



Waste Management is an invaluable service partner in implementing and maintaining our award-winning Green Gloves Program. Their generous donation of compost and mulch to our school gardens is an educational lesson in zero waste – food scraps being turned into compost to grow more food. It's education in action.

– Nancy Deming, Sustainability Initiatives Program Manager
Oakland Unified School District

OAKLAND RUNNING FESTIVAL

WE ARE
OAKLAND.

Waste Management continues to be in the forefront when it comes to Zero-Waste events. With the help of our amazing volunteers, the cooperation of the runners, and the efforts of Waste Management, the Oakland Running Festival strives for a total zero-waste event.

– Matt Cornell, Course Manager
Oakland Running Festival

5. TECHNICAL PROPOSAL

Introduction

WMAC is proposing on Services Groups 1, 2 and 3 and throughout our responses to each Oakland Zero Waste RFP, WMAC details a non-exhaustive list of advantages to combining and awarding all Service Groups to WMAC. Below is a high-level synopsis of the advantages detailed throughout our three proposals.

CEQA & Entitlements/Permitting

No other proposer other than WMAC has secured CEQA, studied and mitigated environmental impacts for all Service Groups. WMAC provides the following:

- **Continued Service:** CEQA has been completed and all environmental impacts have been studied and mitigated for WMAC to continue servicing the City of Oakland from our collection facility at 98th Avenue, to our processing at Davis Street and finally transferring to the Altamont landfill for further processing and disposal. The City of Oakland can feel confident that our existing entitlements are not subject to legal challenges. No other proposer can make this claim.
- **Zero Waste Projects:** CEQA and our entitlements and permits are secured for existing and most all of our proposed projects at 98th Avenue, Davis Street and the Altamont Landfill. More importantly, WMAC has all entitlements for every needed project to ensure Oakland achieves its zero waste goals. The City of Oakland can feel confident that our existing entitlements are not subject to legal challenges. No other proposer can make this claim.
- **In-County Solution:** WMAC is the only proposer who can offer a 100% in-county solution for collection, processing and disposal. Our facilities, capabilities, entitlements and permits are a matter of public record and are located in Oakland, San Leandro and Livermore. The City of Oakland can feel confident that our zero waste solution is Alameda County based. No other proposer can make this claim.

Existing Facilities & Zero Waste Infrastructure

No other proposer other than WMAC has the existing in-county collection, processing and disposal facilities and infrastructure to service all Service Groups, including:

- **98th Avenue:** Our strategically located 15-acre collection facility at 98th Avenue, Oakland is in place and currently services the City of Oakland. Our facility is equipped with sufficient employee and truck parking, maintenance bays, LNG and CNG fueling stations, employee break rooms, locker rooms/showers, training facility, container repair (welding shop, paint booth and cart wash), customer service and customer pay stations. The City of Oakland can feel confident that our existing collection facilities and infrastructure will service Oakland into the future. No other proposer can make this claim.
- **Davis Street:** Our strategically located, 52-acre processing facility at Davis Street in San Leandro is in place and currently services the City of Oakland with its Single Stream MRF, Dry Waste MRF, Commercial MRF, C&D MRF, Public Area Drop-Off, Bulky Waste processing, i-School in partnership with Stop-Waste.Org, Landscape Center, Diesel and CNG fueling stations, fleet and heavy equipment maintenance facility and Transfer Station. WMAC has CEQA completed and permits to upgrade Davis Street's

Single Stream and Dry Waste/Commercial MRFs and construct its Mixed Materials MRF. The City of Oakland can feel confident that our unparalleled existing Davis Street processing facility and infrastructure along with CEQA approved proposed upgrades and new construction will ensure Oakland achieves its zero waste goals. No other proposer can make this claim.

- **Altamont Landfill:** Our world renowned, state-of-the-art and celebrated Altamont Landfill, located in Alameda County, has received Oakland's waste for 32-years. With its existing entitlements, sufficient airspace, 24/7 operations, two landfill-gas-to-energy projects, Waste Management-Linde landfill-gas-to-LNG facility, wind farm, CNG fueling station, conservation easements, wild life habitats, tire recycling, C&D recycling and proposed covered aerated static pile composting(CASP) and reclaimable anaerobic composter(RAC) projects, WMAC's Altamont Landfill is the best residual disposal solution for the City of Oakland. The City of Oakland can feel confident that our unrivalled existing in-county disposal facility will ensure Oakland's residual waste is well managed. No other proposer can make this claim.

Management Team & Personnel

No other proposer other than WMAC has the existing management team and personnel in place to fulfill all Service Groups. WMAC provides the following:

- **Senior Leadership:** WMAC's senior management and leadership team is in place within our Bay Area office, WMAC collection facility, Davis Street processing facility and the Altamont Landfill for all Service Groups and are currently servicing Oakland. Our existing departments include finance & accounting, financial analysis, billing, procurement, human resources, payroll, customer service, communications, maintenance, contract compliance, governmental affairs, engineering, IT, safety, and environmental protection. No other proposer can make this claim.
- **Frontline Management:** WMAC's frontline management team at 98th Avenue, Davis Street and the Altamont Landfill includes district managers, supervisors, operations managers, maintenance managers, MRF managers and route managers. Our entire frontline management team is in place for all Service Groups and is currently servicing Oakland. No other proposer can make this claim.
- **Frontline Employees:** WMAC's frontline employees at 98th Avenue, Davis Street and the Altamont Landfill includes drivers, landfill & MRF heavy equipment operators, vehicle and heavy equipment technicians, recycling sorters, dispatchers and clerical employees are in place for all Service Groups and currently servicing Oakland. No other proposer can make this claim.
- **Recruiting:** While other proposers are attempting to permit facilities, obtain building permits, secure entitlements, recruit management and frontline employees and "learn" Oakland, WMAC "knows" Oakland and will focus all of its attention on transitioning to the July 1, 2015 contract start date with in place infrastructure, permits and personnel which includes more than 150 Oakland residents between our three operations.No. other proposer can make this claim.

Transition Plan

WMAC and its predecessor, Oakland Scavenger, is the only proposer with 100-years of experience in servicing the City of Oakland. Combining and awarding all Service Groups to WMAC provides the following advantages during the Transition Phase:

- Overall reduced cost through economies of scale

- Uninterrupted transitional service by WMAC as the current service and new provider
- Convenience and ease of use for the customer-one point of contact, one message, one voice
- Seamless transition with minimal disruption and confusion for all stakeholders
- Well-organized, well-orchestrated consolidated approach
- Fast tracked implementation of new diversion programs
- Greater opportunity to increase diversion early on
- Mitigation of numerous impacts to the City, customers, community and environment
- Opportunity to expedited creation of jobs
- Consolidated deployment of Program Manager and implementation team
- Effective use of all resources including people, equipment, technology and time
- Efficient use of personnel, facilities, reporting, public outreach and customer service

Collection Services

Coordinated logistics and seamless operations are critical to meeting the needs of the customer and providing excellent service. Managing the relationships between the collections, processing, transportation and disposal is best accomplished with one service provider. Combining and awarding Service Groups 1, 2 & 3 to WMAC provides the following advantages in logistics and operations:

- Overall reduced cost through economies of scale
- Consolidated and consultative materials management to achieve Oakland's zero waste goals
- Unified and consolidated set of reporting and diversion documentation for the City
- One provider can more nimbly adapt to requests from either the City or customers, as there is no need to coordinate with other affected entities or service providers
- Better management and considerations for unexpected issues that may affect our collection service, processing service and disposal service
- Holistic approach for easier management of all material flows from collection, processing and disposal through one service provider
- Ability to maximize efficiencies by servicing routes more effectively and ensuring our customers are serviced on the same day for all of their pickups
- One set of drivers, operating under the same service and safety standards, all of which have the same set of customer instructions and can respond to all customers' inquiries, requests and requirements from one call
- Not having multiple service providers ensures optimal service delivery as customers' materials may move from trash to organics or recycling and WMAC can work with the customer to effectively adjust service and routes
- One service provider offers customers convenience for all their service needs without having to coordinate through another party to effect service changes and requests One provider has the benefit of observing all customer activity and can pick up material more readily should there be an issue.
- WMAC has more vehicles on hand to serve as a back-up so, should there be maintenance issues with trucks

Truck & Container Deployment

WMAC understands the unique requirements and diverse areas within the City of Oakland. We have firsthand experience of the issues and obstacles throughout the City's service area and further appreciate the type and required equipment necessary to deliver excellent service. Combining and awarding Service Groups 1 & 2 to WMAC provides the following advantages in truck and container deployment

- Overall reduced cost through economies of scale
- Improved safety and community image
- Consolidated environmentally friendly CNG collection and transfer fleet
- Reduced air emissions through use of the Altamont's landfill gas to LNG/CNG fuel with lowest carbon intensity vehicle fuel commercially available for collection trucks, container delivery vehicles and transportation tractor-trailers
- Maximized productivity through automated residential MMO and RR collections trucks
- Consistent and industry leading vehicle maintenance program
- Standardized look & feel with unified and consistent vehicle and cart appearance and messaging
- Larger legal payload with fewer trips to WMAC's transfer and recovery facility resulting in fuel savings, minimization of air contaminants and road wear and tear
- All collection (MMO & RR) and transferring vehicles being equipped with onboard scales, onboard computer system, DriveCam, GPS tracking, ground traffic control, electronic fleet management and rear sonar systems.
- Larger Pool of Equipment/Backup Capabilities
- Fewer trucks on the road—during cart delivery and regular servicing, one provider can deliver all containers to a single location at one time
- Consolidated container repair facility for Service Groups 1 and 2

Diversion Plan

Achieving the City of Oakland's zero waste goals will require a significant amount of diversion throughout the course of the contract term. Combining and awarding Service Groups 1, 2 & 3 to WMAC provides Oakland the best opportunity to meet its diversion goals as set forth below:

- Only proposer with an existing facility, entitlements and permits in Alameda County to provide the necessary processing to achieve Oakland's zero waste goals
- Ability to provide the most comprehensive and best coordinated effort around public awareness and Outreach
- Proven collection methods, superior marketing of materials and highest technology available in processing
- Coordinated public education efforts maximizes source separation for all materials, especially in expanding participation and education with the dry recyclable material stream
- Uninterrupted service with no transition disruption will allow the City and WMAC to have a laser focus on diversion goals and community benefits
- Harmony on contract diversion requirements

- Ability to maintain adjustable processing options through the Davis Street roundabout for all materials to maximize recovery and exceed the City's diversion guarantees
- One set of comprehensive reporting for all materials streams by one service provider
- Customer Service/Call Center
- Combining and awarding Service Groups 1, 2 & 3 to WMAC ensures there is one point of contact for customer to address service issues, service changes, billing inquiries and general questions. The following are advantages of a consolidated customer service/call center for the City of Oakland, its residents and businesses:
 - Overall reduced cost through economies of scale
 - Eliminates customer confusion and duplicative staffing
 - Delivers consistent messaging, communication and outreach regarding allowances and prohibitives in each container
 - One-point of contact for service and billing issues
 - Centralized business office and pay-station at 172 98th Avenue in Oakland
 - Consistent measurement for call handling, call waiting and average speed of answer
 - Ability to provide multi-channel and integrated experience for all Oakland customers
 - Leverages best in class technologies and customer service practices with all Oakland customers having access and ability to communicate by phone, email, live chat, walk-in, mail, fax, social media, web, IVR, SMS and Smart Phone App
 - Use of "Track My Driver" function allowing customers to view ETA of their service
 - Consolidated and targeted outreach and promotions

Outreach Plan

Behavior change is the cornerstone of sustainability and the way to drive real change, WMAC's Outreach Plan is designed to ensure Oakland achieves its Zero Waste goals. Combining and awarding Service Groups 1, 2 & 3 to WMAC provides the best opportunity to consistently provide Outreach and communication to the City's residents and businesses. The following are some of the advantages to having one service provider and one voice for the Outreach program:

- Overall reduced cost through economies of scale
- Combined services provide a "one stop shop" for all zero waste programs and service questions
- Eliminates inconsistent messaging and customer confusion
- Holistic approach will benefit the adoption and maintenance of zero waste behavior, leading to early and sustained diversion
- One collector ensures diversion efforts are targeted and coordinated for MFD and other high-volume, low-participation customers
- WMAC selection to provide both MM&O and RR collection and outreach provides the City with the best partner to achieve zero waste

- WMAC brings broadest local knowledge, community relationships, collection resources and processing capabilities to launch and executive a zero waste campaign to reach Oakland's goals in advance of 2030
- Ensures effective and coordinated grass roots campaign to transforms the City
- Facilitates a smooth and efficient transition with minimal disruption to customers
- Allows WMAC to meet aggressive diversion targets in a way that aligns with the City's zero waste hierarchy
- Enhances service equity by focusing outreach in historically underserved communities
- Delivers unified community based social marketing (CBSM) approach
- Provides Oaklandish's marketing efforts and Cascadia's consultative efforts around zero waste programs to drive WMAC's Outreach efforts across all three Service
- Gives voice to well organized and consistent messaging within Zero Waste Community Events
- Coordinates grassroots effort to better target previously underserved populations
- One voice reaching out to the community and business organizations
- Effective mobilization of Zero Waste Ambassador Corps by Council District
- Community-based, effective Job Training for recycling coordinators
- Consistent and unified branding and communications campaigns including smart phone apps, social media, TV, print, radio, online, billboards, public transit signs, collateral materials, automated reminders, booths, outdoor media, community outreach events and speakers bureau

5.1 MIXED MATERIALS AND ORGANICS COLLECTION SERVICES

Proposers are required to provide a description of the manner in which the requested services are to be provided. The proposers work plans as required below will be attached as Exhibits in the approved MM&O Collection Services Contract. The work plans must address and include those items as specified below. The City will place significant emphasis on proposers proposed work plans during the evaluation process. At a minimum, proposers shall include the following work plans:

5.1.1 TRANSITION PLAN

Introduction

WMAC (combined with our predecessor, Oakland Scavenger) is the only company with 100 years of experience in the Oakland community—a background that will facilitate a seamless transition as we implement many of our planned new diversion programs 18 months before the start of the new contract.

As the incumbent, our drivers are already familiar with the unique requirements of the City's routes. Oakland and WMAC have a shared history that will virtually eliminate typical transition challenges, such as collecting critical customer information, which we already have stored in our system.

Our proposed comprehensive transition plan will provide the City and its stakeholders the least impact and eliminate service disruptions to the community and environment.

Early Implementation creates jobs and drives diversion. WMAC will be able to complete much of the planning and preparation for the transition behind the scenes, far in advance of the City's start date of July 1, 2015. In this plan, we have provided a detailed schedule of tasks, which indicates when we will complete each step of the transition. This schedule is flexible, and we will work closely with the City staff to refine it.

With WMAC, there is no learning curve. We know the streets, the landscape and the communities of Oakland.

Relevant Transition Success in Oakland - WMAC has championed successful program transitions for large and diverse communities in the CalBay area, including Oakland. In 2005, we transitioned the City of Oakland, without a glitch, to a new and enhanced single-stream recycling program. For this transition, we delivered over 60,000 grey

64-gallon recycling carts and 100,000 2.5-gallon kitchen pails for food scrap recycling. We held numerous planning sessions with City staff to anticipate potential issues, resulting in a seamless transition from a biweekly, two-bin recycling system to an effective weekly, one-cart recycling program.

Critical Success Factors to a Seamless Transition

WMAC is prepared to devote ample resources—including people, equipment, technology and time—to ensuring a smooth transition, reflecting our true intent—to exceed the City's expectations. Key highlights of our personnel commitments are outlined below:

- Hire a full-time Contract Manager dedicated solely to the City of Oakland. Think of this person as an additional City employee, on us. The Program Manager will serve as the main point of contact during the transition, and throughout the term of the contract. He or she will streamline communication with the City, reduce the burden of complaints and residents' calls to City staff, and oversee all

aspects of the program's success. This dedicated resource is an invaluable tool, ensuring that the City of Oakland, in partnership with WMAC, achieves all of its zero waste goals.

- Cross-functional team of individuals--including Oakland-based community partners and businesses--will work together to fulfill specific elements of the plan. We have included a list of our potential partners in Section 5.5 of this proposal, Community Outreach. Our cross-functional transition team is composed of experienced employees in key areas with specific expertise.

Table 5. Key Functional Department Transition Responsibilities

Functional Department	Key Responsibilities
Real Estate and Development	<ul style="list-style-type: none"> Development of key infrastructure enhancements
Procurement	<ul style="list-style-type: none"> Procurement of major capital expenditures required to perform contract obligations Manage "Buy Oakland" program
Human Resources	<ul style="list-style-type: none"> Recruiting, screening and hiring efforts Manage "Hire Oakland" program Manage intern program Coordinate with strategic partners to effectively implement community outreach programs
Operations	<ul style="list-style-type: none"> Implement effective routing, employee training, process development
Data Management	<ul style="list-style-type: none"> Effectively manage customer database, ensuring seamless interaction with our customers
Information Technology	<ul style="list-style-type: none"> Onboard computing system (OCS) customization and integration; City of Oakland terminal and data interface
Contract Compliance	<ul style="list-style-type: none"> Assessing all contract requirements
Public Education/Communications	<ul style="list-style-type: none"> Collaborating with City on development of education and outreach materials, key messages and media opportunities Developing customer communications for day changes, service schedule changes
Customer Service	<ul style="list-style-type: none"> Training customer service representatives on all Oakland-specific programs, processes and protocols
Contract Management/ Implementation Management	<ul style="list-style-type: none"> Overall implementation project management and meeting facilitation Enabling all necessary cross-departmental coordination Weekly update of implementation plan and timeline status

A Comprehensive Implementation Plan and Progress Tracking

Our implementation plan addresses all necessary activities and milestones associated with a smooth contract rollout. The corresponding timeline will ensure that each activity is completed on time to reach every milestone. We have designated specific tasks for implementation by team members and groups. (See below for our draft timeline)

On an ongoing basis, the Oakland Project Manager will update a status tracking spreadsheet. The status tracking spreadsheet will be uploaded to an Oakland-specific website. Our goal is to provide complete, real-time reports to Oakland staff through a web access system.

5.1.2 WORK PRIOR TO START OF MM&O COLLECTION SERVICES

What the Proposer will accomplish prior to the start of MM&O Collection Services provided in a timeline and described in concise terms. This shall include, among other things, order equipment, prepare necessary routing schedules and route maps, obtain any permits and licenses, establish/build facilities, and begin the community outreach campaign;

Key Considerations for a Flawless Oakland Implementation

WMAC believes a well-organized and well-orchestrated approach is key to the success of new service initiation and/or change. As soon as the contract is awarded, we will begin working with City staff for approval and implementation of all tasks required to initiate early implementation and a smooth transition, maximizing the value to Oakland. The table below describes what will be accomplished in the period prior to the implementation date of new services to minimize disruption and eliminate confusion. Note that as the incumbent hauler, WMAC has already completed many key implementation tasks. We are the only company that is ready to move forward on day one.

[illegible]

Key Transition Elements

Personnel

WMAC employees currently serving the City of Oakland bring more to the table than their industry experience and commitment to safety and sustainability. Our drivers, route managers, and other key personnel bring their first-hand community knowledge with them to work on day one. Their professional experience and personal commitment ensure that service will continue uninterrupted, as no major service transition will be required. We are familiar with Oakland's MM&O customers, the idiosyncrasies and service issues of certain accounts, and the topography and layout of the City.

As noted in more detail in Section 5.2 of this proposal, WMAC will employ state-of-the-art McNeilus fully and semi-automated collection vehicles powered by Compressed Natural Gas (CNG) for residential, commercial and industrial customer collections. We will introduce 75 new collection vehicles at the start of the contract to service the City of Oakland's routes. These collection vehicles will run on CNG generated at WMAC's Altamont Landfill in Livermore, California. As demonstrated below, WMAC has already coordinated with our provider, McNeilus, to obtain a commitment to deliver all trucks by the July 2015 start date, or earlier if desired.

Upon receipt, we will customize each vehicle with City-approved signage and graphics. Drivers will receive additional training on how to properly use each vehicle. We will inspect each truck for safety compliance. Once the trucks are ready to be deployed, WMAC will set up a time with City staff to inspect the trucks and approve their use.

Carts

Because WMAC is the incumbent in the City of Oakland, we have the equipment, service standards, personnel, and infrastructure in place, allowing us to focus on the implementation and the switch-out of new carts. This dedication of resources and technology, combined with our prior experience rolling out carts in the City, will guarantee that this process—often confusing for residents—is simple and convenient. Please read more about our focused cart selection and delivery plan in item 1 below.

Routing

Throughout our partnership with Oakland, our operations professionals have performed numerous program transitions and re-routes—improving quality of service and increasing our fleet's effectiveness. The City has benefitted from these improvements, seeing a reduction in the number of vehicles and associated road impact, improvement in customer complaints and reductions in the City's carbon footprint.

WMAC is the only company that can begin service on day one of the implementation, with highly optimized routes and drivers who have years of experience and familiarity with those routes.

Facilities

WMAC is very excited about the opportunity to increase our investment in the City of Oakland and in Alameda County. While our facilities at 98th Avenue and Davis Street are already providing valuable recycling services, we plan on making some exciting improvements if awarded the contract. These im-

provements will expedite our ability to achieve Oakland's zero waste goals and help highlight the City as a leader in environmental stewardship.

It is important to note that Waste Management will be financing all of its investments, thus eliminating any burden on the City of Oakland. Our financial strength is unparalleled, offering the City a stable and financially secure service partner.

Safety



When asked what he attributes the turnaround to WMAC's safety numbers, Roll-Off Steward Mike Slader doesn't hesitate, "Safety classes with Troy Zimmer. I can feel our company is going in a great direction. Our Multiple Incident Employees (MIE) have had hardly any incidents or accidents since the training began."

Safety is a core value of ours, and a cornerstone of operational excellence. This philosophy is embedded in the way we work, the decisions we make and the actions we take every single day. WMAC offers a safety culture that includes ongoing training for all employees.

We will use our existing pool of experienced, professional collection drivers to provide service to the City of Oakland. WMAC currently services the City, so basic training relating to routes and the community will not be necessary. WMAC will continue to employ our rigorous, comprehensive training program to ensure the safety of our customers, drivers and all employees.

Our drivers are required to complete additional training that includes three weeks of training in routing and customer service. The mandatory ongoing training schedule includes weekly "tailgate" meetings and drive-alongs, driver observations and ongoing regular driver skills training. New drivers undergo an extensive, four-day classroom training program that includes two full days covering all the required Department of Transportation safety training requirements. The fourth and final classroom training day is dedicated to our Safe Driving Practices program. This program discusses the need for drivers to maintain a high level of overall physical fitness to perform their job safely, including proper eating and sleeping habits.

Following the successful completion of our in-class training, each driver begins a comprehensive, 45-day on-the-road training program that includes specifics on how to effectively and safely operate our equipment, along with scheduled checks and written evaluations to determine if the new driver is capable of performing at high levels of safety and service excellence.

Reporting

WMAC provides the City of Oakland with detailed, accurate reporting on a monthly, quarterly, and annual basis, and our intent is to improve upon our current reporting capabilities. We are developing improved software systems that will enable WMAC to provide a variety of reports to meet the City's needs. Upon being chosen as the preferred service provider, WMAC's Contract Compliance staff will begin to

update reporting templates, ensuring these reports are ready for City approval well before the implementation date.

Public Education and Outreach

WMAC's experienced public education and outreach team and our partner, Cascadia Consulting, have developed a comprehensive public education and outreach plan that will be immediately implemented once the contract is awarded. This plan is outlined in detail in Section 5.5 below and includes our intention to implement a grass roots campaign that transforms the City—neighborhood by neighborhood, business district by district, building by building—into a place where zero waste behaviors are the norm.

WMAC believes that behavior change is the cornerstone of sustainability and is a key priority. It's time to take community education and outreach to the next level. It's the principle way to drive real results and enact lasting change. That's why WMAC is proposing an innovative, grassroots, full-scale change campaign that builds upon the years of experience we have in the Oakland community.

Customer Service “Everyone is Involved”

To surpass our current level of customer service, Waste Management is undergoing a technological transformation. By the July 1, 2015 contract start date, customers will have numerous channels for communicating with our Customer Service Representatives (CSR), requesting service and immediately accessing Oakland's Zero Waste programs and results. These changes reflect extensive research of customer-facing technology and the growing customer demand for web-based services and Smartphone apps. Of course, traditional communication channels, including face-to-face office hours and phone calls with WMAC personnel, will still be an important part of our customer service offerings.

Customer Service In the Field - During the transition, our most visible employees will be those on the ground, including cart delivery personnel, collection drivers, and zero waste outreach ambassadors. That's where our Customer Outreach Team comes in. WMAC is committed to finding community partners who are familiar with the City, its diverse residents, and typical issues so we can thoroughly address anything that comes our way. All members of our Customer Outreach Team, along with all WMAC staff, will receive extensive customer service training by trained specialists and subject matter experts.

Customer Service at the Call Center- WMAC places significant effort, resources and time in the preparation and training of our Customer Service Center employees. We will begin training our customer service representatives well before the first mailing is sent to our Oakland customers. We call this the pre-implementation and program launch training. We will develop training materials specific to the new collection programs selected by the City. We will share talking points to ensure all supervisors and front-line customer service representatives are aware of changes and can anticipate and answer customer questions. Training will include the following:

- **Informational Tools.** WMAC's implementation team and our Contract Compliance department will work closely to update the Oakland-specific information pages or Green Pages. Green Pages is an online database that allows WMAC CSRs to pull up City-specific service information, service offerings and rates within seconds. Our CSRs use this tool on every call, ensuring we provide customers with

100% accurate service information. We will create customized pages for each customer type and line of business. We'll share updates for this information tool with City of Oakland staff for approval prior to activation.

- **Intensive, Small-Pod Training.** All CSRs who take City of Oakland calls will be trained in groups of five. CSRs will review service offerings specific to Oakland, including rates, new programs, policies and procedures. CSRs will also be provided with copies of all customer communication collateral distributed in the City of Oakland.
- **Increased Staffing.** Regardless of how well a new contract implementation is communicated to customers, there will likely be a call spike during the first 1-2 weeks of the new contract. Customers often call to request duplicate copies of materials sent or to confirm collection day changes (if applicable). It is critical for the service provider to prepare for this spike in call volume with additional staffing. As with any new contract implementation, WMAC's state-of-the-art customer service center will make sure there is a pool of additional CSRs trained on Oakland-specific issues to help us manage increases in call-volume.

Customer Service Ensuring Contract Compliance - In support of the of the dedicated Oakland Project Manager, our Contract Compliance team will play an integral role in the implementation of new services in Oakland. They will be integral to contract performance, establishing our contract compliance checklist, which we will share with the City.

Contract Compliance will work closely with our Customer Service Center to summarize all new contract services and rates, ensuring all information is entered into our information tool, Green Pages.

Billing

Managing billing—including receiving new customer data and setting up new accounts—can be one of the most complicated processes in a contract transition. As Oakland's current service provider, WMAC already has a successful billing system in place, which will minimize disruption to customers. Customers will continue to enjoy the ease of use of our EZ Pay online system and the familiarity of our traditional mailed or electronic bills. For WMAC, the billing transition will simply consist of populating our existing database with any new customers, cart sizes and rates. We will also audit all of our customer data upon completion of the cart roll out.

Data Collection and Customer Account Set Up - With the use of onboard computing, it is imperative for all service account information—such as address, customer contact information and special service notes—to be accurately set up and loaded to our database. Upon contract award, our data management and IT staff will begin working with Oakland to obtain customer data and establish a process for ongoing data updates.

How customers will select the size and number of carts and bins and how these carts and bins will be delivered.

SFD Cart Selection & Roll Out

As required in the RFP, all customers with carts will receive new wheeled carts. Customers with bins will retain their existing bin unless they request a new bin or upon inspection, WMAC identifies the bins

should be replaced and/or repainted. Allowing bin customers to retain their existing bins provides GHG reductions based on the decrease in materials needed for production, shipment and delivery.

Residents will have the option to choose 20, 32, 64, or 96-gallon carts, and WMAC will promote a 32-gallon cart for mixed materials and a 64-gallon cart for organics as the standard service.

As the current MM&O collections service provider, WMAC already knows the size and location of our customers' containers. We have an accomplished cart delivery team in place, ensuring new carts will be delivered and exchanged with minimal impact. WMAC has extensive experience rolling out programs of this nature and, in fact, performed a similar rollout for the City of Oakland in 2005. The following is the process we will follow to deliver the new carts:

1. Each SFD currently has a minimum of one mixed materials cart. Sizes for the mixed materials carts are 20, 35, 64 and 96-gallons. The default size is 32 gallons. Each SFD also currently has a minimum of one standard 64-gallon organics cart (currently referred to as Green Waste), with the option of 35-gallon or 96-gallon carts upon request.
2. Each SFD customer will receive a postcard detailing the number and size of MM&O carts they currently have and giving each customer the option to select a different cart size. We will also heavily advertise the option for each customer to select carts via the Oakland website. WMAC is committed to leveraging technology wherever possible to save paper, reduce our carbon footprint, and consolidate all cart requests in one easy-to-access information hub.
3. WMAC will advise customers that we will replace their existing carts with new carts on their regularly scheduled collection day. Customers will have been previously advised, 6-8 weeks prior to the cart swap, that they may opt for a different size cart .
4. Customers will also have the option of obtaining a kitchen pail to accompany their organics cart at no additional charge.
5. On collection day, customers will be provided with new 32-gallon carts for mixed materials and 64-gallon carts for organics unless a change is requested as indicated above. Customers who opt to obtain kitchen pails will receive one with their organics cart.
6. All carts will be purchased through either Cascade or Rehrig Pacific. We will select the best provider based on the best value and the percentage of recycled content used to manufacture the cart. All carts will be made with recycled content and are designed to function optimally with both semi-automated and fully automated systems. Other features of Rehrig and Cascade carts include:
 - These are some of the most durable carts in the industry and are fully recyclable when their useful life is done.
 - These vendors use post-consumer recycled plastic in their manufacturing process.
 - Carts have in-molded graphics that provide weather-resistant, clear and concise instructions to users.
 - Black carts will be provided for mixed materials and green carts will be provided for organics. . The City will approve labeling, graphics, and cart design prior to ordering.

- All carts have heavy-duty wheels, attached hinged lids, and are designed to be resistant to inadvertent tipping due to high winds.
- Carts are compatible with the proposed collection system
- The manufacturer and our experienced cart delivery team will deliver new carts and remove the carts previously used by the customer.

WMAC will coordinate the manufacturing, shipment and neighborhood delivery program. We will provide route sheets, special service instructions (if any) and a direct line to a route manager and the Oakland transition team to ensure the carts are delivered properly and the existing carts are removed and recycled if not reusable. Complete cart delivery will take place over eight weeks. The manufacturing period is three months from order to delivery.

Multiple Communications Platforms - Convenient and User Friendly - WMAC will use multiple communication platforms to communicate with existing customers for container selection, as well as to provide information related to new services, requirements and pricing information. The following is a description of how each type of customer will select the size and number of their containers.

- *Web-Based Container Selection* - WMAC will offer web-based container selection to Oakland customers. It's simple, convenient, and has the lowest carbon footprint of any selection method. The website will also include information regarding all programs and services.
- *Bill Insert Container Selection* - In order to utilize already existing communication channels, WMAC will also include mail-back cart selection cards as bill inserts. Customers will be able to fill out the insert and mail it back with their bill. The bill insert will also provide customers with the cart selection website in case they wish to make their selection online.
- *Postcard Container Selection* - To ensure we contact each customer, WMAC will also mail out a cart selection postcard to every residential Oakland address. Like the bill insert, residents will be able to fill out the postcard and mail it back to WMAC. The postcard will also provide residents with the cart selection website in case they wish to make their selection online.
- *Sample Carts at Community Centers* - The best way for customers to evaluate their cart needs is to physically experience the size, shape and volume of the carts. WMAC will deliver a complete set of cart options to community centers willing to display them, including City Hall, libraries, bus depots, and other civic centers. We will provide clear signage to explain the differences in price, capacity, and the environmental benefits of waste reduction.

MFD Cart Selection & Roll Out

MFDs currently vary in the size and type of container that they have for Mixed Materials and Organics services (if any). Current sizes for the mixed materials and organics carts are 20, 35, 64 or 96-gallon. Current sizes for the bins are 1, 1.5, 2, 3, 4, 6 or 7-cubic yards. Sizes for the roll-off containers include 6 - 40 cubic yards.

1. Each MFD will receive a postcard or letter detailing the new diversion requirements, and the number and size of carts/bins/roll-offs they currently have.
2. Customers will be advised that WMAC will replace their existing Mixed Materials and Organics

carts (if any) on their regularly scheduled Mixed Materials and Organics collections day with new carts that match their existing service levels, unless directed otherwise. Customers will be advised that they have the option to receive Organics service. WMAC will request that each MFD property owner/landlord contact WMAC to obtain appropriate Organics Services Containers. Note, our outreach team will also be proactively reaching out to each of the MFD to provide them with consultative services to right size their service offerings and educate them on the new program. A 64-gallon cart will be offered as standard with Organics service. Customers will be advised that they can change their existing service levels by calling into a designated phone number, or visiting the website, with a deadline 6-8 weeks prior to the cart swap. The phone number provided will be staffed by customer service personnel who are fully informed about the transition plan and can provide guidance to customers about the impacts of any requested service changes.

3. WMAC will also make kitchen pails available to the units of those MFDs that implement Organics service. Residents will be able to contact WMAC and obtain a Kitchen pail for their unit at no additional charge. All MFD customers will receive written information regarding this program, including benefits of its utilization. This information and the ability to request kitchen pails will also be available on our website.
4. On each customer's collection day, all customers will be provided with new carts if they have cart service. WMAC will evaluate customers with existing bins to determine whether their bins need to be repaired or repainted if the customer and outreach team determine the existing bins and cart sizes are adequate and will have the required services provided as part of the transition plan schedule.

As described above, WMAC will purchase all carts through either Rehrig Pacific or Cascade.

We have found it is better for us to focus on the collection aspects of implementation. WMAC will coordinate the manufacturing, shipment and MFD cart delivery program with the chosen cart vendor. As noted earlier, we will provide route sheets, special service instructions (if any) and a direct line to a route manager to ensure the carts are delivered properly and the existing carts are removed and recycled if not reusable. Complete cart delivery will take place over an eight-week period.

Bins-Metal Containers

WMAC will refurbish a portion of existing metal containers and purchase some new metal containers for those customers requesting new or expanded service. As part of the transition plan, WMAC will perform an inspection of all bins prior to the roll-out of new containers and identify and address those that need to be replaced or repainted. Moreover, WMAC will coordinate the exchange of old bins with freshly painted containers as requested by customers.

Commercial and City Facility Cart Collection and Roll Out

WMAC currently provides a variety of carts, bins and roll-off services to both Commercial Customers and City facilities.

1. WMAC will send a postcard/letter to each Commercial and City Facility customer detailing the number and size of Mixed Materials and Organics (if any) carts/bins/or roll-off containers they currently have. Our program will include a visit from one of our sustainability experts

- to assist customer with their decisions and appropriately gauge their service and recycling opportunities.
2. Customers will be advised that WMAC will replace their existing mixed materials and organics carts on their regularly scheduled mixed materials and organics collections day with new carts that match their existing service levels. Customers will also be advised that they have the option to receive organics service. WMAC will advise all Commercial property owners or landlords of the new diversion requirements and request they contact WMAC to obtain appropriate organics containers.
 3. WMAC will reach out to those commercial customers who currently do not have organics services but would be best-suited to source separate their material and work with these customers to implement organics services at their locations.
 4. Customers will be advised that they can modify their existing service by calling into a designated phone number, or visiting the website with a deadline 6-8 weeks prior to the cart swap. The phone number provided will be staffed by customer service personnel who are fully informed about the transition plan and can provide guidance to customers about the impacts of any requested service changes.
 5. On each customer's collection day all Commercial City customers with carts will be provided with new carts unless a change is requested. Customers requesting additional service will be provided with the additional cart, bin, or roll-off container as requested.
 6. WMAC will purchase all carts through Cascade or Rehrig.
 7. The chosen manufacturer will deliver the carts and remove the carts for recycling in a similar fashion as described above.

Commercial and City Facility Cart Collection and Roll Out

WMAC currently provides a variety of carts, bins and roll-off services to both Commercial Customers and City facilities.

1. WMAC will send a postcard/letter to each Commercial and City Facility customer detailing the number and size of Mixed Materials and Organics (if any) carts/bins/or roll-off containers they currently have. Our program will include a visit from one of our sustainability experts to assist the commercial customer with their decisions and appropriately gauge their service and diversion opportunities.
2. Customers will be advised that WMAC will replace their existing mixed materials and organics carts on their regularly scheduled mixed materials and organics collections day with new carts that match their existing service levels. Customers will also be advised that they have the option to receive organics service. WMAC will advise all Commercial property owners or landlords of the new diversion requirements and request they contact WMAC to obtain appropriate organics containers.
3. WMAC will reach out to those commercial customers who currently do not have organics services but would be best-suited to source separate their material and work with these customers to implement organics services at their locations.
4. Customers will be advised that they can modify their existing service by calling into a des-

ignated phone number, or visiting the website with a deadline 6-8 weeks prior to the cart swap. The phone number provided will be staffed by customer service personnel who are fully informed about the transition plan and can provide guidance to customers about the impacts of any requested service changes.

5. On each customer's collection day all Commercial City customers with carts will be provided with new carts unless a change is requested. Customers requesting additional service will be provided with the additional cart, bin, or roll-off container as requested.
6. WMAC will purchase all carts through Cascade or Rehrig.
7. The chosen manufacturer will deliver the carts and remove the carts for recycling in a similar fashion as described above.

Bins- Metal Containers

WMAC will be refurbishing a portion of existing metal containers and purchasing some new metal containers. As part of the transition plan, WMAC will perform a commercial and City Facility bin audit of all bins prior to the roll-out of new containers, and will identify those that need to be replaced, repainted or require attention. Moreover, WMAC will coordinate the exchange of old bins with freshly painted containers as requested by customers. WMAC will be responsible for providing all customers that require new bin service with bins that are appropriate for their service level. Moreover, WMAC will ensure that all mixed material bins receive a black lid and all organics bins receive a green lid in order to maintain consistency with the residential program.

Roll-Off Containers

WMAC will be refurbishing existing metal roll-off containers and purchasing new metal containers as needed, based on the request and requirements of customers. WMAC will coordinate the exchange of old containers with freshly painted containers as requested by customers.

As part of the transition plan, WMAC will perform an inspection of all roll-off boxes prior to the roll-out of new containers, and will identify those that need to be replaced/repainted or that require attention. Moreover, WMAC will coordinate the exchange of old roll-off boxes with freshly painted containers, as requested by customers.

How the MM&O Collection Services Contractor will implement the required SFD programs.

As the current MM&O collection service provider in the City of Oakland, WMAC has had over 100 years of experience servicing its residential customers, perfecting routes, implementing practices to maximize service efficiencies and optimizing service delivery. As such, WMAC has unmatched knowledge in terms of understanding existing SFD service requirements, route densities, potential obstacles, etc. This knowledge, combined with the extensive preparation done in the period prior to implementation will result in a seamless start of new programs and services.

SFD Mixed Materials & Source Separated Organics Collection, Processing, and Transfer

WMAC will continue to provide SFD collection services of mixed materials and source separated organic for SFDs between 1-4 units. This includes weekly residential curbside collection service utilizing a single person crew. We will utilize a low entry right side drive vehicle that can be operated in both an automated and semi-automated fashion to improve the efficiency of our workforce. All new vehicles are

guaranteed to be ready in time for the contract start date and WMAC will perform collection services Monday through Friday (Saturday service will be provided as required per the holiday schedule listed in the RFP). Service hours will be between the hours of 6 am and 6 pm.

Each vehicle will be equipped with an Onboard Computer System (along with other accessories as described in the Operations Plan), which will be updated daily with the driver's route, scheduled customer stops including backyard customers, and any special tickets or additional service requests for the day. WMAC drivers will service each SFD container and leave the container at the point of collection in an upright position. For back yard services, the driver will be required to retrieve the container from the agreed upon service location, empty the materials and return the container to its proper location.

All Mixed Materials will be delivered to Davis Street's Waste Management's new Mixed Materials Processing Facility where they will be processed to capture recyclables and organics. Please see a description of this facility in both the Facilities and Diversion Sections of our response. All Source Separated Organics will be delivered to Davis Street's Waste Management's Organics Transfer Building where they will be further processed. Please see a description of the facilities utilized in both the Facilities and Diversion Sections of our response.

SFD Bulky Goods Collection

WMAC will continue to offer SFDs our bulky item collection program. SFDs will receive one free on-call collection per year, with the option to schedule additional bulky item collections at an additional fee. Oakland residents are already familiar with WMAC's program, and the same call-in number as well as online access will be available to schedule appointments. Acceptable items will be promoted in public outreach materials that will be described in the public outreach plan in section 5.5 of this proposal, Community Outreach. This makes proper bulky item disposal consistent and simple for residents, and minimizes the risk of illegal dumping. The SFD bulky goods will be processed at the Davis Street Campus to maximize diversion. See our Value Add section, which provides the City of Oakland solutions for illegally dumped bulky goods.

On-Call HHW Collection

On-call HHW will be provided as an optional service for an additional fee to SFD customers through Waste Management's At Your Door Program. Please read more about this program in sections 5.6 and 5.7 of this proposal.

WMAC has the experience to implement this type of program and incorporate it into our new service offerings. The implementation of this program ensures that residents will have access to this vital service on day one of the contract and assists in meeting the zero waste goals of the City of Oakland. Assisting in preventing hazardous materials from improper disposal truly builds healthy communities and creates a sustainable environment.

On-Call Sharps Collection

On-call collection of sharps will be provided as an optional service for an additional fee to SFD customers through WMAC's At Your Door program. Please read more about this program in Section 5.7 below.

SFD Temporary Roll-Off Boxes

WMAC already provides SFD temporary roll-off service in the City of Oakland, and will continue to do so without transition issues. We will continue to provide Information regarding this service offering in public education materials and through our website.

How the MM&O Collection Services Contractor will implement the MFD programs

WMAC has been providing collection services to MFDs within the City of Oakland since for the last 100 years. As such, we have an unmatched familiarity with existing customers—including routes, accessibility, special requirements, etc. The roll-out of organics services to these accounts provides an exciting opportunity to increase diversion in this often overlooked segment of the community. Also, our community outreach strategies will drive awareness and participation in the program that will positively impact diversion.

MFD Mixed Material and Source Separated Organics Collection and Processing

WMAC will provide collection service of mixed materials and source separated organics to multi-family premises at a minimum of once per week and as frequently as six times per week, as scheduled by the customer.

WMAC will employ various types of equipment to serve MFD customers. Each MFD dwelling will be offered service based on the size of the number of dwellings and space requirements. For mixed materials service, we will offer 20,32,64, or 96-gallon carts, as well as 1, 1.5, 2,3,4,6, or 7 CY Bins, and 6-40 CY roll-offs will be available for mixed materials service, and 32, or 64-gallon carts available for organics service.

WMAC crews will perform both mixed materials and organics collection between the hours of 6:00 a.m. and 6:00 p.m., Monday through Friday, and on Saturdays when requested.

WMAC will significantly expand MFD site visits, as described in Section 5.5, Community Outreach, to ensure that customers maximize their diversion efforts. MFD specialists will visit these customers throughout the transition and throughout the life of the contract to conduct audits and proactively work with these customers to implement diversion programs. New buildings, changes in management, and high resident turnover make multiple touches necessary.

All Mixed Materials will be delivered to Davis Street's new Mixed Materials Processing Facility where they will be processed to capture recyclables and organics. Please see a description of this facility in both the Facilities and Diversion Sections of our response. All Source Separated Organics will be delivered to Waste Management's Organics Transfer Building where they will be further processed. Please see a description of the facilities utilized in sections 5.2 and 5.3 of our response.

MFD Bulky Goods Collection

WMAC will implement a new, highly publicized bulky item collection program for MFDs. MFDs will receive one free on-call collection per year, with the option to schedule additional bulky item collections at an additional fee. Collection will be provided by the same vehicles as the SFDs and in the same manner. Extending this program to MFDs and conducting an extensive education plan around the pro-

gram will make proper bulky item collection consistent and simple, minimizing illegal dumping. Please see our Value Add section, which provides the City of Oakland with solutions for illegally dumped bulky goods.

On-Call HHW Collection

WMAC will provide on-call HHW collection as an optional service for an additional fee to MFD customers through Waste Management's At Your Door Program. Please read more about this program in section 5.6 below.

WMAC has the experience to implement this type of program and incorporate it into our new service offerings. The implementation of this program ensures MFDs will have access to this vital service on day one of the contract. Providing HHW collection to MFDs will help the city meet its zero waste goals. Assisting in preventing hazardous materials from improper disposal truly builds healthy communities and creates a sustainable environment.

On-Call Sharps Collection

On-call collection of sharps will be provided as an optional service for an additional fee to MFD customers through WMAC's At Your Door program. Please read more about this program in section 5.7 below.

MFD Temporary Roll-Off Boxes

WMAC already provides MFD temporary roll-off service in the City of Oakland, and will continue to do so without transition issues. We will continue to promote this service offering through public education materials and our website.

How the MM&O Collection Services Contractor will implement the Commercial programs

As the incumbent provider of MM&O services to commercial programs, WMAC is ready to continue these services upon contract award without transition issues. We will notify all customers of new programs and any service changes, as indicated in Section 5.5, Community Outreach.

How the MM&O Collection Services Contractor will implement the City programs

As the current provider of MM&O services to Oakland's City facilities, WMAC is ready to continue these services upon contract award. We will notify all City facilities of new programs and any service changes, as indicated in Section 5.5, Community Outreach Strategy and will provide collection of City Facilities at a minimum weekly, but as frequently as scheduled by the City, up to six (6) times per week.

WMAC will conduct audits at City facilities to help identify if organics programs can be added, and to assist with additional cart placement if required to capture this material. WMAC will also work with City facilities on education programs that will maximize diversion at each site. WMAC will work with the City to identify where cart implementation may be best utilized in high-volume areas and develop a schedule to ensure these locations are adequately serviced, should the need arise.

Roll-Off, Container and/or Cart Services for City Facilities

WMAC will provide collection of City facility containers a minimum of once per week, or as frequently as scheduled by the City, up to six times per week. WMAC crews will perform collection between the

hours of 4:00 a.m. and 6:00 p.m., Monday through Friday, and on Saturday when requested. If the City service location is within a residential service area, the driver will follow the guidelines outlined in the City's ordinance.

City Street Litter Container Maintenance and Replacement

As Oakland's provider for over 100 years, WMAC understands what it takes to manage the City's street litter service program. WMAC will continue to provide service to the street litter cans throughout Oakland on a daily basis, Monday through Friday and monitor and empty containers Saturday and Sunday as directed by the City.

WMAC will be responsible for the removal, repair and maintenance of the street litter containers through WMAC's container delivery and repair department. WMAC currently handles almost 100,000 delivery and repair transactions annually, and manages over thirty thousand new containers per year as they move through our warehouse.

WMAC drivers will report any damage or graffiti to dispatch, and WMAC's container repair department will dispatch service offers to a mobile technician who will repair damage to the street litter cans—including removing or painting over graffiti. Our experience managing a container department will ensure we maintain sufficient inventory and deliver new or replacement street litter containers as required by the City.

City Council and Mayor Roll-Off Boxes

WMAC will provide the City Council and Mayor with 108, 30-yard roll-off boxes each year with the ability to carry over unused roll-off boxes to the following year with a maximum balance of 216, 30-yard boxes in any one year. The City, City Council and Mayor can use these boxes at their discretion for clean-up events or other related activities throughout the City.

City Adopt-a-Spot Mixed Materials Collection, Processing and Transfer

WMAC will provide up to 150, 64-gallon mixed material or organics carts for City-approved Adopt-a-Spot Program events for cleaning and greening public areas in Oakland. WMAC will dispatch the appropriate collection trucks for service of these containers when they are set out for collection. We can also provide the City with signage and event staff to assist in planning zero waste events and to promote diversion per our Community Outreach Plan described in the RFP.

City Sponsored Events

WMAC will support City sponsored-events through the delivery and collection of up to 30 roll-off boxes per year, as directed by the contract manager. WMAC will also work with City Staff to determine the number of organics and mixed materials carts or Clear Stream collection containers required to be placed strategically throughout the event in order to capture materials. WMAC will make available up to 75 organics and 75 mixed materials carts for the City to use each year at City-sponsored events. WMAC will work with event staff to ensure optimal placement of the carts and provide signage as necessary to

promote diversion. We can also provide the City with event staff to promote diversion per the outreach strategy described in the RFP.

Temporary Roll-Off Box Collection and Processing

WMAC will provide on-call 6 CY-40 CY roll-off box collection services to all City premises. Single-person crews will perform collection between the hours of 6:00 a.m. and 6:00 p.m., Monday through Friday.

Each driver will receive a daily pack of individual service tickets. The ticket lists the customer's name, service address, service requested (i.e., delivery, final or empty and return), account number, phone number and a comments section to inform the driver of any delivery or disposal instructions he/she may need.

All MM&O materials collected as mentioned above will be transferred to and/or processed at the facilities described in the Facilities section of 5.2 below.

How the MM&O Collection Services Contractor will implement the Commercial Non-Exclusive Recyclable Material programs, if selected

WMAC will offer recycling collection services to all commercial customers as part of their outreach activities. WMAC will comply with all County and State recycling ordinances.

As of July 1, 2012, per the Alameda County and CalRecycle Ordinances, businesses generating four or more cubic yards of solid waste per week will be required to obtain a level of recycling service adequate for the amount of recyclables they generate. Business waste generators will need to separate high-market-value materials from other solid waste (or ensure that materials are taken to a high-diversion mixed waste processing facility) and that organics (food and compostable paper) will be added to the basic recyclables.

As a result, prior to service implementation and according to our Transition Plan, WMAC will conduct an analysis to identify those commercial businesses generating four or more cubic yards of solid waste per week that are not currently being provided recycling services.

As the incumbent service provider to the City of Oakland, WMAC currently services approximately 5,000 commercial customer locations. We will analyze our existing commercial customer service levels to identify those businesses to which we are not providing recycling services.

For those customers that do not have existing recycling services, WMAC will provide them with a letter outlining AB 341 and StopWaste.Org mandatory recycle and organics requirements and notify them of the diversion service requirements.

