



Board of Directors Meeting Agenda
Regular Meeting
Thursday, April 14, 2022
6:15 PM

Teleconference/Public Participation Information

Pursuant to the provisions of California Governor's March 4, 2020 State of Emergency Declaration and enactment of Assembly Bill 361 on September 16, 2021 which adopted exemptions to the Ralph M. Brown Act and the proposed findings to be adopted by the Board at this meeting, this meeting will be conducted by the teleconference only in accordance with Government Code section 54953(e). No physical location will be available for this meeting. This meeting agenda is available online at <https://recyclemore.com/about/board-meeting-agendas>

For this meeting, there will be no physical location from which members of the public may observe the meeting. Members of the public are welcome to observe and address the Board telephonically at the appropriate time for public comment during the meeting, following these instructions:

Link to join Webinar: <https://us02web.zoom.us/j/83970413840>
Or phone: 1-669-900-6833 or 1-408-638-0968
Webinar ID: 839 7041 3840

During the meeting, the Chair will call for public comment. To make a public comment on a desired item while participating in the webinar, click on the "Raise Your Hand" option within the online webinar tool, or if participating via phone - dial *9.

Members of the public are welcome to submit written comments via email to the Board Secretary at donalds@recyclemore.com prior or during the time for public comment at the meeting. The Board Secretary will share all comments with the Board at the meeting and make them part of the public record.

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 Board Secretary at (510) 609-1215 or by email at donalds@recyclemore.com with the following information: name, phone number, email, and type of assistance requested. 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/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

There will be no closed session during this meeting.

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:

6.1 March 10, 2022 Authority Board Meeting Minutes

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

6.2 Implementation of AB 361 to Allow Teleconferenced Meeting

Adopt Resolution No. 22-04 to continue conducting Board of Director meetings remotely due to health and safety concerns for the public and making related findings in compliance with Assembly Bill 361 (2021) ("AB 361") effective April 22, 2022 through May 22, 2022.

6.3 Food Scrap Pail Order

Approve the Executive Director's recommendation for a large order of SureClose food scrap pails to support residential participation in the organics program.

7. Staff Report

Staff will provide updates on recent and upcoming activities.

8. Regular Agenda

8.1 Administrative Policy for Legislatively Mandated Compliance Set-Aside Monies

Review and adopt the administrative policy for compliance set-aside monies.

8.2 Sole Source Contract with MRG

Approve Sole Source Contract with MRG.

8.3 Edible Food Recovery Consultant Selection

Receive and review the two edible food recovery consultant proposals and approve the Executive Director's recommendation to contract with Abbe & Associates LLC to assist RecycleMore in the SB 1383 Edible Food Recovery Project.

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 12, 2022.

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WEST CONTRA COSTA INTEGRATED
WASTE MANAGEMENT AUTHORITY

Agenda Report

DATE: April 14, 2022

TO: West Contra Costa Integrated Waste Management Authority Board

FROM: Peter Holtzclaw - Executive Director

SUBJECT: March 10, 2022 Authority Board Meeting Minutes

ACTION REQUESTED:

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

BACKGROUND:

The minutes of the March 10, 2022 Board meeting are attached.

FISCAL IMPACT:

None.

ATTACHMENTS:

[6.1 Attachment 1 - DRAFT ActionMinutes 2022-03-10.pdf](#)

WEST CONTRA COSTA INTEGRATED WASTE MANAGEMENT AUTHORITY BOARD OF DIRECTORS MEETING MINUTES – MARCH 10, 2022

Meeting Date | Time 3/10/2022 6:15 PM | Meeting Location The meeting was held pursuant to the provisions of California Governor's March 4, 2020 State of Emergency Declaration and enactment of Assembly Bill 361 on September 16, 2021 which adopted exemptions to the Ralph M. Brown Act and the proposed findings to be adopted by the Board at this meeting, to be conducted by teleconference only in accordance with Government Code Section 54953(e). No physical location will be available for this meeting. All votes of the Board to be Roll Call votes.

Meeting called by Board of Directors

Type of meeting Regular

Authority Staff Present Peter Holtzclaw, Lisa Borreani, Andy Schneider, Donald Sturman

Legal Counsel John Bakker

Board Members Present:

Directors: T. Rudnick, El Cerrito (Vice Chair); D. Romero, Hercules (Chair); A. Tave, Pinole; N. Bates and G. McLaughlin, Richmond; and A. Pineda, San Pablo

Absent: M. Willis, Richmond; and F. Glover (Ex-Officio) Contra Costa County

CALL TO ORDER/ROLL CALL

Chair Romero called the meeting to order at 6:21 P.M. The Roll Call established the existence of a quorum (Bates*, McLaughlin, Pineda, Romero, Rudnick, Tave). *Director Bates arrived at 6:24 P.M.

CLOSED SESSION

There was no Closed Session.

PLEDGE OF ALLEGIANCE

Director Pineda led the Pledge of Allegiance.

EX-PARTE COMMUNICATIONS & DISCLOSURE

There were no ex-parte communications or disclosures.

PUBLIC COMMENT

No written comments were submitted, or oral comments made, by any member of the public.

