

## TABLE OF CONTENTS

---

1. COVER LETTER, SURETY, ADDENDA, ETC.	3
1.1 COVER LETTER	3
1.2 PROPOSAL SURETY	7
1.3 PERFORMANCE SECURITY COMMITMENT LETTER	9
1.4 RECEIPT OF ADDENDA	11
2. EXECUTIVE SUMMARY	17
3. QUALIFICATIONS	19
3.1 KEY STAFF PERSONS	19
3.2 REFERENCES	37
3.3 LITIGATION HISTORY	75
4. STATEMENT OF FINANCIAL QUALIFICATIONS	77
4.1 AUDITED FINANCIAL STATEMENTS	79
4.2 CFO STATEMENT OF NO MATERIAL CHANGE	85
4.3 PROOF OF REQUIRED FINANCING	85
4.4 LABOR AGREEMENTS	88
5. TECHNICAL PROPOSAL	91
5.1 MIXED MATERIALS AND ORGANICS COLLECTION SERVICES	97
5.2 COLLECTION SERVICES OPERATIONS PLAN	127
5.3 DIVERSION PLAN	171
5.4 CUSTOMER SERVICE PLAN	211
5.5 COMMUNITY OUTREACH STRATEGY	231
5.6 HHW	261
5.7 SHARPS COLLECTION PLAN	267
5.8 EMPLOYEE AND LABOR RELATIONS	269
5.9 VALUE ADD OFFERINGS	279
6. FORMS	289
7. APPENDICES	291

## TABLE OF FIGURES

---

FIGURE 1. SIX STEPS FOR COMMUNITY BASED SOCIAL MARKETING	116
FIGURE 2. WM OVERALL TOTAL RECORDABLE INJURY RATE (TRIR)	159
FIGURE 3. WMAC TOTAL RECORDABLE INJURY RATE (TRIR)	160
FIGURE 4. WM OVERALL VEHICLE ACCIDENT RECORDABLE RATE (VARR)	160
FIGURE 5. WMAC VEHICLE ACCIDENT RECORDABLE RATE (VARR)	160
FIGURE 6. SCREENSHOT OF SAMPLE REPORTS	167
FIGURE 7. DAVIS STREET FACILITIES PROCESS SOURCE-SEPARATED AND MIXED MATERIALS FOR MAXIMUM RECOVERY AND RECYCLING TO ACHIEVE OAKLAND'S ZERO WASTE GOALS.	171
FIGURE 8. ACHIEVING ZERO WASTE ACROSS OAKLAND'S ZERO WASTE ENVIRONMENTAL HIERARCHY	173
FIGURE 9. PROPOSED FACILITIES: DAVIS STREET MAP	186
FIGURE 10. PROPOSED FACILITIES: GRAPHIC DESCRIPTION FOR EACH MATERIAL STREAM ACHIEVING GUARANTEES TOWARDS ZERO WASTE	187
FIGURE 11. PROPOSED FACILITIES: MATERIAL FLOW AT DAVID STREET CAMPUS	188
FIGURE 12. SIX STEPS FOR COMMUNITY BASED SOCIAL MARKETING	233
FIGURE 13. HOLISTIC STRATEGY TO DRIVE ZERO WASTE	236

## TABLE OF TABLES

---

TABLE 1. SUMMARY OF RESIDENTIAL RECYCLING COLLECTION SERVICES REFERENCE SERVICE OFFERINGS	38
TABLE 2. SUMMARY OF MIXED MATERIALS & ORGANICS COLLECTION REFERENCE SERVICE OFFERINGS	39
TABLE 3. JURISDICTION CUSTOMER ACCOUNTS	40
TABLE 4. JURISDICTION DIVERSION RATES*	41
TABLE 5. KEY FUNCTIONAL DEPARTMENT TRANSITION RESPONSIBILITIES	98
TABLE 6. CITY OF OAKLAND TRANSITION PLAN TASK TIMELINE	100
TABLE 7. TRANSITION PLAN ADVANTAGES OF COMBINING MIXED MATERIALS/ORGANICS AND RECYCLING SERVICES	125
TABLE 8. SUPERVISORY AND ADMINISTRATION VEHICLES	128
TABLE 9. VEHICLE RELATED ADVANTAGES OF COMBINING MIXED MATERIALS/ORGANICS AND RECYCLING SERVICES	137
TABLE 10. MIXED MATERIALS	139
TABLE 11. ORGANICS	139
TABLE 12. RECYCLING	140
TABLE 13. CONTAINER RELATED ADVANTAGES OF COMBINING MIXED MATERIALS/ORGANICS AND RECYCLING SERVICES	142
TABLE 14. NUMBER OF TRUCKS REQUIRED	143
TABLE 15. TYPE OF WORK PERFORMED BY UNION AFFILIATION	149
TABLE 16. ROUTING ADVANTAGES OF COMBINING MIXED MATERIALS/ORGANICS AND RECYCLING SERVICES	151
TABLE 17. FACILITY ADVANTAGES OF COMBINING MIXED MATERIALS/ORGANICS AND RECYCLING SERVICES	157
TABLE 18. WASTE MANAGEMENT HEALTH AND SAFETY PROGRAMS	164
TABLE 19. SAFETY ADVANTAGES OF COMBINING MIXED MATERIALS/ORGANICS AND RECYCLING SERVICES	164
TABLE 20. REPORTING ADVANTAGES OF COMBINING MIXED MATERIALS/ORGANICS AND RECYCLING SERVICES	169
TABLE 21. CUSTOMIZED TARGET MATERIAL STREAMS	179
TABLE 22. COLLECTION METHODS THAT DRIVE DIVERSION	180
TABLE 23. WM'S INVOLVEMENT IN PUBLIC POLICY	182
TABLE 24. DAVIS STREET - MATERIAL RECOVERY FACILITIES	185

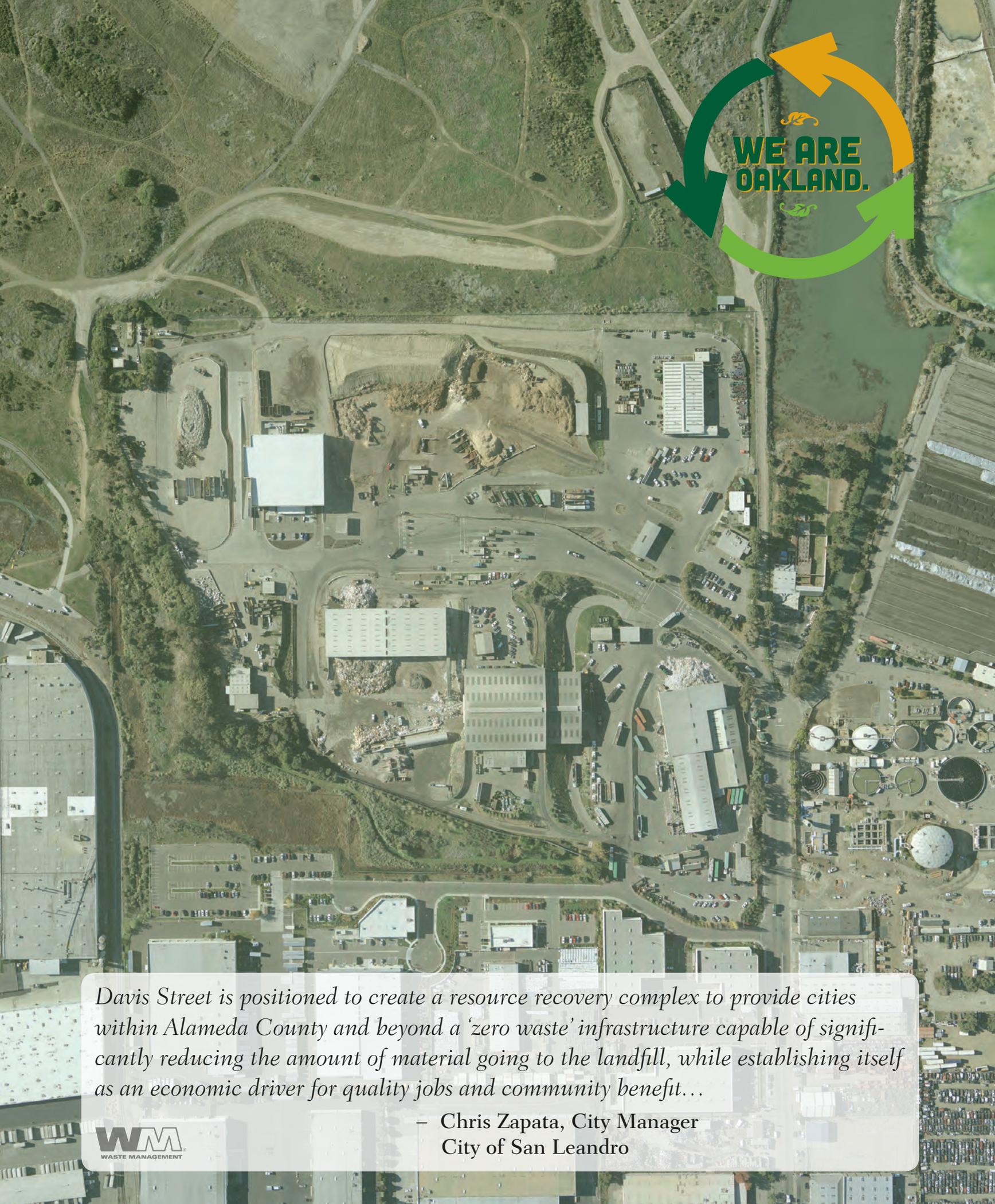
TABLE 25. PROPOSED FACILITIES: BRIEF DESCRIPTION OF THE MATERIAL STREAM PROCESS	187
TABLE 26. EXPECTED CAPACITY OF PROPOSED FACILITIES	189
TABLE 27. SCHEDULES	199
TABLE 28. PROCESSING FACILITIES AND MARKETS TIMETABLE	200
TABLE 29. DIVERSION TABLE (REQUIRED) BY CUSTOMER SEGMENT AND MATERIAL STREAM	201
TABLE 30. FOUR-WEEK TRAINING PROGRAM	214
TABLE 31. ANNUAL TONS DIVERTED CONTRIBUTED TO PUBLIC EDUCATION PROGRAMS	247
TABLE 32. DETAILED TIMELINE	248
TABLE 33. SUGGESTED OUTREACH PILOTS	249
TABLE 34. COMMUNITY OUTREACH BUDGET	259
TABLE 35. WMAC'S LABOR UNION AFFILIATION HISTORY	269
TABLE 36. MIXED PAPER AVG. PRICE AT \$225.00/TON AND 5% OF INBOUND MIXED MATERIAL STREAM	282



*Davis Street has been 'the center of the universe' for Alameda County diversion programs for 20 years... They responded to our collective vision and created the infrastructure that is needed by the City of Oakland and Alameda County to reach the 75 percent diversion goal of Measure D and the Zero Waste goal of the City of Oakland... We will never get to site another facility of its kind, so close to our urban centers.*

– Ruth Abbe





**WE ARE  
OAKLAND.**

*Davis Street is positioned to create a resource recovery complex to provide cities within Alameda County and beyond a 'zero waste' infrastructure capable of significantly reducing the amount of material going to the landfill, while establishing itself as an economic driver for quality jobs and community benefit...*

– Chris Zapata, City Manager  
City of San Leandro

## 2. EXECUTIVE SUMMARY

Waste Management of Alameda County (WMAC) appreciates the opportunity to provide the City of Oakland with this visionary Mixed Materials and Organics solutions proposal. Our proposal builds on our service to the community over the past 100 years and offers the City an innovative Zero Waste partnership designed to drive economic growth, be socially equitable, and environmentally sustainable. We produced the video *Oakland to Zero* to illustrate our local, closed-loop approach; it is on the enclosed DVD.

### Key Proposal Components



#### *Waste Management Provides the Most Economically Beneficial Solution*

Oakland is at a pivotal moment in its economic growth. After weathering setbacks in the 1980s and 1990s, it has emerged as a City well-positioned to take advantage of the economic recovery with its diverse workforce and strong City fundamentals. Thus, WMAC is committed to helping Oakland create an even more prosperous economy, with new community-based programs, increased investment in local facilities, focus on local job creation and leading edge technology. As an organization based in Alameda County since the early 1900's, WMAC has been a community partner for 100 years, contributing significantly to the economic growth and development of the region. In addition to over \$27M in vehicle purchases, and \$15M in carts, WMAC will investment over \$86M at our local, permitted recycling facilities as part of our commitment to the community and zero waste endeavors. A comprehensive Economic Benefit Report has been prepared by a reputable third party that better depicts our economic contribution. (See Appendix B) Key Highlights of our plan include:

**Maximized Local Business Presence** - Through our "Buy Oakland Vendor Program," WMAC is committed to implementing an internal Buy Oakland Strategy and increasing our spend with City of Oakland businesses and organizations by 30%. In 2011 as per our economic analysis, WMAC's spend in the area was over \$67M, and we anticipate that this amount will continue to grow. (See the section entitled Value Adds for our Buy Oakland Strategy and Economic Plan)

**New Quality Jobs.** Through our "Hire Oakland" initiative, the 50% Hire Oakland Initiative will add at least 65 new jobs for Oakland residents with a total payroll flowing into Oakland of \$4.7M annually. The pay for these positions would be consistent with the \$99,343 weighted average compensation packages that apply to new hires and replacement workers in the relevant classifications.

**Investment in Oakland's Zero Waste Future.** WMAC will invest \$67.2M in infrastructure improvements to further bolster our ability to meet the City's zero waste goals. This spend will create 255 direct jobs with significant direct and secondary benefits to Oakland and Alameda County These locally spent funds indirectly impact another \$43.2M in sales and 236 jobs with firms not directly related to WMAC's operations. The region will see 491 jobs and \$110.3 million in local sales created by planned capital spending for its operations.

**Commitment to Oakland.** WMAC's long-term commitment to Oakland is seen in our existing \$111.5M investment in our 98th Avenue facility and \$82.5 investment at Davis Street. It is also evident in our \$1.7M in corporate contributions to charitable institutions serving the city. No other company can attest to this type of financial commitment.



#### *Waste Management is Oakland's Most Ecologically Sustainable Choice*

At WMAC, sustainability is at the center of everything that we do. We recognize our responsibility to lead as well as serve our communities, by providing residents and businesses incentives to recycle. We want to help everyone see environmental stewardship as not just a cause, but a lifestyle.

**The Heartbeat of Oakland's Diversion Plan** - WMAC's Davis Street facility is an innovative facility that will receive a significant Zero Waste upgrade to process all materials received from Oakland on day 1 of the contract. 100% of all materials collected from Oakland residents & businesses will be processed to

capture maximum diversion from the landfill, with capabilities able to greatly exceed Oakland's diversion goals in an expedited time frame.

**State-of-the-Art Processing Facilities.** WMAC is proposing innovative collection and processing technologies that ensure recoverable materials are processed in a manner that provides for the highest and best use, maximizes diversion, and feeds local reuse and recycling markets.

**Zero Waste Ready.** WMAC understands that as an environmental leader, the City is now ready to take its existing program to the next level and is committed to achieving zero waste and transforming currently 185,000 tons of material disposed to 145,000 tons of material recycled, reused or transformed for beneficial use. WMAC feels strongly that our technology, historical experience, existing facilities allow a partnership with Oakland to exceed targeted goals.



### *Waste Management is Invested in the Safety, Equity, and Well-Being of Our Local Team and Customers*

WMAC ensures social equity in our communities through living wages, strong labor relationships, fees for Open Space, commitment to safety, endowments, and community partnerships.

**Engaging the Community.** 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.

**Innovative Technology and Social Media Platforms for Grassroots Marketing.** To influence behavior in zero waste programs on a grassroots, community-wide level, WMAC is going viral. With the help of Oaklandish, we will brand a highly interactive website that takes advantage of new technological opportunities for better engaging with customers, such as video, games, and custom tools will be the hub of our program. Apps, social media promotion, and other communication channels will be utilized to create zero waste buzz.

**Safety.** At WMAC, safety is a core value and a cornerstone of operational excellence. This philosophy is embedded in the way we work, the decisions we make and the actions we take. At WMAC, we hold ourselves to the highest standards for the protection of our customers, our employees, the communities we serve, and the environment we share.

**Community Synergies and Partnerships.** WMAC is an active participant in the community, and as a part of the community, it relies on strong partnerships with local businesses, civic groups and non-profits.

