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# Collection Services Waste Management of South Bay

Milpitas Council Workshop  
May 23, 2016



THINK GREEN®

# Experience & Qualifications

## Who We Are

- Strong Organization, Financial Strength, Local Flavor
- Tri-CED Non-Profit Partnership
- Universal Site Services – Headquartered in Milpitas
- 80+ years' operating in the Bay Area
- Local South Bay operation
- Financial backing and stability from nation's largest environmental services provider



# Experience & Qualifications

## Who We Are

- Great Corporate Citizen
  - Chambers of Commerce
  - Rotary, Kiwanis, Soroptimist and other community service organizations
  - Boys & Girls Clubs
  - Resident associations
  - Local sustainability groups
  - League of CA Cities
  - Nor-Cal MS Society: Waves to Wine Cycling Fundraising Team
  - Community clean ups
  - Recycling education events
  - Regional leadership programs
  - League of Woman Voters
  - Public libraries
  - Boy Scouts
  - United Way



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# Experience & Qualifications

## Where are We?

### Bay Area Communities

- Albany
- Castro Valley
- Emeryville
- Hayward - **New 10 years**
- Oakland - **New 10 years**
- San Leandro - Processing
- San Lorenzo
- Portions of Unincorporated Alameda County
- Guadalupe - Landfill
- Kirby Canyon - Landfill



# Experience & Qualifications

## What We Will Provide

- Customer-focused service - Excellent training, Accessibility
- Safe service - Industry Leader
- Financial assurance- Price Guarantee - We will not be back next year
- Ethics culture - Named one of "Ethisphere" world's most ethical companies (eight years straight).
- Seamless transition - Extensive experience Recent roll-outs -Oakland, Hayward, Reno



# Technical Approach

## Reducing Milpitas' Carbon Footprint

- All Natural Gas Powered Fleet
  - Near zero carbon fuel
  - Quieter than diesel trucks
  - Lighter (reducing wear and tear on city streets)
- Reusing Landfill Gas as Fuel
  - Construction of new natural gas fleet fueling station at Fremont facility
  - Trucks will use liquefied natural gas. Includes gas captured at Waste Management's Altamont Landfill in Livermore, Calif.



# Technical Approach

## Commitment to Safety

- Highly trained drivers
- Extensive training and ongoing safety program
- Proprietary Onboard Computer System
  - Dispatch receives real-time information about truck locations, stops services, truck capacity and more
- DriveCam by DriveCam, Inc.
  - Captures video and audio inside and outside the vehicle
  - Real-time feedback to drive
  - Reduces collisions



# Technical Approach

## Unmatched Outreach

- Dedicated In-House Outreach Team
  - Custom-made materials
    - Brochures, bill inserts
  - Newsletters (print and electronic)
  - Dedicated Website
- Experience Working with Cities of All Size
- Open Houses
  - Quarterly meetings with residents and city council members to discuss our service.
  - Provides staff, elected officials and residents a chance to have an open dialogue with us.



# Technical Approach

## Technical Support Outreach

- Dedicated resources to help explain diversion goals
- Review of customer needs and barriers to reaching diversion goal
  - Site visits, educational tools, online resources
- Experience working with customers to reach AB 341 and AB 1826 requirements
- Target qualifying businesses
  - Help businesses achieve high diversion rates
  - Provide on-site analysis
  - Identify diversion opportunities



# Technical Approach

## Accessible Customer Service

- Customers can reach WM of South Bay in every way imaginable
  - Phone
  - Email
  - Live Chat
  - Walk-In
  - Mail
  - Smart Phone App



# Technical Approach

## Partnering with Local Businesses

### Tri-CED Recycling

- Locally owned and operated
- Proven track record
  - Hayward
  - Union City
- Fremont and Union City based recycling facilities

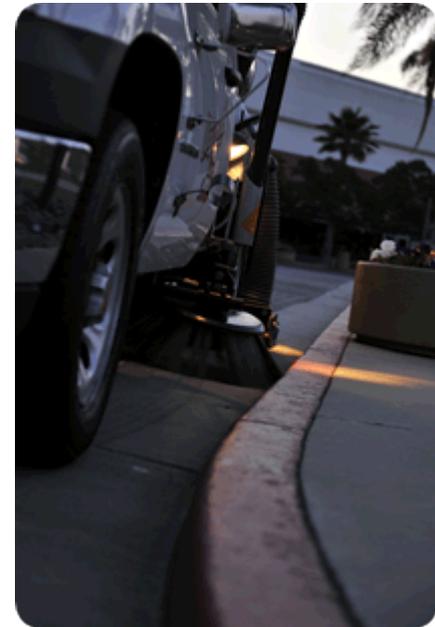


# Technical Approach

Partnering with Local Businesses

## Universal Site Services

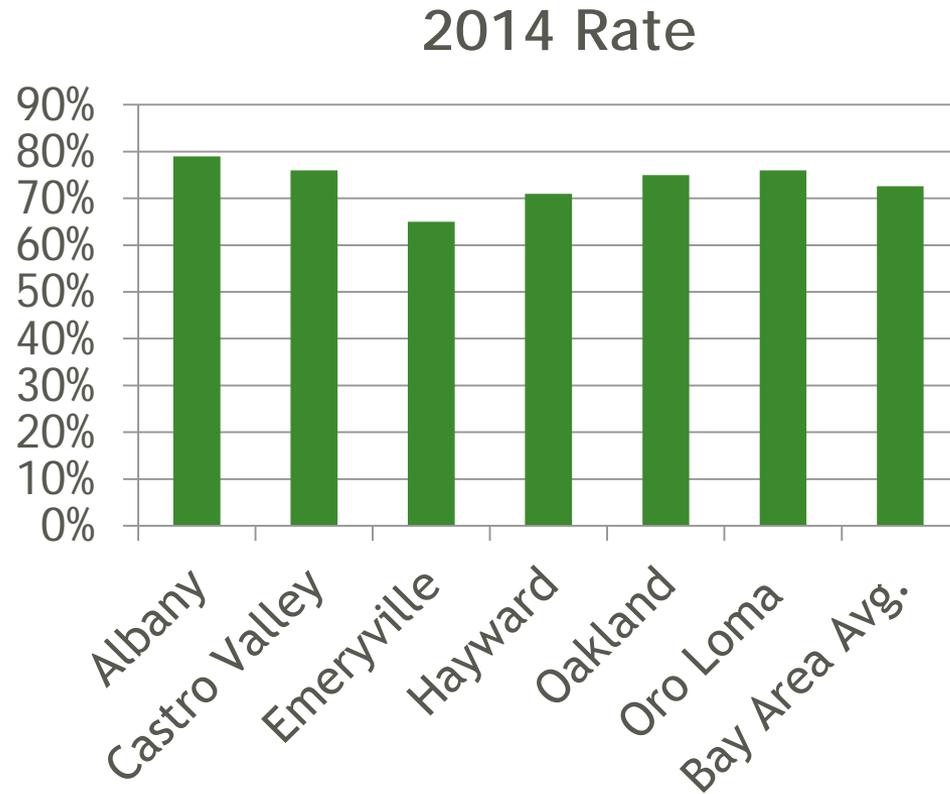
- Locally owned and operated
- 12-year-long partner with Waste Management
- Extensive experience - 8 South Bay Municipalities
- Milpitas based
  - Quicker response time
  - Local knowledge of streets
  - On-call mechanics
  - GPS and Reporting
  - Local Customer Service Representatives



# Diversion Plan

## Proven Track Record

- 72.6% average diversion rate in the Bay Area communities we serve.
- Local Partners
- Best Use Technology



# Questions?



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## City of Milpitas

# REQUEST FOR PROPOSALS FOR SOLID WASTE, RECYCLABLES, AND ORGANICS COLLECTION AND PROCESSING SERVICES

27 OCTOBER 2015

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Presented to  
**City of Milpitas**  
455 East Calaveras Boulevard  
Milpitas, CA 95035

Presented by  
**USA WASTE OF CALIFORNIA, INC.**  
dba Waste Management of South Bay  
172 98th Avenue, Oakland CA 94603  
(510) 613-2142 Phone



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October 27, 2015

Mary Lavelle, City Clerk  
City of Milpitas  
City Hall  
455 East Calaveras Boulevard  
Milpitas, CA 95035  
Dear Ms. Lavelle,

USA Waste of California, Inc., a Delaware Corporation doing business as Waste Management of South Bay, the proposing legal entity identified in Business Structure, Section 5.4.1, is pleased to submit this proposal for Collection Services for Municipal Solid Waste, Recycling and Organics to the City of Milpitas.

Waste Management of South Bay brings more than 80 years of experience in the Bay Area through its shared leadership with Waste Management of Alameda County, Inc. (WMAC). We are excited to reestablish our collection presence in Santa Clara County through our south bay facility located in Fremont. This facility will allow us to play a pivotal role in the delivery of high quality, reliable, and responsive Collection service to the residents and businesses of the City of Milpitas.

Under this proposal, Waste Management of South Bay offers the City of Milpitas the opportunity to join other forward thinking jurisdictions who believe in providing a safe, inclusive, sustainable future for their families, children and businesses, through programs and services that promote clean air, clean water and clean streets.

**We believe value matters.**

Working with staff and the Milpitas Recycling & Source Reduction Advisory Commission, Waste Management of South Bay will solicit feedback and guidance to implement appropriate Collection best practices to ensure success within the community.

We recognize exploration and implementation of environmentally friendly and sustainable diversion practices and programs requires significant investment and a commitment of resources. For example, WMAC recently invested \$28 million to purchase natural gas vehicles for the new Zero Waste Services contract in the City of Oakland and invested another \$5.5 million to build a CNG fueling infrastructure. We are prepared to support the Milpitas contract with an investment in natural gas collection vehicles and fueling infrastructure.

Waste Management of South Bay proposal represents our Collection portion of an integrated sustainability solution program designed to assist the City of Milpitas meet or exceed the stated diversion goal, by incorporating best practices and best available technology unmatched by any other waste company. We continue to make investments in providing collection, processing and disposal service in Alameda and Santa Clara counties, including our two awarded winning landfills in Santa Clara County. We are committed to playing a pivotal role in making the greater bay area a great place to live and work. We are part of the fabric of the community; drivers and residents know one another by name and community groups rely on us for in-kind and monetary support.

With submittal of this Collection Proposal, Waste Management of South Bay acknowledges and accepts all terms and conditions of the Collection Agreement, except for any exceptions taken in Section 5 of our proposal.

These addenda were downloaded by and fully reviewed by Waste Management of South Bay.

- Addendum #1 to the RFP received on August 13, 2015
- Addendum #2 to the RFP received on September 21, 2015
- Addendum #3 to the RFP received on September 29, 2015



We welcome the opportunity to discuss our proposal and the important role Waste Management of South Bay can play in the City's long-term diversion and sustainability goals.

Sincerely,



**Barry Skolnick**

Area Vice President

USA Waste of California, Inc.

dba Waste Management of South Bay

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## EXECUTIVE SUMMARY

Waste Management of South Bay is pleased to submit this proposal to the City of Milpitas for the collection of solid waste, recyclable, and organic materials as well as the processing of recyclable and organic materials, and providing street sweeping services. Although new to the City of Milpitas, Waste Management of South Bay is not new to the area. It shares the leadership and experience of Waste Management of Alameda County, Inc. (WMAC), which for more than 80 years, has been a leading provider and innovator for the collection, processing and disposal of municipal solid waste, recycling and organic material.

Building upon this vast knowledge and experience, Waste Management of South Bay is excited to reestablish our presence in southern Alameda County and Santa Clara County. Operating out of our facility in the City of Fremont, this will allow us to play a pivotal role in the delivery of high quality, reliable, and responsive collection service to the residents and businesses of the City of Milpitas. We are confident that our response will provide you with a behind the scenes view into why Waste Management of South Bay through strategic planning and partnerships within the City of Milpitas, is the only company that can deliver superior service to Milpitas residents and businesses.

With this renewed presence and synergy in southern Alameda County, we are able to activate several key assets within miles of the City of Milpitas. Waste Management has designed a service delivery model to create sustainable high diversion practices; incorporating state-of-the-art facilities and equipment, knowledgeable and experienced local staff, and customizable and reliable service initiatives to address the unique customer requirements. We offer tested and proven diversion and public education programs along with the financial backing of a Fortune 200 corporation while maintaining the flexibility and resourcefulness of a homegrown local business.

Our pledge to the residents and businesses of the City of Milpitas is to be your environmental services solution partner, providing safe, effective and efficient collection and processing operations as well as an expansive community and civic presence through marketing and media outreach and grass root campaigns to engage schools, small businesses, civic organizations and community groups. Together we will reach the community's diversion goals and celebrate our mutual successes and milestones.

Our goal is to enhance your quality of life, to add value and complement current city of services, and provide additional "green" solutions to promote city specific initiatives such as clean streets, strong community, business growth and improved economic well-being for all.

### Carbon Footprint Reduction

The City of Milpitas can count on Waste Management of South Bay to offer the most advanced environmentally friendly collection vehicles available. We currently operate one of the world's largest fleets of clean natural gas collection truck, offering enormous benefits to Milpitas residents. Helping to power these vehicles is "trash gas" a near zero carbon fuel produced from landfill gas at Waste Management's Altamont Landfill in Livermore, California. Waste Management of South Bay trucks will be among the nearly 300 trucks powered daily with this closed-loop fuel. "Trash gas" is estimated to displace 2.5 million gallons of foreign diesel fuel and eliminate 30,000 metric tons of CO2 annually.

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

Natural gas trucks are quieter, easier to maintain and weigh less than new diesel truck equivalents. The result is less noise in the community and reduction in wear and tear on City streets. Natural gas trucks provide a bridge to the future zero tailpipe emission vehicles.

### Innovative Technology Integrated into Collection Vehicles

Each year Waste Management invests millions of dollars in innovative technologies that improve the efficiency,



safety, and environmental impact of our fleet. In collaborating with us, the City of Milpitas will be supported by the most sophisticated collection fleet in the industry. Two unique features detailed below will significantly enhance productivity, optimize the performance of drivers and vehicles, reduce the likelihood of accidental property damage, and improve safety within the City of Milpitas.

### **Proprietary Onboard Computer System**

- Allows centralized dispatch facilities to provide near real-time information related to all truck locations, stops serviced, capacity, service status, and other key service indicators
- Enables dispatch to communicate with Operations Base for immediate and efficient customer issue resolution including on-call requests, on-demand service requirements, re-routing, and customer service needs
- Allows for programmed communications with one-touch verifications to report missing or damaged carts and carts in need of service
- Allows us to monitor and track vehicle and driver activities to optimize efficiency and overall performance
- Collects information to be used to improve overall service performance

### **DriveCam by DriveCam, Inc.**

- Designed to capture video and audio inside and outside the vehicle when triggered by abrupt actions (such as hard braking, sudden acceleration, swerving, speeding, or collisions)
- Palm-sized digital video event recorder will be mounted on the windshield of City of Milpitas collection vehicles
- Provides real-time feedback to the driver
- Helps identify and address risky behaviors
- Enables managers to coach driver drivers for accident avoidance, further protecting the public and our employee
- Helps reduce collisions, claims, fuel consumption, and maintenance costs

### **Additional Contract Enhancements**

To increase diversion and encourage residents' compliance with state-mandated materials bans, Waste Management of South Bay's subcontractor Tri-CED Community Recycling is offering easy to use, environmentally friendly collection programs and outreach:

- Residential Curbside Batteries and Cell Phone Recycling – weekly residential curbside collection and recycling of household batteries and cell phones.
- Superior Environmental Education Programs – recycling participation and diversion are a direct result of quality public information and ongoing education. Together with Tri-CED, we are committed to providing superior environmental education programs to the residents and businesses of Milpitas.
- Hands-on Implementation of AB 1826 – through site visits, waste audits, container right-sizing and employee/resident education, we will help businesses and multi-family properties achieve greater participation.

### **Transition Plan and Schedule**

Waste Management of South Bay believes a well-organized and well-orchestrated approach is key to the success of new service initiation and/or changes. Upon award of the contract, we will begin working with the current incumbent and city staff to design our comprehensive outreach program.

Experienced staff members will complete an extensive, detailed review of the contract, its many tasks and associated deadlines. Individuals will be assigned to each task, and at weekly meetings with city staff, these individuals will provide updates and reports on the progress of their particular responsibilities.

## Projected Diversion

Staff of Waste Management of South Bay are proud to have played roles in assisting several Alameda and Monterey County communities' launch diversion campaigns and reach important milestones. We are excited about the opportunity to continue our work in partnership with the Tri-CED Community Recycling for continued achievement of recycling diversion mandates, current and future.