CONSENT CALENDAR

MOTION by Vice Chair Rudnick to approve Consent Calendar Items 6.1 and 6.2. **SECOND** by Director McLaughlin.

MOTION PASSED by a Roll Call vote with Director Bates' abstention.

STAFF REPORT

Staff Report Item 7 - | Presenter | Peter Holtzclaw - Executive Director

Executive Director Peter Holtzclaw reported that future agenda items in April would include:

- CalRecycle SB 1383 Information Item
- Triennial Review Presentation by R3 Consulting
- Management of the Compliance Fund
- Edible Food Recovery Consultant Selection
- Executive Director Annual Review
- New Program Manager Job Descriptions
- Memorandum of Understanding (MOU) and Work Plan

The May agenda would include the following:

- WCCIWMA Budget
- Records Retention Policy
- MOU (if not brought to the Board earlier)

Agenda Item 8.1 – Edible Food Recovery Consultant Selection – Errata | Presenter | Peter Holtzclaw, Executive Director

Mr. Holtzclaw advised that while action on the edible food recovery consultant selection had been proposed for this agenda given that one bid had been received by the February deadline, a second bid had come in through a junk e-mail box and the item would be delayed. A recommendation would be brought to the Board in April after interviews and analyses. He looked forward to getting the work started given the importance of the landscape related to Tier 1 and Tier 2 edible food generators as well as to support the infrastructure and finding new agencies to partner with for later programs, projects and opportunities. The analysis and recommendation for the two bids would be returned at the next meeting.

Vice Chair Rudnick noted a big cost difference in the two bids and asked why that would be the case, to which Mr. Holtzclaw expressed a desire to withhold comments until after the interviews had been conducted to be able to find out why there was such a disparity and to report back to the Board.

Chair Romero also had a concern with the differences in the bids. He asked what “outreach support” meant in the context of the bids and hoped that would be clarified in the interviews.

No written comments were submitted, or oral comments made, by any member of the public.

BOARD MEMBER AND STAFF ANNOUNCEMENTS

There were no announcements.

ADJOURNMENT

With consensus of the Board, Chair Romero adjourned the meeting at 6:34 P.M. until the regular Board meeting scheduled for April 14, 2022 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 March 10, 2022.

Board Secretary

Date

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WEST CONTRA COSTA INTEGRATED
WASTE MANAGEMENT AUTHORITY

Agenda Report

DATE: April 14, 2022

TO: West Contra Costa Integrated Waste Management Authority Board

FROM: Peter Holtzclaw - Executive Director

SUBJECT: Implementation of AB 361 to Allow Teleconferenced Meeting

ACTION REQUESTED:

Adopt Resolution No. 22-04 to continue conducting Board of Director meetings remotely due to health and safety concerns for the public and making related findings in compliance with Assembly Bill 361 (2021) (“AB 361”) effective April 22, 2022 through May 22, 2022.

BACKGROUND:

On March 4, 2020, Governor Newsom declared a State of Emergency to make additional resources available, formalize emergency actions already underway across multiple state agencies and departments, and help the State address the broader spread of COVID-19.

On March 17, 2020, in response to the COVID-19 pandemic, Governor Newsom issued Executive Order N-29-20, which suspended certain provisions of the Ralph M. Brown Act (“Brown Act”) in order to allow local legislative bodies to conduct meetings telephonically or by other means. Additionally, the State implemented a shelter-in-place order, requiring all non-essential personnel to work from home.

The Board of Directors established virtual meetings. The virtual meetings have allowed the Board to continue to conduct its business from remote locations while ensuring the public’s continued access to government meetings in a safe manner.

On June 11, 2021, Governor Newsom issued Executive Order N-08-21, which among other things, rescinded certain clauses of Executive Order N-29-20 after September 30, 2021, including clauses that suspended certain provisions of the Brown Act. Thus, effective October 1, 2021, agencies would have had to transition back to in person public meetings. Since the Governor issued Executive Order N-08-21, the highly contagious Delta variant has emerged, causing a spike in cases throughout the state and within Contra Costa County.

On August 2, 2021, the Contra Costa County Health Officer issued a Health Order requiring all individuals in both Counties, regardless of vaccination status, to wear face coverings in all indoor public settings and businesses for the control of COVID-19. The August 2, 2021 Public Health Officer Order will be in effect until rescinded, superseded or amended.

On September 16, 2021, Governor Newsom signed AB 361, which was an urgency measure that became effective on October 1, 2021, and it allows a local agency to use teleconferencing for public meetings during a Governor-proclaimed state of emergency as long as the legislative body adopts findings every 30 days that: 1) meeting in person would present imminent risks to the health or safety of attendees as a result of the emergency; or 2) state or local officials have imposed or recommended measures to promote social distancing.

In such circumstances, a legislative body is not required to make available a physical location from which members of the public may observe the meeting and offer public comment or required to have a quorum of the members of the legislative body participate from locations within the boundaries of the agency's jurisdiction in the following circumstances:

- The legislative body holds a meeting during a proclaimed state of emergency, and state or local officials have imposed or recommended measures to promote social distancing.
- The legislative body holds a meeting during a proclaimed state of emergency to determine, by majority vote, whether as a result of the emergency, meeting in person would present imminent risks to the health or safety of attendees; or
- The legislative body holds a meeting during a proclaimed state of emergency and has determined, by majority vote, as a result of the emergency, meeting in person would present imminent risks to the health or safety of attendees.
- The legislative body must make certain findings by majority vote every 30 days to continue using AB 361's teleconferencing requirements.