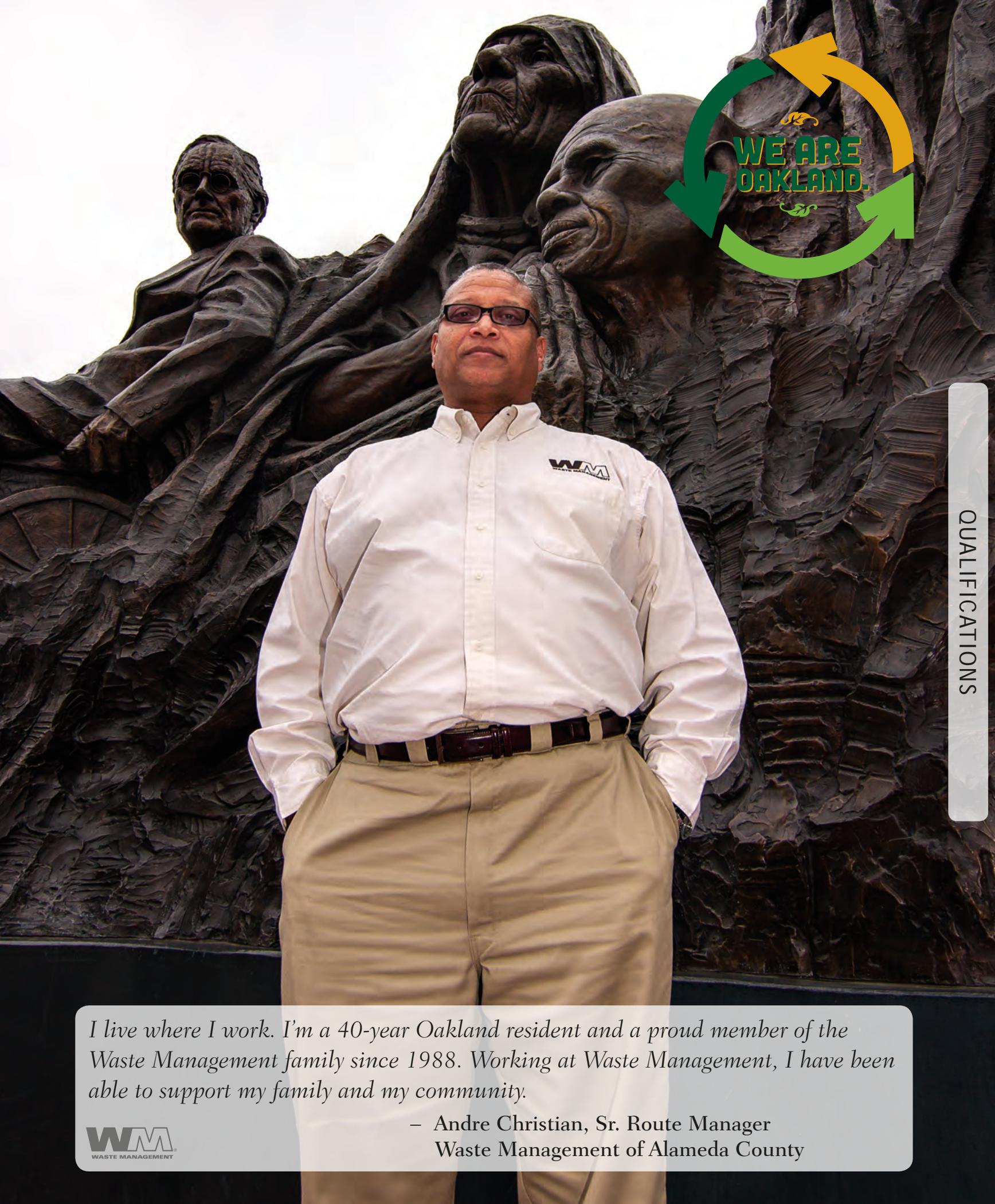


### *A Seamless Transition That Minimizes Disruption to Residents and City Staff*

As the incumbent, WMAC is the only company that can guarantee continuity of service and avoid the service interruptions that can damage a transition of this magnitude. WMAC will be ready on day one to maintain services while building on and improving programs to increase diversion. Only WMAC can offer the City a seamless transition and existing infrastructure of world class facilities to achieve Zero Waste diversion goals on the first day of the contract.

## **In Summary**

The key proposal elements outlined above, and explained in more detail throughout our proposal, are aligned with, and complement, the City of Oakland's pledges. Continuing to contract with WMAC not only means reliable, cost-effective, and sustainably-minded environmental services, but a long-term partnership that can provide solutions, generate revenue, and improve the quality of life for Oakland and the surrounding communities over the next 20 years.



QUALIFICATIONS

*I live where I work. I'm a 40-year Oakland resident and a proud member of the Waste Management family since 1988. Working at Waste Management, I have been able to support my family and my community.*

– Andre Christian, Sr. Route Manager  
Waste Management of Alameda County





*Davis Street employs 256 union workers – 91 of whom live in Oakland. They are at the center of Alameda County’s diversion efforts, helping to divert 180,000 pounds of materials a year for reuse, recycling and composting.*

– Jack Isola, Sr. District Manager  
The Davis Street Transfer Station



## 3. QUALIFICATIONS

### 3.1 KEY STAFF PERSONS

*Include proposer's Contract Compliance Coordinator and Services Manager assigned to the City. Proposers must identify each Person and provide resumes and job responsibilities for key staff proposed for the service identified herein. Of key importance to the City is demonstrated experience in providing residential and Commercial Collection Services, knowledge of Collection Containers, experience operating automated and semi-automated Collection vehicles, expertise in implementing Diversion programs, and coordination with the current hauler and City staff.*

WMAC's leadership has years of experience in all aspects of the waste and recycling services required under this contract with the City of Oakland. Our team's formidable industry knowledge, combined with their unique familiarity in handling Oakland's materials and a commitment to exceeding the City's zero waste goals will ensure the successful implementation of Mixed Materials and Organics collection, processing and diversion. The following is a summary of the experience and responsibilities of our key personnel. For additional information, please find their complete resumes in Appendix G.

### DEDICATED CONTRACT MANAGER



**Greg Lammers**

Area Sr. Manager, Public Affairs and Compliance

Phone: 510 613 2850

[glammers@wm.com](mailto:glammers@wm.com)

Greg Lammers, the Northern California/Nevada Area Senior Manager for Public Affairs and Compliance, will serve as the interim Contract Manager (as well as the Contract Compliance Coordinator and Services Manager) for the City of Oakland. Upon contract award, Greg will work with the City to identify desired candidate qualifications and coordinate the recruiting process to select the best possible candidate.

Greg brings extensive experience to his new role as the Area Senior Manager for Public Affairs and Compliance. He joined Waste Management in 1986, following a career with IBM. Over the past 26 years, Greg has developed a reputation as a respected team leader with the ability to engage employees and customers alike to implement new programs and drive measurable results. Most recently, Greg managed acquisitions and alternative energy initiatives for Waste Management in the western United States. In his new role, Greg will oversee Franchise Agreements and the contract compliance team. His focus will include fostering open dialogs with our municipal customers and ensuring service excellence to achieve the diversion goals of both Alameda County and the cities.

Responsibilities Include:

- Manages contract negotiations with the City of Oakland
- Acts as interim contract manager for the new City of Oakland contract(s)
- Oversees contract compliance team to ensure compliance, optimum diversion, stellar customer service, timely and accurate reporting and transparent communications with municipalities
- Manages monthly franchise payment to the City of Oakland

## SENIOR LEADERSHIP



**Barry Skolnick**

Area Vice President (AVP), Northern California/Nevada Area

Phone: 510 613 2112

[bskolnic@wm.com](mailto:bskolnic@wm.com)

Barry Skolnick moved to WMAC's Oakland Office to become the Area Vice President in 2009. He joined Waste Management in 2002, bringing more than 10 years of industry experience as a former owner and operator of several waste and recycling companies. Barry oversees the fiscal operations of a market area that spans from Fort Bragg to Monterrey and east to the Nevada High Sierras. The region is home to several small, medium and large hauling companies, transfer stations and landfills with an employee base of about 2,200 men and women. The Area provides a wide range of career opportunities—from truck drivers, recycling operators, mechanics and heavy equipment operators to accountants, engineers, customer service representatives and many positions that form a well-oiled environmental service team.

Responsibilities Include:

- Approves all Northern California/Nevada Area contracts
- Secures corporate capital for Davis Street Transfer Station, Altamont Landfill and Redwood Landfill facilities designed to help Oakland reach its zero waste goals
- Oversees performance of operations, maintenance, customer service, and all transfer stations and landfills serving the City of Oakland
- Manages strategic planning and capital improvements for all Area locations



**Alex Oseguera**

Vice President and General Manager, Northern California/Nevada Area

Phone: 916 294 4003

[aoseguer@wm.com](mailto:aoseguer@wm.com)

Alex Oseguera brings 21 years of progressive experience with Waste Management to the City of Oakland and the Northern California/Nevada Area. He joined the company in 1991, serving in several capacities and locales, including Area Vice President for the Sacramento/Nevada Area, Director of Operations for the Sacramento Area, District Manager for the Lodi and Santa Clara facilities, Director of Operations for Waste Management's Mexican operations based in Mexico City, and Assistant Division Manager in Santa Ana, California. Alex and his team have received several coveted Waste Management honors, including "Best Market Area in the West" for 2006, 2007, and 2010.

Responsibilities Include:

- Manages government relations and public affairs
- Provides strategic guidance for contract service offerings
- Develops business



Mike Witt

Director of Collection Operations, Northern California/Nevada Area

Phone: 916 294 4001

[mwitt@wm.com](mailto:mwitt@wm.com)

As the Director of Collection Operations, Mike is responsible for ensuring Waste Management delivers safe, high-quality service to all our customers. Mike joined Waste Management in 1999 with more than nine years of industry experience spanning operations across the Western U.S. and Canada. Mike will provide guidance and implement corporate initiatives designed to support Oakland's zero waste goals and achieve world-class service to Oakland residents.

Responsibilities Include:

- Oversees all collection operations
- Introduces corporate initiatives for safety and operations improvement
- Works with WMAC staff to ensure world class service to the City of Oakland



Michael Bocage, Safety Manager, Northern California/Nevada Area

District Operations Manager, WMAC

Phone: 510 613 2102

[mbocage@wm.com](mailto:mbocage@wm.com)

Michael began his career in 1985 as a Head Route Driver in east and west Oakland with Oakland Scavenger. Following Waste Management's purchase of Oakland Scavenger in 1986, Michael became a Route Manager for various Oakland collection routes. Today, Michael is the Area Safety Manager responsible for effectively supporting the development and implementation of a fundamental approach to safety aimed at creating a sustainable safety culture throughout the Northern California Area. He works with WM Safety Services, our corporate safety team, to integrate critical safety principles with day-to-day collection operations within the cities and municipalities that compose our service area as well as our processing and disposal facilities.

Responsibilities Include:

- Champions safety culture at our collections, processing and disposal facilities
- Engages employees in quarterly safety challenges
- Drives constant safety improvement
- Conducts weekly safety call to review incidents and document behavioral change



**Ken Lewis**  
**Director Landfill Operations**  
**Phone: 510 613 2158**  
**klewis@wm.com**

Ken Lewis is the Director of Landfill Operations in the Northern California/Nevada Area. His oversight includes all landfill, recycling, composting and mulch operations that occur at our seven landfills. He joined Waste Management in 1995 as an engineer before transitioning to operations management. Ken has over 20 years of experience in the industry, including civil and geotechnical engineering. Prior to joining Waste Management, Ken was a design and engineering consultant with EMCOM and other consulting companies.

Responsibilities Include:

- Oversees seven landfills in Northern California/Nevada Area
- Directs the staff charged with landfill environmental safeguards, including the district managers at each landfill along with the gas technicians, engineers and environmental protection staff
- Ensures compliance with all local, state and federal regulatory and tonnage reporting requirements

## COLLECTIONS TEAM

---

### Fleet



**Scott Germann**  
**Fleet Manager, Northern California/Nevada Area**  
**Phone: 510 613 2846**  
**sgermann@wm.com**

Scott oversees the fleet for the Area. His oversight includes all aspects of fleet maintenance, purchasing and compliance, as well as facility maintenance and security for all lines of business, including our collection, post-collection, and material recycling facilities. Scott joined Waste Management in 2008. He has over 23 years of experience in the transportation industry, including experience with small electric vehicles, over the road tractor-trailers, collection vehicles and CAT D9 Dozers. He's overseen the construction of three natural gas fueling stations in Oakland, Castroville and Livermore, California that provide Altamont Landfill with bio-methane for our growing fleet of over 150 natural gas powered vehicles.

Responsibilities Include:

- Manages the purchasing of all vehicles that will operate in the City of Oakland
- Provides technical support to ensure the proper operation of all vehicles
- Ensures compliance of the fleet with federal, state, and local regulations



**Charlie DeLa Mater**  
**Senior District Fleet Manager**  
 Phone: 510 613 8760  
[cdelamat@wm.com](mailto:cdelamat@wm.com)

Charlie directs fleet operations at our Oakland facility. He is responsible for over 260 collection vehicles and an additional 40-plus support vehicles that service seven franchise agreements, including the City of Oakland. He has worked in management for the last eleven years starting as a Maintenance Supervisor in Santa Rosa, then Fleet Manager at our Davis Street Transfer Station, and now as our Fleet Manager at WMAC. Charlie joined WMAC in 2001 and has over 31 years of experience in the industry.

Charlie has the distinction of not only running our largest facility, but also managing the first Liquefied Natural Gas (LNG) fueling station supplied with Altamont Landfill bio-methane. Under his supervision, the station expanded to incorporate conversion technology to fuel our growing fleet of CNG trucks.

Responsibilities Include:

- Manages maintenance personnel who service, inspect, maintain and repair the Oakland fleet
- Coordinates and conducts all safety training meetings for the Maintenance department
- Imposes Waste Management's safety procedures, compliance procedures, and fleet inspections to ensure safe operation of all vehicles on the road in the Oakland community

## Operations



**Tom Ridder**  
**Senior District Manager**  
 Phone: 510 613 2875  
[tridder@wm.com](mailto:tridder@wm.com)

Tom arrived at Oakland in 2003 to serve as the Assistant District Manager of WMAC. With him, Tom brought years of operations experience in the airline industry, where he most recently served as the Manger of Ramp and Cargo Operations for American Airlines at Boston's Logan Airport. During his tenure with Waste Management, Tom served as District Manager of the Empire District, which included services in Marin, Sonoma, and Mendocino Counties. From there he moved on to Transportation Manager at Davis Street Transfer Station for one year prior to returning to Oakland as the Senior District Manager of WMAC. His experience includes multiple operations in both collections and transfer.

Responsibilities Include:

- Maintains overall responsibility for all aspects of the collection services provided for Oakland
- Manages a highly trained staff, including route managers, maintenance, dispatch, drivers, and customer service personnel
- Sets expectations for continuous improvement and world-class service
- Works directly with municipal staff to resolve issues



**Dino Fontana**  
 District Operations Manager  
 Phone: 510 613 2182  
[dfontana@wm.com](mailto:dfontana@wm.com)

Dino Fontana joined Waste Management in 1984 as a second-generation Oakland Scavenger. He has over 28 years of industry experience, all of it in Alameda County. As Operations Manager, Mr. Fontana oversees all hauling operations at the 98th Avenue facility in Oakland. Dino has also managed the roll-off division, cart and container delivery operations, and container repair operations.

Responsibilities Include:

- Coordinates cart distribution and will be responsible for overseeing new cart distribution under the Oakland contract
- Oversees bin maintenance, including painting, graffiti cleanup and repair
- Directs commercial and roll-off departments



**Kevin Floyd**  
 Residential Operations Manager  
 Phone: 510 613 2185  
[kfloyd@wm.com](mailto:kfloyd@wm.com)

Kevin joined WMAC in 2006, following more than 20 years of experience in the transportation and logistics industry. He provides the logistics planning for all the Oakland Amnesty events, as well as the special collections and compost giveaways in Castro Valley and Albany.

Responsibilities Include:

- Oversees day-to-day operation of all residential routes with primary focus on safety, customer service, and efficiency
- Directs the managers for Oakland's residential routes



**Andre Christian**  
 Senior Route Manager  
 Phone: 510 613 2190  
[achristi@wm.com](mailto:achristi@wm.com)

Andre Christian joined Waste Management in 1988 as a driver serving the Rockridge area of Oakland. With more than 24 years of experience with WMAC, Mr. Christian currently serves as the Senior Route Manager in the Northern Commercial Division. His duties include managing 35 union drivers and 22 routes covering Oakland, Alameda, Emeryville, Berkeley and Albany.

Mr. Christian is a 41-year resident of the City of Oakland and a former volunteer coach with both the Oakland Dynamites youth football league and the Oakland Babe Ruth baseball league.

## Responsibilities Include:

- Supervises 35 drivers and 22 routes
- Conducts daily pre-trip meetings with drivers, focusing on safety and customer service
- Coaches drivers to ensure best practices
- Monitors routes to observe drivers and condition of routes
- Responds to customer complaints and service requests



Eric D. Baebler

Route Manager, Albany, Emeryville, Oakland Hills & Oakland Bulky

Phone: 510 613 2148

[ebaebler@wm.com](mailto:ebaebler@wm.com)

Mr. Baebler serves as the Route Manager for Albany, Emeryville, Oakland Hills, and the Oakland Bulky Waste team. He joined WMAC in 2010 following career in the U.S. Navy and experience in management and loss prevention in a retail setting. He holds a Master's degree in Criminal Justice and a B.S. in Political Science and General Engineering. Eric represents Waste Management as the primary point of contact for Albany and Emeryville. He's also a member of the San Diego Sierra Club.

## Responsibilities Include:

- Manages 16 drivers and 12 Oakland routes, including Oakland Bulky
- Conducts daily pre-trip meetings with drivers, focusing on safety and customer service
- Coaches drivers to ensure best practices
- Monitors routes to observe drivers and condition of routes
- Responds to customer complaints and service requests



Ammie Brandon

Route Manager East Oakland

Phone: 510 714 6076

[abrandon@wm.com](mailto:abrandon@wm.com)

Ammie Brandon joined Waste Management in 2010 as an Operations Manager in Training and was promoted to Route Manager. As a Route Manager, Ms. Brandon oversees 18 of 37 routes and 25 drivers who service commercial and residential accounts in East Oakland.

Ms. Brandon was born and raised in Oakland and takes the service of her city personally. Ammie made a commitment during her first quarter as a Route Manager to reduce accidents and injuries by at least 50%. Not only did she meet these goals, she surpassed them significantly. Ammie has been recognized by numerous customers for quality and personalization of service.

## Responsibilities Include:

- Manages 25 drivers and 18 residential and commercial routes in East Oakland

- Conducts daily pre-trip meetings with drivers, focusing on safety and customer service
- Coaches drivers to ensure best practices
- Monitors routes to observe drivers and condition of routes
- Responds to customer complaints and service requests



Jeffrey Cox  
Route Manager, Residential Route Manager  
jcox112@wm.com

In January 2012, Jeff joined the team at WMAC as a Route Manager. He is recognized by both coworkers and customers alike for exceeding expectations and is the recipient of numerous awards for his consistent commitment to excellence in execution.

Responsibilities Include:

- Manages 15 drivers for 13 residential and commercial routes in west and north Oakland
- Conducts daily pre-trip meetings with drivers, focusing on safety and customer service
- Coaches drivers to ensure best practices
- Monitors routes to observe drivers and condition of routes
- Responds to customer complaints and service requests



Dennis Mariano  
Route Manager  
Phone: 510 875 3394  
dmariano@wm.com

Dennis joined WMAC in 2012 with 20 years of operations experience, including managing large operations with over two hundred direct reports. Dennis is skilled in building positive partnerships with collective bargaining employee groups, internal and external customers, and regulatory officials. His experience also includes P&L direction, capital improvement projects, labor relations, project management and continuous improvement.