Our comprehensive approach to residential as well as commercial and multi-family recycling is designed to increase participation and ensure ease of use. Our commercial and multi-family approach features a comprehensive support program that includes individual site evaluations, meetings with residents, owners, managers, and employees. These site evaluations will be complemented by regular follow up sessions that are designed to provide feedback on success and suggestions for improvement.

## In Conclusion

Waste Management of South Bay believes to achieve high customer satisfaction requires a hands on approach coupled with a community centric philosophy, which are supported through civic engagement, transparency and open communication.

Waste Management of South Bay's proposal is a combination of creativity, local flavor, tested programs and superior service unmatched by any potential proposer. Our diversion plan employs a multi-faceted approach including sustained, customized and targeted community outreach and engagement of community-based organizations to affect behavioral change neighborhood by neighborhood.

We offer a holistic approach that combines carbon-reducing natural gas vehicles, an integrated infrastructure to meet and exceed current and future diversion goals, years of experience and proven environmental programs.

No other city service has a more direct impact on the residents and businesses in the City of Milpitas as solid waste services. We feel very strongly that there are clear differences between Waste Management of South Bay and the other companies who are proposing their services to the City of Mipitas. These differences can greatly influence your customers' perception of the quality of service provided by the City.

Working together, we can change how residents and customers view the act of waste diversion and recycling and help transform how waste is generated in homes, businesses, city offices, construction sites and local restaurants. As a result, the Milpitas community will benefit from having a cleaner, safer and more sustainable environment.

Awarding Waste Management of South Bay the privilege to serve the City of Milpitas not only means reliable, cost-effective, and sustainably-minded environmental services, but a long-term partnership that can drive diversion and improve quality of life for residents and the business community over the next 10 plus years.

**Superior service... Safe service... Economically-sustainable service... Every day...That is our commitment.**



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# 1 COMPANY DESCRIPTION

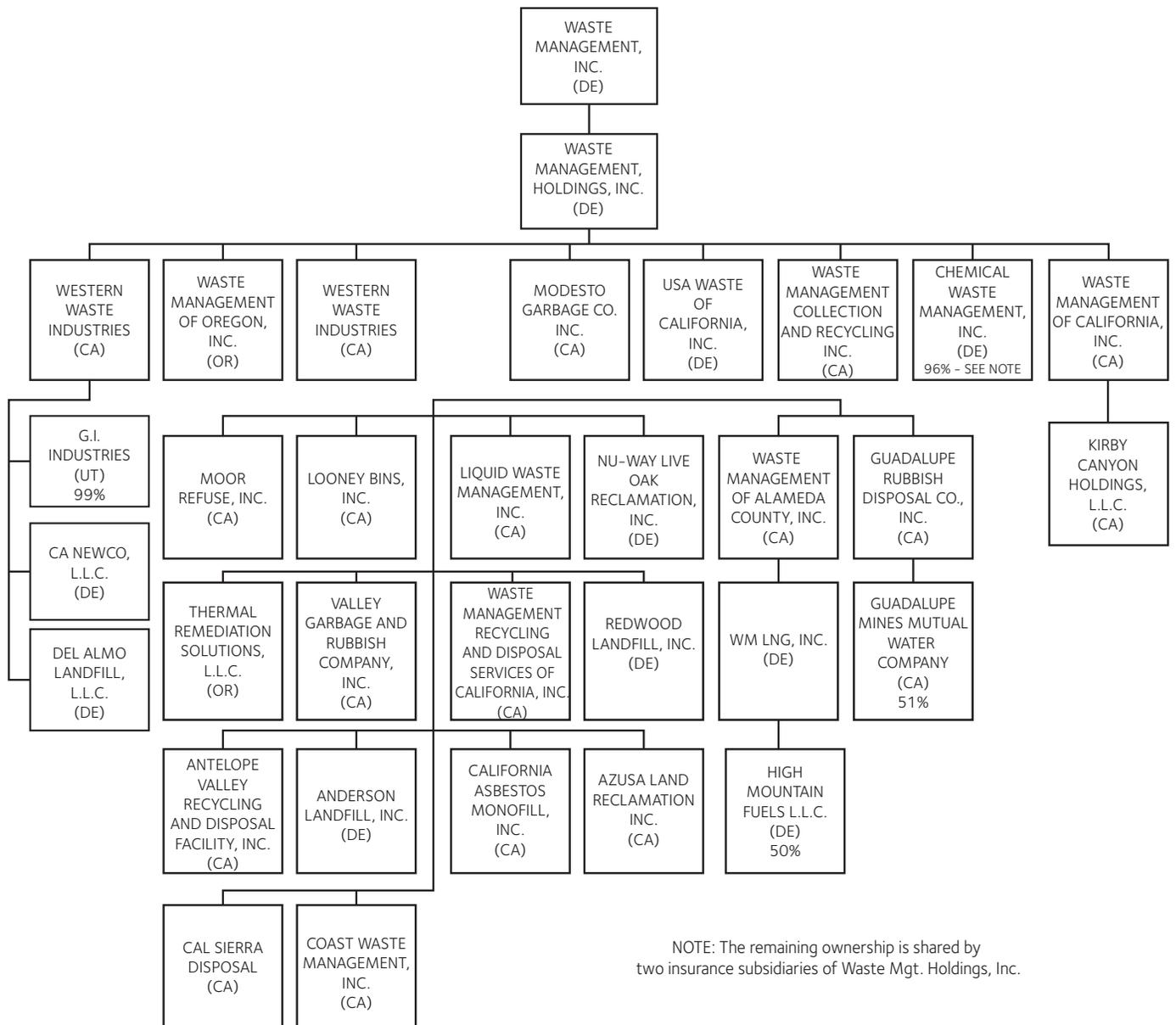
## 1A. Business Structure

USA Waste of California, Inc. (“Proposer” for purposes of this Section 5.4.1) is a Delaware corporation authorized to do business in California.

Proposer is a corporation. Proposer is the executing entity.

Proposer was incorporated in 1993 and acquired by a subsidiary of Waste Management, Inc. in 1999 (20 years). Proposer’s sole shareholder is Waste Management Holdings, Inc. (“WMHI”). There are no creditors owed debt greater than 10 percent.

The following entities are [] subsidiaries of USA Waste of California, Inc.:



## Subcontractors

### Residential and Commercial Recycling

#### Tri-Cities Economic Development Corporation dba Tri-CED Recycling

Tri-CED Recycling is a 501c3 non-profit organization, and is the current collector and processing facility for City of Hayward Residential Recyclables as a subcontractor to Waste Management. Tri-CED is also the current collector and processing facility for City of Union City Recyclables and collector of all organic materials.

Tri-CED Community Recycling will collect and process all single-family, multi-family and commercial comingled recycling and work together with Waste Management of South Bay on all public education and outreach throughout the city.

#### *Tri-CED Community Recycling*

33377 Western Avenue, Union City, CA 94587

Tel: 510.471.3850 Fax: 510.429.8031

### Street Sweeping Services

Waste Management of South Bay will be utilizing a local Milpitas company. Contract Sweeping Services will provide Street Sweeping for the residential and commercial customers in the City of Milpitas as outlined in the RFP. Collection experience can be found in the Collection and Street Sweeping Experience section below.

#### Contract Sweeping Services

760 E. Capitol Avenue

Milpitas, CA 95035

## 1B. Collection and Street Sweeping Experience

### Proven Experience

With more than 80 years in the Bay Area, Waste Management has extensive experience serving local jurisdictions. With more than a dozen collection operations servicing more than 60 communities in Northern California/Nevada, we can tap into a vast knowledge base of experience. As result, we offer the collective experience, outreach strategies and successful rollouts of numerous jurisdictions with similar diversion goals and challenges as the City of Milpitas.

Table 1 identifies a few of the communities where we provide comparable services in Northern California. The rollout of services is described in detail in the section that follows.

*Table 1. Waste Management Collection Experience*

JURISDICTION	2014 DIVERSION RATE	CONTRACT TERMS	SERVICES	CUSTOMER BASE*
CITY OF ALBANY Claire Griffing Sustainability Coordinator 1000 San Pablo Avenue Albany, CA 94706 510 528 5754	79%	2011-2021 10 Year Collection 20 Year Disposal & Recycling INCUMBENT	MSW Single Stream Recycling Green Waste Residential Curbside Recycling: Auto Oil & Filters Bulky Items Cellphones Holiday Trees Household Batteries Plastic Bags	Residential: 4,021 MFD: 169 Commercial: 212



JURISDICTION	2014 DIVERSION RATE	CONTRACT TERMS	SERVICES	CUSTOMER BASE*
CASTRO VALLEY SANITARY DIST. Naomi Lue Solid Waste Supervisor 21040 Marshall Street Castro Valley, CA 94546 510 537 1500	76%	2009-2019 10 Year Collection 20 Year Disposal & Recycling INCUMBENT	MSW Single Stream Recycling Green Waste Residential Curbside Recycling: Auto Oil & Filters Bulky Items Cellphones Holiday Trees Household Batteries Plastic Bags	Residential: 14, 868 MFD: 161 Commercial: 363
CITY OF EMERYVILLE Marcy Greenhut City of Emeryville Environmental Programs Technician 1333 Park Ave. Emeryville, Ca. 94608 510 596 3795	65%	2011-2020 10 Year Collection 20 Year Disposal & Recycling INCUMBENT	Collection, Processing & Disposal: MSW Single Stream Recycling Green Waste Residential Curbside Recycling: Auto Oil & Filters Bulky Items CFLs Cellphones Holiday Trees Household Batteries Plastic Bags	Residential: 615 MFD: 102 Commercial: 192
CITY OF HAYWARD Vera Dahle-Lacaze 777 B Street Hayward, CA 94541 510 583 4725	71%	2015-2022 7 Year Collection, Processing & Disposal INCUMBENT	Collection, Processing & Disposal: MSW Green Waste Residential Curbside Recycling: Auto Oil & Filters Bulky Items Cellphones Holiday Trees Household Batteries Plastic Bags	Residential: 28,946 MFD: 982 Commercial: 2,947
CITY OF OAKLAND Peter Slote,Solid Waste & Recycling Program Supervisor, Frank H Ogawa Plaza, # 5301 Oakland, CA 94612 510 238 7432	75%	2015-2025, 10 year Collection, Processing and Disposal	Collection, processing and disposal: MSW, Mixed Materials, Garbage, Organic Materials, Bulky Goods	Residential (Single Family): 102,161 MFD: 3,501 Commercial: 7,329

JURISDICTION	2014 DIVERSION RATE	CONTRACT TERMS	SERVICES	CUSTOMER BASE*
ORO LOMA SANITARY DIST. Andreea Simion, IPMA-CP Administrative Services Manager Oro Loma Sanitary District 2655 Grant Avenue San Lorenzo, CA 94580	76%	2012-2024 12 Year Collection, Processing & Disposal INCUMBENT	Collection, Processing & Disposal: MSW Single Stream Recycling Green Waste Residential Curbside Recycling: Auto Oil & Filters Bulky Items Cellphones Holiday Trees Household Batteries Plastic Bags	Residential: 30,096 MFD: 434 Commercial: 1,050
MONTEREY COUNTY Teresa Rios Management Analyst III Monterey County Health Dept. Environmental Health Bureau 1270 Natividad Rd, Room 136 Salinas, CA 93906 831 755 8979	36.61%	2010-2020 10 Year Collection & Recycling 5 Year Extension INCUMBENT	MSW Single Stream Recycling Green Waste Residential Curbside Recycling: Household Batteries Cellphones Auto Oil & Filters Plastic Bags Holiday Trees	Residential: 21,770 Commercial: 1,583

## Street Sweeping Experience

Waste Management of South Bay has long-standing contracts with subcontractors that provide street sweeping services as well as provides street sweeping services using our own equipment in various jurisdictions; examples of both follow.

For the City of Milpitas, we will be utilize Contract Sweeping Services, a local Milpitas company. Contract Sweeping Services provides a variety of cleaning services such as municipal street sweeping, highway cleaning, HOA sweeping, parking lot sweeping, garage sweeping and many more sweeping and cleaning services.

By partnering with a local Milpitas company, the City benefits by having a quicker response time, backup equipment is centrally located, on call mechanics are close by and accessible, and route managers are constantly in the area for quality assurance. More information and company background can be found in the Street Sweeping section.

### Contract Sweeping Services

760 E. Capitol Avenue  
 Milpitas, CA 95035

Jason Browne  
 General Manager  
 jbrown@contractssweeping.com  
 408-828-5280

In Pacific Grove, Waste Management subcontracted with Accent Clean & Sweep starting in 2003. Accent Clean & Sweep offers services such as street sweeping, water sampling, steam cleaning, and pressure washing for municipalities, buildings, sidewalks, awnings, and parking lots.



Accent Clean & Sweep

Owner: Mike Haughey Telephone: 831.783.0303  
1172 S. Main Street #167  
Salinas, CA 93901

Waste Management utilizes its own equipment to service the City of Woodland since 2011. Waste Management and the City have agreed upon terms in relation to frequency of service, location of services and use of City water.

### 1C. Service Initiation Experience

Each of the jurisdictions below will serve as a reference for our service initiation and rollout experience. Common to each of the jurisdictions is Waste Management of South Bay's commitment to use carts made from recycled content and to provide public education materials that meet the unique requirements of the community. We have a dedicated, in-house communications team that collaborates with our municipalities to produce public education materials ranging from service brochures and websites to quarterly newsletters, billing inserts and promotional mailers. Waste Management has the capabilities to develop multi-lingual public education and outreach material.



*The 2011 ribbon-cutting ceremony for CMC's natural gas fueling station.*

Since 2007, Waste Management of Alameda County has been steadily replacing its collection fleet with natural gas vehicles, and proposes to service Milpitas with natural gas vehicles. We have a strong track record for new vehicle rollout and maintenance because of our deep ties with the chassis and body manufacturers. In Alameda County 204 of our 237 collection and service vehicles are natural gas as well as our fleet of transfer trucks servicing the Altamont Landfill. They are supported by three multi-million dollar dedicated fueling infrastructures that WMAC built in the past few years.

Unique to our operation is the use of bio-methane derived from landfill gas. "Trash gas" is a near zero carbon fuel produced at our landfill in Livermore, California. The Altamont Landfill is home to the world's largest landfill gas to liquefied natural gas ("LNG") plant. It is capable of producing an average of 13,000 gallons of fuel per day, enough to power approximately 300 Waste Management of Alameda County and Waste Management of South Bay collection vehicles. This closed-loop fuel produces 80 percent less greenhouse gases ("GHG") than diesel fuel. In one year, the use of this bio-methane will reduce an estimated 30,000 metric tons of greenhouse gases and displace 2.5 million gallons of foreign fossil fuel. Moreover, natural gas vehicles are quieter providing another environmental benefit.

Below you will find descriptions of the rollout of new services for the cities of Oakland, Emeryville and Albany as well as Castro Valley Sanitary District and County of Monterey. They provide concrete examples of our new services rollout experience and performance.

### City of Oakland



On July 1, 2015, Waste Management of Alameda County successfully launched a new 10-year agreement to implement an ambitious Zero Waste Strategic Plan on behalf of its partner city, the City of Oakland. Implementation of the City's innovative programs are the culmination of localized learning experiences and companywide best practices informed by city leaders and staff, our drivers, recycling coordinators, sales representatives, managers and others who have over 150 years of combined service to the City of Oakland. WMAC not only introduced 86 new natural gas vehicles to help reduce green house gas emissions and noise pollution but closes the loop on Oakland's waste by fueling these vehicles with bio-fuel made from Oakland's waste at the Altamont Landfill. This sustainable solution is unmatched by any competitor in the region.

Highlights of the program include:

- Cart decaling and service brochure distribution to more than 100,000 single family residences
- Acquisition of 86 new natural gas vehicles to exclusively serve every Oakland neighborhood
- On-site fueling for 164 NG vehicles at WMAC's hauling district
- Delivery of 3,500+ new compost carts to apartments and condos for residents' food scraps & plant debris
- Distribution of 28,000 kitchen pails for food scraps recycling
- Collaboration with Northern California Recycling Association (NCRA) for door-to-door outreach to apartment & condo residents
- Trainings and outreach to multifamily property owners on new compost program through a marketing partnership with East Bay Rental Housing Association
- Implementation of 25 daily illegal dumping collections
- Distribution of 20-gallon carts to 19,000 residents

We have shown, that as a team, we can move Oakland forward in its quest to reach to zero waste.

