

EXHIBIT 8: DIVERSION PLAN

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Table A
Annual Minimum Required Diversion Rates

Part 1		Part 2	
Calendar Year	Minimum Diversion Rate	Calendar Year	Minimum Diversion Rate
2016	37.09%	2026	To Be Completed in 2023
2017	37.09%	2027	
2018	45.69%	2028	
2019	53.07%	2029	
2020	56.38%	2030	
2021	57.67%	2031	
2022	60.01%	2032	
2023	62.45%	2033	
2024	62.78%	2034	
2025	62.57%	2035	

Note: This is the Diversion Plan as of the date of signing, February 12, 2015. This document is subject to modification to update the information contained herein. Updating will be at direction of the City, and subject to City and Contractor approval.

1. DIVERSION PLAN

WMAC strategies in the proposed Diversion Plan are prioritized to directly address Oakland's desire to implement source separated collection services as the primary and most important method of diversion.

1.1. METHOD OF APPROACH

Understanding

The City of Oakland is committed to ambitious diversion targets over the next 20 years, reflecting its leadership in Zero Waste policies. Specifically, Oakland aims to reduce the current 2011 base of approximately 185,000 annual disposed tons by a minimum of 40% by 2022, and ultimately net 40,000 tons disposed by 2030 as the key component to Zero Waste goals. Waste Management considers meeting this diversion plan among the most important projects in our entire portfolio, and WMAC is committed collaborating with you to reach the highest level of results prior to 2030. To achieve this ambitious goal, the following Diversion Plan incorporates WMAC's own industry-leading experience, combined with our Corporate access to worldwide developments of methods and technology with empirically proven and public results in Zero Waste programs. Creating a zero waste strategy that can be replicated by others as well as generating results that are verifiable and transparent in the application of the strategy will be as important as achieving Oakland's Zero Waste goals.

Priorities

Our proposal directly follows Oakland's desire to implement "source separated Collection services as the primary and most important method of Diversion":

Driving Political, Regulatory, and Public Support - There is simply no way to get to the objectives of the RFP without leading collaborative, political, regulatory, and public support for the Environmental Hierarchy of Zero Waste.

Increasing Organics Diversion - WMAC has a trained team of diversion consultants who have already achieved 100% compliance with AB 341 in the City of Albany and elsewhere in the greater Bay Area. They will target MFD and commercial generators of clean organic materials that represent a significant portion of current landfilled material. The effort will coincide with StopWaste's implementation of new laws, and will be anchored by the aggressive outreach to maximize participation by current customers as well.

Identifying Customers with Greatest Yield - Upgrades in the Dry Material Recovery Facility (MRF), described below, will use dimensional and density separation, and a state-of-the-art trommel system for higher recovery and better throughput.

Mining Mixed Material - Beginning in 2019, mixed material will be mined at our Dry -MRF and the high technology Mixed Material Recovery Facility. This assures all incoming material from Oakland will be processed to achieve the highest diversion. While the customer outreach will focus on source separation, WMAC will be able to ensure greater diversion through the Dry and Mixed Material MRFs. Over time, as source separation becomes habit for more Oakland customers, reliance will decrease on mixed material processing at Davis Street.

Strategic Considerations

Oakland's Diversion requirements call for special consideration of the three operating principles: flexibility, viability, and marketing. Our approach takes this into account.

Targeted Collateral - WMAC will customize and target collateral to generate the best possible outcome by neighborhoods and areas. For example, if organics participation is low in one neighborhood, the outreach will focus on food scraps recycling whereas in another neighborhood elimination of contaminants in recyclables may be the desired outcome. Collateral will evolve through social media and Apps to reduce waste and maximize targeted messaging. Resources will be allocated to achieve the best possible results to drive diversion and achieve Oakland's zero waste goals.

Technology Solutions - WMAC will continue to improve source separation collection/processing systems and their expansion through the use of technology. In order to effectively deliver sustainable diversion at high levels, mixed materials will be further separated by state-of-the-art technology, once the facility is constructed, into organics and recyclables to ensure maximum diversion.

