



Board of Directors Meeting Agenda
March 12, 2020
6:15 p.m.

**** Please Note the early start time ****

**San Pablo City Hall
City Council Chambers
1 Alvarado Square (13831 San Pablo Avenue)
San Pablo, CA 94806**

Americans with Disabilities Act

In compliance with the Americans with Disabilities Act of 1990, if you need special assistance to participate in an Authority meeting, or you need a copy of the agenda, or the agenda packet in an alternative format, please contact the Authority's Manager of Administrative Services at (510) 215-3125. Notification of at least 48 hours prior to the meeting or time when services are needed will assist Authority staff in assuring that reasonable arrangements can be made to provide accessibility to the meeting or service.

Public Comment

Members of the public may address the Board of Directors on items that are within the jurisdiction of the Authority. Comments by the public pertaining to items listed in this Agenda should be made at the time the item is considered by the Board of Directors. Please note this Agenda contains an item for the Public to address the Board on non-agenda matters. Each speaker is limited to 3 minutes and may speak only once under each agenda item. The Board of Directors may waive these provisions. If you desire to address the Board, please submit your request on a Speaker's Card available from the Secretary.

1. CALL TO ORDER AND ROLL CALL

The Chair will call the meeting to order and the Secretary will call the roll to establish the presence of a quorum.

2. CLOSED SESSION

1. Public Employee Performance Evaluation

Title: Legal Counsel

2. Report Out of Closed Session: Provide a report to the Public in open session of reportable action(s) taken by the Board during closed session.

3. PLEDGE OF ALLEGIANCE

The Chair or a Member of the Board will lead the Pledge of Allegiance.

4. EX PARTE COMMUNICATIONS DISCLOSURES

The Chair of the Board will ask if any Director has an ex parte disclosure, pursuant to the Authority's Ex Parte Communications Policy, on any agenda items.



5. PUBLIC COMMENT

Receipt of public comment on non-agenda matters.

6. CONSENT CALENDAR

All matters listed in the Consent Calendar will be enacted with one motion. There will be no separate discussion of the items listed. However, upon request by a member of the Board or the Public, items will be removed from the Consent Calendar and considered separately in the agenda order.

Consideration of a motion to approve the following actions:

6.0 January 16, 2019 Authority Board Meeting Minutes

Note: To vote on the adoption of the minutes does not require a Director to have been present at the subject meeting.

6.1 Approve Calendar Year 2020 Board Meeting Schedule

Motion to approve the proposed Calendar Year 2020 Board Meeting Schedule.

6.2 Municipal Resource Group, LLC Contract Amendment #2 for Administrative Services

Authorize the Executive Director to approve Amendment #2 to the existing agreement with Municipal Resource Group, LLC., for Human Resources and Financial Consulting Assistance, extending the agreement ending date to June 15, 2020 and increasing the agreement amount by \$27,500 from \$95,000, to a total of up to \$122,500.

END OF CONSENT CALENDAR

7. STAFF REPORT

Staff will provide updates on recent and upcoming activities.

Process for Addressing Agenda Items Before the Board of Directors

- *Chair reads the agenda item*
- *Staff presents their report*
- *Board questions staff*
- *Public comments are heard*
- *Board discusses item*
- *A motion is made*
- *Final Board discussion*
- *Motion is restated and seconded for the record*
- *Board votes or provides direction to staff*

8. REGULAR AGENDA

8.0 Election of Board Chair and Vice Chair

Nomination of candidates and election of Board Chair and Vice Chair for a term beginning March 13, 2020 and ending January 31, 2021.

8.1 Approve Contract with R3 Consulting for SB1383 Planning Assistance

Authorize the Executive Director to enter into a contract with R3 Consulting in an amount not to exceed of \$63,170 for SB1383 Planning Assistance.

8.2 Approve Contract with Recyclist for Program Tracking Software

Authorize the Executive Director to enter into an agreement with Recyclist in an amount not to exceed \$67,400 for a one-time set-up fee and a three-year subscription to Program Tracking Software for the Republic and El Cerrito service areas.

END OF REGULAR AGENDA

9. BOARD MEMBER AND STAFF ANNOUNCEMENTS

INFORMATION ONLY. Announcement of matters of interest by Board Members, Alternate Board Members, Executive Director and General Counsel.

10. ADJOURNMENT

Consideration of a motion to adjourn. The next regular Board of Directors' Meeting is scheduled for May 14, 2020.



Agenda Report

Date: March 12, 2020
To: West Contra Costa Integrated Waste Management Authority Board
From: Peter Holtzclaw, Executive Director
Subject: January 16, 2020 Authority Board Meeting Minutes

ACTION REQUESTED

Consideration of ADOPTION OF A MOTION to approve the subject minutes.

Note: To vote on the adoption of the minutes does not require a Director to have been present at the subject meeting.

BACKGROUND

The minutes of the January 16, 2020 Board meeting are attached.

FISCAL IMPACT

None.

Respectfully Submitted,

Peter Holtzclaw

Peter Holtzclaw
Executive Director

Attachment 1: January 16, 2020 Board Meeting Minutes

WEST CONTRA COSTA INTEGRATED WASTE MANAGEMENT AUTHORITY BOARD OF DIRECTORS MEETING MINUTES – JANUARY 16, 2020

Meeting Date | Time 1/16/2020 6:15 PM | Meeting Location San Pablo City Council Chambers, 13831 San Pablo Avenue, San Pablo, CA

Meeting called by Board of Directors
Type of meeting Regular
Authority Staff Present Peter Holtzclaw, Christina Leard, Andy Schneider
Legal Counsel John Bakker

Board Members Present:
Directors: G. Lyman (Chair), El Cerrito; D. Romero, Hercules; P. Murray, Pinole; A. Pineda (Vice Chair), San Pablo; N. Bates, B. Choi and J. Myrick, Richmond
Absent: F. Glover (Ex-Officio) Contra Costa County

CALL TO ORDER/ROLL CALL

Chair Lyman called the meeting to order at 6:20 P.M. The Roll Call established the existence of a quorum (Bates, Choi*, Lyman, Murray, Myrick*, Pineda*, and Romero). *Directors Choi, Myrick and Pineda arrived during closed session.

CLOSED SESSION

Chair Lyman adjourned into closed session at 6:21 P.M. to consider the following:

- 1. Public Employee Appointment**
Title: Executive Director
- 2. Report Out of Closed Session**

The Board returned to open session at 7:10 P.M., and Chair Lyman advised that no action had been taken during closed session.

PLEDGE OF ALLEGIANCE

Chair Lyman led the Pledge of Allegiance.

EX-PARTE COMMUNICATIONS & DISCLOSURE/PUBLIC COMMENT

Chair Lyman called for ex-parte communications. There were none.

There were no comments from the public.

CONSENT CALENDAR

MOTION by Director Myrick to approve the Consent Calendar consisting of Items 6.0, 6.1, and 6.2.

SECOND by Director Murray.

MOTION PASSED unanimously.

STAFF REPORT

Staff Report Item 7.0 | Presenter Peter Holtzclaw – Executive Director

Executive Director Peter Holtzclaw reported that:

- 1) Recycling and Solid Waste Program Manager Christina Leard had been shouldering two to three jobs and was looking forward to new staff to ease that burden.

Recycling Program Manager Andy Schneider reported that:

- 1) Through the continued focus on compliance work with Republic Services, Cascadia Consulting, and the Civic Spark Fellow, AB 1826 compliance had been brought back up to 74 percent for the current threshold, and that progress and regular meetings with CalRecycle had resulted in a positive work relationship, and CalRecycle was preparing to send all Member Agencies a letter to identify that its expectations had been met for the 2019 requirements. He added that the quarterly implementation reports were no longer required and CalRecycle was encouraging RecycleMore to continue gaining participation in the organics and recycling programs and continue improving data management systems as the threshold was again expected to change this year to cover more accounts.
- 2) There was another opportunity to apply for another Civic Spark Fellow for this year. The current Civic Spark Fellow Shannon Casey was applauded for all her work. He added that Ms. Casey could apply for the new Civic Spark Fellowship, if desired.

Mr. Holtzclaw also reported that:

- 1) Staff had taken possession of the new office at 3220 Blume Drive and planned to move in mid- to late-February; recruitment remained open for the Finance and Administration Manager and interviews would occur in early February; there had been an Ad Hoc Technical Advisory Committee meeting in December and a meeting with city staff, city managers and Republic Services; one consultant had responded to the October Request for Proposal (RFP) for SB 1383 planning and a report would be provided to the Board after more information on 1383 guidelines had been provided by the state; and the 2020 Board schedule was submitted for Board direction with two options for consideration (eleven meetings with an August vacation or eight meetings).

The Board discussed the meeting options and while fewer meetings were recommended by some, concern was expressed that eight meetings could result in longer meetings, which was not the preference of the Board. Other comments suggested that with fewer meetings the limited staff could accomplish more work.

By consensus, the Board agreed with a 2020 meeting schedule for eight meetings on the second Thursday each month and recommended an earlier start time of 6:15 P.M., at least for the next meeting to verify whether or not there was an established policy for meeting times. The Board agreed with the meeting schedule that included no meetings in February, April, August, or December.

Agenda Item 8.0 – Draft Strategic Management Plan Discussion | Presenter Peter Holtzclaw – Executive Director

Mr. Holtzclaw requested that the item be pulled from the agenda to allow a further review of the document.

Agenda Item 8.1 – West Contra Costa Integrated Waste Management Authority Budget Adjustment for Fiscal Year 2019-20 and Required Adjustments to Fund Reserves | Presenter Peter Holtzclaw – Executive Director

Mr. Holtzclaw noted that the item would complete the 2019-20 budget and rate setting and approve through the Reserve Policy to move money through the reserve accounts.

Director Romero requested that Agenda Item 8.2 related to the request for Reserve Funds for the Office Relocation Project be considered prior to this item.

MOTION by Director Romero to table Agenda Item 8.1, Resolution 20-02 approving adjustments to the Fiscal Year (FY) 2019-20 Operating Budget pending a discussion of the next Agenda Item 8.2 for the use of Reserve Funds for the Office Relocation Project. **SECOND** by Director Myrick.

MOTION PASSED unanimously.

Agenda Item 8.2 – Using \$80,500 from the WCCIWMA Reserve Funds for the Office Relocation Project | Presenter Peter Holtzclaw, Executive Director

Mr. Holtzclaw explained that \$11,500 had been budgeted in the 2019-20 budget for the office relocation without knowing the full budget required for the move. The full budget had now been identified as \$92,000 and without the prior budgeted amount of \$11,500, there remained \$80,500 for the office relocation that would be taken out of the Reserve Fund for tenant improvements, furniture, fixtures and equipment, moving costs and a contingency that would be needed in the next six weeks.

Director Romero recommended that the funds be taken out of Operating Reserves instead of Recycling Reserves which would require an amendment to Item 8.1.

MOTION by Director Romero to authorize the Executive Director to use up to \$80,500 of funding from the Operating Fund Reserve for the office relocation project. **SECOND** by Director Myrick.

MOTION PASSED unanimously.

Agenda Item 8.1 – West Contra Costa Integrated Waste Management Authority Budget Adjustment for Fiscal Year 2019-20 and Required Adjustments to Fund Reserves | Presenter Peter Holtzclaw – Executive Director

MOTION by Director Romero to adopt Resolution 20-02, approving adjustments to the Fiscal Year (FY) 2019-20 Operating Budget (Exhibit A to the Resolution) to project additional revenue from post-collection rates and additional projected expenditures directed by the Board in Resolution 19-06, with an amendment to Section 2 to transfer \$388,983 from the Recycling Fund Reserve to the Operating Fund Reserve, and an amendment to Exhibit A-1 to increase the Operating Fund Reserve to \$388,983; and approving transfers from the Recycling Reserve Fund in accordance with Resolution 19-06 and Resolution 18-02 . **SECOND** by Director Choi.

MOTION PASSED unanimously.

BOARD MEMBER AND STAFF ANNOUNCEMENTS

Chairman Lyman reported that the City of El Cerrito would start its 33rd Martin Luther King, Jr. Parade on Monday, January 20 at 9:00 A.M. at City Hall and end at the High School.

Agenda Item No. 6.0 – Attachment 1

Chairman Lyman also reported that this would be his last meeting after eight years on the Board of Directors and Councilmember Quinto would be attending the meetings in the future. He thanked everyone for their support.

Directors applauded Chairman Lyman for his years of service, leadership, dedication, directness, and calm demeanor on the RecycleMore Board of Directors.

Director Murray reported that Andrew Murray was the new City Manager for the City of Pinole.

Director Choi reported that Laura Snideman would start as Richmond’s new City Manager on January 27, 2020.

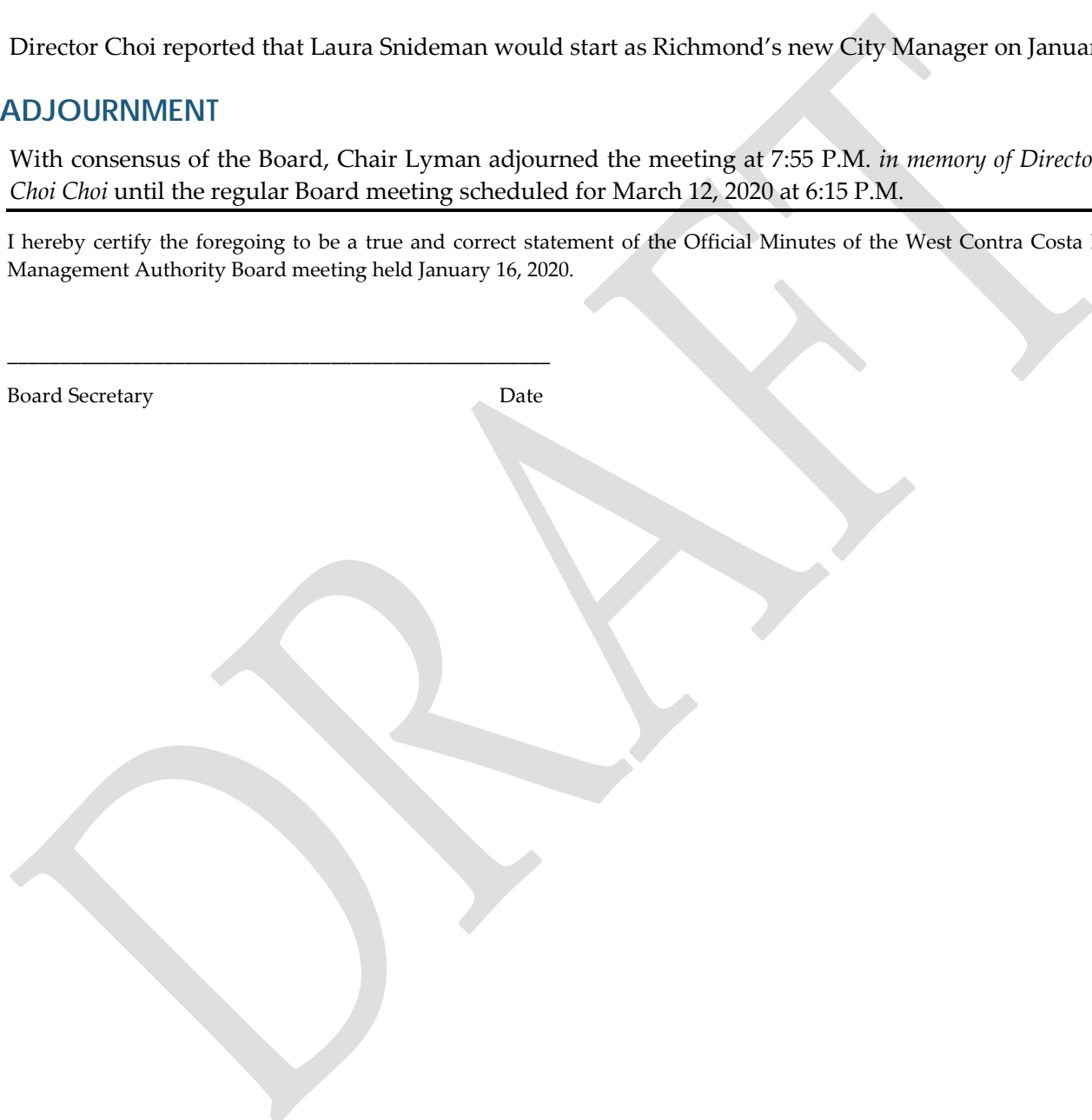
ADJOURNMENT

With consensus of the Board, Chair Lyman adjourned the meeting at 7:55 P.M. *in memory of Director Choi’s brother Choi Choi* until the regular Board meeting scheduled for March 12, 2020 at 6:15 P.M.

I hereby certify the foregoing to be a true and correct statement of the Official Minutes of the West Contra Costa Integrated Waste Management Authority Board meeting held January 16, 2020.

Board Secretary

Date





Agenda Report

Date: March 12, 2020
To: West Contra Costa Integrated Waste Management Authority Board
From: Peter Holtzclaw, Executive Director
Subject: Approve the Calendar Year 2020 Board Meeting Schedule

ACTION REQUESTED

Motion to approve the proposed Calendar Year 2020 Board Meeting Schedule.

BACKGROUND

At the January 16, 2020 Board Meeting, the Board discussed the 2020 Board Meeting Schedule and discussed holding fewer meetings to allow staff to focus on the upcoming office move and allow more staff time for program work. There was general consensus among the Board to hold 8 meetings in 2020 and to push up the meeting start time from 7:00 p.m. to 6:15 p.m. on the second Thursday of the month, effectively cancelling the February, April, and December 2020 meetings.