WMAC will engage in a proactive campaign as part of our Transition Plan and Outreach Plan to reach out to these customers, explain the diversion requirements, and identify what existing barriers there are currently (if any) to implementing recycling services at their locations. WMAC will assign dedicated individual(s) to reach out to these property owners/managers, visit their locations and work with them to implement recycling services onsite.

WMAC will provide recycling services to commercial premises at a minimum of once per week and as frequently as six times per week, as scheduled by the customer. We will utilize various types of equipment to service Commercial customers in the City of Oakland. As the long-term provider of services to commercial customers in Oakland, we have unmatched expertise in determining the type of services Oakland's commercial customers will require. Our familiarity with the City's needs extends to developing routing efficiencies, overcoming potential barriers and maximizing service efficiency.

WMAC will offer cart, bin and compactor service to all commercial customers for recyclables. Front-end load service will be provided for bins ranging from 1 to 7 yards and rear-end load service will be provided for both bins ranging from 1 to 2 yards and for cart service from 20 to 96 gallons in size. Commercial customers in the City of Oakland have various requirements based on the location of existing enclosures.

In addition, within the City of Oakland, there is a potential base of industrial customers who are not maximizing recycling efforts and who unfortunately discard recyclables such as wood, cardboard, and metals. WMAC will work proactively with these customers based on observations to implement the appropriate recycling programs. WMAC can also route these customers to our MRF at Davis Street Transfer Station to recover these materials if we are unable to improve customer behavior.

Recyclable materials will be delivered to WMAC's Davis Street Transfer Station and processed at our expanded single stream MRF on-site, as described in the facilities section of this response below.

What type of public education and outreach activities will occur

This section addresses WMAC's public awareness plan, education and outreach methods and activities, materials, and details for launching the community outreach campaign during the 18-month transition period. We also highlight outreach activities that are already underway or will be implemented before the contract start date.

WMAC's Community Outreach Plan—described in more detail in section 5.5—is structured as follows:

Our Vision and Strategy

- Holistic Strategy to Drive Zero Waste - Four Key Steps
 - Understand district profiles, needs and opportunities
 - Target sectors and streams for maximum results
 - Engage vital community partners
 - Mobilize Zero Waste Corps and technology
 - Community Outreach Timeline
 - Complete Listing of Potential Outreach Pilots
 - Ongoing Evaluation

Our Vision

WMAC is the only company that understands the City of Oakland well enough to implement a grass roots campaign that transforms the City—neighborhood by neighborhood, business district by district, build-

ing by building—into a place where zero waste behaviors are the norm. We’ve spent the last 100 years building a strong foundation. Now, with this aggressive Zero Waste RFP, we’ve taken the opportunity to analyze that foundation and tailor improvements that will take us to the next level.

Community Based Social Marketing (CBSM), based on thorough research, best practices, pilot programs, and subsequent analysis, are the basis of WMAC’s approach for Oakland. The framework for our campaign is based on The Six Steps for Community Based Social Marketing, as adapted from *Fostering Sustainable Behavior*, by Dr. Doug McKenzie-Mohr, environmental psychologist, and founder of community-based social marketing.

The following steps are based on the CBSM approach shown in the graphic below.

Figure 1. Six Steps for Community Based Social Marketing

Six Steps for Community Based Social Marketing

Adapted from *Fostering Sustainable Behavior* by Dr. Doug McKenzie-Mohr



Step 1: Clarify desired outcomes, target behaviors, and audiences

WMAC proposes to begin developing our outreach strategy by working with the City to confirm objectives. According to the RFP and Zero Waste Strategy, our understanding is that the City is aiming to:

- Maximize participation across all sectors in collection and other zero waste programs, particularly for organics programs, the multifamily sector, and at City special events
- Facilitate a smooth and efficient transition, minimizing disruption to customers
- Meet aggressive diversion targets in a way that aligns with the City’s zero waste hierarchy
- Enhance service equity by focusing outreach in historically underserved communities

Aligned with a CBSM-based approach, we would also recommend identifying specific, non-divisible behaviors for each sector, material stream, and if desired, geographic area of the city. This process helps ensure that outreach sufficiently addresses barriers and motivations specific to those identified behaviors and audiences.

For this step, we propose conducting two, half-day facilitated meetings with City staff and other key stakeholders, if the City prefers. Other potential participants could include interested City Council members, community-based organizations, regional partners, and environmental groups. These participants could be invited to attend one of the two meetings to create a shared vision, including measurable community-wide goals.

Step 2: Identify brick and mortar zero waste storefront locations “Key information and Training Centers”

Next, WMAC will work with the City to design storefronts at existing high-traffic locations. Possible locations could include the East Oakland Youth Development Office or Eastmont Mall, though we would recommend having at least one storefront per council district. These locations will serve to educate, inspire, and equip targeted communities to adopt desired behaviors. Storefronts will be designed to reflect the overall zero waste brand developed in Step 4.

During the transition period, these storefronts will also serve as important information centers and sites for community events. Cart sizes and options will be displayed, all public outreach collateral will be available, and staff will well versed in the transition timeline and in new programs.

Step 3: Refresh best practices research and address Oakland-specific research gaps

In this step, our team will build on decades of outreach experience in Oakland and other leading communities, as well as our database of zero waste best practices from cities across the globe. Research will be focused to better understand target behaviors and their associated barriers and benefits, confirm baseline material quantities and diversion potential for specific sectors and geographic areas to inform performance targets, identify opportunities for potential pilot projects, and leverage best practices from other progressive zero waste communities. Ultimately, this step will:

- Match outreach strategies with Oakland’s objectives and community profile
- Target customer groups with the greatest potential for furthering the City’s zero waste goals
- Form the basis for community outreach performance targets

The WMAC team will refresh our database of zero waste best practices by reviewing the most current and progressive research in the zero waste field. Particular focus will be given to target sectors and material streams and recent developments at each level of Oakland’s zero waste hierarchy.

WMAC is suggesting a combination of market research methods, including focus groups, surveys, and in-home ethnographic research. The research will be focused on understanding customer knowledge and awareness of target diversion and zero waste behaviors. Barriers and motivations will also be addressed

through this research. As highlighted below, Waste Management and Cascadia are currently collaborating on such market research on the multi-family sector in the greater Seattle area.

Community-Based Social Marketing Research on Seattle Area Multifamily Customers:

A Waste Management - Cascadia Partnership

As part of a multi-year project aimed at improving recycling outcomes in the multifamily sector, Waste Management Northwest and Cascadia conducted international case study research and coordinated on-the-ground field work in Snohomish and King Counties to inform the development and implementation of innovative multifamily recycling pilot projects. Through the international research process, Cascadia identified a number of unique strategies that have achieved measurable improvements to outcomes and that could be adapted for the local context. Through the on-the-ground field work, Cascadia used social marketing research techniques to study the recycling behaviors, motivations and barriers of multifamily residents and property managers in the project area.

In 2013, Cascadia will work with Waste Management and both Counties to design, implement, and evaluate pilot projects based on a selection of the strategies identified through international research and tailored to address the specific behaviors and barriers of the target population. The results of the pilot projects will provide valuable insights for recycling programs throughout the West Coast.

This work is also contributing to a larger statewide multifamily recycling research effort led by the Washington State Recycling Association that is poised to identify best practices for improving outcomes in Washington and throughout the Western U.S.

Where data gaps exist, in-field research will help to verify customer information, such as participation and contamination rates. We will work with the City to determine the extent to which this research is needed and desired.

Relevant research findings will be shared in a report provided to the City, and include recommended outreach strategies for pilot projects, target customer groups, and performance targets.

WMAC and our partner Cascadia will also provide a combination of desktop and in-field characterization studies to develop profiles of the materials generated by sector and at the individual business level. Cascadia brings Oakland access to the most comprehensive characterization database in the country, with data for more than 50,000 sorted material samples from across the U.S.

Step 4: Develop new Oakland zero waste brand and communications platform

Our team will partner with the City to create a creative and locally relevant branding and communications platform to inform all program communications. Based on the platform, our team, lead by Oaklandish, will develop new logo, look-and-feel, and tagline that will speak to City residents and businesses in a meaningful way about zero waste. Logos and brand messaging will guide website development, advertising, and social media, as well as community blog posts, posters at our zero waste storefronts, and other communication channels to receive feedback from the community.

Step 5: Plan and launch series of zero waste kick-off events

WMAC proposes up to seven neighborhood kick-off events, one per City Council district. At these events, we will focus on reaching target customer groups identified through the preliminary research, and align event themes, activities, and give-aways to best meet the unique needs of each community. Some of these events could be scheduled as part of a related and high-traffic event, like National Night Out, to link to community priorities, such as safety and family. We will work in partnership with City staff,

community-based organizations, City Council, and other interested parties to plan and launch inspiring events that lead to lasting behavior change. Event activities, give-aways, and incentives will be aligned with pilot projects wherever possible. For example, pledges and kitchen food scraps pails could be distributed to residents, neighbors could sign up to serve as zero waste champions in their home, building, or workplace, and those interested in job training could sign up to receive more information on WMAC's green job training programs. We would also bring WMAC's new alternative fuel trucks and containers to events to further boost attendance.

We also recommend a high-profile, Citywide kick-off event with City, business, and community leaders, as well as media representing the entirety of the City and its cultures. To boost attendance, we would suggest inviting a well-known and inspiring speaker like Van Jones (see below for more details). WMAC would work with the City to secure a speaker with a vision that aligns with the City's zero waste, economic, and community priorities.

Launch Event Keynote Speaker Van Jones: Oakland Native Takes Green Jobs to the White House

Van Jones is president and co-founder of Rebuild the Dream, a platform for bottom-up, people-powered innovations to help fix the U.S. economy. A Yale-educated attorney, Van has written two New York Times Best Sellers: *The Green Collar Economy*, the definitive book on green jobs, and *Rebuild the Dream*, a roadmap for progressives in 2012 and beyond. Van is currently a CNN Contributor. In 2009, Van worked as the green jobs advisor to the Obama White House. There, he helped run the inter-agency process that oversaw \$80 billion in green energy recovery spending. Van is the founder of Green For All, a national organization working to get green jobs to disadvantaged communities. He was the main advocate for the Green Jobs Act; signed into law by George W. Bush in 2007, the Act was the first piece of federal legislation to codify the term "green jobs." Under the Obama administration, it has resulted in \$500 million for green job training nationally.

Step 6: Launch multi-media communications campaign

WMAC and its Oakland-based communications and PR partners will work with the City to develop a multimedia campaign. Our team will leverage those communications channels that are accessed by the largest numbers of Oakland residents. We will ensure the campaign is appropriate and engaging for the diversity of cultures represented in Oakland. In addition to the MM&O material stream, the campaign will address HHW, electronics, illegal dumping, and sharps. Our team will look to innovative campaigns from other parts of the country and abroad, such as the food waste prevention campaign highlighted in the text box below.

"Love Food Hate Waste" Campaign Yields Impressive Zero Waste Results in the U.K.

"Love Food Hate Waste" is a major successful public awareness campaign launched in the U.K. Avoidable household food waste has dropped 18 percent in 5 years of the campaign. Food waste is one of the top three food issues of concern to the public, ranking above food safety. The campaign uses celebrities and focuses on positive messaging, including providing tips and recipes.

Key elements of our campaign include the following.

- A website designed to engage diverse customers and prompt them to take zero waste actions. WMAC envisions a highly interactive site that takes advantage of new technological opportunities for bet-

ter engaging with customers, such as video, games, and custom tools. We will also leverage and coordinate with existing online tools that align with Oakland's goals, like StopWaste.Org's "Ready Set Recycle" game. The site will be designed for easy viewing on handheld devices, such as cell phones and tablets.

The website, which will be developed and live far before the start of collection services, will be promoted on all materials and will be an important information resource for customers during the transition. The website will be an integral part of the transition, public education and on-going information. It will serve as an information hub for all public education materials, program information, upcoming events, and announcements during the transition and throughout the life of the contract.

- Email campaign - Visitors to the website will have the option of providing their email address so they can opt out of receiving paper notifications. By receiving public education, program updates, and other information via email, Oakland residents can save paper and minimize the carbon footprint associated with mail.
- Apps, social media, and other innovative online communication formats that reach large numbers of Oakland residents and businesses
- An array of communications channels—including TV, print, radio, online, billboards, signs on public transit, etc. WMAC will provide City staff sufficient time to review and approve all media relations activities per the contract requirements.
- Engaging, highly visual, and multicultural collateral materials developed in conjunction with the City and distributed to all of Oakland's residents and businesses. Materials, such as brochures and zero waste guides, will be developed according to the City's contract requirements for language translation, recycled content, the City's hotline number and logo, and ADA needs. Drivers and customer service staff will serve as an extension of our outreach team, and will be trained and equipped with materials as appropriate. Sending every customer a combined collection schedule and service change reminder sheet, up to three times before the start of the new contract services.
- "Head's Up" Postcard - Two weeks prior to the new contract start date, as another touch point, each residential customer will receive a postcard reminder about the start of new services. We will also use this time to remind customers about collection day changes, should they occur. In the event of day changes, we will also use cart tape to alert customers to their new service day.
- Zero Waste Oakland Welcome Packets - Welcome packets are an all-inclusive public information piece provided during the service transition to give customers all pertinent information in one place. The Welcome Packet will include information such as:
 - Description of new services
 - New cart delivery schedule
 - Notice of collection day change (if any)
 - Collection schedule calendar
 - Graphics showing what to recycle, compost, or put in the garbage
 - Tips for reducing waste
 - What to do with HHW, Bulky Goods, or other common items

- Services and rates
- Container placement requirements
- Customer service and contact information
- An automated series of reminder phone calls, emails, and/or text messages as well as billing inserts would also be deployed to prepare customers for service changes, ensuring convenience. Multilingual and TDD services will be provided wherever needed to ensure equal access to the outreach services.
- Booths with outdoor media at local public and business events, high-traffic intersections and public places, farmers markets, flea markets, swap meets, and places that reach large numbers of Oakland residents and businesses
- Informational updates at regularly scheduled community, business, and environmental group meetings throughout Oakland

WMAC will work in conjunction with the City to finalize the communications campaign methods, materials, activities, and associated budgets.

Step 7: Develop a corps of zero waste ambassadors, enhancing local green jobs training programs

Next, WMAC will begin to recruit, train, and mobilize a corps of zero waste community ambassadors to deliver outreach services in their homes, apartment buildings, workplaces, and neighborhoods. The corps will be comprised of both volunteer and hourly staff, based on responsibilities, time commitment, and performance in meeting outreach targets. We have included the equivalent of eight full-time ambassador positions in our proposed outreach approach, and are prepared to work with many more interns to gain on-the-job training and transferable soft and hard skills.

The corps of zero waste community ambassadors will be recruited through:

- Local green jobs training programs
- WMAC and City staff networks
- Customer signups from the communications campaign activities and kick-off events
- Proactively recruiting via community-based, environmental, and other related organizations

Partnering with local green jobs training programs is a key aspect of developing Oakland's zero waste ambassador corps and building local green job capacity. Examples of these programs include the Oakland Green Job Corps and SEE Green Careers. Key partner organizations would likely include Cypress Mandela, Laney College, Spanish Speaking Citizens' Foundation, The English Center, and Urban Services YMCA. Below, we've provided additional detail on the Oakland Green Job Corps program and our ideas for partnership.

“Making Green Work: Best Practices in Green-Collar Job Training,”**Ella Baker Center for Human Rights, Green-Collar Jobs Campaign, 2010.**

The Oakland Green Job Corps Program (OGJC) began in 2008 as a green-collar job training program enabling trainees to pursue jobs, primarily in the clean energy sector. The program is a partnership of Cypress Mandela, Laney College, and Growth Sector, and offers a 38-week college accredited job training program in partnership with local employers. Wrap-around social support services are also provided as an integral part of the program.

The Oakland Apollo Alliance, a OGJC employment partner “believes that Oakland can become a shining national example of a blue-collar town transformed into a green-collar powerhouse. Oakland can be a model sustainable city that creates high quality jobs for its residents while cleaning up the environment, improving public health and helping America achieve energy independence.”

Oakland Scavenger wants to contribute to this vision. We are in conversation with OGJC program managers about expanding the curriculum and instruction to address zero waste. We also plan to dedicate zero waste ambassador positions for OGJC interns and graduates to build transferable skills and support them in their transition to permanent employment. This would likely happen through the Oakland Green Employer Council or Oakland Apollo Alliance, groups already partnered with this program.

In addition to generous seed funding from the City of Oakland, OGJC has benefitted from financial contributions from the State of California, federal Department of Labor, and Yahoo! For Good grants. As federal stimulus funds are set sunset in the summer of 2013, Oakland Scavenger is prepared to infuse financial support and zero waste job options for graduates whose energy-related opportunities may be more limited.

We will facilitate an intake process with each ambassador to understand their skills and interests, community connections and influence, geographic location, and ties to specific sectors or buildings targeted for outreach. This information will inform their assigned responsibilities and outreach focus as well as the focus of their training.

All ambassadors will be required to complete a zero waste ambassador certification program, either through an existing green jobs training program, or independently through our team. The training will likely cover:

- The City’s zero waste hierarchy and goals for outreach efforts
- The important role of the corps of Oakland zero waste ambassadors
- New contract services and options, including all sectors and material streams
- Special services and material streams, including illegal dumping, HHW and sharps collection, electronics recycling, and community clean-up
- Information on Oakland customer knowledge, barriers, and motivations
- Communications campaign and resources available to customers
- Frequently asked questions from customers

Based on interests and skills, ambassadors will be assigned to perform specific outreach tasks—from administration and direct customer outreach to staffing events and evaluating data and results.

WMAC intends to reward star ambassadors for their good work. We envision accomplishing this through recognition events, performance incentives, rewards programs, and hand-written thank you notes.

Ambassadors will be required to participate in a performance review at the end of the transition period. WMAC will retain strong performers for ongoing, post-transition hourly paid staff positions.

Employee Experience:**San Francisco's Environment Now Green Job Training Program**

San Francisco's "Environment Now" green job training program began in 2009 to employ and prepare San Francisco residents to contribute to the growing green economy. As Zero Waste Associate at San Francisco's Department of the Environment, Cascadia's Hilary Near identified a need among San Francisco small businesses to learn about and participate in the City's "Fantastic 3" recycling, composting, and waste collection program.

Hilary trained and managed the team of 8 Environment Now staff to conduct outreach and perform technical assistance at small businesses. The diverse team members spoke a combination of English, Spanish, Tagalog, and Chinese, and brought a unique perspective to the outreach as members of the community.

The Environment Now program currently supports "green job" training for 20 staff, with a focus is on community outreach and engagement, particularly in underserved communities. One success of the program developed over time is the cultivation of a process for leaders among the group to transition into management roles, such as coordinating outreach schedules, leading ROOTS curriculum discussion groups, or committing to longer-term projects with Department of Environment program staff.

The project and its success are profiled at: <http://sfenvironment.org/education-equity/green-jobs>.

Step 8: Design and test pilot outreach programs

WMAC will work with the City, zero waste ambassadors, and key community-based partners to identify neighborhoods, sectors, and material streams best suited for pilot projects. This selection process will also be informed by:

- Findings from research efforts in Step 2
- Team members' related experience in Oakland and other progressive zero waste communities
- Ensuring service equity across all eight City Council districts

WMAC will facilitate a meeting with the City and other key stakeholders to prioritize pilot options based on factors such as:

- Alignment with City goals and the Oakland zero waste hierarchy
- Strong diversion potential
- Low participation rates
- High contamination rates
- Strong leverage with influential community partners or ambassador corps
- Reaching historically underserved communities
- Synergy and potential to pool resources by combining efforts with regional agencies environmental groups, or other City programs

WMAC is planning for at least two pilots per district, plus one citywide pilot during the transition period. It is our goal to advance the body of zero waste knowledge through our work with the City of Oakland. For this reason, we propose collaborating with the City to publish results of pilot projects wherever feasible.

Selecting Pilot Strategies that Build On Our Track Record of Diversion Success

Hines, a privately owned, international real estate and property management firm, has endorsed Waste Management's Total Recycling Program (TRP) for commercial properties. The Sacramento, CA Wells Fargo Center is one of Hines' flagship properties on the West Coast. Waste Management's TRP program is distinctive and relatively unique. It provides an on-site project manager who educates and engages commercial building tenants and/or retail tenants by creating tools they can use to improve recycling. In addition to increasing diversion and recycling rates, Waste Management also has implemented an organic waste recycling program. Since Waste Management began working with the Center, its diversion rate has increased by 60 percent and continues to improve. Hines' goal is to attain a 75 percent landfill diversion rate.

Using its sustainable event toolkit and best practices, Waste Management helped event organizers and participants achieve a 97% diversion rate at the Pebble Beach Golf Tournament. With over half a million attendees in less than one week and a host of vendors, operations, and volunteer staff to train and equip to recycle, Waste Management exceeded established diversion and recovery targets and reported progress through the British Standard 8901 and Global Reporting Initiative. The company provided solar-powered compactors that were serviced by CNG trucks. WM also spearheaded a greywater pilot program that saved nearly 1,500 gallons of fresh water at the event.

California's Manhattan Beach Unified School District partnered with Waste Management in 2007 to launch school-based waste, recycling, and energy conservation programs. We began with a five-school sustainability audit, developed customized plans for each participating school, and involved students, volunteers, and school staff. Dedicated parents were so enthusiastic they founded "Grades of Green," a volunteer organization geared to energizing environmental initiatives across the district. The results of this partnership were impressive. In the first year, recycling across the district increased by 23 percent. And, in a single month, electricity consumption was reduced by 17 percent. Today students are still making a difference not only in their schools, but are actively protecting beaches, community spaces, and wildlife as they integrate "Grades of Green" into every part of their lives. This program also won the prestigious U.S. Conference of Mayors award for a successful public-private partnership.

How the transition will be coordinated with the current services, current hauler, and with the City (switching of containers, billing system, etc.).

As the current service provider of MM&O in the City of Oakland, WMAC will be prepared to start building upon and improving programs immediately upon contract award. Because we already have a majority of the required programs in place, the transition period will be stable and risk free. Other haulers would have to use the transition period as a time to switch out, implement and communicate new programs, containers, contact information, etc, which is chaotic and confusing for residents and City staff. The City risks, in a best case scenario, a stalling of diversion and participation in programs while a new hauler implements service, and in a worst case scenario, a backwards slide in diversion and participation while a new hauler works out the kinks. WMAC has already worked out the kinks over our last 100 years of service, and can use the transition period to smoothly move forward with improved programs to enhance current services, and boost diversion on day one.

In fact, if the City so desires, WMAC is prepared to start implementing any new programs and services ahead of the July 2015 start date.

In developing the transition plan, proposers should consider that the City strongly seeks to reduce disruption to Customers during the transition period. If the proposer is proposing on Services Groups 1 and 2, the proposer must describe any change or improvement that combining these services will provide.

Table 7. Transition Plan Advantages of Combining Mixed Materials/Organics and Recycling Services

Benefit	Category	Description
Convenience/ Ease of Use for Customer	Improved Customer Experience	Seamless transition One point of contact One billing invoice Convenience by conveying instructions to one party Improved claim resolution
Superior Service	Improved Customer Experience	Service integration/consistent service experience Consultative service provider Flexibility in service offerings Optimal and improved customer experience
Better Communication/ Less Confusion	Improved Customer Experience	One Message/one voice Clear, consistent communication One brand Container standardization/consistent messaging
Lower Cost	Economic Benefit	Maximize efficiencies by taking advantage of economies of scale
Increased Diversion/Spirit of Zero Waste	Improved Environmental Performance	Consultative materials management, including diversion recommendations Targeted outreach/increased awareness Better material, volume and facility planning Reduced emissions
Less Waste Generation/ More Reuse	Improved Environmental Performance	One bill One set of marketing communications One set of office/waste generating activities Reuse of bins
Less Road wear and tear	Improved Environmental Performance	Fewer trips, fewer trucks on road
Improved Operational Performance	Improved Operational Performance	Standard practices Comprehensive customer knowledge Routing efficiencies Reduced training, & knowledge adoption time Larger pool of equipment/backup capabilities Improved coordination and flexibility Less missed pickups Standardized fleet
Benefits to the City	Improved Customer Experience	One point of contact One consistent message/brand/campaign Consistent outreach activities Easier dispute resolution Holistic approach to meeting city goals

5.2 COLLECTION SERVICES OPERATIONS PLAN

Proposers shall provide a detailed Collection Services operations plan that presents the specific Collection programs that will be implemented in the City. This may be appended as part of the signed MM&O Collection Services Contract. If the proposer is proposing on Services Groups 1 and 2, the proposer must describe any change or improvement that combining these services will provide.

Currently, the City of Oakland ranks as the fourth greenest city in the U.S., and we're dedicated to helping you become even greener. Our transition plan (outlined above) and operations plan represent the combination of WMAC's familiarity with your City's unique needs and the decades of experience our staff offers in environmental services. We've developed a customized set of programs to help push Oakland's commitment to sustainability further. A green community is a healthy community. As stated above, we are dedicated to leveraging our financial resources and Oakland-based personnel to grow the city's infrastructure, drive jobs to the Green Corridor, and provide citizens and businesses within Oakland with the tools they need to improve environmental stewardship through training, community outreach programs, optimized service, and innovative solutions.

On the following pages, WMAC has outlined our comprehensive plan for delivering MM&O services to Oakland, which includes:

- **Vehicles:** Specifications, manufacturer's guarantee, green features of WMAC collection vehicles, technology for tracking and monitoring vehicle operation, and vehicle maintenance and appearance
- **Containers:** Specifications, past experience, maintenance and appearance of containers
- **Routing:** Number of vehicles required, number of routes to be performed by service line, vehicle passes per account, number of crew members required per vehicle and their responsibilities; MFD Holiday Tree Collection; advantages and disadvantages of the type of vehicle chosen; how drivers and dispatch will communicate while on route to resolve Customer service requests/complaint; and Labor relations history and impact on performance
- **Facilities:** Specifications, capacity of each facility, ability to accommodate deliveries, customer service office, call center, and operations yard locations, and labor relations history and impact on performance
- **Safety:** Assurances that all required plans are in place, employee safety requirements, hazardous waste, e-waste, and universal waste management protocol, spill response plan, and health and safety management procedures
- **Reporting:** Detailed Zero Waste monitoring and reporting program and approach to dispute resolution

In the Transition Plan provided above, WMAC has provided the City with detailed information as to how we will implement and perform all of the collection services required for SFD, MFD, City, and commercial mixed materials and organics programs as well as commercial non-exclusive recyclable material programs. Please refer to the sections above for these detailed collection services operation plan elements.

5.2.1 VEHICLES

New Collection vehicles are required for MM&O Collection Services proposal. Proposers may include supervisory and administrative vehicles that are no more than five (5) years old.

WMAC is excited about the opportunity to bring new collection vehicles that are the most advanced, environmentally friendly trucks available. WMAC will bring to the City state-of-the-art McNeilus fully automated and semi-automated collection vehicles powered by natural gas fuel derived from the waste deposited at the Altamont Landfill. The Altamont Landfill, which is located 40 minutes from the City of Oakland, is the current depository for the City's material.

MM&O Collection Vehicle Services Form 14—Vehicle Specifications

For each type of Collection vehicle, complete a Vehicle Specifications Form (MM&O Collection Services Form 14 - Vehicle Specifications)

Please see completed forms in Section 6 of this proposal.

Supervisory and Administrative Vehicles

WMAC uses a number of supervisory and administrative vehicles to service the City of Oakland for a variety of purposes, including servicing locations that our regular trucks can't reach, picking up bulky items and servicing the jurisdiction in general. If awarded the collection and processing contract, WMAC will be introducing all new supervisory and administrative vehicles. These new vehicles will also be powered by natural gas derived from the Altamont Landfill, ensuring environmentally friendly and superior options to those on the road today.

A listing of the proposer's supervisory and administrative vehicles and all accessories by type, model, year of manufacture, and anticipated remaining useful life, as of the date of the inventory

Table 8 is a listing of WMAC's supervisory and administrative vehicles that service the City of Oakland. We will be purchasing new supervisory and administrative vehicles well before the Contract Start date.

Table 8. Supervisory and Administration Vehicles

Model	Year of Manufacture	Type	Anticipated Remaining Useful Life
GMC Sierra	2000	Pick Up	5 years
GMC Sierra	2000	Pick Up	5 years
GMC Sierra	2001	Pick Up	4 years
Chevrolet 1500	2001	Pick Up	4 years
Chevrolet 1500	2002	Pick Up	3 years
FORD F150	2002	Pick Up	3 years
Date of Inventory November 10, 2012			

New Vehicle Delivery Guarantee

For new Collection vehicles, delivery guarantees by manufacturers shall be included in the Proposal

On the following page, please find a letter of guarantee from McNeilus, stating their commitment to deliver the new collection vehicles by the start of contract performance.



September 27, 2012

To Whom It May Concern:

McNeilus Truck and Manufacturing commits to delivering units for the Oakland RFP July 1, 2015 contract within the following parameters:

McNeilus Truck and Manufacturing must receive notice of the upcoming orders, chassis information, and CNG requirements three (3) months prior to expected delivery date.

Chassis and CNG systems (if applicable) must arrive at the McNeilus Truck and Manufacturing, Dodge Center, MN facility eight (8) weeks prior to expected delivery date.

If the rear loader bodies requested are M5 or Metropak body types, more than eight (8) weeks will be required in order to meet expected delivery date.

Sincerely,

A handwritten signature in black ink that reads "Michael Derr".

Michael Derr
National Accounts Manager

WMAC's LNG/CNG Fleet Reduces Air Emissions, Minimizes Noise, and Reduces Wear and Tear

How proposers Collection vehicles will reduce air emissions, minimize noise, and reduce wear and tear on the City's streets;



The City of Oakland can count on WMAC to offer the most advanced, environmentally friendly collection vehicles available. We currently operate one of the world's largest fleets of clean natural gas collection trucks, offering enormous environmental benefits to Oakland's residents.

Closing the Loop in Alameda County

Currently, LNG derived from the Altamont Landfill is powering 95 of our collection vehicles in Alameda County and 28 of our transfer trucks from the Davis Street Transfer Station in San Leandro. We expect to bring online an additional 36 vehicles by Q1 2013 to replace diesel-powered vehicles. As the MM&O collection contractor for the City, WMAC will be able to fuel the entire fleet of vehicles serving the Oakland area with LNG/CNG, much of which is produced at the Altamont Landfill. Our state of the art McNeilus collection vehicles are powered by Cummins CNG motors for residential, commercial and industrial customer collections.

For each heavy duty "Class 8" collection truck that we convert to natural gas, we reduce the use of diesel fuel by an average of 8,000 gallons per year.

Reducing Air Emissions



Breathe clean Oakland! The LNG produced at the Altamont Landfill is the lowest carbon intensity vehicle fuel commercially available, since it is made from landfill gas—a near-term carbon source.

Other air emissions reductions include:

- Nitrogen oxide emissions are reduced by up to 50 percent compared to 2010 diesel engines
- Greenhouse gas emissions are reduced by over 21 percent compared to standard diesel trucks
- Greenhouse gas emissions can be reduced by over 80 percent when using landfill-gas-derived compressed or liquid natural gas

Minimizing Noise, Impact on the Community, and Wear and Tear on City Streets

Natural gas trucks are quieter, easier to maintain and weigh less than new diesel truck equivalents. The result is less noise in the community and reduced wear and tear on City streets.

Natural gas trucks provide a bridge to future zero tailpipe emission vehicles. Waste Management can create natural gas from landfill gas, sewage treatment facilities and dairies, reducing GHG emissions by over 80%.

Other benefits to the City of Oakland as a result of our fleet of clean vehicles include:

- Maximized productivity through automated residential collections

- No litter during collections or fly away debris during travel
- Closes lid when returning cart to collection location which minimizes rain water contamination and vectors
- Can service carts when improperly set out
- Larger legal payload (10.5 tons), fewer trips to recovery facility, saving fuel and minimizing air contaminants and road wear and tear
- Onboard scales to eliminate overweighted vehicles on roads which will minimize the effects truck traffic has on city streets
- Full eject payload vehicle, which is safer during the off-loading of the commodity procedure
- Lower noise due to idle compaction mode (800 rpm vs. 1400 rpm currently) and fuel savings
- Disc brake applications will eliminate brake noise and maximize brake life by incorporating a transmission retarder which slows the vehicle between stops without using friction material
- Leaves no skid marks due to the driver remaining in the cab in control of the brake applications and the transmission retarder assisting stops
- Has flexibility to service carts manually in difficult areas or when the need arises
- Onboard Computer System for faster customer service needs and tracking of trucks' position

Waste Management of California Earns Green Fleet Certification

In 2011, the Association of Equipment Management Professionals awarded its Green Fleet Silver-level Certification to Waste Management of California. The award recognizes the improvements we have made to our heavy-equipment fleet, upgrading and retrofitting our vehicles to meet the higher emissions standards set by the California Air Resources Board. In addition, we retired more than 150 heavy-equipment units that could not be upgraded or retrofitted. One of the replacements for these units is a new hybrid bulldozer, the D7E, designed primarily for waste-hauling. The first of its kind to use diesel-electric drive technology, it increases efficiency by 25 percent and reduces fuel consumption by 10 to 30 percent.

Innovative Technology Integrated into Collection Vehicles

How the proposer will use technology, such as GPS, to track and monitor vehicle operation and use, and identify the proposed technology brand to be used;

Each year, WMAC invests millions of dollars in innovative technologies that improve the efficiency, safety, and environmental impact of our fleet. In partnering with us, the City of Oakland will be supported by the most sophisticated collection fleet in the industry. The unique features detailed below will significantly enhance productivity, optimize the performance of drivers and vehicles, reduce the likelihood of accidental property damage, and improve safety within the City of Oakland.

Innovation	Benefits to Oakland
Onboard Scales by Air-Weigh	<ul style="list-style-type: none"> • Alerts driver when maximum load capacity nears, eliminating overweight vehicles and minimizing wear and tear on City streets • Allows drivers to weigh individual container loads, thereby facilitating collection of diversion data by location

Innovation	Benefits to Oakland
Proprietary Onboard Computer System	<ul style="list-style-type: none"> Allows centralized dispatch facilities to obtain near real-time information related to all truck locations, stops serviced, capacity, service status, and other key service indicators Enables dispatch to communicate with Operations Base for immediate and efficient customer issue resolution including on-call requests, on-demand service requirements, re-routing, and customer service needs Allows for programmed communications with one-touch verifications, including events such as missing or damaged carts and carts in need of service Tracks all information collected and can be used to improve overall service performance Constantly evolves and allows us to monitor and track vehicle and driver activities to optimize efficiency and overall performance
DriveCam by DriveCam, Inc.	<ul style="list-style-type: none"> Palm-sized digital video event recorder mounted on the windshield of City of Oakland collection vehicles Designed to capture video and audio inside and outside the vehicle when triggered by abrupt actions (such as hard braking, sudden acceleration, swerving, speeding, or collisions) Provides real-time feedback to the driver Helps identify and address risky behaviors Enables managers to coach driver performance before accidents occur, further protecting the public and our employees Helps reduce collisions, claims, fuel consumption, and maintenance costs
V2J Fleet GPS Tracking manufactured by Zonar	<ul style="list-style-type: none"> Used to monitor programmed alerts, such as exceeding speed limits, truck path, productivity, speed, instant locator, time stamped location, history locator, truck usage, stop and start events, etc. Provides next-generation GPS tracking capabilities with real-time delivery of vehicle condition and performance data High Definition GPS Tracking: First truck GPS system to capture data in five dimensions: latitude, longitude, time, odometer, and fuel. Captures greater location accuracy and more precise performance metrics Vehicle Diagnostics System: Provides real-time transmission of vehicle subsystem data, allowing instant transmission of faulty equipment read-outs to reduce vehicle downtime and improve maintenance and operations Provides powerful real-time platform for transmitting precise information effectively Enables improved fleet management related to items like travel stops, speeds, routes, excessive idling and specific onboard events
Ground Traffic Control, Electronic Fleet Management manufactured by Zonar	<ul style="list-style-type: none"> Provides web-based fleet tracking and real-time picture of fleet operations Features include displays of total fuel shot through the injectors on a per-trip, driver, or vehicle basis Monitors engine idle time per vehicle and operator to save fuel and emissions Provides end-to-end workday visibility of vehicle operator productivity Automatic real-time notification of missed inspection events impacting safety Real-time dispatch, route management, navigation, and two-way messaging
Rear Sonar System by Preview	<ul style="list-style-type: none"> Alerts the driver, audibly and visually, when there is an object in the direct path of the vehicle while backing up

Vehicle Appearance

6. Appearance of vehicles, including the color and information to appear on the outside of the vehicle

As mentioned previously WMAC will be purchasing all new state-of-the-art, McNeilus fully automated and semi-automated collection vehicles powered by Cummins CNG motors for residential, commercial and industrial customer collections to service the City of Oakland. Images of the new state-of-the-art McNeilus CNG collections trucks WMAC will purchase for use in the City of Oakland are pictured below. All collection vehicles will be either green or white (depending on the type of collection vehicle).

Signage in contrasting-colored lettering on each side and the rear of each vehicle indicates the following:

- Waste Management logo
- Waste Management phone number
- City's Oakland Recycles logo
- Vehicle number
- Statement that collection vehicle is servicing the City of Oakland

As required under this contract, each Collection vehicle will also include space for outdoor messaging as provided by the city and promotional messaging related to either the recyclable materials and/or organic materials programs may be included per the City's discretion. WMAC envisions this space as an opportunity for Oakland to spread the word about its zero waste programs—an extension of the community outreach plan we've outlined in section 5.5.

WMAC will employ the vehicle maintenance program detailed under item 7 below to ensure our trucks consistently convey an image of cleanliness and professionalism to the community. We will repaint our trucks as necessary to maintain a positive public image.



Front-End Load Truck



Rear-End Load Truck



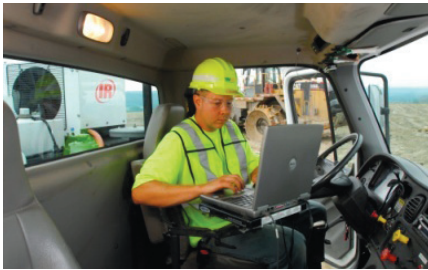
Roll-Off Truck



Side Load Truck

Vehicle Maintenance Program

Vehicle maintenance program, including response/replacement/repair time for vehicles on route;



WMAC understands that the safety, cleanliness, and overall image of Oakland are impacted by the condition and performance of our fleet. Moreover, we understand that properly maintaining our fleet helps to ensure that we are able to maintain a continuous and uniform level of Collection services that protects the health, safety and welfare of the community.

Our team of mechanics and other operations personnel possesses hundreds of hours of combined experience working not only with WMAC vehicles and maintenance schedules, but with the City of Oakland.

These professionals offer a vast amount of experience with vehicle maintenance, repair and safety, which we can offer to the City of Oakland Staff, Community Organizations and/or other local job development training programs that can be used by the City's for its own fleet, to promote job development, and as an overall resource that can be utilized. This will assist in providing vocational training to City of Oakland residents.



Annually, Waste Management recognizes maintenance shops for stellar safety, performance and preventive maintenance records. In 2011, we were named a Top Shop, an honor for our 22-person team.

- Mickey Lattimer, Fleet Manager, Davis Street Transfer Station

The following is an overview of our comprehensive preventive maintenance program and policy for all of our vehicles.

Our preventive maintenance (PM) program establishes a standard to minimize vehicle failures by monitoring the current condition of the equipment and correcting defects before they develop into safety concerns or costly repairs. The program establishes a systematic procedure to inspect, lubricate, and maintain all vehicles owned and/or operated by WMAC. These procedures reduce breakdowns and accidents within our fleet, and provide us with trouble-free, safe and efficient operations. Our objective is to provide Oakland residents with the safest, cleanest, and most reliable equipment in operation. The program is consistent with the standards and procedures recommended by the Technical Maintenance Council (TMC) of the American Trucking Association. WMAC is an active member and resource contributor to the TMC. The company's maintenance manual, which spells out the program in detail and is unique for each vehicle, can be made available upon request to the City of Oakland.¹ The following is a summary of our PM program.

¹ Each PM is in excess of 265 pages and . Therefore, they are not provided here in their entirety. However, these plans are available for the City's review upon request.

Scope

This PM program applies to all of WMAC's collection vehicles. Our inspection program encompasses the mandatory Department of Transportation (DOT) inspection criteria set forth in section 396 of the Federal Motor Carrier Safety Regulations (FMCSR). Any vehicle found that does not meet these minimum standards will not be operated until those defects that violated these standards have been properly corrected. We perform quality control audits and self-inspections for compliance of our maintenance programs, enabling us to identify areas of improvement and correct deficiencies.

Responsibilities

Waste Management uses a comprehensive inspection form that recognizes the important components of DOT and our specific fleet requirements. It is our policy to ensure that every Waste Management asset is in a safe and mechanically sound condition for our drivers and the motoring public. Responsibility for compliance with this policy lies with the following personnel.

- Fleet Services and Logistics
- Fleet Directors
- District Manager/Route Manager
- District Fleet Manager

Preventive Maintenance Intervals

The Preventive Maintenance Program for collection operations is based on vehicle utilization by hours and/or days. If severe operating conditions exist, the Market Area Fleet Manager may request, in writing, to the appropriate Fleet Director an increase in the frequency of preventive maintenance service intervals for a specific site. The Vice President of Fleet Services and Logistics is the only approving authority for any changes extending preventative maintenance inspection (PMI) intervals. Standard Inspection intervals are as outlined in the table below for the WMAC collection fleet:

The PM program adheres to the following cycle. Each vehicle receives three PM 150s consecutively, and then receives a PM 600. The annual basic cycle occurs as below:

- (PM 150) - (PM 150) - (PM 150) - (PM 600) - (PM 150) - (PM 150) - (PM150) - (PM 600 & 1200)
- (PM 150) - (PM 150) - (PM 150) - (PM 600) - (PM 150) - (PM 150) - (PM150) - (PM 600 & 1200 & 2400)

Waste Management also requires fluid sampling and filter changes at specified intervals, in accordance with the preventive maintenance program. The 150 and 600-hour PMI sheets include inspection elements required to meet State, provincial or Federal annual Inspection in accordance with section 396 to subpart B of 49 CFR. Each commercial motor vehicle subject to DOT is required to undergo this inspection annually and documentation of the last inspection remains with the vehicle. (Some States require documentation of this inspection every six months; therefore, it is important that our Fleet Manager is familiar, and complies, with State/Provincial regulations.)

In addition to our Preventative Maintenance Program, it is of utmost importance to WMAC that our collection vehicles are maintained in clean condition and in good repair at all times. It is corporate policy

to ensure that at no time are any collected materials, oil, grease, or any other substances blowing, falling, escaping or leaking from vehicles and that all parts and systems operate properly and are maintained in excellent condition.

Equipment reliability is managed and recorded locally. Corporate policy requires 99% equipment reliability, which is computed by total up time as a percentage of total shift operating hours to which the equipment is assigned.

As indicated earlier, WMAC utilizes various technologies within each truck environment to identify if additional maintenance is required. Moreover, before each shift, drivers are required to check their vehicles and report on any items that may need to be serviced. Driver feedback and our in-house maintenance crew are also responsible for identifying and scheduling when vehicles may require maintenance or repair. If a driver experiences an issue while en route he/she calls into dispatch immediately to report the problem. Our in-house maintenance shop located at 172 98th Avenue Oakland, CA 94603, will dispatch a mechanic out to the driver immediately to make the necessary repairs. If a repair cannot be made while en route the driver is instructed to return the truck to the maintenance yard and a replacement truck is dispatched immediately. WMAC has the necessary reserve equipment on-hand to ensure that replacement collection equipment can be put into service and operation within one (1) hour of any breakdown.

WMAC immediately responds to all maintenance needs by scheduling the truck for maintenance in our in-house maintenance facility located at 98th Avenue and operates according to the schedule below:

Maintenance - Monday through Friday 24 hours, Saturday 6:00 am - 2:30 pm, Sunday 9:00 pm - 5:30 am

Depending on the nature of the repair required, maintenance times can vary. However, as mentioned above, WMAC has the necessary reserve equipment on-hand to ensure that replacement collection vehicles can be put into service and operation so that no route service is compromised.

At WMAC, we watch our equipment closely and replace it whenever it fails to meet our high operational and aesthetic standards. Our drivers continuously survey all vehicles as well as other equipment and immediately call in repair or replacement orders when they identify damaged or defaced equipment.

As an illustration, of our commitment, for the past six years, WMAC has achieved the highest possible score on the California Highway Patrol Safety Biennial Inspection of Terminals (BIT) Program, which is a safety inspection of commercial vehicles and driver qualifications that is completed every two years in the State.

9. The scheduled maintenance and cleaning of the vehicles

As described above, WMAC has in place both a comprehensive preventive maintenance program and ongoing maintenance programs to ensure that vehicles in need of maintenance or repair are tended to immediately to mitigate any negative impact on the City.

Appearance of our vehicles is important to WMAC, and it is part of our core policy to ensure all vehicles appear clean, sanitary, and professional at all times. We will wash all collection vehicles that service the City of Oakland at least once per week and repaint them as required.

If the proposer is proposing on Services Groups 1 and 2, the proposer must describe any change or improvement that combining these services will provide.

WMAC is proposing on both Service Groups 1 and 2 and can say definitively that when it comes to collection vehicles, there are a number of benefits and advantages of having one service provider perform the collection and processing of Mixed Materials, Organics and Recyclables. Not only are there a number of advantages to the customer, but there are also advantages in terms of environmental performance, operational performance and to the City as a partner. Below we have described these benefits in detail.

Table 9. Vehicle Related Advantages of Combining Mixed Materials/Organics and Recycling Services

Benefit	Category	Description
Lower Cost	Economic Advantage	One service provider is able to maximize efficiencies by servicing routes more effectively, and can minimize costs for providing service through truck purchases, as well as resulting in the ability to lower the costs for the customer
Reduced Emissions	Environmental Benefit	Fewer Trucks on the Road - during cart delivery and regular servicing, one provider is able to deliver all containers to a single location at one time, maximizing route efficiencies, and reducing the number of trucks on the road and travel time.
Standardized Customer Service	Improved Customer Experience	Standard Practices -One set of drivers, operating who operate under the same service and safety standards, all of which have the same set of customer instructions and can respond to all customers' inquiries, requests and requirements from one call.
Routing Efficiencies	Improved Operational Performance	--Able to reduce trips and travel times by consolidating routes and customers that are closer together and perform multiple service stops more easily. --Can ensure that customers are serviced on the same day for all of their pickups, ensuring so that the customers only have to be responsible for ensuring to place materials are out for pickup once one day of the week. --We don't have to work with No coordination with another service provider required in order to ensure optimal service
Reduced Training, & Knowledge Adoption Time	Improved Operational Performance	Having one provider who utilizes one set of drivers, one call center, one set of regular employees, requires less training - the training is consistent and can be implemented over a larger group of employees for easier adoption. Thus providing consistent service delivery and less confusion for the customer.
Larger Pool of Equipment/Back-up Capabilities	Improved Operational Performance	One service provider is able to amass more vehicles and containers on hand to service all three material types and have those vehicles and containers on hand for swaps, painting, cleaning, and service requests or for maintenance issues, ensuring no service interruptions to Oakland customers.
Improved Coordination and Flexibility	Improved Operational Performance	One service provider can easily service all of the needs of the customer without having to coordinate through another party and can adapt to service changes and requests and ensure those requests are implemented across all service lines more easily. One provider can at more nimbly adapt to requests from either the City or customers, as there is no need to coordinate with other affected entities or service providers.

Benefit	Category	Description
Less Missed Pickups	Improved Customer Experience	One provider has the benefit of observing all customer activity and can pick up material more readily should there be an issue. There are also more vehicles on hand to serve as a back-up so should there be maintenance issues with trucks there are more back up vehicles to take over.
Standardized Fleet	Reduced Cost	One fleet of vehicles is used to service all commodities, ensuring we are better able to maintain vehicles and provide the best value to the customer.
Standardized Look & Feel	Consistent Messaging	All vehicles look the same, displaying one consistent brand and set of messages that all community members will receive. City doesn't have to work with multiple parties to establish image and messaging and doesn't have to worry about message or look and feel confusion. There is one point of contact to deal with to create the overall image and messaging.

5.2.2 CONTAINERS

WMAC has over 80 years of experience working with a variety of containers ranging from bins to carts to roll-offs. We have been working with trusted manufacturers in the industry to provide quality receptacles to a wealth of municipalities throughout the region through a variety of contract terms and service lives.

MM&O Form 13—Cart Specifications

For each type of Container complete the appropriate Container Specification Form (MM&O Collection Services Form 13 - Cart Specifications);

Please see section 6 of this proposal for WMAC's container specifications. We will be utilizing carts from one of two companies—, Rehrig Pacific, and/or Cascade. Form 13 has been completed for both cart manufacturers.

Experience with Type of Container

Past experience of other Collection programs with this type of Container;

WMAC has extensive over 12 years of experience using both Cascade and Rehrig carts, for over 12 years. For bins, WMAC has a long-standing relationship with Consolidated Fabricators who makes quality products and is extremely responsive.

Rehrig and Cascade have been manufacturing containers for decades and have millions of carts in the market today. In WMAC's experience, Cascade and Rehrig carts are of the highest quality and are the most cost-effective. They both build a container that has high recycled material content (20%-50%), exceptional durability and a high-quality finish.

Ease of Cleaning and Appearance of Containers

Ease of cleaning and the appearance of the Containers, including their colors and information to

be imprinted on the Containers; and

Cleaning of Carts

The appearance of our containers is very important to WMAC. For this reason, we provide our customers with carts and bins that are very easy to clean and maintain. However, we do believe that it is our responsibility to report containers that need to be replaced, painted or repaired.

Carts - Cascade and Rehrig carts are designed for ease of maintenance and cleaning. To clean the carts, residents will be advised to simply rinse the cart with water from time to time, and to let the cart(s) dry in sunlight with the lid open.

Bins - WMAC will steam clean or repaint bins as needed in order to maintain a sanitary and professional appearance. Upon request by a customer, or upon WMAC identifying a bin that is in need of cleaning (up to once each quarter), WMAC will pick up the bin, deliver it to our 98th Avenue location, steam clean it and return it to the customer.