Materials Marketing

Marketing recovered materials at their highest value will help to offset rates and provide added impetus for diversion to the residents of Oakland. WMAC combines traditional materials recovery marketing for, construction and demolition and white goods, among others with an innovative, proprietary organics marketing program, WM EarthCare. Together, they will meet the Oakland Zero Waste guarantees.

Traditional Materials Marketing

The approach is local first. WMAC seeks to find ways to cultivate a diversified customer base in Oakland and Northern California. Glass, aluminum, inerts and organics are recycled locally. In addition, WMAC fosters the development of local commodity markets. It has also created WM EarthCare, a product line of landscape materials made from locally sourced, 100% recycled materials.

Where there is not a local market, WMAC utilizes internal resources to leverage the over 9 million tons of traditional recyclable materials it handles to secure markets for materials processed at Davis Street. In the East Bay and Northern California in particular -- over 40,000 tons are shipped per month alone. In marketing arrangements on such a global scale, WMRA's marketing team seeks to achieve the following goals:

- a. Assure consistent movement during strong and weak markets.
- b. Satisfy the quality requirements of our end-using customers, and identify customers whose quality requirements best match the available products.
- c. Avoid customers knowingly demonstrating environmentally-irresponsible and unethical handling of recyclables in the conversion and manufacturing process.
- d. Develop diverse outlets and new products.
- e. Leverage volumes to secure market's top prices and uninterrupted orders.

Even during the last financial crisis and commodity collapse of 2008-2009, WMAC was able to ship and sell all recovered materials and uphold all commitments.

WMAC offers two Innovative Recovery Systems.

1. "Local Development of Organic Solutions"

WMAC offers a complete local and diverse organics and building materials solution. WMAC enlisted UC Berkeley expertise to help create the current strategy. WM EarthCare™ produces an array of landscape materials from locally sourced, 100% recycled materials, including mulch from dimensional lumber, compost approved for organic farming made from yard trimmings and residential food scraps, and aggregate from concrete and other inerts. WMAC will construct Covered Air Static Pile (CASP) facilities at the Altamont and Redwood Landfills. The CASP system creates a closed-loop infrastructure, returning valuable soil amendments to local communities. (See discussion in Facilities section).

2. WM EarthCare™

WMAC collects and/or recovers hundreds of tons of yard trimmings, food scrap and clean lumber, and inert materials and debris each day from Oakland, and nearly a thousand tons throughout the entire East Bay network. The additional, proposed structure of collection and processing facilities enables us to divert more of these materials from landfills. Clean compost and landscaping materials of high quality will increase in generation in our source separated and advanced recovery recycling facilities at Redwood and Altamont Landfills. In addition, WM EarthCare™ continues to expand its product offerings to include topsoil, potting mix and sands made of 100% recycled, high quality natural materials. Our local processing facilities allows for specifications, colors, and material blends for volume orders.

Conveniently located WM EarthCare™ Landscape Centers and local retailers provide the added benefit of lowering the carbon footprint for distribution. We integrate our hauling operations to deliver recycled product efficiently with the least associated carbon emissions. Plus, we work with third-party haulers to provide local delivery options. And under our Vendor Initiative plan, we will make hiring Oakland businesses a priority. We also have a donation program for community and school gardens that supports a variety of Oakland organizations, including Oakland Unified School District, City Slicker Farms, Planting Justice and many more.

Economically Dynamic

The economic impact of WMAC's Diversion Plan to the local economy is in the hundreds of millions of dollars in both capital and expenditures. Highlights include:

- The site, most of the buildings, and the all of the required permits already exist and represent a \$120 million investment in the greater Oakland metropolitan area
- Davis Street provides over 280 existing, well-paying jobs with benefits

Additionally, new jobs will be created from the upgrades to, Dry Material and Mixed Material processing systems (below) that will directly flow to Oakland residents.

1.2 DIVERSION METHODS

WMAC is proposing a range of high-impact, innovative, first-of-its-kind collection and public education strategies that will ensure that Oakland exceeds its Zero Waste goals.

To reach Oakland goals, continuous change will occur over the next 18 years to align with Oakland's goals through monitoring feedback and adjustment.

Collection Methods

WMAC draws on many aspects presented in other proposal sections, such as container and truck specifications, the customer service and community outreach strategy exhibits. Our approach allows the Diversion Guarantees, offered on Form 15, to be aggressive early in

the term and reduces Oakland's landfill disposal swiftly.