The new schedule will provide for fewer meetings; but at the same time, should there be time sensitive, pressing issues, the Executive Director can recommend to the Board Chair to hold a Special Meeting.

FISCAL IMPACT

None.

Respectfully submitted,

Peter Holtzclaw

Peter Holtzclaw
Executive Director

Attachment 1 – Proposed 2020 Board Meeting Schedule



WEST CONTRA COSTA INTEGRATED WASTE MANAGEMENT AUTHORITY
BOARD OF DIRECTORS REGULAR MEETING AND AGENDA MAILING SCHEDULE
Calendar Year 2020

Meetings for 2020 are held the second Thursday of the month at 6:15 p.m.

Meeting Location: San Pablo Civic Center Council Chambers, 13831 San Pablo Ave., San Pablo

** San Pablo City Hall and Council Chambers will be relocating around April 2020 to 1000 Gateway Avenue (off San Pablo Avenue) in San Pablo. Check www.recyclemore.com for final determination of meeting locations for the April and May 2020 meetings.

MEETING DATE	AGENDA CLOSES	AGENDA DISTRIBUTED
*16-Jan-20	2-Jan-20	10-Jan-20
	CANCELLED	
12-Mar-20	27-Feb-20	6-Mar-20
	CANCELLED	
14-May-20	30-Apr-20	7-May-20
11-Jun-20	28-May-20	4-Jun-20
9-Jul-20	25-Jun-20	2-Jul-20
	No Meeting in August	
10-Sep-20	27-Aug-20	4-Sep-20
8-Oct-20	24-Sep-20	2-Oct-20
12-Nov-20	29-Oct-20	5-Nov-20
	CANCELLED	

* Indicates a rescheduled meeting date



recyclemore
WEST CONTRA COSTA INTEGRATED
WASTE MANAGEMENT AUTHORITY

Agenda Report

Date: March 12, 2020
To: West Contra Costa Integrated Waste Management Authority Board
From: Peter Holtzclaw, Executive Director
Subject: Municipal Resource Group, LLC Contract Amendment #2 for Administrative Services

ACTION REQUESTED

Authorize the Executive Director to approve Amendment #2 to the existing agreement with Municipal Resource Group, LLC., for Human Resources and Financial Consulting Assistance, extending the agreement ending date to June 15, 2020 and increasing the agreement amount by \$27,500 from \$95,000, to a total of up to \$122,500.

BACKGROUND AND ANALYSIS

Municipal Resource Group (MRG) is currently providing administrative services in the areas of human resources and financial management for RecycleMore. At the June 13, 2019 Board meeting, the Board authorized the Executive Director to enter into an agreement with MRG in the amount of \$45,000 to provide administrative services, for a period of 5 months, from June 17, 2019 to November 15, 2019. The contract was amended in November to extend until March 31, 2020, with a total contract amount of \$95,000.

Staff is requesting Board approval to amend the MRG agreement to provide an additional 2 ½ months of administrative services, through June 15, 2020. This request is made to allow MRG to continue to provide administrative services while recruitment for the Manager of Finance and Administration is in progress. Extending the MRG agreement to June 15, 2020 would allow about MRG to continue services and then help transition the new Manager of Finance and Administration once hired.

FISCAL IMPACT

This contract extension will be funded by salary savings from the budgeted position of Manager of Finance & Administration.

Respectfully submitted,

Peter Holtzclaw

Peter Holtzclaw
Executive Director

Attachment 1: Original Agreement with MRG dated June 17, 2019

AGREEMENT FOR SERVICES

This Agreement is made and entered into this 17th day of June, 2019 by and between the **West Contra Costa Integrated Waste Management Authority** (hereinafter referred to as "RECYCLEMORE"), and **Municipal Resource Group, LLC**, (hereinafter referred to as "CONSULTANT").

1. SCOPE OF SERVICES

See Exhibit "A": Proposal dated May 29, 2019

2. DELIVERABLES

The tasks detailed in the Scope of Services will be completed in a reasonable timeline in coordination between RECYCLEMORE and CONSULTANT.

3. RESPONSIBLE PERSONNEL AND DIRECTION

Mike Oliver will be charged with the completion of the CONSULTANT'S responsibilities under this Agreement. CONSULTANT shall report to and receive direction from Stan Hakes, Executive Director, or from future Interim Executive Director.

4. COMPENSATION

CONSULTANT agrees to perform the Scope of Services delineated herein, and RECYCLEMORE agrees to make payments for work completed under the following terms:

1. **Fees.** CONSULTANT fees shall not exceed \$43,000

5. TERM OF AGREEMENT

Unless otherwise agreed to in writing, the term of this Agreement shall be from June 18, 2019 through November 15, 2019.

6. AMENDMENT

This Agreement may be amended, modified or changed by the parties provided that modification or change is in writing and approved by the authorized representatives of the parties.

7. OWNER OF DOCUMENT/PROPRIETARY INTEREST

It is agreed that RECYCLEMORE has a proprietary interest in all material prepared by CONSULTANT under this Agreement, with the exception of promotional materials, and may retain, alter or use as it sees fit all portions of the material prepared for the completion of the project.

8. SUBCONTRACTORS

CONSULTANT may utilize professional subcontractors only as approved by RECYCLEMORE.

9. ADDITIONAL SERVICES

In the event RECYCLEMORE desires to retain CONSULTANT for the performance of additional services in connection with this Agreement, specification of such additional services and compensation therefore shall be made only by amendment to this Agreement in accordance with compensation rates to be negotiated at that time.

10. INDEPENDENT CONTRACTOR

It is specifically understood and agreed that in the making and performance of this contract, CONSULTANT is an independent contractor and is not and shall not be an employee, agent, or servant of RECYCLEMORE.

11. NONDISCRIMINATION

There shall be no discrimination against any employee who is employed in the work covered by this contract, or against any applicant for such employment because of age, race, religion, sex or national origin.

12. CONSULTANT CONFLICT OF INTEREST

CONSULTANT will comply with all conflict of interest laws and regulations including, without limitation, RECYCLEMORE's Conflict of Interest Code (on file in RECYCLEMORE Clerk's Office). It is incumbent upon the CONSULTANT or CONSULTANT'S firm to notify RECYCLEMORE of any staff changes relating to this Agreement.

13. ASSIGNMENT

CONSULTANT shall not assign any interest in this contract, and shall not transfer any interest in the same without the prior written consent of RECYCLEMORE.

14. AGREEMENT BINDING

This Agreement is binding on the heirs, successors and assigns of the parties hereto.

15. APPLICABLE LAW AND ATTORNEY'S FEES

This Agreement shall be construed and enforced in accordance with the laws of the State of California. Should any legal action be brought by a party for breach of this Agreement or to enforce any provisions of the Agreement, the prevailing party in such action shall be entitled to reasonable attorney's fees, court costs or any other costs as may be fixed by the court. Any action arising out of this Agreement shall be venued in the Superior Court of the State of California in and for the County of Contra Costa.

16. SEVERABILITY

If any one or more of the covenants and agreements or portions thereof shall be held by a court of competent jurisdiction in a final judicial action to be void, voidable or unenforceable, such covenant, or covenants, such agreement or agreements, or such portions thereof shall be null and void and shall be deemed severable from the remaining covenants and

agreements or portions thereof, and shall in no way affect the validity or enforceability of the remaining portions of this Agreement.

17. TERMINATION

- A. RECYCLEMORE may terminate this Agreement at any time, without cause, by giving the CONSULTANT one(1) (i.e., 30 calendar days) written notice of discontinuance and termination of Agreement.
- B. RECYCLEMORE may, at any time, at its discretion, abandon or suspend any portion of the work being done under the terms of this Agreement. In the event of abandonment or suspension of work for which professional services have been performed under this Agreement by CONSULTANT or in the event of the termination of this Agreement, the CONSULTANT shall immediately stop work on the project required by this Agreement, or shall stop work at the stage directed by RECYCLEMORE.
- C. In the event of Agreement termination, RECYCLEMORE shall pay CONSULTANT all sums then due and unpaid under the Agreement, including sums for work not completed, but in preparation, on a time and materials basis. Payment by RECYCLEMORE of such compensation shall be considered full and final settlement of all work performed by the CONSULTANT under this Agreement.

18. INSURANCE AND INDEMNIFICATION

- A. **Insurance Requirements.** Before beginning any work under this Agreement, CONSULTANT, at its own cost and expense, unless otherwise specified below, shall procure the types and amounts of insurance listed below against claims for injuries to persons or damages to property that may arise from or in connection with the performance of the work hereunder by the CONSULTANT and its agents, representatives, employees, and subcontractors. CONSULTANT shall maintain the insurance policies required by this section throughout the term of this Agreement. Verification of the required insurance shall be submitted and made part of this Agreement prior to execution.
- B. **Workers' Compensation.** CONSULTANT shall, at its sole cost and expense, maintain Statutory Workers' Compensation Insurance and Employer's Liability Insurance for any and all persons employed directly or indirectly by CONSULTANT. The Statutory Workers' Compensation Insurance and Employer's Liability Insurance shall be provided with limits of not less than ONE MILLION DOLLARS (\$1,000,000.00) per accident. In the alternative, CONSULTANT may rely on a self-insurance program to meet those requirements, but only if the program of self-insurance complies fully with the provisions of the California Labor Code.
- C. **Commercial General and Automobile Liability Insurance.**
 - 1. **General Requirements.** CONSULTANT, at its own cost and expense, shall maintain commercial general and automobile liability insurance for the term of this Agreement in an amount not less than ONE MILLION DOLLARS

(\$1,000,000.00) per occurrence, combined single limit coverage for risks associated with the work contemplated by this Agreement. Such coverage shall include but shall not be limited to, protection against claims arising from bodily and personal injury, including death resulting therefrom, and damage to property resulting from activities contemplated under this Agreement, including the use of owned and non-owned automobiles.

2. **Minimum Scope of Coverage.** Commercial general coverage shall be at least as broad as Insurance Services Office Commercial General Liability occurrence form CG 0001 (most recent edition) covering comprehensive General Liability on an "occurrence" basis. Automobile coverage shall be at least as broad as Insurance Services Office Automobile Liability form CA 0001 (most recent edition), Code 1 (any auto). No endorsement shall be attached limiting the coverage.
- D. **Additional Requirements.** Each of the following shall be included in the insurance coverage or added as a certified endorsement to the policy:
1. The insurance shall cover on an occurrence or an accident basis, and not on a claims-made basis.
 2. Any failure of CONSULTANT to comply with reporting provisions of the policy shall not affect coverage provided to RECYCLEMORE and its officers, employees, agents, and volunteers.
- E. **Notice of Reduction in or Cancellation of Coverage.** A certified endorsement shall be attached to all insurance obtained pursuant to this Agreement stating that coverage shall not be suspended, voided, canceled by either party, or reduced in coverage or in limits, except after thirty (30) days' prior written notice by certified mail, return receipt requested, has been given to RECYCLEMORE.
- F. **Additional Insured; Primary Insurance.** A certified endorsement at least as broad as Insurance Services Office form number CG 20 10 (11/85 ed.) shall be attached to all policies stating that RECYCLEMORE and its officers, employees, agents, and volunteers shall be covered as additional insureds. A certified endorsement shall be attached to all policies stating that coverage is primary insurance with respect to RECYCLEMORE and its officers, officials, employees and volunteers, and that no insurance or self-insurance maintained by RECYCLEMORE shall be called upon to contribute to a loss under the coverage.
- G. **Variation.** RECYCLEMORE may approve a variation in the foregoing insurance requirements, upon a determination that the coverage, scope, limits, and forms of such insurance are either not commercially available, or that RECYCLEMORE's interests are otherwise fully protected.

19. Indemnification.

CONSULTANT shall indemnify, defend with counsel reasonably acceptable to RECYCLEMORE, and hold harmless RECYCLEMORE and its officials, officers, employees, agents, and volunteers from and against any and all losses, liability, claims, suits, actions, damages, and causes of action arising out of any personal injury, bodily injury, loss of life, or damage to property, or any violation of any federal, state, or municipal law or ordinance, to the extent caused, in whole or in part, by the willful misconduct or negligent acts or omissions of CONSULTANT or its employees, subcontractors, or agents, by acts for which they could be held strictly liable, or by the quality or character of their work.

With respect to third party claims against the CONSULTANT, the CONSULTANT waives any and all rights of any type of express or implied indemnity against the Indemnitees.

However, notwithstanding the foregoing, in accordance with California Civil Code Section 1668, nothing in this Agreement shall be construed to exempt RECYCLEMORE from its own fraud, willful injury to the person or property of another, or violation of law.

20. MISCELLANEOUS PROVISIONS

- A. Neither party shall hold the other responsible for damages or delay in performance caused by acts of God, strikes, lockouts, accidents or other events or conditions beyond the party's control.
- B. In the event any provisions of this agreement shall be held to be invalid and unenforceable, the remaining provisions shall be valid and binding upon the parties. One or more waivers by either party of any provisions, term, condition, or covenant shall not be construed by the other party as a waiver of a subsequent breach of the same by the other party.
- C. This agreement constitutes the entire agreement between the parties and there are no conditions, agreements or representations between the parties except as expressed in said document. It is not the intent of the parties to this agreement to form a partnership or joint venture.
- D. Where the terms and conditions of this Agreement and any attachments or exhibits hereto conflict, the parties expressly agree that the terms and conditions of this Agreement shall prevail and preside.
- E. The Consultant and any subcontractors shall obtain and maintain during the term of this Agreement valid Business Licenses from RECYCLEMORE.


21. ATTACHMENTS

Exhibit A – Proposal from MRG dated May 29, 2019

IN WITNESS WHEREOF, RECYCLEMORE AND CONSULTANT have caused their authorized representatives to execute this Agreement.

RECYCLEMORE

By:



Stan Hakes

Executive Director

RECYCLEMORE Executive Director

6-17-19

Date

CONSULTANT

By:



Mike Oliver

President

June 17, 2019

Date

Exhibit A



**Proposal to Provide Human Resources and
Financial Consulting Assistance to the
West Contra Costa Integrated Waste Management Authority**



MUNICIPAL RESOURCE GROUP, LLC
675 HARTZ AVENUE, SUITE 300
DANVILLE, CA 94526
(925) 314-3889



May 29, 2019

Stan Hakes
Executive Director
Recyclemore—West Contra Costa Integrated Waste Management Authority
One Alvarado Square
San Pablo, CA 94806

Dear Mr. Hakes,

Municipal Resource Group is pleased to provide this proposal to provide Human Resources and Financial consulting assistance to the District.

As you know Municipal Resource Group was founded by broadly experienced municipal professionals. Our consultants have many years of combined hands-on experience working as municipal managers and consultants, providing essential services, insights and support to local governments.

We are pleased to be able to submit our proposal using one of Municipal Resource Group's consultants to conduct these activities. Getachew Demeku-Ousman has extensive municipal government management, finance and human resources experience.

We look forward to the opportunity to work with you on this exciting project.

Sincerely,

Mike Oliver, President
Municipal Resource Group, LLC

Proposal to Provide Human Resources and Financial Consulting Services

Project Background

The West Contra Costa Integrated Waste Management Authority (Recyclemore) has requested Municipal Resource Group provide Human Resources and Financial consulting assistance to the District. The engagement involves conducting the Agency's benefits administration, completion of specified financial activities and risk management coordination for the Agency. Portions of the work will be completed at the Agency offices and portions on a remote basis. The engagement will require one MRG consultant who will be managed by an MRG principal. The tasks are listed below.

1. Benefits Administration Management;
2. Providing accounts payable services, payroll functions and accounting and tracking and reporting agency employee held credit card expenditures;
3. Providing risk management services.

The MRG principal will provide approximately 86 hours of month of management services.

Consultant Assigned to this Project

Municipal Resource Group is proposing an experienced professional to conduct this project for the West Contra Costa Integrated Waste Management Authority:

- *Getachew Demeku-Ousman*, public and private sector consultant with over 20 years of public sector experience as a finance director, benefits administrator and public sector risk management administrator.
- *Mike Oliver*, an MRG principal will manage the project.

Project Cost

Based on the estimated 86 hours per month of consulting services the costs for the above tasks are estimated to be \$10,750.00.

The current Municipal Resource Group hourly rate for Getachew Demeku-Ousman is: \$125.00

Expenses include, but are not limited to, mileage (At current IRS rates), printing, postage, parking and tolls and lodging. Additional work not contemplated in this proposal will be billed at \$125.00 per hour and will begin only after agreed upon between the City and MRG.

The services of Consultant specifically do not include hiring, firing, evaluating or supervising of any Agency personnel. Also, Consultant shall not have contracting or signing authority or act in

the position of a Director or represent a management position at commission or Board meetings

Getachew Demeku-Ousman – Finance & Management Services

MUNICIPAL RESOURCE GROUP, LLC

Telephone: (707) 980-3314

gdemeku@solutions-mrg.com

Getachew Demeku provides advice and counseling to local government agencies in the areas of Finance and Management services. Getachew has over 20 years of experience in accounting, budgeting and financial management.

During the past eight years, Getachew has acted as an independent consultant providing services to municipalities in the Bay Area. He assists agencies in the development, implementation and management of accounting policies and procedures. Getachew has often assisted clients in internal audits, management of complex projects and advising Managing Directors and Finance Directors on financial matters.



Getachew has served as Senior Budget Analyst for Berkeley Unified School District, and Senior Management Analyst for the City of Lathrop. He has also accumulated several years of experience in managerial positions in Fortune 500 companies such as Baxter Healthcare Corporation (Novcor) Ameritech Corporation and Sims Metal America.