Responsibilities Include:

- Manages 19 drivers for 18 residential and commercial routes in east Oakland
- Conducts daily pre-trip meetings with drivers, focusing on safety and customer service
- Coaches drivers to ensure best practices
- Monitors routes to observe drivers and condition of routes
- Responds to customer complaints and service requests



**Fred Slaats**  
Roll-Off Route Manager  
Phone: 510 613 2883  
aslaats@wm.com

Fred joined WMAC in 2012, following a 25-year career in the transportation industry. He is responsible for the safety, service, and efficiency of the Industrial Division of WMAC in Oakland.

Responsibilities Include:

- Performs quarterly Observed Behavior Assessments (OBA) for each driver
- Conducts and/or assists in weekly safety meetings
- Conducts truck inspections under “Safety Lane Inspection”
- Reviews driver payroll, truck weights, vehicle compliance, DOT hours, and route efficiencies
- Reviews DMV Pull Notice Program
- Responds to customer complaints, service requests and in-field customer service needs



**Eleanor Shaver**  
Route Auditor  
Phone: 510 613 2144  
eshaver@wm.com

Eleanor serves on the two-person Central Dispatch team. She joined Waste Management in 1981 as a second-generation Oakland Scavenger. She has deep roots in Oakland Scavenger Company. Her father, Robert Vaccarezza, was a partner in the company. Her brother, Richard, a WMAC driver for the past 26 years, started with Oakland Scavenger. Her great uncle, Tony Dalcino, arranged for the purchase of the Altamont Landfill. During her tenure, Eleanor has served in many capacities, including customer service representative, front counter, billing, dispatch manager, and all other lines of business related to book-keeping and service issues. In her lifetime, Ms. Shaver has seen Oakland Scavenger go from three-man, rear-end load trucks to today’s modern technology.

Responsibilities Include:

- Dispatches 250 WMAC drivers and vehicles every morning, starting at 2:30 a.m.
- Ensures the highest level of service performance by our employees to the City of Oakland



**Timothy S. Reed**  
 Route Auditor  
 Phone: 510 613 2132  
[treed6@wm.com](mailto:treed6@wm.com)

Tim joined WMAC in 2010 with over ten years of experience in the field of operations logistics. Using his extensive Marine Corps training and past work experience in Distribution Management, Tim continues his career in logistics as the second member of the WMAC Central Dispatch team.

Responsibilities Include:

- Dispatches 250 WMAC drivers and vehicles every morning, starting at 2:30 a.m.
- Ensures the highest level of service performance by our employees to the City of Oakland



**Diana F. Camacho**  
 Consolidated Dispatch Manager  
 Phone: 510 613 2823  
[fcamacho2@wm.com](mailto:fcamacho2@wm.com)

Diana Fabiola Camacho is the Dispatch Manager for WMAC. Ms. Camacho started her carrier with Waste Management in 2001. She has 11 years of experience in the hauling industry. Prior to her current position, Ms. Camacho served as Consolidated Dispatch Billing Supervisor for Cal Bay Market Area and Operations Specialist, Dispatcher and Customer Service Representative for Empire Waste Management in Sonoma County.

Responsibilities Include::

- Ensures compliance with dispatch processes, productivity, efficiency, and DOT regulations
- Produces daily operations reports



**Mark Cramer**  
 Operations Improvement Manager  
 Phone: 510 714 7552  
[mcramer@wm.com](mailto:mcramer@wm.com)

Mark joined WMAC in 2010 as an Operations Management Trainee, after completing his MBA at the University of San Diego. In two short years, he was promoted to Route Manager, then Centralized Dispatch Manager and now serves as Operations Improvement Manager. Mark is a programming whiz, a skill he uses to improve WMAC's reports such as Missed Pick-Up, Route Manager Dispatch and many more. These reports and data drive optimizing protocols and service improvements. Mark has an ingrained sense of the value of teamwork and cooperation, hard work and forward-thinking that are essential to Operations Improvement and that will prove an asset to the City of Oakland.

**Responsibilities Include::**

- Manages operations improvement and protocol optimization
- Creates reporting mechanisms to measure success and identify areas for improvement



**Troy Zimmer**  
Technical Support Manager  
Phone: 510 714 4861  
tzimmer@wm.com

Troy joined WMAC in 2000, following a 22-year career in the refuse collection industry. He is the champion of our driver-training program and is popular among our drivers for his first-hand knowledge and result-oriented approach. Troy has been successful in building positive partnerships with collective bargaining employee groups as well as internal and external customers.

**Responsibilities Include:**

- Manages new-hire training program for the market area, spanning five states
- Develops training curriculum for CDL drivers, dispatchers, and all management employees
- Develops weekly and monthly analysis on accidents and incidents in the market area
- Conducts weekly safety calls to review accidents and share best practices
- Manages and supports ad-hoc projects for Area hauling and post collection districts
- Reviews all safety and compliance regulations with District Managers and jointly develops solutions
- Interacts with route managers, drivers and facility management at each location on the top four causes of accidents and injuries in each district

**PROCESSING**

**Jack Isola**  
Sr. District Manager, Davis Street Material Recycling and Transfer Station  
Phone: 510 563 4202  
jisola@wm.com

Jack joined Waste Management in 1978 after a six-year teaching career. He is a second-generation Oakland Scavenger. His tenure at Waste Management includes experience overseeing the operation of Altamont, Tri-Cities and Sunnyvale Landfills. Progressive positions held include Route Driver, Supervisor, Construction Manager, assistant Engineering Manager and Manager of Landfill Operations. In 1990, Jack assumed the position of District Manager of the Davis Street Material Recycling and Transfer Station, which processes an average of 4,000 tons per day of material from Alameda and adjacent counties. He is responsible for the daily operation of the facility, including disposal operations, transfer operations, green/wood waste processing, special waste acceptance procedures, and truck and equipment maintenance.

## Responsibilities Include::

- Manages all aspects of processing an average of 4,000 tons per day of recyclable, organic and compostable materials on 52-acre site with more than 400 employees
- Oversees one of the most complex material recovery operations, comprised of four MRFs, public drop-off for universal waste, WM EarthCare™ retail center and reuse center.
- Provides strategic direction for the expansion of diversion services, overseeing permitting, engineering and technology acquisition



Rebecca Jewell

Recycling Programs Manager, Davis Street Material Recycling and Transfer Station

Phone: 510 563 4214

rjewell@wm.com

Rebecca began as the Recycling Programs Manager at Davis Street Material Recycling and Transfer Station in 2006, after 10 years in the nonprofit sector. Her interest in recycling grew during her three years as Volunteer Manager at the Society of St. Vincent de Paul of Alameda, where she shaped two creative reuse programs and helped the recycling efforts of the community thrift. Rebecca is responsible for communicating with Davis Street partners about the facility, and opportunities for recycling and providing education. She currently volunteers on the Alameda County Recycling Board, the Northern California Recycling Association and the San Leandro Chamber of Commerce program, Careers in Industrial Technology, introducing San Leandro high school seniors to career options available within the City of San Leandro.

## Responsibilities Include:

- Researches new recycling technologies and programs for implementation at Davis Street
- Coordinates Careers in Industrial Technology, a model program for the City of Oakland
- Assists WMAC team in preparing outreach materials and guidance for all material types and how to properly recycle, dispose or reuse them
- Acts as a liaison for tours and education programs offered at the Davis Street
- iRecycle School



David Botell

Transportation Manager, Davis Street Material Recycling and Transfer Station

Phone: 510 563 4273

dbotell@wm.com

David joined Waste Management in 2003, following a 17-year career in the transportation industry, which he began as a truck driver in the U.S. Army. He has over 26 years of commercial driving experience and 20 years of equipment experience. David served as the Route Manager for the Davis Street Transfer Station, overseeing the transfer truck fleet and drivers who make the four times a day trip to

the Altamont Landfill. In 2012, he was promoted to Transportation Manager, overseeing the team of drivers and vehicles responsible for the transport of materials to the Altamont Landfill, Port of Oakland and our WM EarthCare™ compost and mulch facilities.

Responsibilities Include:

- Supervises four route managers overseeing 74 Local 70 drivers
- Meets weekly with the union
- Conducts regular safety meetings
- Oversees compliance and safety issues



**Marcus Netz**  
Sr. District Manager, Altamont Landfill  
Phone: 925 455 7323  
[mnetzi@wm.com](mailto:mnetzi@wm.com)

Marcus Netz is the Sr. District Manager of the Altamont Landfill & Resource Recovery Facility. He joined WMAC in 2011, bringing more than 19 years of experience in the areas of business operations, waste management, project management and project controls. Marcus has held progressive leadership roles in general management at several companies, including BFI, Allied Waste Industries and Republic Services. For last eight years, Marcus has focused on oversight of post-collection facilities, becoming an IEPA certified landfill operator and producing an outstanding environmental record at two of the largest facilities in Illinois.

Responsibilities Include:

- Manages day-to-day operations, safety and governmental compliance
- Oversees construction of CASP and RAC composting facilities
- Establishes and maintains performance and productivity metrics
- Works with environmental groups and local governing bodies to establish host agreements and fee schedules as well as programs for diversion and environmental protection



**Enrique Perez**  
Operations Manager, Altamont Landfill & Resource Recovery Facility  
Phone: 925 455 7347  
[pperez@wm.com](mailto:pperez@wm.com)

Enrique began his career at Waste Management in 2008 at the Davis Street Transfer Station, where he was responsible for the direct supervision of the C&D Material Recovery Facility. As a graduate of the California State University of Northridge, where he obtained a B.S. Degree in Systems and Operations Management, Enrique has applied his knowledge to our operations. In 2009, he transferred to Guadalupe Landfill and Material Recovery Facility in San Jose, CA where he was responsible for the operational

oversight of the landfill and MRF. He joined the Altamont Landfill in 2010 and completed the Waste Management Landfill Manager Training Program in 2011.

Responsibilities Include:

- Prepares Oakland tonnage reports
- Supervises scale house, tipper and heavy equipment personnel



**Daniel North**  
**Redwood Landfill District Manager**  
 Phone: 415 408 9054  
[dnorth1@wm.com](mailto:dnorth1@wm.com)

Daniel North is the manager of the Redwood Landfill and Recycling Facility, which includes the WM EarthCare™ windrow OMRI-listed composting operation in Novato, CA. Dan joined Waste Management in 2006 as an Operations trainee. A licensed civil engineer with a Master's in Business Administration, Dan was quickly recruited to serve as an Area analyst. In 2011, he was promoted to District Manager of the Tri-Cities Landfill in Fremont, where he oversaw the WM EarthCare™ mulch production operations and the landfill's closure. With his keen knowledge of WM EarthCare™, Dan was the obvious candidate for Redwood Landfill when its District Manager retired.

Responsibilities Include:

- Oversees day-to-day operation of Redwood Landfill and composting operations
- Manages long-term planning of the future facility operations



**Alisha McCutcheon**  
**Technical Manager**  
 Phone: 415 408 9055  
[amccutch@wm.com](mailto:amccutch@wm.com)

Alisha joined Waste Management in 2001 and worked for the first six years at Davis Street, ensuring the transfer station and three associated MRFs were compliant with all federal, state, and local environmental, safety, and health regulations. For the last five years, she has worked at Waste Management's composting facility to increase composting and maintain the superior quality of Waste Management compost all while garnering the most sought-after certifications in the composting industry—Organic Materials Review Institute (OMRI), U.S. Composting Council STA (USCC-STA), and California Department Food & Agriculture (CDFA).

Responsibilities Include:

- Oversees day-to-day composting operations at the Redwood Landfill
- Ensures environmental compliance at the Redwood Landfill

## Safety/Environmental Protection



**Tianna Nourot**

**Environmental Protection Manager, Northern California and Nevada**

**Phone: 925 455 7325**

**tnourot@wm.com**

Tianna is the Environmental Protection Manager for Waste Management's Northern California and Nevada Area. She joined Waste Management in 2007, following a consulting career in environmental compliance and permitting activities. She has more than 10 years of experience.

Responsibilities Include:

- Manages implementation of environmental protection programs and policies at our collection, processing and disposal sites
- Works with regulatory staff to ensure reporting compliance and conduct site inspections
- Handles facilities permitting, including renewable energy, composting and MRF installations or expansions

## Customer Service/Community Relations



**Karen Brown**

**Customer Experience Manager**

**Phone: 510 613 2198**

**kbrown11@wm.com**

Karen began her career as a mail clerk with the Oakland Scavenger Company in 1974. Her family, including her father, mother, sisters, brother-in-law and two sons, has a long tradition of working for Waste Management in Oakland. Karen's tenure at WMAC includes a variety of positions, but her passion has been her work with Oakland customers as a Customer Service Representative, Office Manager, Billing Manager and Customer Service Manager. Karen was instrumental in rolling out the first automated computer system for customer service. Today, she serves as Customer Experience Manager in the Oakland Area Office.

Responsibilities Include:

- Manages 98th Avenue staff dedicated to customer service--both walk-ins and call-ins
- Coordinates training of Customer Service Representatives (CSR) at our call center in Oak Harbor, WA
- Ensures CSRs have accurate information about rates, services and schedules for the City of Oakland and other municipalities
- Monitors daily customer feedback through third-party survey and works with Operations staff to respond immediately to customer concerns



**David Tucker**  
**Director of Community & Public Relations**  
 Phone: 510 613 2142  
[dtucker2@wm.com](mailto:dtucker2@wm.com)

David joined Waste Management in 2004 with many years of experience in the government and community relations arena. David began his career in government and community relations as a Field Representative with the California State Assembly and later as a Government and Community Relations Representative for Kaiser Permanente. He later served as a District Director for a member of the U.S. House of Representatives and most recently as Division Manager of Local Government and Community Relations for the San Francisco Bay Area Rapid Transit District. David is a member of several Bay Area Civic and Business Board of Directors, including the Oakland, Hispanic, African American and Chinatown Chambers of Commerce in Oakland and the Airport Area Business Association. He is past president of the San Leandro Chamber of Commerce.

Responsibilities Include:

- Monitors WMAC's franchise agreements
- Develops and implements strategic communications, fostering strategic alliances and relationships with area elected officials
- Supports community organizations through charitable contributions and volunteer efforts



**Rebecca Parnes**  
**Recycling Coordinator**  
 Phone: 510 613 2104  
[rparnes@wm.com](mailto:rparnes@wm.com)

Rebecca is an Oakland resident who has worked as a recycling coordinator for Waste Management since 2007. She provides community outreach and technical support for recycling and organics programs to help businesses, multifamily dwellings, and schools reduce waste sent to the landfill. Rebecca works closely with the Oakland Unified School District staff on the implementation and expansion of its Green Gloves Program. Rebecca is a member of the Keep Oakland Beautiful board and serves on the Education and Schools committee.

Responsibilities Include:

- Coordinates community outreach activities in Oakland, Albany and Emeryville
- Presents on recycling and composting to school assemblies, community and civic organizations
- Advises businesses and multifamily dwellings covered by AB 341 on services and outreach materials for employees and residents

## Compliance



**Jason Silva**  
Contract Compliance Supervisor  
Phone: 510 613 2187  
jsilva4@wm.com

Jason joined WMAC's Contract Compliance Department in 2004, serving as the primary liaison between several Alameda County municipalities and WMAC. His Responsibilities Include: managing the Franchise Agreements, overseeing the public education programs, diversion programs and reporting for these jurisdictions. In 2012, Jason became the Contract Compliance Supervisor, helping to manage the WMAC Contract Compliance staff. Jason is a former Oakland resident and a graduate of Bishop O'Dowd High School in Oakland and UC Riverside.

Responsibilities Include:

- Coordinates Oakland contract
- Supervises Contract Compliance staff
- Prepares monthly reports
- Administers Price Increases
- Responds to City requests
- Troubleshoots customer service issues

## Billing



**Jerry Sobrero**  
Revenue Manager  
Phone: 510 613 8763  
jsobrero@wm.com

Jerry Sobrero oversees the billing department and manages the billing system's data integrity. He has held this position for the past seven years. During his extensive tenure with Waste Management, Jerry has served as a Compliance Manager, Group Safety Specialist and Manager at both the Davis Street Transfer Station and Tri-Cities Landfill. He was originally hired by Oakland Scavenger in 1981 as a residential and commercial route driver. Jerry attended Bishop O'Dowd High School in Oakland.

Responsibilities Include:

- Maintains billing data integrity
- Supervisors billing inserts and notices
- Oversees lien process
- Coordinates route audits for customer billing compliance



## 3.2 REFERENCES

Waste Management of Alameda County has extensive experience providing innovative environmental services to the East Bay's greenest communities. Through collaboration and first-hand knowledge of our customers, we design programs and supporting public outreach campaigns that focus on increasing participation and diversion. Please note that in addition to our five Alameda County governmental references per the RFP, we have included references from the City of Seattle and Vancouver to provide information on the multi-family diversion capabilities WMAC can bring to the City of Oakland as a result of our affiliation with Waste Management, the country's leading recycler.

### **Ecologically Sustainable - Aligned with Zero Waste Goals**

We pride ourselves in long-lasting relationships that reach back to our Oakland Scavenger roots. Among these are the cities of Albany, Emeryville, Hayward and the sanitary districts of Castro Valley and Oro Loma. Within the last 24 months, both Albany and Emeryville sole-source negotiated to continue our partnership and to build upon the solid foundation that we have established over the years. Albany (at 83 percent) and Emeryville (at 77 percent) have achieved the highest diversion rates in the County through our partnership. As evidenced by their testimonials and others, we approach each relationship with a focus on their the unique community and diversion goals while providing consistent, safe service to the highest environmental standards.

### **Socially Equitable - Committed Community Partner**

WMAC and its our employees are active community partners in Oakland and elsewhere. Our role does not end with contractual event requirements, we are engaged in the communities where in which we work and live. From MLK Day of Service and the Oakland Unified School District Green Gloves Program to the Oakland Holiday Parade and Oakland Running Festival, to name just a few—, we our proud to say, "We are Oakland." The following letters we've provided in the Community Partner section provides a sampling of our commitment of time, money and resources.