An additional provision of AB 361 states that, in the event of a disruption within the local agency's control that prevents members of the public from offering public comments using the call-in option or internet-based service option, the legislative body is prohibited from taking any further action on items appearing on the meeting agenda until public access to the meeting via the call-in or internet-based options is restored.

These new provisions are only operative until January 1, 2024, at which point they are repealed, and the prior Brown Act teleconferencing requirements become effective again.

The California Department of Public Health (CDPH) and the Federal Centers for Disease Control and Prevention (CDC) caution that the Delta Variant of COVID-19, is more transmissible than prior variants of the virus, may cause more severe illness, and even fully vaccinated individuals can spread the virus to others resulting in rapid and alarming rates of COVID-19 cases and hospitalizations. The very recent emergence of the Omicron Variant of COVID-19 has resulted in the CDC's designation of it as Variant of Concern noting that it may spread more easily than other Variants, including Delta, and that fully vaccinated people who

become infected with the Omicron Variant can spread the virus to others. In fact, the first verified case of the Omicron Variant in the United States has been confirmed as an individual in the Bay Area who was fully vaccinated.

The Authority meets the requirements to continue holding meetings remotely in order to ensure the health and safety of the public:

- The Governor has declared a State of Emergency related to the COVID-19 pandemic; and
- County Health Orders require that individuals in indoor public spaces wear masks and the CDC recommends social distancing of at least six feet due to COVID-19; and
- The Delta variant of COVID-19 has resulted in a significant increase of COVID-19 cases within the state and throughout Contra Costa County.
- The Omicron variant of COVID-19 has resulted in a significant increase of COVID-19 cases within the state and throughout Contra Costa County.

Thus, meeting in person for Board meetings would present imminent risks to the health and safety of attendees, the Board and staff. In the interest of public health and safety, as affected by the emergency caused by the spread of COVID-19, Authority staff recommends invoking the provisions of Assembly Bill 361 related to teleconferencing.

The Board must make its own determination and findings, no later than 30 days after the adoption of Resolution 22-04, in order to continue to hold teleconferenced meetings in accordance with AB 361. At this time, Staff intends to schedule special Board meetings every 30 days, if necessary, to consider adoption of similar findings in the future. Staff will return no later than May 22, 2022 with an item for the Board of Directors to consider whether to continue meeting under the provisions of Assembly Bill 361.

FISCAL IMPACT:

None.

ATTACHMENTS:

[6.2 Attachment 1 - Resolution 22-04 AB 361 Continued Findings Apr 22 - May 22 2022.pdf](#)

RESOLUTION NO. 22-04

**RESOLUTION OF THE BOARD OF DIRECTORS OF THE
WEST CONTRA COSTA INTEGRATED WASTE MANAGEMENT AUTHORITY
AUTHORIZING TELECONFERENCE MEETINGS PURSUANT TO ASSEMBLY BILL
361 EFFECTIVE APRIL 22, 2022 THROUGH MAY 22, 2022.**

WHEREAS, on March 4, 2020, Governor Gavin Newsom proclaimed the existence of a state of emergency in California under the California Emergency Services Act, Government Code section 8550 et seq. (Declaration); and

WHEREAS, on March 17, 2020, Governor Gavin Newsom issued Executive order N- 29-20 (Executive Order), which suspended the teleconferencing rules set forth in California provided certain requirements were met and followed; and

WHEREAS, on June 11, 2021, Governor Gavin Newsom issued Executive Order N-08-21, which clarified the suspension of the teleconferencing rules set forth in the Ralph M. Brown Act and further provided that those provisions would remain suspended through September 30, 2021; and

WHEREAS, on September 16, 2021, Governor Gavin Newsom signed Assembly Bill 361, which provides that under Government Code section 54953(e), a legislation body subject to the Ralph M. Brown Act may continue to meet using teleconferencing without complying with the non-emergency teleconferencing rules in Government Code section 54953(b)(3) if a proclaimed state of emergency exists and state or local officials have imposed or recommended measures to promote social distancing; and

WHEREAS, such conditions exist in the West Contra Costa Integrated Waste Management Authority (RecycleMore) jurisdiction. In addition to the Governor's Declaration, the Contra Costa County Health Officer has issued numerous Health Orders regarding safety protocols during the COVID-19 pandemic. In particular, on August 2, 2021, the Contra Costa County Health Officer issued an Order requiring all individuals in the County, regardless of vaccination status, to wear face coverings in all indoor public settings and businesses for the control of COVID-19. The Order was amended as of November 1, 2021 to allow groups of fully vaccinated individuals to remove masks indoors under limited circumstances, but the amendment does not apply to indoor spaces "open to the general public". This Public Health Officer Order will be in effect until rescinded, superseded or further amended; and

WHEREAS, The California Department of Public Health (CDPH) and the Federal Centers for Disease Control and Prevention (CDC) caution that the Delta Variant of COVID-19, is more transmissible than prior variants of the virus, may cause more severe illness, and even fully vaccinated individuals can spread the virus to others resulting in rapid and alarming rates of COVID-19 cases and hospitalizations; and

