

**EXHIBIT 7:
COMMUNITY OUTREACH STRATEGY**

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 rollout, 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. WM will engage the services of local experts to assist with the design and roll-out of the Outreach campaign.

- 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 would provide pilot projects design, implementation and evaluation assistance.¹

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 community-based social marketing 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

¹ WM partnered with Cascadia Consulting Group for the initial implementation of the outreach program. Anywhere in this exhibit where Cascadia is referenced, WM may utilize an alternative consulting company over the life of the agreement.

- 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
- 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 ~~Contract~~, 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 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



To ensure maximum impact of our strategies and underlying activities, sustainable behavior change in Oakland, WMAC in collaboration with the City will implement a wide variety of pilot programs targeted toward a range of sectors and waste streams. 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 citywide roll-out.

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 commitment, the program manager will be an Oakland resident with previous experience in the areas of community organizing and environmental stewardship.

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 2 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 Social Marketing 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- 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:

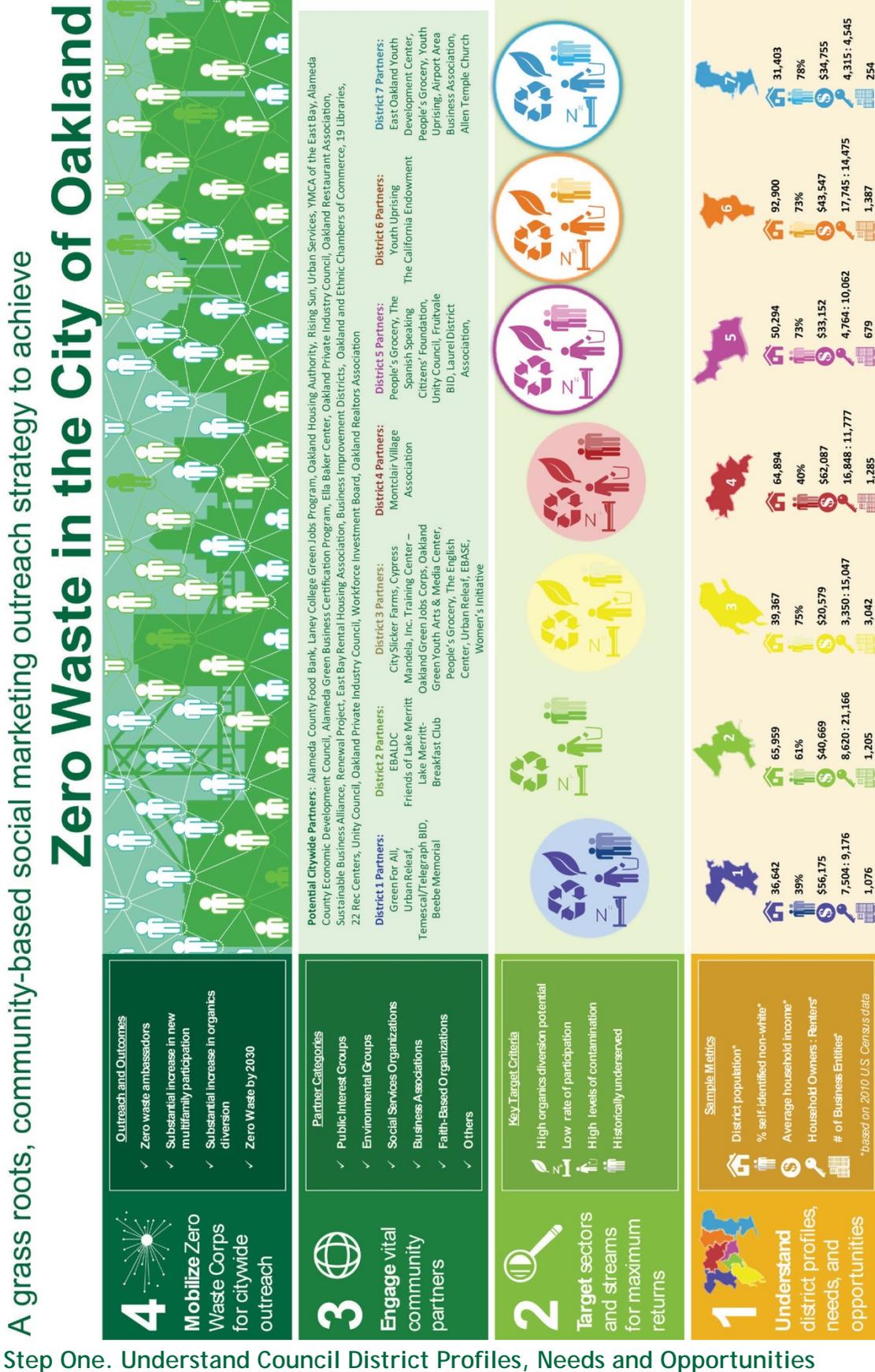
| Sector | Oakland Tons Disposed - 2011 | % Recyclable (AC WCS 2008) | Oakland Tons of Recyclable Material Disposed - 2011 | % Organics (AC WCS 2008) | Oakland Tons of Organics Material Disposed - 2011 |
|---------------|-------------------------------------|-----------------------------------|--|---------------------------------|--|
| 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 Material 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 2. Holistic Strategy to Drive Zero Waste