### **Economically Dynamic - Continued Local Investor**

To achieve the City of Oakland's and Alameda County's Zero Waste goals, WMAC continually invests in upgrades to the diversion and processing facilities at Davis Street. During the recent construction of the LEED Gold Organics building, Oakland contractors collected over \$1 million for their services. The installation of the mobile Public Area MRF resulted in 25 new jobs. More than 40 percent of Davis Street's hires in the past year are Oakland residents. These numbers reflect a real commitment to the economic and ecological vitality of Oakland. Ruth Abbe, longtime Alameda County zero-waste advocate, and DR3, a sustainable job development business, join the City of San Leandro in enumerating the value WMAC provides, as presented in the attached letters.

### **Safety First - Dedicated to Employees and Customers**

Our customers, including Oakland, often cite safety as an important benefit of their partnership with Waste Management. Safety is a core value of ours, and a cornerstone of operational excellence. Ensuring

ing the safety of our employees and customers is a paramount focus every day. Safety also extends to maintaining labor peace, providing uninterrupted service and assuring customers they can rely on WMAC employees' commitment to customer service and service excellence. The attached letter from Felix Martinez, Business Agent and Marty Frates, Secretary-Treasurer of the Brotherhood of Teamsters Local Union No. 70 reinforces this commitment.

### Proven Experience - Zero Waste Event Planning and HHW Collection

In addition to our experience within Alameda County, we have local, first-hand knowledge of zero waste event planning and concierge HHW collection—knowledge we will share to help Oakland reach its zero waste goals. WMAC can also draw upon our parent company's resources and knowledge base to offer innovative, proven programs. In particular, we look forward to sharing the successful, multi-family recycling programs from sustainable cities like Seattle and Vancouver. The enclosed references for these cities reflect the capabilities we will bring to the City's Zero Waste campaign.

To demonstrate our experience relevant to the services required in the Oakland Zero Waste RFP, Table 1 and Table 2 below summarize the services we currently provide to our Alameda County municipal customers.

**Table 1. Summary of Residential Recycling Collection Services Reference Service Offerings**

Oakland Residential Recycling RFP Requirements	Castro Valley Sanitary District	City of Albany	City of Emeryville	City of Hayward	Oro Loma Sanitary District
SFD Single Stream Recycling Collection and Processing	X	X	X	*	X
SFD Used Oil and Filter Collection	X	X	X	*	X
SFD Dry Cell Battery Collection	X	X	X		X
MFD Single Stream Recycling Collection and Processing	X	X	X	*	X
Commercial Single Stream Recycling Collection and Processing	X	X	X	X	X
Community Outreach Services	X	X	X	X	X
Monitoring and Reports	X	X	X		X
Business Office in the City**				X	
Billing	X	X	X	X	X
* Provided by Tri-CED, a recycling subcontractor in an arrangement similar to the one envisioned by the Residential Recycling Collections RFP. WMAC has an impeccable history of providing timely payments to Tri-CED and California Waste Solutions (CWS) the subcontractor of recycling collection in west Oakland.					
** Our main office is located in Oakland at 172 98th Avenue, and we maintain a second office in Hayward.					

**Table 2. Summary of Mixed Materials & Organics Collection Reference Service Offerings**

Oakland MM&O RFP Requirements	Castro Valley Sanitary District	City of Albany	City of Emeryville	City of Hayward	Oro Loma Sanitary District
SFD MM Automated or Semi Automated Collection and Processing	X	X	X	X	X
SFD Source Separated Organics	X	X	X	X	X
SFD Bulky Goods	X	X	X	X	X
SFD On-Call HHW ** the number and type of material varies	X	X	X	X	X
SFD On-Call Sharps (Pharmacy-based program)	*			*	
SFD Temp Roll-Off	X	X	X	X	X
MFD MM Collection and Processing	X	X	X	X	X
MFD Source-Separated Organics (Hayward limited to cart service)	X	X	X	X	X
MFD Bulky Goods	X		X	X	
MFD On-Call HHW (materials limited)		X	X		X
MFD On-Call Sharps					
MFD Temp Roll-Off	X	X	X	X	X
Commercial MM Collection and Processing	X	X	X	X	X
Commercial Source-Separated Organics (as requested by customer)	X	X	X	X	X
Commercial Single-Stream Recycling Collection and Processing	X	X	X	X	X
Commercial Special Event Collection	X	X	X	X	X
Commercial Temp Roll-Off	X	X	X	X	X
City Facility MM Collection and Processing	X	X	X	X	X
City Facility Source-Separated Organics	X	X	X	X	X
City Street Litter Container Maintenance and Replacement*					
City Council and Mayor Roll-Off	X	X	X	X	X
City Adopt-a-Spot Mixed Materials Collection	X	X	X	X	X
City-Sponsored Events	X	X	X	X	X
City Temp Roll-Off	X	X	X	X	X
City Delivered Materials		X			X
Residue Disposal	X	X	X	X	X
Community Outreach Services	X	X	X	X	X

Oakland MM&O RFP Requirements	Castro Valley Sanitary District	City of Albany	City of Emeryville	City of Hayward	Oro Loma Sanitary District
Monitoring and Reports	X	X	X	X	X
City Office & Alameda County Call Center					
Billing	X	X	X	X	X
* These municipalities own and maintain their own containers for which WMAC provides collection services.					

As you can see, WMAC has extensive experience providing the programs and services Oakland is requesting. There are a few exceptions, which include:

- **On-Call Sharps Collection** - Many of the jurisdictions WMAC services have opted for a mail-back program with a small fee attached. Traditionally, this type of “pay to play” program has worked better in communities with smaller populations or low demand for the services. The City of San Ramon selected our collection service, At Your Door, to provide on-call collection from single family and multi-family dwellings. There is a small monthly fee incurred by all rate-payers to cover the service for the benefit of the community.
- **City Street Container Maintenance** - Working with the City of Oakland, we coded and tagged every container and currently provide collection services. WMAC is intimately familiar with every city street container in Oakland and understands the maintenance requirements. We have a full-service maintenance shop that repairs, paints, and maintains carts and bins. Our container shop effectively manages over 500,000 carts and 100,000 bins. This experience enables us to easily maintain city street containers as well. While it is not a service requested by any of our other Alameda municipalities, we will be able to incorporate seamlessly the city street container and maintenance program into our service offering to the City of Oakland.
- **City Office** - Since 1986, WMAC has maintained an office at 172 98th Avenue in Oakland. The office offers many services and benefits to the community, including bill pay and customer assistance, as well as recycling literature and meeting space for community partners. The 425 employees working at this facility regularly participate in volunteer activities that directly benefit Oakland residents. They have a proud tradition of marching in the Oakland Holiday Parade, contributing to the Alameda County Fire Department Toys for Tots, donating and volunteering at the Alameda County Food Bank, and much more.

**Table 3. Jurisdiction Customer Accounts**

City	Residential Accounts	Multi-Family Accounts	Commercial Accounts
Castro Valley	14,899	159	326
Albany	4,021	169	212
Emeryville	615	102	192
Hayward	29,122	434	2,895
Oro Loma	30,096	434	1,050
Seattle	92,431	2,287	4,805

City	Residential Accounts	Multi-Family Accounts	Commercial Accounts
Vancouver	N/A	105,00	N/A

**Table 4. Jurisdiction Diversion Rates\***

City	2008	2009	2010	2011
Castro Valley	63%	59%	67%	76%
Albany	77%	78%	83%	79%
Emeryville	74%	70%	77%	65%
Hayward	68%	68%	67%	71%
Oro Loma	63%	59%	67%	76%
Seattle*		51.1%	53.7%	55.4%
Rates based on CIWMB and stopwaste.org reporting.				
*Note: These rates reflect citywide diversion rates. Seattle is serviced by two collection companies, one of which is Waste Management. Please also note that while they have an extremely effective diversion program, the City of Vancouver does not currently report diversion percentages.				

## CITY OF ALBANY



Claire Griffing, Sustainability & Transportation Coordinator  
 1000 San Pablo Avenue  
 Albany, CA 94706  
 Phone: 510 528 5754  
 Email: [cgriffing@albanyca.org](mailto:cgriffing@albanyca.org)

### Claire Griffing, Sustainability & Transportation Coordinator

*“Their sorting capabilities at the Davis Street Transfer Station provide the City unmatched diversion capacity. The City maintains an excellent working relationship with WMAC staff.”*

### Overview of Partnership

The City of Albany and WMAC enjoy a long-term partnership that has resulted in the highest diversion rate in the Alameda County. WMAC has provided residential and commercial collection services for recycling, organics, and trash for many years. In 2010, Albany achieved 83% diversion, exceeding the County’s goal of 75% by 2010.

In 2011, the City of Albany sole-source negotiated with WMAC, entering into a new 10-year exclusive collection contract and a 20-year disposal and recycling processing agreement. The new agreement provides for a number of new services to help the City reach the goal of zero waste (90% diversion from the landfill). Among the new services are:

- Household battery & cell phone curbside collection
- CFL curbside collection for both single and multi-family dwellings

- CNG-fueled collection vehicles
- 15 solar-powered city can compactors
- Free commercial recycling

Organics recycling is also very successful in the City of Albany. One hundred percent of single-family dwellings participate. Participation is encouraged through the distribution of kitchen food containers, public education via service brochures and billing inserts, and WM EarthCare™ compost giveaways.

Other effective diversion programs in the City of Albany include:

- The 10-gallon micro trash container maximizes waste reduction and provides an incentive through reduced cost. Participation has increased from 50 single-family customers to over 300 due to increased advertising and cost savings.
- WMAC offers free waste assessments to commercial and multi-family dwellings customers to maximize diversion. The waste assessments help in reducing contamination, increasing volume in recycling containers and make it a win-win for the customer to implement new programs. In 2012, every multi-family and commercial customer received a waste assessment.

Contributing to the success of these programs is WMAC's presence in the community. Our staff participates in a number of community events, including:

- Solano Stroll
- Albany Film Festival
- Albany Days on the Green
- Compost Give-Away



*City of Albany*

1000 SAN PABLO AVENUE · ALBANY, CALIFORNIA 94706

510-528-5710

FAX: 510-528-5797

November 13, 2012

City of Oakland  
Office of Public Works Agency  
250 Frank H. Ogawa Plaza, Suite 4313  
Oakland, CA 94612

To Whom It May Concern:

The City of Albany has worked closely with Waste Management of Alameda County (WMAC) for more than 30 years, and is pleased to recommend the company to the City of Oakland. WMAC has been a consistent partner in helping the City achieve its waste reduction goals. During our contract, Albany residents and businesses have achieved an 83 percent diversion rate, the highest in the county. We attribute our success to the collaboration between WMAC and our staff and citizens.

The City maintains an excellent working relationship with WMAC staff. In particular, I would like to highlight our Contract Compliance Representative Jason Silva. Mr. Silva is consistently responsive, thorough, and professional. We have received such exceptional service from by Mr. Silva that we specifically expressed he continue as our primary WMAC point person.

In addition, Rebecca Parnes, Recycling Coordinator for WMAC, provides Albany schools and commercial customers with dedicated outreach. We have been impressed by her ability to address a variety of audiences – from preschool students to custodial staff to business owners – all with patience and grace. She is both professional and personable. Thanks to her initiative, Albany has already achieved 100% compliance with AB 341.

Working with WMAC also provides the City the opportunity to benefit from their state-of-the-art facilities. Their sorting capabilities at the Davis Street Transfer Station provide the City unmatched diversion capacity. They have also been willing to initiate innovative collection programs, such as the City's new curbside collection program for CFLs, household batteries and cell phones.



## City of Albany

1000 SAN PABLO AVENUE - ALBANY, CALIFORNIA 94706

510-528-5710

FAX: 510-528-5797

These programs and our citizens' participation would not be successful without the dedicated service of WMAC's drivers, route supervisors and operations staff. WMAC's operations team, and Route Supervisor Eric Baebler in particular, are very responsive to the City, consistently going above and beyond to make sure customers are provided excellent service.

We are also impressed by WMAC's commitment to natural gas vehicles and innovation in powering these vehicles with fuel made from landfill gas. Lowering GHG emissions with locally-produced fuel helps our City to achieve the greenhouse gas emissions reduction goals set forth by our Climate Action Plan.

Please feel free to contact me at (510) 528-5754 or [cgriffing@albanyca.org](mailto:cgriffing@albanyca.org) with any questions you may have.

Sincerely,

Claire Griffing

Sustainability & Transportation Coordinator, City of Albany

## CITY OF EMERYVILLE



Peter Schultze-Allen, Environmental Programs Analyst

1333 Park Avenue

Emeryville, CA 94608

Phone: 510 596 3728

Email: [pschultze-allen@emeryville.org](mailto:pschultze-allen@emeryville.org)

### Patrick D. O’Keefe, City Manager, City of Emeryville

*“We believe that achieving the goals of the City’s Climate Action Plan related to our Multi-Family residents is firmly within our reach, working with Waste Management of Alameda County.”*

### Overview of Partnership

Waste Management of Alameda County has been serving the City of Emeryville since 1980. Working together, Emeryville reached 77% diversion in 2010, exceeding the County’s goal of 75%. As a result, the City of Emeryville extended the partnership in 2011 and entered into a new 10-year exclusive collection contract and a 20-year disposal and recycling processing agreement.

One focus of the agreement is to drive diversion in support of the City’s 2008 Climate Action Plan goal to reduce 2004 landfilled tonnage by half by 2020. With more than three quarters of the City’s population living in multi-family dwellings, the City and WMAC adopted on a number of programs designed increase recycling and organics participation. As a result, 96% of multi-family accounts are now participating in recycling. Programs include:

- Rate Structure to Incentivize Participation - Compostables and recyclables are offered at no additional charge for both cart and bin customers
- Waste Assessments Offered to 100% of Customer Base - WMAC right-sized service and completed public education and outreach, resulting in nearly 100% participation
- Public Education Tools - WMAC provided internal and external signage, such as decals and posters, for the enclosure area and inside the common areas of the multi-family complexes. Through extensive research and discussions with multi-family stakeholders, we developed an effective outreach program
- Bulky Item Solutions Customized for Property Type - Based on the layout of complex, WMAC either provides curbside collection or roll-off container and flat bed collection. Research revealed a one-size-fits-all approach would not work.
- Battery Collection Provided to MF Complexes - WMAC provides either curbside collection or a free mail-back program, based on the property owner’s preference
- CFL collection provided via free mail-back program

Working with the City, the new franchise agreement includes many innovative programs designed to increase commercial participation. These include:

- Bundled Rates - Offering a 50% discount on recycling and organics when bundled with trash collection

- Small Business Rates - For business with 2 cubic yards or less of trash per week, recycling and organics collection are provided for free
- Free Waste Assessment - WMAC recycling coordinator conducts onsite visits to determine best level of service to achieve greatest level of diversion. Achieved 100% participation.

Contributing to the success of these programs is WMAC's presence in the community. Our staff participates in a number of community events, including:

- Emeryville Healthy City Expo
- Emeryville Art Exhibition
- Emeryville Chamber State of the City
- Emeryville Chamber Business Expo
- Emeryville Earth Day

**CITY OF EMERYVILLE**

INCORPORATED 1896

1333 PARK AVENUE  
EMERYVILLE, CALIFORNIA 94608-3517

TEL: (510) 596-4300 FAX: (510) 450-7831

November 9, 2012

City of Oakland  
Office of Public Works Agency  
250 Frank H. Ogawa Plaza, Suite 4313  
Oakland, CA 94612

Dear Colleague:

In response to a request from Waste Management of Alameda County staff, the City of Emeryville is writing a letter summarizing the new multi-family programs and services implemented as part of our new waste management collection and disposal franchise agreements entered into in December of 2010 and relating how the transition to the new service and programs occurred.

Emeryville shares many of the multi-family service challenges, albeit on a smaller scale, as Oakland. In our sole-source negotiations with Waste Management, we developed a number of programs that are helping us reach and service this population. Our goal is to increase participation by delivering convenient services. WMAC staff have been meeting with every of our approximate 100 multi-family property owners to offer the following services at no additional charge:

- Compostables and Recyclables collection,
- Right sizing of Trash containers,
- Labeling of indoor and outdoor containers and signage,
- Bulky item collection: curbside collection or roll-off bin, as space and vehicle logistics permit,
- Battery collection: curbside collection or through a mail-back kit option,
- Compact florescent lamps collection: through a mail-back kit option.

Waste Management's staff worked with City staff to produce brochures and other materials for multi-family services. The website they designed and host for the City (Emeryville.wm.com) has also included that information. We have been able to stretch our Public Education budget using Waste Management's in-house graphic design team while continuing to use an Emeryville printer to produce all our materials.

Waste Management staff have done a commendable job on our Multi-Family programs. We believe that achieving the goals of the City's Climate Action Plan related to our Multi-Family residents is firmly within our reach working with Waste Management of Alameda County.

Best regards,

Patrick D. O'Keeffe  
City Manager

cc: Karen Hemphill, Assistant to the City Manager  
Peter Schultze-Allen, Environmental Programs Analyst

## CITY OF HAYWARD



Vera Dahle-Lacaze  
 777 B Street  
 Hayward, CA 94541  
 510 583 4725  
[vera.dahle-lacaze@hayward-ca.gov](mailto:vera.dahle-lacaze@hayward-ca.gov)

### Alex Ameri, Director of Public Works, Utilities & Environmental Services

*“Waste Management successfully instituted a ‘Wet/Dry’ routing system that immediately generated higher diversion among businesses and multi-family complexes.”*

### Partnership Overview

Waste Management of Alameda County shares a long history with the City of Hayward, dating back to 1944. In 2004, the City sole-sourced negotiated with WMAC a seven-year collection agreement that included open commercial recycling and a subcontractor for residential recycling. As the City’s MSW collection partner, WMAC advanced a number of programs to improve diversion as well as the environment. In 2009, we introduced LNG-fueled residential collection vehicles. Fueled by Altamont bio-methane, they have the lowest carbon emissions in the industry.