WHEREAS, on December 9, 2021, the Board of Directors adopted Resolution No. 21-05 initially authorizing teleconferenced meetings to be conducted pursuant to AB 361 from December 18, 2021 to January 18th; and

WHEREAS, the very recent emergence of the Omicron Variant of COVID-19 has resulted in the CDC's designation of it as Variant of Concern noting that it may spread more easily than other Variants, including Delta, and that fully vaccinated people who become infected with the Omicron Variant can spread the virus to others. In fact, the first verified case of the Omicron Variant in the United States has been confirmed as an individual in the Bay Area who was fully vaccinated; and

WHEREAS, in the interest of public health and safety, as affected by the emergency caused by the spread of COVID-19, RecycleMore intends to continue utilizing the provisions of Assembly Bill 361 related to teleconferencing in the manner authorized by Government Code § 54953(e), and such legislative body shall comply with the requirements to provide the public with access to the meetings as prescribed in Government Code § 54953(e)(2); and

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the West Contra Costa Integrated Waste Management Authority as follows:

1. The Recitals set forth above are true and correct and are incorporated herein by reference.
2. In compliance with AB 361 (2021), and in order to continue to conduct teleconference meetings without complying with the usual teleconference meeting requirements of the Ralph M. Brown Act, the Board of Directors makes the following findings:
 - a. The Board of Directors has considered the circumstances of the state of emergency; and
 - b. The state of emergency, as declared by the Governor, continues to directly impact the ability of the Board of Directors, including RecycleMore's legislative bodies and staff, as well as staff and members of the public, from meeting safely in person; and
 - c. The CDC and Contra Costa County Department of Public Health continue to recommend physical distancing of at least six feet due to COVID-19 and as a result of the presence of COVID-19 and the Delta and Omicron Variants, meeting in person would present imminent risks to the health or safety of attendees, the legislative bodies and staff.
3. The Board of Directors and RecycleMore's legislative bodies may continue to meet remotely in compliance with AB 361, in order to better ensure the health and safety of the public and staff in accordance with the provisions of Government Code section 54953(e).



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WEST CONTRA COSTA INTEGRATED
WASTE MANAGEMENT AUTHORITY

Agenda Report

DATE: April 14, 2022

TO: West Contra Costa Integrated Waste Management Authority Board

FROM: Peter Holtzclaw - Executive Director

SUBJECT: Food Scrap Pail Order

ACTION REQUESTED:

Approve the Executive Director’s recommendation for a large order of SureClose food scrap pails to support residential participation in the organics program.

BACKGROUND:

RecycleMore has been providing two gallon countertop food scrap pails to residents to facilitate the inclusion of residential food scraps in the organics program for a number of years. Republic Services acts as the receiver for the shipments and assists with their storage and distribution. These pails are distributed through each city’s customer service counter to residents that request them. Interest has been moderate, likely due to a lack of promotion.

RecycleMore obtained and tested samples of the available pails in 2019. From the samples, staff determined that the SureClose food scrap pail had the best design and features. Prior to RecycleMore’s last small order in January 2022, staff requested bids from three pail vendors. SureClose had the lowest per-unit cost (\$4.75 each) which includes custom graphics and free shipping from Canada.

Brand	Cost/Unit	Qty	Hot Stamp Cost	Shipping	Total Cost
Sure-Close	\$4.75	1,800	Included - On File	Included	\$8,550
Orbis	\$5.17	1,800	\$225.00	TDB	\$9,531
Exaco Eco2000	\$7.98	1,800	\$1/Unit	Included	\$16,164

Due to the public noticing of SB 1383, RecycleMore's newly expanded outreach, and promotion of the pails in Republic Services residential newsletter, interest and distribution has grown considerably. Each city, as well as John Gioia's Office, has an inventory of food scrap pails. In order to continue to have these pails available on demand for replenishing these inventories, as well as providing them to larger apartment buildings, RecycleMore needs to place another large replacement order of SureClose food scrap pails.

A quote was requested from SureClose for 7,200 pails, which would provide enough inventory to continue promotion and distribution for at least a year. Due to increased shipping costs, they are now \$4.80 per unit for a total cost before tax of \$34,560. We pay sales tax separately at 9.75% at \$3,369.60, for a total expenditure of \$37,929.60.

CONCLUSION:

Approve the Executive Director's recommendation for a large order of SureClose food scrap pails to support residential participation in the organics program.

FISCAL IMPACT:

RecycleMore has available AB 939 program funds for this expenditure.

ATTACHMENTS:



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WEST CONTRA COSTA INTEGRATED
WASTE MANAGEMENT AUTHORITY

Agenda Report

DATE: April 14, 2022

TO: West Contra Costa Integrated Waste Management Authority Board

FROM: Peter Holtzclaw - Executive Director

SUBJECT: Administrative Policy for Legislatively Mandated Compliance Set-Aside Monies

ACTION REQUESTED:

Review and adopt the administrative policy for compliance set-aside monies.