Appearance & Colors

WMAC is proposing to provide carts and bins in the following appearance and colors (see images below for colors proposed):

Table 10. Mixed Materials

Container Type	Dimensions	Colors	Information on Container
35 Gallon Cart	H 37.5" W 19" D 23.75"	• Black Body	• Custom-in-mold graphics on lid (TBD by City of Oakland)
64 Gallon Cart	H 41.5" W 24" D 27"	• White Lettering	• Custom hot-stamp on lid and body
96 Gallon Cart	H 46" W 26" D 34.5"		• WM Logo, Phone #, Safety Information
All Bin Sizes Required by RFP	Various	• Green body • White Lettering • Black Lid	• TBD by City of Oakland • WM Logo, Phone #, Safety Information

Table 11. Organics

Container Type	Dimensions	Colors	Information on Container
35 Gallon Cart	H 37.5" W 19" D 23.75"	• Green Body	• Custom-in-mold graphics on lid (TBD by City of Oakland)
64 Gallon Cart	H 41.5" W 24" D 27"	• White Lettering	• Custom hot-stamp on lid and body
96 Gallon Cart	H 46" W 26" D 34.5"		• WM Logo, Phone #, Safety Information
All Bin Sizes Required by RFP	Various	• Green body • White Lettering • Green Lid	• TBD by City of Oakland • WM Logo, Phone #, Safety Information, Materials designated for container

Table 12. Recycling

Container Type	Dimensions	Colors	Information on Container
35 Gallon Cart	H 37.5" W 19" D 23.75"	• Blue Body	• Custom-in-mold graphics on lid (TBD by City of Oakland)
64 Gallon Cart	H 41.5" W 24" D 27"	• White Lettering	• Custom hot-stamp on lid and body
96 Gallon Cart	H 46" W 26" D 34.5"	• Blue Lid	• WM Logo, Phone #, Safety Information
All Bin Sizes Required by RFP	Various	• Green/with Blue Lid	• TBD by City of Oakland • WM Logo, Phone #, Safety Information



Carts

WMAC will ensure that all carts have a unique identification number and the words “City of Oakland” in-molded on the lid. They will also indicate the type of materials to be collected (i.e., mixed materials or organic materials), Waste Management’s name and phone number, instructions for proper usage, and general safety information.

Bins

WMAC will ensure that all bins are freshly painted, contain a unique identification number, and are labeled—pictographically to ensure they are universally understood—with the type of materials to be collected. The bin WMAC provides will display the size in cubic yards, Waste Management’s logo, our toll-free customer service telephone number, instructions for proper usage and general safety information. All bins will have green bodies. The lids color will designate what material should be included. Mixed Material bins will include a black lid and those for Organics will include a green lid.

Roll-Off Boxes

WMAC will ensure that all roll-off boxes are freshly painted, contain a unique identification number, and are labeled—pictographically to ensure universal understanding—with the type of materials to be collected. We will ensure that all roll-off boxes display instructions for proper usage, general safety infor-

mation, the size in cubic yards, Waste Management's logo, and our toll-free customer service telephone number. In accordance with our container maintenance program, described below, WMAC will maintain the bins to keep them in good working order and free of rust and holes.

WMAC will ensure that all containers remain in clean and sanitary condition and will steam clean and repaint them as needed. If containers are subject to graffiti, we will clean or replace them within five working days.

Container Maintenance

Container maintenance program, including response/replacement/repair time for Containers.

Container appearance and maintenance is an extremely important element of WMAC's service. We want to ensure we project an image of quality, cleanliness and upkeep. For this reason, we believe it is our responsibility to report containers that need to be replaced or repaired. With their experience in the field, our drivers often identify containers that need repair or swapping before customers can. Waste Management has built a reporting process through which drivers can report possible swaps or other maintenance issues.

As part of their scheduled service to the City, WMAC drivers will monitor the condition of the collection areas, containers, etc. If they observe containers that require maintenance, painting, replacement, etc., they will alert WMAC's dispatch that a replacement or service is required. These tickets will not be closed within the system until the driver has received a response. Drivers' concerns are addressed promptly, ensuring that container issues are minimized.

Containers that need to be refurbished will be picked up and brought to our 98th Avenue facility in Oakland for repair. In some cases, compactors and containers are repaired in the field (as with compactors) and customer maintenance may occur onsite at the customer location. We will send a certified welder who is a full-time Local 1546, WMAC employee. Containers that can no longer be serviced will be either repaired or replaced within two business days. 95% or more of unserviceable containers are either repaired or replaced within two business days, and serviceable containers are repaired within five business days (e.g., broken lids, wheels or handles).

If a customer requests a new container, a container handling ticket will be generated the same day and WMAC's standard for container turnaround time will be communicated to the customer. Delivery of new containers and requests for removal are performed the date the customer requests service to be completed.

WMAC will maintain a minimum of 18,000 carts for SFD and MFD replacements in year one as required by the RFP and the appropriate number of carts in subsequent years. In addition, WMAC will maintain an adequate number of bins and roll-off boxes to ensure that locations needing service, repair or replacement are provided with a bin while in service, repair or for replacement.

If the proposer is proposing on Services Groups 1 and 2, the proposer must describe any change or

improvement that combining these services will provide.

There are a numerous advantages to having one company provide all of the Mixed Materials, Organics and Recycling services when it comes to containers. Not only are there a number of advantages to the customer, but there are also advantages in terms of environmental performance, operational performance and to the City as a partner. Below we have described these benefits in detail.

Table 13. Container Related Advantages of Combining Mixed Materials/Organics and Recycling Services

Benefit	Category	Description
Lower Cost	Economic Advantage	Economies of scale when purchasing large volumes of containers yield lower costs to customer
One point of contact	Improved Customer Experience	Customers don't have to communicate with multiple parties regarding service questions, issues, changes or requests--one location, one address, one website, one phone number, etc. Customers would only require one site visit (for right sizing or other evaluations/requests) from one party as opposed to two.
Standardized Customer Service	Improved Customer Experience	Standard Practices; i.e., one set of instructions for customers, the same service and safety standards, etc.
Container Standardization/Consistent Messaging and Same Look & Feel	Improved Customer Experience	One provider will ensure all containers come from one manufacturer, look the same, and carry the same message, which ensures clear and consistent education and/or communication. Further, having one container will improve the aesthetics of the community.
Seamless Transition	Improved Customer Experience	One provider will ensure all containers come from one manufacturer, look the same, and carry the same message, which ensures clear and consistent education and/or communication
Larger Pool of Equipment/ Backup Capabilities	Improved Operational Performance	Provider will be better able to amass containers on-hand and have them available for swaps, painting, cleaning, service requests or for maintenance issues
Convenience	Improved Customer Experience	Customers only have to relay information to one party (i.e., instructions, alterations, requests, etc.) Customers can put all materials out on one day because one provider can manage all routes
Improved Issue resolution	Improved Customer Experience	Eliminates confusion when deciding whom to deal with for any issues, claims, etc.

Benefit	Category	Description
Increased Diversion/Spirit of Zero Waste	Improved Environmental Performance	<p>Provider can offer consultative services, as they are knowledgeable of volumes and have control over all materials</p> <p>Can monitor and improve customer diversion behavior through recommendations and consultations without competing interests</p> <p>One provider can work to right size and/or improve material capture by moving material between services</p>
Reduce Emissions	Improved Environmental Performance	<p>Fewer trucks on the road—during cart delivery and regular servicing, one provider can deliver all containers to a single location at one time</p> <p>Route efficiencies are maximized</p> <p>Number of trucks on the road and travel time are reduced</p>
Reuse Opportunities	Improved Environmental Performance	One service provider can reuse bins or carts resulting in the need for fewer new materials

5.2.3 ROUTE OPERATIONS

Number of Vehicles Required

The number of vehicles required for the Collection programs, and the number of routes to be performed by service line;

As the environmental services provider for the City of Oakland for over 100 years, WMAC is uniquely familiar with the City's topography, infrastructure, and communities. Over the years, our operations professionals have performed numerous program transitions and re-routes—improving the efficiency of service. Over time, the City has benefitted from these improvements, seeing a reduction in the number of vehicles and routes required. The value of WMAC's experience within Oakland exceeds operational efficiency. Fewer vehicles on the City streets and optimized routes improve Oakland's image, allowing its residents and visitors to focus on the results of beautification and diminishing the impact of its environmental services programs on the City's appearance.

The table below indicates the number of vehicles required for the City's collection programs and the number of routes to be performed by each service line. More than anyone, WMAC understands Oakland's needs. We can ensure the numbers in the table below are accurate and represent the most efficient and least disruptive solution for the City.

Table 14. Number of Trucks Required

Truck Type	No. of Trucks	No. of Routes
Residential Mixed Materials	28	25
Residential Organics	19	17
Multi Family Mixed Materials	6	6
Multi Family Organics	2	2

Truck Type	No. of Trucks	No. of Routes
Commercial Mixed Materials	14	13
Commercial Organics	1	1
Bulky	6	3
Roll-Off	7	7
Container Delivery	4	4
Total	87	78

Vehicle Passes Per Account

The number of vehicle passes per account;

Utilizing our single-compartment automated CNG vehicles, WMAC will make two vehicle passes per account. One pass will be for the collection of mixed materials and one pass will be for the collection of organics. Both passes will occur on the same day.

In the event that a driver observes contamination in the organics cart, he or she will use a City-approved non-collection tag to inform the customer why the cart was not collected. The driver will affix a copy of the non-collection tag to the cart and then call into dispatch to report the issue. The dispatcher will log the information into the customer's account.

In the event that a route is delayed for any reason, we will use our outdial notification tool to contact all residents serviced by that route. This outdial tool allows us to inform customers that while their materials will be collected on their regular day of service, collection may occur at a later time in the morning or afternoon, than they may be accustomed to. By utilizing this tool, we have realized a significant decrease in the number of calls by residents inquiring on when their material will be collected.

Number of Required Crew per Vehicle

The number of crew members required per vehicle and their responsibilities;

Below is a description of the number of crew members required per vehicle as well as the responsibilities associated with each type of service location (SFD, MFD and Commercial).

SFD

WMAC will provide weekly residential curbside collection service to all single-family homes for both Mixed Materials and Organics. Single-person crews will perform collection of each material, separately between the hours of 6:00 a.m. and 6:00 p.m., Monday through Friday, and on Saturdays when called for in the holiday schedule.

Each Mixed Materials vehicle and each Organics vehicle will be assigned one driver, who will cover the same routes each week, ensuring WMAC drivers are familiar with the unique characteristics of their assigned route. Driver responsibility will consist of collecting residential Mixed Materials and/or Organics. They will be required to be in compliance with DOT guidelines, and to report immediately any problems or unforeseen incidents to dispatch or their Route Manager. The following procedures are required for each single-family driver:

- Each driver will receive a daily route list, backyard service list, canceled service list and any special route tickets for additional services or requests.
- After a comprehensive DOT required pre-trip truck inspection, the driver will leave the facility and head to their designated routes.
- The driver sits on the right-side of the vehicle for optimum position to view the cart. Driver activates a joystick to engage the vehicle's automated arm and grabbing mechanism to pick up the cart that is stationed at the curb. The driver has five (5) in cab cameras to monitor the cart as it is lifted into the hopper, monitor the contents of the cart as it is emptied and to monitor the surrounding area around the vehicle.
- For all special needs or subscription backyard accounts, the driver will retrieve the cart from the side or backyard, brings the cart to the curb, dumps the cart and the emptied cart will be placed back in its original location.
- At each residential customers location the arm is lifted to dump the contents of the cart into the vehicles hopper, and then the arm is lowered and the cart is placed back to its location.
- If the driver observes improper material in the cart as it is being dumped, the driver will leave a two (2) part "correction service tag" on the cart, and the other is turned into dispatch to be keyed into the customer's account.
- If a cart is tipped over during the collection process the driver is required to get out of the vehicle and place the cart back to its original location.
- The driver will clean up any litter found or debris that is around the cart location.
- The driver will continue on the route until the route is complete.
- The driver will check their route tags, call into dispatch for any new tags and proceed to locations for any special requests, missed pick-ups or any customers that have corrected any reported contamination tags.
- The driver will proceed to transport the material to the designated delivery site.
- At the end of the route the driver will return to the facility and will follow all DOT procedures to shut down and park the vehicle for the evening.

MFD

WMAC will provide at a minimum weekly, but as frequently as scheduled by the customer, up to six times per week multi-family collection service to all multi-family premises. Single-person crews will perform both Mixed Materials and Organics collection between the hours of 6:00 a.m. and 6:00 p.m., Monday through Friday, and on Saturdays when requested.

Each Mixed Materials and Organics collection vehicle will be assigned one driver, who will cover the same routes each week. Driver responsibility will consist of collecting solid waste in a safe and efficient manner. Drivers will be required to be in compliance with DOT guidelines, and to report immediately any problems or unforeseen incidents to dispatch or their Route Manager.

The following procedures are required for each multi-family driver:

- Multi-Family Cart and Bin Customers: The driver will follow procedures of Single family dwellings and Commercial FEL Driver requirements.

Commercial and City Facility Collection

Single-person crews will perform collection between the hours of 4:00 a.m. and 6:00 p.m., Monday through Saturday when requested. Each vehicle will be assigned one driver, who will cover the same routes each week. Driver responsibility will consist of collecting Commercial and City Facility Mixed Materials and Organics separately. Drivers will be required to be in compliance with DOT guidelines, and to report immediately any problems or unforeseen incidents to dispatch or their Route Manager.

The following procedures are required for each Commercial and City Facility Front-End-Loader driver:

- Each driver will receive a daily route list, canceled service list and any special route tickets for additional services or request. The daily route sheet lists customers name, service address, level of service, account number and a comments line which informs the driver of any particular service requirements, such as key and/or code needed for entry, time requirements, access availability such as low wires or enter from a certain driveway.
- After a comprehensive Department of Transportation required pre-trip truck inspection the driver will leave the facility and head to the first stop on their designated route.
- Once the driver has reached the customer's location, the truck is put into park, applies the parking brake, the front forks are lowered in front of the cab, they dismount the truck to open any gates or unlock the bins, and the bin is rolled into place so it can slide onto the forks of the truck.
- The driver gets back into the truck and moves the truck forward to move the forks into the side pockets of the bin.
- The driver activates the controls that lifts the bin up and over the cab past the hopper and empties the bin into the hopper.
- The driver lowers the bin back down to the ground, gets out of the truck and rolls the bin back into its original service location, re-locking any gates or bin.
- If the driver observes improper material in the bin prior to it being dumped, the driver will call into dispatch and report an "HOC" for that account. WMAC prides itself on the company's Service Machine program, as a requirement of this program, a driver will call in all accounts that cannot be serviced under the Haul or Call (HOC) guidelines. The dispatcher keys in a service ticket and a call is placed to the customer for resolution. If we are unable to reach a customer for any reason the account is noted and when the customer calls into customer service, the CSR has all of the detailed information to be able to assist the customer in a resolution. For repeated occurrences a second ticket is keyed for the Route Manager to help assist the driver in a resolution.
- The driver will clean up any litter found or debris that is around the bin location.
- The driver will also make any notes or concerns on the Daily Route Sheet.
- The driver proceeds on the route until the truck has reached capacity, then the driver will proceed to the approved disposal site for processing. He will continue on the route until the route is completed.

At the end of the route the driver will return to the facility and will follow all DOT procedures to shut down and park the vehicle for the evening.

Holiday Tree Collection

MFD Holiday Tree Collection plan;

WMAC offers curbside holiday tree collection to all MFD customers with 99 units or less. For those MFD customers with 100 or more units, WMAC will offer holiday tree collection at no additional cost, but will request that customers schedule a pick-up day for collection. Scheduled pick-up days will run from the first workday following December 25th through the end of the second full work week in January.

In accordance with contract requirements, only green clean trees that are four feet or less in length and set out at will be collected WMAC will be unable to collect trees with flocking, tinsel, tree stands, nails, or ornaments.

Advantages and Disadvantages of Collection Vehicles

To the extent not discussed in Section 3.3.2.5.2.1 above, the advantages and disadvantages of the type of vehicle chosen (particularly with regard to backyard Collection, noise and the impact on the City's roads and street trees);

As mentioned above, WMAC will use state-of-the-art McNeilus fully automated and semi-automated collection vehicles powered by Cummins CNG motors for residential, commercial and industrial customer collections. The following are benefits the City of Oakland will see in association with our use of these trucks:

Positive Environmental Impact

- All City of Oakland collection truck motors will run on natural gas. The following are the benefits of using natural gas trucks over diesel.
 - Nitrogen oxide (NOx) emissions are reduced by up to 50% compared to 2010 diesel engines and even more compared to the older diesel engines we are replacing
 - Green House Gas (GHG) emissions are reduced by 21% compared to standard diesel motors and are certified with the California Air Resources Board Executive Order A-021-0537
 - GHG emissions are reduced by over 21% compared to standard diesel engines
 - GHG can be reduced by over 90% when using CNG derived from landfill gas instead of standard pipeline gas²
 - They're also easier to maintain and weigh less than new diesel truck equivalents thereby reducing wear and tear on City Streets

Increased Safety and Improved Community Image

- The collection body employs current technology that maximizes productivity and minimizes safety hazards. The collection arm benefits the customer and the environment with technology that maximizes flexibility for the customer and eliminates littering of the environment. This increased productivity also minimizes the number of collection vehicles required on the streets at any one time, thereby minimizing traffic.

² WMAC will be utilizing landfill gas from its landfill in Livermore, CA to fuel its fleet of collection vehicles.

- The hydraulic system uses formed steel pipe in all applicable areas and the flexible hose is of a 4000 psi burst strength which is two times stronger than needed to eliminate leaks and spills.
- The hydraulics, do not use “pack throttle”, rather they operate at idle during the collection process and operate at idle speed (800 rpm), compared to past collection vehicles of 1400 rpm. Minimizing noise, pollution, wear and tear of the motor components and fuel usage.
- The overall total height of the tallest proposed residential vehicle (commercial will remain the same) is 13 feet 3 inches vs. current vehicle dimensions of 13 feet 6 inches during straight driving and 17 feet 8 inches (during the dumping process). This will minimize the potential for tree damage, telephone and cable wire damage during residential collection.
- The chassis has an ‘air ride suspension” and “on board scales”, which lessens road wear and tear. The “On Board Scales” alerts the driver when the maximum load capacity nears and eliminates truck weight guessing and overweighted vehicles, again reducing wear and tear on City Streets. It also will alert the Onboard Computer System which is documented through the Onboard Unit (OBU).
- The brake system consists of disc brakes which are accompanied with a transmission retarder which slows the vehicle without applying the brakes which maximizes brake life and minimizes brake noise during collections and light brake applications.
- The in cab camera monitor system views the compaction chamber for guaranteed complete cart emptiness and proper commodity disposal from the customer. The rear vision camera allows the operator to view areas that are hidden from view when using rear view mirrors.
- The unloaded truck weight is 3000 lbs lighter than the current residential vehicle thereby reducing the potential for road wear and tear.
- The vehicle tires are “less aggressive” thereby reducing the potential for road wear and tear.
- These vehicles will also substantially reduce the potential for litter generation associated with cart collection as the vehicle arm and mechanical process as designed virtually eliminate the opportunity for litter with the exception of overflowing carts.

Ease of Service

- Time lapse for backyard service results in reduced emissions. These trucks will now allow for fully automation or semi-automation of what used to be a manual service for backyard customers, thereby minimizing the difficulty associated with collection, improving service efficiency, and reducing the time spent at each household. Moreover, with our On Board Computing system we will further be able to prevent missed pickups from occurring.
- The vehicle is outfitted with a rear sonar system (Preview) that alerts the driver, audible as well as visual while backing when there is an object in the direct path of the vehicle.

All of the above noted vehicle compliments significantly reduce the potential of accidental damage to property as well as the safety and convenience to the City of Oakland and the customer. All Oakland collection vehicles will be outfitted with CNG motors and the aforementioned attributes, as described above.

It is important to note that while there are many advantages to natural gas vehicles, unfortunately, these vehicles do cost more to purchase and are more expensive to maintain than traditional diesel vehicles.

How drivers and dispatch will communicate while on route to resolve Customer service requests/ complaint; and

As mentioned above, WMAC utilizes an onboard computer system on each of our vehicles that enables drivers and dispatch to communicate and address service issues, including customer requests, in real time.

The onboard computers serve to network each truck to our dispatch offices for accurate information and positioning. Customer orders such as additional pick-ups, or information regarding customer late set outs, can be relayed to onboard units and received by drivers in a timely fashion.

Onboard computing also features a vehicle positioning aspect that serves to accurately record the driver's progress throughout the workday. As the driver completes parts of his/her route, the associated customers are marked as serviced at various intervals throughout the day. This feature provides comprehensive route detail to dispatch in real time and enables superior route management and customer service excellence.

Onboard computing is a significant service enhancement from the days of route books. Rather than relying on binders with printed paper tickets, maps and customer details, onboard computing services significantly streamlines communications between drivers and operations support. The greater level of detail allows for superior route management and customer service delivery.

Whether by radio, phone and now through the onboard unit, drivers in the field have access to management assistance, dispatch, incident response, and individual customer detail. Using state-of-the-art technology, Onboard Computer Systems, Waste Management of Alameda County is able to deliver unparalleled customer service safely.

Labor Relations History and Impact on Performance

Labor relations history and impact on performance.

WMAC has a long history of utilizing unionized labor for all facets of its operations, including collection disposal and processing. Currently, WMAC works with Labor Unions in Northern California designated as Local 1546, Local 70 and Local 6. A description of what type of work each labor union employee is associated with as well as the length of time WMAC has been working with each union is listed in the table below.

Table 15. Type of Work Performed by Union Affiliation

Labor Union Affiliation	Type of Work Performed	# of Years of Affiliation w/ WMAC	Contract Inception Year
Local 1546	Mechanical	54	1958
Local 70	Transportation/Drivers	47	1965
Local 6	Clerical	13	1965

The employees who will be servicing the City of Oakland will be both local employees as well as members of several unions that we have long-term labor agreements with including; Local 6 Longshoremen, Local 1546 Machinists and the Local 70 Teamsters Union. WMAC has maintained long-term labor relations agreements as well as working relationships with these unions for many years and these employees have been an integral part of our staff. As a result, we are confident that our labor relations history will if anything, positively impact performance as these workers know our business, their jobs, their work sites, what is expected of them and moreover, have a deep familiarity with the City of Oakland, its streets, its customers, its unique challenges and its material. Our employees have long-standing relationships with our staff and management; they have been entrenched with WMAC, and have been servicing the City of Oakland in a similar capacity for many years. In fact, for many of these employees, securing the Oakland contract is vital to their job security as they have been working for WMAC and for the City of Oakland, for many years, much longer than can be expected in many companies today.

For the aforementioned employees, performing the services associated with the scope of the Contract is not new. They are already performing similar activities today, activities that run the gamut from servicing customers, driving trucks, collecting material, operating and maintaining heavy equipment and machinery, and sorting material, etc. Moreover, introducing new but related activities or new equipment is part of their job and they often welcome the opportunity to enhance their skills. These workers are already trained to work with similar equipment, and have been learning to work on new equipment that we have introduced in other Cities in the Bay Area. WMAC is continuously introducing new equipment into its environment and learning to maintain, service and operate equipment is part of routine job functions. Moreover, our union employees already know the streets of Oakland, its residents, and its businesses. They are familiar with navigating its streets, and the challenges and obstacles that they can sometimes face and they have learned how to adapt, and properly manage and navigate situations to provide optimal service delivery. Providing new service to a new City can be a steep learning curve, which our employees have already experienced.

We have outlined in detail our labor relations history. As we have described in that section, the Waste Management of Alameda County of today is a different company than the service provider one might recall if thinking back five years ago. Our management has changed, our attitude has changed and our procedures and processes for interacting with our Union employees have changed. We neither want nor welcome labor discord. We want to excel as an organization. And we want all of our employees to feel as if they are part of our Organization and are contributing to it, and moreover, that when they contribute, they get rewarded. As a result, and in order to achieve this, we have put in place new people, new procedures, and new management to ensure that our Union employees are part of WMAC, and that there is no “us” vs. “them” mentality. Rather, it is all just “us.” All of our employees know that any work we do has to be performed well and is regarded as vital to the health of our company and our jobs. For this reason, we know that our labor relations history and our relationship with our Union employees will only help us in our ability to perform well under the City of Oakland contract, because in

the end these employees have been committed to servicing the City for many years and want to continue to for years to come.

The annual cost of providing street litter container service as set forth in Section 12.02 of the MM&O Collections Services Contract provided in Section 5 of this RFP

The annual cost of providing street litter container service in accordance with the RFP requirements would be \$550,000 for two full-time routes to service City Cans.

If the proposer is proposing on Services Groups 1 and 2, the proposer must describe any change or improvement that combining these services will provide.

As we have described above, there are a numerous advantages to having one company provide all of the Mixed Materials, Organics and Recycling services when it comes to containers and vehicles. However, there are also many advantages when it comes to Routing. Not only are there a number of advantages to the customer, but there are also advantages in terms of environmental performance, operational performance and to the City as a partner. Below we have described these benefits in detail.

Table 16. Routing Advantages of Combining Mixed Materials/Organics and Recycling Services

Benefit	Category	Description
Convenience/Ease of Use for Customer	Improved Customer Experience	<ul style="list-style-type: none"> Services can all be provided on one day Consistent service that fosters bonds between drivers and customers Coordinated routes that ensure single day, weekly service on residential streets
Superior Service	Improved Customer Experience	<ul style="list-style-type: none"> Service Integration /Consistent Service Experience Consultative Service Provider Flexibility In Service Offerings Optimal and Improved Customer Experience
Better Communication/ Less Confusion	Improved Customer Experience	<ul style="list-style-type: none"> One Message/one voice Clear, Consistent Communication One Brand Container Standardization/Consistent Messaging
Lower Cost	Economic Benefit	<ul style="list-style-type: none"> Maximize efficiencies, take advantage of economies of scale
Increased Diversion/Spirit of Zero Waste	Improved Environmental Performance	<ul style="list-style-type: none"> Reduced Emissions Less Trips, less trucks on road - less road wear and tear
Improved Operational Performance	Improved Operational Performance	<ul style="list-style-type: none"> Standard Practices Comprehensive Customer knowledge Routing Efficiencies Reduced Training, & Knowledge Adoption Time Larger Pool of Equipment/Backup Capabilities Improved Coordination and Flexibility Less Missed Pickups

1.2.4. FACILITIES

Complete a Facilities Specification Form for each facility to be used (MM&O Collection Services

Form 12A - Material Recovery Facility, MM&O Collection Services Form 12B - Mixed Materials Processing Facility, MM&O Collection Services Form 12C - Organic Materials Processing Facility, and MM&O Collection Services Form 12D - Transfer Station Facility);

Please find our completed Facilities forms in Section 6 of this proposal.

The capacity of each facility and the ability to accommodate the deliveries from City's crews;

While, WMAC understands that education, participation and proper source separation are key elements to the success of the City of Oakland meeting its Zero Waste goal; it is also undeniable that the proper diversion facilities, technologies and oversight need to be in place in order to achieve success. As such, WMAC is committed to providing the City with five state-of-the-art advanced processing facilities that will facilitate the maximum diversion of materials through cutting-edge technological equipment that will extract collected materials into marketable commodity streams. WMAC is committed to making a \$97M dollar investment in the existing Davis Street Complex to upgrade our existing assets and build new facilities for the City of Oakland in order to ensure the City accomplishes its goals. These facilities include the following:

1. Organics Transfer Building
2. Centralized Organics Recycling Equipment (CORE)
3. Newly Constructed Advanced Mixed Materials Material Recovery Facility (MMRF)
4. Expanded, Retrofitted and Improved Advanced Single Stream Material Recovery Facility (MRF)
5. Expanded, and Retrofitted Dry Waste/C&D Material Recovery Facility (MRF)

All of the aforementioned facilities will be located onsite at WMAC's Davis Street Complex. All Mixed materials collected will first be delivered to the Davis Street complex located at the address below. A detailed description of each of the new facilities also follows:

WMAC's Davis Street Transfer Station (DSTS)

2615 Davis Street

San Leandro, CA 94603

1. Organics Transfer Building	
Facility Name:	Organics Transfer Building
Facility Location:	WMAC's Davis Street Campus
Function:	Transfer Organics for Anaerobic Digestion and Composting
Daily Capacity:	No limit
WMAC constructed this LEED™ Gold designed Organics Transfer Building in September 2011. The building is designed to bring food scraps and organics transfer operations under one roof and help to eliminate vectors and contain odors through its state-of-the-art-bio-filtration system. The building allows for speedy, efficient transfer of organics utilizing Davis Street's fleet of natural gas-fueled trucks, including bio-methane captured by the Altamont Landfill's LNG facility. Source-separated organics from curbside commercial and residential customers, mixed with materials captured from the CORE as well as the MMRF (both described below) are transferred to WMAC's Altamont Landfill's Organics infrastructure for Anaerobic Digestion and Composting or to third markets for composting and maximum energy recovery.	

2. WMAC's Mixed Materials Material Recovery Facility

Facility Name:	Mixed Materials Material Recovery Facility (MMRF)
Facility Location:	WMAC's Davis Street Campus
Function:	Separate Organics and Recyclables from Mixed Materials
Capacity:	1,120 TPD

The WMAC Davis Street Complex will also include a newly constructed Mixed Materials Material Recovery Facility ("MMRF") which is WM's plan to provide the City with the ability to extract maximum value from the waste stream. The MMRF will process at high speeds and separate the last remaining recoverable items in the waste stream, and also allow for further separation of the compostable fraction of mixed materials emanating from residential, multi-family, commercial organics, and all MSW streams.

The MMRF guarantees diversion for materials for a variety of streams:

- Residential curbside Mixed Materials
- Multifamily curbside Mixed Materials
- Commercial Wet loads

Oakland's Mixed Materials delivered to Davis Street will be processed to capture all readily recyclable or compostable materials and divert them from disposal. The system provides a safety net for diversion. We recognize that not all customers can participate in three-bin, source-separated programs due to space constraints or other issues. The MMRF provides diversion infrastructure to recover recyclables and organics materials found in streams from these customers. Capturing organics from this material stream guarantees diversion from the landfill and higher reuse after it has been processed at Davis Street and delivered to our high technology composting operations at the Altamont for conversion into either compost or energy for maximum recovery.

The facility uses highly advanced, dimensional and size automated separation protocols, with an emphasis on recovering items with the most value, including plastic and metal containers. It then processes the organics fractions into two streams to be composted into different grades and processes.

The MMRF will have the capability to process any Mixed Materials that are delivered to Davis Street from the City of Oakland and in addition be able to process any residue generated from recyclable processing activities in an effort to recover the maximum amount of material available.

Davis Street will take advantage of our fully-integrated site to market the outputs from this facility. Recyclable commodities will move through both the Oakland and Los Angeles Ports as well as stay local thereby generating local economic activity.

The MMRF facility will be conveniently located on site at the Davis Street Complex making it an easy destination for crews hauling mixed materials.

3. Single Stream Material Recovery Facility (located to the left of the entrance to Davis St)

Facility Name:	Single Stream Material Recovery Facility (upgraded)
Facility Location:	WMAC's Davis Street Campus
Function:	Process Recyclables
Capacity:	500 TPD

3. Single Stream Material Recovery Facility (located to the left of the entrance to Davis St)

WMAC invested \$6 million to construct a state-of-the-art Single Stream Material Recovery Facility at Davis Street. This 400 ton per day facility separates materials collected curbside from single family, multi-family and commercial source-separated recycling programs. In 2010, the facility was upgraded with the addition of optical sorters to segregate plastics further. Optical sorting increases quality control to maximize diversion and recycling.

The Single Stream MRF will expand again in the 3rd quarter of 2013. The upgrade will result in 500 tons per day of capacity and employ a series of manual sort lines, vacuums, magnets, eddy currents, optical sorters as well as a state-of-the-art glass system, ensuring the highest diversion possible. The upgrade is estimated to cost \$19 million.

The convenient location of the Single Stream MRF at Davis Street, allows for the transfer of source-separated recyclables from the other MRFs at Davis Street. As part of the Davis Street Master Plan, elevated conveyor belts will be installed to facilitate the flow of materials across the site, helping to reduce GHG emissions associated with vehicular transfer as well as improved safety from reduced vehicle traffic.

The location of this MRF on site at the Davis Street Transfer Station makes it a convenient location for collection crews to deliver recyclables from participating locations.

4. WMAC's Dry Material/C&D Material Recovery Facility (located to the left of the entrance to Davis St)

Facility Name: WMAC's Dry (C&D) Material Recovery Facility (MRF)

Facility Location: WMAC's Davis Street Campus

Function: Process C&D and Bulky Recyclables

Capacity: 800 TPD

The WMAC Davis Street Complex will also include a newly expanded and upgraded Dry (C&D) system that can process mixed material loads that are high in recyclable content but low in organic material content. This expanded Dry Material (and C&D) MRF which is expected to be completed in 2014, incorporates today's most advanced processing strategy to deal with an ever changing and rapidly growing material stream. It emphasizes the highest recovery for dry material from re-routed waste vehicles full of recyclables, including commercial and retail, non-source separated Single Stream from malls and warehouses, construction materials, demolition materials, and other streams.

This facility is the only one in Alameda County that is certified to effectively process C&D debris and fulfill the required reporting requirements and will take all commercial volumes and act as the first primary back-up for mixed and single stream recyclables on site.

The conveniently located 800 TPD layout and technology will maximize recycling and diversion for curbside bulky and commercial material by effective sizing, recognition, and capture. Along with traditional recyclables, it culls materials such as wood, rock, metals, and concrete.

The facility is also designed for Oakland material streams that may not be able to participate in source separation.

The system works in tandem with the Mixed Materials MRF (above), for the dry routed portion of the material on WMAC routes. Together the strategy ensures materials never go to the landfill without processing for maximum recovery.

Organic material recovered is converted into WM Earthcare™, our closed loop solution for beneficially reusing organics in the communities from which they are generated. WM Earthcare™ mulch begins with clean, untreated, and unpainted lumber that is received from construction and dry materials and is repurposed. Concrete, asphalt and other inerts recovered are used for internal and external construction projects such as road building and commercial base.

The Dry Waste facility is also conveniently located on site making it an easy destination for collection crews hauling these materials (see Diagram provided in Diversion Plan).

5. Centralized Organics Recycling Equipment (CORE)

Facility Name: Centralized Organics Recycling Equipment (CORE)

Facility Location: WMAC's Davis Street Campus

Capacity: 200 TPD

5. Centralized Organics Recycling Equipment (CORE)

Commercial Organics represent a significant volume of materials to be diverted to achieve zero waste. For commercial customers, such as grocery stores, restaurants and whole sale produce and flower distributors, with less than 10% of contaminants in their organics, Davis Street will process commercial organics through the Centralized Organics Recycling Equipment (CORE) system.

The Core System is designed to process up to 200 tons per day of source-separated organics from commercial customers. The CORE strips out non-organics from organic materials using centripetal force and a screw press. The organics that result from the processing are ideal for waste water treatment processors as well as the Reclaimable Anaerobic Composter (that will exist onsite at the Altamont Landfill for further composting and maximum energy recovery).

The CORE will be located on the east side of the current MSW transfer pit at Davis Street (see map in diversion plan, making it a convenient location for collection crews to deposit source-separated organics from locations participating in organics programs.

Customer Service office and operations yard location;

WMAC currently maintains its customer service office, hauling operations and hauling yard out of the following location:

WMAC Customer Service, Hauling Operations, and Yard Location

172 98th Avenue
Oakland, CA 95603

The WMAC owned facility at this address sits on 15 acres of property strategically located just off major highway Interstate 880. It is the primary collection operation for the California Bay Area (“Bay Area”) and shares the facility with the Bay Area Offices.

One of WM’s largest operating locations in the nation, the business unit services 192,500 residential homes, 14,600 commercial customers and approximately 1,700 industrial customers with 209 daily routes - 26 industrial, 130 residential, and 53 commercial routes.

Operating hours for WMAC are as follows:

- **Collection Operations** - Monday through Friday 3:00 am - 7:00 pm; Saturday - 3:00 am - 2:00 pm
- **Maintenance** - Monday through Friday 24 hours, Saturday 6:00 am - 2:30 pm, Sunday 9:00 pm - 5:30 am
- **Pay Window Hours** - Monday through Friday 8:00 am - 5:00 pm
- **General Operations:** Closed from: Friday 9:00 pm - Saturday 6:00 am

WMAC is certified as a “Green Business” by the Alameda Green Business Program, and our 98th Avenue facility has a “LEED Gold Level Certification.” WMAC also currently has one of the largest alternative fueled fleets in Northern California. Moreover, a 14,000 gallon LNG fueling facility operates on the site with shop infrastructure to accommodate fueling needs and requirements.

The WMAC facility is in excellent condition. The facility was built in 1990 and has office space of approximately 34,000 square feet; the total building area is approximately 120,000 square feet, which includes the front office, warehouse, maintenance facility and operations.

Call center location;

WMAC is proposing to locate its Customer Service Call Center in Alameda County at our existing operational district headquarters located at the address below:

Waste Management of Alameda County

172 98th Avenue

Oakland, CA 94603

In Section 5.4 of our proposal—Customer Service Plan—we described later in this response we have outlined in detail the numerous benefits that our call center can provide. However, WM as a company also already has in place an experienced and technologically advanced call center located in Oak Harbor, Washington. This call center handles customer inquiries for all of the municipalities that we service across the Country and has been doing so since 2008. In fact, our Oak Harbor call center has been servicing the City of Oakland customers since 2009 and has a familiarity with the City’s customers, its operations and its unique requirements.

Should the City be willing to entertain the option of utilizing the Oak Harbor, WA call center, WMAC would be able to reduce costs in its current proposal to residents while providing the same level of superior customer experience.

Employees at our Customer Service Call Center whether they will be located in either Alameda County or Oak Harbor will be trained to specifically service the City of Oakland and provide an excellent Customer Service experience for our customers as outlined in our Customer Service Plan.

Labor relations history and impact on performance.

As mentioned above, the employees who will be working at the existing and proposed facilities will be both local employees and members of several unions that we have long-term labor agreements with, including: Local 6 Longshoremens, Local 1546 Machinists and Local 70 Teamsters Union. WMAC has maintained long-term labor relations agreements and working relationships with these unions for many years. These employees have been an integral part of our staff. As a result, we are confident that our labor relations history will, if anything, only positively impact performance. These workers know our business and their jobs, are familiar with their work sites, know what is expected of them, and have a deep familiarity with the City of Oakland, its customers and its material. Our employees have long-standing relationships with our staff and management. They have been entrenched with WMAC and have been servicing the City of Oakland in a similar capacity for many years. In fact, for many of these employees, securing the Oakland contract is vital to their job security, as they have been working for WMAC and for the City of Oakland for many years—much longer than can be expected in many companies today.

For the aforementioned employees, performing the services associated with the scope of the Contract is not new. They are already performing similar activities today—activities that run the gamut from driving trucks, collecting material, operating and maintaining heavy equipment and machinery, and sorting material, etc. Moreover, introducing new but related activities is part of their job, and they often welcome the opportunity to enhance their skills. For example, all Heavy Equipment Operators will be

members of the Local 70 Teamsters Union and maintenance will be provided by Local 1546 Machinists. These employees currently work with similar equipment today and rolling over the responsibilities to new equipment should not affect performance. The Local 1546 machinists will be trained as required to ensure performance and up-time of the equipment and these activities are within the current scope of job activities. WMAC is continuously introducing new equipment into its environment and learning to maintain and service this equipment is part of the Local 1546 Machinists routine job functions.

The CORE that we propose above runs on electrical power. It is not generator or internal combustion engine. As a result, the only labor activities that will be effected by the operation of the CORE are the loading that will be required by a wheel loader or excavator. Operators for these wheel loaders and excavators at Davis Street Transfer Station are members of the Local 70 Teamsters Union. Maintenance of the CORE will be provided by Local 1546 Machinists. The Local 1546 machinists will be trained as required to ensure performance and up-time of the equipment and these activities are within the current scope of job activities. WMAC is continuously introducing new equipment into its environment and learning to maintain and service this equipment is part of the Local 1546 Machinists routine job functions. Similarly, Local 70 Teamsters Union employees are already using wheel loaders and excavators in their daily routine. Moreover, sorters, and screen cleaners at the MMRF will be members of Local 6 Longshoremen with whom we have labor relations agreements and are already performing these activities today.

If the proposer is proposing on Services Groups 1 and 2, the proposer must describe any 1059 change or improvement that combining these services will provide.

There are numerous facility advantages to having only one service provider for Mixed Materials, Organics and Recycling services. Not only are there a number of advantages to the customer, but there are also advantages in terms of environmental performance, operational performance and to the City as a partner. Below we have described these benefits in detail.

Table 17. Facility Advantages of Combining Mixed Materials/Organics and Recycling Services

Benefit	Category	Description
Improved City Information	Improved Customer Experience	<ul style="list-style-type: none"> All materials delivered to one location One point of contact One Information Source All materials captured managed under one “roof” One set of reports for all materials
Lower Cost	Economic Benefit/Better Price	<ul style="list-style-type: none"> Ability to maximize efficiencies and take advantage of economies of scale

Benefit	Category	Description
Increased Diversion/ Spirit of Zero Waste	Improved Environmental Performance	<ul style="list-style-type: none"> Consultative materials management, including diversion recommendations and improved auditing Targeted outreach/increased awareness based on info Better material, volume and facility planning Can divert material to appropriate outlets Holistic materials management approach Maximized recovery and diversion Reduced waste generation (one back office)
Holistic Approach	Improved City Experience	<ul style="list-style-type: none"> Can Manage all Material Flows and more easily move toward City goals
Improved Reporting	Improved City Knowledge	<ul style="list-style-type: none"> Provide detailed reporting of all material streams

5.2.4 SAFETY

Assurances that all required plans are in place and a description of the following:

Employee safety requirements, including physical, drug, and alcohol testing requirements;

At WMAC, safety is a core value and a cornerstone of operational excellence. This philosophy is embedded in the way we work, the decisions we make and the actions we take. We hold ourselves to the highest standards for the protection of our customers, our employees, the communities we serve, and the environment we share. We strive to be the safest company in our industry by adopting policies and encouraging practices that ensure work site safety in an attempt to assure protection of the health, safety and welfare of the community. For a hauling company like Waste Management, the term “work site” refers not only to our yards and our transfer, processing, and operating facilities, but also to the roadways over which we travel daily in the communities we serve.

In the City of Oakland, we’ve worked over the last 100 years to build a continuously evolving safety culture that would take years to replicate with a new hauler. By collaborating directly with the unions, maintaining transparent communications, and creating a sense of urgency, WMAC successfully integrated our safety standards into union contracts. This has influenced real change that translates to fewer accidents and injuries and increased community safety in the City of Oakland.



“The nine-member WMAC Container Shop marked six years, injury and accident-free in August 2012. And the safety streak continues - they’re hard at work on year seven.”

Dino Fontana, Manager, WMAC Container Shop

Workforce Safety

WMAC’s worker safety efforts focus on helping workers avoid vehicle accidents and safely operate heavy equipment. Since trash collection, processing and disposal rank among the most dangerous occupations in North America, we are constantly looking for ways to ensure the safety of our employees and enhance

worker safety in our industry overall. Our drivers and collectors must navigate residential and urban traffic and lift heavy items — both of which can lead to injuries. Employees at our facilities must be constantly alert to avoid serious injury as they work with sophisticated heavy equipment. Waste Management's safety performance has ranked among the best in our industry in recent years, even as overall rates in our industry have continued to improve. We work actively with our trade association, the national Solid Wastes Management Association, in its efforts to educate the public on how they can make day-to-day sanitary service operations safer for everyone.

Continuous Improvement

About a decade ago, we made a commitment to overhaul our safety culture and to put processes and systems in place that would make every site and each individual responsible for safe behaviors. As a result, we launched an internal safety philosophy that we call Mission to Zero™ or M2Z. The core of the M2Z philosophy is zero tolerance for unsafe behaviors by all employees, with a goal of zero accidents or injuries. All operational employees benefit from the program's safety training, rulebooks, fleet processes and standard practices. Over the years, the M2Z approach has resulted in programs that have improved safety performance, including worker injury rates, vehicle collision prevention and safety leadership development. The program, which ranks among the most far-reaching and comprehensive worker safety plans in our industry, involves classroom instruction, route observation, monitoring of safety data and driver training. Since its adoption, we have seen significant improvements, including:

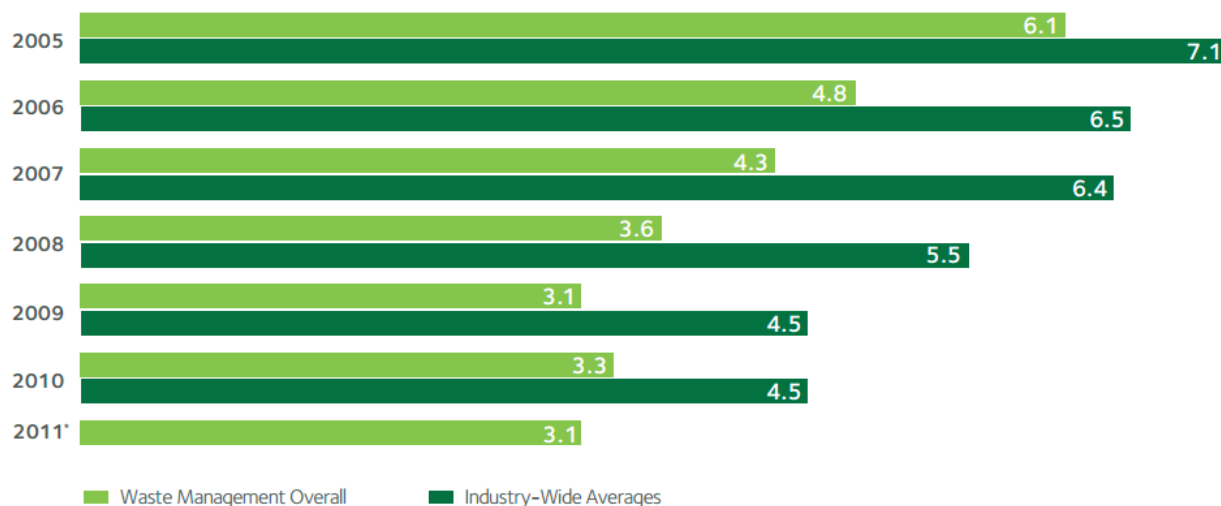
- A decrease of 86 percent in our Total Recordable Injury Rate (TRIR)—i.e., nonfatal illnesses and injuries—between 2000 and 2011. In 2011, our TRIR of 3.09 put us well below the 2010 industry average of 4.5, the most recent government statistic available.

Figure 2. WM Overall Total Recordable Injury Rate (TRIR)

Number of injuries per 100 employees

TOTAL RECORDABLE INJURY RATE

Number of injuries per 100 employees; 49% improvement since 2005



Source: Bureau of Labor Statistics, Incidence Rates of Non-Fatal Occupational Injuries and Illnesses (data for the waste management and remediation services industry).

*Government data on the industry-wide average for 2011 has not yet been released.

Figure 3. WMAC Total Recordable Injury Rate (TRIR)



- An improvement of 76% in our Vehicle Accident Recordable Rate (VARR) between 2005 and 2011

Figure 4. WM Overall Vehicle Accident Recordable Rate (Varr)



One truck equals 1,000 hours

FIGURE 5. WMAC Vehicle Accident Recordable Rate (VARR)



At WMAC, we've taken the Company's commitment to continuous improvement very seriously and have adopted a number of programs. Among them is the market area Weekly Safety Call where route managers detail an incident to all district managers. WMAC holds a separate weekly Safety meeting where Shop Stewards, Managers and the Area Vice President candidly discuss driver performance and improvement strategies. Another is a kick-off meeting with the drivers and key leadership to review our safety performance for the past 12 months and its impact on future investments in the market area. A fourth is our robust training program for new hires. The results are in the numbers. We have seen a marked improvement, particularly at WMAC in the number of incidents.

Vehicle Safety and Driver Training

As a demonstration of our commitment to employee safety, Waste Management each year invests approximately \$500 million in the maintenance of collection vehicles and \$100 million in maintenance and repairs for heavy equipment. We believe this investment has contributed to our 76 percent decline in reported vehicle accidents between 2005 and 2011. We service our fleet monthly, inspect each vehicle

twice daily to ensure proper operation and tie preventative maintenance inspections to vehicle usage rates.

In on-the-job training and evaluation programs for our drivers, we exceed U.S. Department of Transportation (DOT) requirements. Newly hired drivers undergo 80 hours of training, split evenly between the classroom and on the road with an experienced driver. We hold safety briefings each morning before drivers begin their routes.

As part of the training process, evaluations are given at 30, 60 and 75 days. We follow federal regulations for the maximum number of hours spent behind the wheel and require all drivers to pass a general physical and meet DOT physical requirements

Hiring Standards

Staffing safety starts with employee screening and training before new hires are brought on-board and throughout an employee's tenure at the company. We ensure all employees stay current on the information needed to be safe in all aspects of their jobs. At WMAC, we've taken the Company's commitment to continuous improvement very seriously and have adopted a number of programs, including weekly safety calls, meetings with key leadership, and a robust, ongoing training program.

Background Checks

In compliance with the Jessica Lunsford Act, a candidate for employment at WMAC's landfills, hauling operations, and recycling must successfully complete a comprehensive background check, fingerprinting and drug test before being hired. Employees who will perform safety sensitive functions must complete medical exams. Employees who will be driving waste collection vehicles must pass DOT medical exams. Moreover, all employees are required to wear personal protective equipment (PPE) as defined by their work environment and job location. A list of PPE required by employee can be provided upon request.

Physicals

Prospective employees' health histories are carefully reviewed and a physical examination tests vision, hearing, blood pressure, pulse and other musculoskeletal and neurological systems. There is also a physical abilities test (with a heavy physical demand level) that includes a grip and static strength test as well as some dynamic lifting.

Drug and Alcohol Free Workplace Policy

The purpose of Waste Management's Drug and Alcohol Free Workplace Policy is to communicate management objectives for maintaining a substance-free workplace. This Policy applies to all company employees and applicants. Drivers and potential employees are tested for drugs (amphetamines, cocaine, cannabinoids, opiates and phencyclidines) and alcohol initially and random drug tests are given to all employees who operate company vehicles on a regular on-going basis.