To boost diversion, we provided the following:

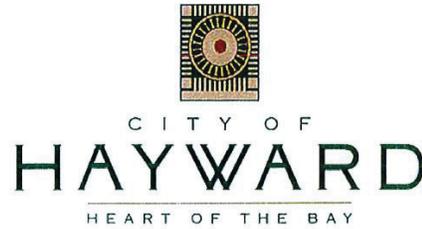
- Residential Organics Recycling - Introduced in 2009 with the distribution of food waste pails to 29,000 single-family dwellings
- Commercial Bundled Rates - Designed to increase participation by offering recycling for free and organics at a 50% discount when bundled with trash services
- Commercial Wet/Dry Collection - Developed to capture the large quantity of recyclables in the commercial waste stream

WMAC worked with the City and its consultant, Cascadia, to promote recycling to commercial customers. Between 2007 and 2012, the number of commercial recycling accounts nearly tripled from 597 to 1,549. The outreach effort was supported by Cascadia’s direct community-based social marketing (CBSM), which identified a baseline for current Hayward behaviors and increased business recycling. It also included outreach for hard-to-reach and non-English speaking communities, including materials in Spanish, Chinese (Mandarin), and Korean.

Cascadia’s waste characterization research, including six sampling periods over the 18-month project, provided a comprehensive baseline and ongoing information about the waste and recyclables streams from individual businesses. This information influenced WMAC’s decision to introduce Wet/Dry routing for Hayward businesses. It is a model program for other communities.

Contributing to the success of these programs is WMAC’s presence in the community. Our staff participates in a number of community events, including:

- Hayward Street Parties
- Hayward Chamber Business Expo
- Hayward Cinco de Mayo
- Hayward Community Garden Cleanup Day
- Hayward Earth Expo
- Hayward Zucchini Festival



November 15, 2012

City of Oakland  
Office of Public Works Agency  
250 Frank H. Ogawa Plaza, Suite 4313  
Oakland, CA 94612

To Whom It May Concern:

The purpose of this letter is to recommend the services of Waste Management. The City of Hayward renewed its collection and disposal contract with Waste Management in 2007. One of the City's primary objectives has been to expand commercial recycling participation in order to further increase our diversion rate.

Waste Management successfully instituted a "Wet/Dry" routing system that immediately generated higher diversion among businesses and multi-family complexes. The ability to process the dry materials for recycling at the Davis Street Transfer Station made this approach possible. Since 2007, Waste Management has expanded and improved its recycling infrastructure at Davis Street facility. The company's investment in the processing facilities at their transfer station has proven to be a valuable asset to the City of Hayward.

We continue to see a steady increase in our diversion rates and appreciate Waste Management's prompt initiation of services to properties covered by the mandatory recycling ordinance proposed by the Alameda County Waste Management Authority. We are pleased with Waste Management's service.

Should you have any questions, please feel free to contact me at (510) 583-4720.

Sincerely,

Alex Ameri  
Director of Public Works  
Utilities & Environmental Services

**DEPARTMENT OF PUBLIC WORKS  
UTILITIES & ENVIRONMENTAL SERVICES**

777 B Street • Hayward • CA • 94541-5007  
Tel: 510-583-4700 • Fax: 510-583-3610 • Website: [www.hayward-ca.gov](http://www.hayward-ca.gov)

## ORO LOMA SANITARY DISTRICT



Jason Warner, Manager

2600 Grant Avenue

San Lorenzo, CA 94580

Phone: 510 276 4700

Email: [jwarner@oroloma.org](mailto:jwarner@oroloma.org)

### Jason Warner, General Manager, Oro Loma Sanitary District

*“Oro Loma Sanitary District has enjoyed a long business relationship with Waste Management. This year, we chose to extend that relationship for an additional 12 years through contract negotiations for both collection and disposal.”*

WMAC is proud to be the Oro Loma Sanitary District’s environmental services provider since 1944. In 2011, Oro Loma sole-source negotiated with us to award a 12-year collection and disposal agreement. Sensitive to the District’s desire to hold down rates while increasing diversion, we expanded services to include the following:

- Residential curbside battery and cell phone collection
- CNG collection vehicles
- Dedicated recycling coordinator

The introduction of curbside battery and cell phone collection helps to divert banned materials from the Altamont Landfill and offers residents a convenient recycling solution to ubiquitous products. These additional recycling services complement existing residential curbside programs, including the organics recycling introduced to 29,000 residents in 2009 to with the distribution of a kitchen pail and instructional literature and the existing single-stream recycling program. The District’s diversion rate increased from 59% in 2009 to 67% in 2010.

In 2012, we introduced 15 natural gas collection vehicles, powered in part by the near-zero carbon fuel produced from landfill gas at the Altamont Landfill. This clean-burning fuel reduces emissions, and the trucks themselves run quieter than diesel trucks, improving the quality of life for District residents.

Our dedicated recycling coordinator works least 20 hours per week to conduct outreach and implement diversion programs within the District. With a focus on multi-family dwellings and the implementation of AB 341, WMAC has achieved 82% participation among the AB 341 properties and is focused on bringing the District to 100% compliance within the year.

Contributing to the success of these programs is WMAC’s presence in the community. Our staff participates in a number of community events, including:

- Annual School Children’s Recycling Poster Contest
- Cherryland Event
- Dig Deep Farms
- Project EAT Compost Giveaway



## ORO LOMA SANITARY DISTRICT

**BOARD OF DIRECTORS**  
 Howard W. Kerr, President  
 Laython N. Landis, Vice President  
 Roland J. Dias, Secretary  
 Timothy P. Becker, Director  
 Frank V. Sidari, Director

**GENERAL MANAGER**  
 Jason Warner

November 13, 2012

City of Oakland  
 Office of Public Works Agency  
 250 Frank H. Ogawa Plaza, Suite 4313  
 Oakland, CA 94612

To Whom It May Concern:

Oro Loma Sanitary District has enjoyed a long business relationship with Waste Management. This year, we chose to extend that relationship for an additional 12 years through contract negotiations for both collection and disposal.

We were impressed by Waste Management's creative approach to our concerns about holding down rates while providing services to increase diversion. Working together, we implemented new curbside collection programs for used batteries and cell phones, and introduced CNG collection vehicles. These enhancements will improve the quality of life for our residents, with minimal impact on rates.

Waste Management is our partner. Each year they work with us on the Earth Day Poster Contest and recycling calendar for the schools. These are our main outreach efforts that promote recycling and diversion; also, the schools in the District receive thousands of dollars in prizes.

We work closely with our assigned Waste Management Recycling Coordinator to ensure regular communications through billing inserts and service brochures about residential, commercial and multi-family recycling, composting, and other ways to increase diversion. We have been pleased with the work of Waste Management's graphic design staff.

Waste Management Operations and Customer Service deserve special recognition. There has been a noticeable decline in complaints to our offices. The use of the automated messaging system to notify customers when there is a delay on their routes is very effective. Similarly, the 48-hour commitment to replacing or repairing broken carts has paid great dividends.

We believe Waste Management offers the best value and services.

Sincerely,

Jason Warner  
 General Manager

2655 Grant Avenue ■ San Lorenzo, California 94580-1838 ■ (510) 276-4700 ■ Fax (510) 276-1528 ■ Email: info@oroloma.org  
 www.oroloma.org

## CASTRO VALLEY SANITARY DISTRICT



Naomi Lue, Solid Waste Supervisor

21040 Marshall Street

Castro Valley, CA 94546

Phone: 510 537 1500

Email: [naomi@cvsan.org](mailto:naomi@cvsan.org)

### Naomi Lue, following a January 2011 WM EarthCare™ Workshop

*“We were impressed by Waste Management’s creative approach to our concerns about holding down rates while providing services to increase diversion.”*

### Overview of Partnership

Waste Management has a long history of partnership and collaboration with the Castro Valley Sanitary District (CVSan). In 2009, they entered into a new 10-year exclusive collection contract and a 20-year disposal and recycling processing agreement. As a result, WMAC became the exclusive hauler of all commercial recycling and organics as well as construction and demolition debris along with residential waste, recycling and organics. The consolidation of services is designed to increase diversion, provide customers with a one-stop service provider and contain costs over the life of the contract.

WMAC worked with the District to introduce new programs to enhance its existing residential single-stream and organics recycling programs. These include:

- **Bundled Rates** - To incentivize commercial and multi-family property owners to recycle, free recycling is offered to any property with three yards of trash service per week. Today, 85% of commercial properties has three-yard bins or smaller.
- **Curbside Added Value Services** - For no additional charge, residents can recycle household batteries, plastic bags and extra cardboard placed beside the recycling cart
- **Dedicated Recycling Coordinator** - Focused on multi-family, businesses and schools, the recycling coordinator spends at least 20 hours trying to increase their diversion activities. As a result, MFD recycling participation increased from 94% to 99%.
- **Compost Give-Away & Community Recycling Event** - Held twice annually, this popular event allows residents and businesses to drop off shredded paper, paint, batteries, e-waste and light bulbs. They are rewarded with three 1-cu ft bags of WM EarthCare™ compost. Within the course of 6.5 hours, over 1,180 CVSan residents and business-owners recycled 23,357 pounds of e-waste and 1,216 pounds of fluorescent bulbs and left with 4,000 bags of compost.
- **AB 341** - WMAC assisted the District in analyzing compliance of all customers, developing public education and outreach materials specific to the type of customers, and performing personalized waste assessments for those not in compliance. Currently, 85% of businesses participate in the commercial recycling program.

Today, 100% of residential customers and 72% of multi-family accountants participate in organics recycling and nearly 100% of both participate in curbside recycling.

## CITY OF SEATTLE



Hans Van Dusen, Solid Waste Contract Administrator  
 700 5<sup>th</sup> Avenue, Suite 4900  
 Seattle, WA 98124  
 Phone: 206 684 4657  
 Email: Hans.VanDusen@seattle.gov

### Hans Van Dusen, Solid Waste Contract Administrator

*“Waste Management has been a valued partner in Seattle’s internationally recognized solid waste services.”*

### Overview of Partnership

Like Oakland, the City of Seattle has set ambitious Zero Waste and sustainability goals. Long considered a leader among U.S. cities on environmental policy, Seattle reaffirmed its status as a trailblazer when, in 2010, the city council adopted an aggressive zero waste strategy, including legislation that will increase recycling, reduce waste and improve transfer stations. A combination of these and other strategies have earned the City a rank of fourth overall in Siemens’ Green City Index, and second overall in the waste category.

### Sustainability Awards



Waste Management is proud to partner with the City in working toward and achieving many of these goals. In 2009, Waste Management expanded our residential and commercial collection boundaries within the City of Seattle, resulting in thousands of new Waste Management customers. Our current contract includes a variety of new features, including:

- The entire Waste Management fleet that services Seattle has been fueled by CNG since 2009. Waste Management’s transition from a diesel fleet to CNG also resulted in the construction of on-site CNG fueling infrastructure for over 100 new CNG trucks
- An expanded, single-stream residential recycling system
- Mandatory residential food and yard waste collection

- Mandatory multi-family food waste collection
- “Pay as you throw” bag collection program that eliminated traditional carts and dumpsters for many Downtown residents and businesses
- Custom onboard computer system linked directly to the City of Seattle customer service and billing system

Waste Management partners with the City to reward neighborhoods for successful recycling and waste reduction, providing \$50,000/year in grants and in-kind services to reward successful neighborhoods during Contract years two through five. Please see more information about our current grant program at <http://www.wmnorthwest.com/seattle/seattlerewards.html>



**City of Seattle**  
Seattle Public Utilities

November 16, 2012

City of Oakland  
Office of Public Works Agency  
250 Frank H. Ogawa Plaza, Suite 4313  
Oakland, CA 94612

To Whom It May Concern:

I am writing to recommend Waste Management to you based on their long and successful partnership with the City of Seattle in delivering exceptional solid waste services. Waste Management has been a valued partner in Seattle's internationally recognized solid waste system for over twenty years, fulfilling the following services agreements:

- Recycling services for 70,000 households and 2,000 apartments (1989 – 1999)
- Garbage, recycling, and yard waste services for 70,000 households and 2,000 apartments (2000-2008)
- Garbage services for 3,500 businesses (2001-2008) along with independent commercial recycling services and franchise garbage services in prior decades.
- Garbage, recycling, and food/yard services for 90,000 households, 2,300 apartments, and 5,000 businesses (2009 – 2018)
- Long-haul disposal services for all Seattle garbage (1989 – 2028)

Throughout these agreements, Waste Management has demonstrated an ongoing commitment to exceptional customer service, performance reliability, environmental improvements and operational safety. Their service reliability has continually surpassed City standards. We receive fewer than 0.2 miss complaints per 1000 stops, well below our standard of 1 miss per 1,000 stops and below any historic performance trend.

In 2009, they demonstrated comprehensive preparation and exceptional execution for the service transitions under the current service agreement, as they took on substantial new service areas and customer accounts. In 2012, we experienced a brief set-back in service reliability due to an eight-day interruption under an expired labor agreement. However, this set-back did not diminish our continued appreciation for Waste Management's focus on service reliability.

Ray Hoffman, Director  
Seattle Public Utilities  
700 5<sup>th</sup> Avenue, Suite 4900  
PO Box 34018  
Seattle, WA 98124-4018

Tel (206) 684-5851  
Fax (206) 684-4631  
TDD (206) 233-7241  
[ray.hoffman@seattle.gov](mailto:ray.hoffman@seattle.gov)

<http://www.seattle.gov/util>

*An equal employment opportunity, affirmative action employer. Accommodations for people with disabilities provided on request.*

## CITY OF VANCOUVER



Paul Gagnon, Corporate Zero Waste Officer  
453 West 12<sup>th</sup> Avenue  
Vancouver, B.C. V5Z 4A8  
Phone: 604 873 8149  
Email: paul.gagnon@vancouver.ca

### Paul Gagnon, Corporate Zero Waste Officer

*“Waste Management leadership and pro-active approach provided a smooth transition for the City of Vancouver.”*

### Overview of Partnership

The City of Vancouver has set an ambitious goal to become the world’s greenest city by 2020. Their Zero Waste strategy and goal to reduce solid waste going to the landfill or incinerator by 50% from 2008 levels will be achieved through a focus on increasing composting, advocating for Extended Producer Responsibility (EPR), and regulation and financial incentives for construction and demolition debris. Vancouver is well on its way to meeting these goals. They rank second overall in Siemens’ Green City Index, and seventh in the waste category.

Waste Management began our partnership with the City of Vancouver in 2009 to provide recycling for over 100,000 multi-family accounts. While transitions, especially for multi-family complexes, can be tricky, the Vancouver transition occurred smoothly. The City was impressed with the seamlessness of the transition, and residents were largely undisrupted. Due to poor service received from the incumbent, one of the City’s highest priorities was to require the new hauler to reduce the complaint ratio. Waste Management took this charge seriously. In 2010—out of 104,605 units—the complaint rate was drastically reduced to an average of only three complaints per month.

In the summer of 2012, Waste Management and the City of Vancouver expanded their partnership to include the City’s Corporate Zero Waste Program. Designed to improve the sustainability of City operations by implementing comprehensive corporate waste reduction and diversion programs for all City facilities, the Program’s main goals include multi-stream recycling, full-scale composting, and the collection of detailed data for all waste streams generated.

Waste Management has played a key role in implementing the public education and outreach efforts for the program, as well as providing containers and training. Recycling programs for items such as CD and DVD cases, organics, books, soft plastics, mixed fibers, CFLs, and batteries have been implemented. Waste Management’s Sustainability Services team has also provided detailed reporting for all facilities. At all City facilities where the program has launched, we have seen garbage reductions of at least 50% within the first month.

Customer service is of the utmost concern to Waste Management, and we use a variety of tools to ensure we are providing every customer with outstanding customer service. Our internal customer service initiative allows us to measure and to be accountable for customer service metrics weekly basis

Customer service was also on the forefront of the City of Vancouver's concerns. Due to the poor service received from their previous hauler, the City charged Waste Management with drastically reducing the complaint ratio. In 2010, out of 104,605 units, our average complaints were reduced to three per month and MPU at a mere four per month.

### Sustainability Awards



### THE FOLLOWING SECTION CONTAINS REFERENCES FROM DIVERSION LEADERS, COMMUNITY PARTNERS AND LOCAL 70.

- Ruth Abbe
- DR3
- City of San Leandro
- East Bay Clean Cities
- City of San Ramon
- Oakland Unified School District
- Daniel Swafford - email
- DSAL - Alameda County Deputy Sheriffs Activities League
- Rebuilding Together Oakland
- City Slicker Farms
- We Lead Ours
- Alameda County Office of Education
- Pebble Beach Company
- Teamsters Local 70

# In Praise of Davis Street

## Alameda County's Zero Waste Infrastructure

---

By Ruth Abbe

December 10, 2012, Alameda, California

When Rebecca asked me if I would be willing to write a letter in support of the Waste Management/Davis Street proposal for the City of Oakland I said, "Of course." Davis Street has been "the center of the universe" for Alameda County diversion programs for over 20 years.

I have long thought that it would be very prudent for Stopwaste.org or the City of Oakland to purchase Davis Street as a public facility, like the South Bayside Waste Management Authority's purchase of BFI's San Carlos Transfer Station. The benefits are obvious.

- Centrally located in San Leandro, Davis Street serves the whole region.
- Public and private investments have created state-of-the-art education programs and materials processing capacity.
- We will never get to site another facility of its kind, so close to our urban centers.

Waste Management has been a steady and responsible steward of this essential public asset. While Davis Street is privately owned, I have always considered it "our" transfer station. "We built that" with our rate-payer funding and through grants and incentive payments from Stopwaste.org and Measure D.

Davis Street's program managers, including especially Jack Isola, Kevin McCarthy, David Krueger and Rebecca Jewell have truly pushed the envelope (and pushed their corporate leadership). They have responded to our collective vision and created the infrastructure that is needed by the City of Oakland and Alameda County to reach the 75 percent diversion goal of Measure D and the Zero Waste goal of the City of Oakland.

Davis Street is unique among Waste Management's transfer stations and reflects the values and aspirations of our community. However, as a publicly traded company, Waste Management needs to see a return on its investments. It requires a dedicated flow of materials to the transfer station through its collection franchises, in particular, the City of Oakland. Without this commitment of materials, Waste Management cannot make a commitment to its workforce to maintain family-wage jobs at Davis Street.

In the transition from a system reliant on extraction and destructive disposal to a vision of a world without waste, we need to recognize and value the investments that we have made together: in people, institutions, and in our physical and social infrastructure. Davis Street is emblematic of that investment.



