

EXHIBIT 9:
CUSTOMER SERVICE PLAN

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

When a customer calls, emails, faxes or communicates with WMAC via the Oakland Recycles website with a service question or issue, a dedicated Oakland 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, etc.), and relevant details concerning the complaint. The process of closing tickets is a monitored performance metric. WMAC requires resolution and closure of complaint tickets as is guided by the 21.01.2 of the Contract. We notify our customers of the resolution using their preferred method of communication—phone, email or fax. WMAC will then track and share these issues with the City. The Technology section below expands upon the data matrix, reports and proactive services that WMAC will use to respond to service issues.

Call Center Capacity

WMAC's calls will be handled at Waste Management's regional call center by a dedicated team of reps knowledgeable of the Oakland Zero Waste programs. These reps will have regular communication with a manager in our Oakland office, able to answer questions and provide training on local issues as they arise. The call center team includes:

1 Manager

- 1 Customer Service Supervisor
- 12 Customer Service Representatives

Customers who desire to communicate with a representative in Spanish, Cantonese, or Vietnamese will be able to do so when calling WM. The call center will be staffed from 8 am to 6 pm, Monday through Friday and Saturdays on which SFD or MFD MM&O Collection Services are provided.



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 (CSC) 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 hours (8 am to 6 pm) or on the weekends, WMAC has a dedicated voicemail capability. All messages left at this number are returned by the close of 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 by the close of the next business day.

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. WMAC is currently developing an Oakland-specific website in coordination with Oakland staff. This site will serve as the backbone to the more expansive capabilities described in the section below. As part of our Outreach Strategy we will use an Oakland firm to help us develop the Oakland Recycles website.

Business Office

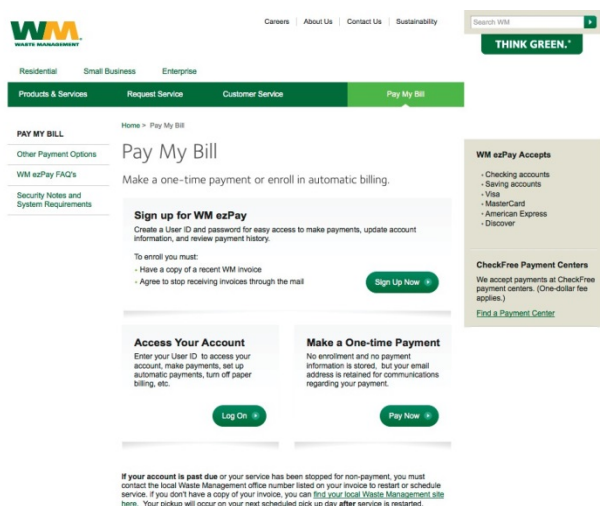
We have maintained our business office at 172 98th Avenue in Oakland since 1990. Our local office is readily accessible from Interstate 880 and is familiar to many Oakland residents and business owners. The office is open from 8:00 am to 6:00 pm for customers to request service literature, seek service assistance or pay their bills. Our friendly staff welcomes customers with a smile and ensures they leave satisfied with their service. Our plan is to continue staffing our 98th Avenue site with local CSRs to accept payments, accommodate service changes, cancellations, service orders, and to answer questions from walk-in customers.

Protocol for Customer Billing

WMAC bills the City of Oakland's residential customers quarterly in advance and the City's 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 CSR provides the monthly rate and explains what the invoice will reflect on the next quarterly (or monthly) bill.
- **Change in Service** -The same protocol above is followed when a customer changes their level of service. In addition, our billing department calculates any adjustment resulting from the change and applies it to the customer's account within one week of the effective date and prior to next quarterly billing in most cases (unless customer has communicated the change after the account has been billed).
- **Billing Dispute** - When a customer disputes their invoice, the CSR follows guidelines for resolving the dispute at the time of first contact. 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 two business days.

Online, Paperless Billing



In the spirit of Zero Waste, since 2005, WMAC has offered Oakland customers a secure, online bill paying system. Our online billing system saves customers the time and expense of writing and mailing checks. WMAC customers may make one-time payments or enroll to view invoices, payment details, save payment methods and set up automatic, recurring payments. WMAC hopes to make online bill paying part of the City's Zero Waste initiative—a small way every customer can immediately reduce waste.

Our Customer Experience Strategy

Four-Week Professional Training

WMAC 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 WMAC 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 30. Four-Week Training Program

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

Side-by-Side Monitoring. Customer service professionals are monitored a minimum of three times per month. Side-by-side monitoring sessions provide immediate feedback on call handling. As part of that monitoring session, employees are evaluated on 72 talking points and scored on a scale of 1 to 4.