Hazardous Waste, E-waste, and Universal Waste management protocol;

As part of WMACs annual training all drivers go through Waste Management's annual Environmental Compliance and Awareness Program, which includes the following topics and addresses amongst other subjects how to identify and handle hazardous waste, E-waste and Universal Waste:

- Environmental Compliance
- Air Quality
- Storm Water Management
- Vehicle and Equipment Leaks
- Nuisance Management and Community Compatibility
- Recognizing and Reporting Environmental Issues
- Process Water Management
- Environmental Monitoring
- Housekeeping
- CFC-Containing Appliances and E-Waste

Drivers are trained annually on to identifying hazardous waste, e-waste and other non-acceptable materials in containers for disposal. If drivers do identify unauthorized waste in residential containers, they are required to tag the container so residents are notified that unauthorized materials are contained in their bin. Residents are asked to remove the unauthorized materials from the container so collection can then be rescheduled. For commercial customers, drivers are required to call into dispatch. D, dispatch then contacts the customer to notify them of the unauthorized waste in the container, and the commercial customer is asked to remove the unauthorized materials so that service can be rescheduled.

For those bulky pickups in which WMAC accepts e-waste and appliances that contain CFCs, our C containing appliances drivers are trained on how to handle those materials. These types of materials are only to be loaded onto non-compacting trucks, such as flatbeds. Appliances and E-waste are to be handled carefully, making sure not to tip, drop or damage them as this could release hazardous materials. Drivers are to take the materials to WMAC's Davis Street Transfer Station and off-load the materials into their proper locations for proper handling and recycling.

3. Spill response plan

WMAC has a Spill Prevention, Control and Counter Measure Plan (SPCC) that is followed by every driver in the case of any spill. The SPCC is updated regularly and was last updated in September 2011 for our facility located at 98th Avenue in Oakland. WMAC would be happy to provide the City with a copy of this plan upon request. The SPCC was prepared for the 98th Avenue WMAC facility, pursuant to Federal Regulations promulgated in 1973 [Code of Federal Regulations (CFR), Title 40, Chapter I, Subchapter D, Part 112 - Oil Pollution Prevention] and revised most recently on December 26, 2006. The objective of the SPCC is to prevent the discharge of oil from non-transportation related onshore and offshore facilities into or upon the navigable waters of the United States or adjoining shorelines.

The plan contains general information, emergency notification information as well as procedures, preventative measures, controls, spill response and countermeasures, recovery, disposal and reporting procedures.

In brief, the plan calls for storing absorbent materials and hand tools at key locations throughout the site and that spill cleanup materials are kept accessible at the facility at all times. Upon discovery of an oil spill, the person making the discovery is to immediately notify the Site Manager. Any and all response equipment and manpower at the facility's disposal should be used as needed to contain the spill and prevent oil from discharging offsite or into a navigable waterway. Personnel are to consult with the Site Manager to determine if outside spill response contractors are required. If Management determines that outside resources are necessary, the spill response contractors listed in the front of the report may be utilized.

Any discharge is to be contained and cleaned up using appropriate spill response equipment, which may include shovels, pumps, and absorbent materials (e.g., pads, booms, oil-dry, etc.). Response equipment (i.e., spill kits) is located within easy access of truck parking and LNG fueling areas. Response equipment locations are identified to all facility personnel upon employment and during SPCC training. The supply of response equipment is replenished as needed.

Vehicles

WMAC also maintains a spill response plan for all vehicles and drivers on the road. This plan requires that all WMAC vehicles be equipped with a spill response kit. Drivers are trained on the following seven-step process for responding to and cleaning up a spill should one occur while on the road:

1. Secure the Area
 - a. Drivers are instructed to park the vehicle in a safe area away from waterways, drains and sewers.*
2. Ensure Proper Protective Equipment is being worn
 - a. This includes Leather Gloves, Safety Glasses and a Safety Vest*
 - b. Block the Spill*
3. Drivers are to utilize the spill kit and/or other equipment to help stop the spill and keep it from reaching drains or waterways.
4. Identify the Problem and Stop the Spill
 - a. If it is safe to do so Drivers are to try and find where the spill is coming from and estimate the amount that has spilled*
 - b. If it is safe Drivers are trained to try to stop or minimize the spill*
5. Contact Dispatch or Management
 - a. Drivers are instructed to follow the chain of communication procedure to ensure a supervisor is notified*
6. Clean Up
 - a. If it is safe, Drivers are instructed to clean up the spill with absorbents, and to sweep the floor and use booms*
 - b. Drivers are instructed to store any used absorbents in a closed container*

7. Record the spill on the route coversheet to ensure the event is reported

A further note regarding hydraulic spills: Waste Management's fleet maintenance standards are the highest in the industry, further helping us prevent spills.

Health and safety management procedures.

The following health and safety programs are actively promoted, implemented and managed on site to ensure the WMAC family is healthy and safe.

Table 18. Waste Management Health and Safety Programs

Waste Management Health and Safety Programs			
Medical monitoring program	Storm water pollution prevention and management	Heat/cold stress prevention	Personal protective equipment Emergency shower and eyewash stations use
Drug screening and sample analysis	Bloodborne pathogens	Health and safety plan	Respiratory protection
Hearing conservation	Industrial hygiene	Job safety analysis	Confined space entry
Spill prevention, control and counter-measure	Hazard communication	Construction and equipment safety reviews	Hot work
Control of hazardous energy (lockout/tagout)	Grounding and bonding	Emergency management/contingency plan	Fire prevention and protection Fire extinguisher use and inspection

Employee Training

All employees complete a comprehensive training program that provides classroom and on-the-job instruction in health, safety and compliance fundamentals. This training is critical to our company's ability to correct unsafe behavior and recognize outstanding safety performance.

Employees receive communications and developmental training to expand their knowledge of the industry and prepare them for greater job responsibilities. These programs include advance compliance and regulatory awareness training, ethics in the workplace and supervisory training programs

If the proposer is proposing on Service Groups 1 and 2, the proposer must describe any change or improvement that combining these services will provide.

The following are the safety improvements that the City and customers will recognize from having only one service provider perform all of the Group 1 and 2 collection and processing services.

Table 19. Safety Advantages of Combining Mixed Materials/Organics and Recycling Services

Benefit	Category	Description
Standardized Practices	Improved Customer Experience	<ul style="list-style-type: none"> Consistent quality of operations Facilitated transfer of knowledge regarding unsafe acts, conditions, etc.
Less Accidents	Improved Operations	<ul style="list-style-type: none"> Ability to leverage previous experience to improve performance

5.2.5 REPORTING

Detailed Zero Waste monitoring and reporting program, including electronic transmittal of reports to City;

The City of Oakland will have access to detailed, electronically accessible reports that provide all information requested in the RFP.

WMAC is currently providing the City of Oakland with detailed accurate reporting on a monthly, quarterly, and annual basis. WMAC has an established process to ensure that all reports are submitted accurately and on time. We currently provide the City of Oakland with the following types of reports:

- Tonnage and Diversion reports
- SFD and MFD Service Levels, cart and bin replacements
- Customer Service logs, including call answer times
- Roll Off Box Service Levels
- Vehicle Inventory
- Bulky Item Pick Ups, including overages and snapshot incidents
- City Litter can pick ups
- Non-participation reports

Moving forward, WMAC will enhance the monthly, quarterly, and annual reports to provide the City of Oakland a more comprehensive summary of what WMAC is providing to the City of Oakland and how we are working towards their goal of zero waste in 2030. Along with the existing reports we are currently providing, the enhanced reports will show the breakdown of materials collected and, once processed, the product that was produced from that material and diverted from a landfill. WMAC will provide easy to read charts that display the year-over-year improvements and where we stand in meeting the City of Oakland's' zero waste goals. Along with the diversion reporting goals, WMAC will also enhance the operational reports with detailed information to ensure contract compliance.

Collection Service Account	<ul style="list-style-type: none"> Number of SFD and MFD buildings and units served Number of Commercial and City accounts served Number of containers in service by collection service type, container size, and material type (e.g., mixed materials, organic materials), and container service location (e.g., curbside placement, premium backyard, exempt backyard) Number of non-collection notices issued by collection service type and by reason for non-collection
Collected Tonnage	<ul style="list-style-type: none"> Tonnage for all materials collected, by collection service type and by material type (e.g., mixed material, organic materials, bulky goods collection service) including collected tonnage, bulky goods item counts, and other data and information per Exhibit 14 of the contract Tonnage for all materials delivered to the transfer facility by City vehicles, and tonnage and pull data for City roll-off boxes serviced by Waste Management
Processed Tonnage	<ul style="list-style-type: none"> Tonnage for all collected materials that are delivered to processing facilities by collection service type, and by processing facility
Processed Materials	<ul style="list-style-type: none"> Tonnage of each material produced through the processing of collected materials at Waste Management's processing facilities- (e.g., old corrugated containers, mixed paper and other recycled commodity grades, feedstock for biomass), and energy products derived from our processing of organic materials at the Altamont Landfill. Waste Management will use a statistically significant method approved by the City to calculate the tonnage of finished processed material and the net amount of residue attributable to material collected under this contract.
Disposal Tonnage	<ul style="list-style-type: none"> Tonnage for all materials collected that are transferred to the disposal facility without processing, by collection service type and tonnage for all residue from processing of collected materials, by processing facility
Customer Service	<ul style="list-style-type: none"> Number of customer and service recipient contacts (e.g., phone calls or electronic communications) by date, collection service type
Local Hire Requirement Update	<ul style="list-style-type: none"> Monthly updates on compliance with local hire requirements in Article 55 of the MM&O contract
Roll-Off Box Report	<ul style="list-style-type: none"> City Council and Mayor roll-off box report that shows the allocation of roll-off boxes by office, including allocations that were carried forward, and use to-date for the then current calendar year
Quarterly Reports	<i>Waste Management will provide quarterly reports, including the following information, within 20 calendar days after the end of the reporting quarter</i>
Public Outreach	<ul style="list-style-type: none"> All public outreach and information activities undertaken during the period, including distribution of outreach materials and other promotional activities
Processing and Marketing Activities	<ul style="list-style-type: none"> Report on recyclable materials and organic materials processing and marketing issues or conditions, if any, occurring during the previous quarter
Customer Service Activities	<ul style="list-style-type: none"> Report on customer service and call center issues or conditions, if any, occurring during the previous quarter
Operational Issues and Activities -	<ul style="list-style-type: none"> Report on significant changes in collection service or processing operations, instances of property damage or accidents, scavenging, or other operational issues
Annual Reports	<i>Waste Management will provide the following data to the City within 30 days after the end of each preceding calendar year</i>
Customer and Collection Services Data	<ul style="list-style-type: none"> List of all customers serviced under this contract including and sortable by collection service type, customer name, service address (street number, street name, zip code), number of containers billed for by collection service type, container size, and material type (e.g., mixed material, organic material, etc.)
Local Business Presence	<ul style="list-style-type: none"> Local business presence and participation report
Local Hire Annual Report	<ul style="list-style-type: none"> Annual report on compliance with local hire requirements of contract
Gross Receipts	<ul style="list-style-type: none"> Summary of the prior year's gross receipts received, by collection service type
Equipment Inventory	<ul style="list-style-type: none"> Updated complete inventory of collection vehicles used pursuant to this contract, by vehicle chassis identification number, vehicle body identification number, license number, and model year
Business Tax Certificate	<ul style="list-style-type: none"> Copy of current business tax certificate
Composition study	<ul style="list-style-type: none"> Waste characterization study results
Additional Reporting & Access to Information	<i>Upon request from the City, Waste Management will provide the following additional information</i>
	<ul style="list-style-type: none"> Any additional data and information as requested by the City, as may reasonably be provided, within a reasonable time following the request Call center records, as may reasonably be provided Large wall map of the service area that shows collection day of service for SFD and MFD routes, updated whenever route change include a change to day of service Collection route information as requested by the City, as may reasonably be provided within a reasonable time following the request Collection vehicle global positioning system (GPS) reports as requested by the City, as may reasonably be provided

Figure 6. Screenshot of Sample Reports

City of Oakland		Recycling and Disposal Progress Report Monthly Detail 2012													
Description		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total	Average
# of Single Family Dwellings															
# of Multi Family Dwellings															
# of Commercial Accounts															
# of Roll Off Accounts															
# of City Facilities															
Tonnage Delivered to Processing Facility without processing															
Single Family Dwellings															
Multi Family Dwellings															
Commercial															
Roll Off															
City Facilities															
Delivered by City Vehicles															
Total Tons Delivered to Processing Facility without processing															
Tonnage Diverted															
Single Family Dwellings															
Multi Family Dwellings															
Commercial															
Roll Off															
City Facilities															
Delivered by City Vehicles															
Total Tonnage Collected															
Tonnage Produced by Processing - finished product															
Compost															
Mixed Paper															
Feedstock for Biomass															
Refuse-derived fuel															
Material Diverted															
Aluminum															
Glass															
Newspaper															
Cardboard															
Mixed Paper															
Plastics															
HDPE - Natural															
HDPE - Colored															
Tin															
Organics															
Brush / Greenwaste															
Christmas Trees															
Bulky item tonnage															
Number of Bulky Items															
# of Motor Vehicle Accidents															
# of Property Damage Claims															
# of Non-Collection Notices															

Highlights

Waste Management is proud of the accomplishments we've achieved in partnership with the City of Oakland so far this quarter:

- Insert Public Outreach and Information activities
- Insert Recycle and Organic material issues or conditions
- Insert Operational Changes

Use the 2012 EPA WARM Model Excel Calculator at to calculate visual savings and results. Fill in Happy Facts below based on WARM Model results.



conserving
xxx gallons of gasoline



removing the annual emissions from
xxx cars off the road



conserving
xxx propane cylinders for home BBQs



preventing gas emissions and reduction of
xxx metric tons of CO2 equivalent



conserving
xxx barrels of oil

Method used to track Tonnage Collected, Disposed, Processed, and Residue Disposed; and

Tonnage Collected

All WMAC trucks entering DSTS are weighed on State-certified scales so that accurate classifications and measurements can be made of material types and tonnages being deposited. For the City of Oakland Waste Management currently services and will continue to run dedicated Mixed Materials and Organics

collection routes, ensuring the weight for those materials is accurately recorded upon delivery to DSTS. The scales are equipped with Waste Management's FASTLANE system, which produces a copy of the weight ticket. The FASTLANE system produces scale operating metrics and other base reports on scale activity. WMAC delivers all tonnage collected in the City of Oakland to Waste Management facilities, which ensures accurate data and maximizes diversion because every ton will be processed. Only WMAC can guarantee this level of accuracy and accountability.

Tonnage of Material Disposed, Processed and Residue Disposed

All material delivered to DSTS will be processed unless it is rejected for a site-specific reason (i.e. hazardous materials in the load, etc.). In the uncommon event that a load is rejected, the tonnage associated with that load (as well as origination information) will be recorded and reported as unprocessed tons, subsequently recorded as residue, and processed tons will be reconciled on a monthly basis.

For all materials processed, Waste Management's Raadar system maintains detailed records of all individual commodities sold by quantity as well as the associated vendor to whom they were either marketed and/or delivered for further processing. Raadar also maintains information on all materials disposed. To calculate total residue disposed, WMAC records the weight of all residual material removed from the processing of recyclables (including rejected loads) and disposed of at Altamont Landfill.

Oakland Specific Data

However, because Waste Management processes material for many cities and entities within the Bay Area over its processing system simultaneously, the material that is ultimately shipped as end product is commingled with all other incoming materials (i.e. ONP sold includes ONP from Monterrey, Hayward, etc.). As a result, in order to identify the percent composition of recyclable commodities (and associated tonnages) delivered to market by commodity as well as the amount of residue disposed solely for the City of Oakland, WMAC will perform detailed material characterizations of the City of Oakland's incoming recyclable material on a monthly basis. WMAC currently follows and will continue to follow a protocol developed by Cascadia Consulting for all Oakland material stream characterizations. A copy of this protocol can be provided upon request. On a quarterly basis, WMAC can also clear all non-Oakland material from the MRF and run 100 tons of only Oakland incoming recyclable material in order to extract the percent composition of material as well as the associated residue. All information collected from the aforementioned material composition audits will be stored in WM's proprietary Waste Audit Database so that information can be tracked through time and that information can be used to help both the City improve the capture of recyclables, decrease residue, improve quality and increase the overall value of material collected and marketed.

Both information from Oakland's unique waste characterizations and overall facility information (commodities processed and sold and residue disposed) will then be provided to the City of Oakland via customized reports that have been compiled based on the City's requirements.

3. Process for reporting Customer complaints and dispute resolution to the City.

WMAC has a standard operating procedure for receiving, tracking, and resolving all customer complaints and disputes it receives. First, and in order to document, assign, track and ultimately resolve any issue, a CASE is created in our internal customer relationship management database. We have a variety of categories for complaints that provide us with a reporting review. All complaints have 24 hours in which to contact the customer and attempt resolution with the goal of resolving the issue within that timeframe. Issue resolution can be handled in a variety of ways and is dependent upon the nature of the issue. For example, billing issues are handled very differently than missed collection activities. All CASEs are documented and closed upon resolution. WMAC tracks open CASEs at all locations and roll-ups the information for Market Area to review to ensure compliance on due date/time and resolution with the customer. We also track the actual time to resolve (close) along with complaint types to pro-actively look for trends and then launch root cause analysis to reduce complaints via process improvements, training & coaching, standardization, etc.

As is standard practice with the City of Oakland, WMAC will track all customer complaints and/or disputes along with all resolution procedures in a log and provide a monthly customer service response log to the City so that the City is aware of all customer service issues that may have arisen during the month, if any. This log will indicate a description of the complaint type, how many of each type of event occurred, and how long dispute resolution took to occur. The details of each event can also be provided if required. This record can be provided to the City either via email, mail or during an in-person monthly meeting.

If the proposer is proposing on Services Groups 1 and 2, the proposer must describe any change or improvement that combining these services will provide

Below are the multiple ways in which the City will experience improved reporting as a result of combining services.

Table 20. Reporting Advantages of Combining Mixed Materials/Organics and Recycling Services

Benefit	Category	Description
Improved City Information	Improved Customer Experience	<ul style="list-style-type: none"> • All materials delivered to one location • One point of contact • One Information Source • All materials captured managed under one “roof” • One set of reports for all materials
Increased Diversion/Spirit of Zero Waste	Improved Environmental Performance	<ul style="list-style-type: none"> • Consultative Materials Management - diversion recommendations; improved auditing • Targeted Outreach/Increased Awareness based on info • Better Material, Volume and Facility Planning • Can divert material to appropriate outlets • Holistic Materials Management Approach • Maximize Recovery and Diversion • Reduced waste generation-one back office

Benefit	Category	Description
Holistic Approach	Improved City Experience	<ul style="list-style-type: none">Can Manage all Material Flows and more easily move toward City goals
Improved Reporting	Improved City Knowledge	<ul style="list-style-type: none">Provide detailed reporting of all material streams

5.3 DIVERSION PLAN

Figure 7. Davis Street facilities process source-separated and mixed materials for maximum recovery and recycling to achieve Oakland's Zero Waste goals.



Oakland's Zero Waste goal to divert approximately 145,000 tons of Oakland-generated materials from landfills by 2030 is an aggressive goal that WMAC is prepared to meet and exceed. While the MMO RFP only requires a commitment to meet the 2022 Minimum Diversion Requirement of 40% of tons collected, WMAC is confident our approach will surpass this goal, helping the City reach its diversion mark prior to 2030.

Our diversion plan employs a multi-faceted approach including sustained, customized and targeted community outreach, utilization of existing processing assets, construction of additional fully-permitted processing facilities, and engagement of community-based organizations to affect behavioral change neighborhood by neighborhood. Waste sheds are local and call for a community-based blueprint founded on deep experience and a long-term vision to reach the City's zero waste goals.

Our campaign will maximize:

- Effective and engaging public education programs that impact behavioral change and zero waste outcomes over time; fully leveraging existing efforts, such as StopWaste.Org programs.
- Meaningful zero waste partnerships with the City and other key stakeholders to influence policy, product design, and total lifecycle management in a way that “tackles the root causes of wasting and broadens responsibility for the solutions.”¹ We will also grow local reuse and recycling markets through existing and new community networks.
- Innovative collection and processing technologies that ensure recoverable materials are processed for the highest and best use, maximizes diversion, and feeds local reuse and recycling markets.

¹ Zero Waste Strategic Plan, City of Oakland Public Works Agency. November 28, 2006.

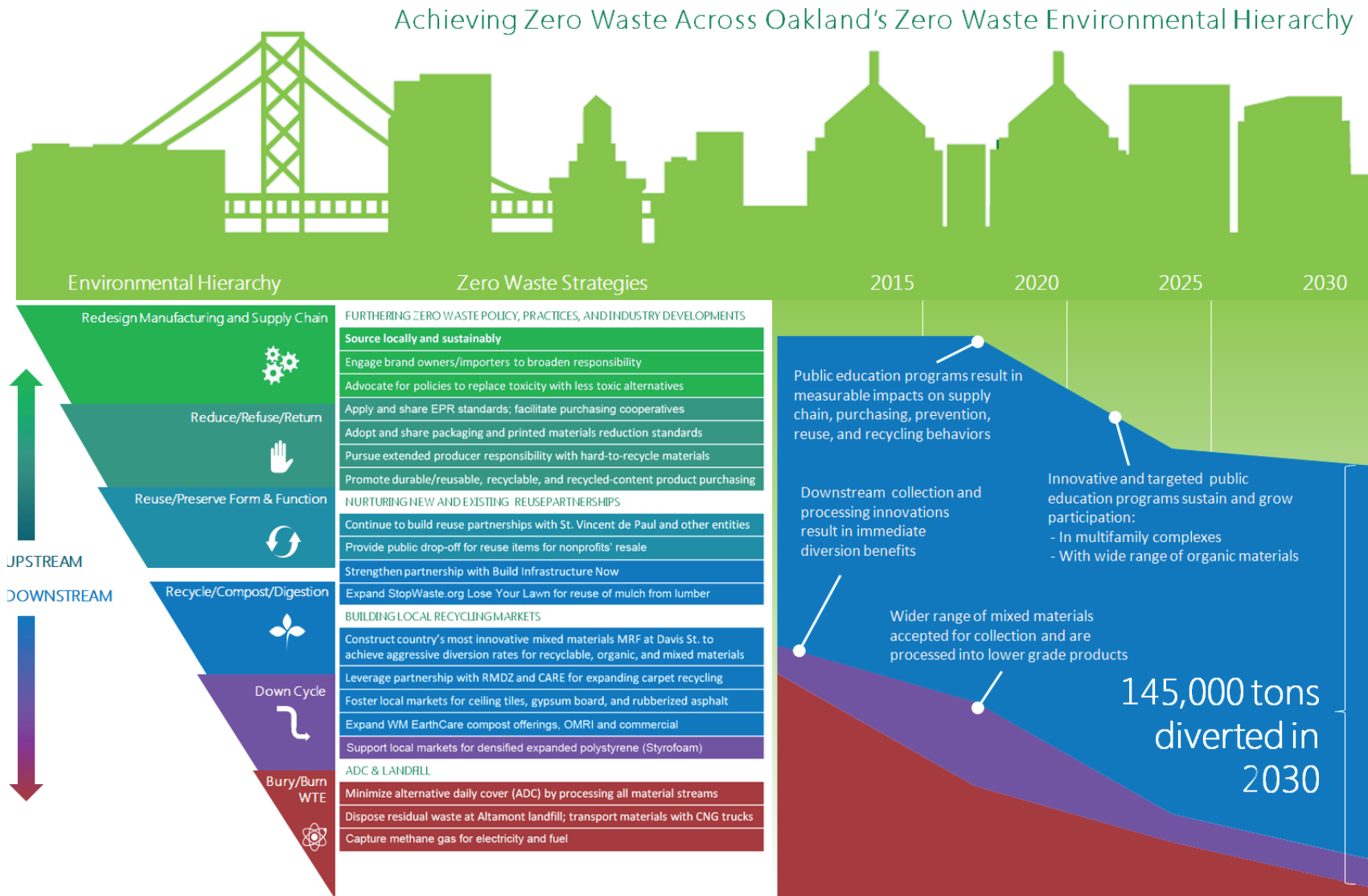
This approach is consistent with Oakland’s zero waste challenge and our own objectives, as described in Waste Management’s 2012 Sustainability Report (See summary in Appendix C). Further, we intentionally aligned our diversion approach with the City’s “Environmental Hierarchy to Guide Oakland’s Zero Waste Strategies, Policies, and Actions.” The framework for our approach is visually depicted below and integrates the environmental hierarchy, zero waste strategies and timeline to reach the target of 145,000 tons diverted.

WMAC strategies in the proposed Diversion Plan are prioritized to directly address the Oakland desire to implement source separated Collection services as the primary and most important method of Diversion.

The document is laid out following the requirements of the RFP (for easy reading).

- Method of Approach
- Diversion Methods
- Diversion Facilities
- Schedule
- Diversion Targets and Overall Diversion Outcome
- Benefits of Combining Service Groups
- Detailed Zero Waste Strategies

Figure 8. Achieving Zero Waste Across Oakland's Zero Waste Environmental Hierarchy



1.3.1 METHOD OF APPROACH

Understanding

The City of Oakland is committed to ambitious diversion targets over the next 20 years, reflecting its leadership in Zero Waste policies. Specifically, Oakland aims to reduce the current 2011 base of approximately 185,000 annual disposed tons by a minimum of 40% by 2022, and ultimately net 40,000 tons disposed by 2030 as the key component to Zero Waste goals. To meet these goals, the City has developed an innovative RFP that lays the groundwork “for implementing the next generation of services for Oakland residents and businesses.”² Waste Management considers meeting this diversion plan among the most important projects in our entire portfolio, and WMAC is committed collaborating with you to reach the highest level of results prior to 2030. To achieve this ambitious goal, the following Diversion Plan incorporates WMAC’s own industry-leading experience, combined with our Corporate access to world-wide developments of methods and technology with empirically proven and public results in Zero Waste programs. We will apply best practices from North America, Europe and Asia that are authenticated with transparent outcomes. Cities across the country are watching as Oakland embarks on its journey to zero waste. Creating a zero waste strategy that can be replicated by others as well as generating results that are verifiable and transparent in the application of the strategy will be as important as achieving Oakland’s Zero Waste goals. The City of Oakland will be recognized for its leadership and contribution.

Priorities

Our proposal directly follows the Oakland’s desire to implement “source separated Collection services as the primary and most important method of Diversion”:

Driving Political, Regulatory, and Public Support - The graphic above provides a visual roadmap for broad Zero Waste strategies. WMAC has already implemented many of these activities and will continue to pursue more to help advanced Oakland’s Zero Waste goals. There is simply no way to get to the objectives of the RFP without leading collaborative, political, regulatory, and public support for the Environmental Hierarchy of Zero Waste.

Increasing Organics Diversion - WMAC has a trained team of diversion consultants who have already achieved 100% compliance with AB 341 in the City of Albany and elsewhere in the greater Bay Area. They will target MFD and commercial generators of clean organic materials that represent a significant portion of current landfilled material. According to StopWaste.org food scraps and food soiled paper make up approximately 35% of what is thrown away and represents the single largest item in the Alameda County waste stream. The effort will coincide with StopWaste’s implementation of new laws, and will be anchored by the aggressive outreach (see MMO Outreach Plan and detailed actions in Section 5.5 below) to maximize participation by current customers as well.

Increasing Single Stream Yield - Single Stream yield will be increased both through technology upgrades at the current Davis Street facility, through specific generic outreach campaigns in the non-exclusive environment, and through campaigns and resources to neighborhoods and areas with the lowest participation in curbside recycling. WMAC will conduct waste audits to identify areas with high contamination

² Sustainable Oakland 2011 Annual Report.

and low recycling participation. The outreach campaign is designed to increase participation through access and behavioral adaptation.

Identifying Customers with Greatest Yield - Routing and processing will be continually adjusted before the contract start date to pinpoint greater recovery potential from 1 and 2-bin commercial sources and compactor/roll offs. Upgrades in the Dry Material Recovery Facility (MRF), described below, will use dimensional and density separation, and a state-of-the-art trommel system for higher recovery and better throughput.

Mining Mixed Material - All mixed material will be mined at both our Dry -MRF and, later, at the high technology Mixed Material Recovery Facility. This assures all incoming material from Oakland will be processed to achieve the highest diversion. While the customer outreach will focus on source separation, WMAC will be able to ensure greater diversion through the Dry and Mixed MRFs. Over time as source separation becomes habit for all Oakland customers, reliance will decrease on mixed material processing at Davis Street.

Strategic Considerations

Oakland's Diversion requirements call for special consideration of the three operating principles: flexibility, viability, and marketing. Our approach takes this into account.

WMAC's diversion plan is flexible to address the rapidly changing environment. Each of our processing assets and community outreach programs are designed to respond to change to ensure maximum recovery.

Material streams and markets are changing rapidly as they adjust to environmental and economic forces surrounding waste. Also, we know that residential behaviors and consumption levels are sure to change over the next 18 years. Therefore, it is imperative that outreach programs, container choices, customer communications, collection approaches, and processing be iterative.



Three Keys to WMAC's Continuous Diversion Improvement

First Key - Early Implementation - Given the current material streams involved, each component of the plan is required to meet the guarantees in the shortest period of time. WMAC will be getting a head start through its planned upgrades to the Davis Street Dry MRF and our Single Stream MRF (described below), as well as the early expansion and development of our compost systems.

Continuous Change will occur over the next 18 years. WMAC will adjust its systems to align with Oakland's goals through monitoring and feedback.

Second Key - Targeted Collateral - WMAC will customize and target collateral to generate the best possible outcome by neighborhoods and areas. For example, if organics participation is low in one neighborhood, the outreach will focus on food scraps recycling whereas in another neighborhood elimination of contaminants in recyclables may be the desired outcome. Collateral will evolve through social media

and Apps to reduce waste and maximize targeted messaging. Resources will be allocated to achieve the best possible results to drive diversion and achieve Oakland's zero waste goals.

Third Key - Technology Solutions - WMAC will continue to improve source separation collection/processing systems and their expansion through the use of technology. In order to effectively deliver sustainable diversion at high levels, mixed materials will be further separated by state-of-the-art technology into organics and recyclables to ensure maximum diversion. Dry waste and curbside recyclables will also be processed to achieve the highest diversion.

Materials Marketing

Marketing recovered materials at their highest value will help to offset rates and provide added impetus for diversion to the residents of Oakland. WMAC combines traditional materials recovery marketing for curbside recyclables, construction and demolition and white goods, among others with an innovative, proprietary organics marketing program, WM EarthCare™. Together, they will meet the Oakland Zero Waste guarantees.

Traditional Materials Marketing

The approach is local first. WMAC seeks to find ways to cultivate a diversified customer base in Oakland and Northern California. Glass, aluminum, inerts and organics are recycled locally. In addition, WMAC fosters the development of local commodity markets, including the development of new paper grades for use at paper mills located in the Bay Area. It has also created WM EarthCare™ a product line of landscape materials made from locally sourced, 100% recycled materials.

Where there is not a local market, WMAC utilizes Waste Management Recycle America (WMRA), our commodities marketing traders, to leverage the over 9 million tons of traditional recyclable materials it handles to secure markets for materials processed at Davis Street. In the East Bay and Northern California in particular -- over 40,000 tons are shipped per month alone. In marketing arrangements on such a global scale, WMRA's marketing team seeks to achieve the following goals:

- a. Assure consistent movement during strong and weak markets.
- b. Satisfy the quality requirements of our end-using customers, and identify customers whose quality requirements best match the available products.
- c. Avoid customers knowingly demonstrating environmentally-irresponsible and unethical handling of recyclables in the conversion and manufacturing process.
- d. Develop diverse outlets and new products.
- e. Leverage volumes to secure market's top prices and uninterrupted orders even during severe market downturns, when others may be forced to warehouse.

Even during the last financial crisis and commodity collapse of 2008-2009, WMAC was able to ship and sell all recovered materials and uphold all commitments.

WMAC offers two Innovative Recovery Systems

1. “Local Development of Organic Solutions”

WMAC offers a complete local and diverse organics and building materials solution. WMAC enlisted UC Berkeley expertise to help create the current strategy. WM EarthCare™ produces an array of landscape materials from locally sourced, 100% recycled materials, including mulch from dimensional lumber, compost approved for organic farming made from yard trimmings and residential food scraps, and aggregate from concrete and other inerts. WMAC is expanding its production system to produce compost from commercial sources and to capture energy generated from composting. Today, 90% of the system is permitted and in place for the construction of Covered Air Static Pile (CASP) and Reclaimable Anaerobic Composting (RAC) at the Altamont and Redwood Landfills. The land and building construction plans are complete and plans are being made to break ground in 2013. The CASP and RAC systems create a closed-loop infrastructure, returning energy and valuable soil amendments to local communities. (See discussion in Facilities section).

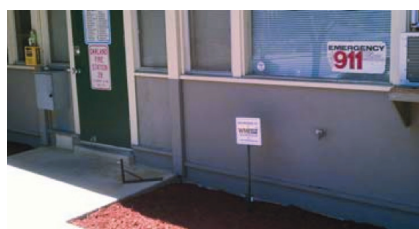
2. WM EarthCare™



WMAC collects and/or recovers hundreds of tons of yard trimmings, food scrap and clean lumber, and inert materials and debris each day from Oakland, and nearly a thousand tons throughout the entire East Bay network. The additional, proposed structure of collection and processing facilities enables us to divert more of these materials from landfills. Clean compost and landscaping materials of high quality will increase in generation in our source separated and

advanced recovery recycling facilities at Redwood and Altamont Landfills. In addition, WM EarthCare™ continues to expand its product offerings to include topsoil, potting mix and sands made of 100% recycled, high quality natural materials. Our local processing facilities allows for specifications, colors, and material blends for volume orders.

Conveniently located WM EarthCare™ Landscape Centers and local retailers provide the added benefit of lowering the carbon footprint for distribution. We integrate our hauling operations to deliver recycled product efficiently with the least associated carbon emissions. Plus, we work with third-party haulers to provide local delivery options. And under our Vendor Initiative plan, we will make hiring Oakland businesses a priority. We also have a donation program for community and school gardens that supports a variety of Oakland organizations, including Oakland Unified School District, City Slicker Farms, Planting Justice and many more.



“On behalf of the Oakland Fire Dept Station 28 members, I would like to thank each of you for your kindness, professionalism, and the donation of the mulch for our Fire Station. It looks great and we would like to extend our deepest appreciation...”

Respectfully submitted, Jacob Holmes

Economically Dynamic

The economic impact of WMAC's Diversion Plan to the local economy is in the hundreds of millions of dollars in both capital and expenditures. For additional detail, please see Appendix B of this proposal for our complete economic impact report, "Waste Management of Alameda County, Inc. (fka Oakland Scavenger), Economic Impact Past, Present, and Zero Waste RFP Proposal. Highlights of this report include:

- The site, most of the buildings, and the all of the required permits already exist and represent a \$120 million investment in the greater Oakland metropolitan area
- Davis Street provides over 280 existing, well-paying jobs with benefits

Additionally, over 50 new jobs will be created from the upgrades to Single Stream, Dry Material, Mixed Material and CORE processing systems (below) that will directly flow to Oakland residents. For replacement and new employees,

Cost Avoidance - Illegal Dumping and Sharps Solutions

Illegal dumping continues to tax the City's resources and detracts from its tremendous assets that resulted in the New York Times ranking Oakland number 5 of 45 cities to visit in 2012. In fact, illegal dumping accounts for more than 30% of all calls received by the City's PWA Call Center, and costs the City roughly \$3 million annually as of March 2012.³ In addition, managing special material streams like household hazardous wastes and sharps can be costly for City ratepayers. Yet, removing litter and safely handling toxic and hard-to-handle wastes are vital to meeting the City's sustainability commitment to health, safety, and wellbeing.

"Hire Oakland" - Providing Quality, Living Wage Jobs

We affirm the City's zero waste principles--where upstream redesign, reduce, and reuse solutions are given priority over end-of-the-pipeline collection, processing, and disposal options. Our approach is also focused on strengthening Oakland's economy by:

- Maintaining strong wages and benefits for new and existing employees.
- Meeting Hire Oakland , business presence and participation requirements of RFP.
- Mobilizing a zero waste ambassador corps to deliver public education programs.
- Fostering new local and regional reuse and recycling markets.

1.3.2 DIVERSION METHODS

WMAC is proposing a range of high-impact, innovative, first-of-its-kind collection and public education strategies that will ensure that Oakland exceeds its Zero Waste goals.

To reach oakland goals, continuous change will occur over the next 18 years to align with Oakland's goals through monitoring feedback and adjustment.

³ Memo titled "Illegal Dumping," presented to Deanna J. Santana, City Administrator by Vitaly B. Troyan. Dated March 5, 2012.

Collection Methods

WMAC draws on many aspects presented in other proposal sections, such as container and truck specifications, the customer service and community outreach strategy sections. Our approach allows the Diversion Guarantees, offered on Form 15, to be aggressive early in the term and reduces Oakland's landfill disposal swiftly. As your incumbent provider, we will gear up immediately beginning in 2013 to further enhance many of the collection strategies herein.

Working Upstream: Redesign, Reduce, and Reuse

WMAC is committed to working upstream. Examples include supporting redesign efforts that ensure higher recyclability of containers and other materials, supporting producer responsibility and optimizing source separation. In order to promote and optimize source separated organics collections, we are targeting new routes, new container options, and utilizing the new StopWaste.org regulations to promote participation.

WMAC is also engaged in the continuous redesign of our truck fleet and processing facilities to accommodate new materials streams. We have proposed several new methods in collection elsewhere.

Material Streams

Specific material streams are defined in the RFP, but WMAC has customized the Oakland material stream further to achieve the highest diversion by matching its processing protocol. Listed below are the customized target streams.

Table 21. Customized Target Material Streams

Material & Customer Type	Summary
SFD & MFD Organics	City-Specified clean green material
SFD, MFD & Commercial recycling	Recycling Materials accepted on the curb for the Single Stream facility
Mixed MFD & Commercial Organics	Organic material that is separated under this plan by WMAC's Mixed Material MRF
Mixed MFD & Commercial Recycling	Mixed Recyclable materials in wet loads and rich loads which are separated under this plan by WMAC's Dry and Mixed Material MRFs
SFD MFD and Commercial Bulky Recyclables	Large items like carpets, furniture, white goods, inerts, and other materials which are separated under this plan by WMAC's Dry Material MRF, and through the Bulky Collection program for recovery
Source Separated HHW for Recovery Residual	HHW like CFLs, sharps, batteries and used motor oil, among other materials, are diverted under this plan by Davis Street and At Your Door

Collection Strategy to Optimize the reuse of Bulky Items

WMAC recognizes that reuse and repair are only feasible for products that remain intact. To preserve opportunities for reuse and repair for items collected through our bulky program, we will continue to

collect items on flatbed trucks. We will also provide reuse as an alternative for materials collected through our Amnesty programs outlined in the Amnesty events section of this document.

Using flatbeds to collect mattresses ensures that our partners at DR3 can first evaluate each mattress for its potential to be reused. DR3 is an important partner to WMAC and the City of Oakland through its innovative mattress recycling and reuse program. In 2012, it processed 14,952 mattresses and box-springs collected by WMAC and Davis Street for recycling and reuse.

The Davis Street Reuse Center provides residents the opportunity to designate several material streams for reuse including books, shoes, purses, belts and various media (VHS tapes and DVDs). Residents can source separate the items by depositing them into designated bins. DR3 will receive these items as well and send them to their highest and best use, including reuse whenever possible. (See DR3 letter in Section 3, References for additional information.) Finally, WMAC wants to work with the City on a long-term re-use exchange store that benefits local service groups on items carefully preserved from self-haul customers at one of its area properties.



Another reuse option is the promotion of a city-wide garage sale, similar to the event we hosted for the City of Newark for many years. Utilizing social media advertising, participation increased six-fold with 176 residents availing themselves of the garage sale tool kit and adding their address to the one-day event. Among the many satisfied participants, one woman who earned \$318 wrote, “I hold at least two yard sales annually, and I had NO downtime! This was my first time participating, and I’ll be joining this event from now on.” Working with City staff, WMAC can explore district yard sales to help promote reuse and revenue for local residents.

Recover and Return Materials, Creating Jobs and Economic Value

Oakland is an active partner in the evolution and expansion of recycling as WMAC applies new and innovative collection methods to maximize diversion. See Table 22 for specific collection methods.

Table 22. Collection Methods that Drive Diversion

Material & Customer Type	Collection Container	Collection Vehicle	Processing facility	Market	Utilization	Products
SFD & MFD Organics	New kitchen pails & new green carts	Automated side loaders	Davis Street Organics Transfer	Redwood/Altamont	Covered Air Static Pile Composting (CASP)	Compost
Commercial Organics	New green metal bins with green lids	Front loaders	Davis Street Organics Transfer	Redwood/Altamont	CASP	Compost

Material & Customer Type	Collection Container	Collection Vehicle	Processing facility	Market	Utilization	Products
SFD, MFD & Commercial recycling	MFD: new recycling tote bags New blue carts & green metal bins with blue lids	Automated side loaders & Front loaders	Davis Street Single Stream MRF	Recyclers	Recycling Process	New Products
Contaminated MFD & Commercial Organics	New green metal bins with green lids	Front loaders	Davis Street Mixed Materials Recovery Facility	Recyclers	Recycling Process	New products
				Redwood/Altamont	RAC	Energy
				Altamont	Landfill	Energy
Contaminated MFD & Commercial Recycling	New green metal bins with blue lids	Front Loaders	Davis Street Dry/C&D MRF	Recyclers	Recycling Process	New products
				Altamont	Landfill	Energy
SFD, MFD & Commercial “Mixed Materials”	New black carts and new green metal bins with black lids	Automated side loaders & Front loaders	Davis Street Mixed Materials Recovery Facility	Recyclers	Recycling Process	New products
				Redwood/Altamont	Landfill	Energy
				Altamont	Recycling Process	Energy
Residual	Davis Street Residual Transfer			Altamont	Landfill	Energy

Public Education Programs

Our outreach strategy is multi-faceted to include all generator types and materials streams.

We are confident that our Outreach programs will increase diversion by approximately 25%. (See Table 1 in Section 5.5, Community Outreach Plan)

The fundamentals of our outreach plan are based on social marketing research and proven best practices. It involves collaboration with the City and a host of community-based partners to design and launch a grass roots campaign to transform Oakland - neighborhood by neighborhood, business district by district, building by building - into a place where zero waste behaviors are the norm. This effort will create new green job opportunities in the zero waste industry through partnerships with local job training, economic development, and other related programs. WMAC is proposing a technology-driven, multi-media, and multi-cultural approach to our outreach--from the program's website and social media to collateral and events. WMAC is uniquely positioned to work with the City to:

- Create and sustain at least 8 FTE zero waste ambassador paid staff positions, with internship and on-the-job training opportunities
- Build on strong relationships with community-based organizations to enhance green jobs training programs and more effectively reach and influence resident and business behaviors

- Bring best practices from leading zero waste communities, combined with our team's real-world experience and familiarity with Oakland's unique character and culture
- Use innovative technology to take our outreach campaign viral, target those participant groups with the greatest potential, and facilitate efficient and effective outreach and reporting

Working Upstream: Policy and Advocacy

WMAC envisions a long-term partnership with the City and key stakeholders to tackle the root causes of waste through policy development and advocacy, partnerships with product manufacturers, and the expansion of local reuse markets.

Policy Development and Advocacy

WMAC intends to build on Waste Management's long history of engaging in local, state, and national policy developments around sustainable materials management. For an indication of how we intend to continue our involvement moving forward, we have highlighted below some of the policy areas in California in which we have been particularly active over the past few decades.

Waste Management has been a long-term supporter of efforts to ensure that manufacturers and consumers take greater responsibility for the waste generated by the products they sell and consume. For more than 25 years, Waste Management has actively supported a variety of important and effective programs to extend consumer and producer responsibility. The programs include advanced recycling fees and, more recently, support of extended producer responsibility programs.

Table 23. WM's Involvement in Public Policy

Product	Legislation	Year	Implementation
Beverage Containers	AB 2020	1986	Motivates manufacturers of glass, aluminum and plastic containers to promote recycling under the California Redemption Value (CRV) fee program.
Newsprint	AB 1305	1989	Requires newsprint consumers, such as newspaper publishers, to use 25% recycled newsprint and 50% by 2000.
Waste Tires	AB 1843	1989	Restricts disposal of used tires in landfills and created the Tire Recycling Program and California Tire Recycling Management Fund.
Motor Oil	SB 2076	1991	Discourages the illegal disposal of used oil.
E-Waste & Video Displays	SB 20 & SB 50	2003/2004	Establishes a funding system for the collection and recycling of certain electronic wastes.
Cell Phones	AB 2901	2004	Makes it easier for consumers to recycle used cellular phones.
Batteries	AB 1125	2006	Requires retailers to sell rechargeable batteries to take-back and recycle them.
Sharps	AB 486	2009	Requires all pharmaceutical manufacturers that sell or distribute medication in California intended to be self-injected at home using any needle device must prepare annual plans for safe collection and disposal of these devices.

Product	Legislation	Year	Implementation
Carpet	AB 2398	2010	Requires carpet manufacturers to design and implement their own stewardship program.
Paints	AB 1243	2010	Establishes a statewide program to reduce leftover paint, promote its reuse and properly manage unwanted, left-over paint.

We are a major and active supporter of the California Product Stewardship Council (CPSC) and its leadership on Product Stewardship and the Extended Producer Responsibility (EPR) programs in California. Together, we believe that people should be able to enjoy greener, safer products made without the harmful and toxic components that jeopardize the safety and health of our children, families, and communities.

When companies are required to take back their products and recycle them, they start to rethink the design of their products and their packaging. EPR drives producers to eliminate toxic and hazardous materials, and to design their products to be green and easily recycled. The following table illustrates our commitment to EPR in California. Waste Management actively supported the passage of each of these bills.

In addition to these successful legislative initiatives, WMAC has been supportive of additional legislation that has yet to be enacted. This includes efforts to enact mercury lamp EPR legislation in California. Waste Management actively supported mercury lamp EPR legislation in the State of Washington that requires lamp manufacturers to provide take back programs for residences and small business. We have also supported efforts to enact pharmaceutical EPR legislation in California. Unfortunately, such legislation has not been possible on a statewide basis to date. We were a supporter of the recent Alameda County Ordinance requiring pharmaceutical manufacturers to pay for the collection and disposal of unwanted pharmaceutical waste sold in the County.

Partnerships with Product Manufacturers

WMAC will continue its work with product and packaging manufacturers to:

- Encourage the use of recycled-content feedstocks
- Design for repair, recondition, disassembly, deconstruction and recycling
- Further take-back programs, particularly for hard-to-recycle materials
- Reduce toxics in products and actively incorporate alternatives

WMAC will also work internally to expand its EPP purchasing practices, including reducing packaging waste. Our headquarters at 172 98th Avenue in Oakland has been a Bay Area Green Business since 1996 and was designated LEED™ Gold by USGBC in 2012.

Further Local Reuse Markets

WMAC will partner with local reuse markets to:

- Ensure goods are repaired and reconditioned for reuse, deconstruct and salvage building materials, furthering local green building certification efforts.

- Support thrift stores and charity collection, building on existing partnerships such as St. Vincent de Paul, and building new ones such as surplus food donation networks of meal programs and food banks.

Recover and Return Materials, Creating Jobs and Economic Value

WMAC will design all public education recycling programs to encourage residents and businesses to source separate materials for the highest and best reuse with a focus on returning materials to local markets, wherever possible. WMAC plans to:

- Recover organics to return as two primary grades of compost, OMRI-listed for organic farming and commercial grade, for value-added soil amendment products, furthering food justice efforts throughout the City and creating jobs for compost production and sales
- Capture methane gas from organics processing facilities to produce fuel for WMAC's collection vehicles and green electricity to further the goals of AB 32.

Audit Procedures - Measuring and Analyzing to Improve diversion

WMAC will work with the City to develop a mutually agreeable research and reporting protocol to guide all diversion measurement auditing procedures. If desired, WMAC will use a third party to conduct the auditing function. Our initial ideas for auditing methods include the following.

- Diversion tonnage estimates - Implement quarterly material stream characterization studies, and review scale house and collection records to determine the composition and quantity for each sector, material stream, and geographic area of the city.
- Upstream waste prevention - Conduct a combination of material stream characterization (could be combined with diversion research), customer surveys, and on-site visits to quantify waste prevention-related outcomes.
- Customer participation rates - Examine set out rates for selected collection routes.
- Contamination rates - Employ combination of material stream characterization at the curb or loading dock, or at the receiving facility. It is our goal to maximize source separation at the curb - both by residents and businesses.
- Greater zero waste awareness and sustained behavior change with target customer groups - Utilize combination customer surveys, focus groups, and in-field research where appropriate.
- Reach historically underserved communities - U.S. Census-based research on the demographics of customers served.
- Pursue synergistic efforts with regional agencies, environmental groups, other City programs - track and report partnerships each year.

WMAC will utilize a LEAN approach to ensure that all measurements and reporting happen in a timely and efficient manner and are focused on continuous improvement.

2. List of Diversion Facilities

Proposed Facilities: Davis Street Campus

The Davis Street Material Resource Recovery and Transfer Station (Davis Street) located at 2615 Davis Street, San Leandro, CA sits on the former Oyster Bay Landfill, reusing 52 acres for reuse, recovery, recycling and diversion via four distinct recycling facilities designed for unique material streams.

Table 24. Davis Street - Material Recovery Facilities

Name of Material Recovery Facility (MRF)	Material Type
Organics Transfer and Mixing Building	Organics , green waste
Single Stream MRF	Single stream material
Dry Materials MRF	Construction and Demolition, bulky items
New Mixed Material MRF	All MMO materials not source separated

Other

Davis Street also provides the public with additional drop-off facilities for diversion, including the Public Area Material Recovery Facility, the Reuse Drop-off Facility, the E-waste, White Goods and Bulky Drop-off Facility and Yard Trimmings Drop-off. All of these materials are processed for highest reuse.

Davis Street provides immediate diversion capabilities to help reach the Diversion Guarantee for the Zero Waste RFP. With the addition of the Mixed Material MRF which is fully permitted and capitalized, Oakland will begin benefitting from higher diversion immediately and reach its goals before 2030. WMAC offers processing technologies and upgrades that will Oakland to achieve its goals with no transition headaches or other worries.

The Davis Street facilities used to meet Oakland's contract requirements include:

1. Under form 12D: Organics Transfer and Mixing Building (existing)
2. Under form 12A: Expanded/upgraded 50 Ton per Hour Single Stream facility
3. Under form 12A & B: Expanded/upgraded 50 Ton per Hour Dry Materials Recycling Facility (including C&D) by 2014
4. Under form 12B: New Mixed Material Recovery Facility by 2016
5. Under form 12C: Centralized Organics Recycling Equipment (WM CORE) System installed by 2018

(Though not part of the guarantee, the CORE facility will process Organics to a higher value.)

