

EXHIBIT: 14
EMPLOYEE AND LABOR
RELATIONS PLAN

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History as an Oakland Employer

With deep roots in Oakland and the Bay Area, CWS strives to provide exemplary and innovative service, protect the environment, exceed customer expectations, maintain a positive and rewarding work environment, and constructively affect communities in which it works. CWS has enjoyed a productive relationship with the City of Oakland and our employees since 1993. This partnership will continue with this new franchise during transition and beyond as CWS provides excellent collection and diversion services, thorough tracking and reporting, and continuous communication with City staff and other program stakeholders.

CWS' team of managers and line employees has the extensive backgrounds, experience and expertise to ensure a successful partnership with Oakland. Key team members include: David Duong, President, lead executive and responsible party, with over 25 years' experience in collecting, processing, product development, marketing and brokering, Kristina Duong, Vice President and Executive Director involved in nearly every area of CWS activities including operations interface to ensure support, guidance, and resources for all CWS programs, and Joel Corona, Chief Operations Officer, who manages operation and expansion of collection and processing services and facilities, including development of a new, mixed materials processing facility.

CWS Oakland operations maintain successful and long-term relations with three organized labor union Locals and with our non-union colleagues. The three organized labor relationships CWS enjoys and maintains collective bargaining agreements (CBA's) include:

- 1) International Brotherhood of Teamsters, Local 70 (Drivers)
- 2) International Longshore and Warehouse Union (ILUW), Local 6 (MRF Workers)
- 3) International Association of Machinists and Aerospace Workers, Local 1546 (Mechanics and Maintenance Crew)

CWS maintains collective bargaining agreements (CBA's) with each union Local. Additionally CWS maintains non-union jobs for administrative and non-union responsibilities.

Working Conditions and Commitments for All Employees

CWS fully complies with Equal Employment and Opportunity Commission (EEOC) and American with Disabilities Act (ADA) laws and regulations.

Regulatory compliance is supported by publishing and distributing an Employee Handbook and CBA. CWS' Employee Handbook includes topics such as attendance, safety, standards of conduct, policy against harassment and workplace violence. We conduct annual and routine training of our managers and staff. This training includes:

- Customer and guest engagement practices
- Employee benefits and resources
- Workplace violence
- Substance abuse and recovery assistance
- Illness and Injury Prevention Program (IIPP)
- Basic office, facility and road/driving safety instruction
- Personal protective equipment

- Emergency evacuation
- Root cause and reporting

More specific training is described on other sections of the Plan. Our training is available in several languages to assist colleagues that are more comfortable speaking a language other than English.

CWS requires certain physical examinations for employees and prospective employees that are designed to protect employees and provide assurance that employees are capable of meeting the strenuous demands of recyclables collection. As CWS maintains a drug-free workplace, there are requirements for periodic drug testing for employees and prospective employees. These are designed to protect the employees, provide assurance that CWS employees are meeting the drug free policy, and are capable of meeting the strenuous demands of solid waste collection. Responsibility for managing these requirements rests with the Human Resources Manager, aided by individual supervisors and line managers. CWS policies on physical examinations and drug testing meet all federal and State of California requirements.

CWS encourages an open-door speaking relationship with all colleagues to continuously improve performance, confidence, competence and relationships.

Personnel

CWS is committed to hiring Oakland residents And Oakland resident hiring priority will be in place for this franchise. CWS has successfully worked with the local Private Industry Council (PIC) to fill some available positions and will work with other local job programs, personnel recruiters, unions and the Oakland Workforce Investment Board on ways to provide job opportunities for Oakland residents.

CWS also eliminated unnecessary barriers to employment. Our employment application does not include questions or “checkbox” related to prior legal prosecution or conviction.