Working Upstream: Redesign, Reduce, and Reuse

WMAC is committed to working upstream. Examples include supporting redesign efforts that ensure higher recyclability of containers and other materials, supporting producer responsibility and optimizing source separation. In order to promote and optimize source separated organics collections, we are targeting new routes, new container options, and utilizing the new StopWaste.org regulations to promote participation.

WMAC is also engaged in the continuous redesign of our truck fleet and processing facilities to accommodate new materials streams. We have proposed several new methods in collection elsewhere.

Material Streams

Specific material streams are defined in the RFP, but WMAC has customized the Oakland material stream further to achieve the highest diversion by matching its processing protocol. Listed below are the customized target streams.

Table 1. Customized Target Material Streams

Material & Customer Type	Summary
SFD & MFD Organics	City-Specified clean green material
Mixed MFD & Commercial Organics	Organic material that is separated under this plan by WMAC's Mixed Material MRF
Mixed MFD & Commercial Recycling	Mixed Recyclable materials in wet loads and rich loads which are separated under this plan by WMAC's Mixed Materials MRFs
SFD MFD and Commercial Bulky Recyclables	Large items like carpets, furniture, white goods, inerts, and other materials which are separated under WMAC's Dry Material MRF, and through the Bulky program for recovery

Collection Strategy to Optimize the reuse of Bulky Items

WMAC recognizes that reuse and repair are only feasible for products that remain intact. To preserve opportunities for reuse and repair for items collected through our bulky program, we will continue to collect items on flatbed trucks. We will also provide reuse as an alternative for materials collected through our Amnesty programs.

Using flatbeds to collect mattresses ensures that our partners at DR3 can first evaluate each mattress for its potential to be reused. DR3 is an important partner to WMAC and the City of Oakland through its innovative mattress recycling and reuse program. In 2012, it processed 14,952 mattresses and box springs collected by WMAC and Davis Street for recycling and reuse.

The Davis Street Reuse Center provides residents the opportunity to designate several material streams for reuse including books, shoes, purses, belts and various media (VHS tapes and DVDs). Residents can source separate the items by depositing them into designated bins. DR3 will receive these items as well and send them to their highest and best use, including reuse whenever possible.

Another reuse option is the promotion of a city-wide garage sale, similar to the event we

hosted for the City of Newark for many years. Utilizing social media advertising, participation increased six-fold with 176 residents availing themselves of the garage sale tool kit and adding their address to the one-day event. Among the many satisfied participants, one woman who earned \$318 wrote, "I hold at least two yard sales annually, and I had NO downtime! This was my first time participating, and I'll be joining this event from now on." Working with City staff, WMAC can explore district yard sales to help promote reuse and revenue for local residents.

Recover and Return Materials, Creating Jobs and Economic Value

Oakland is an active partner in the evolution and expansion of recycling as WMAC applies new and innovative collection methods to maximize diversion. See Table 2 for specific collection methods.

Table 2. Collection Methods that Drive Diversion

Material & Customer Type	Collection Container	Collection Vehicle	Processing facility	Market	Utilization	Products
MFD Organics	Kitchen Pails & Green carts	Automated Side Loaders	Davis Street Organics Transfer	Redwood/Altamont	Covered Aerated Static Piles (CASP)	Compost
Commercial Green Waste	White metal bins	Front Loaders	Davis Street Organics Transfer	Redwood/Altamont	CASP	Compost
Commercial Food Waste	Civicorps	Civicorps	EBMUD	Unknown	Unknown	Unknown
Commercial Recycling	Cream metal bins	Front Loaders	Davis Street Single Stream MRF	Recyclers	Recycled Materials	New Products
Contaminated MFD & Commercial Organics	Green metal bins	Front Loaders	Davis Street Mixed Materials Recovery Facility	Redwood/Altamont	CASP	Compost
			Dry/C&D MRF	Recyclers	Recycled Materials	New Products
SFD, MFD & Commercial Mixed Materials	Green metal bins & burgundy carts	Automated Side Loaders	Davis Street Mixed Materials Recovery Facility	Redwood/Altamont	CASP	Compost
				Recyclers	Recycled Materials	New Products
Residual			Davis Street Residual Transfer	Altamont	Landfill	Energy