Figure 9. Proposed Facilities: Davis Street Map



Figure 10. Proposed Facilities: Graphic Description for Each Material Stream Achieving Guarantees towards Zero Waste

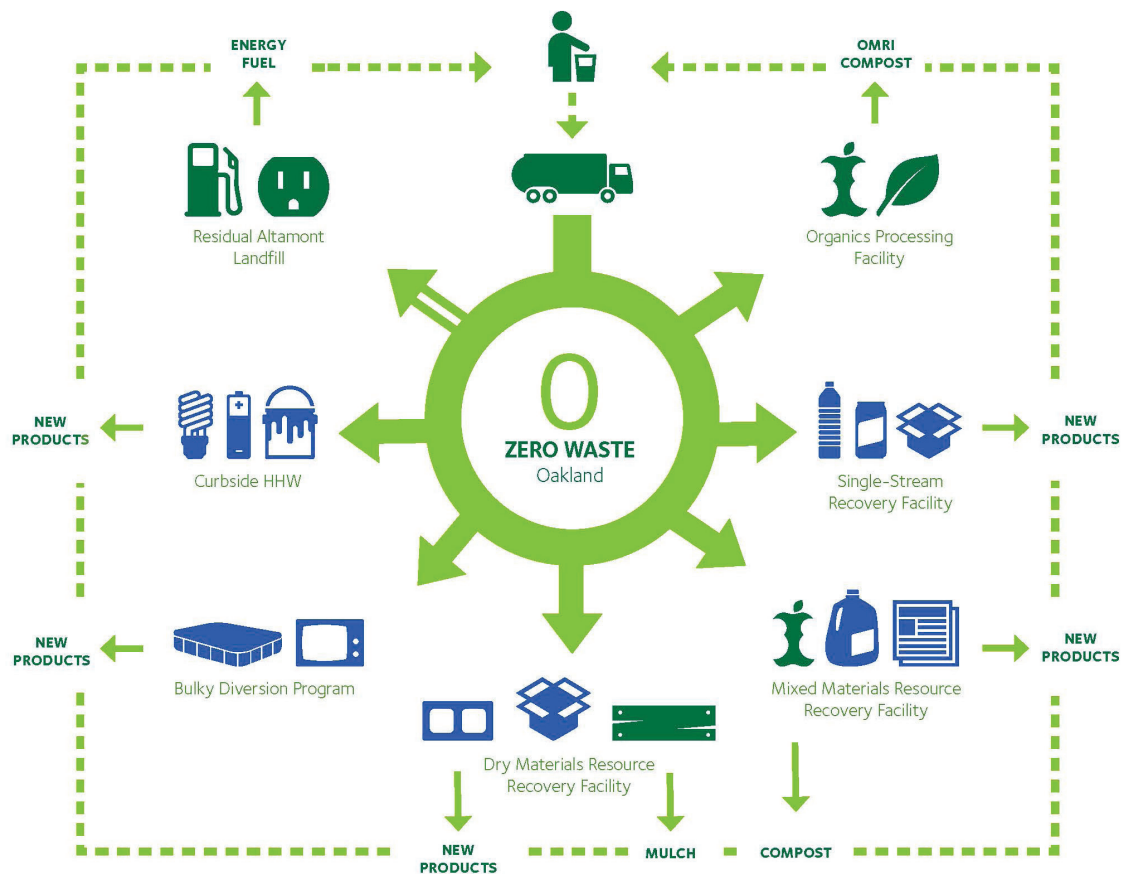
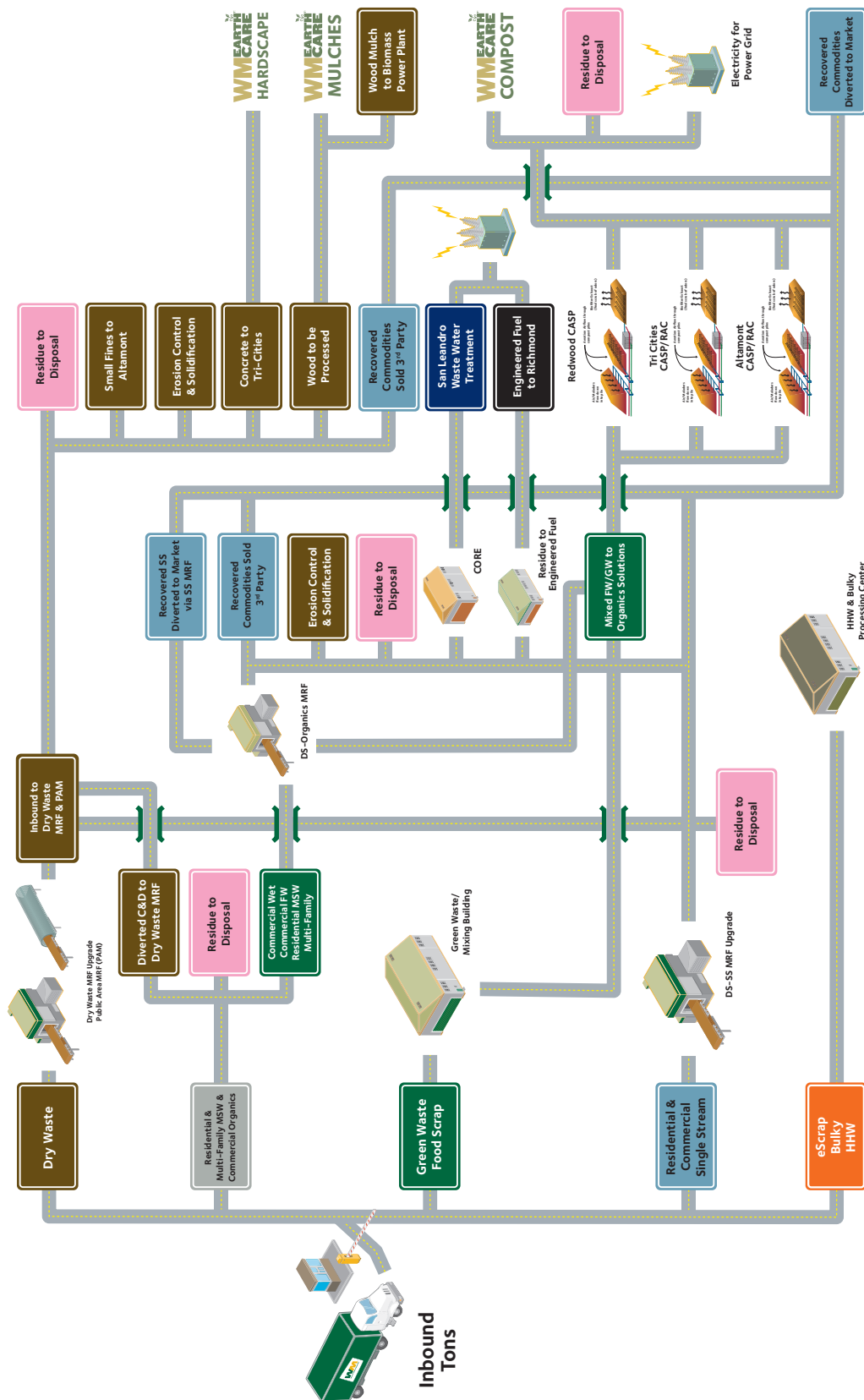


Table 25. Proposed Facilities: Brief Description of the Material Stream Process

Collection Strategy Approach: 100% of the MMO and Recycling volume will be Processed			
Benefits include:	Processing Facility	Targeted Materials	Marketing
Greatly increased MFD and commercial clean organics systems. Increase participation in residential Organics program	Organics Transfer Building	Food materials/green materials	Compost and Energy Recovery, WM EarthCare™
Improved participation and yield in Residential and Commercial Single Stream programs	Upgraded Single Stream MRF	Recyclables	Commodity Markets
Improved targeted materials collection for Dry mixed materials and C&D	Dry Material MRF	Recyclables and wood products	Commodity markets, mulch, and composting, WM EarthCare
Recovery Technology	Mixed Material MRF	Recyclables and organics	Commodity markets and composting, WM EarthCare
Safely transfer un-useable residue after processing at facilities above	Davis St. Transfer Station	residue	Compressed Natural Gas Recovery

Figure 11. Proposed Facilities: Material Flow at David Street Campus

From Left to Right, the four target material streams enter Davis Street and go to the specified processing facility. Clean organics are depicted in green, cleaned recyclables are depicted in blue, and residue is depicted in pink. Organics go to mulch, compost, and energy capture. Inerts and treated wood go to available markets.



The four Davis Street facilities proposed for the diversion guarantee will provide the City tremendous opportunities for maximizing the recovery of materials through education, diversion, recycling, beneficial reuse, and energy generation.

Details of Proposed Facilities: Expected Capacity

Note: Detailed process flow and upgrade information has been provided for each of the recovery facilities on the following pages.

WMAC has ample capacity at its facilities to fulfill the Zero Waste obligations for Oakland.

Table 26. Expected Capacity of Proposed Facilities

Facility	Daily Capacity Built Out	Oakland Daily Capacity Needed with Peaks and Planned Maintenance	% of the capacity needed for Oakland volumes
Organics Building (completed)	No Limit	250	NA
Single Stream MRF	500	160	19%
Dry Material Recovery Facility	300	100	25%
Mixed Material Processing Facility	1,120	120-130	10%

ORGANICS

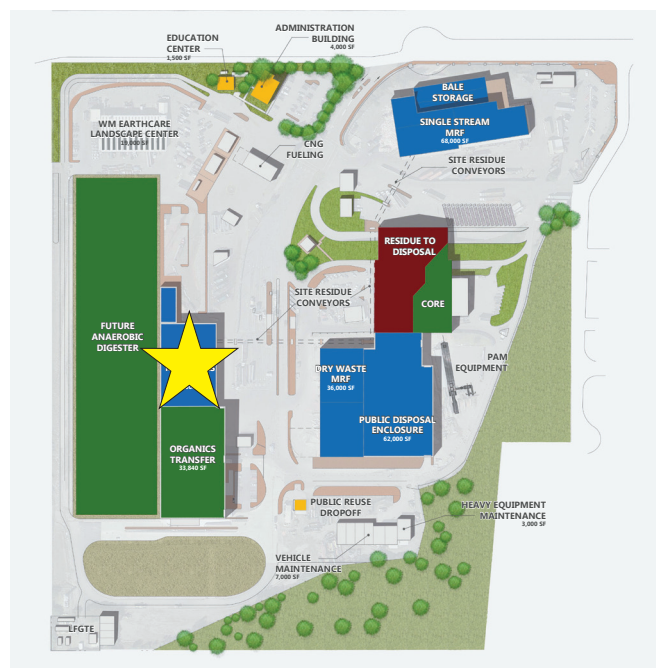


Facility Name: **Organics Transfer Building**

Location: **Davis Street**

Function: **Transfer Organics for Anaerobic
Digestion & Composting**

- LEED Gold Built
- Unlimited Capacity and flexible operating hours
- Residential, Commercial, self-haul organic materials and green materials
- Mixed organics recovered from mixed materials recycling facility
- Ample internal and external markets for materials



WMAC finished construction on the Organics Transfer Building in September 2011 to bring food scraps and organics transfer operations under a roof. The LEED-certified building helps to eliminate vectors and contain odors through its state-of-the-art biofiltration system. The building allows for speedy, efficient transfer of organics utilizing Davis Street's fleet of Liquid Natural Gas-fueled trucks, fueled from methane captured by the Altamont Landfill's LNG facility.

Source-separated-organics from curbside commercial and residential customers, mixed with materials captured from the CORE as well as the MMRF (outlined below) are transferred to the Altamont Landfill's Organics infrastructure for Anaerobic Digestion and Composting.

RESIDENTIAL & COMMERCIAL RECYCLING



Facility Name: **Single Stream Material Recovery (upgraded)**

Location: **Davis Street**

Function: **Process Recyclables**

Capacity: **500 TPD**

Single Stream Recovery

- Paper
- Non-ferrous metal
- Plastic Containers
- Cardboard
- Glass
- Film
- Ferrous metal
- Textiles
- Aseptic packaging and juice boxes



WMAC invested \$6 million to construct a state-of-the-art Single Stream Material Recovery Facility at Davis Street. This 400 ton-per-day facility separates materials collected curbside from single family, multi-family and commercial source-separated recycling stream.

In 2010, the facility was upgraded with the addition of optical sorters to segregate plastics further. Optical sorting increases quality control to maximize diversion and recycling.

The Single Stream MRF will be expanded again in the 3rd quarter of 2013. The upgrade will result in 500 tons per day of capacity and employ a series of manual sort lines, vacuums, magnets, eddy currents, optical sorters as well as a state-of-the-art

glass system, ensuring the highest diversion possible. The upgrade is estimated to cost \$13 million.

The convenient location of the Single Stream MRF at Davis Street, allows for the transfer of source-separated recyclables from the other MRFs at Davis Street. As part of the Davis Street Master Plan, elevated conveyor belts will be installed to facilitate the flow of materials across the site, helping to reduce GHG associated with vehicular transfer as well as improved safety from reduced vehicle traffic.

DRY/CONSTRUCTION & DEMOLITION MATERIAL



Facility Name: Dry/C&D Material Recovery Facility (MRF)

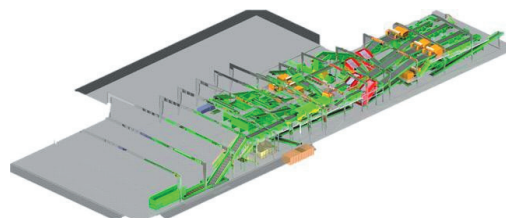
Location: Davis Street

Function: Process C&D and Bulky Recyclables

Capacity: 800 TPD

In 2013, OAKLAND SCAVENGER will continue developing the recycling infrastructure available to Alameda County communities by upgrading its Dry/C&D MRF. Construction will begin in 2013 and take three months. The resulting facility will improve diversion from loads of

- Commercial dry
- Residential bulky
- Construction & Demolition debris



This high diversion 845 TPD mixed waste facility will reflect very similarly the processes currently in place for Oakland's curbside bulky and commercial dry waste programs effectively recovering dry recyclables as well as large recoverable materials such as wood and concrete. The Dry/C&D MRF will work integrally with the MMRF (described above) for the dry portion of a two-bin, wet/dry program ensuring that no materials from our commercial

and residential customers go to the landfill without preprocessing. The upgrade will result in over 250 tons per day of additional material diverted from the Altamont Landfill as ADC.

WM EarthCare will utilize the recovered wood for mulch⁴ and remaining wood will be used for biomass. We will utilize concrete, asphalt and other inerts recovered in the construction of the MMRF and other projects on site at Davis Street. When demand on site ends, the Altamont will use these materials for road building.

The Dry/C&D facility is conveniently located on site at Davis Street making it an easy destination for collection crews hauling mixed materials (see Map).

⁴ WM EarthCare™ is our closed-loop solution for beneficially reusing organics in the communities from which they are generated. Our WM EarthCare™ mulch begins with clean, untreated, and unpainted lumber that OAKLAND SCAVENGER collects and receives from construction debris and is repurposed.

MIXED MATERIALS



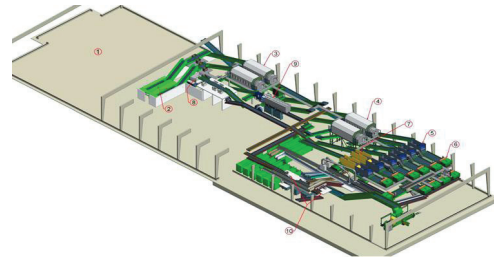
Facility Name: **Mixed Materials MRF (MMRF)**

Location: **Davis Street**

Function: **Separate Organics and Recyclables from Mixed Materials**

The MMRF guarantees diversion for materials a variety of streams.

- Residential curbside mixed materials
- Multifamily curbside mixed materials
- Commercial wet loads



Material Recovery Facility guarantees even the hardest to handle material is recycled and recovered.

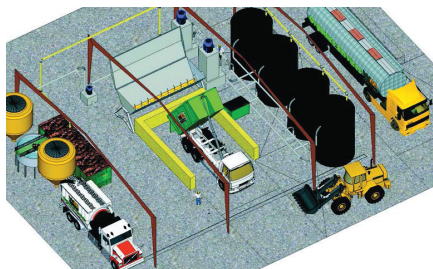
The Mixed Material Recovery Facility (MMRF) functions parallel to the Dry/C&D MRF for the organics-rich volumes collected from customers not able to source separate organics.

The system provides a safety net for diversion. We recognize that not all customers can participate in three-bin, source separated programs due to

space constraints or other issues. The MMRF provides diversion infrastructure to recover recyclable and organics materials found in streams from these customers. Capturing organics from this material stream guarantees diversion from the landfill and higher reuse as compost after it has been processed in the RAC and CASP at the Altamont Landfill.

The facility uses world-class, state of the art, dimensional and size automated separation protocols, with an emphasis on recovering items with the most value, including plastic and metal containers. It then processes the organics fractions into two streams to be composted in different grades and processes.

CORE (FUTURE)

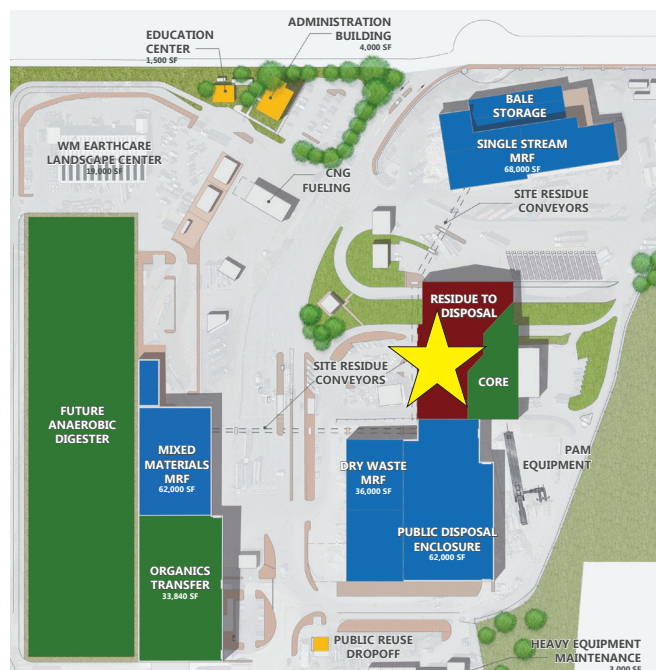


Facility Name: Centralized Organics Recycling Equipment (CORE)

Location: Davis Street

Function: Separate Organics from Non-Organics

Capacity: 200 TPD



Commercial organics represent a significant volume of materials to be diverted to achieve zero waste. For commercial customers, such as grocery stores and whole sale produce and flower distributors, with less than 10% of contaminants in their organics, Davis Street will process commercial organics through the Centralized Organics Recycling Equipment (CORE) system .

The CORE System is designed to process up to 200 tons per day one of source-separated organics from commercial customers. The CORE strips out non-organics from organic materials using centripetal force and a screw press. The organics that result from the processing are ideal for waste water treatment processes as well as the Reclaimable

Anaerobic Composter.

The CORE will be located on the East side of the current MSW transfer pit at Davis Street (see Map), making it a convenient location for collection crews to deposit source-separated organics from locations participating in organics programs.

RESIDUALS



Facility Name: **Residuals Transfer Station**

Location: **Davis Street**

Function: **Transfer residuals for landfilling**

Capacity: **800 TPD**

The MMRF guarantees diversion for materials a variety of streams.

- Residential curbside mixed materials
- Multifamily curbside mixed materials
- Commercial wet loads



All of Oakland's Mixed Materials delivered to Davis Street will be processed over the Mixed Materials MRF to capture all readily recyclable or compostable materials and divert them from disposal.

The system provides a safety net for diversion. We recognize that not all customers can participate in three-bin, source separated programs due to space constraints or other issues. The MMRF provides diversion infrastructure to recover recyclable and organics materials found in streams from these customers. Capturing organics from this material stream guarantees diversion from the landfill and higher reuse as compost after it has been processed in the RAC and CASP at the Altamont Landfill.

COMPOSTING FACILITIES AND MARKETING ORGANICS MATERIALS

Note: Detailed technical information on these facilities can be found in the forms provided in Section 6.

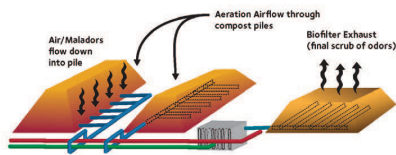
WMAC's Altamont Landfill
0840 Altamont Pass Road, Livermore, CA 94551

WMAC's Redwood Landfill
8950 Redwood Hwy, Novato, CA 94948

WMAC's offerings extend beyond collection and processing. Captured organics from the MMRF & CORE will be put to further use at the Altamont Landfill Resource Recovery Facility (Altamont) and the Redwood Landfill (Redwood). To provide a back-end solution for Oakland's organic materials, and to meet the growing market demand, WMAC is presently permitting and constructing Covered Area Static Pile Composting systems and Reclaimable Anaerobic Compost System (RAC) for this project; Altamont and Redwood have filed permit requests for construction of the CASP Composting facility as the first step. Both sites have ample capacity and have designated the appropriate acreage to complete this task.

Two types of operations are being proposed since it is anticipated that there will be two primary types of organic streams, a high food content stream and a high residential green content stream. Materials will be graded into various products and qualities and reclamation of materials and compost gasses will expand greatly in WMAC's plan.

The Reclaimable Anaerobic Composter and Covered Aerated Static Piles provide closed-loop solutions for Oakland residents and businesses as well as Alameda County gardeners, agriculture and produce wholesalers and retailers.



Facility Name: Reclaimable Anaerobic Compost System (RAC)

Location: Altamont Landfill/Redwood Landfill

Function: Organic transformation into bio-methane for use as electricity or fuel and/or compost of solids

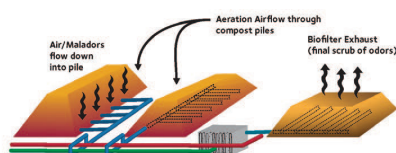
Capacity: Initial 250 TPD each and expandable if necessary

WMAC will process up to 250 tons per day of food scraps, plant debris, and other source-separated organic material through the RAC system including outputs of the MMRF & CORE. These materials will be placed into a cell constructed below-grade and sealed in a geo-membrane to promote the production of bio-methane, a renewable energy. Each RAC cell will be 150'x 75'x 15' feet deep and have capacity for up to 5,000 tons of organics, assuming a mix of 50 percent food material and 50 percent plant debris. The RAC cell will include collection and control systems for leachate and biogas. Leachate collection systems will re-circulation liquid back into the RAC cell.

As the materials degrade anaerobically, the Altamont and Redwood existing gas collection and control systems will receive the resulting methane gas. At the Altamont these systems will convert the gas into electricity, liquefied natural gas, or flare it in accordance with the Altamont Landfill permits. At Redwood the gas will be piped to its landfill gas to energy plant is slated to be constructed in advance or concurrently with the RAC's installation.

When methane production begins to drop off, the Altamont and Redwood staff will remove the material and transfer it to the CASP where it will compost aerobically. However, some of the material may remain within the cell to serve as "seed" for starting the anaerobic digestion process of the next batch of raw organic material.

Source Separated Organics & Digestate from RAC processes



Facility Name: **Covered Aerated Static Pile (CASP)**

Location: **Altamont Landfill/Redwood Landfill**

Function: **Aerobic composting of organic materials**

Capacity: **1000 TPD**

Covered Aerated Static Pile Composting (CASP) System

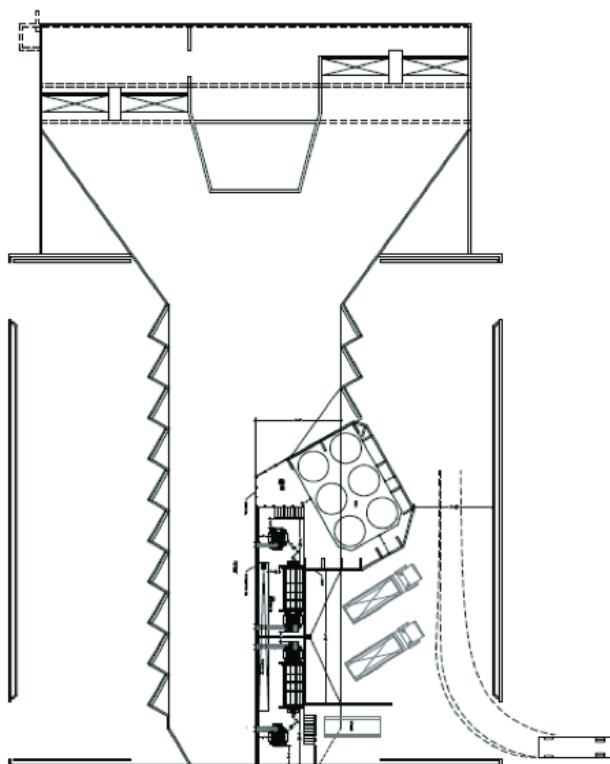
The 500 TPD CASP systems will process plant debris and plant debris combined with food scraps. The organic materials will be placed into bunkers 180'x 30'x 12' high. The CASP pad is capable of withstanding heavy equipment traffic and scraping; graded to drain for collection of storm water and leachate and equipped with leachate collection and aeration piping. Once placed in the bunkers, Altamont and Redwood staff will cover the material with a geotextile or finished compost. For the next two months, air will pump continuously through the pile to ensure it is kept aerobic. The collected air will pass through a bio-filter for air emissions and odor-control purposes. After the active composting phase is complete, the compost will be moved to the curing/storage area for finishing and then screened resulting in compost or other products such as mulch through WM EarthCare™.

Future Processing not Part of the Diversion Guarantee

Note: Detailed technical information on these facilities can be found on the tear sheets provided on the preceding pages.

Our continuous innovation will not stop at the facilities proposed for the guarantee outlined above. The map above depicts the CORE processing system for Organics and the construction of the Centralized Organics Recycling Equipment will provide infrastructure for specific materials streams high in organics, up to 200 ton per day. WMAC's CORE system will utilize highly proprietary and custom-built food waste processing equipment that can remove the non-degradable contaminants from source separated food waste streams at an exceptionally high efficiency and, in the future, applied to more mixed organic streams. Incoming material is blended to a specific slurry recipe that significantly boosts the decomposition when

co-digested with other bio-solids and clean food stock. Some variants of this technology can greatly improve feedstock for the advanced composting and renewable energy. Incoming clean food/oils are sized, pressed, and liquefied to reduce the volume, then pumped to a storage tank, where biological processes of decomposition begin to occur, until shipment. The system is a closed system and trapped gasses from the composting processing are recycled and utilized. Similar technologies are well established in the forest product and food processing industries. The technology will allow increased diversion and greater capacity to capture the value of waste food stocks and other materials due to the lower residue and efficiency in this part of the system. Though no new buildings are needed, the WM CORE System will be installed in the existing, enclosed, odor controlled, transfer station building. A portion of the central pit will be filled to enlarge the eastern tip area to accommodate the CORE equipment. Finished materials and slurry will be collected inside tanks, and then pumped to tanker trucks in the existing TS load-out tunnel for transfer to nearby wastewater treatment facilities. WMAC is able to use this area due to the expected drop of waste from diversion.



Further down the road, WMAC hopes to develop on site Anaerobic digestion capability and a transfer system of conveyors that reduce double handling on-site.

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Table 27. Schedules

Public Outreach: key public education program elements (See Diversion activities below and Public Outreach Plan)

Timeline	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Activity	PUBLIC EDUCATION PROGRAMS SCHEDULE																	
Pilot Programs																		
Plan and develop performance metrics																		
Zero Waste Storefronts																		
Brand Platform																		
Kick off Events																		
Multi-Media Campaign																		
Zero Waste Ambassadors Corps																		
Proposed on-going Outreach- Pilots, campaigns, container delivery etc., targeted to increasing yield, quality, and participation in Single Stream and Organics for residential, MFD, and non-exclusive Commercial; see Plan																		

Table 28. Processing Facilities and Markets Timetable

Timeline	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Facility	PROCESSING TO MATCH COLLECTION SYSTEMS																	
Davis Street Organics Transfer Building	In Operation- Unlimited capacity									Operational continuous improvement, audits for results; & upgrade with new technology. Replace as necessary								
Davis St. Residential & Commercial Single Stream MRF	Capacity expansion to 50TPH source separated Single Stream & recovery Improvement		Operational continuous improvement, audits for results; & upgrade with new technology. Replace as necessary															
Davis St. Dry Materials MRF, including C&D	Capacity expansion to 50TPH, recovery Improvement; Back up commercial Single Stream capabilities		Operational continuous improvement, audits for results; & upgrade with new technology. Replace as necessary															
Davis Street Mixed MRF	All Site & Building permitting already completed			Begin construction, installation of equipment		Start-up, ramp up		Operational continuous improvement, audits for results; & upgrade with new technology. Replace as necessary										
Future Davis Street CORE Processing for Separated Organics			Design, building permits completed.			Start-up, ramp up to expected volumes.			Operational continuous improvement, audits for results; & upgrade with new technology. Replace as necessary									
Altamont LF Covered Area Static Pile Composting & Bio Filter (CASP)	Design completed, Permitting submitted	Permitting completed Construction completed. Rollout to full Capacity.		Operational continuous improvement, audits for results; & upgrade with new technology. Replace as necessary														
Altamont LF Anaerobic Digester Composting & Gas Recovery (RAC)	Permitting submitted, Design completed	Permitting completed		Construction completed. Rollout to full Capacity.		Operational continuous improvement, audits for results; & upgrade with new technology. Replace as necessary												
Redwood LF Windrow Composting	In Operation Now - Cells added as needed		Operational continuous improvement, audits for results; & upgrade with new technology. Replace as necessary.															
Redwood LF Covered Area Static Pile Composting & Bio Filter (CASP)	Permitting completed.		Construction completed. Begin rollout to full Capacity.			Operational continuous improvement, audits for results; & upgrade with new technology. Replace as necessary.												
Redwood LF Anaerobic Digester Composting & Gas Recovery (RAC)	Permitting submitted, Design completed		Permitting completed, Construction completed. Begin rollout to full Capacity.			Operational continuous improvement, audits for results; & upgrade with new technology. Replace as necessary.												

Table 29. Diversion Table (Required) by Customer Segment and Material Stream

The Oakland Zero Waste Diversion Table (below) is based on the existing composition of the current stream. Material streams will likely change over time and by forces that cannot be accurately measured. Sample material trends include:

- Smaller packaging and use of concentrates for detergents and household cleaning supplies
- Complex multi-material packaging
- Continued migration to plastic from glass
- Growth of film in residential use

Due to some uncertainty, the guarantee will be met in the aggregate; however, some of the individual categories are likely to change in percentage.

The next table reflects WMAC's full commitment to the guarantees, and to maximize resident and business participation in the City's source separated programs over the full contract term. We will do so through innovative collection and processing systems and public education programs that sustain and grow participation over time. Figures are approximate and will change with a changing waste stream. To meet the diversion guarantee, WMAC will work with the City make adjustments to diversion targets to address factors that are outside of our direct control, such as economic or policy changes initiated by the City. The table shows the Overall diversion outcome required in Section 1.1.1 of the RFP and in each of the Collection Services Contracts. Our proposed diversion "not less than the minimum diversion required in the MMO Collection Services Contract," and in fact exceeds the City's zero waste goal by 2030.

Program Type - Sector and Material Stream	Annual Diversion Plan (Collection and Processing, in tons)														
Collection and Processing	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
SFD Recyclable Materials (Single Stream)	1,410	2,820	3,720	4,620	5,520	6,420	7,320	8,220	9,120	10,020	10,920	11,820	12,720	13,620	14,520
SFD Organic Materials	1,700	3,400	4,560	5,720	6,880	8,040	9,200	10,360	11,520	13,000	14,160	16,000	17,500	19,000	20,200
SFD Mixed Materials	-	-	3,675	4,735	7,795	8,200	8,500	8,975	10,035	11,095	12,155	13,215	14,275	15,335	17,452
MFD Recyclable Materials (Single Stream)	1,004	1,513	2,022	2,531	3,040	3,549	4,058	4,567	5,076	5,585	6,094	6,603	7,112	7,621	7,971
MFD Organic Materials	3,700	6,142	10,196	10,496	10,796	11,296	11,596	11,896	12,196	12,496	12,796	13,096	13,396	13,696	13,996
MFD Mixed Materials	-	-	2,022	2,531	3,040	3,549	4,058	4,567	5,076	5,076	5,076	4,900	4,900	4,900	4,900
Commercial Recyclable Materials (Single Stream)	1,600	2,530	3,700	4,200	5,000	7,290	8,380	9,470	10,560	11,650	12,740	13,830	14,920	16,010	17,100
Commercial Organic Materials	2,080	3,330	4,350	5,700	8,200	8,600	8,380	9,470	10,560	11,650	12,740	13,830	14,920	16,010	16,510
Commercial Mixed Materials (Dry)	1,730	2,810	4,020	5,110	6,200	7,290	8,380	9,470	10,560	11,650	12,740	13,830	14,920	16,010	16,210
Commercial Mixed Materials (Wet)	-	-	4,020	5,110	6,200	7,290	8,380	9,000	9,800	9,800	9,800	9,800	9,470	9,470	9,470
City Mixed Materials and Organics	110	120	2,733	3,555	4,377	5,610	7,000	9,800	9,470	9,470	9,470	9,470	9,470	9,470	9,470
TOTAL NET DIVERSION	13,334	22,665	45,018	54,308	67,048	77,134	85,252	95,795	103,973	111,492	118,691	126,394	133,603	141,142	147,799
Estimated Residuals. Beginning 2018, all Tons are Processed and are true residuals.	173,166	163,835	141,482	132,192	119,452	109,366	101,248	90,705	82,527	75,008	67,809	60,106	52,897	45,358	38,701
Residuals from clean Organics processing at Davis St. is targeted at 5 % (part of all Residuals above)	374	644	955	1,096	1,294	1,397	1,459	1,586	1,714	1,857	1,985	2,146	2,291	2,435	2,535
Residuals from Single Stream Recycling Processing is targeted at a declining rate	1,084	1,853	2,549	3,065	3,661	4,660	5,335	6,009	6,684	7,359	8,034	8,708	9,383	10,058	10,690
Residuals from Dry Material Processing is targeted at 37.5%	690	1,099	1,508	1,916	2,325	2,734	3,143	3,551	3,960	4,369	4,778	5,186	5,595	6,004	6,079

7. Zero Waste Diversion Guarantee

The total zero waste tonnages handled are also shown in Form 15 in Section 6 of this proposal.

Oakland Tons from the RFP	186,415
YEAR	Guarantee
2016	176,170
2017	166,428
2018	146,397
2019	137,107
2020	121,867
2021	111,781
2022	103,663
2023	93,120
2024	84,942
2025	77,423
2026	70,224
2027	62,521
2028	55,312
2029	47,773
2030	39,000

4. Benefits of Combining Service Groups

The following are the diversion-specific benefits of combining the MM&O and RR Service Groups.

- Coordination of public education efforts that maximize source separation for all materials, especially in expanding participation and education with the dry recyclable material stream.
- Avoiding transition disruption will allow WMAC to laser focus on diversion.
- Ability to adjustable flexible and adjust the processing options for all materials to maximize recovery and exceed the City's diversion guarantees.
- No third party transaction between MM&O and RR vendors.
- Limit disputes between MM&O and RR vendors on contract diversion performance requirements.
- Rebate for residential RR materials will not affect the overall RR maximum rate.
- One set of comprehensive reporting for all materials streams, all materials are managed under one roof

5. Summary of High Impact Zero Waste Strategies

WMAC is proposing a range of high impact zero waste strategies as part of its diversion plan. These strategies draw on many aspects presented in other proposal sections, such as the customer services

and community outreach strategy sections. Sectors, material streams, and levels within the City’s zero waste hierarchy are marked with an “x” if they are impacted as a result of the strategy listed in the tables that follow. Strategies are divided into the following main program categories: customer service, collection and processing, outreach, and market development.

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Strategies		Description	Sector				Material Stream				Oakland's Environmental Hierarchy					
			SF	MF	Comm	City	Mixed Mats	Organics	Recycling	Other (Bulky, sharps, HHW, etc.)	Redesign Manufacturing/Supply Chain	Reduce/ Refuse/ Return	Reuse/ Preserve Form/ Function	Recycle/ Compost/ Digestion	Downcycle	Bury/Incinerate/ Waste-based energy
Customer service, call center, and billing																
	Automated voice message	Alerting customers of zero waste messages, programs, and way to get involved	X	X	X	X	X	X	X	X		X	X	X	X	X
	Train CSC staff as outreach	Equip Call Ctr staff to provide outreach services as an integral part of their customer service position. Invite City to help lead trainings.	X	X	X	X	X	X	X	X		X	X	X	X	
	On-site and virtual tours of processing facilities	To provide first-hand exposure to local zero waste facilities for residents, businesses, City employees, and other interested parties.	X	X	X	X	X	X	X	X		X	X	X	X	
	Specialized CSC staff covering Oakland, East Bay, or Bay Area	These Call Ctr staff would be trained to build more local knowledge of Oakland other cities	X	X	X	X	X	X	X	X		X	X	X	X	
	Include zero waste education and resources in CSC reference manual	Equip Call Ctr staff to provide outreach services as an integral part of their customer service position.	X	X	X	X	X	X	X	X		X	X	X	X	
	Promote regional reuse and recycling databases and online exchanges	Freecycle, Earth 911, Call2Recycle, Recycle Wizard, and Recycling Where? are examples. This benefits Oakland from sharing resources with like-minded orgs.	X	X	X	X	X	X	X	X			X	X		
	Build CSC staff understanding of relevant regs	For example, mandatory commercial recycling, electronics take-back programs, and pharmaceutical and plasti bag bans.	X	X	X	X	X	X	X	X		X	X	X	X	
	Ensure multilingual CSC staff are readily accessible	Build on the English, Spanish, and Chinese languages currently spoken at our call center	X	X	X	X	X	X	X	X		X	X	X	X	
	Utilize electronic billing	Both to eliminate paper waste, and to sign up for pledges, ambassor inquiries, or other zero waste activities	X	X	X	X	X	X	X	X		X	X	X	X	
Collection and Processing Operations																
	Offer drivers and operators zero waste training course	In coordination with City and unions	X	X	X	X	X	X	X	X		X	X	X	X	X
	Monitor participation and contamination in bins at curb	Integrate into mandatory recycling reports	X	X	X	X	X	X	X	X		X		X	X	X
	Designated bags for textiles to go in curbside recycling bin	Ensure scavenging is sufficiently addressed	X	X					X				X			
	Optimize bulky materials routing and collection systems for maximum reuse and recycling		X	X	X	X				X			X	X	X	
	Create 2 grades of compost: 1) WM Earthcare OMRI certified (high quality), 2) residual from Davis St. MM facility (diapers, pet waste, bioplastics)		X	X	X	X		X						X	X	

Strategies	Description	Sector				Material Stream				Oakland's Environmental Hierarchy					
		SF	MF	Comm	City	Mixed Mats	Organics	Recycling	Other (Bulky, sharps, HHW, etc.)	Redesign Manufacturing/Supply Chain	Reduce/Refuse/Return	Reuse/Preserve/Form/Function	Recycle/Compost/Digestion	Downcycle	Bury/Incinerate/Waste-based energy
Davis St. MM facility designed to maximize recovery of recyclables and organics		X	X	X	X	X	X	X					X	X	
Employ LEAN techniques	To focus on improving quality, ID materials, contaminants, bale breaks	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Dedicated pick line for plastic film		X	X	X	X			X					X	X	
Expanded processing for single stream	Constructed for mixed rigids and film and bagged textiles	X	X	X	X			X					X	X	
Improve mixed materials processing capabilities to minimize residual		X	X	X	X	X							X	X	
Facilities designed for segregating materials based on highest and best use		X	X	X	X	X	X	X	X	X	X	X	X	X	
Expanding reuse area for self-haulers	At the primary processing facility	X	X	X	X				X			X			
Primary facility designed for enhanced processing of contaminated streams and lower grade products		X	X	X	X	X	X	X	X				X	X	
Outreach															
Citywide Kick-off Event	Inaugurate the Zero Waste campaign in July 2015 with a citywide kick-off event that showcases Oakland diversity, community support and Oakland commitment to Zero Waste.	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Recruit ambassadors from community-based organizations	Recruit Oakland zero waste ambassadors from community-based organizations in districts throughout the City. Provide grants or stipends to partner organizations to compensate ambassadors.														
Web-based reward game	Use a web-based game to educate ambassadors, pilot participants, and potentially the public at large on zero waste. Every time a player completes 1 level of the game, they receive an opportunity to pledge to take a new zero waste action or receive incentives, such as Oakland Grown gift cards or Oakland Bucks.	X	X	X	X	X	X	X	X						

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Strategies	Description	Sector				Material Stream				Oakland's Environmental Hierarchy					
		SF	MF	Comm	City	Mixed Mats	Organics	Recycling	Other (Bulky, sharps, HHW, etc.)	Redesign Manufacturing/Supply Chain	Reduce/Refuse/Return	Reuse/Preserve Form/Function	Recycle/Compost/Digestion	Downcycle	Bury/Incinerate/Waste-based energy
Healthy Community Partners	Enter into discussions with The California Endowment, YMCA, and other community-based organizations to leverage presence to tie zero waste goals to healthier and economically vibrant communities in East and West Oakland.	X	X	X	X				X						
Job Training	Work with existing job training organizations to provide additional training and opportunities in green sector jobs.	X	X	X	XSSS										
Multifamily partnership with Oakland Public Housing Authority	Conduct pilot projects with OPHA, with specific focus on historically underserved multifamily buildings.		X			X	X	X	X						
Zero waste neighborhood-based rewards program	Incentive program that rewards customers on the same collection route for reducing MM without contaminating the organics and recyclables materials streams. Reward points could go to purchases at local businesses, arts, and cultural organizations. Funds could also be used for community improvement projects like illegal dumping and litter mitigation. Community gardens/murals	X				X	X	X							
Door-to-door outreach	Target customer groups with the greatest diversion potential - i.e. multifamily buildings, commercial properties, and City departments. Pilot and then implement successful strategies more broadly. Outreach could include distributing educational materials, providing in-home or on-site business training, delivering on-site waste assessments, providing on-site composting lessons, gaining reduce and reuse pledge signups, and more.	X	X	X	X	X	X	X							
Multifamily resident zero waste champions	Champions receive incentives for signing up to be stewards of their multifamily building's zero waste program. Responsibilities of champions would be determined by WMAC and the City. WMAC would provide support through the zero waste ambassador corps. Incentives could go to purchases at local businesses, arts, and cultural organizations.		X			X	X	X	X						

Strategies	Description	Sector				Material Stream				Oakland's Environmental Hierarchy					
		SF	MF	Comm	City	Mixed Mats	Organics	Recycling	Other (Bulky, sharps, HHW, etc.)	Redesign Manufacturing/Supply Chain	Reduce/Refuse/Return	Reuse/Preserve/Form/Function	Recycle/Compost/Digestion	Downcycle	Bury/Incinerate/Waste-based energy
Single-family zero waste block leaders	Block leaders receive incentives for signing up to be stewards of their neighborhood block zero waste program. Responsibilities of block leaders would be determined by WMAC and the City. WMAC would provide support through the zero waste ambassador corps. Incentives could go to purchases at local businesses, arts, and cultural organizations. Technology tools like website nextdoor.com could be used to facilitate neighbors connecting with neighbors.	X	X			X	X	X	X						
City zero waste department leaders	Department leads receive incentives for signing up to be stewards of their department's zero waste program. Responsibilities of department leads would be determined by WMAC and the City. WMAC will host symposium similar to OUSD Green Gloves to train zero waste leaders. Incentives could go to purchases at local businesses, arts, and cultural organizations. WMAC would propose hosting annual meetings for recognizing star performers and share best practices and tips with peers, similar to the annual Green Gloves SymposiumO.				X	X	X	X	X						
Zero waste business leaders	Business leaders receive incentives for signing up to be stewards of their business or commercial property's zero waste program. Responsibilities of business leaders would be determined by WMAC and the City. Incentives could go to business or community improvement projects, arts, and cultural organizations. Business leaders could be recognized through industry groups, chambers, and by Oakland's elected officials.			X		X	X	X	X						
Community Beautification with Raiders, Warrior, or A's	Partner with local teams to sponsor community beautification projects. On game days, host "Zero Waste Challenge" with giveaways.					X	X	X	X						
Neighborhood cleanup events	Partner with neighborhood organizations to lead cleanup efforts related to illegal dumping, litter removal, and graffiti abatement. Donate hauling services and WM EarthCare compost and/or mulch for 501-c-3s. Incentives could be made available for those who contribute a minimum number of hours. These events will also provide opportunities for engaging with customers on	X	X	X	X				X						

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Strategies	Description	Sector				Material Stream				Oakland's Environmental Hierarchy					
		SF	MF	Comm	City	Mixed Mats	Organics	Recycling	Other (Bulky, sharps, HHW, etc.)	Redesign Manufacturing/Supply Chain	Reduce/Refuse/Return	Reuse/Preserve Form/Function	Recycle/Compost/Digestion	Downcycle	Bury/Incinerate/Waste-based energy
Keep It Clean/Fight Graffiti	Provide kits to MFD to decorate dumpster to make areas more inviting and artistic. MF building champions would be provided with kits upon request and residents would be encouraged to work together on a dumpster décor project. Competitions and rewards could be involved. Provide spray cans of green paint to businesses so they can keep their bins free of graffiti.		X			X	X	X							
Zero waste public demonstration sites	Work with community groups to create public displays in high traffic places to engage and educate the public on the benefits and ease of adopting zero waste behaviors, addressing key customer barriers and motivations.	X	X	X	X	X	X	X	X						
Events zero waste toolkit	Expand upon the City's existing Events Guide, to provide an online calculators to determine numbers of bins, a searchable database for best practices and recoverable food packaging options, bin stations including multilingual signage, and a zero waste public education booth, where desired. Provide sustainability coordinator to answer questions via e-mail or phone.	X	X	X	X	X	X	X							
Community closed loop gardens	Partner with groups such as Keep Oakland Beautiful, Oakland Parks and Recreation, Friends of the Gardens at Lake Merritt, OUSD school gardens, and the Bay Friendly Program to create and expand closed loop community gardens by providing compost, educational displays, and training by zero waste ambassadors.	X	X	X	X		X								
Zero waste business districts	Partner with Business Districts and Chambers to deliver multilingual/multicultural outreach services district by district, provide zero waste toolkits, refer businesses to related utility or conservation programs. Sharefunding opportunities by combining outreach with other environmental programs, such as Bay Area Green Business and PG&E commercial energy efficiency programs.			X		X	X	X							
'Food: Too Good to Waste' campaign	Apply EPA's Sustainable Food Management: 'Food: Too Good to Waste' toolkit as part of a pilot project, and expand effort more broadly if successful.	X	X				X								

Strategies	Description	Sector				Material Stream				Oakland's Environmental Hierarchy					
		SF	MF	Comm	City	Mixed Mats	Organics	Recycling	Other (Bulky, sharps, HHW, etc.)	Redesign Manufacturing/Supply Chain	Reduce/Refuse/Return	Reuse/Preserve Form/Function	Recycle/Compost/Digestion	Downcycle	Bury/Incinerate/Waste-based energy
Commercial surplus food rescue	Explore a surplus food rescue program with the Oakland Restaurant Association. Second Harvest, Alameda County Food Bank, and the Health Department are all viewed as key stakeholders to involve in the discussion.			X			X								
Commercial food waste prevention	Leverage StopWaste.Org grant funds dedicated to preventing food waste in commercial settings. Consider utilizing technologies, such as LeanPath to measure reductions in food waste generation. Develop case studies and/or guidebooks for Oakland's food service industry.			X			X								
Bulky item sales/swaps	Promote reuse opportunities in Bulky Pickup communications. List existing websites, such as freecycle and Craig's List to sell or donate bulky items suitable for reuse as well as community partners Habitat for Humanity ReStore, St. Vincent de Paul and the East Bay Depot for Creative Reuse	X	X	X	X				X						
Zero waste public cultural events	Make zero waste ambassadors available to staff sorting stations and provide zero waste information at high attendance community events, such as Art Murmur, Eat Real Festival, Art and Soul, Dunsmuir Hellman Historic Estate events, City of Oakland Parks and Rec programs.	x	X	X	X	X	X	X	X						
HHW Education	Promote safe collection or drop-off services for sharps, HHW, electronics, and bulky items. Host special drop-off events in Council Districts. Ensure all customer communication channels include information about how to handle these materials at the end of their useful life.	X	x						X						
Stop illegal dumping campaign	Promote See Click Fix webpage on Zero Waste website. Distribute Bagster to multifamily properties for hosting scheduled cleanup events. Explore other district-specific services.	X	X	X					X						
Develop and launch a zero waste apps	Leverage Apps under development at Waste Management to include an image recognition recyclable item database or a zero waste behavior tracker tool. Apps will link with social media sites wherever possible.	X	X	X	X	X	X	X	X						

January 9, 2013

Susan Kattchee
Zero Waste Services RFP Project Manager
250 Frank H. Ogawa Plaza
Suite 5301
Oakland, CA 94612

Dear Ms. Kattchee,

Waste Management Inc. (Waste Management) and the East Bay Municipal Utility District (EBMUD) are submitting this joint letter to the City of Oakland (City) in response to the City of Oakland Zero Waste RFP. Waste Management and EBMUD have met several times during the Zero Waste RFP period to explore the feasibility of working in cooperation to turn City of Oakland commercial and multi-family organics into renewable energy and a product suitable for use as a soil amendment.

After much discussion and analysis, we were not able to create a project that meets the City's RFP requirements, preferences, and evaluation criteria while still consistent with a least-cost approach for the City. As such, Waste Management will propose an organics processing approach that does not include an Oakland-based EBMUD option.

If the City places a higher value on local organics processing and on anaerobic digestion for energy production than we believe is reflected in the RFP, both parties would like to meet with the City to discuss how to include EBMUD's award-winning, pioneering services as part of a franchise agreement with Waste Management.

