

**EXHIBIT 6:
TRANSITION PLAN**

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 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 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 Contract 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 • Manage construction timelines to build CASP facility at Altamont Landfill • Manager construction timelines to build Organics Material Recovery Facility |
| 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 • Manage Davis Street Material Recovery Facility • Manage Davis Street Transfer Station operations and logistics |
| 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 • Special assessment and billing technology management |
| Contract Compliance | <ul style="list-style-type: none"> • Assessing all contract requirements to ensure compliance with all contract terms. |
| Community Outreach/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 • Training customer service representatives on all Oakland-specific programs, processes and protocols |
| Contract Management | <ul style="list-style-type: none"> • Overall implementation project management and meeting facilitation |
| Implementation Management | <ul style="list-style-type: none"> • Enabling all necessary cross-departmental coordination • Weekly update of implementation plan and timeline status |

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 for draft timeline)

On an ongoing basis, the Oakland Contract 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.

Table 6. City of Oakland Transition Plan Task Timeline

| Task Name | Completed | Upon Contract Award | 2013 | | | | | | | | | | | | 2014 | | | | | | | | | | | | 2015 Ongoing (2015-2020) | | | | | | | | | | | |
|--|-----------|---------------------|------|-----|-----|------|------|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|------|------|-----|-----|-----|-----|-----|-----|-----|--------------------------|-----|-----|------|------|-----|-----|-----|-----|-----|--|--|
| | | | 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 | | |
| Personnel | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Recruit and hire a full-time Program Manager | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Recruit Team Oakland | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Team Oakland will meet daily and as needed with community partners - weekly update to City on progress via web | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Recruit Zero Waste Ambassadors for WMAC program - completed in 2013 | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Assess all contract requirements and assisting with refinement of Operations Plan | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Initiate procurement of major capital expenditures through the "Buy Oakland" program | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operations | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Monthly meetings with the City of Oakland regarding program implementation | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Collection Vehicle Order Placed (phased in approach)-Last Truck Ordered | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Customer Service Training | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop cart and container removal plan | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop new route maps | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Drivers bid routes | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Driver Training | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop Existing Commercial Bin Audit (appearance and professionalism) Plan | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Implement Commercial Bin Audit (appearance and professionalism) plan, schedule repair and/or replacements | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop Transition Plan Outreach Schedule | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Deliver Initial Transition Outreach Materials | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Deadline for Customer Response | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Outbound Calling Campaigns/non responsive commercial customers without recycling services | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop plan for site assessment for commercial customers requesting/needding service level changes | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Site Assessment for commercial customers requesting/needding service level changes | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop plan for site assessment for MFD customers requesting/needding service level changes | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Site Assessment for commercial MFD requesting/needding service level changes | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Order Bin Lids | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Implement New Bin Lids Schema | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Order Carts | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Receive Carts | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operations Training (drivers, supervisors) - 3 months | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| New Vehicles Received (phased) - Asked Scott 10/25 | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Prep New Vehicles for Service | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Outbound Calling Campaigns/cart set out reminders | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Old Carts/Containers Removed, New Carts/Containers Delivered | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Scheduled Bin repair/replacement | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Residential, Commercial & MFD Public Education | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| New Residential, Commercial & MFD Programs Start | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Facilities | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Implementation of upgrades to the Oakland hauling location - completed 2011 | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Establish local office located within the City of Oakland | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Reporting | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Meet with City to implement approval of reporting requirements | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Public Education & Outreach Activities | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Conduct Pre-contract pilots and corps program | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Identify outcomes, behaviors, audiences | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Identify zero waste storefront locations | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Refresh BMP research and fill Oakland info gaps | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Best practices research | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Local market research | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Characterization targeting analysis | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| In-field research | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop brand platform | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Launch kick-off events | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Collaborate with City on development of education and outreach materials, key messages and media opportunities | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Six Steps for Community Based Social Marketing Campaign | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Execute multi-media campaign | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Interactive website | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Social media | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Other collateral materials | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Automated calls/emails/text messages | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Community booths | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Presentations | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Conduct WMAC Multifamily Partnerships | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Employee Training Presentations - Oakland Program Manager will be available to revisit commercial customers | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop and implement customer communications for day changes, service schedule changes | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Notify customers of cart switchout plan | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Notify customers with approved distribution media of welcome and informational packets | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop zero waste ambassador corps | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Design and test pilot outreach strategies | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Zero Waste job training partnerships | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Zero Waste Community Events | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Recruit Block Leaders and implement Zero Waste Neighborhood Based Rewards | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Community Introduction Meetings in each Council District | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Heads Up postcard | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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 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 one of our providers, 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 the agreed upon number 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.