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 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 or another Oakland firm 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 best practices literature review. 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 would bring 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 Contract, 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 approximately 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 animosity among residents which helps to foster peer-to-peer support for recycling. These 2,811 buildings represent 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 introduce source separation collection services to its Oakland membership. 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 residents 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. 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 will be processed, initially at existing facilities at Davis Street, and ultimately at the permitted Mixed Material Recovery Facility (MMRF) (when constructed and operational). The MMRF ensures that a larger percentage of organics and recyclables are diverted for higher reuse and fewer residuals are transferred to the landfill. It is a Zero Waste "safety net," to help reach Oakland's diversion goals.

Businesses

WMAC in collaboration with its subcontractor(s) 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, 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 increase participation in 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.

Outreach at 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.

WMAC will staff tables in collaboration with City staff at events throughout the year.



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:

- 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 Contract
- 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 organics and other continued diversion programs including bulky goods collection. To maintain and build awareness in these sectors, WMAC will engage in a variety of activities as outlined in Table 2, 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. We will employ 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 behavior. To effectively leverage these community norms and affect change on the ground, WMAC recommends a robust grassroots campaign. It could 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 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 and influencing behaviors within their community.

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, an 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 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.

The Zero Waste Ambassador Corps will be recruited through:

- Local green jobs training programs
- Mayor's Summer Youth Program
- 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, 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 and supplies 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. A possible approach would be to reward neighborhoods that reduce waste disposal the most over a designated time period. 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 will 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 or another Oakland firm, 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 Exhibit 9, Customer Service, WMAC will deploy numerous tools and technology to drive behavior to achieve zero waste strategies. We plan to work with Oaklandish or another Oakland firm 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 creative and locally relevant branding and communication platforms to inform all program communications. Based on developed platforms, our team will develop new logo, look- and-feel, and tagline that will speak to City residents and businesses in a meaningful way about zero waste. Logo 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 all campaigns are appropriate and engaging for the diverse cultures represented in Oakland. In addition to the MM&O material streams, the campaign will address illegal dumping. 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: OaklandRecycles.com was designed to engage a diversity of customers and provide information about available services. WMAC is working towards a highly interactive site that takes advantage of new technological opportunities for better engaging with customers, such as video, games, and custom tools. The site was designed for easy viewing on handheld devices, such as cell phones and tablets and is integrated with Oakland Recycles social media channels.
- 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 (as time permits and in accordance with budgeted amounts). 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, as well as billing inserts will be deployed to prepare customers for service changes in advance of the July 1, 2015 contract start date.
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.