At the center of Waste Management's concerns is the City's response to how diversion is calculated using the digestate solids referenced in Addendum No. 10, which reads:

Because EBMUD is unlike traditional consumers of Processed material from municipal collection services (such as pulp mills, beneficiation plants or compost facilities), and because the digestate solids currently produced by EBMUD would not meet the definition of 1.41 Diversion, a proposer who proposes to use EBMUD as a processing facility, should include detailed information in its Diversion Plan describing how Diversion is achieved, including any relevant calculations of Diversion and Residue. The City will have the opportunity to ask clarifying questions during proposal evaluations to complete its evaluation of the Diversion Plan. This is also true of any proposal that includes an anaerobic digestion component.

Essentially, the City's position regarding no diversion credit for the use of processed organics as alternative daily cover appears to force a higher cost for

processing organics. Waste Management does not believe this position is in the best interests of the City's rate-payers.


For its part, EBMUD maintains a unique position as a local organics processor and more broadly in the organics processing world as a leader in anaerobic digestion. A phased-in joint Waste Management - EBMUD partnership to provide anaerobic digestion services for Oakland's organics would provide economic, local enterprise, and environmental benefits that make use of existing local public infrastructure for benefit of City of Oakland and EBMUD ratepayers.

Benefits of such a partnership include:

1. local organics processing in Oakland;
2. production of renewable energy in Oakland available for use in Oakland;
3. creation of Renewable Energy Credits;
4. an end product suitable for use as a soil amendment;
5. diversion with smaller Greenhouse Gas (GHG) footprint than composting;
7. potential for Oakland to be the first city in the nation to have energy produced from anaerobic digestion of multi-family residential organics.

As the City's franchise agreement could bind the City for up to 20 years, Waste Management and EBMUD urge the City to preserve the option of local organics processing using EBMUD's anaerobic digestion facility. EBMUD would be available to attend interviews with Waste Management and the City at the City's option, and we both look forward to sitting down with the City to discuss the specifics of developing this partnership further.

Sincerely,



Barry Skolnick
President

Waste Management of Alameda County, Inc.



David R. Williams
Director of Wastewater
EBMUD

5.4 CUSTOMER SERVICE PLAN

Proposers shall provide a detailed Customer service plan that specifies the Customer service operations that will be used in the City. This will be appended as part of the signed MM&O Collection Services Contract. Customer service hours should be noted.

To surpass our current level of customer service, Waste Management is undergoing a technological transformation. By the July 1, 2015 contract start date, customers will have numerous channels for communicating with WMAC Customer Service Representatives (CSR), requesting service and immediately accessing Oakland Zero Waste information. These changes reflect extensive research of customer-facing technology and the growing customer demand for web-based services and smartphone apps. Of course, traditional communication channels, including face-to-face office hours and phone calls with CSRs, will still be an important part of our customer service offerings.

The following section briefly responds to the four questions posed in the RFP, followed by a more extensive description of the robust customer service experience we will provide the City of Oakland to support its Zero Waste goals, including customer experience scenarios illustrating our capabilities and benefits to the City and our customers.

Protocol for Receiving Customer Requests, Issuing Work Orders, Closing Work Orders and Replying to Customers

When a customer calls, emails or faxes WMAC with a service question or issue, a dedicated Oakland CSR opens an electronic ticket or case. These tickets include the customer's information, the date, a coded entry of the type of issue for tracking purposes (e.g., billing question, missed pick-up, replacement cart, etc.), and relevant details concerning the complaint. The process of closing tickets is a monitored performance metric. WMAC requires resolution and closure of complaint tickets within 24 hours of receiving the complaint. We notify our customers of the resolution using their preferred method of communication—phone, email or fax. WMAC will then track and share these issues with the City. The Technology section below expands upon the data matrix, reports and proactive services that WMAC will use to respond to service issues and the tools available to the City to monitor customer service excellence.

Call Center Capacity

WMAC proposes to locate the call center at our Oakland facility, located at 172 98th Avenue. However, as previously noted, Oakland ratepayers will realize a cost savings if the City chooses to allow the call center to remain in its current location in Oak Harbor, WA. Based on our Oak Harbor experience, we propose to continue staffing the Oakland Call Center as follows:

- 1 Customer Experience Manager
- 1 Customer Service Supervisor
- 16 Customer Service Representatives

If the Oakland Call Center is moved to Alameda County, we will focus our recruiting efforts in Oakland to fill these positions with qualified candidates, utilizing our “Hire Oakland” approach, described under

Section 5.9, Value Adds. We will also recruit and hire Spanish, Vietnamese and Chinese-speaking candidates to respond and meet the diverse languages spoken by Oakland customers.

The call center will be staffed from 7 am to 6 pm, Monday through Friday and Saturdays on which SFD or MFD MM&O Collection Services are provided.



Customer-Focused Knowledge Management Tool. Waste Management uses a proprietary web-based Knowledge Management Tool (KMT) called Green Pages to track and maintain all contract information. Green Pages are accessible by field staff and customer service representatives and can be updated in real-time. It contains comprehensive information about our municipal contracts, such as service offerings and collection schedules, as well as miscellaneous information about each of the communities we

serve--including maps, demographic information, special events and activities. Pricing and billing information is also included. We review our contracts regularly and enter any updates or changes into Green Pages. Customer Service Center staff and field personnel receive regular training on contract changes and program enhancements.

Voicemail Capabilities. In the event that a customer calls after our regularly scheduled hours (7 am to 6 pm) or on the weekends, WMAC has a dedicated voicemail capability. All messages left at this number are returned by 10 am the next business day. If, for any reason, there are calls in queue, the customer is presented with a message offering them the option to leave a message for a returned call from one of the representatives within 24 hours.

Website. Our website will offer customers a one-stop shop for all their service requests—including service set-up, cart replacement or repair, holiday schedules, guidance on what is recyclable, as well as e-mail and Live Chat. WMAC is currently developing an Oakland-specific website in coordination with Oakland staff. This site will serve as the backbone to the more expansive capabilities described in the section below. As part of our Outreach Strategy, we propose the website design services of Oaklandish, an Oakland firm, as part of our branding campaign for Oakland Zero Waste.

Business Office

We have maintained our business office at 172 98th Avenue in Oakland since 1990. Our local office is readily accessible from Interstate 880 and is familiar to many Oakland residents and business owners. The office is open from 8:00 am to 5:00 pm for customers to request service literature, seek service assistance or pay their bills. Our friendly staff welcomes customers with a smile and ensures they leave satisfied with their service. Whether or not the Oakland Call Center remains in Oak Harbor, our plan is to continue staffing our 98th Avenue site with local CSRs to accept payments, accommodate service changes, cancellations, service orders, and to answer questions from walk-in customers.

WMAC's team at the Oak Harbor Call Center ranked number one for quality customer experience in September. In an independent evaluation of CSRs across the company, JL Hodge Company determined through qualitative and quantitative results, the WMAC team provided top service. Another measurement comes from customer who participated in a phone survey. The WMAC team scored 4.57 out of 5 for customer satisfaction.

Protocol for Customer Billing

WMAC currently bills the City of Oakland's residential customers quarterly in advance and the City's commercial customers monthly. Any ancillary charges or service level changes are reflected on the next invoice and are discussed with the customer at the time of the request.

- **New Service** - When a customer sets up service, the CSR provides the monthly rate and explains what the invoice will reflect on the next quarterly (or monthly) bill.
- **Change in Service** -The same protocol above is followed when a customer changes their level of service. In addition, our billing department calculates any adjustment resulting from the change and applies it to the customer's account within one week of the effective date and prior to next quarterly billing in most cases (unless customer has communicated the change after the account has been billed).
- **Billing Dispute** - When a customer disputes their invoice, the CSR follows guidelines for resolving the dispute at the time of first contact. If, for any reason, the CSR is unable to resolve the issue on the first call, he or she sets the expectation for a returned call and resolution with the customer within five business days.

Online, Paperless Billing

In the spirit of Zero Waste, since 2005, WMAC has offered Oakland customers a secure, online bill paying system called "EZPay." Our online billing system saves customers the time and expense of writing and mailing checks. WMAC customers may make one-time payments or enroll to view invoices, payment details, save payment methods and set up automatic, recurring payments.

Should we be the successful bidder, WMAC hopes to make EZPay part of the City's Zero Waste initiative—a small way every customer can immediately reduce waste.

Our Customer Experience Strategy

Four-Week Professional Training

WMAC has an intensive, four-week training program for new customer service representatives.

The four-week classroom course is designed to introduce new employees to the WMAC family and create a strong, consistent foundation in the areas of customer-focused service, professionalism, safety, and company pride. The training covers the following information:

Table 30. Four-Week Training Program

Topics Covered	
New Hire Orientation	<ul style="list-style-type: none"> • Overview of WMAC • City of Oakland service offerings • Internal customers and introduction of CSC team • Introduction to our customer-focused service strategy
Getting to Know Oakland	<ul style="list-style-type: none"> • Ride-along in a truck • Steel Wheels tour of Davis Street and the Altamont • Geography review of the City of Oakland • Understanding Oakland's Zero Waste and diversion goals
Developing Customer Relationships	<ul style="list-style-type: none"> • Clear communication • Communicating Oakland's Zero Waste programs and goals • Building a relationship with your customer • Review of other performance metrics
Customer Engagement Tools	<ul style="list-style-type: none"> • Listening sympathetically • Agreeing and providing a solution • Staying positive and calm • Maintaining professionalism
Call Center Equipment Training	<ul style="list-style-type: none"> • MAS (integrated billing system) • Knowledge Management Tool • Phone system
Professional Customer Service Skills	<ul style="list-style-type: none"> • Strategies for handling common collection and billing questions • Methods for handling difficult customer situations

Additional training exercises that occur during the four-week program include:

Side-by-Side Monitoring. Customer service professionals are monitored a minimum of three times per month. Side-by-side monitoring sessions provide immediate feedback on call handling. As part of that monitoring session, employees are evaluated on 72 talking points and scored on a scale of 1 to 4.

Quality Monitoring. WMAC employs an external company to monitor our customer service professionals. The analysts evaluate and assess representatives based on the same internal metrics used by Customer Service Center management. This way, we are able to capture accurate and unbiased performance measurements.

On-the-Job Training . When a CSR cannot answer a customer's question, we employ First Call Resolution (FCR). FCR empowers the representative to contact a Supervisor or Lead for guidance or as a resource,

if needed, to complete the customer's transaction on the first call. Observing how experienced supervisors handle the call teaches the CSR how to address the same issue on future calls. It also ensures that correct information is communicated the first time, providing an overall better customer service experience for the caller.

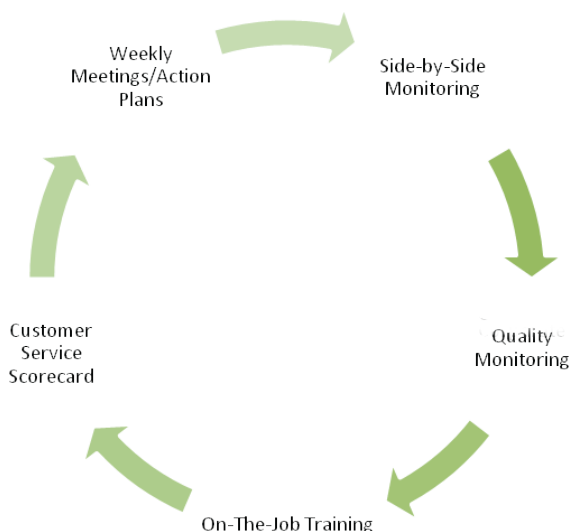
Customer Service Scorecard. The Customer Service Scorecard is a monthly evaluation of an individual CSR's performance. The Scorecard provides CSRs with actions and opportunities to develop and improve over the course of the month. The Scorecard is comprised of four qualifying sections:

- Quality Assurance
- Resource Management
- Productivity
- Qualitative Professional Development

Weekly Meetings and Action Plans. In order to maintain and improve our customer service standards, the customer service team meets weekly to discuss any service issues, upcoming area initiatives or events, errors in paperwork and processing, and to review any potential opportunity for improving the overall customer experience. The team develops action plans to resolve any issues, update any training materials, and adjust staffing plans as needed. All results from these action plans are reviewed and quantified for continuous improvement.

These additional exercises create a learning environment that gives our newest customer service professionals the opportunity to encounter most situations before actually responding to a live call.

Driver Training



Our drivers are on the front line for providing exceptional service to our customers. To ensure our drivers provide outstanding customer service, WMAC requires them to attend extensive customer service training sessions in which they learn and are required to meet the City of Oakland's customer service standards. As a result, some of the key actions and behaviors that our drivers perform each day are as follows:

- Using friendly nonverbal communications with customers
- Always speaking in a friendly voice and maintaining a pleasant demeanor
- Answering and ending each customer communication with a SMILE
- Offering to clean up any items/debris during collection, before the customer has to ask
- Monitoring customer containers and quickly replacing broken/damaged ones before the customer has to ask

- Understanding the customer's needs
- Explaining what items can and cannot be placed in each container and why
- Monitoring a customer's load and knowing when to suggest a service increase/decrease
- Acting as a consultant to optimize the service for the customer
- Taking the time to inform customers of holiday schedules one week before a major holiday
- Owning the customer's issue and saying, "I'm sorry that we disappointed you. But I ensure we will work hard to correct the situation."

These behaviors ensure our customers receive excellent service and have a positive impression of WMAC.

Educational Training & Seminars

In an effort to support the City's Zero Waste goals, WMAC will provide the City with seminars, lunch-time training, and other educational sessions in which WMAC recycling coordinators will disseminate diversion education throughout the calendar year in various Oakland locations. WMAC will work with the City to design and develop a strategic outreach plan that targets specific locations to drive diversion participation. Tours of all WMAC facilities will also be provided.

How We Measure Success

The first pillar of our Customer Experience model is to excel operationally. At WMAC, we take this seriously, and we employ a two-pronged approach to ensure that all of our customers are being serviced to the Waste Management Standard. First, we track to metrics that provide us with a clear picture of how we are doing. Second, we actively seek feedback from our customers in an effort to better understand how successful we are in their eyes.

Performance Measures

There is a science behind the art of providing outstanding customer service. Accordingly, Waste Management has developed a set of standards and metrics for the areas of customer setup, operational excellence, and call handling.

All metrics are ranked on a scale of 1 to 3, with 3 being the highest. The categories are then averaged, allowing us to see overall performance of any of our operational districts in any given week. We are able to quantify and analyze the data to improve our service delivery.

Using these metrics, we also hold weekly meetings to discuss issues, updates, and reminders for the market area employees. This provides a forum for our teams to provide feedback, information, and recommendations on how to resolve issues. All meetings are documented and used to track opportunities, challenges and action plans.

Customer Setup

The measurements below are used to track how successful we are in the area of customer setup:

- Percentage of defective setups
- Number of errors by line of business
- Number of errors by responsible party

Operations

We utilized the following measures to achieve success:

- Number of missed pickups by driver
- Number of estimated time of arrival inquiries by driver
- Number of collection calls (incidents in which driver cites customer action as reason for missed pickup)
- Number of open service tickets (e.g., deliveries, swaps, etc.)

Measuring Missed Pickups (MPU) is arguably the most important indicator of our ability to satisfy our customers' service delivery expectations. The acceptable standard of performance for MPUs is that there should be fewer than or equal to 1 MPU per 1,200 customers.

Call Handling

At WMAC, we focus on our customers' ability to reach us effectively, monitoring the following metrics:

- Average speed to answer and hold time
- Abandonment rate
- Average length of call
- Number of calls taken each hour

Customer Feedback

We believe there is no better way to monitor our performance than to ask our customers. First, we record all calls. Customers are offered a post-service survey to evaluate our responsiveness. These surveys measure both service experience and our ability to resolve issues effectively. Surveys are ranked on a scale of one to five, with five being the highest. We track these calls and use them as training tools throughout the year.

Next, customers are randomly surveyed. Local staff review the feedback each week. Customers rank our service in a number of categories, including timeliness of cart delivery, issue and complaint resolution, billing accuracy, reliability, safety, cleanliness, professionalism and how likely they are to recommend us.

The following are just some of the comments WMAC has received recently from customers in Oakland about our drivers:

- *Customer service is superb and reliable.*
- *Our local drivers are great!*
- *The collectors are very good and take pride in their jobs.*
- *Our garbage man is the reason (the service) is outstanding he picks up in the Winton Street area off Santa Clara and he is always courteous, hard-working, on time and extremely efficient when I see him working!*
- *Great service. I never have to worry about a pick up. The drivers are friendly and courteous.*
- *Consistent, reliable and dependable. Very good customer service and communications.*

Based on this feedback, we are extremely pleased with the level of customer service our drivers are providing.

Customers give WMAC High Service Rankings

Our Customer Service Team earns an average of 4.56 (out of 5) on all service call surveys.

This tool enables WMAC to identify the top five most significant issues, as identified by our customers. We can then work toward remedying these problems. By actively surveying our customers, we are better able to adjust our operations and provide exceptional service.

Finally, we proactively contact customers who have reported a missed pick-up. We want to make sure their containers were serviced and that they are satisfied with our customer service. This provides us with an opportunity to remedy the situation as necessary.

Technology

We want to offer our customers the easiest and most convenient channels of communication. Technology offers a variety of tools to meet our customers' needs and allow us to meet our remaining pillars: customer-centric service and a variety of channels by which customers can communicate with us.

WMAC will provide a world-class customer experience through:

- Integrated customer experience
- Cutting-edge customer relationship management
- Tailored websites

Integrated Customer Experience

WMAC recognizes the importance of creating an all-around positive customer experience. Providing an integrated customer experience allows the customer to define how they would like to engage with us, creating a personalized experience with each touch-point. Accordingly, WMAC's Customer Service Strategy is to provide a multi-channel integrated experience for our customers, leveraging best in class technologies and customer service practices.

Customers will experience multi-directional touch-points with WMAC, with their contact preferences, schedules, and needs at the forefront. The key to this strategy is alignment across the organization, and the ability to be agile while remaining customer-centric.

Customer Relationship Management—Customer Experience Representatives

Phone - Our Customer Experience Representatives are comprehensively trained and equipped with state-of-the-art tools to provide FCR for our Oakland customers. If the Call Center is moved to Alameda County, the primary customer service call center will be located at our 98th Avenue facility in Oakland. The hours of operation for the call center will be 7 am to 6 pm, Monday through Friday and Saturdays on which SFD or MFD MM&O Collection Services are provided. Customers can call during these hours and receive personal and localized service to assist them through any request.

E-mail - Customers have the ability to e-mail us today and receive a prompt reply from a knowledgeable member of the Customer Experience Team. By the July 1, 2015 contract start date, WMAC will offer a dedicated email address and a website from which customers can email their inquiries. The dedicated Oakland Customer Experience Team will respond promptly. E-mail is used to minimize paper waste and

increase customer convenience. Items such as signatures, account and service updates and billing statements can all be transmitted via e-mail if the customer so chooses.

Live Chat - WMAC will also offer the ability for customers to contact us using the live chat feature on our website. Live chat will allow customers to avoid picking up the phone and provide prompt and positive resolution to their inquiries. This is an increasingly popular channel for communication and one more convenient avenue through which Oakland residents will receive immediate customer service.

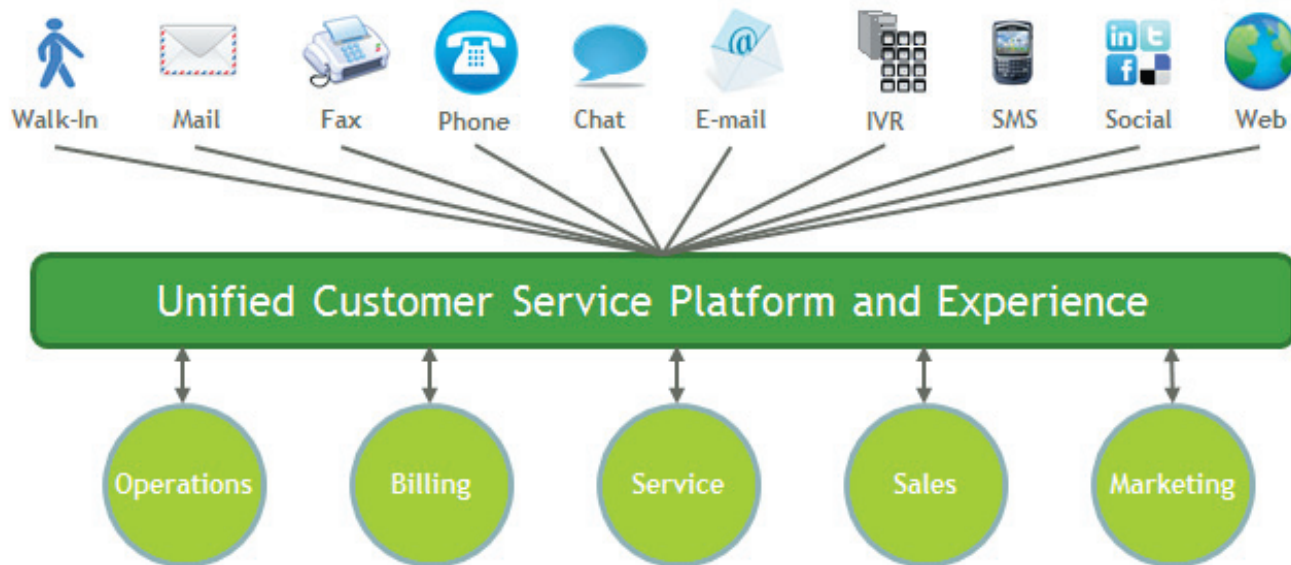
Walk-In - Our Oakland office on 98th Avenue provides continuous customer service. It's a place for residents to seek on-site educational assistance, address service-related requests, and make in-person payments. We also have three additional, convenient payment locations:

- Hayward - 22770 Main Street, Hayward, CA 94541
- Alameda - Alameda Mail Boxes Plus, 2532 Santa Clara Avenue, Alameda, CA 94501
- Newark - Mail N Services Store, 3511 Newark Blvd., Newark, CA 94560

Mail - While WMAC encourages the use of self-service and technology, as it aligns with our overall environmental goals, we leave the choice to the customer. Although decreasing in popularity, WMAC welcomes inbound mail from our customers, and we will respond in whatever medium the customer wishes.

Fax - Similar to mail, fax communications have decreased in popularity with our customers. However, in aligning with our mission of a customer-centric model, faxes may be used in place of e-mail for the transmission of documents.

Social Media - As social media continues to increase its presence in our everyday lives, WMAC is committed to providing the highest level of service through these channels if the customer so wishes. Customer inquiries and concerns will be timely and effectively managed by our Customer Experience Team. Social media will also be an outlet for WMAC to keep customers informed about the latest information regarding services, the company, and ways they can improve their environmental footprint.



Customer Relationship Management—Self Service

Web - Customers will enjoy 24-hour access to our web portal, providing access to the following self-service features:

- Transparent online pricing and service offerings, including the ability to set up new service
- Ability to change services
- Service calendars and notifications
- Amnesty days
- Sorting instructions (what goes where and why)
- Billing management (e.g., payment, statements, balances, dispute management)
- Account management (e.g., address or phone number updates)
- Ad hoc service requests (e.g., bulky item or HHW pick up)
- Customer Experience Representative interaction (via live chat and e-mail)
- “Track My Driver” function, allowing customers to view the ETA of their pickup
- Targeted promotions, coordinated with City staff, aimed at providing value to the customer

IVR (Automated telephone self-service) - Voice recognition software that offers the customer simplified self-service over the phone, without having to speak to an agent, including:

- New service setup
- Service changes
- Service calendars and notifications
- Billing management (e.g., payment, statements, balances, dispute management)
- Ad hoc service requests (e.g., bulky item pick up)
- Ability to easily transfer to a live agent at any time

SMS - Customers can send and receive SMS, enabling quick account and service management, including:

- Ad-hoc service requests
- Service notifications (e.g., truck running late)
- Billing management (e.g., notification and payments)

SmartPhone - Customers will have 24 hour access to our Smart App, providing access to the following self-service features:

- New service setup
- Service changes
- Targeted promotions, coordinated with City staff, aimed at providing value to the customer
- Service calendars and notifications
- Billing management (e.g., payment, statements, balances, dispute management)
- Account management (e.g., address or phone number updates)
- Ad hoc service requests (e.g. HHW, Bulky pickups)

- Customer Experience Representative interaction (via live chat and e-mail)
- “Track My Driver” function, allowing customers to view the ETA of their pickup

Tailored Web Capabilities

In order to provide the City with current information about its Zero Waste achievements, WMAC will provide a customized website that can be used by both customers and the City of Oakland. WMAC will design and maintain a publicly accessible website that uses graphics and statistics illustrating the City’s progress toward becoming a Zero Waste community. In this way, the City, residents and businesses will have access to one online location to get complete and comprehensive information about City services and achievements.

There will be dedicated sections for residential and commercial customers, the City of Oakland, and community outreach programs. Visitors will be able to:

- Sign-up for basic and add-on services
- Modify existing service
- Schedule one-time services
- Pay for services
- Opt-in/opt-out for electronic communications (e.g., text and email)
- View service disruptions
- View holiday calendars
- Contact WMAC with any questions or concerns
- View future service or price changes
- View community events supported by the City of Oakland and WMAC
- View resources to support the City’s Zero Waste initiative
- Print signs for organics and recycling programs
- Download training for employees around implementing recycling and organics service

The City of Oakland will have access to a secure section of the site that offers a comprehensive view of our operations, metrics, customer opinion, and what-if scenarios.

Driving Efficient Service Delivery with Technology

Onboard Computing System (OCS) mobile technology integrated into our fleet, coupled with advanced route optimization, decision sciences, and business intelligence technologies allow WMAC to continually measure our internal operational performance. This helps ensure our drivers and route logistics maintain the highest level of safety, efficiency, and quality of service possible. Our business intelligence dashboards and exception-based reports provide valuable insight into vehicle, driver, and route performance. This data allows us to proactively address service issues. Our enterprise data warehousing and reporting systems provide a 360 degree view of the services we provide, identify trends and provide proactive solutions. In our industry, we are best suited to address the complex objectives of municipalities. Among the benefits to City of Oakland, its businesses and residents are:

- Optimizing assets to maintain a high quality, efficient fleet, and ensure consistent service
- Scheduling capabilities to avoid interruption due to traffic flow
- Assessing container sizes, frequencies, and other programs (e.g., recycling) based on analysis of waste stream and disposal tonnage, or based on past service history with similar types of service customers to make service recommendations
- Identifying service issue trends to proactively address before further degradation to the City

Online Estimate Time of Arrival (ETA)

As our presence grows in communities, so does our responsibility to inform our customers of service times. Traditionally, ETA analysis is a time-consuming, manual process that can result in either the customer experiencing hold time or a call back. With our OCS technology, we are able to process near real time routing data to determine the time in which a service is expected to be performed within a three-hour window. This enables us to respond to customer inquiries on demand through the web, providing updates with no call hold time.

Online Diversion and Recycling Tracking (DART)

With increasing demand for sustainable construction, higher reuse, and recycling rates, WMAC can provide the City of Oakland with the ability to divert and track online a variety of construction and demolition materials from landfills, such as wood, rock, metal, cardboard and plastic. There may also be nontraditional items that can be put to reuse—like shingles, concrete, fiberboard and paneling. With so many substances to manage, calculating total diversion has traditionally been a time-consuming process, involving extensive labor, math and manual reporting.

DART technology was created by WMAC to measure recycling and diversion easily, enabling contractors and municipalities to:

- Track diversion rates and volumes from the global level to Metropolitan Statistical Area (MSA) to specific project across every project and jobsite
- Set benchmarks and track progress to exceed on future projects
- Access secure, self-service portal to create customizable reports according to a variety of criteria with just a few clicks
- Produce consistent reports formatted to align with the structure of your business



Track and reports for LEED™ certification submissions with reports that are easily uploaded to the Green Building Certification Institute's LEED Online system

- Use automatic calculators for creating your own environmental impact for marketing purposes
- Export and download graphs and charts

Customer Reporting

WMAC offers customer-centric reporting tools to facilitate the tracking of key metrics at the county and state levels. Through our integrated data warehouse, we can furnish service details for municipal-ity franchise agreements and tonnage for all locations managed by WMAC. Our technology improves the accuracy and timeliness of reports, offering insight into all environmental solutions we manage for small and medium businesses and municipalities.

The City of Oakland will benefit from our Customer Reporting to provide insight into:

- Service usage
- Environmental and sustainability analysis to maximize diversion
- Service optimization

- Summary billings
- Location-level detail
- Aggregation across multiple time periods
- Export and download of data and charts

Customized Reporting Enabled by “Big Data”

In order to help the City of Oakland reach its diversion goals, WMAC has the ability to utilize our fully integrated systems to produce specific information requested by the City. These reports could range from trending what services or products Oakland residents have used throughout a year in order to better predict the specifications of the City’s next waste contract, to providing Oakland with a detailed analysis of how each of its residents is tracking to the City’s waste production goals. WMAC can query commercial, roll-off, residential and multifamily data and produce multiple reports based on the City’s needs. Whatever customer and WMAC-specific data the City of Oakland needs, we have the capability to provide it.

A Day in the Life of an Oakland Resident

Serena moves to Oakland



Serena is currently a resident of Los Angeles and has Waste Management service at her home. She is planning a move to the City of Oakland in about two weeks. She’s up late packing when it occurs to her that she has not yet set up a cancellation of her services for her LA residence. Given the time of night, she decides to try going to Waste Management’s website to schedule the cancellation of her Los Angeles service in preparation for the move.

Upon entering the site, Serena remembers that she has not yet paid her bill. She quickly views her bill and makes an electronic payment before proceeding with her cancellation.

Serena moves on to the cancellation and populates all necessary dates/information to cancel her service. She is then presented with the option to schedule service setup for her new residence in the City of Oakland. Throughout Serena’s history with Waste Management, she has primarily produced a small amount of trash and a large amount of recycled material and organics. Accordingly, she is presented with customized service options for her new residence, as well as a Bagster Bag and Bulky services to help her prepare for her move.

Serena is unfamiliar with the Bagster product and wants to quickly talk to somebody about it to ask a couple of questions. She sends an instant message to her designated WMAC chat representative, and they talk through whether Bagster would be a good fit for her.

Serena wraps up her online order and thinks to herself how easy the cancellation/setup process was. She notices an optional survey on the website and decides to quickly log her feedback, then gets back to packing.

Serena's First Service Week in Oakland



Serena is getting settled into her new house in Oakland and checks the mail for the first time. She finds a welcome packet from WMAC and the City of Oakland, outlining her service days and holiday schedule. She notices that her first service day is Wednesday and makes a mental note to set her trash out on Wednesday morning before leaving for work.

Wednesday morning, Serena is rushing to get out the door for an 8 a.m. meeting. While sitting in the meeting, it hits her that she completely forgot to move her carts to the curb. From her welcome packet, she knows her truck is scheduled to be in her area by mid-morning, but she is stuck in her meeting and won't be able to do anything about it before then. She then remembers that she saw in her welcome packet that Waste Management has an iPhone app! She finds the app and downloads it to her phone. Using Track My Driver, she is able to see that her driver has not yet made it to her house. As she continues to navigate around the app, Serena finds that she can actually create a note directly to her driver to request that he pick the cans up from behind her house. She creates the note and is hopeful that everything went through okay.

That evening, Serena arrives to her home. To her satisfaction, her carts have been emptied and neatly replaced at the back of her house. What a relief!

Serena Goes on Vacation

Serena's been working hard at her new job in Oakland and decides she wants to get away for the summer. She opts for a tour of Europe, and will be out of the country for almost three months.

Her first Wednesday in Europe, something feels off. She realizes that it is her regularly scheduled pickup day, and she has not called to place a seasonal hold on her services. Even though she liked the ease of use of the mobile app, she opts to go back to the website, since her cell phone doesn't have service overseas.

Serena is able to quickly update her account with the start and end dates of her seasonal hold. While she is on her account, she notices a feature that she hadn't seen before. It's a graph of her waste output against the rest of the residents in Oakland. She is also presented with suggestions as to how she can continue to minimize waste, which she notes.

Serena's Service Interruption

A month after Serena comes home from her vacation, there's a big storm in Oakland. There is damage to some of the roadways, preventing access to several streets in Serena's area. Luckily, nobody was hurt. Serena goes about her business as usual, pulling her carts to the curb the next morning before trying to find her way through a detour to get to work.

She returns home later that evening to find her carts still full sitting at the curb. Frustrated by this, she makes a hasty FaceBook update describing the scenario. Before eating dinner, she walks over to her home's answering machine and plays her messages from the day. She realizes that WMAC tried to call a couple of times with details about the service interruption.

The next day, a WMAC employee is reviewing his Waste Management social media alerts when he reads Serena's post. He promptly investigates the situation and finds that service alerts went out; however, WMAC only has Serena's home phone on file. He leaves Serena a message in her email and on her home phone with an apology and a request for a preferred contact number. Upon receipt of the messages, Serena logs back into her mobile application and updates her information successfully.

A Day in the Life of a City Staffer

Bill, the newest staff member of the City's Public Works Department Solid Waste & Recycling Program, wants a quick understanding of what services WMAC provides to the City of Oakland. He reaches out to Jason, the WMAC Contract Compliance Supervisor and liaison to the City of Oakland. Jason offers to come to Bill's office to set up an account on the WMAC Oakland City portal and walk him through the portal and the city contract. (See "Tailored Web Capabilities" for the portal overview and capabilities.) In the portal, Bill is able to review key operational and financial statistics for residents, businesses and the City of Oakland.

After the walk-through, Bill asks for two additional reports that he feels he will need on an on-going basis. Jason shows Bill how he can get the first report by using the *ad hoc* reporting already offered. Jason also lets him know that since the second report requires exposing additional internal data and working with IT, Jason will have it available in two weeks.

While the City appears on track to meet its diversion goals, Bill challenges Jason to come up with options to exceed their goals. Jason suggests additional communication and incentives that can be offered to City residents. Bill approves the additional communication and incentives but wants to be able to evaluate the effectiveness of the campaign. Jason directs Bill to the Marketing section of the portal, where he can view data on the campaign. Bill adds the campaign to his portal home page so he can monitor it daily and downloads the portal app on his smartphone. He also sets up daily email and text alerts so he stays on top of developments and can be more effective in his job.

A few months later, Bill is invited to the Mayor's annual holiday party. The Mayor asks him about his new role. Bill uses the portal app on his smartphone to show how the City is on track to meet its diversion goals and, based on the effectiveness of the recent campaign, may actually exceed the goals.

Torrential Rain

Bill is sent a text by GreenOakland.com that there is a major storm likely to hit Oakland next week and last for two days. He sees that Jason has already set up a meeting with him the next day at 8 am to review contingency and communication plans. Bill logs into the portal to prepare for the meeting. Based on available weather data, the service interruption section of the portal estimates that 30-40% of the city's customers will be affected and it could take two days for WMAC to catch up. The system also predicts that there will be an additional 12000 requests to pick up fallen trees and debris, based on historical data. Bill does what-if scenarios (storm lasts for four days, the storm is of higher category than predicted etc.) to understand the worst case.

The next day, Bill and Jason compare scenarios and prepare a report to the mayor. They also agree on the communication that needs to go out to customers. That evening, Bill receives a confirmation email with details of the communication that includes the number of emails, text messages, outbound calls and customer views of the portal.

At the end of the first day of the storm, Bill reviews how the projections matched against actual service interruption. He sees that the storm's intensity has subsided and that WMAC is projecting that 90% of the customers will receive service the next day up from the original 50% projection. The next day, he views WMAC's progress by monitoring the following:

- # of trucks behind schedule
- # of customers impacted by delay
- # of missed pickups
- # of ad-hoc requests for pickup
- # of complaints

He joins the scheduled daily conference call with Jason to review the plans for the rest of the week. The Twitter and Facebook feeds that are available on the portal allow Bill to listen' to his customers in real-time.

Regular Service Review

It's Friday again and time for the weekly City of Oakland and WM Customer Service update. The meeting starts out as usual, reviewing the key weekly operational, call center, and customer stats, as well as customer survey responses and driver compliments/complaints. Finally, they get to Jason's favorite part of the meeting, the weekly WM/City of Oakland social media trends. Most of the posts are positive, but one catches Bill's eye.

For the third week in a row, there is a post about City of Oakland residents not knowing how to dispose of their CFL bulbs. Bill requests that Jason pull all of the posts about CFL bulb disposal.

The following Monday, Jason presents Bill with the report and they talk through the results. There have, in fact, been quite a few people calling in for the service. They discuss service options that would be most beneficial to residents and the City of Oakland. Jason leaves the meeting with an action item to put together a proposal.

Later that week, Jason returns with options. They settle on Waste Management's mail-in LampTracker™ recycling service and develop an action plan to contact those customers who requested the service.

One month later, following the roll out of the new service, Bill and Jason are in their regular service review. Again, the topic of CFL bulb disposal comes up on the social media trends report. This time, it's from a customer who raves about how awesome the new service is!

A Day in the Life of a Business Owner

Tom runs a small home improvement construction company in Oakland. He received a call from Serena, who recently moved from Los Angeles, to renovate her basement. Based on the Tom's assessment, Serena's basement has cement boards with asbestos, which require special disposal.

Tom calls WMAC and is connected to Brenda, a CSR. Brenda asks him for the estimated volume of waste, predicted types of material, preferred frequency of pickup, and his preferred service days. Based on the information provided by Tom, Brenda outlines Tom's options. They agree that two temporary roll-off containers would be the best fit—one for the hazardous asbestos and the other for general construction debris. Brenda tells Tom about the WMAC smartphone app that has additional information about handling asbestos and other construction materials. She informs him that metals, rebar, asphalt, concrete, brick and stone, cardboard, wood, plastics, drywall/gypsum, acoustic tiles, glass, carpet, plaster, ceramic tile, insulation and shingles can be recycled—ensuring we make C&D recycling easy-to-use, cost-effective and compliant with both your project plan and city ordinances. compliant with both his project plan and city ordinances.

Serena loves the idea that most of her construction debris will be diverted for reuse or recycling and that the hazardous material will be disposed in compliance with local, city, state and federal environmental laws. Serena gives Tom approval to start the project.

Tom calls WMAC back to confirm the quote he received. He has done business with WMAC before, and based on his communication preferences, WMAC emails him a copy of his contract. Tom signs it electronically on his smartphone and confirms that his credit card on file can be used for payment. He also adds Serena's contact information to the contract.

Four hours prior to the delivery of the containers, Serena and Tom receive email and text messages. Serena is at work when she receives the message and won't be able to make it home in time. She asks Tom if he can meet the drivers at the house, but he is also busy. Serena text messages a reply to request a later delivery time and quickly receives a text confirmation with her new ETA.

A few days later, Tom realizes that the general construction debris container is full. He logs into his WMAC smartphone app, selects the appropriate contract and requests a pick-up. The app tells him that WMAC will pick up and drop off a new roll-off container within the hour. Fifteen minutes prior to the pick-up and as soon as the container is picked up Tom and Serena receive a text confirming the events. Two days later, Tom finds himself in the same situation and again requests a pickup.

During his initial sales consultation, Brenda noted that Tom projected he would need pickup once every two weeks. The system flags that Tom has requested two pickups in just one week, and a sales rep calls

Tom back to ensure he is happy with the size of his containers. Upon consideration, Tom concludes that he is in fact outputting more waste than he had expected, and the rep and Tom decide to “right size” his containers and exchange them for larger ones.

As the demolition progresses, Tom checks the WMAC smartphone app for hazardous material classifications. The knowledge base provides him with a wealth of information on how to dispose of the material appropriately.

Tom and Serena also get an emailed report detailing how much material was picked up and what percentage was diverted for reuse and recycling. They also receive a link to a customer service survey.

Serena tweets about how great a job the City of Oakland and WMAC have done in helping her clean up the mess in her basement.

5.5 COMMUNITY OUTREACH STRATEGY

Proposers shall provide a detailed public awareness plan that specifies the methods and public education materials that will be used for program start-up and throughout the first eighteen (18) months. Specific attention should be given to methods that achieve high participation and Diversion in Organics Material Collection programs, City special events, and on-going “how to” promotions. This will be appended as part of the signed Mixed Material and Organics Collection Services Contract. If the proposer is proposing on Service Groups 1 and 2, the proposer must describe any change or improvement that combining these services will provide.

The City of Oakland is a recognized leader of sustainable initiatives, serving America’s most diverse city. As an early champion of the plastic bag ban, Oakland instituted the Bring Your Own Bag campaign, long before it became a ubiquitous slogan of many retailers. Similarly, staff introduced a dynamic MFD recycling campaign before AB 341 was enacted. Oakland’s Zero Waste RFP is the latest example of the City’s leadership.

Throughout these and many other initiatives, including the 2005 residential single-stream recycling roll-out, WMAC collaborated with the City to ensure materials were diverted and processed for the highest reuse. As a result, tonnage sent to the landfill was reduced from 400,000 tons in 2005 to approximately 185,000 tons today. Oakland boasts a diversion rate of 65%.

Today, WMAC is poised to help Oakland reach its Zero Waste goals by employing a multi-faceted outreach campaign designed to change behavior through targeted, culturally sensitive and tested methods. We have engaged the services of two local experts, Oaklandish and Cascadia Consulting Group, contingent on the award of the contract to assist with the design and roll-out of the Outreach campaign.

- Oaklandish works to spread the word about what’s good in Oakland. It started in 2000 as a wild public art project with the aim of celebrating “local love and original Oakland charm.” Today, it has grown into a design collective known for its t-shirts, community work, and branding projects for local partners like the Oakland International Airport, Brown Sugar Kitchen and Waste Management of Alameda County. Oaklandish will provide the marketing creative, including logo, branding, social media and website design. A creative, unifying force Oaklandish transcends neighborhoods to celebrate the people, places and events that are uniquely Oakland and is the perfect marketing partner for Oakland’s Zero Waste outreach campaign. The company is also a certified B Corp, meeting the highest standards for socially responsible business practices.
- Cascadia Consulting Group (Cascadia) is a national leader in developing and implementing innovative zero waste programs. Its team brings experience working in every major metropolitan region along the West Coast--from Los Angeles to Vancouver, British Columbia--to assess potential, shape strategies and implement community outreach programs to move toward ambitious waste reduction, recycling, composting and zero waste targets. It has a wealth of research knowledge and best practices as well as local experience. Cascadia has an Oakland office and staff that are currently providing technical assistance for the StopWaste.org Business Partnership Program in Alameda County. Cascadia will provide pilot projects design, implementation and evaluation assistance.

Behavior change is the cornerstone of sustainability and is a key priority. It's the only way to drive real results and enact lasting change. Throughout this Zero Waste transformation, Oakland residents and community groups will be actively engaged in the process to affect tangible results. The City's voice will resonate at the forefront of environmental and economic stewardship. Youth, disadvantaged and displaced workers and others will acquire new skills through positions ranging from community outreach ambassadors and pre-apprentice training for potential Waste Management jobs to summer youth employment and social media videographers.

Changing behavior on a broad scale is not simple; it takes more than conventional outreach approaches like advertising, distributing brochures and writing newsletters. Together, the City and WMAC have already picked the low-hanging fruit. To reach Zero Waste, we will have to embark on a targeted outreach campaign with "boots on the street" and district-by-district strategies that target material streams for diversion and motivate lasting behavioral change.

Summary of Outreach Plan

WMAC's Community Outreach Plan is structured as follows:

- Our Vision
- Dedicated Program Manager
- Our Strategy - Holistic Approach to Drive Zero Waste--Six Key Steps
 - Understand Council District profiles, Needs and Opportunities
 - Target Sectors and Streams for Maximum Results
 - Engage Vital Community Partners
 - Mobilize Zero Waste Ambassador Corps Provide Job Training
 - Incentivize Participants
 - Utilize Technology and Social Media Platforms
- Community Outreach Timeline
- Listing of Potential Outreach Pilots
- Ongoing Evaluation
- Benefits of Combining Service Groups
- Budget outlined in Table 3, detailing the budget for the transition and on-going expenses

Our Vision

WMAC is the only company that understands the City of Oakland well enough to implement a grass roots campaign that transforms the City--neighborhood by neighborhood, business district by district, building by building--into a place where zero waste behaviors are the norm. We've spent the last 100 years building a strong foundation. Now, with this aggressive Zero Waste RFP, we've taken the opportunity to analyze that foundation and tailor improvements that will take us to the next level.

Community based social marketing (CBSM), based on thorough research, best practices, pilot programs, and subsequent analysis, are the fundamental basis of WMAC's approach for Oakland. The framework for our campaign is based on The Six Steps for Community Based Social Marketing, as adapted from *Fostering Sustainable Behavior*, by Dr. Doug McKenzie-Mohr, environmental psychologist, and founder of community-based social marketing.

Figure 12. Six Steps for Community Based Social Marketing

Six Steps for Community Based Social Marketing

Adapted from Fostering Sustainable Behavior by Dr. Doug McKenzie-Mohr



To ensure maximum impact of our strategies and underlying activities, sustainable behavior change in Oakland, WMAC in collaboration with the City and Cascadia will implement a wide variety of pilot programs targeted toward a range of sectors and waste streams during 2014, following final award of the contract. As illustrated by the Six Steps of CBSM, carefully researched and targeted pilot programs with pre-defined goals and outcomes for objective analysis of effectiveness are key to creating lasting, adaptable and relevant education and outreach strategies to promote behavior change. We will regularly review pilot results with City staff to refine our approach to ensure successful roll-out following the July 1, 2015 contract start date.

Dedicated Program Manager

To ensure the success of the proposed Outreach Program, WMAC will dedicate a full-time program manager to coordinate all aspects of this multi-faceted program. In keeping with our Local Hire commit-

ment, the program manager will be an Oakland resident with previous experience in the areas of community organizing and environmental stewardship. We will recruit this individual following our selection and the final negotiations of the contract.

Our Strategy

Overview - The outreach strategy that we have developed is the first of its kind on this scale - we combine conventional outreach strategies with community based social marketing. Utilizing the overarching framework of the Six Steps for Community Based Social Marketing, WMAC has identified four major strategies to implement a successful grassroots full-scale change campaign in Oakland. Figure 1 illustrates these four strategies and how they will transform the Oakland community into a global zero waste leader. The graphic provides a holistic visual of what our plan will accomplish by integrating demographics, segments, community and economic components. All these components need to be present for the community outreach plan to be successful and reach the ultimate goal of changing behavior and driving the zero waste strategies through grassroots efforts that will increase the “buy in” and “stick factor” of change.

Key Strategies of Community-Based Outreach Campaign

1. Understand Council District profiles, needs, and opportunities
2. Target sectors and streams for maximum return
3. Engage Vital Community Partners
4. Mobilize Zero Waste Ambassador Corps and Provide Job Training
5. Incentivize participants
6. Utilize technology and social media platforms

Drive Behavior to Achieve Measurable Changes in Diversion- As shown in Table 5.5.1, our outreach approach is intended to achieve measurable diversion across each of the four waste sectors included in the RFP. Diversion estimates are based on results achieved in comparable communities in the U.S. and abroad. The table was developed using outreach/behavior change-specific tonnage estimates (separately from collection and processing) based on in-house and published research so that the tonnage estimates have integrity.

The method we used to develop the diversion estimates are outlined below.

1. Applied 2008 Alameda County waste characterization data to current tons disposed as listed in the RFP:

Sector	Oakland Tons Disposed - 2011	% Recyclable (AC WCS 2008)	Oakland Tons of Recyclable Material Disposed - 2011	% Organics (AC WCS 2008)	Oakland Tons of Organics Material Disposed - 2011
SFD	61,406	29%	17,504	56%	34,299
MFD	32,165	34%	10,962	51%	16,368
Commercial	79,996	31%	24,796	40%	31,998
City	9,733	31%	3,017	40%	3,893

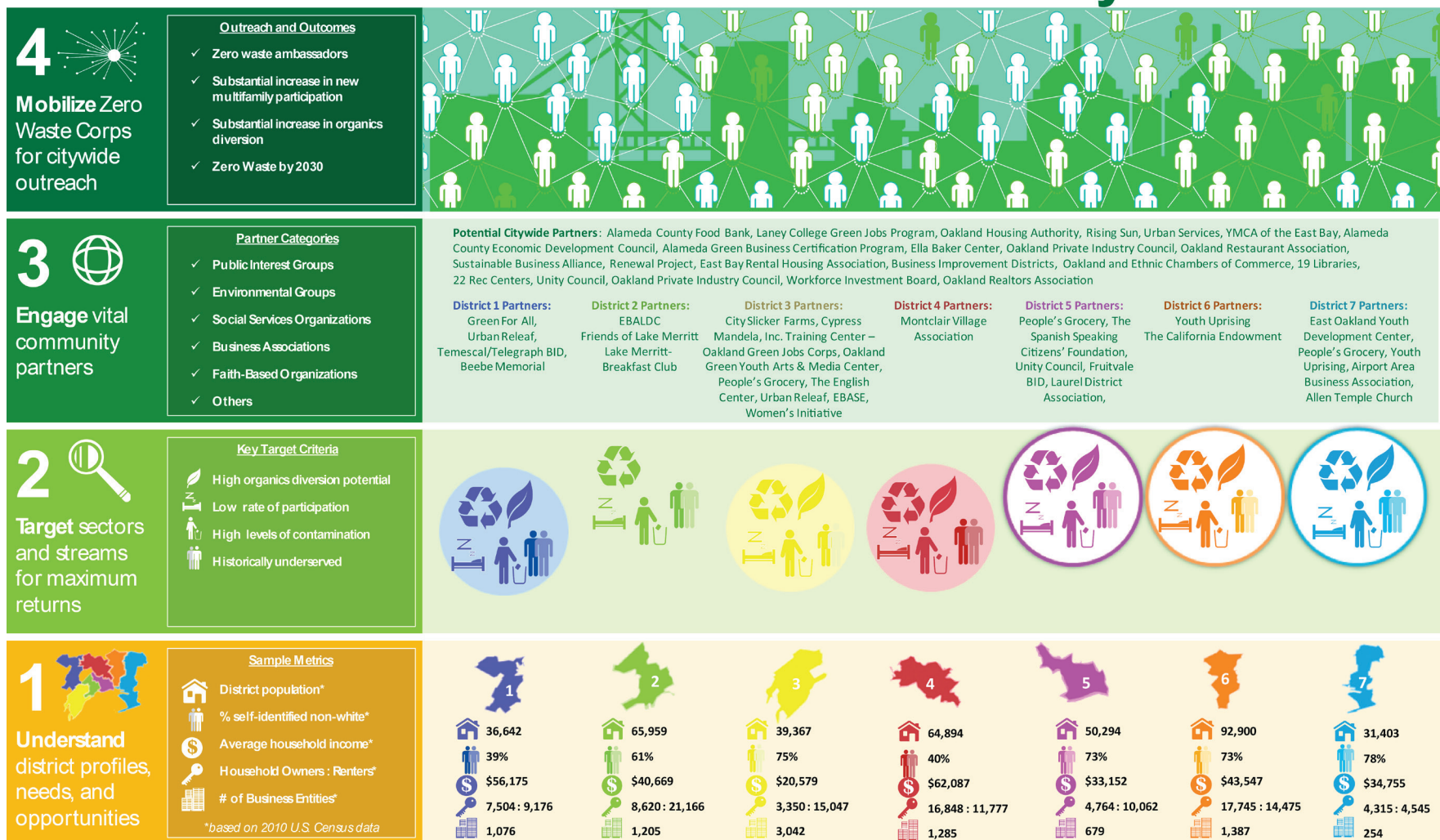
Sector	Oakland Tons Disposed - 2011	% Recyclable (AC WCS 2008)	Oakland Tons of Recyclable Materi- al Disposed - 2011	% Organics (AC WCS 2008)	Oakland Tons of Organics Material Disposed - 2011
	183,300		56,279		86,559

2. Modeled changes in disposed tonnage over time based on population growth (Oakland population projections here: http://www2.oaklandnet.com/Government/o/CityAdministration/d/EconomicDevelopment/s/MerchantOrganizations/DOWD008095_)
3. Applied the following factors that influence the amount of recyclable and organic materials captured by sector as a result of public education programs:
 - Participation Rate (Households/units participating in public education program)
 - Efficiency (% of targeted material participating households/units put into the recycling or organics bin)
4. Applied company and industry knowledge of similar processing operations first within WMAC, second in California, third on the west coast and finally through N. America, and checked outcomes for reasonableness in recovery technology and outreach programs.