Public Education Programs

Our outreach strategy is multi-faceted to include all generator types and materials streams. The fundamentals of our outreach plan are based on social marketing research and proven best practices. It involves collaboration with the City and a host of community-based partners to design and launch a grass roots campaign to transform Oakland - neighborhood by neighborhood, business district by district, building by building - into a place where zero waste behaviors are the norm. This effort will create new green job opportunities in the zero waste industry through partnerships with local job training,

economic development, and other related programs. WMAC is proposing a technology-driven, multi-media, and multi-cultural approach to our outreach--from the program's website and social media to collateral and events. WMAC is uniquely positioned to work with the City to:

- Create and sustain zero waste ambassador paid staff positions, with internship and on-the-job training opportunities
- Build on strong relationships with community-based organizations to enhance green jobs training programs and more effectively reach and influence resident and business behaviors
- Bring best practices from leading zero waste communities, combined with our team's real-world experience and familiarity with Oakland's unique character and culture
- Use innovative technology to take our outreach campaign viral, target those participant groups

Partnerships with Product Manufacturers

WMAC will continue its work with product and packaging manufacturers to:

- Encourage the use of recycled-content feedstocks
- Design for repair, recondition, disassembly, deconstruction and recycling
- Further take-back programs, particularly for hard-to-recycle materials
- Reduce toxics in products and actively incorporate alternatives

WMAC will also work internally to expand its EPP purchasing practices, including reducing packaging waste. Our headquarters at 172 98th Avenue in Oakland has been a Bay Area Green Business since 1996 and was designated LEED™ Gold by USGBC in 2012.

Further Local Reuse Markets

WMAC will partner with local reuse markets to:

- Ensure goods are repaired and reconditioned for reuse, deconstruct and salvage building materials, furthering local green building certification efforts.
- Support thrift stores and charity collection, building on existing partnerships such as St. Vincent de Paul, and building new ones such as surplus food donation networks of meal programs and food banks.

Recover and Return Materials, Creating Jobs and Economic Value

WMAC will design all public education recycling programs to encourage residents and businesses to source separate materials for the highest and best reuse with a focus on returning materials to local markets, wherever possible. WMAC plans to:

- Recover organics to return as two primary grades of compost, OMRI-listed for organic farming and commercial grade, for value-added soil amendment products, furthering food justice efforts throughout the City and creating jobs for compost production and sales

Audit Procedures - Measuring and Analyzing to Improve diversion

WMAC will work with the City to develop a mutually agreeable research and reporting protocol to guide all diversion measurement auditing procedures. If desired, WMAC will use a third party to conduct the auditing function. Our initial ideas for auditing methods include the following.

- Diversion tonnage estimates - Implement material stream characterization studies, and review scale house and collection records to determine the composition and quantity for each sector, material stream, and geographic area of the city.
- Upstream waste prevention - Conduct a combination of material stream characterization (could be combined with diversion research), customer surveys, and on-site visits to quantify waste prevention-related outcomes.
- Customer participation rates - Examine set out rates for selected collection routes.
- Contamination rates - Employ combination of material stream characterization at the curb or loading dock, or at the receiving facility. It is our goal to maximize source separation at the curb - both by residents and businesses.
- Greater zero waste awareness and sustained behavior change with target customer groups - Utilize combination customer surveys, focus groups, and in-field research where appropriate.
- Reach historically underserved communities - U.S. Census-based research on the demographics of customers served.
- Pursue synergistic efforts with regional agencies, environmental groups, other City programs - track and report partnerships each year.

WMAC will utilize a LEAN approach to ensure that all measurements and reporting happen in a timely and efficient manner and are focused on continuous improvement.

1.3 DIVERSION FACILITIES

Proposed Facilities: Davis Street Campus

The Davis Street Material Resource Recovery and Transfer Station (Davis Street) located at 2615 Davis Street, San Leandro, CA sits on the former Oyster Bay Landfill, reusing 52 acres for reuse, recovery, recycling and diversion via four distinct recycling facilities designed for unique material streams.