Quality Monitoring. WMAC employs an external company to monitor our customer service professionals. The analysts evaluate and assess representatives based on the same internal metrics used by Customer Service Center management. This way, we are able to capture accurate and unbiased performance measurements. **On-the-Job Training .** When a CSR cannot answer a customer's question, we employ First Call Resolution

(FCR). FCR empowers the representative to contact a Supervisor or Lead for guidance or as a resource, if needed, to complete the customer's transaction on the first call. Observing how experienced supervisors handle the call teaches the CSR how to address the same issue on future calls. It also ensures that correct information is communicated the first time, providing an overall better customer service experience for the caller.

Customer Service Scorecard. The Customer Service Scorecard is a monthly evaluation of an individual CSR's performance. The Scorecard provides CSRs with actions and opportunities to develop and improve over the course of the month. The Scorecard is comprised of four qualifying sections:

- Quality Assurance
- Resource Management
- Productivity
- Qualitative Professional Development

Weekly Meetings and Action Plans. In order to maintain and improve our customer service standards, the customer service team meets weekly to discuss any service issues, upcoming area initiatives or events, errors in paperwork and processing, and to review any potential opportunity for improving the overall customer experience. The team develops action plans to resolve any issues, update any training materials, and adjust staffing plans as needed. All results from these action plans are reviewed and quantified for continuous improvement.

These additional exercises create a learning environment that gives our newest customer service professionals the opportunity to encounter most situations before actually responding to a live call.

Driver Training



Our drivers are on the front line for providing exceptional service to our customers. To ensure our drivers provide outstanding customer service, WMAC requires them to attend extensive customer service training sessions in which they learn and are required to meet the City of Oakland's customer service standards. As a result, some of the key actions and behaviors that our drivers perform each day are as follows:

- Using friendly non-verbal communications with customers
- Always speaking in a friendly voice and maintaining a pleasant demeanor
- Answering and ending each customer communication with a SMILE
- Offering to clean up any items/debris during collection, before the customer has to ask
- Monitoring customer containers and quickly replacing broken/damaged ones before the customer has to ask
- Understanding the customer's needs
- Explaining what items can and cannot be placed in each container and why
- Monitoring a customer's load and knowing when to suggest a service increase/decrease
- Acting as a consultant to optimize the service for the customer
- Taking the time to inform customers of holiday schedules one week before a major holiday
- Owning the customer's issue and saying, "I'm sorry that we disappointed you. But I ensure we will work hard to correct the situation."

These behaviors ensure our customers receive excellent service and have a positive impression of WMAC.

Educational Training & Seminars

In an effort to support the City's Zero Waste goals, WMAC will provide the City with seminars, lunch-time training, and other educational sessions in which WMAC recycling coordinators will disseminate diversion education throughout the calendar year in various Oakland locations. WMAC will work with the City to design and develop a strategic outreach plan that targets specific locations to drive diversion participation. Tours of all WMAC facilities will also be provided.

How We Measure Success

The first pillar of our Customer Experience model is to excel operationally. At WMAC, 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 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 a 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

The measurements below are used to track how successful we are in the area of customer setup:

- Percentage of defective setups
- Number of errors by line of business
- Number of errors by responsible party

Operations

We utilized the following measures to achieve 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.)

Measuring Missed Pickups (MPU) is arguably the most important indicator of our ability to satisfy our customers' service delivery expectations. The acceptable standard of performance for MPUs is that there should be fewer than or equal to 1 MPU per 1,000 customers per service category and per service sector each month.

Call Handling

At WMAC, we focus on our customers' ability to reach us effectively, monitoring the following metrics:

- Average speed to answer and hold time
- Abandonment rate
- Average length of call
- Number of calls taken each hour

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

The following are just some of the comments WMAC has received recently from customers in Oakland about our drivers:

- *Customer service is superb and reliable.*
- *Our local drivers are great!*
- *The collectors are very good and take pride in their jobs.*
- *Our garbage man is the reason (the service) is outstanding he picks up in the Winton Street area off Santa Clara and he is always courteous, hard-working, on time and extremely efficient when I see him working!*
- *Great service. I never have to worry about a pick up. The drivers are friendly and courteous.*
- *Consistent, reliable and dependable. Very good customer service and communications.*

Based on this feedback, we are extremely pleased with the level of customer service our drivers are providing.

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.

Customers give WMAC High Service Rankings

Our Customer Service Team earns an average of 4.56 (out of 5) on all service call surveys.