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

improvements 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-along, 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, it's 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 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 check-list, 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 provided in the MM&O contract, a percentage of 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.

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, 32, 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 20, 32-gallon or 96-gallon carts upon request.
2. Each SFD customer will receive a billing insert 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. Customers will also have the option of obtaining a kitchen pail to accompany their organics cart at no additional charge.
4. On collection day, customers will be provided carts in accordance with MM&O Section 6.06.6.
5. All carts will be purchased through Cascade, Rehrig Pacific or other similar company. 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.
 - Burgundy 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
- For those customers receiving new carts, 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 generally 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 web- site 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.

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, 32, 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. In accordance to MM&O Section 6.06.6 certain 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 shall 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 offering 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. In accordance to MM&O Section 6.06.6, on each customer's collection day, certain 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 Rehrig Pacific, Cascade, or similar company.

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

WMAC will refurbish a portion of existing Bins and purchase some new Bins 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 Cart Collection and roll Out

In accordance with MM&O Articles 11 and 12, WMAC provides a variety of cart, bin and roll-off services to Commercial Customers.

1. WMAC will send a postcard/letter to each Commercial 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. Certain 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 certain Commercial 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, Rehrig, or similar company.
7. The chosen manufacturer will deliver the carts and remove the carts for recycling in a similar fashion as described above.
8. WMAC will work with the City to replace carts as needed at City facilities.

Bins

WMAC will be refurbishing a portion of existing bins and purchasing some new bins. 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 ones 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 levels. 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 Boxes

WMAC will be refurbishing existing metal roll-off boxes and purchasing new roll-off boxes 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 6:30 pm.

Each vehicle will be equipped with an onboard Computer System (along with other accessories as described in the Collection Services Operations Plan (Contract Exhibit 10), 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.

In accordance to MM&O Section 9.01.2, WMAC drivers will service each SFD container and leave the container at the point of collection in an upright position. For backyard 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.

In accordance to MM&O Section 10.02.8.1, 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.

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 6:30 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.

Per MM&O Section 10.02.8.1, 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 provide Bulky Goods Collection in accordance to Section 10.05 of the MM&O agreement. This service will be governed by the terms and conditions set forth in Exhibit 14 and such changes to the Exhibit as may be agreed to between CITY and Contractor.

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, Bin 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 adhere to collection times as agreed to by the City and the WMAC route manager.

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. Services provided will be in accordance to the "First Amendment to Mixed Materials & Organics Collection Services Contract, dated October 9, 2015.

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, 20-yard roll-off boxes each year with the ability to carry over unused roll-off boxes to the following 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 Council and Mayor roll-off boxes will be provided in accordance with Section 12.03 of the MM&O agreement.

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 roll-off box collection services to any City premises upon request from City. Single-person crews will perform collection between the hours of 6:00 a.m. and 6:30 p.m., Monday through Friday. Services will be provided in accordance to Article 12 of the MM&O agreement.

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.

Public education and outreach activities

WMAC will provide public education and outreach activities in accordance to Article 17 of the MM&O agreement and Section 17.01.3 of the first amendment to the MM&O agreement, dated October 9, 2015. Outreach activities are described in MM&O Exhibit 7 and include:

COMMUNITY PARTNERS

WMAC is contracting the services of numerous Oakland-based civic and community organizations along with CBSM consultants to ensure we deliver compelling and audience-appropriate messages to Oakland’s diverse business and residential communities. The table below identifies the target audiences, organizations and responsibilities. As mentioned above, the scope of services of each organization/consultant follows this narrative.

| OAKLAND AUDIENCES | ORGANIZATIONS | RESPONSIBILITIES |
|--|--|--|
| Multi-Family Property Owners/Managers | East Bay Rental Housing Assoc. Jobs and Housing Coalition | <ul style="list-style-type: none"> • Survey members on current recycling participation and needed assistance • Prepare Owners & Managers for July 1 Mandatory Food Scraps Program • Engage Owners & Managers to Encourage Food Scraps Recycling by Tenants • Serve as Clearinghouse for all Program Information |
| Multi-Family Residents | Cascadia Consulting CivicCorps StopWaste Youth Uprising | <ul style="list-style-type: none"> • Collaborate with EBRHA to establish communication channels with residents and property owners/managers • Prepare owners/managers for food scraps recycling • Create an Ambassador program to educate residents on food scraps recycling • Coordinate delivery of kitchen pails and literature with assistance of CivicCorps and other recruits • Leverage existing StopWaste outreach efforts re: food scraps recycling and grant to community groups • YouthUprising will produce food scraps recycling videos |
| General Businesses | Oakland and Ethnic Chambers Business Improvement Districts | <ul style="list-style-type: none"> • Survey members on current recycling participation and needed assistance • Prepare members for July 1 services and rates • Serve as Clearing House for program information |
| Small Businesses | Business Improvement Districts StopWaste | <ul style="list-style-type: none"> • Prepare members for July 1 services and rates • Help educate local small businesses about “loss” of |