In addition to his significant practical experience with major clients, Getachew has been an Accounting and Finance Instructor at University of Phoenix. Getachew earned double-major undergraduate degrees in Economics and Commerce from the University of Toronto, and an MBA from the University of Phoenix, specializing in Business Administration.



Agenda Report

Date: March 12, 2020
 To: West Contra Costa Integrated Waste Management Authority Board
 From: Peter Holtzclaw, Executive Director
 Subject: Election of Board Chair and Vice-Chair

ACTION REQUESTED

Nomination of candidates and election of Board Chair and Vice Chair for a term beginning March 15, 2019 and ending January 31, 2020.

BACKGROUND

Section 7.4, Section 1, Amendment 5 of the Joint Powers Agreement provides that the Board of Directors shall select from the membership of the Board representing the Member Cities, a Chair and Vice-Chair who shall hold office for a period of one year commencing February 1 of each year. Section 7.4, provides the following guidelines: (1) the Chair and Vice-Chair shall not be representatives of the same Member Agency, (2) no person may serve consecutive terms as Chair or Vice-Chair, and (3) successive Chairs shall not be representatives of the same City.

The current Board Chair was Director Lyman from the City of El Cerrito who is now an alternate and the Vice-Chair is Director Pineda from the City of San Pablo. According to the selection process guidelines, the new Chair cannot represent the City of El Cerrito. Any of the existing Directors except Director Pineda could be Vice Chair, as none of the existing Directors served as Vice Chair in 2019. Finally, both the Chair and Vice-Chair cannot be from the same Member Agency.

The Board should complete selection of the new Board Chair before moving to select the new Board Vice-Chair. For information purposes, a listing of past Chairs and Vice-Chairs of the Authority is attached to this agenda item.

FISCAL IMPACT

None.

RECOMMENDED ACTION

Nomination of candidates and election of Board Chair and Vice Chair for a term beginning March 13, 2020 and ending January 31, 2021.

Respectfully Submitted,

Peter Holtzclaw

Peter Holtzclaw
 Executive Director

Attachment 1: WCCIWMA List of Past Chairs and Vice-Chairs

West Contra Costa Integrated Waste Management Authority

**LIST OF PAST CHAIRS AND VICE CHAIRS
OF THE AUTHORITY BOARD OF DIRECTORS**

Fiscal Year	CHAIR		VICE CHAIR	
	Director	Representing	Director	Representing
1993/1994	Bartke	Hercules	Ziesenhenné	Richmond
1994/1995	Corbin	Richmond	Gomes	San Pablo
1995/1996	Gomes	San Pablo	Griffin	Richmond
1996/1997	Griffin	Richmond	Ritz ¹	El Cerrito
1997/1998	Alegria	Pinole	Evans	Richmond
1998/1999	Evans	Richmond	Friedman	El Cerrito
1999/2000	Friedman	El Cerrito	Bell ²	Richmond
2000/2001	Bell	Richmond	Gomes ³	San Pablo
2001/2002	Gomes	San Pablo	Balico	Hercules
2002/2003	Balico	Hercules	Rogers	Richmond
2003/2004	Moore	El Cerrito	Alegria	Pinole
2004/2005	Alegria	Pinole	Bates	Richmond
2005/2006	Bates	Richmond	Gomes	San Pablo
2006/2007	Gomes	San Pablo	Viramontes/Marquez ⁴	Richmond
2007/2008	Marquez	Richmond	Balico	Hercules
2008/2009	Balico	Hercules	Moore/Jones ⁵	El Cerrito
2009/2010	Jones	El Cerrito	Lopez	Richmond
2010/2011	Lopez ⁶	Richmond	Murray	Pinole
2011 ⁷	Murray	Pinole	Bates	Richmond
2012	Bates	Richmond	McNeil	San Pablo
2013	Romero	Hercules	Valdez	San Pablo
2014	Valdez	San Pablo	Lyman	El Cerrito
2015	Lyman	El Cerrito	Murray	Pinole
2016	Murray	Pinole	Myrick	Richmond
2017	Romero	Hercules	Choi	Richmond
2018	Choi	Richmond	Valdez	San Pablo
2019	Lyman	El Cerrito	Pineda	San Pablo

- 1 Office of Vice Chair vacant as of March 1997 due to resignation of Director Ritz.
- 2 Office of Vice Chair served by former Director Bates through November 1999, beginning May 11, 2000 Director Bell served the remainder of the term.
- 3 Office of Vice Chair served by former Director Watson (Hercules) through November 2000. Beginning February 2001, Director Gomes served the remainder of the term.
- 4 Office of Vice Chair served by former Director Viramontes (Richmond) through November 2006. Beginning April 2007, Director Marquez served the remainder of the term.
- 5 Office of Vice Chair served by former Director Moore (El Cerrito) through November 2008. Beginning April 2009, Director Jones served the remainder of the term.
- 6 Office of Chair service by former Director Lopez (Richmond) through January 2011
7. Section 7.4 of the Joint Powers Agreement was amended changing the commencement date of the terms of a Board Chair and Vice Chair from July 1st of each fiscal year to February 1st with the term ending date of January 31st of the following year.



Agenda Report

Date: March 12, 2020
To: West Contra Costa Integrated Waste Management Authority Board
From: Peter Holtzclaw, Executive Director
Subject: Contract with R3 Consulting for SB 1383 Planning Assistance

RECOMMENDED ACTIONS

Authorize the Executive Director to enter into a contract with R3 Consulting for SB1383 Planning Assistance in an amount not to exceed \$61,370.

BACKGROUND

SB 1383 was enacted in 2016 to establish methane emissions reduction targets in a statewide effort to reduce emissions of “short-lived climate pollutants.” Since organic waste disposal in landfills is a primary generator of methane emissions, CalRecycle is charged with significantly reducing landfill disposal of organics. RecycleMore is actively responding to State requirements to reduce organic waste generated by businesses under AB 1826; however, SB 1383 requirements expand organic waste mandates and will cover all forms of organic waste within the entire waste stream, with specific targets for reduction starting in 2020.

After receiving direction from the Board in September, RecycleMore staff issued an RFP for SB 1383 Planning Assistance, the logic being that an expert third party could assist the Authority and its member cities better prepare to implement the multi-prong approach contained in SB 1383. R3 was the only consulting firm to respond to the RFP. Although it was the only bidder, the bid is thorough and meets the needs that RecycleMore and its member cities have for preparing to implement the mandates of SB 1383.

FISCAL IMPACT

The cost of the contract is \$61,370. In the adopted rates set in November 2019, \$225,000 was earmarked for compliance-related activities, which this expense falls under.

DISCUSSION

Engaging with R3 for SB 1383 Planning Assistance allows RecycleMore to maintain compliance security as we enter into the era of SB 1383, scheduled to start in 2022. Compliance security refers to RecycleMore attaining a clean bill of compliance health from CalRecycle in December

2019, and by engaging in this planning process the Authority will set itself up well to maintain that full compliance rating.

Another reason to engage with R3 is that the bulk of R3's work will get into the nuts-and-bolts of implementing the SB 1383 mandate. This includes delineating who-does-what between RecycleMore staff and member city staff (as well as contractor staff) as they pertain to various SB 1383 requirements. R3's work will detail the various necessary municipal ordinances SB 1383 requires, as well as updated procurement policies (especially city purchasing of organic materials) and measuring edible food recovery.

This process will go much smoother with R3 being the facilitator. Process here matters, and having R3 start the discussion from a position of expertise (since they have assisted other multi-jurisdictional communities in SB 1383 planning) will make it easier for member cities and RecycleMore to determine staffing needs and responsibilities when getting into the details of compliance, ordinance-enforcement, and procurement tracking, among other SB 1383 items.

And finally, as SB 1383 really charts a new era of compliance and aggressive diversion goals for our cities, staff wants to use this planning process and its outcome to guide the Fiscal Year 2020-2021 Budget. RecycleMore's 2020-2021 Budget workshop is slated for May, with approval in June. This timeline syncs up well with R3's timeline, and will inform budgetary goals as it nears SB 1383's implementation date.

CONCLUSION

Staff has been carefully considering the implications of SB 1383 and the additional work that will be necessary to comply with the new requirements. Staff have received input from CalRecycle, Republic and others. It would be very beneficial to have recommendations from R3 and its subconsultant team to advise as to the additional requirements and workload created by the implementation of SB 1383.

Respectfully Submitted,

Peter Holtzclaw

Peter Holtzclaw
Executive Director

Attachment 1: Excerpt from R3 Proposal



PROPOSAL FOR:

**Planning Assistance in Response to SB
1383 Organic Waste Reduction Mandates**



SUBMITTED TO:

**West Contra Costa Integrated Waste
Management Authority (RecycleMore)**

October 24, 2019

Northern California Office

1512 Eureka Road, Suite 220, Roseville, CA 95661
Tel: 916-782-7821 | Fax: 916-782-7824

San Francisco Bay Area Office

2600 Tenth Street, Suite 424, Berkeley, CA 94710
Tel: 510-647-9674

October 24, 2019

Ms. Christina Leard

Recycling Coordinator / Administrative Assistant

West Contra Costa Integrated Waste Management Authority (RecycleMore)

13831 San Pablo Avenue

San Pablo, CA 94806

Subject: Proposal for Planning Assistance in Response to SB 1383 Organic Waste Reduction Mandates

Dear Ms. Leard:

On behalf of the R3 Project Team, comprised of prime consultant R3 Consulting Group, Inc. (R3) and subconsultants SCS Engineers, Abbe & Associates, Cascadia Consulting Group, and Debra Kaufman Consulting, I am pleased to submit the attached proposal to provide SB 1383 planning assistance to the West Contra Costa Integrated Waste Management Authority (RecycleMore). We are confident that this Project Team is uniquely qualified to provide needed services to RecycleMore, thanks to a long history of experience working with RecycleMore, its member agencies, and private operating partners, as well as our leadership in achieving compliance with State mandates for similar agencies throughout California.

We are enthusiastic about the opportunity to complete the planning efforts requested by RecycleMore; however, we have compiled this Project Team recognizing that RecycleMore's needs in the coming several years will go beyond the preliminary planning stages for SB 1383. Our proposed Project Team is excellently poised to provide implementation support to RecycleMore's State law compliance actions, including providing AB 1826 technical assistance as well as drafting SB 1383 compliant ordinances, work plans, and staffing and budgetary needs. We further envision assisting RecycleMore and its member agencies in implementing their State law responsibilities, potentially up to and including negotiating with member agency franchised hauler(s) to strengthen those public-private partnerships and assure compliance. We envision that this Project Team will be a key partner to RecycleMore, its member agencies, and private operation partners during the delicate preliminary phases of SB 1383 implementation, which will likely stretch into mid-2021 and beyond.

Team Background, Experience & Qualifications Overview

R3 has assembled a group of proven innovators and industry leaders to ensure that RecycleMore's objectives are met, and includes four accomplished subconsultants, SCS Engineers, Abbe & Associates, Cascadia Consulting Group, and Debra Kaufman Consulting. All five firms have amassed valuable comparative experience that will be brought to bear to the benefit of RecycleMore and its member agencies. Individually, we all have excellent qualifications performing the exact set of services desired by RecycleMore; as a Project Team, we have a demonstrated history of successful and fruitful alliances completing multiple projects with RecycleMore and other multi-jurisdictional clients. By linking our resources and skills, our synergistic Team will utilize a studied, methodical, pragmatic approach that capitalizes on our individual and combined strengths to exceed RecycleMore's goals.

R3 is already known to RecycleMore: we are an environmental consulting firm and California Certified Small Business dedicated to solid waste management and sustainability, and led by Principals Garth Schultz and Richard Tagore-Erwin, who each bring decades of solid waste consulting experience and knowledge that will directly benefit RecycleMore's engagement. R3 provides a range of services to our exclusively municipal clients, including SB 1383 planning, negotiation of franchise agreements designed to align with SB 1383 requirements, evaluating organics collection programs, analyzing organics processing capacity and flow, and providing planning services and recommendations for regulatory compliance. We provide our clients hands-on, action-oriented deliverables that distill often complex regulatory requirements into step-by-step work plans for easy implementation.

Ms. Christine Leard

October 24, 2019

Proposal for Planning Assistance in Response to SB 1383 Organic Waste Reduction Mandates

Page 2 of 2

SCS Engineers (SCS) is one of the oldest and most widely respected employee-owned environmental consulting firms in the United States that helps leaders of solid waste departments comply with AB 341, AB 1826, and SB 1383 by assessing, planning, implementing, supporting, and monitoring well-established and innovative recycling and waste diversion programs.

Abbe & Associates (A&A) specializing in working with municipal clients and institutional and commercial generators to plan and implement the social and physical infrastructure needed to reach high diversion and Zero Waste, and supports communities in the implementation of organics collection programs and edible food recovery programs through outreach and technical assistance.

Cascadia Consulting Group (Cascadia) has been providing AB 1826 technical assistance on behalf of RecycleMore's hauler, Republic Services, and many other jurisdictions, including the Alameda County Waste Management Authority (StopWaste) and San Francisco Department of the Environment. They have also worked with R3 on several similar projects, including our recent SB 1383 planning project for Zero Waste Marin.

Debra Kaufman formerly worked for StopWaste, has rich experience working with public agencies on State compliance activities, and is currently completing the model SB 1383 Ordinance for CalRecycle.

Project Team Summary

I, Garth Schultz, will be your project manager for this engagement. I have nearly two decades of solid waste management experience in both the private and public sectors and have successfully managed project teams made up of multiple firms, including all of our Project Team partners. I also have current experience successfully working with RecycleMore and many other joint power authorities (JPAs) and multi-jurisdictional clients to develop strategies for legislative compliance and organics planning, particularly with regard to SB 1383 and AB 1826. I will be supported by R3 Project Manager Rose Radford, R3 Senior Project Analyst Emily Ginsburg, and R3 Project Analyst Claire Wilson, who all share organics planning expertise. SCS's Tracie Bills, Lisa Coelho, and Amber Duran will work primarily on the organics capacity planning exercise and will bring a valuable outsider perspective on our work identifying and recommending pathways to compliance. A&A Principal Ruth Abbe, and A&A Associates Susan Blachman and Marie Mourad will bring their experience implementing edible food recovery programs in the nearby JPA, RecycleSmart, to complete the edible food recovery program analysis and recommendations. Cascadia is included in our Project Team because of their experience implementing technical assistance on behalf of Republic in the RecycleMore service area. DKC's Debra Kaufman is available to provide support with respect to SB 1383 Ordinance adoption and implementation.

Prime Consultant Office & Contact Information

The Project Team will be utilizing the following project headquarters for RecycleMore's project:

- | | |
|--|---|
| ▪ San Francisco Bay Area
2600 Tenth St., Suite 424, Berkeley, CA 94710
(510) 647-9674 | ▪ Northern California / Corporate
1512 Eureka Rd., Suite 220, Roseville, CA 95661
(916) 782-7821 |
|--|---|

Should you have any questions regarding our proposal, or need any additional information, please contact me, R3 Principal and proposed Project Manager, Garth Schultz, by phone at (510) 292-0853 or by email at gschultz@r3cgi.com. As Principal at R3, I am authorized to contractually obligate R3 and negotiate contracts on behalf of the organization.

Sincerely,

R3 CONSULTING GROUP



Garth Schultz | Principal

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Section 3: Proposer (Consultant) Staffing 3-1

Section 4: Experience and Qualifications 4-1

Section 5: Samples of Work *(Note: Full work samples provided on USB Drive)*

- Zero Waste Marin** – Organics Infographics *(R3 & Cascadia)*
- Zero Waste Marin** – Final Report: Organics Generation and Capacity Analysis *(R3, Cascadia, & DKC)*
- Zero Waste Marin** – Presentation for Board of Directors: Material Flow and Capacity Analysis *(R3)*
- City of Riverside** – Memo: Summary of City Organics Services Program *(R3)*
- City of Santa Rosa** – Zero Waste Master Plan Infographic *(R3)*
- City of Santa Rosa** – Final Document: Zero Waste Master Plan *(R3, SCS & Cascadia)*
- Waste Today** – Magazine Article by Tracie Onstad Bills and Lisa Coelho: *Shifting Focus (SCS)*
- Northern California Recycling Association & StopWaste** – Final Report: Commercial Food Waste Reduction in Alameda County: Opportunities for Preventing and Recovering Wasted Food from Businesses and Institutions *(A&A)*
- West Contra Costa County (client under NDA)** – Presentation for RecycleMore Board: AB 1826 / AB 341 Technical Assistance Summary *(Cascadia)*

Section 6: References 6-1

R3

Section 1

Work Plan

Work Plan

Project Understanding and Background

SB 1383, or Short-Lived Climate Pollutants: Organic Waste Methane Emissions Reductions, establishes methane emissions reduction targets and grants CalRecycle the authority to pass regulations to achieve those targets. The law is an unfunded state mandate which passes responsibility for achieving the targets to local agencies. According to a preliminary analysis of RecycleMore's Joint Exercise of Powers Agreement (JEPA), RecycleMore is responsible for compliance activities on behalf of its member agencies. The JEPA anticipates possible increases in state requirements, of which SB 1383 is certainly one.

Now in the final rulemaking stage, this new state law has the immediate goal of reducing organic waste sent to landfill and the ultimate objective of reaching statewide methane emissions reduction targets. Specifically, it sets a statewide goal for the reduction in organic waste to landfills – 50% by 2020 and 75% by 2025 – in addition to the recovery of 20% of edible food waste for human consumption. SB 1383 will require local governments to provide organics collection to all generators, and all generators to subscribe. It also has specific mandates for container systems, education and outreach programs, monitoring and contamination reporting, and enforcement of regulations. Full SB 1383 implementation will begin at the beginning 2022, which means there is some time for jurisdictions to plan and prepare for achieving compliance.