BACKGROUND:

West Contra Costa Integrated Waste Management Authority (The Authority) has two funds which include: Operating and Recycling Reserve (aka Special Projects). The Authority was founded to provide nine core services to JEPAs; therefore, funding requirements will arise. The core services of the Authority are to ensure that the Post Collection Agreement (“PCA”) terms are being met. As such, all funds and sums of money will need to be detailed into a cohesive administrative policy such that staff will be able to use funds appropriately. For this reason, the Authority’s financial policies must be closely considered in order to guarantee that the Authority can provide its core services. A key part of the Authority’s financial preparedness rests on sound funding, reserves guidelines, and administrative policies.

Currently, Republic Services Inc. holds the Legislative Compliance Set-Aside Monies where the funds have been audited, are transparently accounted for, and is managed free of charge. Republic Services manages, accounts for, and disperses monies to the Authority regularly and does so through several line items. It is not uncommon for solid waste service providers to manage and account for all manners of post-collection monies for cities, counties, and other governmental agencies, like the Authority. To use a parallel example, the county collects property taxes on behalf of cities and other governmental agencies then remits those collected taxes back to cities and other governmental agencies. This is exactly the same process that’s happening in the relationship between Republic Services Inc. and the Authority except that Republic Services Inc. is a non-governmental entity.

The Legislative Compliance Set-Aside Monies (Set-Aside Monies) is a restricted pool of monies that came into being to assist in coming into compliance with the requirements of Cal-Recycle because the Authority was in jeopardy of being out of compliance with Cal-Recycle. The efforts to ensure that the Authority was in compliance with Cal-Recycle required quick action in which Republic Services Inc. hired Cascadia Consulting Group, Inc. to assist with compliance issues. In 2019, the Board created the Set-Aside Monies to be held by Republic Services Inc. as a protective mechanism to help address many of the unfunded mandates within contained within AB 341, AB 1826, and SB 1383. The Set-Aside Monies were established to help ensure that the Authority would not be put in a position where the only option would be to drastically increase the rates for solid waste services in order to comply with the requirements and unfunded mandates contained within SB 1383.

The Set-Aside Monies, as a restricted fund, may only be used to pay for approved costs and expenditures related to complying with the laws mentioned above and for no other purposes. Any other costs or expenditures not related to the above-mentioned laws are to be put through the regular annual budgeting process. One of the first expenditures to be funded from the Set-Aside Monies was to reimburse Republic Services Inc. for their efforts in hiring Cascadia Consulting Group, Inc. to ensure that the Authority was in compliance with Cal-Recycle and the aforementioned laws. The post-collection contributions to the Set-Aside Monies totaled approximately \$375k at the end of calendar year 2021. By the end of calendar year 2022, the Authority expects two more infusions of monies of approximately \$250k each respectively; furthermore, the Authority does not expect the fund to ever grow to more than \$1 million dollars.

DISCUSSION:

The Board had asked staff to ascertain pricing from the City of San Pablo to manage, provide accounting, and provide treasury services for the Set-Aside Monies. Staff did as instructed and received communication via email from the Finance Director that the City of San Pablo would charge The Authority would be charged a minimum of \$400 per month or \$4,800 annually. Furthermore, the City of San Pablo expressed a clear reluctance to take this additional accounting, finance, and treasury responsibility on citing lack of staffing resources as an obstacle. The staffing obstacle would lead to less-than-ideal service provided by the City of San Pablo to The Authority in providing timely accounting, finance, and treasury services. It is staffs' judgment that between the high cost of the accounting, finance, controller, and treasury services, the obstacles of City staffing, and the current plan for Authority Staff to bring the accounting, finance, controller, and treasury functions in-house as of 7-1-2022, Staff is recommending that the Board allow the Set-Aside Monies to remain with Republic Services Inc. until such a time that staff can transfer and manage the funds in-house. Lastly, staff is forecasting that the Set-Aside Monies will be brought in-house sometime in the first quarter of FY 22-23.

CONCLUSION:

Staff is recommending that the Board approve the Administrative Policy for Compliance Set-Aside Monies. Additionally, allow the Set-Aside Monies to remain with Republic Services Inc. until such a time that staff can transfer and manage the funds in-house.

FISCAL IMPACT:

Currently, the Authority pays the City of San Pablo \$30,650 annually for accounting, finance, treasury, and controller services. Republic Services Inc. currently manages the Set-Aside Compliance Monies at no cost to the Authority. If the Board were to require staff to transfer the Set-Aside Compliance Monies from Republic Services Inc. to the City of San Pablo then the Authority would be charged a minimum of \$4,800 annually for these additional services. The combined annual cost burden would be approximately, \$35,500 annually.