| | | |
|--------------------|---|---|
| | | recycling subsidy <ul style="list-style-type: none"> • Serve as Clearing House for program information • Leverage StopWaste's existing outreach program to include new contract info |
| Restaurants | Oakland Restaurant Association Chambers Business Improvement Districts | <ul style="list-style-type: none"> • Prepare members for July 1 services and rates • Help educate restaurants about food scraps recycling benefits • Serve as Clearing House for program information |
| Youth | Oakland Unified School District YMCA Acta Non Verba City Slicker Farms | <ul style="list-style-type: none"> • Leverage existing WMAC relationships to distribute Oaklanders Recycle Right! information • WM EarthCare compost is donated to OUSD, Acta Non Verba, City Slicker Farms and more– reinforce the closed loop message |

Social Media

WMAC in collaboration with city staff and CWS will evaluate proposals to provide strategy, content, monitoring and administration of all social media posts, including Twitter, Facebook, Nextdoor and Instagram.

Gigantic Idea Studio is already under contract through the Public Works Agency to produce a BART, Comcast and billboard campaign to raise Oaklanders' awareness about recycling pride. The campaign is slated to launch April 1 and provides platform for the Oakland Recycles Right! campaign.

Website

WMAC is in discussions with the above-named organizations along with the design firm Oaklandish to develop a stand-alone website, OaklandRecycles.com, to deliver in-depth information on the services available under the new contract along with resources and links to the service providers' websites.

FOCUS ON EDUCATION AND NORMALIZING BEHAVIOR

Education is essential to increasing recycling participation and reducing waste in our landfills. To that end, WMAC is embarking on a multi-pronged approach to educating all residents about the ways to Recycle Right, its benefits to our community and the commitment of the OaklandRecycles team to help them succeed.

Ambassadors

The WMAC Outreach Coordinator will actively engage on a neighborhood-by-neighborhood basis to identify groups and individuals to act as Ambassadors for the new contract. S/he will coordinate efforts with all the above-named organizations and consultants to establish a strong grassroots presence throughout Oakland to engender ongoing engagement to increase recycling and reduce waste in our landfills. As CBSM illustrates, Ambassadors play an important role in normalizing behavior.

Cart Decals

Every trash and green waste cart (32 gal to 96 gal) will receive a label as required by Contract Section 6.06.1, which will be an 8.5 x 11" full-color, hi-tack adhesive vinyl sticker with information on what belongs (and doesn't belong) in the cart. The recycling carts in East Oakland will also receive a similar sticker which includes contact information for the new service provider, CWS.



Service Brochures



As part of the cart labeling, a new service brochure will be distributed to every single-family home. It will be hung from the handle of the trash cart to be removed by residents when they retrieve their newly labeled carts on the appointed service day. Residents will receive notification of the cart labeling/brochure distribution via the April bill insert as well as a robo-call the week of the scheduled labeling.

Multi-Family Residents

Cascadia is planning a year-long campaign to educate multi-family residents through one-on-one encounters, group lobby meetings and electronic messaging via property owners/managers. Starting in May, if not sooner, in collaboration with EBRHA and Civicorps, labeled kitchen pails, service brochures, posters and door hangers will

be distributed to buildings of five units or more in coordination with the property owners/managers. Working with EBRHA, we will identify the best channel for delivering educational materials to all multi-family residents. Reaching this audience has always been a challenge is a top priority.

City Council Members Newsletters, Nextdoor.com and Community List Serves

The OaklandRecycles team will provide regular (monthly or weekly depending on the medium) educational tips and event notices to keep Oakland Recycles Right! top of mind throughout the community.

Media

With the aid of our Social Media consultant, a calendar of media stories will be developed and promoted in cooperation with the PWA, the City's PIO and WMAC's dedicated media relations staff. WMAC proposes a kick-off event in June to excite residents about the new services. This could coincide with the first compost give-away.