Participation and efficiency rates are based on a combination of Cascadia's primary and secondary research as well as actual results from outreach programs.

Figure 13. Holistic Strategy to Drive Zero Waste

A grass roots, community-based social marketing outreach strategy to achieve Zero Waste in the City of Oakland



Step One. Understand Council District Profiles, Needs and Opportunities

Mere speculation about what motivates people to engage in certain activities, such as recycling, composting, or making green purchasing choices won't produce a successful CBSM campaign. Thorough research, conducted by Cascadia, is needed to understand the benefits that motivate various demographic groups in the City, as well as to understand the barriers that hold them back. To better understand the key motivators and barriers that affect the diverse population of Oakland, WMAC will utilize the following activities:

Translate Waste Management's decades of experience designing, implementing, and evaluating zero waste outreach programs across the country based on CBSM principles to Oakland where applicable. Waste Management has spearheaded innovative residential, commercial, and municipal multicultural outreach programs with clients in all major metropolitan regions on the West Coast--from Los Angeles and the Bay Area to Portland, Seattle, and Vancouver, BC. As a company we have years of relevant experience, and a deep archive of best practices. We've seen what's been effective in certain communities, and not so much in others. Working with Cascadia and City staff, WMAC will leverage this vast database of resources to match best practices with the appropriate communities in Oakland.

Conduct community research to uncover personal motivations and priorities for a diverse range of demographics. WMAC is suggesting a combination of market research methods, including focus groups, surveys, and in-home ethnographic research. The research will focus on understanding customer knowledge and awareness of target diversion and zero waste behaviors. Barriers and motivations will also be addressed through this research.

Community-Based Social Marketing Research on Seattle Area Multifamily Customers

As part of a multi-year project aimed at improving recycling outcomes in the multifamily sector, Waste Management Northwest and Cascadia conducted international case study research and coordinated on-the-ground field work in Snohomish and King Counties to inform the development and implementation of innovative multifamily recycling pilot projects. Based on this on-the-ground field work, WM used social marketing research techniques to study the recycling behaviors, motivations and barriers of multifamily residents and property managers in the project area. In the coming year, WM will design, implement, and evaluate pilot projects based on a selection of the strategies identified through international research and tailored to address the specific behaviors and barriers of the target population. The results of the pilot projects will provide valuable insights for recycling programs throughout the West Coast.

This work is also contributing to a larger statewide multifamily recycling research effort led by the Washington State Recycling Association that is poised to identify best practices for improving outcomes in Washington and throughout the Western U.S.

Another valuable tool is waste characterization studies to profile the materials generated by sector and at the individual business or MFD level. Cascadia brings Oakland access to the most comprehensive characterization database in the country, with data for more than 50,000 sorted material samples from across the U.S. Where data gaps exist, in-field research will help to verify customer information, such as participation and contamination rates. WMAC will work with the City to determine the extent to which this research is needed and desired.

Armed with the research findings, WMAC in collaboration with the City and the respective Councilmembers will refine its outreach strategies for pilot projects, target customer groups, and performance goals.

Step Two. Target Sectors and Streams for Maximum Diversion Return

It is clear from our experience in Oakland that one size does not fit all. An effective CBSM strategy is targeted to specific sectors and waste streams. Based on the priorities of the City's Zero Waste RFP, we will focus on the following sectors and waste streams to maximize diversion.

Multi-Family Dwellings

The MFD sector represents a tremendous opportunity to dramatically impact diversion. The City of Oakland has 3,503 multifamily buildings with a total of 57,414 units. Nearly 80% of the buildings have 20 or fewer units. Based on our experience in Oakland and surrounding cities, we have found that residents in buildings with 20 or fewer units are more likely to adopt source separation for both recyclables and organics. A couple of factors contribute to this. One, most buildings this size do not have trash chutes; a feature that hinders source separation. Two, there is usually less amity among residents which helps to foster peer-to-peer support for recycling. These 2,811 buildings represents a significant and immediate diversion opportunity.

Size	Total Number of Buildings	Units Per Group	Percentage of Total Buildings	Percentage of Total Units
All	3503	57414	100.0%	100.0%
5-10 Unit Buildings	2101	13825	60.0%	24.1%
11-15 unit buildings	418	5293	11.9%	9.2%
16-20 unit buildings	292	5194	8.3%	9.0%
21-50 Unit Buildings	532	16122	15.2%	28.1%
51-100 Unit Buildings	113	8045	3.2%	14.0%
101-200 Unit Buildings	33	4885	0.9%	8.5%
201+ Unit Buildings	13	4050	0.4%	7.1%

Working with the East Bay Rental Housing Association, we will design a pilot program to introduce source separation collection services to its Oakland membership with buildings with 20 or fewer units.

Barriers to implementing successful MFD programs in larger buildings include high resident turnover and low property manager buy in. We will also work with community groups to reinforce the behavior. To help overcome these barriers, WMAC plans to build on existing relationships and successful programs already implemented in the City by a variety of community groups. One potential partnership is with the YMCA of the East Bay. Its "Healthy Living" program reaches multifamily residents throughout the City and targets resident in West and East Oakland through its Urban Services in collaboration with the Oakland Unified School District (OUSD).

The OUSD - YMCA Collaborative brings on-site health and fitness programs such as community gardens, physical activities and other extracurricular programs to impart a healthy living lifestyle to families and students. The majority of the families who participate in these programs live in MFDs. In discussions with the YMCA, we propose to expand the definition of Healthy Living to include discussions around the impact of recycling/organics and purchasing habits on an individual's health. The premise is that healthy eating--including fresh fruits and vegetables--not only improves your health, it helps the environment by producing less packaging waste. Purchasing habits also contribute to a healthier lifestyle. By choosing tap water, instead of bottled water or bulk packaged goods instead of individual serving packages, consumers will save money and the environment. These behavioral changes align with zero waste goals. The YMCA also promotes physical activities such as walking, biking, interactive sports. Another engagement activity could be a "litter walk." We would incorporate a beautification litter campaign, incentivize, and reward community groups that log the most miles and collect the most trash. This helps to reinforce the environmental benefits of Zero Waste and Oakland's beautification campaign.

Other potential partners with whom we've initiated conversations are The California Endowment to leverage its Healthy Communities campaign in East Oakland, Youth Uprising to develop educational videos and East Bay Asian Local Development Corporation to reach its tenants. Additional outreach activities will be tailored based on WMAC's best practices research, including MFD resident recycling champions, door-to-door outreach, convenient and attractive on-site collection stations, and in-home kitchen pails and recycling tote bags. These methods have been shown to achieve the highest participation and diversion results in leading communities from Seattle to London.

Organics Recycling

For the mixed materials and organic streams, we propose focusing outreach efforts on the largest generators of organic discards, particularly in the large multi-family buildings. There are nearly 700 buildings with 51 units or more for a total of 33,102 units. These buildings represent a significant portion of organic materials destined to the landfill.

WMAC offers a unique solution that bridges the desire for source separation by residents and the reality of container space and garbage chute limitations as well as resident apathy. All mixed materials collected at MFD dwellings that do not institute the three cart system will be processed at the Davis Street permitted Mixed Material Recovery Facility (MMRF). The MMRF ensures that organics and recyclables are diverted for higher reuse and only residuals are transferred to the landfill. It is a Zero Waste "safety net," because there isn't a one-size fits all solution to reaching Oakland's diversion goals.

Another area rich in organic materials is the commercial sector, in particular restaurants, produce wholesalers and retailers. Our outreach team brings a strong understanding of these customer groups, specific solutions to barriers and motivations unique to the organics stream, and experience increasing customer participation in organics zero waste programs. For example, in the commercial sector our experienced team members have successfully:

- Educated food service businesses (FSB) on procurement, storage, and kitchen prep best practices to eliminate food waste at the source
- Leveraged technological solutions, such as LeanPath, an automated food waste tracking system that has cut customers' waste by as much as 80%; for FSBs to track discard quantities in the kitchen
- Connected wholesalers and retailers with food banks, meal programs, and soup kitchens to safely donate surplus food to those in need.
- Trained and equipped hundreds of FSBs of all sizes and cultural backgrounds to compost organic discards that are not suitable for donation, recommending on-site options where feasible.
- Closed the loop by bringing compost made from recycled yard debris and food scraps back on-site for business and community use.

Businesses

WMAC will target and provide on-site technical assistance to businesses with high diversion potential. Businesses will be grouped by business district and outreach staff will deliver on-site technical assistance, such as audits, trainings, internal containers and signage, and offer public recognition for diversion achievements (i.e., zero waste window clings). We will work with business organizations to help deliver the Zero Waste message via newsletters, membership meetings, website links and more. Among the organizations we will target are the Oakland and ethnic Chambers of Commerce, Business Improvement Districts and the Community Benefit Districts.

We will also reach out to the loose network of mobile food vendors and farmers markets to be sure they are diverting food scraps for composting. WMAC will leverage existing tools from the U.S. EPA, Natural Resources Defense Council, LeanPath, and Portland's Fork it Over program to promote food waste prevention.

Events "Zero Waste Community Events"

Community events are a fantastic opportunity to highlight sustainable practices at a variety of venues and to a wide range of audiences. The City of Oakland already has a well-developed Zero Waste Event Toolkit, Recycling at Large Event in Oakland: A Compliance and Planning Guide. WMAC proposes to build on this sound approach by providing additional resources. As part of the proposed Oakland Zero Waste website described in Section 5.4, Customer Service, a portion of the website will be dedicated to Zero Waste Community Event Planning.



Keep Oakland Beautiful Great American Cleanup at Verdesse Carter Park.

This one-stop shop website will provide event planners with the City's guide along with an online calculator to help them determine the size and quantity of collection containers, recycling signage and

access to staff to assist with material sorting and customer education at the event. The site will also include the phone number and email of a WMAC Sustainability Coordinator to answer any additional questions about planning for a Zero Waste event. To help promote this service, WMAC proposes a link from City department websites, Chambers, the Oakland Convention & Visitors Bureau and more to ensure event planners have ready access to the information. The website lends itself to easy updates to ensure Helpful Hints are timely and the information is always relevant.

Supporting Oakland Beautification

Community cleanups provide a valuable service to Oakland residents, and are already well established in the City. WMAC will build on this successful program to take it to the next level by:

- Extending existing services to provide additional collection containers to qualifying non-profits that host community cleanup events.
- Allocating WM EarthCare™ compost and mulch products for public space and community beautification. These contributions would be in addition to the compost give-back quantities required in the RFP.
- Targeting partner organizations with similar goals, such as Adopt-a-Spot, Keep Oakland Beautiful, Friends of Oakland Parks and Recreation and various Creek Restoration Organizations.

SFDs and Other Traditional Sectors

While WMAC's Community Outreach approach focuses on new priority targets to reach previously underserved populations, it is also very important to continue education and outreach to SFDs and other traditional sectors and waste streams, like single stream recycling and other continued diversion programs like bulky item collection. To maintain and build awareness in these sectors, WMAC will engage in a variety of activities as outlined in Table 3, Suggested Outreach Pilots.

Step Three - Engage Vital Community Partners

Sociological research suggests that many of our decisions are strongly affected by a process known as social diffusion. In contrast with non-personal sources of information, such as brochures or advertising, conversations that we have with others, and particularly with those whom we trust and perceive as similar to ourselves, have an inordinate influence. Therefore, to successfully influence decisions and behaviors in the Oakland community, it is vital to engage established community partners that are well-regarded and have a direct line on the pulse in the communities they serve.

In addition to the community and business organizations mentioned earlier, WMAC will reach out to a diverse network of organizations such as the Oakland Unity Council, Oakland Realtors Association, and Friends of the Gardens at Lake Merritt to engage them in promoting the principals of Zero Waste to their membership.

Celebrating the diversity of Oakland and reaching out to various communities is an important part of our Outreach strategy. Oaklandish provides both social media and grassroots venues for reaching a cross-section of Oakland residents and businesses.

We will leverage our deep knowledge of and connections in the Oakland community to hit the ground running to affect meaningful change over time. WMAC brings a number of strong and established relationships working with organizations on community events such as Keep Oakland Beautiful Clean Up Days, East Bay Regional Park District Martin Luther King Jr. Service Day and Creek to Bay Clean Up events, National Night Out block parties, Oaktobefest in the Diamond, Rebuilding Oakland Together restoration events, Habitat for Humanity projects and many more. Each of these events and organizations provides a venue and audience for Zero Waste outreach. We will engage with these and other community partners to move towards a zero waste Oakland together.

Step Four - Mobilize Zero Waste Ambassador Corps and Provide Job Training

Behavioral change research demonstrates that the major influence upon our attitudes and behavior is not the media, but rather our contact with other people. The actions and attitudes of our friends, neighbors, and perceived social groups play an important role in influencing our own behaviors. To effectively leverage these community norms and affect change on the ground, WMAC will put together a robust grassroots campaign. It will include activities that provide many benefits to Oakland, including job creation and training, incentives and education to bring the zero waste message to the diverse Oakland community.

Job Creation and Training -The Zero Waste Ambassador Corps will be the heart of the grassroots Zero Waste campaign. Membership will be comprised of young people, business leaders and community activists. They will be volunteers as well as paid positions, depending on the job. Being a member of the Zero Waste Ambassador Corps will be a sought-after position and a symbol of one's commitment to greening Oakland and achieving zero waste.

WMAC will build on existing relationships with community-based partners, such as Cypress Mandela, Laney College, and YMCA of the East Bay to enhance local green jobs training programs and provide zero waste ambassador employment opportunities for interns and graduates. The ambassadors will serve as our boots on the ground, delivering outreach services to and influencing behaviors within their community.

WMAC will recruit, train, and mobilize this corps of zero waste community ambassadors through our community-based partners. Ambassadors will deliver outreach services in their homes, apartment buildings, workplaces, neighborhoods and events. The corps will be comprised of both volunteer and hourly staff, based on responsibilities, time commitment, and performance in meeting outreach targets. Interns and volunteers will gain on-the-job training and transferable soft and hard skills. We have included a budget for ambassador positions that will be paid for via grants and stipends to our community partners. We have begun conversations with The California Endowment to explore how we can leverage these funds to go further as zero waste creates healthier communities.

The Zero Waste Ambassador Corps will be recruited through:

- Local green jobs training programs
- Mayor's Summer Youth Program

WMAC is Committed to making the Vision a Reality - Creating Green Jobs

“Making Green Work: Best Practices in Green-Collar Job Training,” - Ella Baker Center for Human Rights, Green-Collar Jobs Campaign, 2010.

The Oakland Green Job Corps Program (OGJC) began in 2008 as a green-collar job training program enabling trainees to pursue jobs, primarily in the clean energy sector. The program is a partnership of Cypress Mandela, Laney College, and Growth Sector, and offers a 38-week college accredited job training program in partnership with local employers. Wrap-around social support services are also provided as an integral part of the program.

The Oakland Apollo Alliance, a OGJC employment partner “believes that Oakland can become a shining national example of a blue-collar town transformed into a green-collar powerhouse. Oakland can be a model sustainable city that creates high quality jobs for its residents while cleaning up the environment, improving public health and helping America achieve energy independence.”

WMAC wants to contribute to this vision. We are in conversation with OGJC program managers about expanding the curriculum and instruction to address zero waste. We also plan to dedicate zero waste ambassador positions for OGJC interns and graduates to build transferable skills and support them in their transition to permanent employment. This would likely happen through the Oakland Green Employer Council or Oakland Apollo Alliance, groups already partnered with this program.

In addition to generous seed funding from the City of Oakland, OGJC has benefitted from financial contributions from the State of California, federal Department of Labor, and Yahoo! For Good grants. As federal stimulus funds are set to sunset in the summer of 2013, WMACs is prepared to infuse financial support and zero waste job options for graduates whose energy-related opportunities may be more limited.

- WMAC and City staff networks
- Signups from the communications campaign activities and kick-off events.
- Proactive recruiting via community-based, environmental, and other related organizations

We will work with our community partners to facilitate an intake process with each ambassador to understand their skills and interests, community connections and influence, geographic location, and ties to specific sectors or buildings targeted for outreach. This information will inform their assigned responsibilities and outreach focus as well as the focus of their training.

All ambassadors will be required to complete a zero waste ambassador certification program designed by our team. The training will likely cover:

- The City’s zero waste hierarchy and goals for outreach efforts
- The important role of the corps of Oakland zero waste ambassadors.
- New contract services and options, including all sectors and material streams
- Special services and material streams, including illegal dumping, HHW and sharps collection, electronics recycling, and community clean-up
- Information on Oakland customer knowledge, barriers, and motivations
- Communications campaign and resources available to customers
- Frequently asked questions from customers

Based on interests and skills, ambassadors will be assigned to perform specific outreach tasks--from administration and direct customer outreach to staffing events and evaluating data and results.

WMAC intends to reward star ambassadors for their good work. We envision accomplishing this through recognition events, performance incentives, rewards programs, and good old-fashioned hand-written

thank you notes. Our community partners will compensate their ambassadors based on a stipend or grant provided from our Outreach budget.

WMAC will also partner with local green jobs training programs to help build local green job capacity. Examples of these programs include the Oakland Green Job Corps and SEE Green Careers. Key partner organizations would likely include Cypress Mandela, Laney College, Oakland Private Industry Council, Spanish Speaking Citizens' Foundation, The English Center, and Urban Services YMCA. Please see above for more details on the Oakland Green Job Corps program and our ideas for partnership.

Step Five - Incentivize Participants

Incentive programs help to drive behavior as proven in communities around the country. One such approach could be to recruit block leaders, similar to political campaigns, to mobilize their neighborhoods in maximizing diversion. Working with our community partners, WMAC will provide training, supplies, block and in-home events to educate selected neighborhoods on zero waste behaviors. (Waste Management has partnered with the City of Seattle on a similar program.)

National Night Out would be a natural partner to kick-off this campaign. In 2012, 605 block parties were held in Oakland. Neighborhoods that reduce waste disposal the most over a designated time period will receive rewards. Rewards would be directed toward projects that benefit the collective community, such as improvement projects for parks or public places.

Reward Individuals - Through the nine Business Improvement Districts and Community Benefit Districts, a campaign can be launched to encourage businesses to adopt Zero Waste practices along the same lines as Clean Streets/Clean Storefronts. They will be provided a window decal and randomly will be selected to receive OaklandGrown.com rewards. A program for single family residents could be similarly designed along the lines of StopWaste.Org's "Ready, Set, Recycle!"

Diversity - "Multi-Cultural How-To Videos for a Personalized Appeal." WMAC will work with Youth Uprising, an existing outreach partner, to create online zero waste how-to videos for use in direct one-on-one outreach, trainings, at events, and for other outreach purposes. Videos will be designed in a way that is culturally relevant for diverse Oakland viewers as well as to address community values such as cleanliness, preventing illegal dumping and litter, and building community pride. Some could focus on single family and multifamily residential audiences, while others more on businesses. All will be available on the Zero Waste website. We would also work with our ethnic chamber partners to ensure the videos are designed for their constituents.



Bring Zero Waste to the Community - Modeling the successful Oaklandish campaign, WMAC will work with the City, Oaklandish, business districts and City Councilmembers to design Zero Waste messages and images to hang in empty storefronts. These posters will serve to educate, inspire, and equip targeted communities to adopt desired behaviors. Storefronts will be designed to reflect the overall zero waste brand developed in Step 6.

Customer Service Strategies - As noted in Section 5.4, Customer Service, WMAC will deploy numerous tools and technology to drive behavior to achieve zero waste strategies. We plan to work with Oaklandish and City staff to create a website design interface that captures the excitement of the Oakland Zero Waste endeavor. The integrated customer experience will ensure that all customer touches deliver consistent messaging to support zero waste efforts.

Step Six - Utilize Technology and Social Media Platforms

Zero Waste Branding and Communications Campaign - Our team will collaborate with the City to develop a creative and locally relevant branding and communications platform to inform all program communications. Based on the platform, our team, led by Oaklandish, will develop new logo, look-and-feel, and tagline that will speak to City residents and businesses in a meaningful way about zero waste. Logos and brand messaging will guide website development, advertising, social media as well as community blog posts, posters at our zero waste storefronts, and other communication channels to receive feedback from the community.



Collection trucks can be moving billboards for zero waste

We will ensure the campaign is appropriate and engaging for the diverse cultures represented in Oakland. In addition to the MM&O/RR material streams, the campaign will address HHW, electronics, illegal dumping, and sharps. Our team will look to innovative campaigns from other parts of the country and abroad, such as the food waste prevention campaign highlighted in the text box below.

Key elements of our branding and communications campaign include the following.

- **Website:** A website designed to engage a diversity of customers and prompt them to take zero waste actions. WMAC envisions a highly interactive site that takes advantage of new technological opportunities for better engaging with customers, such as video, games, and custom tools. WMAC will also leverage and coordinate with existing online tools that align with Oakland's goals, like StopWaste.

Org's "Ready Set Recycle" game. The site will also be designed for easy viewing on handheld devices, such as cell phones and tablets.

- Apps, social media, and other innovative online communication formats that reach large numbers of Oakland residents and businesses
- Diverse Communication Channels: TV, print, radio, online, billboards, signs on public transit, and others. WMAC will provide City staff sufficient time to review and approve all media relations activities per the contract requirements.
- Collateral Materials: Engaging, highly visual, and multicultural collateral materials developed in conjunction with the City and distributed to all of Oakland's residents and businesses. Materials, such as brochures and zero waste guides will be developed according to the City's contract requirements for language translation, recycled content, the City's hotline number and logo, and ADA needs. Drivers and customer service staff will serve as an extension of our outreach team, and will be trained and equipped with materials as appropriate. Automated Reminders - An automated series of reminder phone calls, emails, and/or text messages as well as billing inserts will be deployed to prepare customers for service changes in advance of the July 1, 2015 contract start date. Between now and then, WMAC will conduct customer outreach to determine their preferred form of communication. Multilingual and TDD services will be provided wherever needed to ensure equal access to the outreach services.
- Booths and outdoor media at local public and business events, high traffic intersections and public places, farmers markets, flea markets, swap meets, and places that reach large numbers of Oakland residents and businesses.
- Community Outreach Events - Informational updates at regularly scheduled community, business, and environmental group meetings throughout Oakland. Include a community calendar on the Oakland Zero Waste website to encourage attendance.
- Speakers Bureau - WMAC staff and volunteers will be trained to speak about Oakland's Zero Waste campaign. We will actively promote the speakers bureau to business and civic organizations as well as to the Oakland Office of Adult Education as a topic in the "English as a Second Language" course.

WMAC will work in conjunction with the City to finalize the communications and branding campaign methods, materials, activities, and associated budgets.

Outreach Impact on Diversion

Based on the activities and programs outlined in our outreach plan, we expect to drive diversion in multiple streams and sectors. The table below tracks with our Diversion Plan in Section 5.3 and provides benchmarks for each stream and sector over the life of the contract.

Table 31. Annual Tons Diverted Contributed to Public Education Programs

Program Type - Sector and Material Stream	Annual Diversion for Public Education Programs														
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
SFD Recyclable Materials (Single Stream)	290	310	330	360	380	410	430	450	480	500	530	550	580	600	630
SFD Organic Materials	790	860	930	1,010	1,080	1,150	1,230	1,300	1,370	1,450	1,530	1,600	1,680	1,760	1,830
MFD Recyclable Materials (Single Stream)	180	200	210	220	240	250	270	280	300	320	330	350	360	380	390
MFD Organic Materials	380	410	450	480	510	550	580	620	660	690	730	760	800	840	880
Commercial Recyclable Materials (Single Stream)	640	700	770	840	900	970	1,040	1,100	1,170	1,240	1,310	1,380	1,450	1,520	1,590
Commercial Organic Materials	840	940	1,030	1,130	1,240	1,340	1,440	1,540	1,650	1,750	1,850	1,960	2,070	2,170	2,280
City Recyclable Materials (Single Stream)	40	40	50	50	50	60	60	70	70	80	80	80	90	90	100
City Organic Materials	70	80	80	90	100	110	120	130	130	140	150	160	170	180	190
	3,230	3,540	3,850	4,180	4,500	4,840	5,170	5,490	5,830	6,170	6,510	6,840	7,200	7,540	7,890

Community Outreach Timeline

The timeline below chronicles the activities of WMAC's community outreach plan, as well as key milestones from the transition period through the first 18 months of the contract.

As the incumbent hauler in Oakland, WMAC will be ready on day one to begin setting up our program. Immediately following a contract award, WMAC will hire a program manager to manage the outreach plan. Working with Cascadia, Oaklandish and City staff, we can begin to design and implement pilots and programs, such as site visits and website development. We will also begin working with community partners to hire our Zero Waste Ambassador Corps. Starting in 2014, we will begin to identify zero waste storefront locations and design cart swap and new service public education materials. The updated brand platform and supporting campaign materials will begin development. The branded marketing campaign and trained Zero Waste Ambassador corps will be ready to start promoting new contract changes a full year prior to the contract start date.

Following the contract start date, WMAC will continue to implement, administer, evaluate, and improve pilot programs. Effective pilot programs will be expanded and extended as applicable. We will continually train our zero waste ambassadors, form new community partnerships, and maintain a presence at City events.

Please see Figure 2, Outreach Timeline, for more information.

Table 32. Detailed Timeline

WMAC proposes the following timeline to accomplish the transition and ongoing outreach activities as proposed in this section.

OUTREACH TIMELINE																																																	
		2013												2014												2015												Ongoing (2015-2025)											
Steps	Outreach Activities	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec		
0	Conduct Pre-contract pilots and corps program																																																
1	Clarify outcomes, behaviors, audiences																																																
2	Refresh Best Management Practices and fill in Oakland info gaps																																																
	Best practices research																																																
	Local market research																																																
	Characterization targeting analysis																																																
	In-field research																																																
3	Develop brand platform																																																
4	Launch kick-off events																																																
5	Execute multi-media campaign																																																
	Interactive website																																																
	Social media																																																
	Other collateral materials																																																
	Automated calls/emails/text messages																																																
	Community booths																																																
	Presentations																																																
6	Develop zero waste ambassador corps/partnerships																																																
7	Design and test pilot outreach strategies																																																
8	Ongoing outreach																																																
	Select pilots to expand																																																
	Continue research																																																
	Recommend & launch new pilot projects																																																
	Grow ambassador corps & job training opportunities																																																
	Continue & grow outreach efforts																																																
	Nurture partner organization relationships																																																
	Further integrate with related programs/efforts																																																
	Maintain presence at City events																																																
	Activities in Progress																																																
	Action/Milestone																																																

Complete Listing of Potential Outreach Pilots “Confirming Effectiveness”

Table 3, Suggested Outreach Pilots, presents a broad listing of potential outreach pilots by waste sector and material stream.

By structuring our program around pilot campaigns, followed by thorough evaluation and relevant expansion, the City and its ratepayers are getting the most bang for their buck. Pilots ensure that the cost effectiveness, viability, flexibility and relevance of outreach programs are maximized before rolled out on a large scale. Implementing pilots will help boost diversion in the long run by identifying the activities that are producing desired results and which have a viable return on investment.

The following outreach activities will be considered for pilots. WMAC will collaborate with the City for the final pilot selections. We are planning for at least two pilots per Council District (residential, multi-family, etc), plus one city-wide pilot during the transition period. We aim to

advance the body of zero waste knowledge through our work with the City of Oakland. For this reason, we propose publishing the results of pilot projects wherever feasible to drive excitement.

We also propose a kick-off event to coincide with the new contract in July 2015. The venue, format and partners for the event will be developed in conjunction with City staff and Oaklandish.

Table 33. Suggested Outreach Pilots

Outreach Activities	Suggested Outreach Pilots Summary Description	Sector				Material stream			
		SF	MF	Comm	City	Mixed mats	Organics	Recycling	Other (bulky, sharps, HHW, electronics, etc.)
Citywide Kick-off Event	Inaugurate the Zero Waste campaign in July 2015 with a citywide kick-off event that showcases Oakland's diversity, community support and Oakland commitment to Zero Waste.	X	X	X	X	X	X	X	X
Recruit ambassadors from community-based organizations	Recruit Oakland zero waste ambassadors from community-based organizations in districts throughout the city. Provide grants or stipends to partner organizations to compensate ambassadors.	X	X	X	X	X	X	X	X
Web-based reward game	Use a web-based game to educate ambassadors, pilot participants, and potentially the public at large on zero waste. Every time a player completes 1 level of the game, they receive an opportunity to pledge to take a new zero waste action or receive incentives, such as Oakland Grown gift cards or Oakland Bucks.	X	X	X	X	X	X	X	X
Zero Waste jobs partnership with CA Endowment	Explore partnership with the California Endowment to promote Zero Waste and healthy communities, with specific focus in East Oakland. Would likely focus on illegal dumping, litter removal, and community cleanup. Seek to leverage Outreach funds for job training and employment.	X	X	X	X				X

Outreach Activities	Suggested Outreach Pilots Summary Description	Sector					Material stream			
		SF	MF	Comm	City	Mixed mats	Organics	Recycling	Other (bulky, sharps, HHW, electronics, etc.)	
Multifamily partnership with Oakland Public Housing Authority	Conduct pilot projects with OPHA, with specific focus on historically underserved multifamily buildings.		X			X	X	X	X	
Zero waste neighborhood-based rewards program	Incentive program that rewards customers on the same collection route for reducing MM without contaminating the organics and recyclables materials streams. Reward points could go to purchases at local businesses, arts, and cultural organizations. Funds could also be used for community improvement projects like illegal dumping and litter mitigation. Community gardens/ murals	X				X	X	X		
Door-to-door outreach	Target customer groups with the greatest diversion potential; i.e., multi-family buildings, commercial properties, and City departments. Pilot and then implement successful strategies more broadly. Outreach could include distributing educational materials, providing in-home or on-site business training, delivering on-site waste assessments, providing on-site composting lessons, gaining reduce and reuse pledge signups, and more.	X	X	X	X	X	X	X		

This page contains Waste Management company confidential and proprietary methods, work product, and information and therefore is not subject to disclosure.

Outreach Activities	Suggested Outreach Pilots Summary Description	Sector				Material stream				
		SF	MF	Comm	City	Mixed mats	Organics	Recycling	Other (bulky, sharps, HHW, electronics, etc.)	
Multifamily resident zero waste champions	Champions receive incentives for signing up to be stewards of their multifamily building's zero waste program. Responsibilities of champions would be determined by WMAC and the City. WMAC would provide support through the zero waste ambassador corps. Incentives could go to purchases at local businesses, arts, and cultural organizations.		X			X	X	X	X	
Single-family zero waste block leaders	Block leaders receive incentives for signing up to be stewards of their neighborhood block zero waste program. Responsibilities of block leaders would be determined by WMAC and the City. WMAC would provide support through the zero waste ambassador corps. Incentives could go to purchases at local businesses, arts, and cultural organizations. Technology tools like nextdoor.com could be used to facilitate neighbors connecting with neighbors.	X	X			X	X	X	X	
City zero waste department leads	Department leads receive incentives for signing up to be stewards of their department's zero waste program. Responsibilities of department leads would be determined by WMAC and the City. WMAC will host symposiums similar to OUSD Green Gloves to train zero waste leaders. Incentives could go to purchases at local businesses, arts, and cultural organizations. WMAC would propose hosting annual meetings for recognizing star performers and share best practices and tips with peers.				X	X	X	X	X	

Outreach Activities	Suggested Outreach Pilots Summary Description	Sector					Material stream			
		SF	MF	Comm	City	Mixed mats	Organics	Recycling	Other (bulky, sharps, HHW, electronics, etc.)	
Zero waste business leaders	Business leads receive incentives for signing up to be stewards of their business or commercial property's zero waste program. Responsibilities of business leaders would be determined by WMAC and the City. Incentives could go to business or community improvement projects, arts, and cultural organizations. Business leads could be recognized through industry groups, chambers, and by Oakland's elected officials.			X		X	X	X	X	
Community Beautification with Raiders, Warriors, or A's	Partner with local teams to sponsor community beautification projects. On game days, host "Zero Waste Challenge" with give-aways.					X	X	X	X	
Neighborhood cleanup events	Partner with neighborhood organizations to lead cleanup efforts related to illegal dumping, litter removal, and graffiti abatement. Donate hauling services and WM EarthCare compost and/or mulch for 501-c-3s. Incentives could be made available for those who contribute a minimum number of hours. These events will also provide opportunities for engaging with customers on adopting zero waste behaviors.	X	X	X	X				X	
Keep It Clean/Fight Graffiti	Provide kits to MFD to decorate dumpster to make areas more inviting and artistic. MF building champions would be provided with kits upon request and residents would be encouraged to work together on a dumpster décor project. Competitions and rewards could be involved. Provide spray cans of green paint to businesses so they can keep their bins free of graffiti.		X			X	X	X		

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Suggested Outreach Pilots		Sector				Material stream			
Outreach Activities	Summary Description	SF	MF	Comm	City	Mixed mats	Organics	Recycling	Other (bulky, sharps, HHW, electronics, etc.)
Zero waste public demonstration sites	Work with community groups to create public displays in high traffic places to engage and educate the public on the benefits and ease of adopting zero waste behaviors, addressing key customer barriers and motivations.	X	X	X	X	X	X	X	X
Events zero waste toolkit	Expand upon the City's existing Events Guide, to provide an online calculators to determine numbers of bins, a searchable database for best practices and recoverable food packaging options, bin stations including multilingual signage, and a zero waste public education booth, where desired. Provide sustainability coordinator to answer questions via e-mail or phone.	X	X	X	X	X	X	X	
Community closed loop gardens	Partner with groups such as Keep Oakland Beautiful, Oakland Parks and Recreation, Oakland Community Gardens, OUSD school gardens, and the Bay Friendly Program to create and expand closed loop community gardens by providing compost, educational displays, and training by zero waste ambassadors.	X	X	X	X		X		
Zero waste business districts	Partner with Business Districts and Chambers to deliver multilingual/multicultural outreach services district by district, provide zero waste toolkits, refer businesses to related utility or conservation programs. Sharefunding opportunities by combining outreach with other environmental programs, such as Bay Area Green Business and PG&E commercial energy efficiency programs.			X		X	X	X	

Outreach Activities	Suggested Outreach Pilots Summary Description	Sector					Material stream		
		SF	MF	Comm	City	Mixed mats	Organics	Recycling	Other (bulky, sharps, HHW, electronics, etc.)
'Food: Too Good to Waste' campaign	Apply EPA's Sustainable Food Management: 'Food: Too Good to Waste' toolkit as part of a pilot project, and expand effort more broadly if successful.	X	X				X		
Commercial surplus food rescue	Explore a surplus food rescue program with the Oakland Restaurant Association. Second Harvest, Alameda County Food Bank, and the Health Department are all viewed as key stakeholders to involve in the discussion.			X			X		
Commercial food waste prevention	Leverage StopWaste.Org grant funds dedicated to preventing food waste in commercial settings. Consider utilizing technologies, such as LeanPath to measure reductions in food waste generation. Develop case studies and/or guidebooks for Oakland's food service industry.			X			X		
Bulky item sales/swaps	WMAC would work with the City to utilize existing websites, such as freecycle and Craig's List to sell or donate bulky items suitable for reuse.	X	X	X	X				X
Zero waste public cultural events	Make zero waste ambassadors available to staff sorting stations and provide zero waste information at high attendance community events, such as Art Murmur, Eat Real Festival, Art and Soul, Dunsmuir Hellman Historic Estate events, City of Oakland Parks and Rec programs.	x	X	X	X	X	X	X	X

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Outreach Activities	Suggested Outreach Pilots Summary Description	Sector					Material stream			
		SF	MF	Comm	City	Mixed mats	Organics	Recycling	Other (bulky, sharps, HHW, electronics, etc.)	
HHW Education	Promote safe collection or drop-off services for sharps, HHW, electronics, and bulky items. Host special drop-off events in Council Districts. Ensure all customer communication channels include information about how to handle these materials at the end of their useful life.	X	x						X	
Stop illegal dumping campaign	Promote See Click Fix webpage on Zero Waste website. Distribute Bagster to multifamily properties for hosting scheduled cleanup events. Explore other district-specific services.	X	X	X					X	
Develop and launch a zero waste apps	Leverage Apps under development at Waste Management to include an image recognition recyclable item database or a zero waste behavior tracker tool. Apps will link with social media sites wherever possible.	X	X	X	X	X	X	X	X	
Supply multi-family food pails	Provide Oakland zero waste branded food pails for MF residents to transport materials to designated collection points.		X			X	X	X		

Ongoing Evaluation

WMAC is committed to bringing innovation and ingenuity throughout the contract to transform the Oakland community into a global zero waste leader. We will also employ efficiency effectiveness principles for continuously monitoring and improving Oakland's zero waste outreach efforts. A nimble, easily adaptable program is key to maintaining and growing participation in Zero Waste programs. Based on the success of the pilot projects, WMAC will collaborate with the City to review outcomes and identify those strategies best suited for broad scale implementation because they are predicted to accomplish the following:

- Results - Yield the most promising and lasting zero waste behavior change outcomes,
- Needs - Meet needs of historically underserved communities,
- Goals - Achieve these goals at the least cost to the City and its ratepayers.

WMAC will take the following steps to thoroughly analyze pilots to identify successful strategies to implement broadly.

Strategy	Description
Ongoing research	Monitor customer knowledge, and barriers and motivations to increasing the adoption of zero waste behaviors annually.
Recommend and launch new pilot projects	Further City's zero waste goals through the adoption of desired behaviors by City residents and businesses.
Sustain and grow the corps of zero waste ambassadors and job training opportunities	In addition to growing partnerships with local green jobs training programs, we will continue to recruit, train, and motivate ambassadors from the community at large. Additionally, WMAC may consider recruiting public or private sponsors to help support individuals or groups of ambassadors.
Continue and grow outreach efforts	Target all City Council districts and focus on target groups that meet City-specified priorities. Meet relevant contract requirements including bill inserts, bulky item collection notices, and compost give-back events.
Nurture relationships with community-based partner organizations	Regular outreach and communication, publicly recognizing key partners, volunteer contributions, and sponsorship. Seek endorsements from influential organizations and sponsorship for job training and ambassadors.
Integrate and leverage related City and regional environmental, community, or jobs programs	Cost effectively further program reach and achieve broader sustainability goals
Maintain strong presence at high-impact City special events	Deliver public outreach, hosting displays and booths, and offering fun, interactive games and hauling trucks to attract more customers
Sustain communications and outreach campaign	Keep brand consistent and fresh over time, build out new website content and functionality, and keep collateral current, engaging, and maximizing new media opportunities.

Strategy	Description
Measure and report on key performance metrics	<ul style="list-style-type: none"> Align with City goals and the Oakland zero waste hierarchy, Target strong diversion potential, Identify low participation areas, Target high contamination area, Leverage influential community partners or ambassador corps, Reach historically underserved communities, Identify synergy and potential to pool resources with regional agencies, environmental groups, or other City programs.

Benefits of Combining Service Groups

- Combining the outreach services for MM&O and RR collections offers significant economies of scale, efficiency and direct benefits to both City staff and Oakland residents. From a purely logistical point of view, the combined services provides a “one stop shop” for all zero waste programs and service questions. Residents, community partners and businesses will know there is one hauler responsible for helping them achieve zero waste. There will be clear, consistent messaging, branding and program offerings plus only one phone number to call with service inquiries.
- This holistic approach will benefit the adoption and maintenance of zero waste behavior, leading to early and sustained diversion. It will also maximize the \$1.5 million budget for the first 18-month transition period and the ongoing outreach budget. By coordinating outreach under one service provider with a dedicated Project Manager, synergies will be found, existing programs will be leveraged and community partners will have one point of contact for supporting zero waste in their neighborhoods.
- For the community, one provider allows for more engaged civic partnerships with a trusted partner vested in Oakland. WMAC will provide educational resources and adeptness to foster community pride grounded in compassion and respect of Oakland’s communities from Montclair (Oaktoberfest) to International Blvd (Cinco de Mayo) to East Oakland (East Oakland Youth Development Center) and West Oakland (City Slicker Farms). Additionally, selecting WMAC as the single provider, provides more opportunity for us to tap our network of operations to identify potential local job opportunities and apprenticeship training with our labor partners. Our legacy in the community combined with our role in the Zero Waste initiative allows us to continue expanding nontraditional alliances with groups such as the Martin Luther King Jr. Freedom Center, founded by Congresswoman Barbara Lee to promote non-violence amongst our youth in Oakland or the Oakland Workforce Investment Board “One Stop Shop.”
- For City staff one provider saves valuable time and results in direct savings. Working with a single provider means staff only has one monthly meeting to discuss the zero waste program, has only one diversion report to review and only one vendor to contact in the event a Council member, business or resident calls with a service issue. Staff is already aware of the time lost sorting out customer confu-

sion in West Oakland where WMAC collects trash and organics and another vendor collects recyclables.

- One collector also means that diversion efforts are targeted and coordinated for MFD and other high-volume, low-participation customers. Providing a single voice and directions to MFD property owners will ensure greater participation. Coordination of bin placement, collection days and waste audits will provide better service, consistent monitoring of zero waste participation and ultimately higher diversion. Further, WMAC offers the safety net of the Davis Street Mixed Materials Recovery Facility to process both MM&O and RR materials collected from customers with high contamination or poor participation to ensure the highest reuse and diversion.
- The selection of WMAC to provide both MM&O and RR collection and outreach provides the City with the best partner to achieve zero waste. We have the local knowledge, community relationships, collection resources and processing capabilities to launch and execute a zero waste campaign to reach Oakland's goals in advance of 2030. As the incumbent, WMAC is also able to begin piloting zero waste programs in the seven council districts, working with community and business organizations in advance of the July 1, 2015 contract start date. This seamless approach will enable the City to launch its Zero Waste initiative on July 1, 2015 to tremendous fanfare throughout the state, country and even the world. WMAC will begin working on the City to implement the outreach strategy as soon as the final contract negotiations are completed.
- The City of Oakland and WMAC have a long history that in the end facilitates the launch of this ambitious Zero Waste initiative. Our staffs have worked together to achieve 65% diversion and the implementation of numerous curbside recycling and special collection initiatives. We understand the diversity of the City, its unique districts and the communities that make Oakland great. With the help of Oaklandish and Cascadia, in collaboration with City staff, we have the talent to create an outreach program that will drive diversion and put Oakland on the map as the first Zero Waste city with model programs and measurable, transparent results

Table 34. Community Outreach Budget

The proposed budget is a working document to be refined in collaboration with City staff, Oaklandish and Cascadia as the final pilot programs and outreach activities are defined.

Budget Item	MM&O		RR		TOTAL		Notes
	Transition	Ongoing	Transition	Ongoing	Transition	Ongoing	
Oakland-based zero waste ambassadors and green jobs training program partnerships	\$ 200,000.00	\$ 140,000.00	\$ 130,000.00	\$ 750,000.00	\$ 330,000.00	\$ 215,000.00	Includes grant funds, and 1 FTE program manager; ambassador job responsibilities will include delivering outreach and education at events and on-site, door-to-door with residents and businesses, pilot projects, working City events, and supporting other outreach activities
Green jobs training program partnerships	\$100,000.00	\$70,000.00	\$35,000.00	\$40,000.00	\$135,000.00	\$110,000	Stipends, training material, equipment/tools, recruitment
Multi-media campaign	\$ 200,000.00	\$ 70,000.00	\$ 100,000.00	\$ 50,000.00	\$ 300,000.00	\$ 120,000.00	Includes Oaklandish as professional partner leading marketing aspects of campaign; campaign itself includes brand and logo development, website, social media, advertising, kick-off and other community outreach events, presentations at meetings and videos/social media by Youth Uprising and other organizations
Civic Engagement	\$70,000.00	\$90,000.00	\$25,000.00	\$25,000.00	\$95,000.00	\$115,000.00	Community Capacity building, educational program development, zero waste incentive grants/prizes
Planning, coordination with City and partners, evaluation, and reporting	\$ 50,000.00	\$ 30,000.00	\$ 20,000.00	\$ 20,000.00	\$ 70,000.00	\$ 50,000.00	Includes Cascadia to provide planning and coordination with City and community partners; annual performance reviews with community-based partners and other subcontractors; work with City to develop program evaluation methods, diversion and other performance metrics, and reporting frequency and format; coordinate and leverage other local and regional zero waste and sustainability-related efforts (i.e. StopWaste.Org, Bay Area Green Business, etc.)

Budget Item	MM&O		RR		TOTAL		Notes
	Transition	Ongoing	Transition	Ongoing	Transition	Ongoing	
Outreach supplies and collateral	\$ 130,000.00	\$ 50,000.00	\$ 70,000.00	\$ 20,000.00	\$ 200,000.00	\$ 75,000.00	Supplies includes kitchen pails and tote bags upon request and as giveaways at events, event-related and other outreach supplies; collateral includes printing and distribution costs, using an Oakland-based vendor for: 3 sets of service brochures - 1 per sector, quarterly billing inserts, annual collection service notice, 2 bulky goods mailers. All materials will be provided in English with Spanish, Vietnamese, and Chinese translations available. Includes training videos by Youth Uprising
Pilot project research, implementation, and evaluation	\$ 70,000.00	\$ 50,000.00	\$ 30,000.00	\$ 20,000.00	\$ 100,000.00	\$ 70,000.00	Pilot selection process with City and stakeholders; Market research to inform outreach strategy selection in a way that is appropriate and effective specifically for Oakland residents, businesses, and City employees; Transition period: Up to 2 pilots project per sector and 1 citywide pilot; professional consulting services to help design, manage, and evaluate pilots; pilots will be selected based on market research and City guidance; Ongoing: Up to 1 pilot per sector and 1 citywide pilot
TOTAL	\$820,000.00	\$490,000.00	\$390,000.00	\$250,000.00	\$1,210,000.00	\$750,000.00	

5.6 HHW

Proposers shall provide a subscription based Household Hazardous Waste (HHW) Collection plan that details the operations of the proposer's HHW Collection program. This service is supplemental to the Alameda County HHW collection program. The plan must include, but may not necessarily be limited to:

WMAC is the only company that provides a safe, convenient solution that meets all regulatory requirements for HHW and sharps.

A door-to-door household hazardous waste (HHW) program is defined in the Health and Safety Code as a program that permits a public agency to collect hazardous waste from homes and deliver that material to a Treatment Storage and Disposal Facility (TSDF) for recycling/disposal. There are several specific requirements in the regulations, which became effective January 1, 2012 with SB456.

A registered hazardous waste transporter operating under a permit-by-rule issued by the local Certified Unified Program Agency (CUPA) to the public agency may collect hazardous waste from homes, assuming the following regulations are followed:

- City EPA ID number must be used on uniform hazardous waste manifests created at the time the hazardous material is collected from the homes
- An inventory form must be prepared at each home listing the items collected
- Waste must be segregated on the vehicle
- Vehicle must be inspected by California Highway Patrol (CHP) and participate in the Biennial Inspection of Terminals (BIT) program
- Vehicle operator must have a hazardous materials endorsement on their drivers license
- Technician must have at minimum 24 hours HAZWOPER training
- Training for all aspects of managing hazardous waste must be documented
- Hazardous waste may transit a 10-day exempt transfer facility but cannot be consolidated or repackaged at a 10-day exempt transfer facility or any other facility unless it has a permit (e.g., TSDF, part B)
- Sharps are a regulated medical waste and must be collected by a registered medical waste transporter and transported at the end of the day to a medical waste transfer station or medical waste treatment facility
- Reports are due to the Department of Toxic Substances Control (DTSC) periodically listing all Uniform Hazardous Waste Manifests (UHW) used during the period

This section includes WMAC's approach to provide services for both HHW and Sharps collection.

Our plan for handling HHW, sharps and hard-to-recycle household items provides increased convenience and safety for the citizens of Oakland. WMAC's At Your Door service provides customers with practical solutions for a variety of materials while utilizing Alameda County's existing infrastructure and ensuring accessibility for every resident. Our unique service offering has been helping municipalities, government agencies, and the public for more than 16 years.

1. Acceptable and unacceptable materials;

Eligible Items for HHW and Sharps Program

WMAC will accept most ordinary household chemicals purchased by homeowners and residents at retail stores. Please see the detailed list below under Item 2. Note that this list is not inclusive of all materials accepted.

Collection Procedures

2. Procedures for Collection, estimate for annual number of participants, and point(s) of contact for Customers wishing to participate;

Convenient, Easy to Use Process—Customers can follow the easy process outlined below that ensures HHW and sharps are collected and processed safely, from the comfort of their homes.

1. Resident Initiates Collection

To schedule a pickup at their home, residents call a toll-free number or send an email to atyourdoor@wm.com. A trained Customer Service Representative (CSR) from our call center will answer the call or respond to the online request. The CSR will then record the name, address, and phone number for the resident; indicate whether the residence is a single- or multi-family dwelling; and record a short inventory of the material. Then, the CSR will discuss the program with the participant, including proper placement of the material on collection day.