9921 Medford Avenue, Oakland, CA 94603  
Phone: 510-351-0520 or 1-800-860-6774  
Fax: 510-351-0521

December 6, 2012

City of Oakland  
Office of Public Works Agency  
250 Frank H. Ogawa Plaza, Suite 4313  
Oakland, CA 94612

To Whom It May Concern:

I am writing to recommend that you continue to work with Waste Management and their team at the Davis Street Transfer Station on the collection and processing of curbside materials.

DR3 (Divert, Reduce, Reuse, Recycle) in Oakland has been working with Davis Street to recover used mattresses for over 10 years. This relationship has been critical to our success. We've been pleased with their efforts to divert materials from the landfill as well as their operational efficiencies, providing product to us on a regular basis. Our records reflect that Davis Street has delivered 14,952 mattresses and boxsprings to our warehouse in 2012 alone.

We're very excited that Davis Street recently agreed to recover reusable goods including books, magazines, purses, belts, clothing and other textiles through their Reuse Zone. I understand that Waste Management proposes to include this Reuse Zone in the Amnesty Days they are proposing for Oakland residents. We are looking forward to being a partner with the City of Oakland through these events.

DR3 employs 17 people, several of whom live in Oakland and the surrounding communities within the Green Corridor. We have been honored to receive funding from StopWaste.org, the Recycling Board, local foundations and others over the years in support of our important work. The Davis Street facility has been an important partner to us and we look forward to continuing our work with them in the future.

Thank you for your consideration. If you wish to discuss my recommendation further, please feel free to contact me at (541) 912-7576.

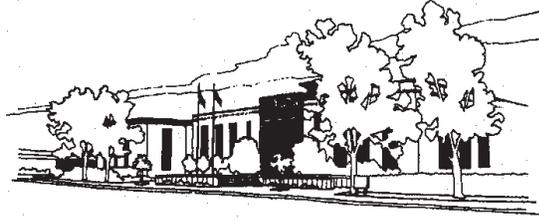
Sincerely,

A handwritten signature in black ink, appearing to read 'Terrence McDonald', written over a horizontal line.

Terrence McDonald  
Director

**City of San Leandro**

Civic Center, 835 E. 14th Street  
San Leandro, California 94577



Office of the City Manager 510-577-3351  
FAX 510-577-3340

November 15, 2012

Mr. Vitaly Troyan  
City of Oakland - Office of Public Works Agency  
250 Frank H. Ogawa Plaza, Suite 4313  
Oakland, CA 94612

Dear Mr. Troyan,

As the host City for the Davis Street Resource Recovery and Transfer Station, I would like to share our exceptional experience with the Waste Management team at Davis Street. They run an impressive operation directly aligned with Alameda County's goals to achieve Zero Waste. To that end, I encourage the City of Oakland to continue utilizing this regional asset as you evaluate submittals under your Zero Waste Request For Proposal.

Upon my recent arrival to San Leandro, I was immediately contacted by the Davis Street management team to visit and learn about the facility. Davis Street is positioned to create a resource recovery complex to provide cities within Alameda County and beyond a "zero waste" infrastructure capable of significantly reducing the amount of material going to the landfill while establishing itself as an economic driver for quality jobs and community benefit for the City of San Leandro and East Bay.

The Waste Management/Davis Street commitment to the region is evident from years of operating in our City and working with your City. Recently, San Leandro's Board of Zoning Adjustment, along with City staff, reviewed and approved the Davis Street Master Plan, a multi-million dollar project that will add jobs, increase local revenue, reduce neighborhood impacts while providing a safe place to work for its employees and visiting customers. From supporting our local chamber of commerce, senior meal programs to the development of future leaders through Leadership San Leandro, Waste Management has been a solid corporate citizen.

As you consider who will be your provider of choice for the next 10 plus years, I ask that you keep in mind the Davis Street quality jobs, local/regional economic benefits, responsive and engaged community partnership.

On behalf of the City of San Leandro, we hope you will continue your relationship with Waste Management of Alameda County and the Davis Street Resource Recovery and Transfer Station.

Sincerely,

Chris Zapata  
City Manager



November 16, 2012

City of Oakland  
Office of Public Works Agency  
250 Frank H. Ogawa Plaza, Suite 4313  
Oakland, CA 94612



To Whom It May Concern:

The East Bay Clean Cities Coalition, a local advocate for clean energy under direct charter by the U.S. Department of Energy, enthusiastically supports Waste Management of Alameda County and the Altamont Landfill for their leadership in displacing petroleum consumption and reducing carbon emissions in our communities.

Waste Management received our 2009 Clean Air Champion Award, given annually to individuals or organizations demonstrating innovation and commitment to alternative fuels and petroleum displacement for its pioneering efforts to convert landfill gas into nearly 13,000 of liquefied natural gas daily at the Altamont Landfill. This closed-loop fuel source is estimated to eliminate 30,000 tons of CO<sub>2</sub> annually and displace 2.5 million gallons of foreign fossil fuel, by capturing methane that would normally be burned off or escape into the atmosphere and converting it into a vehicle fuel. The near-zero carbon fuel produced is then used to power 300 collections vehicles. A testament to Waste Management's commitment to Alameda County and Northern California is its role in securing more than \$15.5 in corporate capital, technology partnerships and grants to fund the project. Waste Management has also taken an active leadership role in educating community leaders and the general public about the positive benefits of clean fuels.

Noteworthy too is Waste Management's investment in a fueling infrastructure to support its growing fleet of natural gas vehicles in Alameda County. The 98<sup>th</sup> Avenue fueling complex is an impressive operation and we eagerly await the ribbon-cutting of the Altamont Landfill fueling station to support 24 transfer trucks that travel along I-580 four times a day. Another fueling station is planned for its Davis Street facility in 2013. Each will deliver Altamont bio-fuel.

Powering vehicles with clean-burning fuel made from local residents' waste is the essence of Zero Waste. Creating a healthier environment for the benefit of the greater community is the true measure of corporate responsibility. The City of Oakland and its residents stand to benefit from the environmental stewardship and commitment of Waste Management for years to come.

I welcome the opportunity to discuss the outstanding merits of the Altamont Landfill and Waste Management with you further. Please feel free to contact me at (530) 752-9666 or [rebattersby@ucdavis.edu](mailto:rebattersby@ucdavis.edu).

Sincerely,

Richard E. Battersby  
Director

1282 Shelby Drive, Fairfield, CA 94534  
(530) 752-9666 phone (530) 752-9668 fax  
[www.cleancitieseastbay.org](http://www.cleancitieseastbay.org)




---

**CITY OF SAN RAMON**

2226 CAMINO RAMON  
 SAN RAMON, CALIFORNIA 94583  
 PHONE: (925) 973-2500  
 WEB SITE: WWW.SANRAMON.CA.GOV

---

November 13, 2012

City of Oakland  
 Office of Public Works Agency  
 250 Frank H. Ogawa Plaza, Suite 4313  
 Oakland, CA 94612

To Whom It May Concern:

The City of San Ramon has utilized Waste Management for collection and recycling services for over twenty-five years. In June 2006 the City Council entered into a seven-year collection agreement with Waste Management and the City Council recently extended the term through September 2016.

Waste Management has consistently provided high quality service. Since the beginning of the current franchise agreement in 2006, Waste Management has received an average of only 1 missed pick-up complaint per every 2,000 service opportunities (0.05%).

Waste Management has annually met or exceeded our franchise requirement of 50% diversion from single-family homes, typically attaining a 60% diversion rate based on the tons of recyclables, organics, and solid waste collected. Waste Management has met the required diversion rate of 30% from commercial businesses, multi-family dwellings, and City facilities.

The City of San Ramon has worked in partnership with Waste Management to develop diverse programs that increase diversion and promote environmental sustainability through community engagement. The following are just a few highlights of the services that will bring us closer to our environmental goals:

- In 2008 Waste Management started the “Bag-in-a-Bag” program where residents are able to recycle all plastic bags at curbside.
- In 2010 a Food Scrap Recycling Program was implemented for all single-family homes, adding food scraps and food-soiled paper to the existing yard trimmings program and delivering those materials to a composting facility. The compost is given away to San Ramon residents at three annual recycling drop-off events and at the City’s main community garden in order to illustrate

---

City Council 973-2530  
 City Manager: 973-2530  
 City Attorney: 973-2549

City Clerk: 973-2539  
 Employee Services: 973-2503  
 Finance Department: 973-2609

Parks & Community Services: 973-3200  
 Police Services: 973-2700  
 Economic Development: 973-2554

Planning Department: 973-2560  
 Public Services: 973-2800  
 Engineering Services: 973-2670



OAKLAND UNIFIED  
SCHOOL DISTRICT

*Community Schools, Thriving Students*

**DEPARTMENT OF CUSTODIAL SERVICES**

November 9, 2012

City of Oakland  
Office of Public Works Agency  
250 Frank H. Ogawa Plaza, Suite 4313  
Oakland, CA 94612

To Whom It May Concern:

As we strive to build a healthier, stronger and greener Oakland, many elements have an impact toward this goal. We understand the importance of upstream planning and thinking as it optimizes precious resources and sets the foundation for future generations. We also understand that one organization cannot go it alone, and it takes a collaborative effort from all sectors public, private and nonprofit to move the needle – as the saying goes, it takes a village...

Waste Management has been an invaluable partner of the Oakland Unified School District's in our waste reduction and recycling efforts which have more recently been formalized through our award-winning, Green Gloves program. The goal of the Green Gloves program is to reduce the environmental footprint of our schools by decreasing and sorting our discards, and Waste Management has enthusiastically brought its zero-waste expertise, closed-loop solutions, and unrelenting commitment to tell our story. Our collaboration has generated:

- A diversion rate of 41 percent,
- Annual custodial and nutrition services symposium focused on waste reduction,
- More than 100 cubic yards (55 tons) of locally-sourced, 100 percent recycled WM EarthCare products donated to Green Glove school gardens,
- Significant media coverage including ABC 7, FOX 2, KQED and Oakland Local, and
- A new generation of environmental leaders,
- Award winning custodians whose dedication to recycling is honored,
- Student support and awareness associated with recycling and diversion.

What we have achieved through our partnership has been quite remarkable. To see our young students in first and second grade able to quickly sort and properly recycle and dispose of their lunch waste as if it was a part of an innate reaction is a testament to the progress being made toward zero-waste. Waste Management has been a true partner in setting this foundation in building a healthier, stronger and greener Oakland.

Unequivocally, I give my recommendation to Waste Management. OUSD looks forward to completing the journey of sustainability that we have started with our friends at Waste Management.

Sincerely,

Roland Broach, Director of Custodial Services

900 High Street • Oakland, CA 94601-4405

510.879.8352 • 510.879.8036 (f)  
www.ousd.k12.ca.us

**From:** Daniel Swafford <[danielswafford@yahoo.com](mailto:danielswafford@yahoo.com)>  
**To:** Susan Kattchee <[skattchee@oaklandnet.com](mailto:skattchee@oaklandnet.com)>  
**Sent:** Thu, October 18, 2012 8:29:09 AM  
**Subject:** Community Involvement for Oakland's contracting Partners

Good Morning Mrs. Kattchee,

I am reaching out as an involved Oakland resident to emphasize the importance of a community connection on the part of businesses receiving contracts from the City of Oakland. Fostering a corporate culture that supports our neighborhoods, where partners contribute back to our communities, is a critical component of the prosperity and growth of our City.

I serve a number of non profit organizations primarily focused on community development and public improvements. For many years the missions' of these organizations have been supported by donated services and contributions from Waste Management. Please consider this testimonial of the concerned and connected role Waste Management has played in serving Oakland. Street level projects, driven by community organizations, often struggle to get attention from the corporate sector. Waste Management has consistently supported projects on the local level, helping set the example for large corporations that community involvement is more than just doing business in the neighborhood, it is being active in the community.

As contract decisions for waste handling are being made, please give added weight to the companies that prioritize involvement in our communities. The return on the right partnership benefits our neighborhoods as well as our general fund.

Thank you for reading my perspective and working to achieve the best services to our neighborhoods and our City, and thank you for your service,

Daniel

510-452-7392

Daniel Swafford

Executive Director, Montclair Village Association  
[www.MontclairVillage.com](http://www.MontclairVillage.com)

Board of Directors and Past Chair, Dimond Improvement Association  
[www.DimondNews.org](http://www.DimondNews.org)

Board of Directors, Friends of Oakland Parks & Recreation  
[www.OaklandParks.org](http://www.OaklandParks.org)



**ALAMEDA COUNTY  
DEPUTY SHERIFFS'  
ACTIVITIES LEAGUE**

16378 E. 14<sup>th</sup> Street  
Suite #101  
San Leandro, CA 94578

(510) 667-3285 Phone  
(510) 481-7615 Fax

**DSAL Board of Directors**

**Undersheriff Rich Lucia**  
*Alameda County Sheriff's Office*

**Captain Dale Amaral**  
*Alameda County Sheriff's Office*

**Deputy Lauren Tucker**  
*Alameda County Sheriff's Office*

**George Chouinard**  
*Chouinard Vineyards and Winery*

**Caroline Chouinard**  
*Chouinard Vineyards and Winery*

**John Gouveia**  
*Hayward Area Recreation  
& Parks District*

**Dr. Ammar Saheli**  
*San Lorenzo Unified School District*

**Shanale Allen**  
*Ashland Resident &  
AC Public Health Dept.*

**Roberta Rivet**  
*Castro Valley Eden Area  
Chamber of Commerce*

November 15, 2012

City of Oakland  
Office of Public Works Agency  
250 Frank H. Ogawa Plaza, Suite 4313  
Oakland, CA 94612

To Whom It May Concern:

As we strive to build a healthier, stronger and greener Alameda County, many elements have an impact toward this goal. We understand the importance of upstream planning and thinking as it optimizes precious resources and sets the foundation for future generations. We also understand that one organization cannot go it alone, and it takes a collaborative effort from all sectors public, private and nonprofit to move the needle.

Waste Management has been an invaluable partner of the Alameda County Deputy Sheriffs' Activities League social enterprise Dig Deep Farms & Produce (DDF&P). The goal of DDF&P is to employ at-risk young adults (many returning from incarceration) to grow fresh, healthy produce on vacant county land and sell that produce back to community members. Waste Management has enthusiastically brought its zero-waste expertise, closed-loop solutions, and unrelenting commitment to tell our story. Our collaboration has generated:

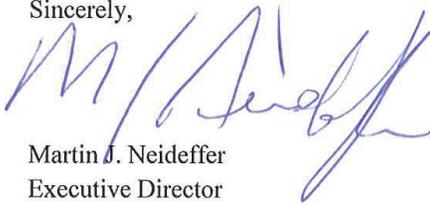
- The construction of a 9-acre farm and orchard in the hills above the Alameda County Juvenile Justice Center. WM EarthCare products donated compost and mulch to the project
- The construction of a greenhouse in the unincorporated Alameda County
- Significant media coverage including ABC 7, FOX 2, KQED and the Bay Area News paper Group
- A new generation of environmental leaders

[www.acdeputysal.weebly.com](http://www.acdeputysal.weebly.com)

What we have achieved in two years has been quite remarkable. To see these young adults striving to create a viable social enterprise that brings healthy food into their neighborhoods has been inspiring. Waste Management has been a true partner in setting this foundation in building a healthier, stronger and greener Alameda County.

Unequivocally, I give my recommendation to Waste Management. The Alameda County Deputy Sheriffs' Activities League and Dig Deep Farms & Produce looks forward to completing the journey of sustainability that we have started with our friends at Waste Management.

Sincerely,

A handwritten signature in blue ink, appearing to read "M. Neideffer".

Martin J. Neideffer  
Executive Director



November 12, 2012

City of Oakland  
Office of Public Works Agency  
250 Frank H. Ogawa Plaza, Suite 4313  
Oakland, CA 94612

To Whom It May Concern:

On behalf of Rebuilding Together Oakland, its not often you find a company who utilizes their financial resources and physical assets to transform a community as well as the lives of homeowners in need of assistance.

Waste Management of Alameda County is a long time and active supporter of Rebuilding Together Oakland. Every year Waste Management donates several debris boxes for our use to help in the removal of clutter and debris ranging from construction and demolition material, unsafe and non-operating appliances and yard waste.

Partnerships like this while on the surface may not seem like a lot, however for the homeowner, especially for our senior population, having a safe and secure home makes a world of difference in their quality of life. Waste Managements support allows us the ability to direct our finite resources to activities with the highest impact.

As you consider who will be your provider of choice for the next 10 plus years, I ask that you keep in mind the long storied history of Waste Management of Alameda County in our community. Many companies may promise involvement and collaboration, Waste Management delivers.

For that, we encourage the City of Oakland to continue utilizing this regional asset as you evaluate submittals under your Zero Waste Request for Proposal.

Respectfully,

A handwritten signature in blue ink, appearing to read "Kym Luqman".

Kym Luqman  
Executive Director

---

Federal Tax ID: 94-3213325

1171 Ocean Avenue, Suite 100 • Oakland CA 94608 • tel (510) 625-0316 • fax (510) 625-0436

November 14, 2012



City of Oakland  
Office of Public Works Agency  
250 Frank H. Ogawa Plaza, Suite 4313  
Oakland, CA 94612

To Whom It May Concern:

Since 2006, Waste Management has supported City Slicker Farms by donating compost to our Backyard Garden Program. During that time, they have donated nearly 600 cubic yards of compost, which has helped over 200 low-income families grow over 100,000 pounds of fresh fruits and vegetables. We attribute our success to the collaboration between Waste Management and our staff.

By donating compost, Waste Management illustrates closing the loop on organics and we hope this inspires greater participation. We let our community know that if they don't compost at home, they should put their food scrapes and yard waste in the green bin so that compost can be made and brought back to benefit West Oakland.

We are grateful that Waste Management understands the importance of giving back to the community. They have been generous to our community and have contributed to the health and well being of our most vulnerable community members. We support their bid for renewal of their disposal contract.

Thank you for your consideration.