## City of Albany



The City of Albany has contracted with Waste Management of Alameda County ("WMAC") for more than 30 years. This long-term partnership led to the city achieving an 83 percent diversion rate in 2010, the highest in the county and exceeding the County's goal of 75 percent. Contributing to this success is the 100 percent participation in organics recycling by single-family dwellings. Organics

recycling is encouraged through distribution of kitchen food containers, public education via ser- vice brochures, billing inserts and community events as well as WM EarthCare™ compost giveaways.

In 2011, Albany sole-source negotiated a 10-year exclusive collection contract and a 20-year disposal and recycling processing agreement. In addition to new natural gas vehicles for both residential and commercial routes, the contract called for additional services to help Albany reach the county's goal of zero waste (90 percent diversion from the landfill).

Among the services offered are:

- Curbside collections of CFL for both single and multi-family dwellings
- Solar-Powered City Can Compactors serviced by Waste Management
- Free Commercial Recycling
- Free Waste Assessments for commercial and multi-family property customers to help reduce contamination, increase recycling volume and secure participation.

In 2012, every Albany multi-family and commercial customer received a waste assessment. Thanks to these efforts, the city achieved 100 percent compliance with AB 341 in 2012.

As the incumbent, there was no disruptive transition for billing or customer services. Our drivers were familiar with the routes and received advanced training in the natural gas vehicles. Each resident, commercial and multi-family property manager received a services brochure uniquely designed for the audience. In addition, a special mailing was prepared to promote curbside CFL collections. As a result, the rollout of new services was seamless.

## Castro Valley Sanitary District



As the incumbent, Waste Management of Alameda County was selected in a competitive RFP process resulting in the award of a 10-year exclusive collection contract and a 20-year disposal and recycling processing agreement that commenced in 2009. Under the terms of the new contract, we also became the exclusive hauler and processor of construction and demolition debris as well as residential, multi-family and commercial MSW, recycling and organics.

The consolidation of services was designed to increase diversion, provide customers with a one-stop service provider and contain costs over the life of the contract. Working with the Castro Valley Sanitary District to achieve these goals, we introduced:

- 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 percent of commercial properties have three-yard bins or smaller.
- Curbside Added Value Services for no additional charge, allow residents to recycle household batteries, plastic bags and extra cardboard placed beside the recycling cart.
- Dedicated Recycling Coordinator focuses on multi-family, business and school diversion efforts.
- The coordinator spends at least 20 hours a week working on these activities. As a result, MFD recycling participation increased from 94 percent to 99 percent.
- Compost Give-Away and Community Recycling Events are 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, more than 1,180 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 Outreach helps analyze compliance of all customers, develop public education and outreach materials specific to customer type, and perform personalized waste assessments for those not in compliance. Currently, 85 percent of businesses participate in the commercial recycling program.

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

## City Of Emeryville



Waste Management of Alameda County has been serving the City of Emeryville since 1980. Working together, Emeryville reached 77 percent diversion in 2010, exceeding the County's goal of 75 percent. 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.

With more than three quarters of the City's population living in multi-family dwellings, the City and Waste Management adopted a number of programs designed to increase recycling and organics participation. Programs include:

- Incentivized and Bundled Rate Structure to encourage commercial and MFD participation in organics and recycling collections for both cart and bin customers.
- Free Waste Assessments for All Customers allow Waste Management to right-size service and complete public education and outreach, resulting in nearly 100 percent recycling/organics participation.
- Public Education Tools include internal and external signage, such as decals and posters, for the enclosure area and inside the common areas of multi-family complexes. The collateral was developed by Waste Management's

in-house design team in collaboration with city staff after extensive research and discussion with multi-family stakeholders.

- Bulky Collections Customized to Property Type allows Multifamily Dwelling (“MFD”) property owners to select either curbside collection or roll-off container or flatbed collection, based on the property’s layout. Research revealed a one- size-fits-all approach would not work.
- Battery and CFL Collection for Single Family and MFD is provided curbside for cart customers and via a free mail-back program for bin customers.

## City of Hayward



The City of Hayward shares a long history with Waste Management of Alameda County, dating back to 1944. Most recently in 2014, the City sole-sourced negotiated with WMAC

a seven-year collection agreement with a start date of March 2015 that included solid waste, organics material and recycling collection services. In addition to providing commercial services including roll off and compactors recycling and organic material collection. 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
- In 2015, WMAC partnered with the City of Hayward launched a robust abandoned waste collection program.
- In 2015 WMAC is also launching a bulky-item collection service for multi-family customers with individually-billed cart service.

WMAC worked with the City and its consultant 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 the consultant’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. In addition, 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.

## Oro Loma Sanitary District



Waste Management of Alameda County 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 ser-

vices complement existing residential curbside programs, including the organics recycling introduced to 29,000 residents in 2009 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 percent in 2009 to 67 percent 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 at least 20 hours per week to conduct out-reach and implement diversion programs within the District. With a focus on multi-family dwellings and the implementation of AB 341, WMAC has achieved 82 percent participation among the AB 341 properties and is focused on bringing the District to 100 percent compliance within the year.

## Monterey County



In 2010, Carmel Marina Corporation entered into a 10-year collection contract with an optional five-year extension with the County of Monterey. The terms of the contract required the unification of residential MSW, single stream recycling and green waste collection services throughout unincorporated Monterey County. In addition, it required MSW services for multi-family and commercial customers with optional single stream recycling and green waste collection.

As the incumbent provider, Carmel Marina Corporation initiated early implementation of service unification for residential customers. This required the delivery of customer-selected MSW cart of 35, 64 or 96-gallon and a 64 or 96-gallon green waste carts along with swapping out the three-crate recycling system with a 64 or 96-gallon single stream cart. The swap out was preceded by four community workshops on single-stream recycling detailing how to select the right cart sizes; the creation of a website ([montereycounty.wm.com](http://montereycounty.wm.com)) that contained information on the three waste streams and cart choices; along with a postcard campaign requesting that residents choose their cart sizes. One week prior to the deadline for cart selection, an out-dial reminder message was sent to all residential customers. Waste Management Carmel-Marina Corp. successfully delivered more than 70,000 carts had been delivered across 1,800 square miles. The carts, made with recycled content, were delivered by the cart manufacturer, Cascade prior to the start of the contract. Accompanying each residential MSW cart was a brochure in English and Spanish that detailed all the curbside services available.

There are always challenges associated with cart delivery. We relied on parcel data, instead of our customer database because many rental units are often under the same customer account. With mandatory trash service for all residents, we rolled out carts to every residential address in

Monterey County. As a result, we had unclaimed carts in certain areas. We recovered the carts and initiated the exemption application process with Monterey County for customers who did not have a need for curbside trash collection.

Because of this experience, we learned that we should first deliver carts to our existing customer base and then to deliver carts based on parcel data as we receive requests for service. This approach ensures that all residents are being serviced.

As the incumbent, there was no disruptive transition for billing or customer services. Furthermore, our drivers have more than 1,100 years of collective service in Monterey County. They know the streets and hills so that they easily adapted to any route changes necessitated by the introduction of single-stream recycling. Training for the new automatic side-loader natural gas vehicles was easily accomplished with the assistance of our staff in Alameda County. Drivers had two weeks behind the wheel of the new vehicles before they began their routes on November 1, 2010.

## Tri-CED Community Recycling Service Initiation Experience

Tri-CED Community Recycling successfully initiated curbside residential recycling collection service in the Union City in 1988, and has progressively initiated additional services throughout the years. In 2005, Tri-CED introduced sin-

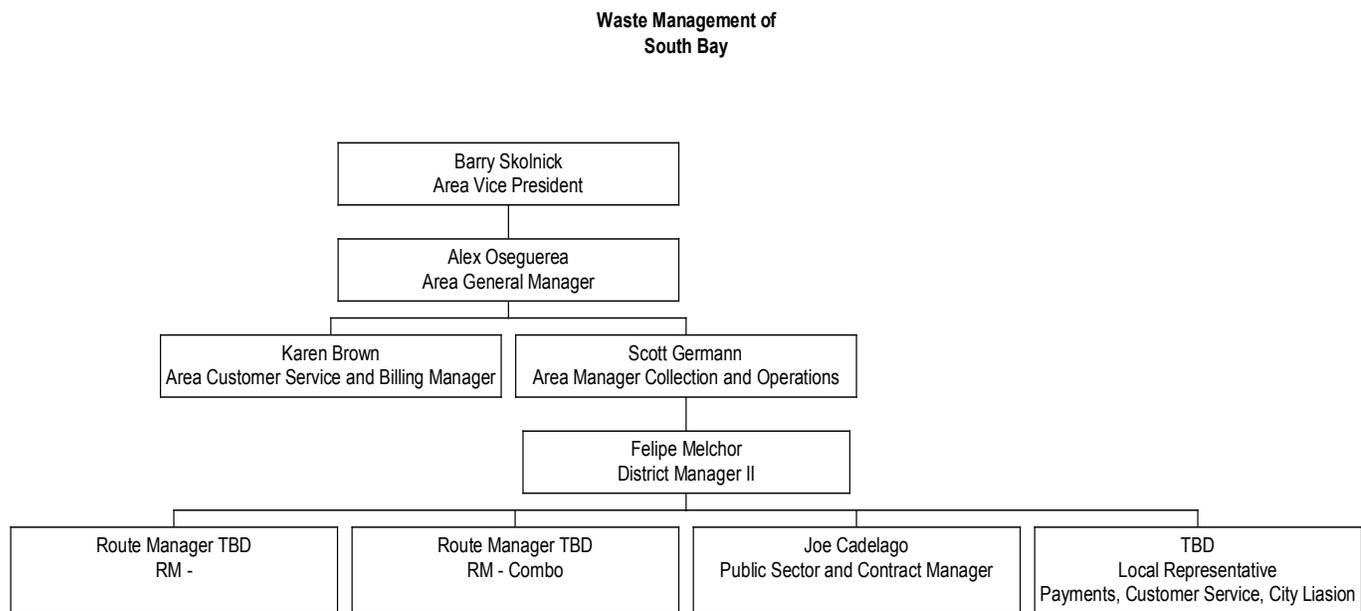
gle-stream recycling as well as weekly yard waste collection, and in 2006 initiated the food scraps collection program. In 2007, Tri-CED incorporated curbside household battery collection. All of these programs are available to the nearly 20,000 residential and 92 commercial customers.

In the City of Hayward, Tri-CED initiated single stream recycling in 2007 which was a migration from source separated, and also commenced household curbside battery collection that same year.

## 1D. Key Personnel

Waste Management’s leadership provides years of local experience in all aspects of the waste and recycling services required under this contract. Our team’s formidable industry knowledge, combined with our unique familiarity in handling materials and a commitment to reaching and surpassing the City’s sustainability goals will ensure the successful implementation and servicing of solid waste, recycling and organics collection services.

An organization chart is listed here to show the key leaders of the local work force that will be servicing the City of Milpitas.



The initial transition team will be comprised of the following key personnel:

- Felipe Melchor
- Karen Brown
- Scott Germann
- Alex Oseguera
- Joe Cadelago
- Barry Skolnick

The following is a summary of the experience and responsibilities of our key personnel and management of our local operations. Local management will maintain full responsibilities and be fully dedicated to managing this contract. A brief job description is contained within the biographical information listed here.

## Key Staff Persons and Qualifications



### **Felipe Melchor – District Manager & Primary Contact**

831-796-2296  
fmelchor@wm.com

District Manager of Waste Management Carmel-Marina Corporation (CMC) since 2007, Felipe will manage Waste Management of South Bay operations. His experience includes responsibility for the overall management of the CMC operations providing services to more than 43,000 residences and 5,000 businesses in the unincorporated Monterey County and the Peninsula Communities. Felipe oversees a staff of six supervisors, four operations specialists, 15 technicians, and 96 drivers. He works directly with the county and franchised cities to ensure all contract obligations are met. Felipe began his career with Waste Management in 2001 and quickly progressed to increasing roles of responsibility.



### **Joe Cadelago – Public Sector and Contract Manager**

831-331-0764  
jcadelag@wm.com

Joe joined Waste Management in 2011 as a contract manager following a career in government and community relations, including a position in the Governor's executive office from 2003 to 2007. His duties include establishing and maintaining effective working relationships with jurisdictions and providing strategic planning, market analysis, strategic government and community relations, communication and outreach with key local stakeholders and community organizations. Joe will work directly with Milpitas staff to ensure successful implementation of the contract.



### **Scott Germann – Director of Operations**

510-613-2846  
Sgermann@wm.com

Scott oversees all the Bay Area operations, including WMAC and Waste Management of South Bay. He joined Waste Management as the Area Fleet Manager in 2008 following a career with Ryder Systems. He has steadily advanced in his career at Waste Management and will provide oversight to Felipe and his team of drivers and mechanics who serve the City of Milpitas.



### **Karen Brown – Customer Service and Billing Manager**

510-613-2198  
Kbrown11@wm.com

Karen ensures customers have an excellent experience when they interact with our call center. She develops service scripts and all related contract messaging for customers as well as over sees the billing operations. She began her career with the former Oakland Scavenger Company in 1974 as a mail clerk. Her tenure at Waste Management includes a variety of locations and positions, with the majority of her career working with our customers. She will work with Milpitas staff to rollout the new services and ensure residents and businesses receive exceptional service when they call for assistance.

## Senior Leadership



### **BARRY SKOLNICK Area Vice President (AVP), Northern California/Nevada Area**

510-613-2112  
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 Monterey 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 approximately 2,200.

Barry's responsibilities include:

- Review and approval of all Northern California/Nevada Area contracts
- Oversees performance of operations, maintenance, customer service, and all transfer stations and landfills serving the Area
- Manages strategic planning and capital improvements for all Area locations



### **ALEX OSEGUERA, Vice President and General Manager, Northern California/Nevada Area**

209-333-5613  
aoseguer@wm.com

Alex Oseguera brings 21 years of progressive experience with Waste Management to the City of Milpitas. 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.

Alex's responsibilities include:

- Manages government relations and public affairs
- Provides strategic guidance for contract service offerings
- Assists in managing strategic planning and capital allocation for all Area locations

## Tri-CED Community Recycling Key Personnel



### **Richard Valle, President/CEO of Tri-CED Community Recycling**

Richard Valle is the President and Chief Executive Officer of Tri-City Economic Development Corporation dba as Tri-CED Community Recycling. Responding to urgent employment and environmental needs in Union City, Mr. Valle founded Tri-CED in 1980. Tri-CED is the largest non-profit recycling center in California. He is responsible for all financial and operational aspects of the organization, including labor relations and relations with local and State officials and government oversight agencies.



### **Mangee Austria, Director of Operations for Tri-CED Community Recycling**

Mangee Austria, Director of Operations for Tri-CED, has been with the organization since 2005. She has ten years of experience in developing programs to increase waste diversion and support community groups through unique programs and partnerships. As Director of Operations, she oversees day-to-day operations and administration of the company and reports directly to the President/CEO.



### **Barbara Aro-Valle, Administrative Analyst**

Barbara Aro-Valle has been employed by Tri-CED since June 2007, working as an Administrative Analyst. She assists with customer service and coordinates and provides monthly, quarterly, and annual reports to the City of Union City on the weight collection for recycling and yard waste.



### **Primary City contact: Eileen Riener, Community Relations Director**

Since joining Tri-CED in 2012, Eileen Riener has managed the youth internship work programs, coordinating with local social service agencies to place at-promise youth at Tri-CED for training and work experience. She coordinates community requests for event participation and sponsorships, and plans, coordinates and executes customized outreach plans for the multi-family sector. In addition, she oversees Tri-CED's participation in the Woodlands and Habitat Restoration Project.

## **Seamless Transition**

Waste Management of South Bay is the only company that will guarantee and ensure a seamless transition. Our drivers and employees are familiar with Santa Clara and Alameda counties having previously serviced Newark, Union City, Fremont and portions of San Jose under Waste Management of Alameda County (WMAC). We currently service the jurisdictions of Oakland, Hayward, Albany, Emeryville, Oro Loma Sanitary District and Castro Valley Sanitary District in the immediate area and operate two landfills - Kirby Canyon and Guadalupe Landfills and Recycling Centers are each less than 24 miles from the City. Waste Management of South Bay has experience locally and throughout the nation taking over new services areas with minimal interruption and transition challenges.

Our proposed comprehensive transition plan guarantees the City and the stakeholders the least impact and eliminates service disruptions to the community and environment.