Labor Relations

Certain CWS employees are represented by the International Longshore and Warehouse Union Local 6, Brotherhood of Teamsters Local Union 70, and International Association of Machinists and Aerospace Workers Union Local 1546. Separate collective bargaining agreements are in place with each. CWS maintains good relationships and collective bargaining agreements (CBA) that maintain labor peace. This is achieved by regular meetings with our employees, Shop Stewards and union representatives. With our non-union employees, labor peace is achieved by open communications and weekly all-hands type operations meetings. Our favorable discourse, meetings and relationships among union, non-union and management colleagues prevent discord among our team. When necessary, CWS and union members and union officers meet to review on a case by case basis to come to a resolution in the best interests of both parties. When resolution is not immediately apparent, matters are handled in grievance proceedings where union leadership, local management and grieving party in attendance review the case with a neutral third party. CWS provides “Professional Development Plan” for all employees not covered by a CBA, where each employee is encouraged to further develop their careers with training.

CWS Driving, Facilities and Administrative Operations Work breaks and lunch times comply with collective bargaining agreements. The managers and supervisors are empowered and responsible for notifying employees of changes in work routine and schedules.

Overtime work may occasionally be required and the Plant Manager determines overtime use based on operating conditions and requirements. Employee overtime is defined by seniority and job classification and governed by the Collective Bargaining Agreements.

Training

CWS conducts regular safety and training meetings among managers and workers applying specialized curriculum for collection, processing, office and clerical operations. CWS safety programs include workplace harassment, violence, and drug abuse.

Safety

CWS has a safety incentive program that measures and ranks safety as a key performance metric. These metrics include participation in training, reporting of hazards, successful inspections and safe operating behaviors. Awards and recognition are provided on a quarterly basis.

Employees are continually provided with information and training to assure a safe work place. CWS personnel will complete programs specifically tailored to respective duties.

Trainings are conducted in English, Spanish, and Vietnamese and conveyed in a manner that accommodates various levels of literacy. To enhance multilingual safety programs, CWS empowers key bi-lingual employees as translators.

A comprehensive operational health and safety plan accompanies safety training. Instruction and refreshers include periodic meetings with various personnel that address safety and accident prevention as well as industrial accidents reporting and monitoring.

Accidents and injuries are investigated in part to determine the root-cause and preventability. Conclusions are shared among the entire company to take advantage of a learning opportunity to prevent future accidents or injuries. Employees who have 'near-miss' accidents or injury incidents are counseled and retrained.

A comprehensive safety program follows the Injury Illness Preventive Program (IIPP). Specific training is tailored to job descriptions and responsibilities. As appropriate, various trainings address:

- Basic safety
- Injury and illness prevention
- Slips, trips and fall prevention and protection
- Emergency evacuation
- Appropriate equipment use and maintenance
- Ergonomics
- Accident investigation
- Personal protective equipment
- Lock-out/Tag-out (Hazardous Energy Control)
- Confined space
- Heat stress
- Pre-planning for approach routes to service sites and CWS facilities
- Operation in and around collection, maintenance, and processing facilities
- Pre- and post-equipment inspection and other vehicle safety requirements
- Defensive driving
- Hazardous, medical, universal, and other prohibited wastes handling and protocols
- Vector and disease awareness

Specific elements to address driver accident prevention training include:

- Route planning for the safest ingress and egress
- Backing & mirror alignment
- Pedestrians & driving distractions
- Space cushioning
- Construction zones
- Highways/intersections

Workplace Violence

CWS will provide training to minimize the risk of work place violence. Employees will be trained to understand and apply alternative methods to resolve disputes. CWS will institute a Threat Assessment Team that will work with management to assess the potential for workplace violence.

Substance Abuse

The CWS Human Resource Manager and safety team leads ongoing substance abuse training. Responsibilities of the safety team includes enforcing policies and procedures designed to prevent and protect accidents and injuries. Safety team consists of safety manager, operations manager and maintenance manager and union representatives. All new personnel participate in an initial training session, with supervisors and managers provided additional education. Managers and supervisors will be specifically trained on the following:

- Importance of a substance abuse free work zone
- Statistics on workplace drug abuse
- Identifying workplace drug-use: performance, behavioral, physical, paraphernalia
- Appropriate and legal manner to approach employees suspected of drug abuse
- Appropriate and legal manner to drug test based on reasonable suspicion

Driver Proficiency

During the hiring process, prospective drivers are required to provide a recent copy of their commercial driving record and drivers' medical certificate. An additional background investigation may be performed which contacts previous employers to review the applicants previous D.O.T. related performance. Once applicants complete other pre-hire requirements, they are evaluated in the field by an experienced collection supervisor. Drivers are then enrolled in the DMV Pull Notice Program.