Sincerely,

Barbara Finnin  
Executive Director

1625 16th Street Oakland CA 94607  
510.763.4241 • info@cityslickerfarms.org  
www.cityslickerfarms.org

THE ANNEX FARM  
CENTER STREET FARM  
THE HERB FARM  
RALPH BUNCHE SCHOOL NURSERY  
THE SECRET GARDEN  
WEST OAKLAND WOODS FARM

**Growing Affordable Fresh Produce For West Oakland** 



November 13, 2012

City of Oakland  
Office of Public Works Agency  
250 Frank H. Ogawa Plaza, Suite 4313  
Oakland, CA 94612

To Whom It May Concern:

We Lead Ours' (WELO) is nonprofit organization designed to provide youth with educational, volunteer opportunities, and service learning enrichment activities. That provides affirmative educational, health, and leadership principles. WELO provides communities in Oakland with gardening, civic leadership, and recycling clubs through our after-school, summer camp, and Saturday camp programing. As the executive director of We Lead Ours; I encourage youth, volunteers, and staff members of We Lead Ours to participate in programs that will help the community become a cleaner and greener environment.

In the spring of 2012 WELO participated in the Keep Oakland Beautiful event and meet representatives from Waste Management. The Waste Management Green Gloves Program is highly appreciated by WELO because the program provided my youth this summer with a rare opportunity to be featured of the Eco Company Fox television show. By partnering with Waste Management We Lead Ours has established a media portfolio that will support WELO's environmental education program. Over the past year Waste Management has supported my organization through establishing green partnerships, media program recognition, and field-trip outings.

Waste Management is doing exceptional things for the community of Oakland and on behalf of my organization I am thankful for the work that Waste Management is doing with The Green Glove Program.

Sincerely,

Dwayne Aikens Jr.  
Executive Director  
We Lead Ours  
(510)485-6254  
[mrdaikensjr@weleadours.org](mailto:mrdaikensjr@weleadours.org)  
[www.weleadours.org](http://www.weleadours.org)  
[www.facebook.com/weleadours](http://www.facebook.com/weleadours)



## Alameda County Office of Education

**Sheila Jordan**  
Superintendent

**Damon Smith**  
Associate Superintendent  
Business Services

**Movetia Salter**  
Chief Human Resources Officer

**Naomi Eason**  
Assistant Superintendent  
Educational Services

**Robert Crose**  
Assistant Superintendent  
Student Programs and Services

### BOARD OF EDUCATION

**Joaquin Rivera**  
Trustee Area 1

**Marlon L. McWilson**  
Trustee Area 2

**Ken Berrick**  
Trustee Area 3

**Philip Ladew**  
Trustee Area 4

**Fred Sims**  
Trustee Area 5

**Eileen McDonald**  
Trustee Area 6

**Yvonne Cerrato**  
Trustee Area 7

11/14/12

City of Oakland  
Office of Public Works Agency  
250 Frank H. Ogawa Plaza, Suite 4313  
Oakland, CA 94612

To Whom It May Concern:

Alameda County Office of Education – Project EAT considers Waste Management to be our zero waste partner and is pleased to recommend its services to the City of Oakland. We have enjoyed more than five years of service from Waste Management. Their donation of several thousand pounds of organic compost to our program has supported the sustainability of thirty school site gardens throughout Alameda County. We attribute the success of our bountiful gardens in part to the collaboration between Waste Management and our staff.

Student participants in Project EAT programs have received numerous benefits from this annual compost donation, including: education about soil composition, nutrition, and the function of soil components in food production. Waste Management has made it possible for generations of youth to learn about where their food comes from and how to grow it sustainably.

These programs would not be successful without the dedicated service of Waste Management's drivers, route supervisors and operations. When problems arise, Waste Management responds promptly and professionally. Waste Management is an active member of our community.

Thank you for your consideration.

Sincerely,

Christine Boynton, Ed.D.  
Executive Director  
Project EAT (Educate, Act, Thrive)  
Alameda County Office of Education

313 W. Winton Ave.  
Hayward, California  
94544-1136

(510) 887-0152

[www.acoe.org](http://www.acoe.org)





PEBBLE BEACH  
COMPANY

November 19, 2012

City of Oakland  
Office of Public Works Agency  
250 Frank H. Ogawa Plaza, Suite 4313  
Oakland, CA 94612

To Whom It May Concern:

It is my pleasure to recommend the Zero Waste Challenge event services of Waste Management. During the AT&T Pebble Beach National Pro-Am, we have worked with Waste Management the last few years to create a Zero Waste event. More than 130,000 spectators attend this week long event. An estimate of 1,000 tons of waste material was collected during the course of the event. Thanks to the efforts of the Waste Management team, more than 88% of the material was diverted for recycling and composting.

The team's strategy and execution was seamless. They advised our PBC staff and vendors on the set-up to minimize waste and to guarantee recycling of materials during and at the end of the event. Here are a few of the examples on how Waste Management executed their strategy: increase in the efficiency of transitioning waste containers by reviewing and anticipating the individual needs of the PBC staff and vendors, transparent process through bin ID labeling which made communicating needs to dispose trash and replace bins faster, and 24 hour accessibility with Waste Management staff. We are incorporating many of these practices into our daily routines here at Pebble Beach and these improvements have proven to aid in our initiatives in our Go Green initiatives.

I highly recommend Waste Management's Zero Waste Challenge event services to the City of Oakland. We are consistently impressed with the local knowledge and corporate support for Waste Management's Zero Waste event services. We look forward to building on this relationship and our diversion success in 2013. We are fortunate to have the leadership of Waste Management in our community.

Best regards,

Rommel Esteybar  
Purchasing Operation Manager

Post Office Box 567, Pebble Beach, California 93953 831-647-7500 telephone



## BROTHERHOOD OF TEAMSTERS LOCAL UNION NO. 70 ALAMEDA COUNTY, CALIFORNIA

Auto Truck Drivers, Line Haulers, Car Haulers and Helpers

Affiliated with the International Brotherhood of Teamsters

To whom this may concern

Teamsters Local 70 on behalf of its members would like to say “Thank You” for allowing us the opportunity to continue serving the City of Oakland.

While recent history seems to take us back to the 2007 Lockout many things have changed. The Union continues to believe that Labor peace is essential to the daily delivery of services to the residents of Oakland but the relationship between Local 70 and Waste Management of California, Inc. (WMAC) has changed considerably since the July Lockout of 2007. Changes in leadership in January 2009 resulted in a new attitude in labor and management relationships.

Since 2009, there have been numerous meetings and ongoing dialogue and negotiations. Those efforts led to WMAC and the Union ratifying and extending the current agreement through June 30<sup>th</sup> 2017. This provided significant changes to improve health and safety. The emphasis since the execution of the CBA has been efforts to structurally and culturally change the relationship between parties.

The commitment has been top down and reflects the open dialogue between Area Vice President Barry Skolnick and myself (Felix Martinez). Weekly meetings and quarterly shop steward meetings to discuss operations and employee concerns have led to vast improved relations getting away from the “us against them”.

Management has engaged employees by:

- Listening to employees through surveys and round table discussions.
- Valuing employees opinions by making them part of the solution.
- Holding the management team accountable for following and implementing terms of the CBA.
- Numerous site improvements at 98<sup>th</sup> and the Davis Street locations.
- Frontline employees voiced the opinions on the type and design of new trucks.
- Meet regularly on improving customer service and hard to service stops.

The City of Oakland will benefit from this relationship. WMAC and the Union are committed to Labor Peace. A continued partnership assures Oakland a minimal transition in 2015. Our members have serviced the City for over a half a century and have familiarity and expertise to continue to meet the needs and challenges of Oakland’s Zero Waste Initiatives. Our Members and employees of WMAC are a known quality and assure the Oakland community of their commitment to customer service and service excellence.

400 Roland Way  
Oakland, CA 94621-0170  
ibt70@teamsterslocal70.org

[www.teamsterslocal70.org](http://www.teamsterslocal70.org)



Main: 800.243.1350  
Office: 510.569.9317  
Fax: 510.569.1906



**BROTHERHOOD OF TEAMSTERS LOCAL UNION NO. 70**

**ALAMEDA COUNTY, CALIFORNIA**

Auto Truck Drivers, Line Haulers, Car Haulers and Helpers

Affiliated with the International Brotherhood of Teamsters

WMAC has demonstrated a willingness to work into the future. With their considerable investments to facilities and further processing to help achieve a "True" Oakland Zero waste initiative.

Thank You.



Felix Martinez  
Business Agent



Marty Frates  
Secretary-Treasurer

400 Roland Way  
Oakland, CA 94621-0170  
ibt70@teamsterslocal70.org

[www.teamsterslocal70.org](http://www.teamsterslocal70.org)

Main: 800.243.1350  
Office: 510.569.9317  
Fax: 510.569.1906



### 3.3 LITIGATION HISTORY

In Appendix E, please find our Litigation History, prepared in accordance with RFP section 4.3.2.3.3.





FINANCIAL QUALIFICATIONS

*Since 2006, Waste Management has supported City Slicker Farms by donating compost to our Backyard Garden Program... helping over 200 low-income families grow over 100,000 pounds of fresh fruits and vegetables. We attribute our success to the collaboration between Waste Management and our staff.*

– Barbara Finnin, Executive Director  
City Slicker Farms





*Waste Management has made it possible for generations of youth to learn about where their food comes from and how to grow it sustainably.*

– Christine Boynton, Executive Director  
Project EAT, Alameda County Office of Education



## 4. STATEMENT OF FINANCIAL QUALIFICATIONS

---

*The proposer must provide copies of audited financial statements for the entity that is proposed to sign the MM&O Collection Services Contract for the most recent three (3) fiscal years. Audited financial statements should include: balance sheet, income statement, cash flow statement, footnotes, and subsidiary schedules. In the event that a proposer does not have audited financial statements, three (3) years of business tax returns, with supporting schedules, may be provided on an exception basis. However, tax returns are not an alternative to providing audited financial statements; if the proposer has audited financial statements, those must be provided.*

*--If the entity that will sign the MM&O Collection Services Contract has a parent company or is proposing a joint venture, the parent company or joint venture company(ies) must also provide audited financial statements for the most recent three (3) fiscal years. The parent company must provide a statement indicating its intent and means to provide financial assurance of performance.*

*--If the entity that will sign the MM&O Collection Contract has been in existence less than three (3) years, the proposer must provide sufficient financial data to substantiate, to the satisfaction of the City, the proposer's financial capability and viability of the entity.*

*In addition to the audited financial statements, the proposer must provide a statement from the Chief Financial Officer indicating that there has been no material change in the financial circumstances of the proposing entity (or its parent company or owners if they are providing financial assurance of performance) since the date of the last audited financial statements.*

*--Financing of the services and equipment will be the sole 941 responsibility of the successful proposer. Each proposer must demonstrate that it can provide the required financing from either 1) internally generated funds, or 2) commitments from external sources.*

*The City reserves the right to require submission by the proposer, at no cost to the City, of an opinion by a Certified Public Accountant with regard to the financial status of such proposer, including ownership of, or interest in, equipment and facilities prior to award of a MM&O Collection Services Contract*

*As is set forth in this RFP, the City will make reasonable efforts, but makes no representation that it will be able to maintain total confidentiality of proposer's financial information. A proposer that submits financial information that it asks to have treated as confidential should submit a statement justifying the request, cross reference it in the proposal and label it as a separate attachment, clearly identifying it as confidential. At all times, the City will comply with the provisions of the California Public Records Act.*

Waste Management's financial strength and security ensure that we are the partner who can make the City of Oakland's diversion goals become a reality. WMAC does not require public financing or bonds, and our strong foundation allows us to focus our resources locally to increase Oakland's resource recovery, develop green technology, and expand the infrastructure required to provide the necessary services to the City. We will continue to put our community first, supporting organizations such as Keep Oakland Beautiful, City Slicker Farms, Acta Non Verba and Youth Uprising to name just a few.

Our Corporate Board of Directors has adopted a resolution to ensure we have the financial backing to build the necessary infrastructure required to reduce the City of Oakland's landfill volumes. They share the enthusiasm of our Oakland team to partner with the City, achieve Oakland's zero waste goals, and establish the City as a beacon for green communities.

Waste Management's strong income statement, balance sheet, free cash flow, and strong financial metrics will enable WMAC, to provide the City with new technologies and programs designed to reduce

All facilities outlined in this proposal are fully permitted. Some will be completed prior to the start date of this contract. All have been fully capitalized through Waste Management without public funds.

volumes into the landfill. The City of Oakland can expect expanded, state-of-the-art processing and organics facilities; new trucks, carts and bins; as well as outreach programs and ancillary services required to bring to life the zero waste goal outlined in the City of Oakland's Zero Waste RFP.

Moreover, Oakland has the opportunity to partner with a company that has a proven record of directing capital toward projects in the Bay Area's Green Corridor. For example, in 2010, WMAC began construction on its organics processing facilities at Davis Street Transfer Station, a local project that enabled us to employ Alameda County union contractors and resulted in a \$11M investment in our community infrastructure.

Throughout the economic downturn of the last four years, WMAC has continued to invest and innovate. We have directed capital toward projects in the Bay Area's Green Corridor, in particular the facilities at 98<sup>th</sup> Avenue in Oakland, our facilities at Davis Street in San Leandro, and the Altamont Landfill located in unincorporated Alameda County, near Livermore. The table below illustrates our recent investments.

Facilities	2009 (\$)	2010 (\$)	2011 (\$)	2012 (\$)
<b>WMAC Hauling</b>				
Trucks & Containers	2,000,000	2,000,000	2,000,000	2,000,000
Facility Improvements	50,000	50,000	50,000	50,000
Technology	0	0	0	0
<b>Davis Street</b>				
SS MRF Upgrades	1,500,000	250,000	250,000	400,000
Dry Waste MRF Upgrades	1,000,000	1,000,000		
New Public Area MRF			1,500,000	
Davis Street Master Plan	150,000			
Green Waste Building			11,000,000	
Heavy Equipment	350,000		350,000	350,000
Tractors & Trailers	400,000	400,000	400,000	400,000
<b>Altamont Landfill</b>				
WM-Linde LFG-LNG/CNG	15,000,000			
Landfill construction	1,000,000	1,000,000	1,000,000	1,000,000
Facility Improvements	250,000	250,000	250,000	250,000
Equipment	250,000	250,000	250,000	250,000

Facilities	2009 (\$)	2010 (\$)	2011 (\$)	2012 (\$)
Technology	250,000	250,000	250,000	250,000
Total	22,200,000	5,450,000	17,300,000	4,950,000
Total Investment: = \$50,000,000				

These investments have yielded our near-Zero Carbon Footprint LNG/CNG fuel, new low-emissions CNG trucks and tractors, CNG fueling stations, new diversion and separating equipment at Davis Street Transfer Station, and environmental improvements in managing emissions and storm water—to name just a few. Furthermore, these investments have supported local construction companies, created jobs at WMAC and other businesses in Alameda County, and provided Sales & Use taxes to our State and Local communities at a time when sales tax dollars were declining in Alameda County. During the worst economic downturn since the Great Depression, WMAC invested tens of millions of dollars in Oakland and Alameda County. We will continue to be a vital contributor to the area’s economic recovery and vibrancy.

Our financial commitment to Oakland and the Green Corridor extends beyond the numbers. We are determined to bring new job growth, additional ingenuity, and an enhanced environmental partnership to Oakland.

On the following pages, please find Waste Management’s most recent audited financial statements. The financial stability reflected in this data—paired with our unparalleled experience with the City’s unique needs—serves as the bedrock upon which WMAC will continue to build the programs and infrastructure to support the City’s goals.

#### 4.1 AUDITED FINANCIAL STATEMENTS

Waste Management of Alameda County is a wholly owned subsidiary of Waste Management, Inc. WMAC’s financial data is rolled into the Waste Management corporate statements provided on the following pages. As the largest and leading comprehensive, environmental publicly traded company in North America, reporting revenues in excess of \$13 billion dollars and income from operations in excess of \$2 billion, Waste Management offers historically consistent results to provide financial stability to customers and shareholders. With a market capitalization valuation that exceeds \$15.1 billion dollars and an approximate enterprise valuation of \$28.2 billion dollars, strong balance sheet and operating cash flows, Waste Management demonstrates superior financial capabilities in all measurements and ratios. Waste Management self-finances capital investments, thereby avoiding leveraging risks that may be associated with other, smaller competitors.

The large initial capital investment that Waste Management proposes to make for the City of Oakland’s combined proposals represents approximately 4.5% of anticipated yearly operating cash flow in 2015.

### REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

The Board of Directors and Stockholders of Waste Management, Inc.

We have audited the accompanying consolidated balance sheets of Waste Management, Inc. (the "Company") as of December 31, 2011 and 2010, and the related consolidated statements of operations, cash flows, and changes in equity for each of the three years in the period ended December 31, 2011. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the consolidated financial position of Waste Management, Inc. at December 31, 2011 and 2010, and the consolidated results of its operations and its cash flows for each of the three years in the period ended December 31, 2011, in conformity with U.S. generally accepted accounting principles.

As discussed in Note 2 to the consolidated financial statements, effective January 1, 2010, the Company adopted certain provisions of ASC Topic 810, "Consolidation" related to the consolidation of variable interest entities.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), Waste Management, Inc.'s internal control over financial reporting as of December 31, 2011, based on criteria established in Internal Control-Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission and our report dated February 16, 2012 expressed an unqualified opinion thereon.

ERNST & YOUNG LLP

Houston, Texas  
February 16, 2012

**WASTE MANAGEMENT, INC.**  
**CONSOLIDATED BALANCE SHEETS**  
(In Millions, Except Share and Par Value Amounts)

	December 31,	
	2011	2010
<b>ASSETS</b>		
Current assets:		
Cash and cash equivalents .....	\$ 258	\$ 539
Accounts receivable, net of allowance for doubtful accounts of \$29 and \$26, respectively .....	1,631	1,510
Other receivables .....	144	146
Parts and supplies .....	153	130
Deferred income taxes .....	78	40
Other assets .....	115	117
Total current assets .....	2,379	2,482
Property and equipment, net of accumulated depreciation and amortization of \$15,308 and \$14,690, respectively .....	12,242	11,868
Goodwill .....	6,215	5,726
Other intangible assets, net .....	457	295
Investments in unconsolidated entities .....	637	471
Other assets .....	639	634
Total assets .....	\$22,569	\$21,476
<b>LIABILITIES AND EQUITY</b>		
Current liabilities:		
Accounts payable .....	\$ 838	\$ 692
Accrued liabilities .....	1,129	1,100
Deferred revenues .....	470	460
Current portion of long-term debt .....	631	233
Total current liabilities .....	3,068	2,485
Long-term debt, less current portion .....	9,125	8,674
Deferred income taxes .....	1,884	1,662
Landfill and environmental remediation liabilities .....	1,404	1,402
Other liabilities .....	698	662
Total liabilities .....	16,179	14,885
Commitments and contingencies		
Equity:		
Waste Management, Inc. stockholders' equity:		
Common stock, \$0.01 par value; 1,500,000,000 shares authorized; 630,282,461 shares issued ...	6	6
Additional paid-in capital .....	4,561	4,528
Retained earnings .....	6,721	6,400
Accumulated other comprehensive income .....	172	230
Treasury stock at cost, 169,749,709 and 155,235,711 shares, respectively .....	(5,390)	(4,904)
Total Waste Management, Inc. stockholders' equity .....	6,070	6,260
Noncontrolling interests .....	320	331
Total equity .....	6,390	6,591
Total liabilities and equity .....	\$22,569	\$21,476

See notes to Consolidated Financial Statements.