Early Implementation drives diversion. Much of the planning and preparation for the transition tasks detailed will be completed behind the scenes, far in advance of the City's commencement date.

## **Our Approach and Key Considerations for a Flawless Implementation**

Waste Management of South Bay believes a well-organized and well-orchestrated approach is key to the success of new service initiation and/or changes. As soon as the contract is awarded, we will begin working with City of Milpitas staff to review and approve all steps required to initiate an early implementation where feasible, and a smooth transition to maximize the value provided to the City of Milpitas. The following describes what will be accomplished in the period prior to the contract start date to ensure a smooth transition, minimize disruption, and eliminate confusion.

## Key Elements of the Transition

### Personnel



Our employees have years of experience servicing Bay Area jurisdictions. In addition to industry experience and commitment to customer service, safety and sustainability, our drivers, route managers, and other key staff bring firsthand community knowledge to work with them each day. Their professional experience, loyalty and personal commitment ensure that service will continue without disruption to residents and businesses. If

awarded, Waste Management of South Bay recognizes the importance of continuity and we pledge to commit our best efforts to re-hire qualified drivers and employees of the former service provider; thereby helping to ensure a smooth transition. We are also excited to partner with Tri-CED Community Recycling staff, and Contract Sweeping Services. Collaboration with the City and these local businesses are the key to our collective success.

By selecting Waste Management of South Bay, the City of Milpitas is partnering with a company with a proven track record, environmentally compliant facilities and years of strategic planning experience.

### Vehicles



Waste Management of South Bay will be using state-of-the-art, McNeilus fully and semi-automated side and front end loaders that are powered by Cummins Compressed Natural Gas (“CNG”) motors for residential, commercial and industrial customer collections. Natural gas trucks eliminate more than 20 percent of the emissions of traditional diesel and when powered by “trash gas” from the Altamont Landfill, emissions are reduced by more than 80 percent. Only Waste Management can provide a true closed-loop environmental fueling solution.

Waste Management of South Bay will coordinate with our provider, McNeilus to obtain a commitment that all trucks will be ready by the September 6, 2017 start date. Of note, we were able to deploy 86 new NG trucks on the streets of Oakland in less than nine months.

Upon vehicle receipt, each truck will be customized with approved signage and graphics.

Drivers will receive additional training on how to properly use each vehicle and each truck will be inspected for safety compliance.

### Routing

Our operations professionals have performed numerous program transitions and reroutes with a focus on improved quality of service and fleet effectiveness. These improvements results in reduction of vehicles on streets, customer complaints and greenhouse gases.

Waste Management of South Bay will be ready on day one with highly optimized and effective routes and drivers who have years of experience and familiarity with the City geography.

## Facilities



Waste Management of South Bay will have a dedicated facility for the City of Milpitas at Tri-Cities Collection and Landfill site at 7010 Auto Mall Parkway, which is owned and operated by Waste Management of California. The site has fueling and maintenance facilities as well as operating scales and is currently used by a medical waste hauling company. We look forward to upgrading further to service the City of Milpitas. More site information can be found in the Corporation Yard and Maintenance Facilities Section.

It is important to note that Waste Management of South Bay will be financing all of its investments, eliminating any potential capital expenditures by the City of Milpitas. Our financial strength is unparalleled, offering Milpitas a stable and innovative service partner.

## Safety

Safety is an uncompromised core value of Waste Management of South Bay, and a cornerstone of operational excellence. This philosophy is embedded in the way we work, the decisions we make and the actions we take every single day. Waste Management of South Bay will continue to employ a rigorous and comprehensive training program to ensure the safety of our customers, drivers and all employees. This training, coupled with the years of experience and familiarity with Santa Clara and Alameda counties, provides a safety culture that cannot be replicated by any other company.

## Reporting

Waste Management currently provides our municipalities with detailed, accurate reporting on a monthly, quarterly, and annual basis. Our reporting functionalities can be further expanded to provide a variety of vibrant reports to meet Milpitas's needs now and in the future. Upon contract award, our Public Sector and Contract Compliance team will update reporting templates and meet with jurisdiction staff to ensure these reports meet the City's requirements.

## Public Education and Outreach

Waste Management of South Bay's experienced public education and outreach team along with the staff from Tri-CED Community Recycling, has developed a comprehensive public education and outreach plan, that will be immediately implemented upon contract award.

As a provider that has experience servicing both Santa Clara and Alameda counties along with our partnerships with Tri-CED Community Recycling and Contract Sweeping Services and commitment to hire qualified displaced employees, Waste Management of South Bay will have institutional and local knowledge of the streets and neighborhoods of Milpitas. As a result, the transition to Waste Management will be seamless to Milpitas and customers alike.

## 1E. Labor Agreements and Wages

Waste Management of South Bay intends to work with its existing labor agreements with Local 70 (Teamsters) for the collection of solid waste and organics for the City of Milpitas.

## Labor Peace and Strong Labor Relationships

Labor peace will be essential to the daily collection of solid waste and other materials from Milpitas as it has been with other Bay Area municipalities. The relationship between our employees is positive and our management approach ensures the continuance of strong labor relationships and labor peace with Teamsters Local 70.

As an example, our employees are proud of our operations and celebrate its innovation and accomplishments. When governmental officials from around the world tour our Bay Area facilities, our employees are involved, engaged and directly responsible for our facility's reputation and success. With an average tenure in excess of 15 years, our Teamsters employees are among the most knowledgeable, workforce in the industry.



## 1F. Past Performance Record

### Litigation and Regulatory Actions

The attached Schedule includes civil/legal actions<sup>1</sup>, regulatory actions, and criminal actions<sup>2</sup> occurring in the Greater Bay Area and involving USA Waste of California, Inc. (proposer), Waste Management Holdings, Inc. (parent of proposer), and subsidiaries of proposer operating in the Greater Bay Area.

### Payment of Fines, Penalties, Settlements, or Damages

The attached Schedule includes fines, penalties and damages based on events in the Greater Bay Area and involving USA Waste of California, Inc. (proposer), Waste Management Holdings, Inc. (parent of proposer), and subsidiaries of proposer operating in the Greater Bay Area.

Regarding settlements, we have the following additional matters to report:

City of Livermore Franchise Matter. The City of Livermore claimed WMAC breached its collection franchise agreement with the City by failing to provide an audited financial statement for the final year of the agreement and to pay additional franchise fees related to the handling of certain materials. WMAC claimed the City undercompensated the Company for its handling of certain materials and failed to pay increased costs associated with government fees and to reimburse the Company for an overpayment in franchise fees. Settled in 2012.

North Port of Oakland Matter. WMAC and the Port of Oakland reached a settlement in 2010 regarding alleged contamination emanating from a closed inert materials landfill operated by WMAC's predecessor company in the 1950s.

There are numerous additional subsidiaries of proposer that have no business operations in our Bay Area market area and, therefore, have therefore been excluded.

### Compliance Records.

Table 2 includes a list of matters requested above for proposer's operations in its "Bay Area" market area. Copies of such violations, notices, etc. are not maintained in a centralized fashion and, therefore, have not been included. If the Participating Agencies require actual copies, proposer will make every reasonable effort to provide them. Further, proposer does not maintain a centralized database of warning notices or vehicle tickets, so such information has not been included.

*Table 2 Past Performance Record Take table and match up*

WM CLOSE DATE	DESCRIPTION
2014	Litigation as it relates to the City of Oakland, and others, regarding the RFP process.
02/01/06	Challenge to the City of American Canyon's grant of exclusive franchise to WM for collection of C&D waste. WM's demurrer was sustained, case dismissed.

<sup>1</sup> The Company's legal database does not track civil matters unless the underlying disputes are being or have been litigated, so our response is limited as such. Further, (a) we interpret "legal actions" to be matters involving litigation; (b) some types of cases are excluded as a standard matter from our review process, including third party personal injury and property claims less than \$10,000, debt collection matters and worker's compensation cases, as well as litigation relating to sites that have been sold or closed; and (c) we omitted plaintiff names and settlement details regarding cases brought by individuals due to confidentiality requirements in most settlement agreements.

<sup>2</sup> Because "regulatory actions" could include numerous categories of matters not pertinent to the RFP, and because NOV-type matters are localized in nature, we have focused our disclosures on those we believe most relevant to the City's assessment of our ability to perform the proposed services (i.e., environmental and safety-related violations and/or penalties received by the business unit(s) which will oversee services to the City.

WM CLOSE DATE	DESCRIPTION
11/01/06	Allegation that Sonoma Marin Hauling breached certain contractual obligations to deliver waste to the West Marin Landfill. Plaintiffs also allege that WM Marin County, the cities of Stinson Beach and Bolinas and the former owner of WM's company may have liability for the environmental remediation and closure/post closure costs at the landfill. The case was bifurcated. One case was brought by the State asserting that the Martinelli's were obligated to develop and fund a closure plan for the landfill. The second case, which was stayed pending the resolution of the State's case, involved the Martinellis' cross claims for indemnity for closure costs and declaratory relief.
04/30/07	Petition for writ of mandate and complaint filed against the Salinas Valley Solid Waste Authority to require the SVSWA to perform closure and post closure requirements of the Jolon Road Landfill. SVSWA filed a cross-complaint for declaratory relief, indemnity and contribution. SVSWA leased the landfill property from USA Waste and operated the landfill for closure an post closure.
07/15/07	Plaintiff was terminated for his involvement in a preventable fatality. Young alleges his termination was unlawful age and race discrimination.
11/06/07	Redwood LF asserted that as a result of negligence by DKS in the design of a highway overpass, Redwood incurred additional design costs and increased costs to acquire additional easement property for access.
12/03/08	Employment discrimination matter.
12/08/08	Lawsuit brought by customer alleging breach of contract arising out of lock-out in Oakland.
12/08/08	Action alleging breach of contract and seeking injunctive relief in connection with WM's labor negotiations with Local 70. Settlement stipulated WM will provide the City with Services valued over \$4.8M and compensatory damages in the amount of \$337,221.
01/14/09	Violations relating to condition of facility, proper guarding and electrical. Penalty \$5,730.00
04/08/09	Alleged stormwater violations at the Davis Street Transfer Station.
12/21/09	Complaint alleging unpaid contributions to the ILWU Warehousemen's Welfare Trust.
12/21/09	Complaint for damages alleging violation of the no strike/no lock out provisions of collective bargaining agreements entered into between WMAC and Local 6.
12/22/09	Condemnation action by the state to condemn part of the Altamont Landfill for expanding the South Bay Aqueduct facility.
03/25/10	Condemnation action brought to take property at the Company's landfill.
01/27/11	Clean Water Act citizen suit alleging violations of federal Clean Water Act from stormwater and non-stormwater discharges.
10/27/11	Former employees allegedly received bribes from a vendor to allow landfill loads to enter Kirby Canyon landfill without payment or at a reduced payment. The county filed a claim against WM to recover fees on those disposal tons that were either not counted or misclassified. Settled for \$10.3M.
02/20/12	Petition for writ of mandate seeking to set aside San Francisco Regional Water Quality Control Board's July 8, 2009 issuance of Waste Discharge Requirements to Redwood Landfill.
03/29/12	Wrongful termination matter



WM CLOSE DATE	DESCRIPTION
07/31/12	Citation for failure to have fall protection that resulted in employee injury. Penalty \$18,750
07/31/12	As the result of a routine inspection on September 23, 2011, it was alleged that several piles of the MRF fines had unacceptable levels of MSW. This material was used at the solidification pad to be commingled with treated auto shredded waste for alternate daily cover application. Improper use of contaminated MRF fines were also noted on during the June 15, 2011, July 21, 2011 and August 26, 2011 inspections. \$750 penalty.
08/15/12	Clean Water Act citizen suit alleging failure to comply with stormwater discharge.
09/26/12	Claim against engineering firm relating to flaws in design of perimeter levee at Redwood Landfill.
11/13/12	Complaint alleged race discrimination, race harassment and retaliation in violation of the Fair Employment and Housing Act; failure to prevent discrimination/harassment; and failure to pay wages (meal period penalties).
12/05/12	Complaint in Eminent Domain.
01/03/13	It was alleged that between December 20, 2010 and December 23, 2010 the facility discharged 86,220 gallons of storm water at outfall SW-2 contaminated with condensate to an unnamed tributary of McAbee Creek. \$167,285 fine paid.
04/09/13	Action by former employee alleging sexual harassment, discrimination, and wrongful termination.
08/02/13	Complaint alleging race discrimination, failure to prevent discrimination and harassment, wrongful termination and defamation.
05/06/14	Citizen suit under federal clean water act and RCRA based on alleged violations of NPDES permit requirements. Voluntarily dismissed by Plaintiff without prejudice.
07/31/14	Group complaint by fourteen plaintiffs alleging various FMLA claims, retaliation, sex discrimination/harassment, and intentional infliction of emotional distress
08/08/14	Citizen suit alleging violations of federal Clean Water Act and California general permit for stormwater discharges.
09/22/14	Apartment building owners alleged they were charged for services they did not receive.
10/08/14	On 5/4/15 the ALJ issued an order approving our settlement with Cal OSHA after WM employee run over by L90 loader while working as a spotter/traffic director. Penalty \$25,750.
10/13/14	Cal-OSHA citation alleging failure to record a recordable injury in OSHA Form 300 log within seven days of injury. Citation was vacated based on additional information provided by Waste Management showing no violation.
05/11/15	Complaint in Eminent Domain.
06/08/15	Complaint alleging discrimination. This action was severed from related federal FMLA matter and remanded to state court. 8 plaintiffs in the state action, 5 in federal.
06/24/15	On June 18, 2012, an employee working at Davis Street Transfer in San Leandro she was struck from behind by a front-end loader travelling in same direction. Bucket of loader was elevated and raised and this obstructed operator's visibility of pedestrian traffic. Right-hand corner of the bucket snagged her shirt and she lifted into the air. She fell to ground and was run over by both the front and rear right hand wheels. \$50,750 initial penalty + \$25,750 settlement 6/24/15
Open	Challenge to the City and County of San Francisco's disposal contract award to Recology.

WM CLOSE DATE	DESCRIPTION
Open	Employee class action lawsuit alleging meal/rest break violations.
Open	Citation and Notification of Penalty for alleged violations of California safety regulations for failing to equip rear-end loading vehicles with shielding to prevent flying particles or substances. Penalty \$935.
Open	Former employee alleging discrimination and wrongful termination.
Open	Site cleanup requirements issued by the Regional Water Quality Control Board regarding cleanup of historic mercury mining areas at Guadalupe Landfill.
Open	Condemnation action by the State to condemn part of the Altamont Landfill for expanding the South Bay Aqueduct facility. Case settled with WM agreeing to accept a condemnation award of \$975,000 in cash , plus annual rental payments of \$11,000 per acre for any temporary construction easements continuing after May 2012. Payment received.
Open	It was alleged that on February 27, 2014 7,200 gallons of water containing 280 micrograms per liter of dinoseb a Resource Conservation and Recovery Act P020 listed hazardous waste was disposed of at the facility. \$0.00 fine.
Open due to ongoing monitoring	<p>Clean Water Act citizen suit alleging failure by Carmel Marina Corporation to comply with its General Permit for storm water discharges. Settlement entered as a consent decree, \$70,000</p> <p>As the result of an inspections on November 15, 2013, it was alleged that the facility failed to submit for review and approval for Fill Area 2 prior to the large scale earth moving operation getting underway preparing the initial fill modules within Area 2 to accept waste. \$0.00 fine.</p> <p>As the result of a report review, it was alleged that on April 24, 2012 an uncontrolled release of approximately 1,500 gallons of landfill leachate occurred while filling a water truck. \$0.00 fine.</p>

The above list is current as of September 25, 2015

## 2 TECHNICAL PROPOSAL FOR BASE PROPOSAL

### 2A. Collection

#### Collection Services

Waste Management of South Bay will provide weekly residential and commercial solid waste and organics collection services, and Tri-CED Community Recycling will collect residential and commercial recycling.

#### Single-Family Solid Waste and Organics Collection Services

Customers will have the option of choosing 96, 64 and 32-gallon solid waste and organic collection containers provided by Waste Management of South Bay and also have the option of purchasing their cart. Having a cart purchase option provides a sense a pride and literal ownership of their can, and reduces trips and emissions to deliver additional carts.

Solid waste and organics containers will be serviced weekly to all single and multi-family homes . In other areas where a bin is required we will send a front-load vehicle to collect from multi-family homes. Other vehicles will be included for hard-to-serve, back up collection and support vehicles. One - person crews will perform collection between the hours of 5:30 a.m. to 3:30 p.m., Monday through Friday, and on Saturdays when there is a holiday schedule.