By the time the contract associated with this RFP is awarded, it is possible (but unlikely) that the regulations implementing SB 1383 will be finalized.

RecycleMore is a Joint Powers Authority (JPA) that is responsible for legislative compliance on behalf of its member agencies. Five member agencies hold exclusive franchise agreements with Republic Services, Inc. (Republic). One member agency holds an exclusive franchise agreement for residential service with a small collection company that only serves that city. That city also has unique post-collection arrangements and a slightly different staffing configuration than the other member agencies. One member agency accounts for a large portion of the tonnage collected by all member agencies. Another member agency is a county which is also a member of another JPA, and also has some territory that is not related to either of the two JPAs it participated in.

The JPA is funded via a surcharge passed on to post-collection rates paid at the post-collection facility, Golden Bear Transfer Station and associated sites, which are owned by Republic. The surcharge is assessed on an annual basis depending upon JPA revenue needs. The JPA holds a post-collection agreement and has established a Cooperative Agreement with the organics processing facility utilized by JPA member agencies which requires certain performance standards to be met.

SB 1383 has complex requirements which relate to all aspects of the collection and post-collection system in the RecycleMore service area. The RFP Work Plan requests recommendations for the most efficient implementation of the various programmatic areas affected by SB 1383.

Given R3's detailed knowledge of the current collection and post-collection agreements and the relationships between the parties involved, R3 anticipates a significant level of effort that might be anticipated after the selected Proposer provides their recommendations at the close of the requested work.

The logo consists of the letters 'R3' in a large, blue, stylized font. The 'R' is a simple outline, and the '3' is a solid blue shape.

Section 1

Work Plan

Such additional steps may involve:

1. Discussion of the legislative requirements and the individual roles of member agency staff in implementation;
2. Presentation of JPA budget assessments based upon Proposer recommendations and adjustments; and
3. Negotiations of amendments to franchise agreements held by member agencies and rate adjustments driven by requests for additional support by franchised haulers in meeting SB 1383 requirements.

Given the nature and extent of these next steps, not contemplated in the current RFP Work Plan or R3's proposal to perform this work, the schedule for completing work as given in the RFP as February 27, 2020 is likely appropriate and warranted. R3 and our Project Team are available and ready to provide support to RecycleMore and its member agencies in performing these additional steps at the close of the currently requested work.

Scope of Services / Methodology

Prompt #1: Analyze Current Programs and Capacity Planning

The tasks below describe how R3 plans to:

- *Analyze current RecycleMore organics collection programs for all sectors, including processing, and determine adequacy to support compliance with AB 1826 and SB 1383 requirements; and*
- *Provide an estimate of additional collection and/or processing capacity needed to achieve the SB 1383 requirements.*

Task 1 Project Kick-off and Coordination

Task 1.1 Project Kick-off Meeting

Upon RecycleMore authorization to proceed, R3 will facilitate a Project Kick-off Meeting with designated representatives of the Authority. The meeting will provide an opportunity to review the project objectives, R3's project approach, schedule, and data availability.

The Kick-off Meeting will serve to set the expectations and timeline for the Scope of Work and establish the best means for ongoing communication and collaboration between the Project Team and RecycleMore for the duration of this engagement. R3 requests that RecycleMore, member agencies, and their franchised haulers provide the following information, as available:

From RecycleMore:

- CalRecycle Electronic Annual Reports 2016-2018, when available;
- Public education and outreach materials provided to the public between 2016-2018;
- RecycleMore annual budget detail; and
- Any relevant correspondence with CalRecycle related to organics diversion and legislative requirements.



From Member Agencies:

- Current solid waste Ordinances and resolutions;
- Current Agreements and amendments;
- Public education and outreach materials provided to the public, including those regarding Household Hazardous Waste (HHW) services between 2016-2018;
- The approved rate schedule and annual solid waste budget; and
- Any relevant correspondence with CalRecycle related to organics diversion and legislative requirements.

From Member Agency Haulers (Republic and East Bay Sanitary):

- Copies of historical annual reports for 2016-2018;
- Excel file with current customer subscription levels detailing customer service level, billing rate, service address, day of service, and special categories such as on-premise service and key service, (Single-Family Dwelling, Multi-Family Dwelling, Commercial, and City);
- A complete list of billing codes;
- Historical diversion and disposal tonnages by material stream, line of business (residential, commercial, roll-off) and program (e.g., residential curbside, residential organics, commercial recycling, C&D recovery) and supporting documentation for 2016-2018 reported diversion rates, *including the facility to which material was delivered for each material stream*;
- List of AB 341 and AB 1826 covered generators, showing data on subscription to commercial recycling and commercial organics programs, along with an explanation of how these lists were compiled;
- Current disposition of collected green and food waste (total tons processed and total tons of residue disposed);
- 2019 Outreach Plan;
- A description of outreach activities previously conducted;
- Public education and outreach materials provided to the public, including those regarding Household Hazardous Waste (HHW) services between 2016-2018; and
- Report of on-site visit activities undertaken between 2016-2018.

From Organics Processing Facilities Utilized by Haulers:

- Reports on tonnage accepted from Authority member agencies on a monthly basis; and
- Estimated facility capacity for additional organic material (by material type if applicable).

Additional information may be requested throughout the course of the project.

Task 1.2 Ongoing Coordination / Meetings

Throughout the course of the engagement, R3 will provide bi-weekly status reports to RecycleMore, via e-mail or phone, and will be available for additional teleconferencing with RecycleMore staff, as needed.

R3

Section 1

Work Plan

Starting with the Project Kick-off Meeting, R3 will coordinate with RecycleMore with respect to scheduling meetings, discussing our review and information requests, and reviewing our preliminary findings as they develop.

Task 1 Deliverables

- Facilitation of and attendance at Project Kick-off Meeting with RecycleMore; and
- Monthly status reports to RecycleMore, by email or phone.

Task 2 Evaluate Organics Processing Capacity

Detailed estimates of organic waste disposal baselines based upon models of residential, multi-family, commercial/industrial waste, and self-haul organics/disposal streams are possible and have been completed by R3 and the proposed Project Team for other clients. However, given the limited budget capacity and brief project schedule, R3 does not propose to create such a model, and will rely upon reasonable estimates of disposal and organics tonnages based upon the best-available data for the proposed planning period of 10 years (described in more detail below).

R3 has identified the franchised hauler responsibilities and the post-collection agreement (which expires June 30, 2025) between RecycleMore and Republic to be more significant factors in the requested work to be completed.

Task 2.1 Estimate Organics Disposal

Evaluation of the current waste stream and understanding how much organic material remains is important to provide a baseline for analyzing program options and understanding how much additional capacity will be needed for the RecycleMore Member Agencies. A modeling exercise will be performed to highlight an estimated amount of organic material that remains in the waste stream by sector for the RecycleSmart service area. Our team will review current annual tonnage for garbage, recycling and organic material, by sector, then use the 2014 CalRecycle Waste Characterization data to perform a simple estimation of how much organic tonnage remains in the garbage. This exercise will provide an overall estimate for the service area of organic waste currently disposed and an estimate of the potential tonnage that may be reduced through SB 1383 programs.

Task 2.2 Review Existing Organics Processing Capacity

Understanding how much organics capacity is available for the RecycleMore Member Agencies will help with our baseline assessment for longevity of the program. Our team will use information in the annual report (AB 876 requires counties or regional agencies to report organics recycling facility capacity for a 15-year time period), and any other data gathered regarding organics processing capacity. We will then update this information by researching quantities of organic materials from local organics processing facilities to confirm local and regional composting capacity.

Additionally, R3 will conduct one phone conversation with Contra Costa County, which we understand has taken the lead in capacity planning historically. The County is the most appropriate player to conduct such a planning process going forward, and alignment between the capacity plans submitted by the County, RecycleMore, and the neighboring JPA in Central Contra Costa is recommended.



Task 2.3 Review Member Agency Franchise Agreements

The Project Team will review current Agreements between member agencies and their franchised haulers, customer subscription data, route utilization, and accepted organic materials lists. This information will be used to help develop the baseline assessment outlining where the material is currently being taken, how much organic material the facilities accept, and what the threshold is for new organics tonnage that does not have a place for disposal. R3 understands that RecycleMore has flow control over their organic material, and as part of this analysis, we will confirm capacity as well as provide a list of potential facilities as a back-up (the post-collection agreement with Republic expires midway through the 10-year planning period).

Task 2 Deliverable

- Organics processing capacity analysis.

Prompt #2: Recommend Most-Effective Implementation Approach

The tasks below describe how R3 plans to analyze existing RecycleMore program compliance requirements and new compliance requirements under SB 1383, consider the listed activities under all state mandates and provide recommendations for the most effective implementation of required activities. The recommendation(s) will include a detailed explanation for the recommendation, including:

- a. *Mandatory organics collection for all sectors;*
- b. *Recovery rate requirements for MRF/processing facilities;*
- c. *Landfill/transfer station processing to recover organic materials; and*
- d. *Disposal pricing adjustments for loads containing organics.*

The proposer may suggest other activities not listed here with similar explanations and projection for reductions.

Task 3 Assess SB 1383 Preparedness

The R3 Project Team has been following SB 1383 regulations closely on behalf of many clients, and has developed a user-friendly assessment matrix that we will utilize to assess SB 1383 preparedness. SB 1383 touches upon many aspects of solid waste management, many of which are currently the responsibility of the franchised haulers via agreements, some of which are member agency responsibilities, and some of which are RecycleMore responsibilities.

Via this scope, R3 will broadly describe our approach to assessing SB 1383 preparedness and identifying pathways toward compliance. Via the sub-tasks in Task 4, R3 will describe in more detail our intended approach in identifying pathways toward compliance for the functional subject areas of the law.

The Project Team will assess SB 1383 preparedness by beginning with the matrix of basic requirements, and for each requirement:

1. Determining if there is a similar existing requirement via another legislation such as AB 1826, and indicating which party(ies) are responsible for the similar requirement;
2. If there is a similar existing requirement, assessing current compliance activities conducted by the party responsible against the upcoming requirements of the law and identifying changes that need to be made, assuming no changes in responsible party; and

R3

Section 1

Work Plan

3. If there is no similar requirement (such as for edible food recovery), the Project Team will assess current conditions for each member agency individually.

Gaps in compliance will be identified through this process, along with opportunities for program improvements. This easy-to-reference matrix will be further developed in Task 4 with the addition of pathways to achieve compliance with SB 1383.

As a part of this process, R3 will conduct interviews with member agency staff and evaluate the post-collection agreement’s requirements, but will not:

- Review each member agency’s municipal code; or
- Review each member agency’s franchise agreement with their franchised hauler.

While the R3 Project Team is quite familiar with the franchise agreements held by RecycleMore member agencies, we suggest that a detailed review of existing code and agreement language is best completed by RecycleMore member agencies. In many cases, needed adjustments to franchise agreement language can be identified to align with the legislative requirements of SB 1383 without a detailed analysis of each agreement. For planning purposes on a JPA level, such a detailed review would likely still require re-assessment by member agencies, and may take a prohibitive amount of time (some member agency agreements have many amendments).

Task 3 Deliverable

- Assessment of SB 1383 preparedness, including:
 - The identification of any gaps and recommended approaches to achieving full compliance; and
 - Summary matrix of findings and recommendations.

Task 4 Identify Pathways to Compliance and Recommend Most-Efficient Pathway

Building on the results of Task 3, our Project Team will recommend approaches to address SB 1383 requirements and support RecycleMore and its member agencies in achieving full compliance.

SB 1383 jurisdiction responsibilities can be broken up into six major compliance areas, described in more detail in sub-tasks 4.1 - 4.7:

- **Education and Outreach;**
- **Inspection and Enforcement,** including the assessment of penalties and contamination monitoring;
- **Edible Food Recovery Programs;**
- **Regulation of Self-Haul Sector;**
- **Purchasing Policy Changes;**
- **Municipal Code Updates;** and
- **Container Color and Labeling Requirements.**



Based on similar reviews for other jurisdictions, pathways are likely to include the following:

- Amending agreements with franchised haulers and/or the post-collection agreement RecycleMore holds with Republic;
- Implementing universal roll-out by providing organic waste collection services (including food) to all residents and businesses;
- Establishing a food recovery program in coordination with Contra Costa County and nearby JPAs and other agencies;
- Providing enhanced education and outreach to the community, which involves potential changes to content and frequency of mailers and on-site outreach as appropriate;
- Procuring more recyclable and recovered organic products for RecycleMore and member agency facilities; and
- Monitoring and enforcing compliance through Municipal Code, an “opt-in” ordinance passed by the JPA (similar to the StopWaste Countywide ordinances), and other mechanisms.

Task 4.1 Education and Outreach

SB 1383 requires education and outreach activities generally in alignment with AB 1826 education and outreach, which includes:

- Monitoring of businesses that generate 2 or more cubic yards of solid waste per week;
- Conducting site visits to encourage correct participation and sign-up for non-compliant accounts;
- Waste assessments, especially in the case of exemption requests or reported self-haul or back-haul activities;
- Annual mailers, which will need to include the new requirements of SB 1383 such as multi-family recycling instructional materials provided to new tenants on move-in, front-of-house sorting containers including recycling and organics containers with labels and correct color coding; and
- Education and outreach targeted at Tier I and Tier II covered generators under the edible food recovery requirements, which differ from the organics recycling requirements of AB 1826 and will likely require staff to facilitate relationship-building between covered generators and recovery organizations.

While the activities are familiar to RecycleMore, and ramping up to AB 1826 covered generator thresholds will likely facilitate most education and outreach activities required under the new regulations, R3 anticipates additional level of effort on the staff responsible for education and outreach. This may require additional staffing for the party(ies) identified as responsible for these requirements.

R3

Section 1

Work Plan

Task 4.2 Inspection and Enforcement

Inspection and enforcement requirements included in SB 1383 represent a departure from the AB 1826 requirements in that penalties are required to be assessed on businesses that are not complying with the recycling requirements, which include signing up, participating, placing containers for recycling and organics in the front- and back-of-house, and self/back-hauling in compliance with the state's requirements (see Task 4.4, below). In summary, SB 1383 introduces:

- Penalties for non-compliant businesses (under the organics recycling requirements, the requirement to right-size containers, and the requirements to provide educational material as well as the edible food recovery requirements, described in more detail under Task 4.3) in alignment with the SB 1383 penalty structure introduced in the regulations;
- Penalties for haulers, including franchised haulers and the self-haul sector (discussed in more detail in Task 4.4, below) for not diverting organic material according to the requirements;
- Penalties for regulated entities for not providing adequate reporting (this includes edible food recovery organizations);
- Investigation of complaints of non-compliance by members of the public or other entities;
- Contamination monitoring via periodic (current regulations require annual) route audits for every route and a representative portion of customers; or via monitoring at post-collection facilities;
- A defined "waiver" system similar to the exemption system for AB 1826, except that organics generation thresholds are lower (10 gallons or less for customers below 2 cubic yards of solid waste service, and 20 gallons or less for customers at or above 2 cubic yards), inspection of businesses subject to waiver and adequate documentation is required, and re-inspection on a prescribed basis (now every 5 years). Note that physical space limitations are included as a possible waiver rationale. R3 generally recommends that exemption/waiver authority resides in jurisdiction or authority staff and not the hauler; and
- Reporting to CalRecycle on all site visits, penalties, waivers is required.

While some of the penalties required by the regulations can be reasonably accommodated by the hauler's fee structure, such as contamination charges, others (such as the edible food recovery enforcement and the front-of-house container placement) are not appropriate to include in hauler responsibilities. There is precedent that would allow the JPA to assess penalties on businesses for those types of violations, although the mechanism for adopting such authority is important to establish. R3 has not proposed to assist in implementation of any requirements under this scope of work.

Task 4.3 Edible Food Recovery Programs

We know that 17% (or 1 out of every 6) households in Contra Costa County experience food insecurity.¹ However, surplus food that is available does not always meet the nutritional needs of the targeted population and some recovered food must be disposed (or composted) instead of eaten.²

In addition, our research in Santa Clara County, Alameda County and other localities demonstrated that many generators of surplus food do not have sufficient quantities to justify collection. West County has over 15 food banks,³ food pantries and feeding kitchens. But barriers exist and, West County's food outlets may not be accessible to many food insecure households.

Establishing and implementing food recovery programs is challenging, but many effective models have been developed. One promising model is the A La Carte food truck program in Contra Costa County. A La Carte is a public-private partnership where A La Carte food trucks pick up surplus food from food generators and deliver it directly within food insecure neighborhoods.

For this task, we will conduct a survey of the West County's food recovery and food distribution networks to assess their needs. We will also survey the West County's Tier 1 Surplus Food Generators (supermarkets, grocery stores, food distributors, and wholesale food markets) to determine their current practices for addressing surplus food and identify opportunities and challenges for recovering more surplus food. We will then prepare a list of strategies that would be appropriate for RecycleMore and/or its member agencies to implement or support. These could include:

- Connecting potential donors to potential recipients;
- Providing small grants to food recovery organizations for refrigerators or vehicles;
- Distributing model food recovery agreements to surplus food generators (currently prepared by CalRecycle);
- Coordinating efforts with the Environmental Health Division of Contra Costa Health Services for distribution of food recovery information to commercial food generators in West County or training of food recovery organizations in safe food handling procedures; and
- Coordinating efforts with the Contra Costa Health Services to ensure that food insecure patients are matched to food distribution organizations.

Based on the results of these surveys, we will prepare a memo summarizing the recommendations, and a final list of strategies appropriate for implementation by RecycleMore and/or its member agencies.