Table 3. Davis Street - Material Recovery Facilities

Name of Material Recovery Facility (MRF) Material Type	
Organics Transfer and Mixing Building	Organics, green waste
Dry Materials MRF	Construction and Demolition, bulky items
New Mixed Material MRF	All MMO materials not source separated

Other

Davis Street also provides the public with additional drop-off facilities for diversion, including the Public Area Material Recovery Facility, the Reuse Drop-off Facility, the E-waste, White Goods and Bulky Drop-off Facility and Yard Trimmings Drop-off. All of these materials are processed for highest reuse.

Davis Street provides immediate diversion capabilities to help reach the Diversion Guarantee for the Zero Waste RFP. With the addition of the Mixed Material MRF, which is fully permitted and capitalized, Oakland will begin benefitting from higher diversion once constructed and reach its goals before 2030.

The Davis Street facilities used to meet Oakland's contract requirements include:

1. Under form 12D: Organics Transfer and Mixing Building (existing)
2. Under form 12A & B: Expanded/upgraded 50 Ton per Hour Dry Materials Recycling Facility (including C&D) by 2014
3. Under form 12B: New Mixed Material Recovery Facility by 2018

Table 4. Proposed Facilities: Brief Description of the Material Stream Process

Collection Strategy Approach: 100% of the MM&O volume will be Processed	
Benefits include: Processing Facility Targeted Materials Marketing	
Organics Transfer Building Food materials/green materials	Compost WM EarthCare™ Commodity markets.
Dry Material MRF Recyclables and wood	mulch, and composting, WM EarthCare
Mixed Material MRF Recyclables and organics	Commodity markets and composting, WM EarthCare
Davis St. Transfer Station residue	Compressed Natural Gas Recovery

The three Davis Street facilities proposed for the diversion guarantee will provide the City tremendous opportunities for maximizing the recovery of materials through education, diversion, recycling, beneficial reuse, and energy generation.

WMAC has ample capacity at its facilities to fulfill the Zero Waste obligations for Oakland.

Table 5. Expected Capacity of Proposed Facilities

Facility	Daily Capacity Built Out Planned	Oakland Daily Capacity Needed with Peaks	% of the capacity needed for Oakland volumes
Organics Building (Completed)	No Limit	50	NA
Dry Material Recovery Facility (Completed)	700	28	45
Mixed Material Recovery Facility	1,200	30	54%

ORGANICS

Facility Name: Organics Transfer Building

Location: Davis Street

Function: Transfer Organics for Anaerobic Digestion & Composting

- LEED Gold Built
- Unlimited Capacity and flexible operating hours
- Residential, Commercial, self-haul organic materials and green materials
- Mixed organics recovered from mixed materials recycling facility
- Ample internal and external markets for materials

WMAC finished construction on the Organics Transfer Building in September 2011 to bring food scraps and organics transfer operations under a roof. The LEED-certified building helps to eliminate vectors and contain odors through its state-of-the-art biofiltration system. The building allows for speedy, efficient transfer of organics utilizing Davis Street's fleet of Liquid Natural Gas-fueled trucks.

DRY/CONSTRUCTION & DEMOLITION MATERIAL

Facility Name: Dry/C&D Material Recovery Facility (MRF)

Location: Davis Street

Function: Process C&D and Bulky Recyclables

Capacity: 800 TPD

In 2014, OAKLAND SCAVENGER continued developing the recycling infrastructure available to Alameda County communities by upgrading its Dry/C&D MRF. The resulting facility improves diversion from loads of

- Commercial dry
- Residential bulky
- Construction & Demolition debris

This high diversion 700 TPD mixed waste facility will reflect very similarly the processes currently in place for Oakland's curbside bulky and commercial dry waste programs effectively recovering dry recyclables as well as large recoverable materials such as wood and concrete. The Dry/C&D MRF will work integrally with the MMRF (described below) for the dry portion of a two-bin, wet/dry program.

WM EarthCare will utilize the recovered wood for mulch¹ and remaining wood will be used for biomass. We will utilize concrete, asphalt and other inerts recovered in the construction of the MMRF and other projects on site at Davis Street. When demand on site ends, the Altamont will use these materials for road building.