ATTACHMENTS:

[8.1 Attachment 1 - Compliance Set-Aside Monies Administrative Policy 2022.pdf](#)

West Contra Costa Integrated Waste Management Authority (RecycleMore)

COMPLIANCE SET-ASIDE MONIES ADMINISTRATIVE POLICY

Background

West Contra Costa Integrated Waste Management Authority (heretofore referred to as The Authority or Authority) has four funds which include a variety of funds: Operating, Recycling Reserve (aka Special Projects), Retirement Obligations, and Recycling Compliance. The Authority was founded to provide nine core services to JEPA members; therefore, funding requirements will arise. The core services of the Authority are to ensure that the Post Collection Agreement (“PCA”) terms are being met by the Contractor in the following manner:

- (1) Track and confirm expected diversion rates
- (2) Track and confirm contracted level of service at the transfer station
- (3) Track and confirm expected level of service for schools
- (4) Track and confirm compliance with applicable law, permits, facility requirements and best management practices, including proper records management, provision of insurance and similar requirement
- (5) Track and confirm all recycling and diversion programs performed by Contractor pursuant to the PCA
- (6) Validate post collection rates to ensure accuracy, reasonableness, and consistency with the methodology formula described in the Joint Exercise of Power Agreement (“JEPA”) in Exhibit B. and coordinate with CalRecycle
- (7) Operate a motor oil recycling program
- (8) Implement and oversee a pharmaceutical and battery collection and disposal program in English and Spanish
- (9) Conduct public outreach and education including tracking CA state legislation

As such, all funds and sums of money will need to be detailed into a cohesive administrative policy such that staff will be able to use funds appropriately. For this reason, RecycleMore’s (aka Authority) financial policies must be closely considered in order to guarantee that the Authority can provide its core services. A key part of the Authority’s financial preparedness rests on sound funds and reserves guidelines.

Administrative Guidelines for Compliance Set-Aside Monies

Adequate designations of reserves--monies set aside for various legitimate purposes--are critical to the successful and stable, short and long-term operation of the Authority. This includes sums of monies set-aside to address various legislatively mandated compliance costs.

Adequate funding, including set-aside monies to address various legislatively mandated compliance costs, for Authority operations ensure that the Authority will be able to

service and support all JEPAs members with rate stabilization efforts when possible. Adequate reserves ensure that the Authority will at all times have sufficient funding available to meet its operating and retirement cost obligations as well as any unfunded mandates, including costly regulatory requirements.

Annually, during the budget adoption process, the Authority's Board of Directors (Board) approves the appropriate levels and uses for designated funds, including set-aside monies to address various legislatively mandated compliance costs based upon the needs of the Authority.

Compliance Set-Aside Monies

The Compliance Set-Aside Monies includes assigned monies for compliance projects associated with AB1826 and SB1383. The set-aside monies came to be in November 2019, via the rate-setting process, when the Board determined that the Authority should set aside money in a distinct manner for compliance related issues and costs related to AB1826 and SB1383 legislation. The Compliance Set-Aside Monies, per Board decision, sits outside the Authority's budget in an account held by Republic Services Inc. (See Board meeting dated November 12, 2019.)

Any use of funds by the Authority or by Republic Services Inc. must be explicitly approved by the Executive Director or the RecycleMore Board prior to disbursement of funds.

Summary

The Compliance Set-Aside Monies includes funding for compliance projects associated with AB1826 and SB1383 to be held outside of the Authority's budget, currently, by Republic Services Inc. Any use of these funds must be explicitly approved by the Executive Director or the RecycleMore Board prior to disbursement of funds.

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WEST CONTRA COSTA INTEGRATED
WASTE MANAGEMENT AUTHORITY

Agenda Report

DATE: April 14, 2022

TO: West Contra Costa Integrated Waste Management Authority Board

FROM: Donald Sturman - Finance Manager

SUBJECT: Sole Source Contract with MRG

ACTION REQUESTED:

Approve Sole Source Contract with MRG.

BACKGROUND:

Since the inception of the Authority, the City of San Pablo has performed the accounting, finance, controller, and treasury functions for the Authority. In November of 2020, the Authority hired a Finance and Administrative Services Manager. Soon thereafter, conversations with leadership began about bringing the bookkeeping, accounting, finance, controller, and treasury functions in-house. After one complete fiscal year, the Authority is ready to bring the bookkeeping, accounting, finance, controller, and treasury functions in-house effective July 1, 2022.

DISCUSSION:

The Authority contracts with the City of San Pablo for bookkeeping and accounting services and managing cash investments. The Authority is planning to transition the accounting services from the City of San Pablo to in-house to manage the financial affairs. To that end, WCCIWMA plans to engage MRG to provide professional consulting services to select an accounting software that is appropriate to the size of the agency and economically sound. This engagement is a stand-alone project which will require development of a timeline and delivery date.

1. The project components required include:
Selection of the appropriate accounting software that meets the Authority's needs.
(Bookkeeping)
2. Analysis of the current City of San Pablo's system by conducting a thorough review of the nature of the Authority's current business requirements and processes, identification of the Authority's current operations and make findings and recommendations for

- improvements and refinement of the current operations. (Finance)
3. Based on the analysis above, MRG will design a chart of accounts for the accounting system that is relevant to the Authority business and reporting requirements. (Accounting)
 4. MRG will manage the data migration from the previous system, testing and verifying the data accuracy. (Controller)
 5. MRG will test the financial reporting module to ensure it works properly and meets the Authority's needs. (Accounting)
 6. Review the software and ensure it is linked to the appropriate Authority bank accounts and verify the efficacy and accuracy of the interactions. (Treasury)

The current situation of the Authority's fiscal costs for outsourcing the bookkeeping, accounting, finance, controller, and treasury functions are more than \$30,500 per year.