¹ Contra Costa County Health Services. <https://cchealth.org/eh/food/donation.php>

² Mourad, Marie. Thinking Outside the Bin: Is there a better way to fight food waste?, Berkeley Journal of Sociology, 2015. <http://berkeleyjournal.org/2015/11/thinking-outside-the-bin-is-there-a-better-way-to-fight-food-waste/>

³ https://www.needhelpayingbills.com/html/food_pantries_in_contra_costa.html

Section 1

Work Plan

Task 4.4 Regulation of Self-Haul Sector

SB 1383 introduces requirements on all haulers, which includes franchised haulers, haulers operating without a franchise but legally (for example, debris box hauling and non-exclusive commercial hauling in some jurisdictions), back-haulers such as large grocery and retail stores, as well as the general public. All entities hauling waste are required to divert organic waste from landfill (or use as ADC), register with the jurisdiction, and agree to the diversion requirements. Self-haul in the residential sector and construction and demolition debris hauling are the only exception to that requirement, although it is unclear in the current draft of the regulations whether this applies to businesses (such as landscapers) hauling waste from residential properties.

R3 has worked with other jurisdictions to implement such “self-haul” reporting mandated by City ordinance, and has found that the response rate for mailers and site visits is extremely low. It is not simply a matter of amending municipal code or an “opt-in” to a JPA-wide reporting ordinance. We anticipate significant effort in identifying regulated businesses, informing them of the registration requirement, and following up with them (potentially in person).

Regulation of the self-haul sector may also require different actions by different agencies in the JPA. Some agencies may franchise debris box hauling to just one hauler, and others may not have an exclusive franchise agreement for that line of business. The corresponding level of effort for those agencies without exclusive franchise agreements will be higher. R3 will identify the franchising status of each RecycleMore member agency and recommend a pathway for those agencies without exclusive franchise agreements as a part of our work under this task.

Task 4.5 Purchasing Policy Changes

SB 1383 requires changes to each agency’s purchasing policies, including procurement of recycled-content paper, compost and/or mulch product from post-collection facilities, and use of natural gas from post-collection facilities. A recent adjustment to the regulations changes the purchasing requirement to only apply to existing purchase of such products, up to a specified threshold. Some member agencies with facilities that use a significant amount of natural gas may approach that specified threshold; others likely do not, and will simply be required to procure compost and mulch product and natural gas from post-collection facilities if they are not already.

Identification of facilities that RecycleMore member agencies may purchase specified products from will be accomplished via this task. R3 will also calculate the required amounts of product for each member agency. Via this task, R3 will not identify current purchasing quantities of qualifying materials; such an analysis may be accomplished during the implementation phase of this work, or by each member agency separately.

Task 4.6 Municipal Code Updates

SB 1383 requires updates to the municipal codes of every jurisdiction in California, aligning with the following requirements in the regulations:

- Universal service for organic waste diversion;
- Other business and hauler requirements under the regulations, described more fully in the tasks above;
- Penalties for non-compliance and the mechanism for assessing such penalties;
- Purchasing policy, if codified in municipal code; and



- Enforcement of CALGreen construction and demolition debris recycling requirements and container design requirements; and the Model Water Efficient Landscape Ordinance, Title 23, Division 2, Chapter 2.7 of the California Code of Regulations.

RecycleMore member agencies may choose to adopt the model municipal code provided by CalRecycle, or RecycleMore may choose to adopt an agency-wide ordinance under the model provided by StopWaste for its Countywide ordinances. Via this task, R3 will analyze the options and provide a recommendation to RecycleMore. We will not draft a model ordinance; such an effort should be reserved for the implementation phase, which is not included in this scope of work.

Task 4.7 Container Color and Labeling Requirements

SB 1383 requires that garbage container lids are black or gray, recycling lids are blue, and organics lids are green. R3 recommends that the entire container color align with the required colors; or, a neutral color such as brown or gray be used for the body of all containers (specifically bins and drop boxes). Adjustment of container colors should occur over a short time frame, up to 6 months, and not over a few years (although the regulations allow for adjustment over time). R3 will rely upon member agency input for current container color and timing of the roll-out, which may differ by member agency. Container color requirements must be met by 2036.

SB 1383 also requires compliant labels to be applied to all containers, including residential and commercial. These labels may be printed and not include graphics, but they must include a list of allowed and dis-allowed materials. While commercial bin labels in RecycleMore may be compliant, it is possible that CalRecycle will require labels to be placed on all residential carts as well. The final version of the SB 1383 regulations is anticipated to clarify this detail. CalRecycle will provide model labels for use by jurisdictions, which may also indicate differences between compliant commercial and residential container labels. R3 will rely upon member agency input for an assessment of current container labels. Container labeling requirements must be met by January 1, 2022.

Task 4 Deliverables

- One or more pathways to compliance for each requirement of SB 1383, and one “most-efficient” pathway recommended by the Project Team; and
- For edible food recovery, draft and final survey instruments; draft and final interview summaries; and draft and final recommendations memorandum.

Prompt #3: Recommend Record-Keeping for Effectiveness Monitoring

The task below describes how R3 plans to provide a recommendation and description for accurate record keeping and monitoring of recommended RecycleMore activities to determine their performance effectiveness and contribution to organics reduction.

Task 5 Monitoring and Reporting

Drawing on our Project Team’s understanding of RecycleMore / member agency monitoring and reporting gained in Task 3, R3 will make recommendations for effectively monitoring and reporting performance of SB 1383 compliance to CalRecycle going forward.



Section 1

Work Plan

This reporting will likely require attention to the details of reporting from haulers, the post-collection facilities, and member agencies to RecycleMore, which will require close coordination between the agency and members, and supplement existing communication pathways.

Our proposed Project Team has extensive experience benchmarking program effectiveness, facilitating reporting to CalRecycle, and specifically with the Recyclist database, which is being considered as a coordination and reporting software by RecycleMore.

Task 5 Deliverable

- SB 1383 monitoring and reporting assistance by facilitating adjustments to existing reporting pathways.

Task 6 Develop and Conduct Presentations

R3 will develop concise and summarized presentation materials for use in one (1) presentation to the RecycleMore Board. This presentation will be concise and highly summarized and will feature graphics designed by R3 and Cascadia staff to convey key messages.

R3 will develop a draft presentation based on the outcomes of Tasks 2 – 5, and will share the presentation with RecycleMore staff for review and comment. Based on written comments provided by RecycleMore, R3 will revise the draft and lead the presentation to the Board. R3 will take note of all comments and questions posed during this first presentation, and will discuss those comments and questions with RecycleMore staff after the presentation.

This presentation will be designed to identify key next steps to be undertaken by RecycleMore and member agencies, as described in more detail in the Project Understanding section above.

Task 6 Deliverables

- One (1) electronic draft presentation (in PowerPoint) to RecycleMore Staff for review and comment;
- One (1) round of revisions to the draft presentation;
- One (1) presentation of findings to the Board; and
- Tabulation and discussion of questions and comments from the presentation from RecycleMore staff.



Section 2

Proposer (Consultant) Costs

Proposer (Consultant) Costs

Proposer
(Consultant)
Costs

Project Budget

We propose to complete the Project Work Plan on a time-and-materials basis for a not-to-exceed budget by task totaling **\$63,170**. Our project budget includes labor, travel, and project expenses for the work and deliverables as listed in Tasks 1 – 6. We would be happy to discuss changes to our scope or budget as may be needed to align with RecycleMore’s needs. Our team’s hourly fee schedule is provided in Section 3. Note that we envision engagement of subconsultants Cascadia Consulting Group and Debra Kaufman Consulting in follow-up task orders, if desired and authorized by RecycleMore.

**Table 2-1
Project Budget**

Task	R3				SCS			A&A			Hours	Cost	
	Garth Schultz	Emily Ginsburg	Rose Radford	Claire Wilson	Tracie Bills	Lisa Coelho	Amber Duran	Ruth Abbe	Susan Blachman	Marie Mourad			
	\$215	\$165	\$175	\$145	\$230	\$170	\$130	\$175	\$150	\$150			
1	Project Coordination & Kick-Off	10	10	10	0	2	2	2	2	0	0	38	\$6,960
2	Evaluate Organics Processing Capacity	0	0	2	0	10	10	10	0	0	0	32	\$5,650
3	Assess SB 1383 Preparedness	0	10	20	20	0	0	0	0	0	0	50	\$8,050
4	Identify Pathways & Recommendations												
4.1	Education and Outreach	0	6	6	6	4	0	0	0	0	0	22	\$3,830
4.2	Inspection and Enforcement	6	8	8	8	0	0	0	0	0	0	30	\$5,170
4.3	Edible Food Recovery Programs	2	0	0	2	2	0	0	10	20	20	56	\$8,930
4.4	Regulation of Self-Haul Sector	4	8	8	8	2	2	0	0	0	0	32	\$5,540
4.5	Purchasing Policy Changes	0	4	4	4	0	0	0	0	0	0	12	\$1,940
4.6	Municipal Code Updates	0	6	6	6	0	0	0	0	0	0	18	\$2,910
4.6	Container Color and Labeling Requirements	0	4	4	0	0	0	0	0	0	0	8	\$1,360
5	Monitoring and Reporting	4	10	0	10	4	0	0	0	0	0	28	\$4,880
6	Develop and Conduct Presentations	14	10	0	10	8	0	0	0	0	0	42	\$7,950
Total		40	76	68	74	32	14	12	12	20	20	368	\$63,170

Payments

Unless otherwise agreed in writing, fees for work completed will be billed monthly at the first of each month for the preceding month and will be payable within 30 days of the invoice date.

Section 3

Proposer (Consultant) Staffing

Proposal (Consultant) Staffing

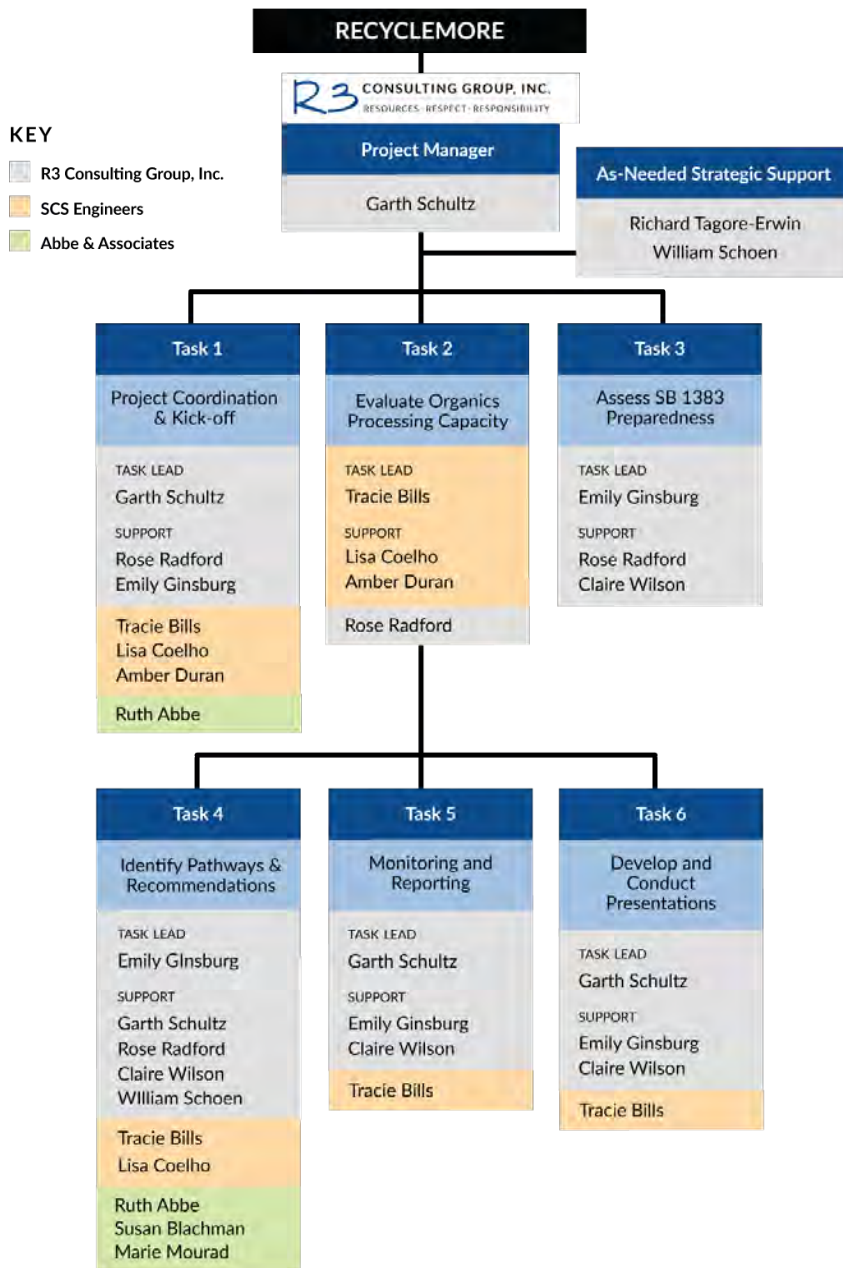
Project Team Member Roles

Figure 3-1 displays how we intend to utilize our project team members by project task, subconsultants included. Biographies of each project team member are provided in Section 4, as requested.

As noted in our cover letter, Cascadia Consulting Group and DKC's Debra Kaufman are resources to RecycleMore if RecycleMore chooses to engage their efforts via a different task order – they are not assigned tasks for the initial SB 1383 planning efforts.

Proposer
(Consultant)
Staffing

**Figure 3-1
Organizational Chart**



Section 3

Proposer
(Consultant)
Staffing

Project Team Hourly Billing Rates

In Table 3-1 below, we have provided the hourly billing rates for R3 Consulting Group, Inc., and our subconsultants SCS Engineers, Abbe & Associates, Cascadia Consulting Group, and Debra Kaufman Consulting.

**Table 3-1
Billing Rates**

Classification	Hourly Rate
PRIME CONSULTANT	
R3 Consulting Group, Inc.	
Garth Schultz, Principal	\$215 per hour
Richard Tagore-Erwin, Principal	\$215 per hour
William Schoen, Project Director	\$215 per hour
Rose Radford, Project Manager	\$175 per hour
Carrie Baxter, Project Manager	\$175 per hour
Emily Ginsburg, Senior Project Analyst	\$160 per hour
Claire Wilson, Project Analyst	\$145 per hour
SUBCONSULTANTS	
SCS Engineers	
Tracie Onstad Bills, Director	\$230 per hour
Lisa Coelho, Specialist	\$170 per hour
Amber Duran, Specialist	\$130 per hour
Abbe & Associates	
Ruth Abbe, Principal	\$175 per hour
Susan Blachman, Associate	\$150 per hour
Marie Mourad, Associate	150 per hour
Cascadia Consulting Group, Inc.	
Julie Bryant, Director	\$200 per hour
Jess Halter, Associate	\$110 per hour
Terry Ng, Project Coordinator	\$80 per hour
Debra Kaufman Consulting	
Debra Kaufman, Principal	\$150 per hour



Project Approach Methodology

Please see Section 1: Work Plan for our approach to RecycleMore's scope of work.

Resources Needed from RecycleMore

RecycleMore staff will be expected to attend some project meetings, participate in phone calls, provide the information listed in Task 1.1, and provide comments as needed in a timely manner as work progresses.

Section 3

Proposer
(Consultant)
Staffing

R3

Section 4

Experience and Qualifications

Experience and Qualifications

R3 Consulting Group, Inc. | PRIME CONSULTANT

R3 has conducted hundreds of solid waste management consulting projects for clients throughout the western United States, and we are strongly committed to providing our clients with unbiased opinions and recommendations. Thus, **R3 works only for municipal agencies**. We provide a range of services that directly relates to R3's role in this engagement, including:

- **Legislative & Regulatory Compliance Assistance / Preparation**, including SB 1383, AB 1826, AB 341, AB 876, AB 901;
- **Data Tracking and Modeling for Tonnage, Facility, and State Reporting Information;**
- **Planning and Evaluating Landfill, Organics & Recyclables Processing Capacity;**
- **Multi-Agency and/or Multi-Firm (Subconsultants) Project Management;**
- **Information Design and Communications** for infographics, presentations, outreach materials;
- **Data Compilation & Analysis;**
- **Rate Analysis & Modeling**, including Fees and Assessments;
- **Waste Characterizations & Waste Generation Studies;** and
- **Negotiation & Competitive Procurement Assistance** for collection, processing and disposal services.

We aim to always complete work in a cost-effective manner while achieving our clients' goals and objectives. We do this by streamlining processes, simplifying methodologies, and providing work products that concisely identify next steps and strategic actions. With R3, the City will always receive:

- **Top-level attention:**
 - An R3 Principal is Project Manager or Lead Analyst on every project.
- **Unbiased, conflict-free project management and objective, fair treatment:**
 - We work exclusively for public agencies – no entanglements with local districts, no hidden agendas, and no pre-ordained vendors. This translates to a high repeat customer rate and solid, respectful relationships with cities and haulers.
 - Extensive experience managing projects with multiple stakeholders, which includes planning realistic goals, schedules, and budgets, effectively communicating with all key players, working collaboratively to achieve objectives and stay responsive, and streamlining processes.
- **Data-driven, money-saving solutions and clear deliverables:**
 - Best-approach, honest recommendations to our client's contractual needs, derived from decades of solid waste consulting experience and analysis of client data.