This tool enables WMAC 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.

WMAC will provide a world-class customer experience through:

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

Integrated Customer Experience

WMAC recognizes the importance of creating an all-around positive customer experience. Providing an integrated customer experience allows the customer to define how they would like to engage with us, creating a personalized experience with each touch-point. Accordingly, WMAC's Customer Service Strategy is to provide a multi-channel integrated experience for our customers, leveraging best in class technologies and customer service practices.

Customers will experience multi-directional touch-points with WMAC, with their contact preferences, schedules, and needs at the forefront. The key to this strategy is alignment across the organization, and the ability to be agile while remaining customer-centric.

Customer Relationship Management—Customer Experience Representatives

Phone - Our Customer Experience Representatives are comprehensively trained and equipped with state-of-the-art tools to provide FCR for our Oakland customers.

The hours of operation for the call center will be 8 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 and receive a prompt reply from a knowledgeable member of the Customer Experience Team. WMAC offers a dedicated email address and a website from which customers can email their inquiries. The dedicated Oakland Customer Experience Team responds to all emails in the order in which they were received, no later than the close of the following business day. 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.

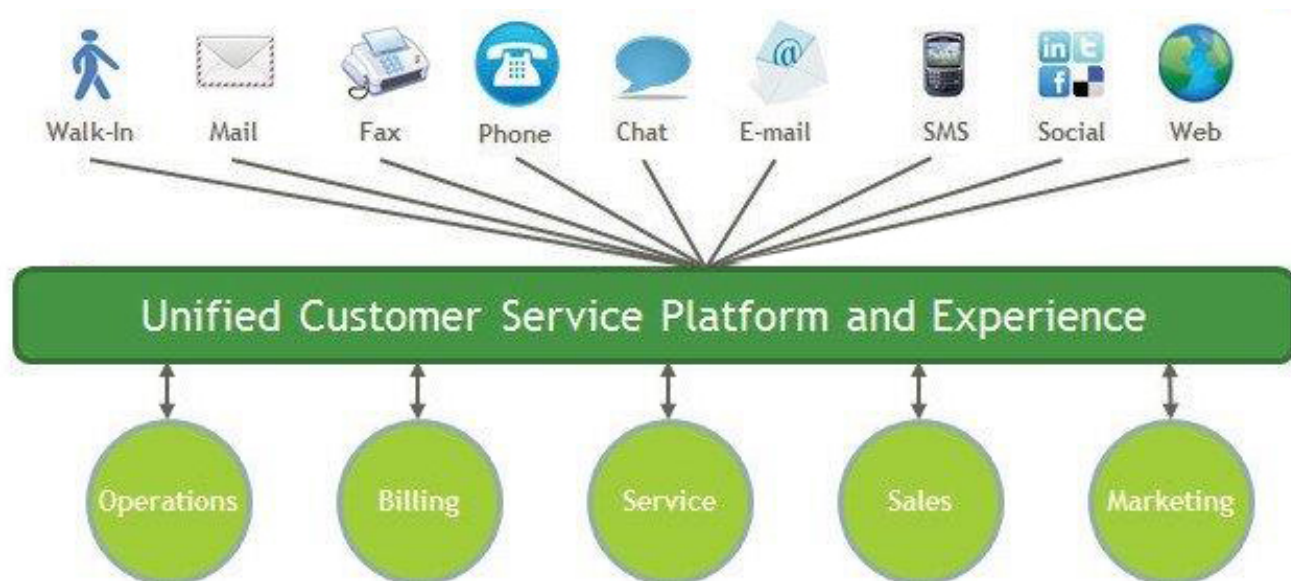
Live Chat - WMAC will also offers the ability for customers to contact us using the live chat feature on our website. Live chat will allow customers to avoid picking up the phone and provide prompt and positive resolution to their inquiries. This is an increasingly popular channel for communication and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

Walk-In - Our Oakland office on 98th Avenue provides continuous customer service. It's a place for residents to seek on-site educational assistance, address service-related requests, and make in-person payments.