Each vehicle will be assigned one driver, who will cover the same routes each week. Driver responsibility will consist of collecting residential solid waste.

Residential customers may set out extra solid waste on their collection day for an additional fee. Materials must be set out prior to collection in a customer purchased bag and/or can. Solid waste uncontained will be tagged by the driver with a sticker indicating the charge for extra collection.

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

- Each driver will receive a daily route list via on-board computers. This includes backyard service list, mandatory garbage exemption list and any special route actions for additional services or requests.
- After a comprehensive DOT required pre-trip truck inspection, the driver will leave the facility and head to their designated route start point.
- The driver sits on the right side of the vehicle for optimum position to view and service the cart.
- For our automated vehicles, the driver has three views in one. The first, with the in-cab camera to monitor the container as it is lifted into the hopper, the second, to view the contents of the cart as it is emptied and third, to monitor the area surrounding the vehicle.
- For all special needs or subscription backyard accounts, the driver will retrieve the cart from the side or backyard, bring the cart to the curb, dump the cart and return the emptied cart to its original location.
- If the driver observes improper material in the cart, the driver will leave a three (3) part "correction service tag." One part will be left on the cart, the second to Dispatch to be keyed into the customer's account and the third to the compliance and reporting team to ensure it is included in the monthly reports.
- If a cart tips over during the collection process, the driver is required to get out of the vehicle and place the cart back in its original location.
- The driver will clean up any litter or debris that is found around the cart location.
- The driver will continue on the route until the route is complete.
- The driver will check their route tags, call into Dispatch via Sprint Direct Connect for any new tags and proceed to locations for any special requests, such as abandoned waste, bins not out on service date and time, missed

pick-ups or any customers that have corrected any reported contamination tags.

- The driver will proceed to transport the material to the designated disposal site.
- At the end of the route, the driver will return to the facility and will follow all DOT procedures to shut down and park the vehicle for the evening.

### Multi-Family Residential Solid Waste and Organics Collection Service

Waste Management of South Bay will provide at a minimum weekly multi-family solid waste and organics collection, but as frequently as scheduled by the customer, to provide that no solid waste or organics are placed outside the bin or cart on a regular basis. Service levels will include 32, 64, 96-gallon carts, or 1 to 8-cubic yard bins. Frequency of collection service will be reviewed with customers but at a minimum, once a week service will be provided.

Single-person crews will perform collection between the hours of 5:30 a.m. and 3:30 p.m., Monday through Friday, and on Saturdays when called for in the holiday schedule. Each vehicle will be assigned one driver, who will cover the same routes each week. Driver responsibility will consist of collecting materials in a safe and efficient manner. They will be required to be in compliance with DOT guidelines and to report immediately any unforeseen incidents to Dispatch, or their Route Manager. The multi-family collection will be integrated with single-family residential and commercial solid waste routes to reduce trip time, fuel consumption, and our carbon footprint while maximizing load capacity. The driver will follow procedures consistent with those of the commercial driver requirements. Waste Management will use Manual Side Loaders, Front End Loaders and Automated Side Loaders to collect multi-family solid waste material.

### Commercial Solid Waste and Organics Collection Service

Commercial customers will have the option of choosing 32, 64 or 96-gallon solid waste carts, or 1 to 8- cubic yard bins as well as drop-boxes and/or compactors. Solid waste containers will be collected at least once weekly, but up to five times per week. Waste Management of South Bay will provide an assessment to ensure customers solid waste containers are right sized at the appropriate collection frequency.

Waste Management of South Bay will continue to expand upon the current organics collection program that is mandated by AB 1826 by April 2016.

A single-person crew will perform collection between the hours of 4:30 a.m. and 3:30 p.m., Monday through Saturday.

### Non-collection notices



If the driver observes improper material in the recycle or organics cart, the driver will leave a “correction service tag.” The tag will indicate the prohibited material in the collection container and request a corrected action. The customer’s account will be noted through the driver’s on board computing system in real time.

### Commercial Operation Snapshot Program

Waste Management’s Snapshot program is an effective strategy used for addressing contamination and other key concerns with our commercial customers. The Snapshot program equips each driver with a digital camera while on the route. If the driver encounters an overloaded container or trash on the ground at an account, the driver takes a picture of the condition or violation before servicing the container and cleaning up the area. The driver also notes the picture number next to the account on the route sheet. When the driver checks in at the end of day, the digital photographs are uploaded and forwarded to a snapshot service representative, who reviews the pictures for customer follow-up. Each customer with a violation or serious overflow is contacted with a photograph of the bin and enclosure area. The first time there is overflow, the customer receives a notification letter asking to review the current service level in consideration of their volume. The snapshot event is logged into our customer service database.



The letter also tells the customer that, in the future, there may be a clean-up charge. To track the number of overflows, graffiti events, unsafe conditions, recycling opportunities, or service impediments for each customer, Waste Management logs all snapshot occurrences into the customer's billing system history.

### **Hazardous Material**

Employees receive annual training on how to identify and handle prohibited materials and are instructed to be watchful of drums, pails, cans or cartons that may contain hazardous waste. Employee-training records are maintained at their respective facilities for review.

If suspected hazardous material is identified after collection, the load is set aside and inspected by an in-house Hazardous Materials Supervisor. In the event that known or suspected hazardous materials are found, those materials are separated and contained, local regulating agencies are notified, and a licensed hazardous materials company is contracted to decontaminate and dispose of the material.

Hazardous materials generated by Waste Management's site operations, such as waste oil and antifreeze, are stored in double-walled tanks until authorized servicing companies collect them for proper disposal. Universal waste collected on route is segregated, sorted and processed to remove any residual fluids or gases and is collected by an authorized service provider.

### **Spills**

In addition to the hazardous materials training noted previously, drivers and route managers receive extensive spill response protocol training annually. This training specifically covers the processes required for containing, reporting, collecting, disposing of, and residual cleanup of the spill site. Copies of training content and employee-training records are maintained at each of our facilities. Waste Management of South Bay also uses licensed hazardous materials clean up and disposal companies when necessary. In all cases related to the inadvertent collection of hazardous material or spills of hazardous material, Waste management of South Bay's primary objective is to prevent potentially dangerous exposure to employees and the public, and to prevent the introduction of any hazardous materials into the natural environment.

### **Commercial Mixed Organics Collection**

Waste Management of South Bay will offer commercial organics collection to commercial establishments in Milpitas. We will continue to build upon the pilot food-scrap program required under AB 1826. Further details of our program can be found in the required alternate proposal section for food scrap collection for residential and commercial customers.

Collection Methodology will be the same as for Single Family MSW and Organics collection described in the previous section.

### **Benefits**

Benefits to the commercial customers are as follows:

- Additional avenue for increasing recycling for each customer
- Allows municipality to further improve recycling program by targeting an additional recycling stream and enhances plan for meeting 75% recycling goal
- An expansion of an existing successful program that is effective in driving additional recycling

### **Collection Methodology – Recycling**

Tri-CED Community Recycling will utilize Fully Automated, Side Loader, Crane Chassis with Labrie Body with 31 cubic yard capacity for collection of recyclable materials. Materials will be collected with four route trucks and a route truck for the supervisor.

Tri-CED Community Recycling will provide for the customers new 96, 64, and 32 gallon carts for Recycle Materials, and purchase the following quantities using the Toter brand carts:

32-gal: 500

64-gal: 14,500

96-gal: 2,000

**32-GALLON**



**64-GALLON**



**96-GALLON**



Tri-CED will collect the recycling materials using a one-person truck and accept the following materials in the single-stream.

- Plastic containers labeled 1-7 (no black plastic)
- Aluminum/metal food/beverage cans
- Flattened cardboard and paperboard
- Glass bottles and jars
- Plastic-bag in bag (Milpitas currently accepts white plastic bags)
- Clean mixed paper and newspapers
- Curbside Battery Collection will be available for single-family customers. Household batteries can be deposited in customer-provided re-sealable clear plastic bags and placed curbside next to the recyclable materials cart.

## 2B. Recyclables Materials Processing (And Transfer If Proposed)

Tri-CED will transport all recyclable material collected from the City of Milpitas and to process at the Fremont Recycling and Transfer Station.

### Fremont Recycling and Transfer Station

41149 Boyce Road, Fremont, CA 94538

Owner/operator - Shawn Gutterson

Site Manager - Rich Dubiel (510) 252-0500

- Single-stream sort line
- Method of tracking tonnages - use of weight tickets
- Current average monthly residue level of processing site: 7-9%

### Tri-CED Community Recycling

33377 Western Avenue, Union City, CA 94587

## 2C. Organic Materials Processing (and Transfer if proposed)



*Louie Pellegrini of Mission Trail Waste System explains the SOS process.*

Waste Management of South Bay will collect all yard waste and organic material from the city of Milpitas and directly haul the pure food organic and mixed organic material to the Mission Trail Waste System (MTWS) facility where materials are processed using the Safe Alternative Feed System (SAFE), located in Santa Clara.

MTWS is permitted as a Transfer and Processing Materials Recycling Facility. MTWS Transfer Station is physically located at 1060 Richard Ave. in Santa Clara, seven miles southwest from the City of Milpitas and directly west of the San Jose International Airport on 2.81 acres. The mailing address of the operator is Mission Trail Waste System 1060, Richard Ave. Santa Clara CA 95050 and the name and mailing address of the owner is Santa Clara Valley Industries, 1060 Richard Ave. Santa Clara CA 95050.

### Site specific requirements

MTWS is permitted to accept up to 375 tons per day (TPD) of industrial, construction/demolition, green materials and food scraps with a 250 vehicle per day restriction.

Permitted hours are 24 hours, seven days a week, and closed on New Years Day, Memorial Day, July 4th, labor Day, thanksgiving and Christmas.

Operating hours are 6:00 am to 4:30 pm, Monday through Saturday and closed on Sunday.

MTWS accepts garbage, appliances, furniture, metal, sheetrock, dirt, rock, concrete, general C&D materials, wood, food scraps, computer monitors/CPU's, and flattened cardboard.

Prohibited items include liquid waste, hazardous materials, paint, batteries, automotive fluids, fluorescent bulbs/tubes, toxic cleaners, pool chemicals, fertilizers, pesticides, poisons and SHARPS (needles/lancelets).

### SAFE System

#### STEP ONE:

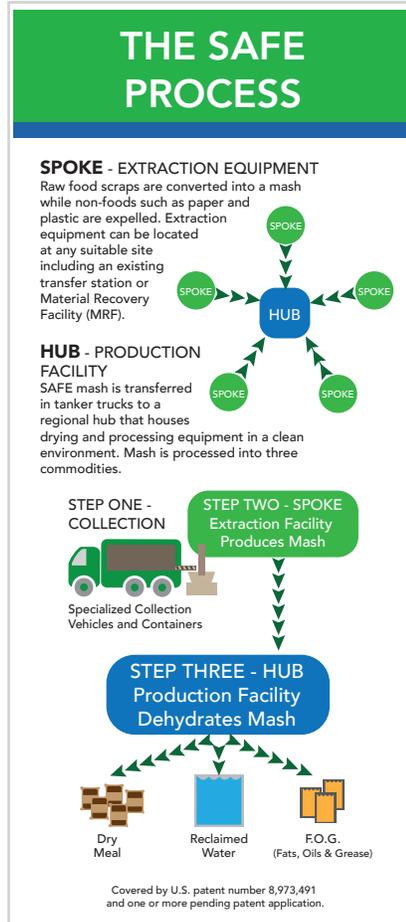
SAFE patented equipment is used to facilitate the collection, and transportation of food scraps separately, resulting in an easily extractable stream with minimal contamination.

**STEP TWO:**

SAFE extraction equipment converts raw food scraps into a mash while expelling non-foods such as paper and plastics. This equipment can be located at any suitable site including an existing transfer station or Material Recovery Facility (MRF). The location is considered a SAFE “spoke.”

**STEP THREE:**

SAFE mash is transferred to a regional production facility, or “hub,” in sealed tanker trucks. The production facility houses SAFE drying and processing equipment in a clean environment.



**Regulatory Agencies**

County of Santa Clara  
Department of Environmental Health  
Hazardous Material Compliance Division  
1555 Berger Dr, St 300  
San Jose, CA 95112-2716  
Phone: (408) 918-3400  
Fax: (408) 280-6479

**Discussion of any planned or future site expansions.**

No planned site expansion

**Describe any MSW landfill diversion activities which would be applied to the MSW this proposal would deliver.**

The SAFE system is appropriate for food scrap generators of all types. SAFE is an excellent choice for residential and commercial food scrap generators. It is also a great choice for event venues, schools, hospitals, and other institutions. The SAFE extraction process expels non-foods such as paper and plastics, and converts raw food scraps into a mash. Compostable contaminants can be sent to a composting facility or anaerobic digester.

The SAFE process creates 3 commodities:

- A dry feed product that conforms to USDA guidelines for non-ruminant animal feed.
- Reclaimed water—200 gallons of fresh water are captured per ton of mash processed.
- Fat, oil and grease (FOG)—25 gallons of clean FOG are captured per ton of mash processed.

SAFE dry feed is created using patented technology that removes or otherwise obliterates pathogens and bacteria as well as contaminants like glass, metal and plastic.

The SAFE production process creates a dry feed product that is commercially viable. SAFE dry feed can be marketed as the following:

- Agricultural Feed for non-ruminant animals including hogs, chickens, fish, and more-- Approximate value \$500/ton.
- High Protein Pet Treats-- Approximate value \$5-\$20/lb.
- Full Diet Dog Food-- Approximate value \$2/lb.

**2D. Residential On-Call Bulky Item Clean-Up Events**



Based on our customer feedback and historical service experience, Waste Management of South Bay believes that the City of Milpitas will benefit greatly by having an enhanced bulky item collection and outreach program to keep its neighborhoods clean. The first defense to the blight of abandoned waste is having a robust bulky item program. Waste Management’s drivers are in an ideal position to not only assist in the identification of abandoned waste, but also to collect it.

Waste Management of South Bay proposes to standardize the bulky collection service for the City of Milpitas by incorporating one route comprised of two flatbed vehicles and two drivers for all on-call service requests.

Each single family customer will have the ability to schedule four (4) bulky item pick-ups per year. Multi-family and commercial customers will be able to utilize the on-call service for a fee.

On-call collection services and events will be promoted in the residential services brochure as well as at least two of the quarterly newsletter bill inserts. In an effort to maximize diversion, our outreach and education materials will emphasize local options to recycle and reuse discarded materials. It is our experience that approximately 25 percent of bulky item waste is either recyclable or reusable. A complete list of donation facilities will be provided to customers. Our recycling coordinators and staff will conduct on-going research in finding new and improved reuse and recycling resources.

The on-call collected materials will be transported to an approved disposal facility and approved recyclables processing facilities. E-waste—such as televisions, monitors, and computer hard drives— will be recycled in full compliance with the Basal Action Network (“BAN”) Treaty. All electronics collected locally by Waste Management of South Bay are safely dismantled in California and the resulting reusable materials sold to reputable manufacturers.

Any on-call item/s identified as non-collectable will be tagged to notify the customer of the reason for non-collection. A copy will be given to Waste Management of South Bay's Dispatch Department to be input into the accounting records along with a third copy going to the compliance team to ensure the non-collections are documented in the monthly reporting.

## 2E. Public Outreach

Waste Management has spearheaded innovative multicultural residential and commercial outreach programs throughout the Bay Area and most recently the City of Oakland. We are excited to share our experience and expertise in collection and sustainability services with the City of Milpitas. We look forward to working with our partners at Tri-CED Community Recycling to increase diversion through our combined educational programs.

### Get to know Waste Management of South Bay

One of our top priorities upon award of the contract, and well ahead of the commencement of services, will be to get to the know the community, and for the community to get to know Waste Management of South Bay. From our experience, we understand how critical it is to have open dialogue with our customers to ensure the success of all programs, activities and services. This is why we are excited to propose a few different ideas and approaches to connecting with the community.

### Talk Trash Open House Events with Councilmembers

During the first year of the contract and as needed or requested each subsequent year, Waste Management of South Bay will host a quarterly Open House and invite each city councilmember to participate in a community session to get to know each other and "talk trash". From our experience, informal face-to-face gatherings that are offered on a regular basis provide a tremendous opportunity for the staff of Waste Management, local elected officials and the community to have an open dialogue, ask questions and learn from each other. These could be held on weekends or evenings when more residents are available, or as an informal "mixer" before or after a regularly scheduled Recycling & Source Reduction Advisory Commission meeting.