**WASTE MANAGEMENT, INC.**  
**CONSOLIDATED STATEMENTS OF OPERATIONS**  
(In Millions, Except per Share Amounts)

	<u>Years Ended December 31,</u>		
	<u>2011</u>	<u>2010</u>	<u>2009</u>
Operating revenues:			
Service revenues .....	\$11,852	\$11,371	\$11,093
Tangible product revenues .....	1,526	1,144	698
Total operating revenues .....	<u>13,378</u>	<u>12,515</u>	<u>11,791</u>
Costs and expenses:			
Operating costs (exclusive of depreciation and amortization shown below):			
Cost of services .....	7,254	6,854	6,620
Cost of tangible products .....	<u>1,287</u>	<u>970</u>	<u>621</u>
Total operating costs .....	8,541	7,824	7,241
Selling, general and administrative .....	1,551	1,461	1,364
Depreciation and amortization .....	1,229	1,194	1,166
Restructuring .....	19	(2)	50
(Income) expense from divestitures, asset impairments and unusual items ..	10	(78)	83
	<u>11,350</u>	<u>10,399</u>	<u>9,904</u>
Income from operations .....	<u>2,028</u>	<u>2,116</u>	<u>1,887</u>
Other income (expense):			
Interest expense .....	(481)	(473)	(426)
Interest income .....	8	4	13
Equity in net losses of unconsolidated entities .....	(31)	(21)	(2)
Other, net .....	<u>(4)</u>	<u>5</u>	<u>1</u>
	(508)	(485)	(414)
Income before income taxes .....	1,520	1,631	1,473
Provision for income taxes .....	<u>511</u>	<u>629</u>	<u>413</u>
Consolidated net income .....	1,009	1,002	1,060
Less: Net income attributable to noncontrolling interests .....	<u>48</u>	<u>49</u>	<u>66</u>
Net income attributable to Waste Management, Inc. ....	<u>\$ 961</u>	<u>\$ 953</u>	<u>\$ 994</u>
Basic earnings per common share .....	<u>\$ 2.05</u>	<u>\$ 1.98</u>	<u>\$ 2.02</u>
Diluted earnings per common share .....	<u>\$ 2.04</u>	<u>\$ 1.98</u>	<u>\$ 2.01</u>
Cash dividends declared per common share .....	<u>\$ 1.36</u>	<u>\$ 1.26</u>	<u>\$ 1.16</u>

See notes to Consolidated Financial Statements.

**WASTE MANAGEMENT, INC.**  
**CONSOLIDATED STATEMENTS OF CASH FLOWS**  
(In Millions)

	Years Ended December 31,		
	2011	2010	2009
<b>Cash flows from operating activities:</b>			
Consolidated net income	\$ 1,009	\$ 1,002	\$ 1,060
<b>Adjustments to reconcile consolidated net income to net cash provided by operating activities:</b>			
Depreciation and amortization	1,229	1,194	1,166
Deferred income tax (benefit) provision	198	154	(94)
Interest accretion on landfill liabilities	84	82	80
Interest accretion on and discount rate adjustments to environmental remediation liabilities and recovery assets	23	8	(30)
Provision for bad debts	44	41	48
Equity-based compensation expense	45	36	30
Net gain from disposal of assets	(34)	(22)	(13)
Excess tax benefits associated with equity-based transactions	(8)	(9)	(4)
Effect of (income) expense from divestitures, asset impairments and unusual items	10	(1)	83
Equity in net losses of unconsolidated entities, net of dividends	31	20	2
<b>Change in operating assets and liabilities, net of effects of acquisitions and divestitures:</b>			
Receivables	(110)	(159)	29
Other current assets	(23)	47	(4)
Other assets	28	(3)	20
Accounts payable and accrued liabilities	65	(57)	51
Deferred revenues and other liabilities	(132)	(58)	(62)
<b>Net cash provided by operating activities</b>	<b>2,469</b>	<b>2,275</b>	<b>2,362</b>
<b>Cash flows from investing activities:</b>			
Acquisitions of businesses, net of cash acquired	(867)	(407)	(281)
Capital expenditures	(1,324)	(1,104)	(1,179)
Proceeds from divestitures of businesses (net of cash divested) and other sales of assets	36	44	28
Net receipts from restricted trust and escrow accounts	107	48	196
Investments in unconsolidated entities	(155)	(173)	(21)
Other	18	(14)	7
<b>Net cash used in investing activities</b>	<b>(2,185)</b>	<b>(1,606)</b>	<b>(1,250)</b>
<b>Cash flows from financing activities:</b>			
New borrowings	1,201	908	1,749
Debt repayments	(503)	(1,112)	(1,335)
Common stock repurchases	(575)	(501)	(226)
Cash dividends	(637)	(604)	(569)
Exercise of common stock options	45	54	20
Excess tax benefits associated with equity-based transactions	8	9	4
Distributions paid to noncontrolling interests	(59)	(45)	(50)
Other	(46)	18	(50)
<b>Net cash used in financing activities</b>	<b>(566)</b>	<b>(1,273)</b>	<b>(457)</b>
Effect of exchange rate changes on cash and cash equivalents	1	3	5
Increase (decrease) in cash and cash equivalents	(281)	(601)	660
Cash and cash equivalents at beginning of year	539	1,140	480
<b>Cash and cash equivalents at end of year</b>	<b>\$ 258</b>	<b>\$ 539</b>	<b>\$ 1,140</b>

See notes to Consolidated Financial Statements.



October 4, 2012

Garrett Fitzgerald  
City of Oakland Public Works Agency  
Environmental Services Division, Zero Waste Program  
250 Frank H Ogawa Plaza, Suite 5301  
Oakland, CA 94612-2034

Dear Mr. Fitzgerald,

There have been no material changes in the company's financial position since the last audited financial statements.

Sincerely,

A handwritten signature in black ink, appearing to read 'James C. Fish, Jr.', is written over a large, faint circular watermark or stamp.

James C. Fish, Jr.  
EVP and Chief Financial Officer  
Waste Management, Inc.

## 4.2 CFO STATEMENT OF NO MATERIAL CHANGE

*In addition to the audited financial statements, the proposer must provide a statement from the Chief Financial Officer indicating that there has been no material change in the financial circumstances of the proposing entity (or its parent company or owners if they are providing financial assurance of performance) since the date of the last audited financial statements.*

The financial capabilities—including security and stability—we offer the City of Oakland to complement its Zero Waste goals are incomparable.

## 4.3 PROOF OF REQUIRED FINANCING

*Financing of the services and equipment will be the sole responsibility of the successful proposer. Each proposer must demonstrate that it can provide the required financing from either 1) internally generated funds, or 2) commitments from external sources. The City reserves the right to require submission by the proposer, at no cost to the City, of an opinion by a Certified Public Accountant with regard to the financial status of such proposer, including ownership of, or interest in, equipment and facilities prior to award of a Service Contract.*

In its most recent report, Standard & Poor's Ratings Services assigned its 'BBB' rating to Waste Management Inc.'s proposed \$350 million senior unsecured notes due in 2014, guaranteed by its wholly owned subsidiary Waste Management Holdings Inc. At the same time, Standard & Poor's affirmed its existing ratings for Waste Management, including the 'BBB' corporate credit rating. The outlook is stable. About \$8.5 billion of debt is outstanding.

The ratings also incorporate expectations that management will maintain good liquidity, pursue a moderate financial policy, and allocate capital in a disciplined manner.

"The ratings on Houston, Texas-based Waste Management reflect its position as the largest solid waste management firm in the U.S. and Canada, providing integrated services to about 20 million residential, municipal, commercial, and industrial customers, and an overall satisfactory financial profile," said Standard & Poor's credit analyst, Roman Szuper.



December 13, 2012

Garrett Fitzgerald  
 City of Oakland Public Works Agency  
 Environmental Services Division, Zero Waste Program  
 250 Frank H Ogawa Plaza, Suite 5301  
 Oakland, CA 94612-2034

*Devina A. Rankin*  
 Vice President & Treasurer

**WASTE MANAGEMENT, INC.**  
 1001 Fannin, Suite 4000  
 Houston, TX 77002  
 (713) 394-2189  
 (713) 942-1580 Fax

Dear Mr. Fitzgerald,

The purpose of this communication is to indicate that in the event that Waste Management of California is selected by the City of Oakland Public Works Agency to provide service as outlined in the Request for Proposal, Waste Management, Inc. fully intends to provide all necessary financial assurance required to support the Company's performance under relevant service agreements. In addition, Waste Management, Inc. will support the subsidiary, to the extent necessary, to ensure that Waste Management of California can fund all equipment and service needs required for the proposed service agreements.

To demonstrate Waste Management's ability to provide such financial assurance and to meet such capital requirements, we provide the following information with respect to the Company's financial position:

- WM maintains a \$2.0 billion revolving credit facility that can be used to support letters of credit and/or cash advances. This credit facility is supported by commitments from 21 financial institutions, all of whom have strong credit ratings and financial positions. As of September 30, 2012, WM had approximately \$1.0 billion of letters of credit outstanding under this facility and no borrowings were outstanding. Accordingly, available credit under this facility for incremental letters of credit and/or cash advances was \$1.0 billion.
- WM is a seasoned issuer of senior notes in public markets and investor demand for the Company's bonds is strong. In September 2012, we issued \$500 million of 2.9% senior notes due September 15, 2022. Investor demand for these bonds was over five times higher than the Company's issuance size, indicating that WM has meaningful access to liquidity in the marketplace.

If you would like any additional information to support your consideration of Waste Management's ability to provide necessary financial assurance or capital funding, please feel free to contact me at 713-394-2189 or drankin@wm.com.

Sincerely,

A handwritten signature in black ink that reads 'Devina A. Rankin'.

Devina A. Rankin  
 Vice President & Treasurer  
 Waste Management, Inc.



**WASTE MANAGEMENT INC.**

1001 Furrin, Suite 4000  
Houston, TX 77002  
(713) 512-6200

**CREDIT AND FINANCIAL INFORMATION**

Waste Management, Inc., through its subsidiaries, provides integrated waste management services in the United States, Puerto Rico, and Canada. The Company offers collection, transfer, recycling, disposal, and waste to energy services, as well as additional waste management services, including on site services and methane gas recovery. In addition, the Company rents and services portable restroom facilities to municipalities and commercial customers, as well as provides street and parking lot sweeping services. The Company's customers include commercial, industrial, municipal, and residential customers; other waste management companies; electric utilities; and governmental entities.

<b>FINANCIAL SUMMARY</b>	<b>2011 (Millions)</b>
Operating Revenue	13,378
Income from Operations	2,078
Cash Provided by Operating Activities	2,469
Total Assets	22,569
Cash and Cash Equivalents	258
Stockholders' Equity	6,070
Total Equity	6,390

**COMMON STOCK**

Ticker Symbol WM (NYSE)

Shares Outstanding  
(02/10/12).....461.4 million

**AVAILABLE COMMITTED CREDIT LINES**

(Facility dated May 9, 2011)

Total Committed Facilities – \$2.0 billion

Administrative Agent: Bank of America

**CREDIT RATINGS**

(As of December 31, 2011)

	<b>Moody's</b>	<b>Standard &amp; Poor's</b>	<b>Fitch</b>
Long-Term Debt	Baa3	BBB	BBB

**DUN & BRADSTREET RATING**

<b>DUN &amp; BRADSTREET RATING</b>	<b>D&amp;B NUMBER</b>
SA2	1946-72085

Updated: 05/15/2012

For additional information regarding Waste Management financial capabilities, please consult the references listed below.

### Financial References

- *Bank Reference:* Mr. Tim Laurion, Vice President, Bank of America, 100 Fleet Street, Boston, MA 02110, 617 434 9689
- *Trade Reference:* Marathon Equipment Company, Attn: Richard Bassett, Credit Manager, P.O. Box 1798, Vernon, AL 35592, 800 633 8974, ext 1142
- *Equipment Reference:* Ms. Teri Ault, Controller, Houston Mack Sales and Service, Inc., 5216 North McCarty, Houston, Texas 77013, 713 673 1444, ext 1215

## 4.4 LABOR AGREEMENTS

*Proposers must provide a copy of labor agreements under which they are providing current collection services in Alameda, Contra Costa, San Francisco, Santa Clara, and San Mateo Counties. Proposers who are not currently providing collection services under the terms of a labor agreement must provide documentation in a manner that is acceptable to the City of the wages and benefits paid to employees providing those collection services in Alameda, Contra Costa, San Francisco, Santa Clara, and San Mateo Counties. If the proposer intends to enter into any labor agreements related to the provision of MM&O Collection Services, the proposer must describe the nature of the agreements and when they will be implemented.*

WMAC has provided the existing labor agreements under which we operate in Appendix D: Teamsters Local 70 (drivers, operators and dispatchers), ILWU Local 6 (operators, sorters and clerical), and Local 1546 (machinist and technicians). While WMAC is engaged in contract negotiations with Local 6 and Local 1546, we do not intend to enter into labor agreements with additional unions. WMAC is proud to be a union employer and we employ 701 union members represented by the Unions referenced above at our hauling, processing and disposal facilities in Alameda County.

### A New Beginning

Labor peace is essential to the daily delivery of services to the residents of Oakland. The relationship between WMAC and Local 70 has changed considerably since the July 2007 lockout and the “us against them” attitude pervasive in 2008. Changes to leadership in January 2009 resulted in a new era in the relationship between labor and management. With the arrival of Area Vice President, Barry Skolnick in December 2008 and with commitment from Waste Management, a primary goal was to repair employee and Union relations. Through numerous meetings and ongoing dialogue and negotiations in September 2009, WMAC and Local 70 signed and ratified the first Collective Bargaining Agreement (CBA) in 22 years, which extended the CBA through June 30, 2017 and provided for significant changes, supported by the union leadership, to improve employee health and safety.

**Felix Martinez, Business Agent & Marty Frates, Secretary-Treasurer,  
Brotherhood of Teamsters Local 70**

*While recent history seems to take us back to the 2007 Lockout many things have changed. The Union continues to believe that Labor peace is essential to the daily delivery of services to the residents of Oakland but the relationship between Local 70 and WMAC has changed considerably since the July Lockout of 2007. Changes in leadership in January 2009 resulted in a new attitude in labor and management relationships.*

**Full letter is included in Section 3 Qualifications**

**A Change in our Relationship**

The emphasis since the execution of the CBA has been to structurally and culturally change the relationship between the parties. The commitment is top down and reflects the open dialogue maintained between Waste Management, Barry Skolnick and Business Agent, Felix Martinez, with weekly meetings and quarterly Shop Steward meetings to discuss operations and employee concerns. The attitude and engagement between leadership has been one of accountability, fairness and a true partnership in managing the business and servicing the needs of Oakland. Management continues to treat its employees with respect and deference by (a) listening to our employees through surveys and roundtable discussions; (b) valuing our employees opinions by making them part of the solution and improvement process; and (c) holding the management team accountable for following and implementing the terms of the CBA. As a result, we have listened to our employees and:

- Made numerous site improvements at 98<sup>th</sup> Avenue and Davis Street
- Engaged our frontline employees on the types and design of new trucks
- Met with our employees regularly on improving customer service and hard to service stops
- Conducted pre-Grievance meetings every Wednesday morning and Grievance panels every month, if needed. Issues, disagreements and dissention are no longer allowed to languish
- Counseled on service interruptions and missed pickups
- Set and enforced standards on how our employees are to engage the general public
- Conducted LEEN events and roundtable discussions geared towards improving customer service and our employees work environment. LEEN is a continuous improvement process utilized by some of the world's most effective service and manufacturing companies.

Both WMAC and its Union representatives are committed to spending the time and needed resources to improve employer-employee relations.

## A New Safety Culture



When asked what he attributes the turnaround to WMAC's safety numbers, Roll-off Shop Steward Mike Slader doesn't hesitate, "Safety classes with Troy Zimmer. I can feel our company is going in a great direction."

Workplace safety for WMAC and the Union became a top priority in 2009 with both parties guiding and mentoring employees not to engage in unsafe behavior. On numerous occasions, Local 70 Secretary Treasurer, Marty Fretas and Business Agent, Felix Martinez, and Local 1546 Secretary Treasurer, Don Cro-satto have led Safety meetings and counseled our employees on what it means to be safe--stressing that we want our employees/members and the general public to return home safely to their families every day. Since 2009, with Management and the Unions' engagement, there has been a dramatic decrease in injuries, auto accidents and property damage claims. We attribute our Safety success over the past four years to:

- Our partnership with all of our employees and the Unions
- Accident Review Boards (ARB), which investigate accidents, being comprised of drivers and managers with an effort to determine root cause and prevent future accidents
- Our 90-day "New Hire" process being comprised of managers and Local 70 drivers and other employees evaluating and coaching new employees for success
- Our employees adopting zero tolerance for unsafe behavior

## Benefits to Oakland

WMAC is committed to Labor Peace and fairly balancing the needs of our employees, our customers and our financial viability. A continued partnership with WMAC assures Oakland minimal transition in 2015 and continuity in providing service to the City's residence and businesses. Our management team at 98th Avenue and Davis Street and our employees have serviced the City for 100 years and have the familiarity and expertise to continue meeting the needs and challenges of Oakland's Zero Waste initiatives. Our management team and frontline employees are a known provider and assure the Oakland community of their commitment customer service and excellence.