Section 4

Experience and Qualifications

- Focused on improving safety and customer service, increasing productivity, and reducing costs.
- Fair, affordable rates and clearly-defined deliverables – no overages.
- **Comprehensive, up-to-the-minute understanding of industry regulations:**
 - Principals and key staff have superior knowledge base from over decades of hands-on industry and legislative compliance experience. This foundational knowledge is supplemented by active, weekly participation and engagement with industry groups, regulators, and state policymakers.

Relevant Firm Qualifications

SB 1383 / Organics Planning

One of R3’s foremost practice areas is assisting our clients with attaining legislative compliance by fulfilling the aggressive diversion requirements and goals set by such state mandates as SB 1383, AB 939, AB 341, and AB 1826.

Our corporate headquarters is located in the greater Sacramento region, which positions us ideally for legislative monitoring and tracking. We regularly attend in-person workshops and engage in stakeholder discussions related to SB 1383, both regionally and within the state. As a member of regional planning groups in California, we facilitate discussions with municipalities about the potential implications of SB 1383 on programs and help develop plans to prepare for the future of organics infrastructure, policy, and statewide programs.

We are knowledgeable about the current organic waste legislation and the challenges that state municipalities face. We help our clients plan for organics infrastructure, drafting waste hauler contracts that incorporate organic waste collection best practices, refining tracking and monitoring protocols to obtain useful data, and providing enforcement measures that are fair and also encourage municipalities and customers to implement organics programs and policies. We address a variety of issues that typically confront our municipal clients during the implementation of their various programs and facilities, including inter-jurisdictional coordination, planning requirements, diversion mandates, regulatory compliance, community outreach, and public education.

Our knowledgeable, experienced staff provide a coordinated approach that is logical, cost-effective, and draws upon our operational, public policy, and public education and outreach capabilities.

Our specific legislative compliance services include the following:

- Developing and evaluating commercial recycling and organics recycling programs;
- Assisting jurisdictions with planning and implementation of programs and policies to comply with SB 1383 and AB 1826 requirements;
- Analyzing options for program improvement and potential new programs;
- Identifying businesses subject to compliance with AB 341 and AB 1826;
- Monitoring and tracking covered generator compliance;
- Designing and assessing public education and outreach materials and methods for notifying businesses of their requirements and compliance options;



Section 4

Experience and Qualifications

- Developing franchised waste hauler tracking methods for necessary reporting, public education and outreach, and compliance monitoring requirements;
- Providing on-site waste assessments, material characterizations, and hands-on technical assistance to regulated businesses to support their compliance; and
- Facilitating private sector diversion opportunities, including food donations and recycle/reuse vendors.

Clients for whom we have previously provided or are currently providing organics planning and/or legislative compliance assistance include:

- | | | |
|---|--------------------------------|--|
| ▪ Alameda | ▪ Los Altos | ▪ San Juan Capistrano |
| ▪ Beaumont | ▪ Los Banos | ▪ San Diego |
| ▪ Brentwood | ▪ Marin County | ▪ San Francisco |
| ▪ CalRecycle | ▪ Martinez | ▪ Santa Clara |
| ▪ Carlsbad | ▪ Menlo Park | ▪ Santa Clarita |
| ▪ Chico | ▪ Palo Alto | ▪ Santa Monica |
| ▪ Citrus Heights | ▪ Petaluma | ▪ Santa Rosa |
| ▪ Concord | ▪ Piedmont | ▪ Temple City |
| ▪ Corte Madera | ▪ Rancho Cordova | ▪ Thousand Oaks |
| ▪ Cudahy | ▪ RecycleMore | ▪ Vallejo |
| ▪ Fairfield | ▪ RecycleSmart | ▪ West Contra Costa Integrated Waste Management Authority (RecycleMore) |
| ▪ Galt | ▪ Richmond | ▪ Windsor |
| ▪ Humboldt Waste Mgmt. Authority | ▪ Riverside | |
| ▪ Huntington Beach | ▪ Rohnert Park | |
| ▪ Irwindale | ▪ Rolling Hills Estates | |
| ▪ Livermore | ▪ Roseville | |
| ▪ Zero Waste Marin | ▪ San Bernardino | |

[Food Waste Reduction / Recovery](#)

R3 is at the forefront of food-rescue and -recovery research and planning efforts throughout California and nationally. We are currently conducting a number of SB 1383 food-recovery-related projects and remain ahead of other current and upcoming legislation pertaining to food-rescue and -recovery operations, such as AB 954, AB 1219, and SB 557.

We are currently conducting a review of California’s food-recovery infrastructure for **CalRecycle**. The goal of this project is to recommend opportunities for improving and expanding California’s food recovery infrastructure in response to SB 1383. As part of this engagement we have had the opportunity to review and assess a wide range of food-recovery operations, approaches, and technologies, including logistical support technologies and public education efforts.

We have also worked with clients to expand municipal food-recovery operations, including increasing food bank capacity and infrastructure, most recently for the **City of Rancho Cordova**, the **Yolo Food Bank**, and the **Alameda County Community Food Bank**.



Section 4

Experience and
QualificationsProgram Evaluation & Benchmarking

R3 has broad experience working in all key areas of solid waste management and diversion programs, from operating collection programs and facilities, providing customer services, designing and implementing public outreach and education, and evaluating the impact of programs designed to increase diversion. This range of experience provides R3 with the ability to provide distinct insights when reviewing the effectiveness of current implemented programs and plans, and test to see if these are compliant with planning requirements and diversion mandates. Ultimately, we strive to generate meaningful recommendations based on documented analysis, and focused on opportunities to improve safety and customer service, increase productivity, and reduce costs.

R3's review efforts focus on key issues that our clients typically confront during the implementation of programs and plans. For example, we review the relationship between programmatic terms in an Agreement and the adopted Municipal Code in order to identify ways in which both documents can be amended and/or utilized to better achieve stated goals and objectives. We also review how public education and outreach programs are created, implemented, and monitored, in order to ensure that they meet industry standards of best practice, and are not simply "going through the motions."

Finally, via our programmatic reviews, we regularly assess and verify reports provided by contracted haulers, including checking for conformance to agreement terms and conditions, mathematical accuracy, and verification as compared to data sources that can be provided by the hauler. These skills are utilized for our clients to establish baselines for assessing future program performance (i.e., developing "performance benchmarking" metrics to measure system performance and improvements).

Clients we have completed these tasks include **RecycleMore**, and the cities of **Riverside**, **Rancho Cordova** and **Stockton**.

Direct Project Experience with RecycleMore

Since 2015, RecycleMore has engaged R3 on many projects, including the following:

- **Post-Collection Rate-Setting Support;**
- **Contract Management;**
- **AB 939 EAR Reporting;**
- **AB 1826 Technical Assistance;**
- **C&D Facility Audits and Certification Reviews; and**
- **Triennial Review and Recycling Coordinator Function Evaluation of Republic Services.**

As a result of this robust project history, we have valuable insights and a head start in assisting RecycleMore with its goals and objective with this current project. We understand how to capitalize on our previous findings and work to achieve RecycleMore's long-term regulatory compliance and strategically provide informed recommendations to improve RecycleMore's program performance standards and compliance with AB 1826 and SB 1383.



Project Management Experience Partnering with JPAs & Multiple Subconsultants

R3 has successfully worked on a range of solid waste planning projects with many multi-jurisdictional clients throughout the western United States. To ensure we provide a product that best utilizes our subconsultants, and meets the needs of our clients, we follow the methods below:

- Establish realistic and carefully planned goals, schedules, and budgets from the start of a project with the client, its member agencies, and our subconsultants;
- Stay in active communication and provide updates to the client and its member agencies and remain available for in-person meetings / customer service;
- Work collaboratively to achieve project objectives and stay responsive to our clients' goals, objectives, ideas, and concerns;
- Engage R3 staff and subconsultants assigned to the project and carefully monitor their progress; and
- Identify ways to avoid unnecessary steps and duplication of efforts in data gathering and other efforts.

R3's multi-jurisdictional agency clients and projects include:

- **West Contra Costa Integrated Waste Management Authority / RecycleMore** (comprised of 6 Member Agencies) – *Triennial Review of 75% Diversion Goal & Contract Management, AB 1826 Technical Assistance, C&D Facility Audits, Contract Management, Solid Waste Rate Assistance, State Reporting, and more;*
- **Central Contra Costa Solid Waste Authority / RecycleSmart** (comprised of 5 Member Agencies and the unincorporated areas of Contra Costa County) – *Investigation of Green Waste & Food Waste Generation, Composting, and Use as Alternative Daily Cover, and 2015 & 2017 Compliance Audits;*
- **Zero Waste Sonoma** (formerly known as Sonoma County Waste Management Agency / SCWMA; comprised of 9 Member Agencies and the unincorporated areas of Sonoma County) – *Organics Processing Procurement Assistance, Solid Waste 101 Guide & Training, Services Evaluations, and Financial Modeling;*
- **South Bayside Waste Management Authority / RethinkWaste** (comprised of 12 Member Agencies) – *Annual Report and Financial Systems Audits, and Long-Range Planning;*
- **Kings Waste and Recycling Authority** (comprised of 3 Member Agencies and the unincorporated areas of Kings County) – *Cost of Service Study and 5 Year Rate Plan;*
- **Lane County, Oregon** (for the County, and 7 of 12 jurisdictions within the County) – *Solid Waste System Assessment and Master Plan;*
- **Marin Franchisors' Group** (comprised of 5 Member Agencies) – *Rate Methodology Review* (which included National Sword impact analysis and assistance);
- **Marin Hazardous and Solid Waste Joint Powers Authority / Zero Waste Marin** (comprised of 12 Member Agencies) – *SB 1383 Material Flow and Capacity Analysis* (modeling and strategic planning), *C&D Support* (including facility audits and certification reviews), and *AB 901 Disposal Reporting;*

Section 4

Experience and Qualifications



Section 4

Experience and Qualifications

- **Monterey County** (for the County, 11 jurisdictions, the Monterey Regional Waste Management District, Salinas Valley Solid Waste Authority, and Pebble Beach Community Services District) – *Evaluation and Analysis of its Solid Waste Management System*;
- **North Front Range Wasteshed Planning Coalition** (for 4 jurisdictions in Colorado)– *Regional Wasteshed Planning Study*; and
- **U.S. Army Corps of Engineers** (for 6 counties, and the 200 cities within) – *Needs Assessment of Proposed Landfill*.

Recent clients and projects where we have managed a team of subconsultants include:

- **Zero Waste Marin** – *SB 1383 Material Flow and Capacity Analysis*
- **Santa Monica** – *Operations Assessment, Zero Waste Plan, Rate Study*
- **City of Menlo Park** – *Zero Waste Plan, Rate Restructuring, and Stakeholder Engagement*;
- **City of Livermore** – *Strategic Plan for High Diversion*;
- **Santa Rosa** – *Zero Waste Plan*
- **Richmond** – *Litter Fee Study*

SCS Engineers | SUBCONSULTANT

Established in 1970, SCS Engineers (SCS) is one of the oldest and most widely respected employee-owned environmental consulting firms in the United States. The firm is also one of the premier solid waste consulting firms in the nation. SCS’s Sustainable Materials Management (SMM) practice is a key part of their core Solid Waste services, and is an integral and growing segment of the company’s overall operations. The firm’s SMM practice is leading the charge to sustainability through innovative and effective residential and commercial recycling programs, diversion policies, organics management, permitting and permit evaluations, greenhouse gas (GHG) recycling and reduction programs, construction and demolition (C&D) debris recycling programs, and procurement policies.

While SCS’s experience spans the nation, the firm has particular strength in California, having assisted hundreds of clients with designing and implementing residential and commercial collection programs, multi-family recycling programs, recycling at public venues and special events, and reporting and monitoring program results.

SCS’s SMM staff specialize in all aspects of solid waste planning and operations, including the completion of comprehensive solid waste/Zero Waste management plans, waste characterization studies, waste diversion alternatives studies, feasibility studies, program analyses, financial analysis and rate studies, collection and efficiency assessments, organizational assessments, permits and permit evaluations, and many more support services. The firm helps leaders of solid waste departments comply with AB 32, AB 341, AB 939, AB 1045, AB 1594, AB 1826, and SB 1383 by assessing, planning, implementing, supporting, and monitoring well-established and innovative recycling and waste diversion programs.



Relevant Firm Qualifications

Sustainable Materials Management

Our team has decades of combined experience in developing and implementing innovative high diversion plans, programs, and facilities from policy development to on-the-ground technical/implementation support. These projects have included focus on recycling and organics diversion programs, and, in the more recent years, specifically on complying with AB 341 and AB 1826 requirements. With the passing of SB 1383, we are assisting clients with planning for compliance including projects with the **Central Contra Costa Solid Waste Authority, Merced County Regional Waste Management Authority, County of Los Angeles and Santa Clara, and City of Fullerton and El Segundo**. Our contract management work involves providing AB 939, AB 341, AB 1826, and other regulatory compliance assistance, including preparing annual reports, and developing construction and demolition (C&D) ordinances and monitoring compliance.

JPA Project Experience

SCS also has experience working with solid waste joint powers authorities (JPAs) in California. We are experienced in developing relationships and providing skills and assistance to support client staff. We provide expertise in planning programs and policies; developing and negotiating collection processing and disposal agreements, conducting compensation and rate adjustments, conducting performance reviews, and more. This extensive JPA experience better informs us of issues and concerns that are unique in JPAs; how JPAs have handled different program preferences and cost allocations between Member Agencies; when and how Member Agencies have been involved in the decision-making process; and understanding the complexities of the issues well enough to be able to explain them simply to the Board, especially newer Board members.

Organics Material Management

SCS has responded to the expanding market for organic materials management, which is being driven by emerging state regulations for diversion of organics from disposal facilities, by developing a wide range of services to serve the technical, economic, development, implementation, and permitting needs of its clients. SCS assists communities in evaluating waste streams and determining the applicability of both traditional and emerging organics materials technologies.

SCS staff are devoted to staying current with the latest trends and technologies in this sector. They evaluate and provide unbiased analyses on approaches and technologies so that their clients can make informed decisions.

What truly sets SCS apart from other consulting firms is that they actually operate composting facilities. SCS operates five compost facilities on the East Coast, ranging from 2 to 36 acres, where SCS manages from 5,000 to 25,000 cubic yards of material each year. SCS knows first-hand how to produce a high-quality product and the most appropriate composting technologies and equipment to use, based on site, feedstock, and regulatory considerations. They have also assisted clients in California and nationally with a variety of composting projects. These projects demonstrate that SCS has the capabilities and personnel to provide a wide range of services in composting and organic materials management.

Section 4

Experience and Qualifications



Section 4

Experience and
QualificationsCommercial Recycling and Organics Waste Reduction Program Experience

SCS regularly provides technical assistance with commercial and multi-family recycling and organics diversion programs, coordinating efforts to comply with existing and proposed legislature, including AB 341, AB 1826, AB 939, AB 876, AB 199, AB 1045, and SB 1383.

To assist clients in reaching both immediate and long-term objectives, SCS provides a variety of services relating to these mandates, including but not limited to: capacity assessment and documentation, waste characterization studies, outreach and training, site assessments, compliance recommendations, and implementation assistance. SCS prioritizes communication and collaboration in these efforts. That is why SCS works with clients to build on existing programs and incorporate past successes into current efforts where possible. This helps to maximize results and increase waste diversion. SCS also regularly facilitates community outreach efforts, assisting with strategy coordination and development to optimize participation in compliance efforts at multiple levels, encompassing commercial, multi-family, and individual residences.

Clients that SCS is providing, or has provided assistance in solid waste studies, organics programs and SB 1383 projects within the past 5 years include:

- **Merced County Regional Waste Management Authority (MCRWMA)** – Currently assisting with the Annual Report, DRS Reporting and AB 341 and AB 1826 reporting. SCS just started a project to assist with SB 1383 planning, and managing storm water regulations for their compost facility;
- **RecycleSmart**
 - Currently assisting with an organics capacity study, program evaluation and SB 1383 planning; and
 - Providing commercial organics recycling technical assistance for all member agencies – SCS is working with businesses to decrease contamination in food scraps within material sent to East Bay Municipal Utility District (EBMUD).
- **RethinkWaste** – Provided assistance with the Executive Directors Agency Assessment, negotiations with Recology including SB 1383 provisions, writing staff reports, developing two city surveys, and other tasks as needed;
- **City of Oceanside** – Currently assisting the City in identifying potential sites with appropriate characteristics and zoning for use as a new site for composting. Scope of work includes identifying potential sites, evaluating their potential development and use for composting, identifying the permit requirements, preparing a report, and presenting the information to the City staff and City Council;
- **City of Long Beach** – Performed evaluation of the costs, facility and service options associated with implementing curbside collection of source-separated organics. The report includes organics cost per ton, transportation costs, and collection costs;
- **Synagro** – Currently researching and analyzing facilities, hauling companies, and potential feedstock generators to provide an overview of where the organic material is generated, what facility is accepting this material, the quantities of organic material potentially available, and the available capacity for organic materials for AB 1826;

- **County of Santa Clara** – Conducted organics market research on local processing facilities, analysis of alternative composting programs (i.e. backyard composting), projections on organics volumes, and recommendations on next steps; and
- **County of Placer** – conducted an Organics Collection and Processing Feasibility Study and developed an Organics Recycling Plan for Eastern and Western Placer Counties, evaluating each County's waste stream and the applicability of established and emerging technologies (e.g., composting, anaerobic digestion).

Abbe & Associates | SUBCONSULTANT

Abbe & Associates (A&A) is a full-service environmental consulting firm headed by Principal Ruth Abbe, who is a nationally recognized expert in zero waste planning and has worked with municipalities across the country to develop the infrastructure necessary to achieve zero waste. She routinely facilitates stakeholder involvement in solid waste management planning and recently conducted more than 250 workshops, conferences and public meetings. A&A also has extensive experience working with communities on organics management, food recovery and related procurement and contracting projects similar to those requested by RecycleMore.