### Quarterly Updates to the Recycling & Source Reduction Advisory Commission

Waste Management of South Bay will provide updates to the City's Recycling & Source Reduction Advisory Commission each quarter. These updates will serve as an opportunity for Waste Management to provide the City with information about upcoming events, provide brief reports on the success of programs, discuss challenges and work together towards solutions and shared ideas. It is important to us to receive feedback and to hear about how we are doing in the community. This is also a great opportunity for Waste Management of South Bay to meet members of the community and build relationships.

### Milpitas Post and Tri-City Voice – Regular Contributions

We will utilize these two publications for press release submissions that serve to promote special events such as cleanups, dump days, holiday service changes, promotion of Santa Clara County's Home Composting Education Program (HCEP) or any other announcements. We will also utilize their Twitter handles (@tricityvoice, @milpitas-post) for outreach and engagement purposes. Waste Management of South Bay has a dedicated in-house communications department staffed by former journalists and PR agency professionals to provide traditional and social media services.

### New Contract Announcements and Annual Service Brochure

For each customer forty-five to sixty (45 to 60) days prior to the contract start date, Waste Management will produce and distribute a postcard announcing the new hauler including the start date, new container delivery dates and a direct line to our local customer service center.



Thirty (30) days prior to commencement of service, Waste Management will send each customer a new programs brochure, describing all programs and the effective date of change. The service brochure will be produced in both English and Spanish with pictures of acceptable materials for the recycle, organics and trash containers. This brochure will be delivered to each customer on an annual basis, and be the annual service brochure for all current and new subscribing customers.

Twenty to thirty (20 to 30) days prior to the contract start date, Waste Management will produce and distribute a newspaper advertisement, press release, and public service announcement describing all new programs for all residential, multi-family and commercial customers.

### Single Family Residential Brochures

Waste Management will order 15,000 annual service brochures to be sent to residential customers and to be used by the public education and outreach team at community events. The quantity of brochures ordered will be increased by 1,500 pieces or by an agreed upon quantity with the City each subsequent year to accommodate the projected infill growth. We will work with our partners at Tri-CED Community Recycling on the design of these brochures and all subsequent outreach materials.

### Multi-Family and Commercial Brochures

Waste Management will order 3,000 annual service brochures to be sent to multi-family and commercial customers and to be used by the public education and outreach team at community events. The quantity of brochures ordered will be increased by 1,500 pieces or by an agreed upon quantity with the City each subsequent year to accommodate the projected infill growth.

### Quarterly Newsletters

Each single-family, multi-family and commercial customer with active accounts will receive a quarterly newsletter via their invoice that highlights the recycling, organics and other services and announcements. All newsletter information will be added to the local website and archived for future reference purposes.

### Website

Customers will have access to our local website to find information specific to the City of Milpitas. At least 30 days prior to the contract start date, customers will be able to access their own local page for information on new and existing programs. This content will include how to set out containers properly, educational materials, rates, newsletters and program descriptions. More detailed information on the local website for Milpitas can be found in the Customer Management Systems section. We will also have links and information to direct customer inquiries on recycling to Tri-CED Community Recycling.



Public Education Collateral Samples

## Schools and Community Outreach



*Felipe Melchor with The Recycling Seal from Moss Landing Marine Labs*

Waste Management of South Bay will partner with the City on all school outreach activities, provide recycle assessments upon request and support all school sustainability programs. We will offer all schools free onsite technical assistance and provide service level recommendations to the City following the recycle assessment. If needed, recycle presentations and curriculums will be developed to teach children how to recycle and compost at school.

## Special Events and Community Support

Waste Management will staff special events, identified by the City. Booth presence will consist of visual displays, educational materials, and recycling education activities for all ages. In every community we serve Waste Management of South Bay has participated in special events. Events include parades, marathons, neighborhood cleanups, Earth Day, public safety, food festivals, farmers markets and fairs.

Waste Management of South Bay takes great pride in being a community partner and routinely provides sponsorship via in-kind and monetary donations to local organizations and non-profits.

## Technical Assistance Outreach for State Mandates

Waste Management of South Bay will partner with Tri-CED to offer recycling collection services to all commercial and residential customers and support all efforts by Tri-CED for AB 341 and AB 1826 outreach.

For AB 341 outreach, businesses generating four or more cubic yards of solid waste per week will be required to obtain a level of recycling service adequate for the amount of recyclables they generate. Business waste generators will need to separate high-market-value materials from other solid waste (or ensure that materials are taken to a high-diversion mixed waste processing facility) and that organics (food and compostable paper) will be added to the basic recyclables.

As a result, prior to service implementation and according to our Transition Plan, Waste Management of South Bay will conduct an analysis to identify those commercial businesses generating four or more cubic yards of solid waste per week that are not currently utilizing recycling services. For those customers that do not have recycling, Waste Management will provide them with a letter outlining the AB 341 mandatory recycle and AB 1826 organics requirements and notify them of the diversion service requirements.

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

## Personnel

All personnel related to public education and outreach is addressed in the Key Personnel Section.

## Public Outreach Budget

Waste Management will dedicate targeted funds towards public education both at the start of the contract and each year following throughout the life of the contract. Our public education budget can be found in our cost proposal forms. Our budget will cover expenses related to newsletters, brochures, notifications, community events and other outreach for all current and new customers.

Our local in-house communications department allows us to create cost-effective print and web communications pieces by leveraging years of experience, assets and products.

### Service Related Notifications for Customers

When unacceptable or prohibited waste is found in containers, or container set out needs to be corrected, it's important for the drivers to communicate non-collection to the customer. Waste Management will provide non-collection notices on the cart for all residential, multi-family and commercial customers that need such notices.

### 2F Multi-Family/Commercial Recycling Technical Assistance

The table belows reflects are diversion estimates based on our experience in other communities..

*Multi-Family and Commercial Recycling Projected Diversion Based on 2.1% population growth per year*

	Current Tons & Diversion (2014)	2018	2019	2020	2021	2022	2023	2024
	60.20%	61.46%	62.70%	64.07%	65.40%	66.70%	68.10%	69.60%
Recyclable Materials								
Residential Single Stream (Includes MUD)	4,791	4,892	4,994	5,099	5,206	5,315	5,427	5,541
Commercial Single Stream	4,387	4,479	4,573	4,669	4,767	4,867	4,969	5,073
Industrial RO (Includes Wood)	4,386	4,478	4,572	4,668	4,766	4,866	4,968	5,072
Organic Materials								
Residential Yard Trimmings	4,807	4,908	5,011	5,116	5,223	5333	5445	5559
Commercial (Pilot Program)	452	461	471	481	491	501	512	523
Self Haul	714	729	744	766	776	778	794	811

### Multi-Family Outreach Activities

Recycle assessments will be offered to all property managers upon request through educational materials, direct mail or phone calls. Recycle assessments consist of a site visit to the customer to determine how to reduce the trash waste stream and increase the recycle diversion. Recycle assessments provide customers the opportunity to potentially save money, implement or enhance existing recycle programs, and provide staff trainings. At customer request, Waste Management will offer and respond to requests for recycle assessments and workshops.

Community Groups, Mobile Homes, Home Owners Associations (“HOA”), and the City may request sustainability-type workshops to be provided by Waste Management of South Bay, and Tri-CED staff. Presentations will review recycling solutions, resource recovery, and tips on sustainable solutions. Workshops and presentations enable our staff and community partners to provide solutions customized to the City’s needs.

For multi-family customers, property managers may request move-in kits for new tenants. Move-in kits consist of items such as recycling guides, interior containers, magnets or reusable bags. Interior containers must remain at unit during tenant transition.



For multi-family customers, property managers may request a How to Guide for Electronic, Universal and Excluded Wastes. The How to Guide will be distributed by direct mail, cart hangers, or other educational outreach materials.

## **Commercial Outreach Activities**

Recycle assessments will be offered to all commercial customers upon request through educational materials, direct mail or phone calls. Recycle assessments consist of a site visit to the customer to determine how to reduce the trash waste stream and increase the recycle diversion.

Recycle assessments provide customers the opportunity to potentially save money, implement or enhance existing recycle programs, and provide optional staff trainings.

For commercial customers, Waste Management of South Bay will provide the City with How to Recycle and How to Compost flyers for organics. The flyers will be distributed by the City at their discretion. The flyers will also be distributed during recycle assessments and staff trainings.

## **AB 341**

Waste Management of South Bay in reviewing existing AB 341 participation will formulate a comprehensive strategy for outreach starting with the remaining 51 non-compliant customers. We will offer complimentary technical site visits to determine current service levels and offer customized solutions to address the unique challenge that may be impeding their ability to participate. Right sizing bins, removing extra carts, providing suggestions for enclosure space are a few examples of reaching out and working with each business.

We will also work with our community partners, the Milpitas Recycling and Source Reduction Advisory Commission and the Chamber of Commerce to provide said outreach and set up an incentive program that includes public acknowledgement and business exposure and promotion to encourage AB 341 compliance.

## **AB 1826**

Upon award of the contract, Waste Management will immediately begin working together with our community partners on the strategic plan to fully implement AB 1826, organics collection services. Recognizing the City of Milpitas will have already established a local organic waste recycling program in compliance with AB 1826, we will survey current participants to establish new and enhanced program offerings. Our objective is to provide all current participants with this plan to achieve all mandates and expectations.

All technical assistance efforts will be conducted in concert with our community partners at Tri-CED. We will provide trained recycling coordinators that will work with our Public Sector Managers to ensure that the business and multi-family customers have the necessary outreach and personal connection to ensure that AB 1826 and AB 341 programs are successful.

We will draw upon our experience in other jurisdictions, such as the City of Oakland and the City of Hayward to prepare for all challenges that naturally will arise from implementation of new programs. Language barriers, enclosure space, property owner/tenant availability are a few of the challenges that Waste Management of South Bay is prepared to work through. Tri-CED will also dedicate 20 hours per week of their recycling Outreach Coordinator to provide technical support to MFD and commercial customers with cart service.

## 2G. Customer Service



*Castro Valley Sanitary District recognizes WMAC drivers, the Bongiovanni brothers and John France going “above and beyond” for our customers with their persistence and kindness.*

Waste Management of South Bay provides a dedicated and skilled team of Contract Compliance Representatives, Accountants, Environmental Managers, Recycling Managers, and Public Outreach staff to manage and measure services.

Our commitment to customer service starts with the people we hire and is supported by a robust network of programs, training and technology to ensure customers receive excellent service.

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

When a customer calls, emails or faxes Waste Management with a service question or issue, the Customer Service Representative (CSR) opens an electronic ticket or case. These tickets include the customer’s information, the date, a coded entry of the type of issue for tracking purposes (e.g., billing

question, missed pick-up, replacement cart, spills, litter issues, noise complaints, etc.), and relevant details concerning the complaint. The process of closing tickets is a monitored performance metric. Waste Management requires resolution and closure of complaint tickets within 24 hours of receiving the complaint. Waste Management will then track and share these issues with the City.

### **Call Center Capacity**

Waste Management of South Bay proposes to locate the primary Call Center for Milpitas customers at our regional center in Lodi CA, less than 100 miles from the City. Waste Management of South Bay believes it is important to have trained representatives that are familiar with the geography of California and the south region of the Bay Area. Our Fremont facility located at 7010 Auto Mall Parkway, will be available for Milpitas customers to pay bills and resolve service inquires with dispatch staff. The call center representatives in Lodi will be specially trained by our Call Center Director and will have the full support of our Bay Area market area and team.

### **Business Office**

Our business office will be at 7010 Auto Mall Parkway, Fremont CA 94538. Our local office is readily accessible and is familiar to many residents and business owners. The office will open from 8:00 am to 5:00 pm for customers to request service literature seek service assistance or pay their bills. Our friendly staff will welcome customers with a smile and ensure they leave satisfied with their service. We will accept payments, accommodate service changes, cancellations, service orders, and to answer questions from walk-in customers.

We will utilize a company that provides translation services to respond to the diverse languages spoken by the City’s customers.



**Customer-Focused Knowledge Management Tool.** Waste Management uses a proprietary web-based Knowledge Management Tool (KMT) called Green Pages to track and maintain all contract information. Green Pages are accessible by field staff and customer service representatives and can be updated in real-time. It contains comprehensive information about our municipal contracts, such as service offerings and collection schedules, as well as miscellaneous information about each of the communities we serve including maps, demographic information, special events and activities. Pricing and billing information is also included. We review our contracts regularly and enter any updates or changes into Green Pages. Customer Service Center staff and field personnel receive regular training on contract changes and program enhancements.

**Voicemail Capabilities.** In the event that a customer calls after our regularly scheduled Regional Call Center hours (7 am to 6 pm) or on the weekends, WM has a dedicated voicemail capability. All messages left at this number are returned by 12pm the next business day. If, for any reason, there are calls in queue, the customer is presented with a message offering them the option to leave a message for a returned call from one of the representatives within 24 hours.

**Website.** Our website will offer customers a one-stop shop for all their service requests—including service set-up, cart replacement or repair, holiday schedules, guidance on what is recyclable, as well as e-mail and Live Chat. Waste Management of South Bay will develop a City of Milpitas specific website in coordination with our local staff that will include current rates. This site will serve as the backbone to the more expansive capabilities described in the section below.

## Our Customer Experience Strategy

### Four-Week Professional Training

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

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

*Table 3. Four-Week Training Program*

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

## How We Measure Success

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

### Performance Measures

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

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

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

### Customer Setup

Customer setups are reviewed and tracked:

- Errors are reported to Supervisors for coaching and training opportunities

### Operations

- We utilize the following measurements to evaluate success:
- Number of missed pickups by driver
- Number of estimated time of arrival inquiries by driver
- Number of collection calls (incidents in which driver cites customer action as reason for missed pickup)
- Number of open service tickets (e.g., deliveries, swaps, etc.)

### Customer Feedback

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

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

This tool enables us to identify the top five most significant issues, as identified by our customers.

We can then work toward remedying these problems. By actively surveying our customers, we are better able to adjust our operations and provide exceptional service.

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

## Technology

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

Waste Management of South Bay will provide a world-class customer experience through:

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

## Integrated Customer Experience

Our Customer Service Strategy is to provide a multi-channel integrated experience for our customers, leveraging best in class technologies and customer service practices.

**Phone** – Our Customer Experience Representatives are comprehensively trained and equipped with state-of-the-art tools to provide timely and responsive service. The hours of operation for the call center will be 7 am to 6 pm, Monday through Friday. Customers can call during these hours and receive personal service to assist them through any request.

**E-mail** – Customers have the ability to e-mail us today and receive a prompt reply from a knowledgeable member of the Customer Experience Team. City of Milpitas customers will have a dedicated email address and website for service requests. The Customer Experience Team will respond promptly. E-mail is used to minimize paper waste and increase customer convenience. Items such as signatures, account and service updates and billing statements can all be transmitted via e-mail if the customer so chooses.

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

**Walk-In** – Our site at 7010 Auto Mall Parkway in Fremont will provide continuous customer service. It will be a place for residents to seek on-site educational assistance, address service-related requests, and make in-person payments.

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

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

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

## Customer Relationship Management—Self Service

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



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

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

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

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

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

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

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

### Agency Contract Manager Access

The Agency Contract Manager will have access to detailed, electronically accessible reports that provide all information requested in the RFP. These reports may be requested as specified or submitted on a regular basis. For direct customer research, Waste Management will provide the City with access to a shared drive that Waste Management will populate with files specific to the needs of the City to be viewed at any time. Due to confidentiality reasons to protect our customer data, the City will not be able to have access to Waste Management’s customer service system to view in real-time.

## Tri-CED Customer Service

Tri-CED will operate its customer service center from its headquarters in Union City. Tri- CED will utilize two full-time customer service representatives and provide dedicated phone lines to the city of Milpitas. Customers can also access the company by visiting [www.tri-ced.org](http://www.tri-ced.org), and customers will have a 24 hour maximum response time.

Tri-CED Community Recycling headquarters  
33377 Western Avenue, Union City, CA 94587

## 2H. Customer Billing



Upon award of the contract, Waste Management will begin working with the incumbent hauler to retrieve customer account data, and verify accurate customer counts. Data that we will require includes the account service name, address, phone number, billing name, billing address, billing phone number, email address, level of service, frequency and the service day. Once that information is provided, we import the data into our internal customer service management system (MAS). Once imported, we verify and audit the accounts with our operation team by driving the routes and assuring that what was provided is accurate.