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 and provides benchmarks for each stream and sector over the life of the contract.

Transitional & Annual Outreach Plans

As the franchised hauler in Oakland, WMAC submitted a transitional community outreach plan designed to fully inform all residents, multi-family property owners, managers and businesses of the franchised collection services. The transitional plan scheduled to begin January 1, 2015, highlighted changes to the former services and was relevant to the customer experience that would begin July 1, 2015. WMAC will hire a program manager to manage the outreach plan. WMAC collaborating with City staff will design and implement an annual outreach plan designed to increase diversion, increase participation and measure effectiveness each year of the franchise agreement. Strategies WMAC will incorporate into the plan include but are not limited to pilot outreach programs to test effectiveness as well as implementing programs such as site visits for technical assistance, engaging community partners to help increase participation, creating a Zero Waste Ambassador Corps for technical assistance and maintaining a presence at community events.

Complete Listing of Potential Outreach Pilots “Confirming Effectiveness”

Table 2, 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 selection; all selections are subject to funds available in the community outreach budget

We also plan 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.

Table 1. Suggested Outreach Pilots

| Outreach Activities | Suggested Outreach Pilots Summary Description | Sector | | | | | Material stream | | |
|---|--|--------|----|------|------|------------|-----------------|----------------------------------|--|
| | | SF | MF | Comm | City | Mixed mats | Organics | Other (bulky, 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 | |
| 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 | |
| Explore use of reward game | Web-based 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 | |
| Multifamily partnership with Oakland Public Housing Authority | Conduct pilot projects with OPHA, with specific focus on historically underserved multifamily buildings. | | X | | | X | X | X | |

| Suggested Outreach Pilots | | Sector | | | | Material stream | | | |
|---|---|--------|----|------|------|-----------------|----------|----------------------------------|---|
| Outreach Activities | Summary Description | SF | MF | Comm | City | Mixed mats | Organics | Other (bulky, electronics, etc.) | |
| 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. This would be a possible future program. | 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 | |
| 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 |

| Suggested Outreach Pilots | | Sector | | | | Material stream | | | |
|--|---|--------|----|------|------|-----------------|----------|----------------------------------|---|
| Outreach Activities | Summary Description | SF | MF | Comm | City | Mixed mats | Organics | Other (bulky, electronics, etc.) | |
| 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 | | | | Mixed mats | Material stream Other (bulky, Organics etc.) | | | electronics, etc.) |
|-----------------------------|--|--------|----|------|------|------------|--|---|---|-----------------------|
| | | SF | MF | Comm | City | | | | | |
| 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 | |
| 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 |

| Suggested Outreach Pilots | | Sector | | | | Material stream | | |
|------------------------------------|---|--------|----|------|------|-----------------|----------|----------------------------------|
| Outreach Activities | Summary Description | SF | MF | Comm | City | Mixed mats | Organics | Other (bulky, electronics, etc.) |
| 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 |
| ‘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. Possible future program. | X | X | | | | X | |
| Bulky item | WMAC would work with the City to utilize | X | X | X | X | | | X |

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|-------------|---|
| sales/swaps | existing websites, such as freecycle and Craig's List to sell or donate bulky items suitable for reuse. |
|-------------|---|

| Suggested Outreach Pilots | | Sector | | | | Material stream | | | |
|-----------------------------------|---|--------|----|------|------|-----------------|----------|----------------------------------|---|
| Outreach Activities | Summary Description | SF | MF | Comm | City | Mixed mats | Organics | Other (bulky, electronics, etc.) | |
| 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 |
| 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 |

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 | Align with City goals and the Oakland zero waste hierarchy, <ul style="list-style-type: none"> ▪ 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. |

Community Outreach Budget

The transitional outreach plan and budget (\$1,000,000) were submitted and approved by the City prior to January 2015. Annual outreach plans will be submitted by September 1 of each year reflecting the annual budget of \$200,000 plus any unspent funds remaining from the prior year.