The Dry/C&D facility is conveniently located on site at Davis Street making it an easy destination for collection crews hauling mixed materials (see Map).

MIXED MATERIALS

Facility Name: Mixed Materials MRF (MMRF)

Location: Davis Street

Function: Separate Organics and Recyclables from Mixed Materials

¹ WM EarthCare™ is our closed-loop solution for beneficially reusing organics in the communities from which they are generated. Our WM EarthCare™ mulch begins with clean, untreated, and unpainted lumber that OAKLAND SCAVENGER collects and receives from construction debris and is repurposed.

The MMRF enhances diversion of materials from a variety of streams.

- Residential curbside mixed materials
- Multifamily curbside mixed materials
- Commercial wet loads

The Mixed Material Recovery Facility (MMRF) functions parallel to the Dry/C&D MRF for the organics-rich volumes collected from customers not able to source separate organics.

The system provides a safety net for diversion. We recognize that not all customers can participate in three-bin, source separated programs due to space constraints or other issues. The MMRF provides diversion infrastructure to recover recyclable and organics materials found in streams from these customers.

The facility uses world-class, state of the art, dimensional and size automated separation protocols, with an emphasis on recovering items with the most value, including plastic and metal containers. It then processes the organics fractions into two streams to be composted in different grades and processes.

RESIDUALS

Facility Name: Residuals Transfer Station
Location: Davis Street
Function: Transfer residuals for landfilling
Capacity: 2300 TPD

The MMRF enhances diversion of materials from a variety of streams.

- Residential curbside mixed materials
- Multifamily curbside mixed materials
- Commercial wet loads

All of Oakland's Mixed Materials delivered to Davis Street will be processed over the Mixed Materials MRF to capture all readily recyclable or compostable materials and divert them from disposal.

The system provides a safety net for diversion. We recognize that not all customers can participate in three-bin, source separated programs due to space constraints or other issues. The MMRF provides diversion infrastructure to recover recyclable and organics materials found in streams from these customers. Capturing organics from this material stream will increase diversion from the landfill and higher reuse as compost after it has been processed in CASP at the Altamont Landfill.

COMPOSTING FACILITIES AND MARKETING ORGANICS MATERIALS

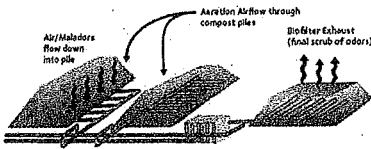
Note: Detailed technical information on these facilities can be found in the forms provided in Exhibit 3.

WMAC's Altamont Landfill
0840 Altamont Pass Road, Livermore, CA 94551

WMAC's Redwood Landfill
8950 Redwood Hwy, Novato, CA 94948

WMAC's offerings extend beyond collection and processing. Captured organics from the MMRF will be put to further use at the Altamont Landfill Resource Recovery Facility (Altamont) and the Redwood Landfill (Redwood). To provide a back-end solution for Oakland's organic materials, and to meet the growing market demand, WMAC is presently permitting and constructing Covered Area Static Pile Composting systems; Altamont and Redwood have filed permit requests for construction of the CASP Composting facility as the first step. Both sites have ample capacity and have designated the appropriate acreage to complete this task.

Source Separated Organics



Facility Name: Covered Aerated Static Pile (CASP)
 Location: Altamont Landfill/Redwood Landfill
 Function: Aerobic composting of organic materials
 Capacity: 500 TPD each

Covered Aerated Static Pile Composting (CASP) System

The 500 TPD CASP systems will process plant debris and plant debris combined with food scraps. The organic materials will be placed into bunkers 180'x 30'x 12' high. The CASP pad is capable of withstanding heavy equipment traffic and scraping; graded to drain for collection of storm water and leachate and equipped with leachate collection and aeration piping. Once placed in the bunkers, Altamont and Redwood staff will cover the material with a geotextile or finished compost. For the next two months, air will pump continuously through the pile to ensure it is kept aerobic. The collected air will pass through a bio-filter for air emissions and odor-control purposes. After the active composting phase is complete, the compost will be moved to the curing/storage area for finishing and then screened resulting in compost or other products such as mulch through WM EarthCare™.