The call center is available from 5 AM through 5 PM Pacific Time, Monday through Friday. Multilingual representatives are available. Also, for added convenience, there is an automated call system after hours and on holidays. The website is also available 24 hours a day to allow customers to request collections.

2. WMAC Schedules Collection

WMAC will schedule a pick-up date with the resident and give the customer additional instructions for placement at their door, in front of their garage, or—if it is a multi-family dwelling—in a safe location (never at the curb or on public property). That location is noted by the CSR for use by the customer service technician.

3. WMAC Provides Packaging Materials

Residents will receive a kit via U.S. Post from WMAC to package the material. The kit consists of a heavy bag, bag tie, labels (for material that is not already labeled) and an instruction sheet. The instruction sheet reiterates the collection date and items discussed with the CSR.

The quantity of material that can be collected at one time is limited to the items that can be placed into the kit bag along with the following items, which may be placed outside the bag:

- Up to one television, three vehicle batteries, eight fluorescent tubes and/or CFLs
- One computer system consisting of one each: CPU, monitor, keyboard, mouse, printer
- Up to 25 pounds of peripheral items, including items with circuit boards; e.g., CD-ROMs, DVDs, VCRs, CD players, telephones and related cords

All containers must have a label—placed by the manufacturer or the customer. In order to protect the environment and WMAC staff, containers must not leak. If a container leaks, participants are instructed to transfer the materials to a non-leaking container and label it. Additional instructions may apply based on applicable rules and laws.

4. WMAC Collects the Material

On the designated day of pickup, a customer service technician will arrive at the customer's home. He or she will inspect the material and package it based on hazard classification. In the event the materials are ineligible (e.g., unlabeled, leaking, commercial material), the resident will be contacted in person, by phone and/or a door hanger will be left with instructions. Residents do not have to be home for collections to occur.

5. WMAC Transports the Material

The WMAC driver will deliver motor oils, household batteries, CFLs and e-waste to WMAC's Davis Street Transfer Station for further processing. The remaining materials will be delivered to Alameda County's HHW drop-off center, located at 2100 E. 7th Street in Oakland.

Each facility will package and ship these materials separately for safe processing, recycling or disposal. We prefer to work with recyclers for all materials, if possible. If no recycling option is available, treatment or incineration may be necessary through EPA and Cal Recycle-approved facilities.

Materials Delivered to Davis Street

Davis Street Transfer Station accepts the following items through the HHW program:

Miscellaneous Household	Electronics
Household batteries	Televisions and monitors
Florescent tubes	Microwave ovens
Compact fluorescent bulbs	Computer towers and peripherals
High-intensity lamps	

Delivery by WMAC to Alameda County's Oakland Drop-Off Center

Under our agreement with Alameda County's HHW drop-off center in Oakland, WMAC will deliver those materials between the hours of 2:30 PM and 3:30 PM.

Under this arrangement, the Alameda County HHW program will accept the following materials (in sealed, non-leaking containers):

Garden Chemicals

Insect sprays
Weed killers
Other poisons, rat poison
Roach poison
Fertilizer
Herbicides

Swimming Pool Chemicals

Pool acid
Chlorine: tablets & liquid
Stabilizer

Automotive Material

Motor oil	Diesel Fuel
Antifreeze	Used oil filters
Waxes/Polishes	Transmission fluid
Cleaners	Windshield washer fluid
Brake fluid	Hydraulic fluid
Gasoline	Automotive batteries

Sharps

Syringes Hypodermic needles

Paint Products

Oil-based paint
Latex paint
Stripper
Stains
Caulking
Wood preservative
Glue
Thinner

Household Cleaners

Bleach
Ammonia
Floor stripper
Drain cleaner
Tile remover
Floor and tile cleaners
Rust remover
Driveway Cleaner

If services are offered on a subscription basis, it is WMAC's experience that the fully loaded cost to service a small percentage of users becomes expensive and has the inverse impact of reducing participation. We would anticipate a participation rate of less than .0015% of residential customers per year. A high subscription service fee and low participation would drive customers to either dispose of materials legitimately at the County HHW site, or illegally dispose of them in their MM&O and recycling containers, or elsewhere.

Public Education to Drive Awareness*3. Public education, and plans for public awareness of program;*

The Outreach Plan, provided above in Section 5.5, includes outreach for HHW and sharps. WMAC recognizes the importance of capturing these materials separately from Recycling and Mixed Materials and Organics carts to ensure the safety of the environment, our customers, employees and equipment. The HHW and sharps programs will be included in all collateral and appropriate outreach activities.

Reporting and Measuring Program Effectiveness*4. Procedures for documenting HHW Collection and plans for measuring program effectiveness
Participant Surveys*

WMAC is committed to the success of each aspect of the innovative HHW and sharps program laid out in this proposal. For all programs, we will seek feedback from customers and the City to ensure continuous improvement. A postage-paid card addressed to the sponsoring agency's program manager will be included in every kit sent to participants. The card lists multiple choice and fill-in-the-blank questions.

In the past, on average, we receive 15%-35% of these cards. From the comfort of their homes, residents fill in the cards, and their responses allow us to continually improve the program.

Reports

Every item collected from every home is logged on the inventory form used by our customer service technicians on-site. Monthly, Quarterly and Annual reports submitted to the City will include data from the HHW and sharps program.

Impacts on Alameda County HHW Program

5. Impacts on Alameda County HHW program, if any.

WMAC has worked closely with representatives at the Alameda County HHW program to develop this service offering for the City of Oakland. This program works in concert with, and benefits Alameda County's Oakland HHW drop-off facility by ensuring its constant use and providing residents with convenient, responsible methods for dealing with HHW and sharps.

Oakland currently calls for the service provider to service household hazardous waste and sharps on a subscription or on-call basis. To do this effectively, the service providers will need to be fully qualified under State of California and County regulations. Operations must also be serviced under current union labor agreements.

WMAC is a registered hazardous waste transporter operating under a permit-by-rule issued by the local CUPA to the public agency may collect hazardous waste from homes and meets all of the required regulations outlined in the beginning of the section.

There are additional requirements, including use of personal protective equipment and DOT requirements above those listed here. The key to successful compliance is a well-established system for the collection and movement of materials by highly trained individuals.



5.7 SHARPS COLLECTION PLAN

Proposers shall provide a subscription based Sharps Collection plan that details the operations of the proposers Sharps Collection program. The plan must include, but may not necessarily be limited to:

- 1. Procedures for Collection, and point(s) of contact for Customers wishing to participate;*
- 2. Public education, and plans for increasing public awareness of program; and*
- 3. Procedures for documenting Sharps Collection and plans for measuring program effectiveness.*

WMAC's response to Section 5.7, Sharps Collection Plan, is addressed above in section 5.6. Sharps are included in the materials that will be transported by WMAC to the Alameda County HHW program drop-off center in Oakland. All collection procedures, public education, and reporting and measuring plans described above apply to HHW and sharps.

5.8 EMPLOYEE AND LABOR RELATIONS

Proposers shall provide a detailed Employee and Labor Relations Plan to include the following:

5.8.1 HISTORY AS AN EMPLOYER

History as an employer;

WMAC has a long history of utilizing unionized labor for all facets of its operations, including collection disposal and processing. Currently, WMAC works with labor unions in Northern California designated as Local 1546 (Machinists), Local 70 (Teamsters) and Local 6 (Longshoremen). A description of the type of work each labor union employee is associated with, as well as the length of time WMAC has been working with each union, is listed in the table below.

Table 35. WMAC's Labor Union Affiliation History

Labor Union Affiliation	Type of Work Performed	# of Years of Affiliation w/WMAC	Contract Inception Year
Local 1546	Mechanical	54	1958
Local 70	Transportation/Drivers	47	1965
Local 6	Clerical, Landfill & Recycling	47	1965

Employees represented by Local 6, Local 1546, and Local 70 currently service Oakland customers each day. Relationships with these collective bargaining units stretch back over a generation. These men and women are our most important partners in delivering excellent service, day in and day, out to residents and businesses in Oakland. Our employees know their jobs well and are poised to continue to deliver their work for Oakland and WMAC.

Our history with these Unions ensures the continued rate stability and reliable customer service that the City of Oakland requires. Their involvement will positively impact performance, as these workers know our business, their jobs, their work sites, and what is expected of them. In fact, for many of these employees, securing the Oakland contract is vital to their job security, as they have been working for WMAC and for the City of Oakland for many years—much longer than can be expected in many companies today.

What's more, our team knows the City of Oakland, its streets, its customers, its unique challenges and its material. The services associated with the scope of this contract are not new. Our Union employees are familiar with navigating Oakland's streets and the challenges and obstacles they can sometimes face. Our employees have learned how to adapt and properly manage and navigate situations to provide optimal service delivery. Providing new service to a new city can come with a steep learning curve. Our employees need no time to familiarize themselves with the City.

Today, Waste Management of Alameda County is a different company than that one might recall, looking back five years ago. Our management has changed, our attitude has changed, and our processes for how we interact with our Union employees have changed. As a result, we have new people, new procedures, and new management to ensure our Union employees are part of WMAC—erasing the any “us” vs. “them” mentality. All of our employees understand that any work we do has to be performed well and is regarded as vital to the health of community, our company and our jobs. Thus, WMAC understands that our labor relations history

and relationship with our Union employees will only help us in our ability to perform well under the City of Oakland contract. In the end, these employees have been committed to serving the City for many years and are ready to continue that service for years to come.

5.8.2 WORKING CONDITION COMMITMENTS

Working condition commitments;

Our employees are essential to the success of our business, and we work hard to ensure we provide them with safe working conditions and the tools they need to succeed in their careers. We want to provide a clean and healthy workplace for our employees. Section 5.2.5 describes our Safety program and its successes in depth. Beyond Safety, we train all of our employees in our company Code of Conduct and utilize our Injury and Illness Prevention Program (IIPP) as a guide for ensuring we meet the standards of working conditions we have set for ourselves.

How Our Code of Conduct Guides the Way We Do Business

Each employee of the company, as well as all officers and directors, are given a copy of the Code of Conduct yearly. The Code provides standards for ethical behavior across the scope of our business, including providing equal employment opportunities, ensuring employee safety, maintaining quality in our services, honoring relationships with suppliers and vendors and complying with all applicable rules and regulations, including those related to bribery and corruption.

All employees receive training on the Code of Conduct when they join the company and periodically thereafter. The Code applies to all employees, and signed acknowledgments are required attesting that each recipient understands the responsibilities outlined. There is an affirmative obligation to report violations, and an anonymous and confidential Integrity Help Line is provided for employees to report concerns or violations. The Integrity Help Line reporting, annual Business Ethics questionnaire and whistle-blower processes established by the Code of Conduct are reviewed, audited and verified by an outside auditing firm. Amendments to the Code require Board of Director approval.

The IIPP outlines the strategies we use to ensure that working conditions at our facilities are second to none. Fundamental to these strategies are Communications, Hazard Assessments, Investigations, Hazard Corrections and Training and Instruction. Using these strategies, our employees and management work together to ensure WMAC facilities meet the goals we have set.

Communications guidelines review the methods for informing our employees about workplace safety and health issues. These include providing complete orientations for new employees, regularly scheduled staff safety meetings, and posted information. We also depend on employees to provide feedback around workplace conditions. Employees are invited to submit suggestions in person or anonymously to improve their areas and working conditions.

At least once per year, each job description is evaluated to identify potential hazards for each employee. As we recognize hazards, we work with employees and vendors to find solutions through additional personal protective equipment (gloves, glasses, etc.); structural changes (constructing barriers) or eliminating risks all together by changing job classifications.

Each employee is responsible for reporting unsafe working conditions or injuries immediately. This ensures accurate reporting and analysis of the root cause for the unsafe condition or injury. It also allows managers and employees the opportunity to take corrective action. Each corrective action is tracked to provide documentation to our regulators and assist, as necessary, in the treatment of injuries.

As hazards are mitigated and conditions are improved, we begin again with communications by providing employees information about new programs and equipment in place to ensure their safety and eliminate their exposure to risk.

Utilizing the Code of Ethics and the IIPP, WMAC and Waste Management continue our efforts towards world-class safety and an incident-free workplace. We are proud of our employees for their commitment to their safety and partnership.

Some of our workplace recognitions include:



For the last five years, Ethisphere has included Waste Management on its list of the “World’s Most Ethical Companies.” We are the only company listed in the environmental services category.

Creating a Good Place to Work

WMAC engages its employees through numerous activities, among them:

- **Barry’s Blog** - A monthly employee newsletter distributed in English and Spanish that focuses on individual, department and site achievements throughout our area.
- **Women’s Professional Network** - An in-house professional development organization, run by employees, to provide women at all levels of the organization with an opportunity to hear speakers on relevant topics and network with colleagues. Meetings are held six times a year, and the program has been in existence for five years.
- **Community Volunteer Activities** - During the work week, as well as weekends, departments or groups of employees volunteer at local community groups. Annually, we have volunteers for the Alameda County Food Bank, East Bay Regional Park Coastal Cleanup Day and Martin Luther King, Jr. Volunteer Day, Keep Oakland Beautiful events, Oakland Rebuild Together and many more. Most recently, employees raised over \$10,000, which was then matched by WMAC, for the American Cancer Society Making Strides Against Breast Cancer.
- **Employee Appreciation Events** - Throughout the year, at all our sites and offices, events are held to recognize and celebrate the tremendous contributions of our employees.

Mutual Respect

In working together, we emphasize teamwork, dignity, and mutual respect. We are fair, reasonable, and courteous in working with others. We value our differences.

Equal Employment Opportunity

Waste Management is an equal opportunity employer and is committed to an environment free from discrimination. It is the policy of the company and the responsibility of every Waste Management employee to treat our colleagues fairly, and with dignity and respect. We will provide equal employment opportunity for all persons by placing the most qualified person in each job, without regard to race, color, sex, sexual orientation, gender identity, religion, marital status, age, national origin, disability, veteran status, citizenship status, or other protected group status as defined by applicable federal, state, or local laws. This policy applies to, but is not limited to, hiring, placement, promotion, demotion, transfer, recall, recruitment, recruitment advertising, lay-off or termination, rate of pay or other forms of compensation, selection for training, and all other terms and conditions of employment. We will not tolerate discrimination of any kind.

Diversity and Inclusion



In 2007, DiversityRecruitersNetwork.org and City Career Fair Productions presented the Bay Area Diversity Spirit Achievement Award to WMAC in recognition of its actions in support of diversity in the community and workplace.

We aim to provide a positive workplace where all individuals may grow, contribute, and participate. We are committed to making sure that every person has an opportunity to succeed and grow, and to contribute to the overall success of our business. Each of us is responsible for creating a workplace where everyone is treated with honesty, dignity, fairness, and respect.

Harassment

Harassment is not tolerated at Waste Management. Waste Management employees, customers, vendors, and visitors are to be treated with dignity, respect, and fairness. Unwelcome, insulting, or offensive remarks or actions are simply not tolerated at Waste Management.

5.8.3 WMAC COMMITMENT TO LABOR PEACE

Assurances of its commitments to labor peace;

In order to promote a peaceful working environment, WMAC works hard to ensure that we communicate regularly with union representatives including Business Agents, Shop Stewards, etc. We have formal processes in place to ensure that all grievances, if any, are aired, and evaluated fairly. Regularly scheduled meetings take place to address all potential issues that arise and leadership is engaged early on to encourage harmony. Moreover, as new programs, organizational structures, or business activities are introduced and/or altered, WMAC works diligently with Union representatives to communicate these changes so that any concerns of the union employees can be addressed and that Union buy-in can be achieved peacefully.

**Felix Martinez, Business Agent & Marty Frates, Secretary-Treasurer
Brotherhood of Teamsters Local 70**

“While recent history seems to take us back to the 2007 Lockout many things have changed. The Union continues to believe that Labor peace is essential to the daily delivery of services to the residents of Oakland but the relationship between Local 70 and WMAC has changed considerably since the July Lockout of 2007. Changes in leadership in January 2009 resulted in a new attitude in labor and management relationships.”

Full letter is included in Section 3 Qualifications

Since 2009, under the leadership of Area Vice President Barry Skolnick, Waste Management of Alameda County has worked diligently to foster harmonious relationships with our Union leadership and employees. The following processes and procedures have been developed and implemented in collaboration with the unions to engender open dialog and positive relationships.

- **Dedicated Communication:** Information regarding any new or updated Waste Management programs flows from Area Vice President, Barry Skolnick, directly to the Shop Stewards, ensuring they understand the changes and can effectively communicate them to all union employees.
- **Customized Training:** Training is tailored to address questions we receive from our union employees, ensuring we prevent unnecessary issues from arising.
- **Strict Adherence to Grievance Procedures:** As described below, WMAC conducts weekly pre-grievance meetings in order to air and address concerns, issues, etc. and engages in a formal grievance process involving monthly grievance panels if issues cannot be resolved early on.

Under our current labor agreement with Local 70 (see Appendix C), Waste Management follows a formal grievance procedure to ensure we maintain a solid working relationship with union leadership and employees.

Grievance Procedure—Collective Bargaining Agreement with Teamsters Local Number 70

The grievance procedure is intended to be the primary form for resolution of any grievance, money claim, or dispute covered by the collective bargaining agreement. Either the Union or WMAC may request the grievance panel to decide any question of contract interpretation or practice in connection with litigation or administrative proceedings involving WMAC or the Union.

Before the formal grievance panel meeting, each week, WMAC meets with the Local Union Agent in a regularly scheduled pre-grievance meeting. Prior to the pre-grievance meeting, the employee may discuss any grievance with his Shop Steward, Chief Steward and Supervisor. If a settlement cannot be reached, the Business Agent of the Union, the Chief Steward, and the Employer will discuss the grievance at a weekly pre-grievance meeting. During these pre-grievance meetings, Union employee concerns are aired and issues can be discussed and resolved.

Approximately 90% of all issues are resolved during pre-grievance meetings. However, for the approximately 10% of issues that are not resolved, WMAC continues with its formal grievance procedure, in which the grievance is submitted in writing to a formal grievance panel. The panel is comprised of two

representatives of the Union¹, and two representatives of WMAC². This panel, referred to as the 2+2 grievance panel, meets on the last Tuesday of each month at 1:00 PM.

Grievances that remain unresolved or deadlocked by the 2+2 grievance panel are then submitted to a grievance panel that includes two representatives from the Union, one selected by the Union³, two representatives of WMAC and a third person selected by WMAC. This 3+3 Panel occurs regularly at 9:00 AM on the last Tuesday the following month's 2+2 Panel. For deadlocked disputes, an arbitrator is selected for resolution.

5.8.4 PROTECTING AGAINST LABOR DISCORD

Information regarding how the proposer will protect against labor discord during the term of the MM&O Collection Services Contract; and

There are a number of strategies that WMAC engages in, as well as policies that we promote, that will work to protect against labor discord during the term of the proposed contract. These strategies include providing excellent benefits to our employees, engaging them in their work, participating in formal dispute resolution procedures and having clear communication strategies that involve Union representatives prior to any workplace changes occurring.

Supporting Labor Relations at Waste Management of Alameda County

One of the key ways in which WMAC prevents labor discord is by compensating our employees. Our Local 70 employees are covered by a comprehensive wage and benefits package to ensure they feel fairly compensated for the work they are performing. For details regarding the wages and benefits provided to our union employees under this agreement, please see Appendix C.

Moreover, as described below, Waste Management implements numerous employee engagement programs and surveys to ensure our employees feel engaged, valued and supported. These programs include peer reviews, coaching, daily safety meetings, etc. Specifically for our drivers, we employ a new-hire process that includes two weeks of orientation and nine weeks of training, along with employee coaching and mentoring. In addition to this, we also encourage our employees to participate in area-wide community events and public facility tours at our Davis Street and Altamont facilities. Rather than lowering costs for such events by outsourcing the labor to unengaged, under-informed third-parties, we compensate our highly trained WMAC employees for their time.

In order to foster a sense of contribution, we also have our employees participate in Accountability Review Boards (ARB), safety reviews and committees, and Town Hall meetings, etc. These forums provide our employees with an opportunity to contribute and shape company policies and behaviors and to provide feedback to management.

To reward employees for their contributions, we offer a company-wide program called My WM Recognition, which rewards employees with points toward valuable merchandise and awards. Under this program, employees earn points by receiving the following awards for providing exemplary customer service, helping fellow employees, and working and living safer and healthier.

1 Other than the Business Agent of the Terminal

2 Other than the representative presenting the case

3 Cannot be an official of Teamsters Local No. 70

- **Customer Engagement Award:** Each time an employee is recognized by his or her supervisor for consistently exhibiting customer-focused behavior, they earn 2,000 points and receive a certificate acknowledging their achievement.
- **StepUP Star Award:** If an employee is mentioned by name in Waste Management customer surveys, they automatically earn 11,000 points and receive a certificate acknowledging their achievement.
- **Wellness Awards:** Employees earn points by taking health assessments, completing sessions with WM Get Well Guides, or getting their annual physical/wellness exams.

We also hold special employee recognition events such as company picnics, retirement parties, birthday parties, etc. with prizes and other incentives to reward employees for their tenure and contribution to our organization.

Formal Dispute Resolution and Communication Procedures

As described earlier, WMAC also has implemented formal dispute procedures to ensure that grievances are aired, attended to and resolved fairly. Moreover, we have implemented the following strategies to ensure there is clear communication between WMAC and Union employees to prevent discord.

- **Dedicated Communication:** Information regarding any new or updated Waste Management programs flows from Area Vice President, Barry Skolnick, directly to the Shop Stewards, ensuring they understand the changes and can effectively communicate them to all union employees.
- **Customized Training:** Training is tailored to address questions we receive from our union employees, ensuring we prevent unnecessary issues from arising.
- **Strict Adherence to Grievance Procedures:** As described below, WMAC conducts weekly pre-grievance meetings in order to air and address concerns, issues, etc. and engages in a formal grievance process involving monthly grievance panels if issues cannot be resolved early on.

5.8.5 WMAC APPROACH TO EQUITY AND WORK CONDITIONS FOR NON-UNION EMPLOYEES

How company addresses equity and work conditions for positions that are not covered by collectively bargained agreements.

Depending on the line of business, an average of 90% of our employees are members of a collective bargaining unit. WMAC values the contribution of these managers and supervisors as important members of our team. We provide competitive salaries and benefits, as well as opportunities for professional development and promotion during their careers.

Benefits

We offer our employees competitive wages and benefits, including health and dental coverage, prescription drug coverage, short- and long-term disability insurance, life insurance, education savings accounts and paid time off to participate in our Community Partners Volunteer Program.

Company-wide, most of Waste Management's employees—98 percent—are provided with comprehensive benefit plans, which include medical, dental, vision, retirement savings, and paid time off. Waste Management also subsidizes family coverage for our employees if they elect to cover their families under our plans. Over 75% of our employees cover at least part of their family. The following is a list of the extensive benefits we provide:

- Medical
- Dental
- Vision
- Life and AD&D insurance
- Short and Long Term Disability
- Employee Assistance Program
- Legal assistance
- 401(k)
- Employee Stock Purchased Program
- Adoption Assistance
- Tuition Reimbursement
- Discount Programs

Waste Management also offers options such as job sharing and flex schedules to help our employees balance work with their other commitments. Our HR Total Rewards team continuously benchmarks our rewards and recognition packages to industry peers to ensure our competitiveness.

We are particularly proud of our wellness programs. We have a team of “Get Well Guides,” a group of nurses and coaches who help employees and their families get access to the help they may need for a variety of life challenges. Employees can dial a toll-free phone number for support and confidential assistance from reliable, compassionate professionals who are trained as nurses, coaches, dieticians, clinicians and financial counselors. They are available for assistance with:

- Health questions
- Tobacco cessation
- Weight loss
- Financial advice and assistance
- Discounts on gym memberships and other wellness programs

Our wellness programs also include onsite flu clinics and health fairs, where we provide blood pressure tests, blood lipid tests and other screenings that aid in the early detection of health risks. A health coach also meets individually with every participant to review their results and suggest action items to improve their health.

Learning Programs

Waste Management conducts formal skill mapping and development processes for 100 percent of top and mid-level management and 90 percent of first-line managers and supervisors. In 2011, more than 35,000 employees recorded nearly 9,155 hours of training; our training budget was approximately \$10M.

We offer a virtual “university”—Waste Management University—to empower and engage our employees in learning opportunities that can advance their careers. The online course offering includes training in 400 desktop applications, such as using PowerPoint and Excel, as well as 3,000 business courses.

In addition to our own courses, we offer up to \$4,000 of tuition reimbursement each year to Waste Management employees for approved courses and degrees through our Learning and Educational Assistance Program.

In 2009, when Waste Management launched Waste Management University, it was selected as runner-up for a Corporate University Best-In-Class Award for “Best New Corporate University.” The award, which recognizes corporate universities, is granted by a panel of leading corporate university experts who base

their decisions on alignment of learning to business strategy and enculturation of learning throughout the organization.

If the proposer is proposing on Service Groups 1 and 2, the proposer must describe any change or improvement that combining these services will provide.

Working with only Waste Management for the Disposal, Mixed Materials & Organics and Recycling contracts, labor relations will improve by a variety of measures.

- Labor representatives, business agents and stewards can work with one company for all organizing activities. This allows for consistent communications between represented employees, their union leadership and company management.
- Each company has negotiated different pay scales, benefits packages and health & welfare premiums for each Collective Bargaining unit. Local 6 sorters, Local 70 Drivers and Local 1546 Machinists currently working at other companies could expect quality and consistency if they're all working for Waste Management.
- Waste Management is fully committed to coordinating a Hire Oakland program with our three collective bargaining unit partners.
- One contract for each Collective Bargaining unit--with one expiration date--enables the company, union leaders and the City of Oakland to focus on expediting negotiations and resolving outstanding issues in a methodical way.
- All employees working within the same bargaining unit for the same company can expect the same training, standards and evaluation procedures. This helps to ensure dependable customer service.

5.9 VALUE ADD OFFERINGS

Throughout this proposal, WMAC has demonstrated how our first-hand knowledge of the city benefits all stakeholders. In this section, we will explain how our value add offerings best meet the needs of all of the stakeholders and collectively work to protect the beauty, health and safety of Oakland. Our proposal builds on our service to the community over the past 100 years and offers the City an innovative Zero Waste partnership designed to drive economic growth, be socially equitable, and environmentally sustainable. WMAC is the only company that can bring this level of value and innovation to the city based on our long-term experience and strategic partnerships.

Over the past few years, WMAC heavily invested staff time and other resources in researching opportunities to best meet the needs of all customers in the next contract. We have based these programs not only on our own knowledge of the specific needs of the community, but also on that of other industry experts and strategic partners who have provided extensive research to enhance this proposal and service offerings in the City. These programs are offered as a value add, provide significant benefit to the city and are offered at no cost to the city unless otherwise mentioned.

Economic Benefits - Cost Savings And Revenue Generation Programs

Illegal Dumping Plan - "Cost Savings Program"

Illegal dumping has been a hot issue for residents and elected leaders for many years. Illegal Dumping costs Oakland millions of dollars each year, impacts business opportunities, poses a public health risk and is an eyesore. City of Oakland Public Works Staff has worked diligently to address the problem through an array of programs and initiatives, and WMAC wants to supplement these efforts.

WMAC will provide complete abatement remedies as a basic service for the safe handling of illegally dumped materials and to remove blight. Program elements are outlined below.

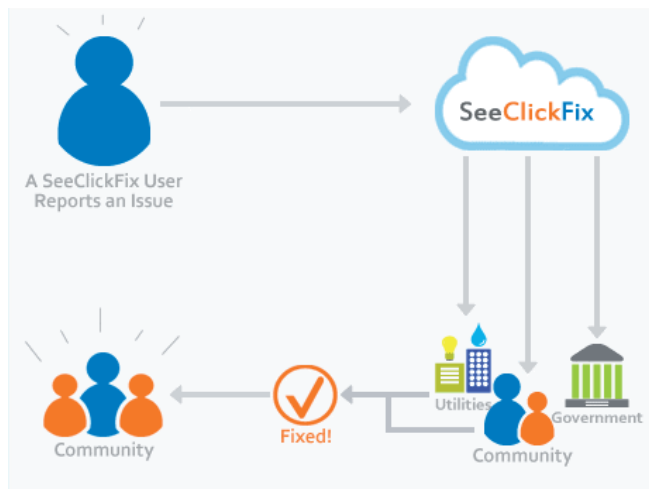
An Agenda Report on Illegal Dumping in Oakland was filed with the City Clerk for Council in late March of this year, where Public Works detailed year over year progress toward the reduction/elimination of illegal dumping, its programs, and the results in the City. Details of efforts to date, including the Litter Enforcement (LEO) program, fencing, enhanced lighting, and signage, etc. were noteworthy and had positive impacts despite major impediments. However, continued budget deficits have negated many of these early gains. Staff reports, which highlighted efforts of the City to carry out enforcement including fines and penalties, indicate that staff is limited in its success by the lack of cases that can be adjudicated successfully to deter offenders. To contribute to the problem, Litter Enforcement funding is at a low point. Given the aforementioned environment, WMAC's believes that the most effective solution is abatement.

Waste Management of Alameda County's Three Prong Approach

WMAC can become the Public Works' most effective weapon for attacking Illegal Dumping. WMAC's systematic plan for managing illegal dumping involves the following three components:

1. Augmenting existing programs with a network of committed employees

2. Providing strategic focus on problem areas
3. Providing resources and information to residents in an effort to reduce and/or prevent illegal dumping from the onset



If WMAC is selected as the franchisee of choice, we are prepared to discuss the early deployment of the illegal dumping plan prior to the 2015 start date of the contract.

Responding to “SeeClickFix” Postings- We will begin by helping the City respond to postings on SeeClickFix, the online tool that helps residents report and track non-emergency problems, such as graffiti, illegal dumping and/or potholes⁴ SeeClick-Fix (<http://www.seeclickfix.com/oakland/>). The City can begin to direct feedback from the site to

Waste Management, or can modify its account to have reports sent directly into our system. Utilizing data generated by this system, our Bulky Pickup crews will be dispatched to efficiently collect illegally dumped materials at the curb. Through this program, we can provide real-time feedback on the response to each report and confirm that the clean-up has occurred expeditiously.

Systemic & Bulky Collections- To augment the data from SeeClickFix, WMAC will grid the entire City into serviceable quadrants. We will expand our Bulky Pick Up crews to four full time teams, and provide two additional routes. Each team will consist of two trucks, a flatbed truck to collect appliances, mattresses and e-waste, and a rear loader to collect all remaining materials. Using these teams, we will assemble a rotating schedule of service to the City, grid by grid, to clean up hot spots as well as the City overall. All bulky service vehicles will feature large billboard advertisements, with City approved monitoring and enforcement messages relating to Illegal Dumping.

Driver Engagement - Under City Services, Section 12.08 of the Proposed Contract, the City indicates that the Contractor shall direct its collection vehicle drivers to note addresses of any premises at which the driver observes illegal dumping in all its forms, note the address, and ensure reporting is done on the location. Every WMAC driver will receive training to recognize and report illegally dumped materials and to alert our route supervisors when Illegal Dumping has occurred on a route, in real time throughout the city each day. Daily lists of the new site coordinates will be generated and added to the master grid schedule, along with scheduled clean-up dates. We will call this effort our “Oakland Clean Watch.” We plan to post milestones and other achievement levels for management and drivers to track progress on this important service.

Amnesty Days & MFD Bulky Program - To reduce two sources of illegal dumping, we believe in continuing and expanding the popular Amnesty Days program from the current, four per year for bulky disposal and recycling, to also include a MFD Storage Room Clean-out program, coordinated with the East Bay.

⁴ Will not include Railroad areas, Port of Oakland, BART and Caltrans right of ways)

Davis Street Reuse Zone captures:

- Clothing & Textiles
- Books & magazines
- VHS & audio tapes
- Belts, purses & shoes
- Mattresses

Rental Housing Association and other MFD representatives. MFD's, on a mutually agreeable schedule, will have the ability to organize a clean up effort at a designated location or utilize our Davis Street facility. Operations will continue the program from the time we are the selected vendor (at no additional charge during that period) through the new contract term. WMAC will coordinate with the City to expand the current list of materials collected for reuse, recycling

or proper disposal. These amnesty days will take place at the Davis Street Reuse Zone, capturing items for reuse in addition to recycling.

Illegal Dumping Speakers Bureau - As part of outreach activities, WMAC staff members will execute a minimum of six speaking engagements per year (at clubs, schools, environmental organizations, Clean Neighborhood groups, etc.), in which they will give an approved and targeted message for alerting the City to illegal dumping and clean-up locations that are found in the City. All such activities will be done with City approval. The proposed activities have proven to have an immediate impact on reducing the number of existing illegal dumping sites throughout the City. In addition, WMAC has proposed a comprehensive outreach program and other elements designed to help eliminate illegal dumping elsewhere. The program will be managed by the City of Oakland Project Manager, who will be able to monitor activities and results continuously through time and alter our approach if necessary as new information and better methods become available.

This proposal goes far beyond Section 12.08 contract requirements to provide collection of up to four locations, of three CY of illegal dumping site material.⁵ **WMAC proposes taking on responsibility for all bulky pick-ups, including illegally dumped materials.** We estimate that through our extensive experience with these types of programs, and actively training and enlisting our entire workforce, including drivers, supervisors, and managers alike, we will be able to substantially expand abatement efforts. WMAC expects to handle up to 3,500 TPY as the basic service. We will process the collected materials through the C&D/Dry MRF to maximize diversion.

Fund for Program Activities

WMAC has noted that funds for fencing at hot spot locations and other physical needs, though effective in prevention of dumping, are minimal. Therefore, WMAC will contribute towards a fund, payable on a quarterly basis, to fund fencing of illegal dumping hotspots up to \$50,000 annually.

Note: Impact of Eliminating LIEN and Mandatory Service

WMAC's Illegal Dumping plan is contingent upon the City maintaining its Mandatory Service and LIEN program, which WMAC has outlined in the alternative proposal section. Our experience suggests elimination of Mandatory Service and LIEN will significantly increase illegal dumping, litter and blight throughout the City of Oakland. The resulting impact will increase cost to the City and make managing illegal dumping a significant issue for the City and WMAC.

⁵ CONTRACTOR shall also provide Collection services at up to four (4) locations per Work Day of up to three (3) cubic yards of illegally dumped Garbage or Mixed Materials and unlimited amounts of Recyclable Materials and Organic Materials per location

Mixed Material Revenue Share Program - “Revenue Generation for Oakland”

The Mixed Materials MRF that WMAC is proposing to meet diversion goals will allow the City to capture and divert recyclable materials otherwise discarded in the Mixed Materials bin. Although WMAC will engage in a comprehensive community outreach and education plan, perfect source separated materials is not 100% achievable. However, because all recyclable materials captured--regardless of where they originate from--do maintain value, WMAC would provides the City with an opportunity to benefit and share in the actual revenues obtained from the sale of the recyclables captured from the Mixed Materials stream.

WMAC’s revenue sharing proposal offers the City the following advantages:

4. **Competitive market pricing:** The opportunity to share in WM’s actual sales revenues of Mixed Paper and to benefit from our ability to maximize commodity sales revenues in a global marketplace.
5. **Revenue Potential:** The City will receive a share of \$5 per ton for Mixed Paper when the market price for Mixed Paper exceeds \$225 per ton. The share will be available for up to the first 1000 tons per month and all revenues will be deposited into a fund that can be used by the City for additional community outreach activities to promote source-separated programs or to assist with illegal dumping programs.

Monthly composition studies of the City’s inbound Mixed Materials will be conducted to generate the City’s mixed paper composition in the stream. The Mixed Paper percent composition will be multiplied by the City’s total inbound Mixed Material tonnage and the Davis Street Facility’s average commodity prices for the applicable month will be used to generate that month’s average mixed paper commodity values.

The tables below illustrate how the City’s mixed materials mixed paper revenue share will be calculated as based on monthly inbound Mixed Material characterizations:

Table 36. Mixed Paper Avg. price at \$225.00/ton and 5% of inbound Mixed Material Stream

Example uses 10,000 tons per month of Mixed Materials

City Mixed Materials Inbound Composition	
Inbound Commodity	Composition
Mixed Paper	5.00%
Other	95.00%
Total	100.0%

City Revenue Share Per Ton (RS)	City Revenue Share Per Ton (RS)
5% X 10,000 tons = 500 Tons	
\$5 per Ton X 500 Tons = \$2500	
2WM would remit \$2500 into a fund to be used by the City for Community Outreach activities	

Benefit Of Continuity Of Service And Early Implementation

Early Implementation of Services

WMAC (combined with our predecessor, Oakland Scavenger) is the only company with 100 years of experience in the Oakland community—a background that will facilitate a seamless transition as we implement many of our planned new diversion programs 18 months before the start of the new contract. As the incumbent, our drivers and management are already familiar with the unique requirements of the City's routes. Oakland and WMAC have a shared history that will virtually eliminate typical transition challenges, such as collecting critical customer information and unique routing requirements, which we already have stored in our systems.

Our proposed comprehensive transition plan will mitigate any impact to the City and its stakeholders and eliminate service disruptions to the community and environment. Among the key components identified in our transition plan, WMAC offers Oakland the following benefits:

- Early implementation, which creates jobs and drives diversion more quickly
- Critical outreach activities in multi-family and organic waste streams will occur immediately
- Elimination of all confusion
- Engagement of community necessary to change behavior commence upon award
- Seamless customer and operational impact
- Existing and permitted facilities
- Guaranteed equipment delivery and financing

WMAC Proposal Provides Oakland Jobs and Drives Local Economy

WMAC offers the City of Oakland a continuing relationship with a company that has continuously brought growth and expansion to the city's economy. As evidenced by the economic impact analysis completed by John Husing, Ph.D. (See Appendix B) economic impact analysis, WMAC's historical and future estimated economic impact to Oakland and the Alameda County area provides significant benefit. Two key components of WMAC's plan include 1) hire Oakland outreach initiative 2) vendor outreach initiative to "Buy Oakland," which is described in more detail below.

Hire Oakland Outreach Initiative

For over 100 years, well-paying jobs with security have been part of doing business with WMAC, and we are still growing. Our increasing diversion business has added the highest number of net new jobs, up 75% over the last 10 years. A recent study for King County, Washington (2009)¹ estimated that for every 1000 tons of recyclable material recovered per year there is one net new MRF job, and the MRFs at our Davis Street recovery complex will follow suit, as we guide the City to its long term goal of zero waste by 2030. We estimate well over 100 new jobs will be created on the journey over time in recycling processing. In addition, as the stable waste business adds further penetration into source separated food and organic materials net new employment will take place in that sector as well.

Starting Point: this year, 40% of all WMAC's new employees hired to work at our Davis Street facilities were Oakland residents and 27% of the 49 jobs for all positions went to City dwellers. Said another,

more powerful way, Oakland is 58% of WMAC's total business, so as a pro rata share of new employment, the same hiring accounts for 44% of potential Oakland business, and the Davis St Oakland hiring accounts for 69% of new jobs.

Commitment to Hire Oakland

Waste Management of Alameda County is committed to the goal of hiring 50% or greater Oakland residents to the extent fair/organized labor and hiring practices allow. WMAC will supercharge the process going forward by beginning the campaign from first day of selection as your continuing vendor, something that no other party can duplicate.

However, we believe we have a responsibility to build a legacy of economic progress by providing local employment opportunities and investing in the workforce of the City. Not only does local hiring reduce unemployment, but also advances economic development in the City by putting dollars back in the pockets of City residents, allowing them to spend money within the City limits and offering reduced traffic, less travel and more leisure time as workers live closer to home and can spend less time and money commuting. While, we believe that 40% is a substantial number, we are committed to developing and implementing a strategic plan that will allow us to continuously increase this percentage and hire more local City of Oakland residents for available positions.

Only through a dedicated and coordinated effort will we have success in reaching out to and hiring qualified local City of Oakland residents. Below in detail, is our approach:

Recruitment and Outreach - In order to reach eligible local workers, our local hiring initiatives will require multiple recruitment and outreach tactics. We will select the most effective practices to support local hiring include on-campus recruiting, employee networking, utilizing labor and trade organizations, referrals, and working with community organizations (i.e., community colleges, nonprofit referral agencies, faith institutions, and community based organization training programs), and external search firms. Moreover, Oakland specifically has a Local Construction Employment and Referral Program (LCERP), which contracts with over 35 community groups for workforce development and outreach. Once residents have been identified (and frequently trained) by local groups, they are referred to LCERP, where their skills are assessed and they are assigned to a local union hall where they are dispatched out to individual jobs. WMAC will utilize this source as a potential partner, especially during the initial years of our contract when we are constructing the Mixed Materials MRF, upgrading our Davis Street MRF and Dry Waste MRF and constructing the CASP and RAC at the Altamont.

As part of outreach efforts WMAC will strengthen existing pipelines in Oakland by:

- Sending a written notification to construction unions, community organizations, and all partner organizations whenever we have job openings
- Maintaining records of organizational responses to our announcements
- Maintaining a file on each local worker who was referred
- Documenting participation in local employment training programs

In total, WMAC will work to develop a high-quality outreach, screening, training support, and referral program.

Internships, Apprenticeship and Training Programs - Our local hiring initiative will include providing internships, apprenticeships and training for local job seekers. WMAC will create additional pathways to our organization through local schools and labor unions to provide information about programs and turn temporary jobs into full-time positions for qualified candidates. After developing a comprehensive list of qualified institutions and organizations, WMAC will proactively reach out and work with them to establish and execute recruiting initiatives on campus and utilized by students for credit, resume building, and career enhancement.

Skills/Trade Training - WMAC will also share responsibility for training job seekers. We will amplify our skills training activities with the goal of developing qualified personnel.

Monitoring and Enforcement - WMAC will centralize our outreach strategies and monitor outcomes by tracking our partnerships, announcements, hiring procedures, and hiring results. We will share this information with the City both in an effort to provide real progress updates and to obtain feedback on how efforts can be improved. We will analyze our strategies, programs, and progress and alter and adapt activities to increase success.

Vendor Outreach Plan - “Buy Oakland Strategy”

As an organization based in Alameda County since the early 1900’s, WMAC has been a long-time partner in the community, and contributing supporter of the economic growth and development of the region. As the largest city in the county, the third largest city in the San Francisco Bay Area and the busiest West Coast port city in all of Northern California, it is critical that the city of Oakland maintains its vitality and continues to prosper during these uncertain economic times. The city of Oakland’s continued economic development is crucial to both the City and WMAC’s long-term success and we are dedicated to ensuring that Oakland continues to prosper. **To assist in this effort we are, therefore, committed to implementing an internal “Buy Oakland Strategy” and will increase our spending with City of Oakland businesses and organizations by 30% throughout the first five years of the contract term.**⁶

WMAC’s three facilities--located at 98th Avenue in Oakland, Davis Street in San Leandro, and on Altamont Pass in Livermore, California--consist of numerous operations, hundreds of employees and utilize a tremendous number of services, supplies and vendors that contribute positively to the economic development of the region, especially when local businesses are utilized. In 2010-2012 alone, the WM market area spent over \$257M on business-related services. Within the City of Oakland, there are a multitude of small and mid-sized local businesses that are hungry for new opportunities. Redirecting even small amounts of our collective buying power to qualified City of Oakland enterprises could give the local economy a helpful boost. The City of Oakland represents a fertile ground for our coordinated local procurement efforts. By seeking out potential local City of Oakland providers, encouraging, and setting internal goals to require that a minimum amount is spent purchasing goods and services located in the City of Oakland, we can help to transform small businesses, foster employment and strengthen City of Oakland neighborhoods.

⁶ After the first five years, new goals will be established for following years.

Upon being selected as the City of Oakland's contractor for this response, WMAC will adopt and implement a comprehensive buy local strategy for the City of Oakland and increase our spending with local businesses and organizations by 30%.⁷ Through this initiative, WMAC will identify and utilize, whenever possible, local City of Oakland suppliers to perform services required for WMAC's operations. Below is our plan.

Defining City of Oakland Businesses

City of Oakland suppliers will include those organizations that fall under any of the below categories:

1. At least one physical location in the City
2. Headquarters or main office in the City
3. Maintains a local business license and pays local property taxes, and/or sales taxes

Plan for Increasing City of Oakland Spend

- **Establish a Baseline:** WMAC will establish a baseline of all of the City of Oakland suppliers and associations used or donated to by WMAC for all facets of our operations and the associated revenue spent. Information will be based on 2012-2014 internal reports.
- **Identify Potential Vendors:** WMAC will initiate a research effort to identify potential suppliers and organizations within the City of Oakland and will conduct an outreach campaign using our existing mixed materials commercial customer knowledge to engage potential vendors.
- **Establish Targets:** WMAC will aim to increase local spending by 30% overall for the first five years of the contract term but may select distinct goals for different categories of services since some may be easier to shift to local vendors than others. The goals in each category will be ambitious but realistic, in the first year. As our experience builds, we will increase the local spending goal for maximum impact.

Record and Report on Progress - Once we have our baseline and goals, we will track how we are doing. We will record how many local companies are now serving as vendors, how much money we are spending and report our results to the City on a monthly basis.

Buy City of Oakland Strategies - We will utilize the following buy-local strategies in order to increase our chances for success. These strategies will allow us to develop effective policies and strengthen connections with local suppliers in the community.

Institute Formal Local Preferences - WMAC will develop a local purchasing preference policy and incorporate "Buy Oakland" goals into our procurement policy. In this way, we will be able to give Oakland businesses a real chance to compete for our businesses. WMAC will communicate to all internal procurement officers of our goals to buy local and make it a WMAC policy to try to utilize local suppliers as the first opportunity whenever possible.

Create a Centralized Local Business Database - We will create a centralized repository of information on City of Oakland suppliers and their offerings so that our purchasing agents have information readily available to match Oakland businesses with purchasing requirements in a timely way. WMAC currently

⁷ Note In 2010-2012 WMAC spent in excess of over \$3.2 Million dollars on organizations located in the City of Oakland for either services performed or in donations. The proposed increase that we are committing to will be independent of the amounts we are required to spend on outreach activities as a result of this contract.

maintains an updated list of all commercial customers in the City of Oakland through our Mixed Materials service. We will utilize this existing knowledge to identify potential suppliers and will actively build from this list to identify additional sources.

Expand Small Business Outreach - WMAC will engage in sustained outreach efforts to communicate to local businesses and make them aware that we are seeking out local vendors and invite them to visit with us to provide information about their services through periodic networking events. WMAC may also utilize our existing or newly constructed website dedicated to the City of Oakland to establish an online registration system where suppliers can register and provide us with information about their services as well receive automated communications related to opportunities. Other outreach efforts might include notifying existing commercial customers on bill inserts, advertising in publications targeted to minority business owners and/or offering trainings at local chambers of commerce and business associations with small business or minority memberships.

Cultivate Relationships with the Local Business Community - Purchasing is about relationships. To successfully increase local spending, WMAC will not only find local businesses that we can utilize but will work to build relationships with them in an effort to make it easier and more appealing to buy local. As mentioned above, WMAC will reach out to local businesses through outreach efforts to make them aware that we are seeking out local vendors and invite them to visit with us to provide information about their services through periodic networking events.

Solicit bids/work first from local businesses - WMAC will reach out directly to Oakland businesses first when looking for vendors and/or suppliers. To ensure that local purchasing becomes deeply ingrained across departments, WMAC may tie performance evaluations and other internal perks to the volume of purchasing dollars steered to local businesses.

Request that large suppliers work with small local businesses - As part of contract negotiations with larger suppliers, WMAC will attempt to include provisions for their purchasing departments to partner with local businesses in some fashion.

Develop a system to monitor performance of the local procurement strategies - In order to evaluate the effectiveness of our buy-local approach WMAC will develop an internal system for tracking progress. By having a baseline understanding of our 2012-2014 local spend, combined with an understanding of the number of local Oakland business that could potentially serve procurement needs, and followed up with ongoing measure of the total share of procurement dollars that flow to these businesses, will allow us to create benchmarks and future goals as well as understand the effectiveness of our strategies over time.

Small, locally owned businesses are the bedrock of thriving economies. They employ millions of people, they invest in their neighborhoods and cities and they provide wealth-building opportunities for entrepreneurs. A dollar spent at a locally owned business stays in the local economy longer than a dollar spent with a company whose roots lie elsewhere and it has a greater ripple effect. For the City of Oakland, directing more money to locally owned businesses will foster job creation and boost tax revenue,

while keeping profits local where they can be reinvested in the community. For all of the aforementioned reasons, WMAC believes that committing to and engaging in a comprehensive strategy to channel spending into a “Buy Oakland” strategy will support the growth and diversification of the City of Oakland’s local economy and complement its efforts to enhance its economic vitality.

Providing Value Beyond the Contract to the Community

WMAC Provides an Oakland Disaster Plan

A disaster plan was developed to provide the framework for WMAC to continue collection and disposal services within the City of Oakland, after a catastrophic event, and to facilitate collaborative efforts with the City of Oakland that mitigate the threat to the health, safety and welfare of City of Oakland residents. Alameda County, state and federal agencies with disaster management responsibilities may have established plans that supersede this document and will necessitate changes to it.

This plan defines the roles and responsibilities of WMAC and the City of Oakland with respect to collection and disposal services following a major event—it is alterable and adaptable to the specific emergency at hand in an effort to ensure public safety. It takes an approach to identifying the following hazards that may pose a delay to City of Oakland collection services:

- Natural Hazards - Severe weather, flooding, or earthquakes
- Human-caused Events and Hazards - Fires, special events, civil disorder, or transportation accidents
- Terrorist or Crime Scene Incidents - Bomb threats or attacks, sabotage, hijacking, etc.

Per the Alameda County Public Works Catastrophic Earthquake Debris Management Plan of March 2010, vulnerability of the San Francisco Bay Area to earthquakes is well-documented. According to the 2008 Uniform California Earthquake Rupture Forecast, the probability of a magnitude 7.6 or greater earthquake in the Bay Area within the next 30 years is 63 percent. An earthquake of this magnitude will result in widespread and catastrophic damage.

A catastrophic earthquake in the Bay Area will immediately overwhelm local, regional and State emergency response capabilities. The region will need massive, rapid support from the Federal government, other local governments in California, other states and nonprofit and private-sector organizations. The effectiveness of the region’s response will affect the long-term recovery of communities and the economy. An effective response will only be possible if comprehensive planning is executed. A copy of the comprehensive disaster plan is available upon request.

Composting Classes And WM EarthCare™ Mulch Give-Away

WMAC will offer composting classes on an on-going basis to educate residents on how to compost as well as donate 120 tons of WM Earthcare™ compost annually to designated Oakland charitable organizations.