Republic Inc. holds the Compliance Set-Aside Monies at zero cost to the Authority. If the Authority moves the bookkeeping, accounting, finance, controller, and treasury functions in-house then the Authority will save revolving and recurring costs of \$35,500 annually.

CONCLUSION:

The compelling business reason is the on-going cost reductions to the benefit of the Authority. Due to this transition, the Manager of Finance and Administrative Services becomes the bookkeeper, accountant, financial controller, and the treasurer which is a considerable increase in additional responsibility.

In the first fiscal year, the Authority will have a net savings of as much as \$15,500 (\$35,500 the total cost of having the City of San Pablo perform the above mentioned services less \$20,000 which is the cost of the proposed contract) and perhaps more. The savings for the second fiscal year and thereafter will be a minimum of \$35,500 annually. Staff recommends that the Board approve the proposed contract between the Authority and MRG.

FISCAL IMPACT:

Project Cost

The total project budget of \$20,000 is comprised of the following tasks to be completed in chronological order:

- Task 1 \$3,000 - Review and select the appropriate accounting software. (Completed in March)
- Task 2 \$3,750 - Systematic analysis of San Pablo's general ledger accounts to optimize to Authority needs to address fiscal, operational, and programmatic needs. (To be

completed (TBC) in April)

- Task 3 \$3,000 - Based on the analysis above, MRG will design a chart of accounts for the accounting system that is relevant to the Authority business and reporting requirements. (Ongoing TBC April)
- Task 4 \$5,750 - Manager of Finance and Admin. Services training on new software. Manage the data migration from the previous system, testing and verifying the data accuracy. (TBC May)
- Task 5 \$2,250 - Test the financial reporting module to ensure it works properly and meets the Authority's needs. (TBC May)
- Task 6 \$2,000 - Review the software and ensure it is linked to the appropriate Agency bank accounts and verify the efficacy and accuracy of the interactions. (TBC June)
- Mileage/Misc. \$ 250

Total Project Cost: \$20,000

ATTACHMENTS:

[8.2 Attachment 1 - MRG Financial Accounting Conversion Proposal 2022.pdf](#)



**Proposal to Provide Technical Services for Selection of an Alternative
System and Conversion of the Agency's
Financial Accounting Systems to an In-House
Independent System**



MUNICIPAL RESOURCE GROUP, LLC
P.O. Box 561
Wilton, CA 95693
510-915-4376



February 22, 2022

Peter Holtzclaw
Executive Director
Recyclemore—West Contra Costa Integrated Waste Management Authority
3220 Blume Drive - Suite 198
Richmond, CA

Dear Mr. Holtzclaw,

Municipal Resource Group is pleased to provide this proposal to provide technical services associated with the Agency converting its current accounting system from an external supplier to an in-house staff managed system.

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 technical expertise in selection, installation and operation of accounting software for public agencies. Mr. Demeku-Ousman recently provided these services to the Rodeo Hercules Fire District.

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 Technical Services for Selection of an Alternative System and Conversion of the Agency's Financial Accounting Systems to an In-House Independent System

Project Background

The West Contra Costa Integrated Waste Management Authority (Recyclemore) has requested Municipal Resource Group provide technical services to the District to facilitate its selection, purchase, installation and operation of an independent Agency controlled and managed accounting system. The engagement involves Getachew Demeku-Ousman researching available independent accounting systems, recommending a preferred choice that meets the Agency's requirements, managing the installation of the system, designing a chart of accounts, specifying the Agency's migration process, insuring the conversion is complete, testing the reporting module and ensuring the accounting software is linked to and functions with the Agency's banking provider.

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.

Project Description

Currently, the West Contra Costa Integrated Waste Management Authority (WCCIWMA) contracts with the City of San Pablo for bookkeeping and accounting services and managing its cash investments. The Authority is planning to transition its accounting services from the City of San Pablo to in-house to manage its own financial affairs. To that end, WCCIWMA is amending its existing contract with MRG to provide a professional consulting service to select an accounting software that is appropriate to the size of the agency and economically sound. This engagement is a stand-alone project which will require development of a timeline and delivery date.

The project components required include:

1. Selection of the appropriate accounting software that meets the Authority's needs.
2. Analysis of the current City of San Pablo's system by conducting a thorough review of the nature of the Authority's current business requirements and processes, identification of the Agency's current operations and make findings and recommendations for improvements and refinement of the current operations.
3. Based on the analysis above, MRG will design a chart of accounts for the accounting system that is relevant to the Authority business and reporting requirements.

4. MRG will manage the data migration from the previous system, testing and verifying the data accuracy.
5. MRG will test the financial reporting module to ensure it works properly and meets the Authority’s needs.
6. Review the software and ensure it is linked to the appropriate Agency bank accounts and verify the efficacy and accuracy of the interactions.

Consultants 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* has extensive private sector consulting experience. He has successfully completed similar projects for both public and private sector clients.
- *Mike Oliver*, MRG principal managing the project.

At all times during this project engagement, MRG will be an independent contractor. Both agencies confirm the specialized services are distinct from tasks customarily performed by the Agency. The services of consultant specifically do not include hiring, firing, 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, Board or Council meetings.