## Protocol for Customer Billing

Waste Management bills residential customers quarterly in advance and the commercial customers monthly in advance. Any ancillary charges or service level changes are reflected on the next invoice and are discussed with the customer at the time of the request.

- New Service - When a customer sets up service, the the customer service representative (CSR) provides the monthly rate and explains what the invoice will reflect on the next quarterly (or monthly) bill. They will be billed on a pro-rata basis according to the date of their initial service.
- Billing Dispute - When a customer disputes their invoice, the CSR follows guidelines for resolving the dispute. If, for any reason, the CSR is unable to resolve the issue on the first call, he or she sets the expectation for a returned call and resolution with the customer within five business days.

## Online, Paperless Billing

Since 2005, Waste Management has offered a secure, online bill paying system called "EZPay." Our online billing system saves customers the time and expense of writing and mailing checks. Customers may make one-time payments or enroll to set up automatic, recurring payments and view invoices and payment history on line.

Additionally, customers can pay through the mail, as a walk-in customer in the local office, by calling the Call Center for a fee and by using the toll free number for a fee.

Should we be the successful bidder, we hope to make EZPay part of the City's sustainability initiatives — a small way every customer can immediately reduce waste.

## 2I. Multi-Family and Commercial Recycling and Organics Plan

Tri-CED and Waste Management shall reach out to various organizations such as the Chamber of Commerce, business associations and other appropriate groups to promote and explain the commercial single stream recycling cart and organics collection program and the State mandatory recycling requirements including, but not limited to, requirements of AB 341 and AB 1826. Further details can be found in our public education and outreach and technical assistance plans.

## 2J. Subcontractors

### Tri-CED Community Recycling

33377 Western Avenue, Union City, CA 94587  
510-471-3850

Tri-CED Recycling is a 501c3 non-profit organization, and is the current collector and processing facility for City of Hayward Residential Recyclables as a subcontractor to Waste Management. Tri-CED is also the current collector and processing facility for City of Union City Recyclables and collector of all organic materials.

Tri-CED Community Recycling will collect and process all single-family, multi-family and commercial comingled recycling and work together with Waste Management of South Bay on all public education and outreach throughout the city.

### Contract Sweeping Services

760 E. Capitol Avenue  
Milpitas, CA 95035  
Jason Browne  
General Manager  
jbrowne@contractssweeping.com  
408-828-5280

Contract Sweeping Services, a local Milpitas company will provide all residential, commercial and city street sweeping services.

## 2K. Management and Customer Service Systems

Waste Management has used a company-wide system called MAS for customer service, operations and billing since 2000, which is an AS400 system. The MAS system maintains customer service information, routing information and billing data. Each customer account is identified by an account number, a specific id and can be accessed using these identifiers, or by address. Each account includes a service address, mailing address, owner's identification, parcel information, a billing cycle, the type of account it is, residential, commercial or rolloff, the service level, frequency, rates and routing information, any tickets/cases entered and notes entered.

WM internal performance standards are as follows: For call center, Average Speed to Answer targets 30 seconds, 3% abandon. Agents utilize MAS system to enter, record customer complaints, requests, such as missed pick ups, container delivery, swaps, safety issues, noise complaints, improper setouts, changes. Orders go to drivers via Onboard Computers, driver enters code to respond as complete and order is closed as complete. Open orders are monitored by managers.

### Tri-CED Community Recycling – Management and Customer Service Systems

Tri-CED utilizes Soft-pak, a comprehensive customer service, billing, and routing software geared towards the waste hauler industry. It will also use Routeware, fleet management software that allows Tri-CED to track and manage driver time, route execution, and customer participation in the City's recycling program. The integration of Routeware with existing use of Soft-pak will facilitate the reports contractually required by the City in order to review performance, track progress against diversion goals, and evaluate effectiveness of outreach and education:

## Contract Reporting

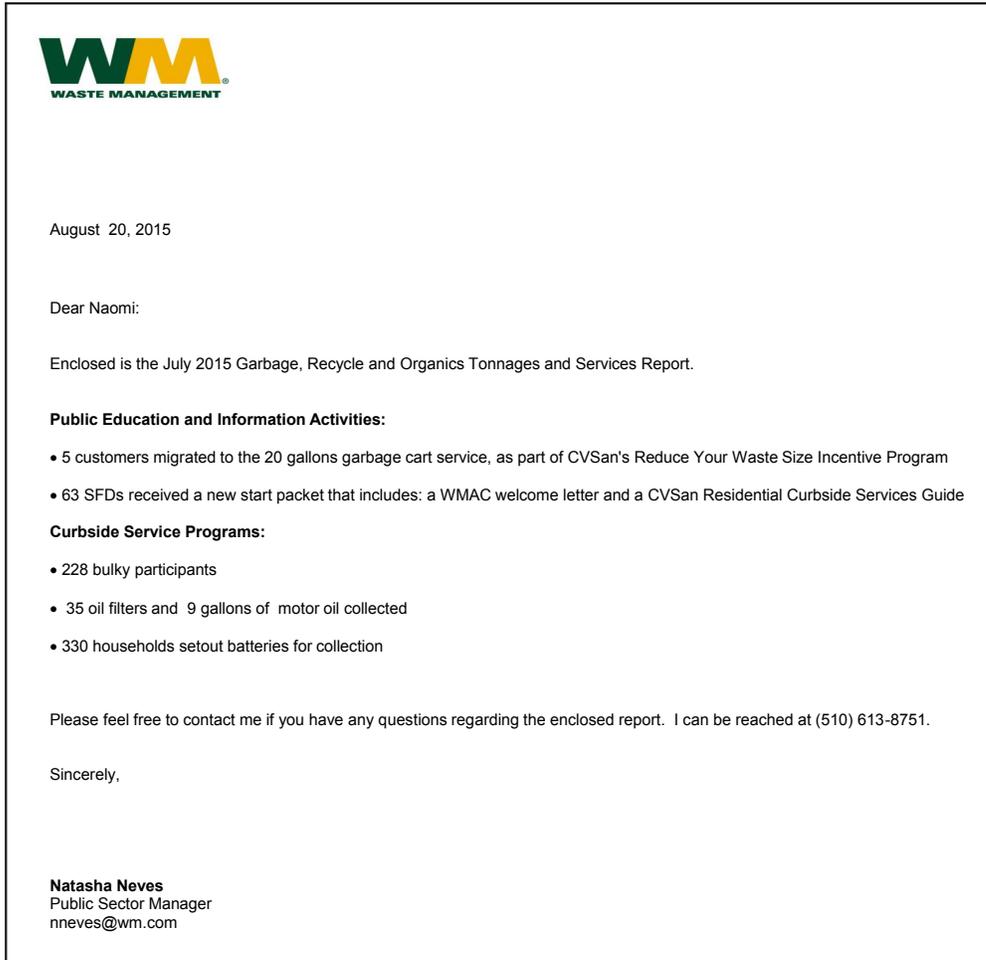
Waste Management can provide detailed accurate reporting on a monthly, quarterly, and annual basis. Waste Management has an established process to ensure that all reports are submitted accurately and on time. We currently provide the following types of reports:

### Tonnage and Diversion reports

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

Working with the City of Milpitas staff, we will design the reports to provide easy-to-read charts that display year-over-year improvements and where we stand in meeting diversion goals.

### *Sample Report*



## 2L. Corporation Yard and Maintenance Facilities

Waste Management of South Bay is excited to propose to the City of Milpitas, the Tri-Cities Resource Recovery Facility (TCRRF) owned and operated by Waste Management Inc. at 7010 Auto Mall Parkway at the western edge of Fremont within the city limits in southwestern Alameda County and at the southeastern end of San Francisco Bay. The site was in use as a municipal solid waste disposal facility since 1967 and used to accept and process waste from the cities of Fremont, Union City and Newark for collection and landfill operations.

Today this location is used to produce mulch, recycle concrete and store bins. The site was last used as a collection and hauling site in 2005 and the landfill was closed to the public in 2013.

This location will serve as the corporation yard for collection vehicles parking, collection container storage, employee parking, vehicle and equipment maintenance facilities, and offices. It currently has all necessary permits, including being permitted for medical waste hauling and is equipped for fueling and all maintenance. In addition it has operable truck scales, and will only require minimal new construction for office and employee facilities and a CNG fueling station as well as paving and other upgrades.

Waste Management of South Bay is proud to be proposing to work with our community partners Contract Sweeping Services and Tri-CED. These new facilities and partners provide local options to the City that will foster greater community relations between our customers, the City and Waste Management of South Bay.

### Waste Management of South Bay; Tri-Cities Landfill

7010 Automall Parkway, Fremont, CA 94538

### Tri-CED Community Recycling

33377 Western Avenue, Union City, CA 94587

### Fremont Recycling and Transfer Station

41149 Boyce Road, Fremont, CA 94538

### Contract Sweeping Services

760 E. Capitol Avenue, Milpitas, CA 95035

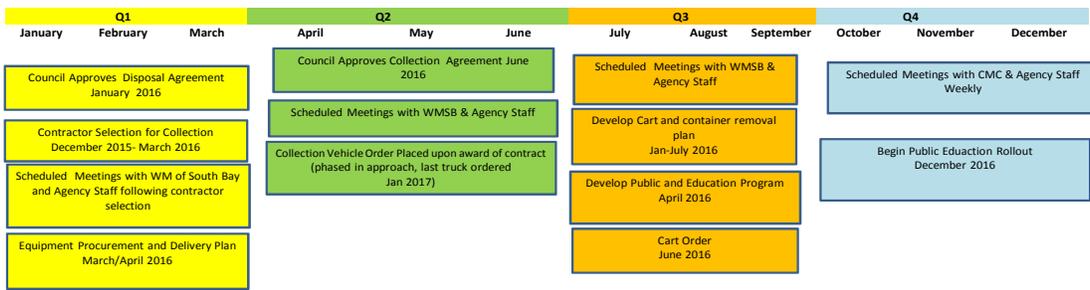
## 2M. Street Sweeping

Waste Management of South Bay is pleased to have the opportunity to partner with local Milpitas company Contract Sweeping Service to provide street sweeping services. Contract Sweeping Services has been a Waste Management partner in the City of Stockton for over 12 years. Contract Sweeping Services provides a variety of cleaning services such as municipal street sweeping, highway cleaning, HOA sweeping, parking lot sweeping, garage sweeping and many more sweeping and cleaning services.

By partnering with a local Milpitas company, the City benefits by having a quicker response time, backup equipment is centrally located, on call mechanics are close by and accessible, and route managers are constantly in the area for quality assurance. (Refer to company bio at the end of this section.)

# 2N. Implementation Plan

## Waste Management of South Bay Implementation Timeline 2015-16



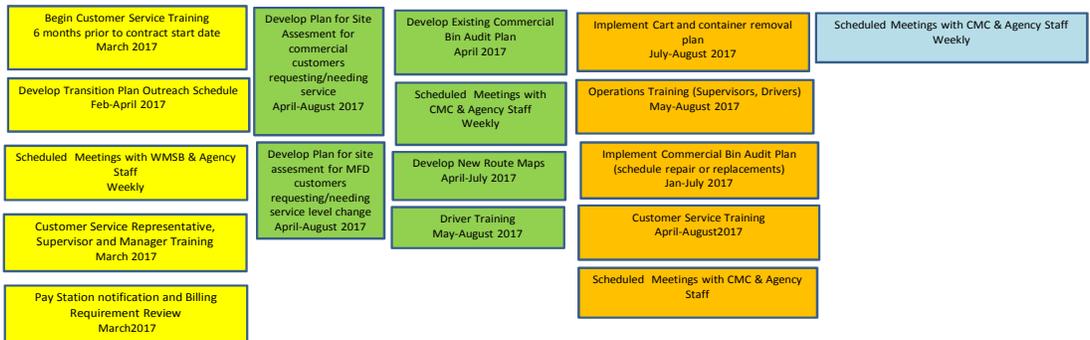
## Waste Management Implementation Timeline 2017- Early Implementation Can Commence 2016



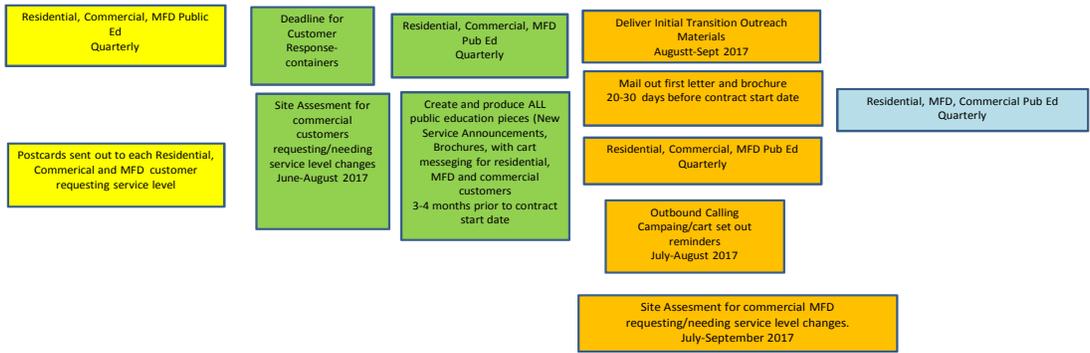
CONTRACT START DATE

Milpitas Contract Start Sept. 6 2017

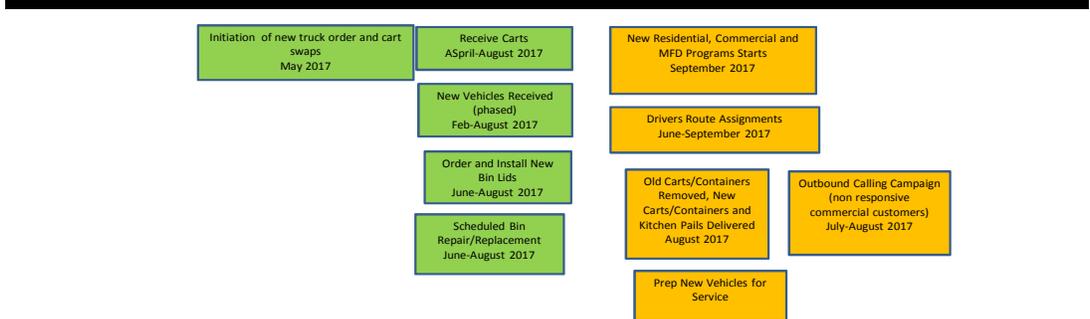
TRAINING & PLANNING  
Customer Service, Operations



PUBLIC EDUCATION  
Communications, Contract Compliance  
Community Relations



OPERATIONS  
Operations, Fleet Manager  
District Manager



### 3. TECHNICAL PROPOSAL FOR ALTERNATIVE SERVICES

#### 3A. Single Family Solid Waste Cart-Only System (Required)

Waste Management of South Bay will provide a conventional contractor owned cart system, with a choice of 32, 64, and 96-gallon carts. Collection methodology and more detail can be found in our base proposal.

Waste Management of South Bay has extensive experience introducing new service programs. We are confident in our ability to deliver containers in a prompt and efficient manner and our cart supplier, Cascade Engineering, has a proven track record in meeting our production needs.

Adhering to the universal color scheme Waste Management of South Bay will provide carts utilizing black for solid waste and green for yard trimmings and food scraps. Tri-CED will provide blue recycling carts manufactured by Toter.

We have selected the Cascade EcoCart because of its certified 40 percent recycled content. Each body can be hot-stamped with the Waste Management logo and 800-customer service number as well as a serial number. In addition, the interior lids will be labeled with a high-quality lasting sticker that displays the City of Milpitas accepted materials for each cart. Finally, Cascade will deliver the new carts and collect the old carts for recycling, allowing Waste Management of South Bay to focus on daily service routes.

The Cascade EcoCart features 100 percent recyclable high-density polyethylene, injection molded carts in 32, 64, and 96 gallons. The design combines snap on wheels, a single axle and a one-piece lift bar that have been selected for durability. The EcoCart is compatible with both semi- and fully- automated systems. The rugged construction provides excellent balance and stability along with easy handling by consumers. In addition, the injection molding process makes Cascade carts easy to clean. The carts are backed by a 10-year warranty.