All new employees are required to participate in a driver orientation and safety program, which familiarizes the driver with the vehicle, and the importance of providing outstanding service.

Every CWS driver is incorporated into the company's Driver Safety Observation Program in which drivers are observed without prior notice approximately six times per year by the collection supervisor, safety manager or operations manager. The results of the observations are reviewed with each driver and used as a teaching tool for continued improvement. Drivers also participate in formal monthly safety training.

Drivers are trained to observe and report conditions and opportunities to improve safety, service, and solid waste diversion for their customers.

Driver Training

Each driver will be trained on solid waste collection vehicles operation. A variety of training materials may include the WASTEC group of the Environmental Industry Associations Manual of Recommended

Safety Practices and others designed specifically for the waste industry. Specific areas covered include:

- Customer service orientation
- Personal protective equipment
- Defensive driving techniques
- Spill response procedures
- Hazardous material recognition
- Injury and illness prevention
- Truck equipment familiarity
- Recycling Program Goals and Objectives
- Company procedures and benefits

Following successful completion of the training program, a collection driver is assigned to a route and a route trainer spends several hours per day for up to six weeks before the driver is qualified to drive the route alone. During this period, the driver becomes familiar with the unique characteristics of his or her assigned route areas and customers.

CWS trains and requires their drivers to perform a pre-trip inspection prior to operating their vehicles and post-trip inspections prior to completing their day. These inspections are primarily related to safety equipment, such as brakes, lights, and tires on the vehicle. All required inspection checklists are filled out and signed by the driver. CWS has designed a specific form for each collection vehicle operated. CWS is proud that its own procedures exceed both State and Federal inspection guidelines. These inspection forms are filled out for the vehicle at the beginning of the day and a post-trip inspection is done at the end of the shift, as required by law. Drivers are trained not to take the vehicle on route until any concerns are addressed and cleared by the maintenance department. CWS has developed a specific vehicle operating form for its front loader, and roll-off trucks that requires drivers to explain any concern and certify that they thoroughly inspected the vehicle and properly completed the checklist before starting or ending daily collection duties.

Emergency Training

Training for emergency response situations will be commensurate with an employee's responsibility. Employees will be directed that they are not to respond to any emergency situation where they are not comfortable. Training topics will include:

- Evacuation procedures
- Assessment of response situations
- Facility shutdown procedures
- Use of fire extinguishers
- Spill prevention and response
- Personal protective equipment
- Notification of emergency agencies
- Cleanup and mitigation of spills

Risk Minimization and Environmental Safety

Drivers, tip floor employees, sort line personnel and all supervisors will have mandatory training and continuing education on hazardous and universal waste. Training is directed to address specific employee safety issues and includes the following as appropriate:

- Procedures for identifying prohibited materials and containers, including asbestos, PCBs, caustics,

solvents, flammables, infectious wastes, etc.

- Notification and response procedures
- Record keeping requirements
- Education on the effects of hazardous substances on human health and the environment
- Overview of relevant regulations and definitions of prohibited waste
- Waste handling procedures
- Procedures and equipment for safety and emergency response
- Personal protective equipment
- Emergency response training
- Recycling Awareness Training (SFD, MFD, City, and Commercial)
- CWS will train its collectors to be cognizant of residences not participating in service, inappropriate setouts that result in contaminated recyclables, and opportunities to educate and inform residents about opportunities to recycle. Based on past experience with recycling awareness training in Oakland and San José, CWS estimates that it will annually reduce the residue in the City's recyclables.

Employee training records will be documented and maintained.