Relevant Firm Qualifications

Edible Food Recovery & Organics Planning

As a result of A&A's projects with **Alameda County, Santa Clara County** and convening the **Zero Food Waste Forum** in October 2018, A&A knows that the food recovery ecosystem is diverse and dynamic. Food banks provide the backbone of the food recovery infrastructure, with support from food recovery and distribution organizations which operate on shoe-string budgets and are heavily dependent on volunteer and donated resources.

Recent projects undertaken by A&A that included edible food recovery and organics planning tasks are highlighted below:

- **Alameda County** – *Commercial Food Waste Reduction Study, Expanding Capacity for Wasted Food Reduction*
- **California State University, Los Angeles** – *Collection Procurement*
- **California State University, Long Beach** – *Collection Procurement*
- **Central Contra Costa County** – *School Recycling & Organics Implementation*
- **Fresno County** – *Collection Services Negotiations and SB 1383 Assistance*
- **Humboldt County** – *Anaerobic Digestion Procurement*
- **King County** – *Anaerobic Digestion Feasibility Study*
- **City of Palo Alto** – *Zero Waste Plan and Procurement Assistance*
- **City of Mountain View** – *Zero Waste Plan and Procurement Assistance*
- **City of Newark** – *Long-Range Plan and Organics Implementation Assistance*
- **City of San Francisco** – *Zero Waste Analysis and Assistance*
- **City of San Jose** – *Food Waste Program Analysis*
- **City of Santa Clara** – *County Food Rescue Capacity Study*

Section 4

Experience and
Qualifications**Cascadia Consulting Group, Inc. | SUBCONSULTANT**

Founded in 1993, Cascadia Consulting Group, Inc. (Cascadia) is a women-owned and -managed business (registered Women Business Enterprise (WBE), with nearly 60 full-time staff working out of hub offices in Oakland and Seattle. Cascadia works with corporate, institutional, public, and nonprofit clients to advance sustainability through resource conservation, energy efficiency, climate change mitigation and adaptation, and pollution prevention.

Cascadia's team delivers effective research, data analysis, facilitation, reporting, and well-designed action plans that empower our clients to be more sustainable and "walk the talk" as leaders who showcase best practices.

Cascadia has assessed current solid waste and recycling management systems to describe baseline generation, participation, contamination, and capture rates for targeted generating groups; tracked progress toward established benchmarks; and identified opportunities for future growth and efficiencies. Ensuring that a city's municipal code has enforcement and compliance mechanisms for these systems is crucial to their long-term sustainability and success, and Cascadia has experience providing these insights.

Relevant Firm Qualifications**Organics / Legislation Compliance Technical Assistance**

For over 25 years, Cascadia has helped clients inspire and empower communities to protect and restore the world we live in. Cascadia focus on strategic planning and facilitation, program design and implementation, research and analysis, and inclusive outreach and engagement in support of efforts to promote sustainability, environmental awareness, stewardship, and public well-being in California, the Pacific Northwest, and beyond. Cascadia's team of over 50 dedicated consulting staff work to solve environmental and community challenges for corporations, nonprofits, and government agencies at all levels.

Descriptions of select relevant projects are provided below:

- **West Contra Costa County (client under NDA) | Business and Multifamily AB 1826 Compliance Program**
 - Cascadia completed 447 site visits to commercial, industrial, and multifamily accounts in cities and unincorporated areas in West Contra Costa County to support compliance with statewide mandates, including AB 1826.
 - Please see Section 6: References for more project detail.*
- **Alameda County Waste Management Authority (StopWaste) – Business Assistance Program**
 - Cascadia partners with businesses throughout Alameda County to reduce waste, maximize the diversion of recoverable materials.
 - Since 2010, Cascadia has led the planning and delivery of outreach, education, and diversion technical assistance to an audience of 20,000 commercial and multi-family customers. Utilizing onsite audits, multi-family-specific generation data, and StopWaste's customer relationship management (CRM) tool, our outreach specialists deliver informed, customer-focused assistance, providing property managers with clear and actionable recommendations and a comprehensive implementation toolkit for increased diversion.

- More recently, Cascadia has also consulted with StopWaste about strategies to emphasize waste reduction and upstream strategies via ReThink Disposables as well as options for reliably measuring the recovery potential for edible and post-consumer food at various Bay Area business types.
- **San Francisco Dept. of the Environment – Zero Waste Technical Assistance Services**
 - Since 2016, Cascadia has been working as part of a multi-faceted team to provide professional services to support progress toward the City’s goal of zero waste by 2020.
 - As a subcontractor on this six-year project, Cascadia’s imperative is to deliver high-quality, cost-effective, and multilingual technical assistance to help generators reduce waste, recycle, and compost.
 - Technical assistance includes on-site waste audits, program set-up, tenant and janitorial training, monitoring and trouble shooting at a wide range of generator types, including commercial, residential, and government.
 - Because San Francisco businesses and multi-family properties are currently 99% recycling and composting compliant, technical assistance focuses on quality of participation—minimizing waste generation through upstream activity, reducing contamination, and homing in on problematic (high volume, hard-to-recycle, or hazardous) materials.

Debra Kaufman Consulting | SUBCONSULTANT

DKC’s Debra Kaufman brings significant experience working for a multi-jurisdictional agency (Alameda County’s StopWaste) and addressing many of the Zero Waste planning and policy needs of the diverse communities within that agency. She also brings a deep knowledge of the solid waste regulations that California jurisdictions need to comply with. As a former senior planner for StopWaste, Ms. Kaufman drafted their mandatory commercial recycling and organics ordinance and facilitated the adoption of the ordinance. She also managed the agency’s Environmentally Preferable Purchasing Program include model policy development. Ms. Kaufman has conveyed complicated analysis on a variety of Zero Waste issues in an easily digestible and understandable format to a variety of audiences including board members, City staff, and the business community.

Ms. Kaufman’s areas of expertise and experience that will be directly utilized for this project include:

- Estimating landfill and organics capacity;
- Developing mandatory organics ordinances and environmentally preferable purchasing policies (requirements under SB 1383);
- 16 years assisting a multi-jurisdictional agency with regulatory compliance and long-term planning and organics program improvement; and
- Experience identifying Tier 1 and 2 generators and edible food capacity.

Ms. Kaufman is currently serving as the project lead on developing SB 1383 tools for **CalRecycle** to help jurisdictions, counties, and regional agencies comply with SB1383. As part of this project, she is leading the development of a model mandatory organics ordinance and development of a model Environmentally Preferable Purchasing Policy to contain SB 1383 requirements.



Section 4

Experience and
Qualifications

As the lead on policy and ordinance development in her 17 years at **StopWaste**, she drafted and facilitated adoption of a landfill ban on plant debris, a mandatory recycling and organics ordinance and an Environmentally Preferable Purchasing Policy.

Ms. Kaufman is also assisting the **South Bayside Waste Management Authority (RethinkWaste)** to understand and meet specific SB 1383 requirements including drafting a model mandatory ordinance for the JPA's member agencies to consider for adoption.

Project Staff Bios

One-page project staff bios are provided on the following pages. Each team member's responsibility under the Work Plan has been covered in Section 3's Organizational Chart.





recyclemore
WEST CONTRA COSTA INTEGRATED
WASTE MANAGEMENT AUTHORITY

Agenda Report

Date: March 12, 2020
To: West Contra Costa Integrated Waste Management Authority Board
From: Peter Holtzclaw, Executive Director
Subject: Agreement with Recyclist Program Tracker Software

ACTION REQUESTED

Authorize the Executive Director to enter into an agreement with Recyclist in an amount not to exceed \$67,400 for a one-time set-up fee and a three-year subscription to Program Tracking Software for the Republic and El Cerrito service areas.

BACKGROUND

RecycleMore is responsible for compliance with current state laws AB 341 (Mandatory Commercial Recycling) and AB 1826 (Mandatory Commercial Organics Recycling), and the upcoming SB 1383 (Short-Lived Climate Pollutants: Methane Landfills). RecycleMore and Republic Services have devoted considerable staff time and effort to configure waste account data into a usable compliance document that is verifiable by CalRecycle. This effort is repeated each time account data is updated and is very time consuming and prone to errors. An effective compliance monitoring program also involves identifying covered generators, and conducting follow-up with commercial generators via mailings, phone calls and site visits. AB 1826 has gradually expanded to include over 1,000 covered accounts, and staff expects the majority of the Waste Reduction and Recycling Program Manager's duties to center around these compliance efforts indefinitely. RecycleMore staff is also preparing for the implementation and enforcement of SB 1383, which will require organics collection and monitoring for virtually all generators and will include enforcement responsibility for jurisdictions. SB 1383 will also involve complex record keeping for self-haul landscapers, businesses that may generate excess edible food, and for edible food recovery agencies. Many of the compliance documentation and record keeping functions must be addressed annually adding to the expected on-going work of JPA staff. SB 1383 functions begin in 2022, and jurisdictions are encouraged to begin planning and managing the groundwork of this complex program now.

ANALYSIS

RecycleMore staff made inquiries of how our neighboring jurisdictions are managing compliance with the current laws and how they are preparing for SB 1383. Staff spoke with two Republic Services franchises, one in the RecycleSmart - Central Contra Costa County JPA and the other in Union City. Both are currently contracted with a data tracking software platform called Recyclist, and both provided very positive reports on their experiences. Email communications with Kimberly Lam (Republic/Central Contra Costa) and Jennifer Cutter (Union City) are included as attachments 1 and 2.

Agenda Item No. 8.2

RecycleMore staff also scheduled an online demonstration with Recyclist and learned that it has the capabilities to manage all the account data and compliance monitoring that will be expected of the JPA. Recyclist is developed specifically for waste data compliance tracking and is configured for both the current and future laws. Recyclist staff has direct experience with Republic Services' account data and is able to configure our specific interface accordingly. Existing follow-up records are able to be input into the tracker and Recyclist ensures that the transition is completed successfully as part of a one-time start-up fee. Waste hauler account data is then uploaded into the system quarterly and current status reports are available on demand. There are a range of permissions to allow various users to access parts of the tracker, allowing RecycleMore, Republic Services and City of El Cerrito/East Bay Sanitary to update follow-up records as needed. Utilizing a data platform with access by all users would save hundreds of hours each year that we currently spend coordinating and communicating our individual follow-up activities. Another benefit the software offers is the ability to generate the compliance sections of the CalRecycle Electronic Annual Report automatically.

Throughout 2018, RecycleMore maintained separate compliance spreadsheets for each law, with tabs for each sector. We maintained separate electronic folders for compliance documents and for evidentiary photographs taken on site visits. Recyclist allows for all follow-up information to be stored in a single, cloud-based location for each account which will facilitate efficiency and accuracy for our on-going compliance work.

Recyclist also acts as a follow-up monitoring system. It automatically schedules follow-up visits to keep staff activities on track. It automatically sends follow-up emails to self-haul landscapers and other entities, reminding them of their annual reporting requirements. Because SB 1383 requires enforcement and violations for non-compliance, Recyclist also tracks progressive enforcement for each account.

As a cloud-based platform, Recyclist offers field input of site visit notes and photos and the ability to generate business follow-up communications from the field. It also allows rate table inputs to automatically calculate right-sizing proposals for businesses.

All parties (RecycleMore staff, member city staff, Republic, East Bay Sanitary, and the El Cerrito staff) agree that the purchase of the Recyclist software is a prudent decision. A sticking point has been ownership.

Initially, RecycleMore figured it would own the software, with Republic, El Cerrito and East Bay Sanitary inputting data as necessary, with summary results exported to the State (CalRecycle). Republic had, and continues to have, legitimate concerns about its proprietary commercial list becoming public, especially as the Post-Collection Agreement and numerous hauling franchises end in 2025. Conversely, many public staffers are wary of Republic owning compliance software, when compliance is the *raison d'être* of RecycleMore and city environmental staff.

RecycleMore has researched how Recyclist is used by other communities and there's no consensus.

- Most jurisdictions own the software, with haulers uploading their data, and no security breaches have occurred, since Recyclist can place restrictions on what data is exported to the state, to nullify any accidental release of proprietary commercial data.
- There are many instances where the public sector owns the software and a Republic subsidiary uploads data.
- Alternatively, Republic and Mount Diablo Recycling own the software next door in Central Contra Costa County, with the RecycleSmart staff accessing the software to compile summary compliance

data. The same occurs in unincorporated Contra Costa County, with County staff similarly accessing, compiling and exporting data, again all within established parameters where only summary information is shared, not specific account information.

Currently, we have an agreement between all parties. RecycleMore will own the software as it pertains to El Cerrito, with the City and East Bay Sanitary inputting data along with RecycleMore staff, for eventual summary exports to CalRecycle. El Cerrito has specific language in its franchise agreement that does not allow its hauler (East Bay Sanitary) or the City to share customer accounts with other private entities, meaning Republic cannot be a party to this arrangement. RecycleMore and Republic will co-own the software as it pertains to the rest of the jurisdiction. This ensures that the parameters for exporting are fully transparent between Republic and RecycleMore, and that RecycleMore can engage in data-inputting alongside Republic staff. Republic's proprietary data will be secure within the software and only summary data will export to CalRecycle.

PROCUREMENT PROCESS

Recyclist claims that there is no other comparable software platform available (see Sole Source document attachment 4). RecycleMore staff researched the software platform market online and made some inquiries about seemingly similar products. Green Halo provided similar generator interface capabilities, but it was limited specifically to C&D diversion monitoring. Salesforce CRM could be utilized for compliance monitoring, but it is designed around business sales, and not specifically suited for managing compliance with these specific laws. StopWaste currently uses Salesforce as their CRM and explained that it was difficult to configure and not specifically designed for waste compliance work. Based on this research, RecycleMore staff concludes that there is currently no other comparable product available.

AWARD AGREEMENT TO RECYCLIST

Considering that the data management and compliance monitoring expectations of CalRecycle are expected to increase over the next few years, RecycleMore recommends awarding an agreement to Recyclist for a three-year subscription to the Recyclist Program Tracker. Single year annual subscription fees are \$22,000. This is discounted to \$19,800 per year for a three-year subscription. Recyclist annual costs are based on population, and can be adjusted if a member agency were to withdraw from the JPA. There is a one-time \$5,000 start-up fee, and El Cerrito data inputs would cost an additional \$500 for each data upload, proposed at twice a year. (See Attachment 1 - Recyclist Quote). This would make the three-year subscription rate \$67,400.

FISCAL IMPACT

The Board has directed staff to add \$225,000 to the operating budget for compliance activities, which would include program tracking software.

Respectfully Submitted,

Peter Holtzclaw

Peter Holtzclaw
Executive Director

Attachments:

1. Recyclist Quote
2. Current Recyclist Subscriber Testimonial - 1
3. Current Recyclist Subscriber Testimonial - 2
4. Recyclist Sole Source Document



Program Tracker

Stop Drowning in Spreadsheets and Paperwork

Move your program forward faster with our cloud-based system.
We'll keep your information in sync and your team on task.

Get a Grip on Service Data



Waste Stream Insight

We input your service data and make it accessible and useful. Our system makes data easy to understand so you can get all the insight you need into business and multi-family waste streams.



One Database to Rule Them All

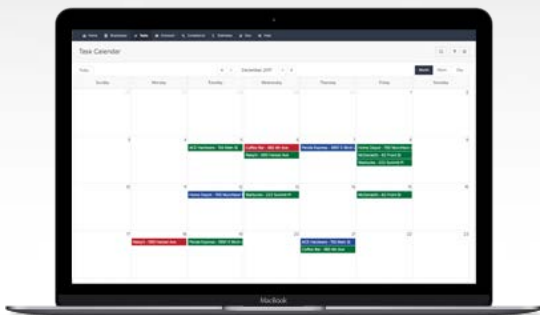
All businesses and multi-family accounts are conveniently stored in one place, so you can quickly find contacts, addresses, service information and outreach history.



Ongoing Data Updates

Our service includes quarterly data imports that give you visibility into service changes, including accounts, closed accounts and changes in service levels.

Coordinate a Multi-Agency, Multi-Person Outreach Team



Cloud-Based Data Syncing

Whether you're with the city, the hauler or a consultancy, at the office or in the field, the data you enter is visible in real-time to everyone involved in an outreach effort.



Task Scheduling

No more forgotten or overlapping tasks. Coordinate and delegate all your team's activities — site visits, phone calls, even distributing bins and flyers — using our task calendar.



Education & Outreach

Manage all your communications and activities in one place — you can even send bulk emails through our interface.

Take Your Data With You



Waste Assessments

Generate right-sizing service estimates based on your local rates. Add photos from your mobile device, type in notes, and send a PDF branded with your city or company, all right on the spot.



Mobile App for Field Visits

For in-person audits or assessments, grab a tablet, take photos and enter data straight into the system. Eliminate the need for time-consuming photo transfers and data entry back at the office.



Visualize Your Data



Dashboard

Gives you an at-a-glance view of what's happening in your program right now, so you can assess your progress and plan your next move.



Generate Charts & Reports

Automatic, up-to-date charts and graphs allow you to see the big picture and track outcomes over time.



Heat Mapping

Interactive waste-generation-based heat maps allow you to see where businesses and multi-family properties are clustered and to plan targeted and efficient outreach.