Mail - While WMAC encourages 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, WMAC welcomes 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, WMAC is committed to providing the highest level of service through these channels if the customer so wishes. Customer inquiries and concerns will be timely and effectively managed by our Customer Experience Team. Social media will also be an outlet for WMAC 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:

- Transparent online pricing and service offerings, including the ability to set up new service
- Ability to change services
- Service calendars and notifications
- Amnesty days
- 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)
- Customer Experience Representative interaction (via live chat and e-mail)
- “Track My Driver” function, allowing customers to view the ETA of their pickup
- Targeted promotions, coordinated with City staff, aimed at providing value to the customer
- **SMS** -Customers can send and receive SMS using WM app to enable 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)
- “Track My Driver” function, allowing customers to view the ETA of their pickup

Tailored Web Capabilities

In order to provide the City with current information about its Zero Waste achievements, WMAC will provide a customized website that can be used by both customers and the City of Oakland. WMAC, in partnership with the City will design and maintain a publicly accessible website that uses graphics and statistics illustrating the City’s progress toward becoming a Zero Waste community. In this way, the City, residents and businesses will have access to one online location to get complete and comprehensive information about City services and achievements.

There will be dedicated sections for residential and commercial customers, the City of Oakland, and

community outreach programs. Visitors will be able to:

- Sign-up for basic and add-on services
- Modify existing service
- Schedule one-time services
- Pay for services
- Opt-in/opt-out for electronic communications (e.g., text and email)
- View service disruptions
- View holiday calendars
- Contact WMAC with any questions or concerns
- View future service or price changes
- View community events supported by the City of Oakland and WMAC
- View resources to support the City's Zero Waste initiative
- Print signs for organics and recycling programs
- Download training for employees around implementing recycling and organics service

All of the services listed above will also be accessible via WM's iPhone app.

Driving Efficient Service Delivery with Technology

Onboard Computing System (OCS) mobile technology integrated into our fleet, coupled with advanced route optimization, decision sciences, and business intelligence technologies allow WMAC to continually measure our internal operational performance. This helps ensure our drivers and route logistics maintain the highest level of safety, efficiency, and quality of service possible. Our business intelligence dashboards and exception-based reports provide valuable insight into vehicle, driver, and route performance. This data allows us to proactively address service issues. Our enterprise data warehousing and reporting systems provide a 360 degree view of the services we provide, identify trends and provide proactive solutions. In our industry, we are best suited to address the complex objectives of municipalities. Among the benefits to City of Oakland, its businesses and residents are:

- Optimizing assets to maintain a high quality, efficient fleet, and ensure consistent service
- Scheduling capabilities to avoid interruption due to traffic flow
- Assessing container sizes, frequencies, and other programs (e.g., recycling) based on analysis of waste stream and disposal tonnage, or based on past service history with similar types of service customers to make service recommendations
- Identifying service issue trends to proactively address before further degradation to the City

Online Estimate Time of Arrival (ETA)

As our presence grows in communities, so does our responsibility to inform our customers of service times. Traditionally, ETA analysis is a time-consuming, manual process that can result in either the customer experiencing hold time or a call back. With our OCS technology, we are able to process near

real time routing data to provide a reasonable estimate of when service is expected to be performed within a three hour time window for commercial and residential customers and a 4 hour time window for roll off customers. This enables us to respond to customer inquiries on demand through the web, providing updates with no call hold time.

Online Diversion and Recycling Tracking (DART)

With increasing demand for sustainable construction, higher reuse, and recycling rates, WMAC can provide the City of Oakland 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 nontraditional items that can be put to reuse—like 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 WMAC 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
- Access secure, self-service portal to create customizable reports according to a variety of criteria with just a few clicks
- Produce consistent reports formatted to align with the structure of your business



Track and reports for LEED™ certification submissions with reports that are easily uploaded to the Green Building Certification Institute's LEED Online system

- Use automatic calculators for creating your own environmental impact for marketing purposes
- Export and download graphs and charts

Customer Reporting

WMAC offers customer-centric reporting tools to facilitate the tracking of key metrics at the county and state levels. We can furnish service details for municipality franchise agreements and tonnage for all locations managed by WMAC. Our technology improves the accuracy and timeliness of reports, offering insight into all environmental solutions we manage for small and medium businesses and municipalities.

The City of Oakland will benefit from our Customer Reporting to provide insight into:

- Service usage
- Environmental and sustainability analysis to maximize diversion
- Service optimization

- Summary billings
- Location-level detail
- Aggregation across multiple time periods
- Export and download of data and charts

Customized Reporting Enabled by "Big Data"

In order to help the City of Oakland reach its diversion goals, WMAC has the ability to utilize our fully integrated systems to produce specific information requested by the City. These reports could range from trending what services or products Oakland residents have used throughout a year in order to better predict the specifications of the City's next waste contract, to providing Oakland with a detailed analysis of how each of its residents is tracking to the City's waste production goals. WMAC can query commercial, roll-off, residential and multifamily data and produce multiple reports based on the City's needs. Whatever customer and WMAC-specific data the City of Oakland needs, we have the capability to provide it.