	<p><b>Solid Waste Carts</b></p> <p>100 percent recyclable black cart with black lids sizes: 32-, 64-, 96-gallon can be utilized for solid waste collection.</p>
	<p><b>Green Waste and Organics Collection Carts:</b></p> <p>100 percent recyclable green carts with green lids: 64-, 96-gallon will be utilized for green waste collection.</p>
	<p><b>Recyclables Carts:</b></p> <p>By Toter with blue cart with blue lids sizes 32-, 64-, 96-gallon can be utilized for recyclables collection.</p>

### 3B. Single Family Food Scraps with Yard Trimmings (Required)

As required in the RFP, all customers with yard waste carts will be able to include food scraps with their yard trimmings. Residents will have the option to keep their 96- gallon cart provided by the contractor or choose a 32-gallon cart provided by the customer that will have proper signage denoting its use for yard waste and organics as they do now. SFD's will continue to be able to set out extra material next to their cart as well as put out their holiday tree during the month of January at no cost. Customers can also obtain a kitchen pail at no additional charge.

We have an accomplished cart delivery team in place, ensuring new carts will be delivered and exchanged with minimal impact. Waste Management has extensive experience rolling out programs of this nature throughout the Bay Area.

Waste Management of South Bay will offer weekly single-family mixed organics collection (food scraps and food soiled paper along with green waste) to all single family units in Milpitas. Single-person crews will perform collection between the hours of 5:30 a.m. to 3:30 p.m., Monday through Friday, and on Saturdays when called for in the holiday schedule. Each vehicle will be assigned one driver, who will cover the same routes each week. Driver responsibility will consist of collecting residential organics and compostable material. They will be required to be in compliance with DOT guidelines and to report immediately any unforeseen incidents to Dispatch, or their Route Manager. An unforeseen incident may include natural disasters, vehicle breakdowns or vehicle accidents.

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

As previously stated, Waste Management of South Bay routinely deals with hard to service areas and has small collection vehicles to provide service in an effective and safe manner. These vehicles have dimensions that are comparable to a full-size pick-up truck allowing them to maneuver in tight locations where a standard collection vehicle cannot enter and/or service safely. For example, we are able to provide service in underground garages, narrow pathways and assist with hard to reach customers or disabled customers. These vehicles work in conjunction with our larger compaction vehicles in order to minimize travel time to processing facilities and to create efficiencies and reduce emissions.

All mixed organics will be delivered to Mission Trail Waste System in Santa Clara to be processed.

We will collect food scraps such as meats, fruits, vegetables, seafood, egg shells, dairy products, coffee filters & grounds, waxed cardboard, food-soiled paper products (napkins, paper towels, plates, cups, pizza boxes), yard trimmings (leaves, grass, small branches, weeds, plants, brush), and small pieces untreated wood. A description of education tools is included in our outreach plan.

### Benefits

Benefits to the community and residents are as follows:

- Additional avenue for increasing recycling for each resident
- Ease of use by utilizing existing green waste container
- Allows municipality to further improve recycling program by targeting an additional recycling stream and enhances plan for meeting 75 percent recycling goal
- An effective low cost program to drive additional recycling

**Waste Management will offer this service at no additional cost.**



### 3C. Multi-Family Yard Trimmings Collection as Mandated by AB 1826-Post 2017 (Required)

Waste Management has been providing collection services to multi-families in the Bay Area for over 80 years. As such, we have unmatched familiarity with the best practices for success. The roll-out of organics services to these accounts provides an exciting opportunity to increase diversion in this often overlooked segment of the community. Also, our community outreach strategies will drive awareness and participation in the program that will positively impact diversion.

Our program for collection of Multi-Family Yard Trimmings Collection as Mandated by AB 1826-Post 2017 will be similar to the Single Family Program for AB 1826 requirements. We will continue and expand upon the successes of the yard waste recycling program that will be in place by April 2016 to comply with AB 1826. By the 1/1/19 benchmark for AB 1826, we will be well prepared for collection and processing of organic material from the solid waste generators of 4 cy per week following a vigorous outreach campaign to reach the required customers. Similarly we will be ready by the 1/1/20 deadline for the 2cy per week solid waste generators to begin collecting and processing organic materials, provided CalRecycle determines disposal of organic waste is not below 50 percent of 2014 levels. Our outreach team will also be proactively reaching out to multi-family property owners to provide them with consultative services to right size their service offerings and educate them on the new program.



Waste Management will also make kitchen pails available to residents of those buildings that implement Organics service. Residents will be able to contact Waste Management South Bay and obtain a Kitchen pail for their unit at no additional charge. All multi-family property will receive written information regarding this program, including benefits of its utilization. This information and the ability to request kitchen pails will also be available on our website.

Waste Management will provide collection service of organics to multi-family premises at a minimum of once per week and as frequently as six times per week utilizing carts, bins and drop-boxes with the minimum 96-gallon cart per location.

Waste Management crews will perform organics collection between the hours of 5:30 a.m. to 3:30 p.m., Monday through Friday, and on Saturdays when requested. Waste Management will significantly expand site visits and Community Outreach, to ensure that customers maximize their diversion efforts. Recycling specialists will visit these customers throughout the transition and throughout the life of the contract to conduct audits and proactively work with these customers to implement diversion programs. New buildings, changes in management, and high resident turnover make multiple touches necessary.

All mixed organics will be delivered to Mission Trail Waste System to be processed. Please see a description of this facility in the Facilities Section of the proposal

### Christmas Tree Recycling



During the first two weeks of January, Waste Management will provide curbside pick-up for whole, unflocked, and undecorated cut trees at both single family and multi-family residences. After the initial two-week period, trees must be cut to three (3) feet lengths to fit in the green waste cart with the lid closed. Trees with ornaments, tinsel, flocking and other decorations will not be picked up. Instead, they will be tagged detailing the reason they were not picked up. The driver will return for pick up once the tree meets recyclable standards. Customers will be notified of the dates of the curbside Christmas tree collection on the website, through newsletters and the customer service call center.

### 3D. Commercial Yard Trimmings and Food Scraps Collection as Mandated by AB 1826-Post 2017 (Required)

Our program for collection of Commercial Yard Trimmings and Food Scrap Collection as Mandated by AB 1826-Post 2017 will be similar to the Multi-Family Program for AB 1826 requirements. We will continue and expand upon the successes of the current pilot-scale food scrap program and the full implementation that will be in place by April 2016 to comply with AB 1826. By the 1/1/19 benchmark for AB 1826, we will be well prepared for collection and processing of organic material from the solid waste generators of 4 cy per week following a vigorous outreach campaign to reach the required customers. Similarly we will be ready by the 1/1/20 deadline for the 2cy per week solid waste generators to begin collecting and processing organic materials, provided CalRecycle determines disposal of organic waste is not below 50 percent of 2014 levels. Our outreach team will also be proactively reaching out to each of the commercial sector to provide them with consultative services to right size their service offerings and educate them on the new program. Waste Management will work with each customer to provide technical assistance, provide the correct infrastructure for their kitchens and common areas to sync with the larger exterior food-scrap bins.

Waste Management will provide collection service of organics to commercial premises at a minimum of once per week and as frequently as six times per week utilizing carts, bins and drop-boxes with the minimum 64 gallon cart per location.

Waste Management crews will perform organics collection between the hours of 4:30 a.m. to 3:30 p.m., Monday through Friday, and on Saturdays when requested. Waste Management will significantly expand commercial visits and Community Outreach, to ensure that customers maximize their diversion efforts. Recycling specialists will visit these customers throughout the transition and throughout the life of the contract to conduct audits and proactively work with these customers to implement diversion programs.

All mixed organics will be delivered to Mission Trail Waste System to be processed. Please see a description of this facility in the Facilities Section of the our proposal.

### 3E. Temporary Debris Box Service (Required)



Guadalupe Recycling and Disposal Facility has been operating a construction debris box company since 2011. For this operation we use multiple roll-off debris box trucks that deliver and collect construction waste in Santa Clara County. This waste is then brought to the Guadalupe Recycling and Disposal Facility for sorting at our Materials Recovery Facility (MRF) or for disposal in the landfill. We collect materials in 10, 15, 20, 30 and 40 yard open and closed top roll-off debris dumpsters.

We work with all construction companies to develop a site specific waste management plan. This includes determining the quantity and location of each dumpster as well as materials that will be placed in each dumpster. We review best practices in recycling and waste diversion with all of our customers to ensure that they meet municipal requirements as well as any certifications they may be pursuing.

Material that is suitable for sorting and recycling will be taken to our MRF. Here the material is hand sorted extracting metal, wood and cardboard. As needed material may be sorted a second time on our sorting line. Material that is not recovered will either be deposited at our landfill or will be ground to be used as Alternative Daily Cover (ADC) at the landfill. This facility is certified by the City of San Jose for their CDDD program which requires a minimum of 75 percent diversion of materials from the landfill. This will more than meet the 50 percent requirement for diversion of construction and demolition projects. In addition we will work with our customers to sort materials such as wood, concrete, metal, sheetrock and cardboard at the site to maximize diversion of materials from the landfill. These materials will be brought to Guadalupe Landfill and Disposal Facility.

During the project we track all loads that we handle for our customers via our Diversion and Recycling Tracking (DART) system . This recycling report is maintained online and each customer has access to their project account. This program helps contractors to monitor and report their project recycling efforts. Access is available at <http://diversion.wm.com>.

## Online Diversion and Recycling Tracking (“DART”)

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

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

- Track diversion rates and volumes from the global level to Metropolitan Statistical Area (“MSA”) to specific project across every project and jobsite
- Set benchmarks and track progress to exceed on future projects.

## Roll-Off Boxes

Waste Management will utilize Wastequip roll-off boxes. Bin sizes: 10-, 15-, 20-, 30-, 40 yard boxes for solid waste, and organics collection. The 14 gauge steel bins feature steel side and floor sheets with 12-gauge horizontal “V” ribs on 12” centerlines as well as double doors with 1’ locking bars, a formed ladder, tarp hooks, and 10” x 8” steel wheels. The interior is coated with rust inhibitive primer and exterior is coated with automotive alkyd enamel paint.

## Collection Methodology

The following procedures are required for each Roll-Off/Drop-Box driver:

- Each driver will receive a daily list of individual service tickets. The ticket lists the customer’s name, service address, service that is requested, (i.e., delivery, final or empty and return), account number, phone number and a comments section, which informs the driver of any particular box placement instructions or service requirements, such as key and/or code needed for entry, time requirements, access availability as low wires or entry from a certain driveway.
- After a comprehensive DOT required pre-trip truck inspection, the driver will leave the facility and head to their first stop.
- The driver arrives at the customer’s location, backs up to the box and raises the hydraulic rails system of the truck.
- The driver places the truck into park, applies the parking brake, and gets out of the truck.

**Deliveries:** The driver ensures the area is clear and prepares to unload the box per the delivery directions specified on the ticket.

**Dump and Returns and Final Service:** The driver hooks the cable to the box, gets back into the truck and operates the control to pull the box onto the rails of the truck; the rails are lowered in sequence until the box is securely in the locking stops. The trucks are equipped with a tarping system and all boxes with any contents are required to be covered during transportation. The driver covers the load with the automated tarp.

The driver checks the area for any fallen debris, identifies if anything is hanging out of the box, before leaving the site. The driver ensures the load is secure and proceeds to the approved disposal site for dumping.

### **Compactor Service**

The driver disconnects any hydraulic lines and electrical lines and places a “Lock Out” tag on the equipment to notify that the system is inoperable while the service is being performed. A tarp blanket is placed securely over the compactor opening for transportation.

If the driver is unable to transport the roll-off/drop-box for any reason, the driver will attempt to contact the customer to discuss the concern. If there is no one on site, the driver will radio Dispatch to report the reasons that they are unable to perform the service. The Dispatcher will note the customer’s account, call the customer for a resolution and/or create a ticket for the Route Manager to assist the driver for a resolution.

The driver will transport the load to the approved disposal site to be dumped. For empty and returns, the driver will return the box to the customer’s location.

All loads are spot checked by the driver to increase diversion and ensure proper servicing at either the disposal site or MRF. If the driver notes that 50 percent of the box is comprised of recyclable material such as C&D, green waste or single stream commodity, they will inform the scale house attendant to ensure it can be diverted. All drivers are aware of the AB939 State mandated diversion rate of 50 percent, taking pride in their jobs and following the WM motto to “Think Green” every day.

Once the service is completed, the driver will continue to the next work order on their route until they complete their scheduled work orders. The driver will return to the facility and will follow all DOT procedures to shut down and park the vehicle for the evening.

### **3F. Other Service Enhancements and Innovations (Optional)**

# 4. ENVIRONMENTAL CONSIDERATIONS (OPTIONAL)

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# 5. ACCEPTANCE OF RFP AND FRANCHISE AGREEMENT



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## 6. COST PROPOSAL

### 6A. Base Cost Proposal

### 6B. Cost Proposal for Alternative Services

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## 7. OTHER PROPOSAL FORMS

### 7A. Secretary's Certificate

#### ASSISTANT SECRETARY'S CERTIFICATE

#### USA WASTE OF CALIFORNIA, INC. dba WASTE MANAGEMENT OF SOUTH BAY

The undersigned, being the Assistant Secretary of USA Waste of California, Inc. dba Waste Management of South Bay, a Delaware corporation ("the Company"), do hereby certify that the following resolution was adopted by the Board of Directors of the Company and that such resolution has not been amended, modified or rescinded and is in full force and effect as of the date hereof:

RESOLVED, that Barry S. Skolnick (President), or any officer of the Company, be and hereby are authorized, following compliance with appropriate corporate policies and procedures, to execute by and on behalf of the Company any and all agreements, instruments, documents or papers, as they may deem appropriate or necessary pertaining to or relating to the City of Milpitas, Request for Proposals for Solid Waste, Recyclables and Organics Collection, Processing and Disposal Services, and that any such action taken to date is hereby ratified and approved.

Dated: October 8<sup>th</sup>, 2015

  
\_\_\_\_\_  
David Stratton  
Assistant Secretary

## 7B. Anti-Collusion Affidavit

### ATTACHMENT 6: ANTI-COLLUSION AFFIDAVIT

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Proposer's Name USA Waste of California, Inc., dba  
Waste Management of South Bay

**FOR: CITY OF MILPITAS SOLID WASTE, RECYCLABLES AND ORGANICS COLLECTION, PROCESSING AND DISPOSAL SERVICES**

Proposer declares under penalty of perjury under the laws of the State of California that this proposal is not made in the interest of or on behalf of any undisclosed person, partnership, company, association, organization or corporation; that such proposal is genuine and not collusive or sham; that said Proposer has not directly or indirectly induced or solicited any other Proposer to put in a false or sham proposal and has not directly or indirectly colluded, conspired, connived, or agreed with any Proposer or anyone else to put in a sham proposal, or that anyone shall refrain from submitting a proposal; that said Proposer has not in any manner directly or indirectly sought by agreement, communication, or conference with anyone to fix the proposal price of said Proposer or of any other Proposer, or to fix any overhead, profit, or cost element of such proposal price, or of that of any other Proposer, or to secure any advantage against the public body awarding the Contract of anyone interested in the proposed Contract; that all statements contained in such proposal are true, and further, that said Proposer has not directly or indirectly submitted his proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid and will not pay any fee in connection therewith, to any corporation, partnership, company, association, organization, proposal depository, or to any member or agent thereof, or to any other individual except to any person or persons as have a partnership or other financial interest with said Proposer in this general business.

**The above Non-Collusion Declaration is part of the proposal. Signing this proposal on the signature page thereof shall also constitute signature of this Non-Collusion Declaration.**

Proposers are cautioned that making a false certification may subject the certifier to criminal prosecution.

## 7C. Iran Contracting Certification

### ATTACHMENT 7: IRAN CONTRACTING CERTIFICATION

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Pursuant to Public Contract Code Section 2200 et seq., ("Iran Contracting Act of 2010"), Contractor certifies that:

- (1) Contractor is not identified on the list created by the California Department of General Services ("DGS") pursuant to California Public Contract Code Section 2203(b) as a Person engaging in investment activities in Iran; and
- (2) Contractor is not a financial institution that extends twenty million dollars (\$20,000,000) or more in credit to another Person, for forty-five (45) Days or more, if that Person will use the credit to provide goods or services in the energy sector in Iran and is identified on the DGS list made pursuant to Section 2203(b).

As used herein, "Person" shall mean a "Person" as defined in Public Contract Code Section 2202(e).

I, the official named below, CERTIFY UNDER PENALTY OF PERJURY, that I am duly authorized to legally bind the Contractor to this Certification, which is made under the laws of the State of California.

\_\_\_\_\_  
USA Waste of California, Inc. ("Contractor") dba Waste Management of South Bay

By: \_\_\_\_\_ (Signature)

Name: Barry Skolnick (Printed Name)

Title: President

Date: 10/9/2015