Meet California's Mandates



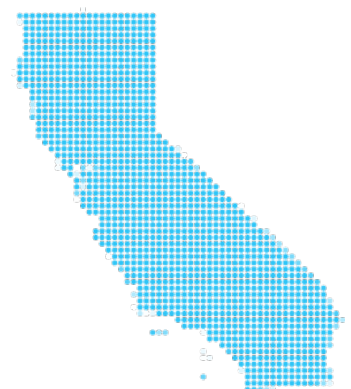
AB 1826 & AB 341 Compliance

Easily identify which businesses you need to be monitoring for local ordinances and state regulations, and track their compliance statuses.



EAR-Ready Stats & Reports

With all your data and communications stored in one place, you'll have information for your CalRecycle Electronic Annual Report right at your fingertips.



Future Proof for SB 1383

Get ahead of forthcoming regulatory requirements, including:



- ✓ Identifying Tier 1 & Tier 2 commercial edible food generators
- ✓ Tracking education and outreach to generators
- ✓ Recording waivers issued
- ✓ Establishing a system for self-hauler reporting
- ✓ Maintaining a detailed list of food recovery organizations and services
- ✓ Monitoring compliance of generators, recovery services and organizations
- ✓ Tracking annual inspections and compliance reviews
- ✓ Issuing notices of violation, following up every 90 days, imposing penalties
- ✓ Keeping centralized records for 5 years and providing access on demand within 1 business day



Customized and Personalized for Today — and Tomorrow

Customization

Everyone's program and workflow is different — we customize our software to meet the specific needs of your program.

Personalized Training

We provide a customized tutorial for your staff, and we give you the information you need to utilize the full capacity of the tool.

New Features

Your annual subscription includes access to any new features we develop. Some of our best improvements begin as customer requests, so we're all ears.

In the Words of Our Customers

“ *Recyclist has enabled us to track our progress in a way no other system I've ever worked with has. I highly recommend the Program Tracker for tracking outreach, implementation, compliance and for reporting purposes.* ”

“ *The great thing about the Program Tracker is that it was designed with our industry in mind. This results in a functionality that makes sense for our industry.* ”

“ *I would highly recommend the Program Tracker. With our large team of recycling coordinators out in the field, this tool has helped us not only track our outreach efforts efficiently and uniformly, but has also helped keep us organized. The data that Recyclist tracks makes our reporting tasks much easier, and the Recyclist team has been very flexible with changing or adding functions on the tool to fit our specific needs.* ”

“ *I used to wake up in the middle of the night worrying about all my spreadsheets. Now I sleep well and look forward to firing up my Program Tracker first thing every morning, knowing it's got all the information I need and will help to guide me through my day.* ”

In Use in Cities & Counties Across California

City of Alameda

City of Burbank

City of Clovis

City of Culver City

City of Cupertino

City of Daly City

City of Half Moon Bay

City of Napa

City of Santa Clara

City of Sunnyvale

City of Union City

City of Vacaville

Contra Costa County

Marin County

Placer County

Riverside County

Sacramento County

Salinas Valley

Sonoma County

Town of Truckee

Town of Windsor



QUOTE

CUSTOMER: RecycleMore

DATE: January 17, 2020

EXPIRATION DATE: April 17, 2020

PRODUCT: Program Tracker for jurisdiction with population 150,000-500,000

FEES:

	<i>1-year term</i>	<i>3-year term</i>
Purchased Alone	\$22,000/year	\$19,800/year
Purchased with Public Education Website+ or Ultimate Recycling Guide	\$19,800/year	\$18,700/year

+

\$500/year for 1 additional hauler data set import (El Cerrito/East Bay Sanitary)

Single hauler quarterly data set imports included in base subscription

\$500/import for each additional hauler data set

+

\$5,000 One-Time Set-Up Fee

Program Tracker includes:

- Commercial & multi-family generator database for tracking:
 - Service levels
 - Contact information
 - AB 1826 & AB 341 compliance (California customers)
 - SB 1383 compliance planning (California customers)
 - Log of all outreach activities

- CRM features to schedule and track outreach to commercial generators, including:
 - Site Visits
 - Phone Calls
 - Emails
 - Materials delivered

- Photos taken
- Task lists and calendars
- Task reminders and summaries
- Estimate tool that enables staff to:
 - Document current service levels
 - Calculate cost estimates for multiple service scenarios
 - Input waste characterization audit data
 - Take photos
 - Email PDF reports directly to site managers
- Customization to meet unique customer needs, such as:
 - Tracking local programs and pilot projects
 - Compliance with state, regional, or local ordinances
 - Internal reporting (e.g., materials delivered, inventories)
 - Business and multi-family location mapping
 - Importing data from customer service / billing databases
 - Quarterly (single hauler) or annual (multiple haulers) importing of updated data to identify new accounts, closed accounts, and service level changes
 - Quarterly importing for multiple haulers available for an additional fee
- Reports on all of the above, in list and/or graph format, with ability to search, sort and filter, and to export to Excel, PDF, or image file.
- Cloud-based database that syncs data across all users in real time
- Web-based application, with mobile app for iOS and Android (requires internet connection)
- Secure web hosting with weekly backups
- Support via email and phone, Monday-Friday 9am-5pm PST
- Unlimited users
- Release of new features and improvements as they are developed

One-Time Set-Up Fee includes:

- Importing initial generator list(s) and service levels
- Importing historical outreach and compliance records
- Setting up user accounts
- Customizing database fields to meet customer needs
- Customizing reports to meet customer needs

From: [Lam, Kimberly](#)
To: [Andrew Schneider](#)
Cc: [Moore, Bielle](#); [Nuti, Peter](#); [Moberg, Shawn](#); [Chung, Reagan](#); [Singleton, Terry](#)
Subject: RE: Recyclist Info
Date: Monday, March 25, 2019 4:52:16 PM

Hi Andy,

Happy to discuss our experience with Recyclist!

We've been using Recyclist in our RecycleSmart service area since late Spring of 2017 and it has been very helpful in tracking our site visit and compliance activities. We are able to track and adjust compliance and exemptions for each account (see screen shot below) for AB 341, AB 1286, and an additional RecyclSmart recycling ordinance.

Accounts are automatically marked as compliant if they have the appropriate recycle or organics service with us, but we can also manually mark accounts as compliant if they are sharing recycling service with a neighbor (in which case Recyclist prompts us to type in the account that it is sharing with – the account will then be flagged if the shared recycle account is closed so we know to circle back to check on compliance or help them set up their own recycling service), backhauling, etc.

Regarding user controls for different privileges, we allow some consultants doing technical assistance who are working directly with us, or directly with RecycleSmart, to be able to add their activity notes. RecycleSmart also has access as a View-Only user, so they can look up and reference our site visits if needed to send compliance letters or take further action with a business.

Our account data is uploaded every month to Recyclist, and they do a little bit up account simplification / clean-up for the Recyclist interface. In the beginning there was a lot of work to figure out the best ways to do this but now it's fairly seamless.

Let me know if you have any other questions, thanks
Kimberly

Compliance Status

Phase I: 8 CY Organics
Phase II: 4 CY Organics
Phase III: 4 CY Trash
Phase IV: 2 CY Trash

AB 1826 Phase	Phase I ▾
AB 1826 Status	Compliant ✕ ▾
AB 341 Status	Exempt ✕ ▾
JPA Recycling Status	Not Compliant ✕ ▾
Yard Waste Participation	Compliant ✕ ▾
Food Waste Participation	-Select- ▾
Compliance Notes	Participating: Republic ✕ ▾
	<div style="border: 1px solid gray; height: 40px; width: 100%;"></div>

From: Andrew Schneider [mailto:andrews@recyclemore.com]
Sent: Wednesday, March 20, 2019 4:48 PM
To: Lam, Kimberly
Subject: Recyclist Info

Note that (andrews@recyclemore.com) is an external email. Report suspicious emails by clicking on "Report Phishing", or forward to "infosec.phishing@republicservices.com"

Hi Kimberly,

Andy Schneider here from RecycleMore.

We have some challenges with AB1826 monitoring, and we anticipate more with 1383.

We did a Recyclist demo & think it is the right product for what we need.

I know that Republic uses it in your service area.

Recyclist says that they are now familiar with Republic's data & codes.

Although I'd love our West County Republic to manage compliance, it's not in our contract, so we are managing it from the raw data up.

Our Board and member city staff is not convinced that Recyclist is worth the cost.

I say it would be useful now – and essential later.

They asked for a testimonial from another jurisdiction, so I'm reaching out to learn about your experience.

Some things that interested me are the EAR prep function; how covered accounts and non-

compliant accounts are counted; how are exemptions indicated; user controls for different privileges, etc.

Do they really just upload your acct data quarterly without too much configuring by you?

The more you can share, the better our chances of contracting.

I have a couple weeks to prepare my report.

Thanks,

Andy Schneider
Source Reduction & Recycling Program Manager
RecycleMore – West Contra Costa Integrated Waste Management Authority
(510) 215-3126
AndrewS@RecycleMore.com

From: [Jennifer Cutter](#)
To: [Andrew Schneider](#)
Subject: RE: Recyclist/Exemption Question
Date: Monday, March 04, 2019 5:37:06 PM

Hi Andy,

Recyclist is a great tool. [Recyclist](#) founder [Emily Coven](#) and her team are really responsive to any questions or customization requests. Emily can send you a demo link and walk you through the Outreach Tracker features. A nice thing about Recyclist is that the system can be accessed remotely via phone and tablet. The recycling outreach coordinators with our haulers, Republic and Tri-CED Community Recycling, don't have to go back into the office to enter their outreach notes, upload photos, prepare customer service proposals, etc. It is all possible out in the field, so ideally it allows for more site visit assessments to be completed.

One downside is because it's not possible to directly interface with Republic's InfoPro account database, the data dumps have to be imported quarterly. In between the data dumps, sometimes we enter new business information manually and then it shows up as a duplicate once the new data is imported. When this happens, we just put in a customer support email to Recyclist and they fix it. I think you can pay more to have Recyclist import the data dumps more often (e.g. monthly). Also, I was already very familiar with the Republic data since Republic sends the City a quarterly report with the fields we need (acct numbers, biz names, addresses, service levels, contact info), so it didn't take any extra effort to get this information over to Recyclist. In addition, I understand what all the weird codes mean that Republic uses in InfoPro, so I helped Recyclist decipher the data.

Republic Services in Central Contra Costa County uses Recyclist for reporting to jurisdictions they serve. We spoke with Kimberly Lam (925-671-5851 or KLam2@republicservices.com) initially to get feedback last year on their experience with Recyclist and she spoke very positively from Republic's perspective in terms of using it as a tool to track outreach and reporting CalRecycle compliance statuses to their jurisdictions.

I didn't find other companies out there at the time we signed up in August 2018 specifically focused on meeting the needs of solid waste program management. StopWaste uses Salesforce CRM; you may want to learn more by contacting Meghan Starkey: mstarkey@stopwaste.org.

Our county Mandatory Recycling Ordinance (MRO) with StopWaste is more stringent than the AB 1826 less than 0.5cy organics exemption—the MRO threshold is all businesses subscribing to garbage bin service that generate 20 gallons or more organics weekly and 10 gallons for garbage cart customers must have organics diversion.

The StopWaste MRO has a Certification of Recycling Service (CRS) form that businesses fill out to help document back-haul/self-haul/3rd party for recycling and organics. However, for Union City all businesses are required to have at least a minimal level of franchise hauler recycling service or shared service with a business that subscribes to franchise hauler service. Therefore, any other recycling diversion can be documented, but they still need to participate in our City's mixed

recycling program. For organics, they can only use back-haul/self-haul/3rd party if it is not violating our franchise collection agreement with Republic which means they either need to haul using their own employees and equipment, be paid for or donate the material. Commercial accounts aren't allowed to pay a 3rd party to haul recyclables or compostables. Even if a business fills out the CRS form, they could still receive a violation upon inspection by the MRO enforcement team if the inspector observes 20 gallons or more organics in the garbage or another violation type.

Besides the CRS form for back-haul/self-haul/3rd party or shared service documentation, there is a StopWaste Waiver form Union City uses for organics. Waiver types include De-Minimus (less than 20 gallon organics generated in MSW weekly), Physical Space Constraints, Financial Hardship, etc. This is a more involved process that requires an enforcement official to schedule an appointment with the applicant to determine whether the waiver will be granted. There are very few Waiver forms submitted and approved. I just helped a business submit one for De-Minimus.

I hope this helps! Please feel free to reach out if you have any further questions.

Best,
Jennifer

JENNIFER CUTTER

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From: Andrew Schneider [mailto:andrews@recyclemore.com]

Sent: Thursday, February 28, 2019 12:33 PM

To: Jennifer Cutter <JenniferC@UnionCity.org>

Subject: Recyclist/Exemption Question

Hi Jennifer,

Andy Schneider from RecycleMore here.

We are considering Recyclist for compliance tracking & want to know how you like it.

As you know, we too have Republic Services and need a tracker that can manage their data type.

Did you review other companies prior to selecting Recyclist? If so share, so we can compare.

Finally, because West County lacked a monitoring program, we have been on notice from CalRecycle.

This requires a lot of data submission which in turn is then scrutinized.

How we identify different business situations in regard to exempt or compliant is being disputed & we hear different interpretations from everyone.

Our question is do you use exemptions for those with alternative diversion methods (back-haul/self/haul landscapers) or just for generation below .5CY/lack of space?

Let me know when you can via call or email.

Thanks,

Andy Schneider
Source Reduction & Recycling Program Manager
RecycleMore – West Contra Costa Integrated Waste Management Authority
(510) 215-3126
AndrewS@RecycleMore.com

PROGRAM TRACKER SOLE SOURCE

Recyclist's Program Tracker is a cloud-based platform designed specifically for municipal solid waste and recycling managers. The platform has been in continuous development since August 2015.

Recyclist has spent many hundreds of hours developing the platform, including architecting data, writing code, identifying data sources, communicating with CalRecycle to ensure correct compliance reporting, and developing industry-specific customer relationship management features.

To develop a comparable tool internally would easily consume significant amounts of time for both the recycling and IT staff. Between the two departments, it would likely be the equivalent of at least one FTE for a year. Beyond employee time, there would be external costs of data sourcing, server space/hosting and system administration. And then of course there would be ongoing maintenance and updates, easily 25%+ FTE. Timeframe would also be a factor here. Whereas Recyclist's platform is available immediately, an internal development process of a comparable product would likely take at least 12 months to develop.

Recyclist's platform comes as a Software as a Service, which means that all of the above is included in the annual subscription fee. Because the platform is in continual development, new features and improvements are released on a regular basis. As customers make requests for new features and reports, and as new regulations and reporting requirements are developed by the state, the company adds them to the platform, and makes them accessible to all customers. In this way, Recyclist customers all benefit from each other's experiences, with their individual approaches to managing commercial waste diversion informing this central platform in a synergistic manner that would be otherwise out of reach.

Recyclist is unique in providing this niche software product and has no known competitors providing similar services.

PEP SOLE SOURCE

Recyclist is a cloud-based public education and outreach platform designed specifically for municipal solid waste and recycling managers. With literally hundreds of pages of content about reusing, reducing, and recycling, Recyclist is the only turn-key solution that enables municipalities to get up and running with a world-class digital communications solution at a small fraction of the cost of creating and maintaining their own.

Recyclist's subscription service includes not only a website platform, but also a weekly feed of new content that municipalities can use to keep their communications fresh and relevant. The Recyclist editorial team is focused on California issues, legislation, and programs, and all content is edited for local consistency and relevancy before being delivered to any municipality.

Recyclist also offers newsletters, collection reminders, and content to publish to Facebook and Twitter, so it enables a municipality, through one clean simple interface, to manage the full range of digital communications channels.

Building a service similar to Recyclist for a single municipality would easily cost \$200,000+, and the ongoing support and editorial provided would likely be 20%-40% of a FTE. Recyclist offers a unique model in which budgets from multiple municipalities combine to allow each municipality to have a far stronger and more effective presence than would be possible individually.

CITY COUNTY PAYMENT PROGRAM LANGUAGE

In an important precedent for funding, a \$10,000 annual Recyclist subscription was approved by CalRecycle for the City of Lincoln as an expenditure for the Beverage Container Recycling Grant and Payment Program (the "City/County Payment Program") in 2015-16. These funds are distributed on a by-population basis to each of California's 540 jurisdictions. In 2013-14 Stockton received \$77,361 through this program.

CCT SOLE SOURCE

Recyclist's Business Monitoring & Compliance Tool is a cloud-based platform designed specifically for municipal solid waste and recycling managers. The platform has been in continuous development since August 2015.

Recyclist has spent many hundreds of hours developing the platform, including architecting data, writing code, identifying data sources, collaborating with CalRecycle to leverage Waste Characterization data for generation estimates, mapping business codes, and developing industry-specific customer relationship management features.

To develop a comparable tool internally would easily consume significant amounts of time for both the recycling and IT staff. Between the two departments, it would likely be the equivalent of at least one FTE for a year. Beyond employee time, there would be external costs of data sourcing, server space/hosting and system administration. And then of course there would be ongoing maintenance and updates, easily 25%+ FTE. Timeframe would also be a factor here. Whereas Recyclist's platform is available immediately, an internal development process of a comparable product would likely take at least 12 months to develop.

Recyclist's platform comes as a Software as a Service, which means that all of the above is

included in the annual subscription fee. Because the platform is in continual development, new features and improvements are released on a regular basis. In fact, the second version of the platform was just released in September 2016, based on initial customer feedback. As customers make requests for new features and reports, the company adds them to the platform, and makes them accessible to all customers. In this way, Recyclist customers all benefit from each other's experiences, with their individual approaches to managing commercial waste diversion informing this central platform in a synergistic manner that would be otherwise out of reach.