Project Cost

The total project budget of \$20,000 is comprised of the following tasks:

Task 1	\$3,000
Task 2	\$3,750
Task 3	\$3,000
Task 4	\$5,750
Task 5	\$2,250
Task 6	\$2,000
Mileage/Misc.	<u>\$ 250</u>
Total Project Cost:	\$20,000

The current Municipal Resource Group hourly rates for these consultants are:

Mike Oliver	\$250.00
Getachew Demeku-Ousman	\$160.00

Billable monthly based on a percentage of the project completed, plus authorized reimbursable expenses.

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.



recyclemore
WEST CONTRA COSTA INTEGRATED
WASTE MANAGEMENT AUTHORITY

Agenda Report

DATE: April 14, 2022

TO: West Contra Costa Integrated Waste Management Authority Board

FROM: Peter Holtzclaw - Executive Director

SUBJECT: Edible Food Recovery Consultant Selection

ACTION REQUESTED:

Receive and review the two edible food recovery consultant proposals and approve the Executive Director's recommendation to contract with Abbe & Associates LLC to assist RecycleMore in the SB 1383 Edible Food Recovery Project.

BACKGROUND:

As part of Senate Bill 1383 (SB 1383), California has a new goal to recover 20 percent of edible food that would otherwise be sent to landfills. Markets, distributors, and food service programs generate large amounts of excess food that could be directed to feed those in need. West Contra Costa County has a considerable existing food recovery network operated by The Food Bank and other numerous food distribution sites and pantries. SB 1383 requires that jurisdictions coordinate an edible food recovery program between food generators and the recovery organizations that serve the area.

Specifically, SB 1383 requires jurisdictions to:

- Expand and strengthen their existing food recovery networks
- Provide outreach and education for edible food recovery options and requirements
- Monitor large food generating businesses for their contractual and record keeping requirements
- Enforce these requirements through local ordinances

RecycleMore released a Request for Proposals (RFP) for an edible food consultant (Attachment 1) on December 21, 2021. The RFP was sent to nine local consultants and was

posted on the RecycleMore website. The project scope includes verification of generator lists; calls and site visits to food recovery organizations and edible food generators; and providing information and technical assistance to gain compliance and assist with record keeping requirements. During the RecycleMore posted question and answer period, RecycleMore was asked if phone or email outreach could be substituted for some site visits. RecycleMore posted a response that indicated a consideration of a hybrid outreach approach as long as those inquiries were successful in reaching a decision maker.

The RFP closed on February 14, 2022, by which time RecycleMore had received two responsive proposals: One from Cascadia Consulting Group, and one from Abbe & Associates LLC. Both proposals were responsive to the project scope in the RFP. RecycleMore has direct experience working with both consultants. RecycleMore reviewed both proposals carefully and scheduled interviews with both proposers so that they could further describe their proposed project details and answer the same set of questions from the RecycleMore staff panel.

Cascadia provided an excellent proposal for the project (Attachment 2). Cascadia has familiarity with RecycleMore generators through their current compliance follow-up work in the Republic and El Cerrito service areas. The Project Manager has direct experience with similar projects in the Bay Area and RecycleMore was satisfied with the specific methodology they proposed to verify lists of generators. Cascadia's total project cost was \$84,087. Cascadia proposed providing a comprehensive site visit to all edible food generator sites, and offering technical assistance and follow-up to those that need it. This level of support led to a larger number of Cascadia staff hours and a higher overall project cost. Cascadia also offered to conduct some of the Edible Food Capacity Planning that will be needed, at an additional cost of approximately \$20,000.

Abbe & Associates also provided an excellent proposal (Attachment 3). Abbe has direct experience with our Edible Food Generators, as they were utilized by R3 consulting to conduct the RecycleMore initial edible food study in 2020 for the SB 1383 Preparedness Report. The project manager has direct experience with similar projects in the Bay Area and RecycleMore was satisfied with the specific methodology they proposed for helping to verify lists of generators. Abbe & Associates total project cost was \$39,775. Abbe proposed using phone and email to contact as many generators as possible, and reserving time-consuming site visits for only those that could not be reached. They stated that they have been successful in this approach in other jurisdictions. They are also able to offer on-site technical assistance to generators, but feel that many of the Tier 1 Edible Food Generators already have agreements in place and will not require as much on-site work. This level of support led to a smaller number of Abbe & Associates staff hours and a lower overall project cost. Abbe & Associates also suggested a methodology for assessing the Edible Food Capacity Planning aspects of the requirements concurrently, and at no additional cost.

With two very different project costs, RecycleMore looked for potential deficiencies in the lower cost proposal; RecycleMore could not identify any. RecycleMore reviewed the proposals with an understanding of what the regulations require from jurisdictions and have determined that the Abbe & Associates proposal will be effective in meeting RecycleMore project needs and the requirements in the regulations. With the direct Edible Food Generator Experience, the lower project cost, and the additional capacity planning work included at no additional cost, RecycleMore is confident in recommending Abbe & Associate's proposal for this project.

CONCLUSION:

Approve the Executive Director's recommendation to contract with Abbe & Associates to assist RecycleMore in the SB 1383 Edible Food Recovery Project.

FISCAL IMPACT:

The SB 1383 compliance set aside monies will be used for this expenditure for a project cost of \$39,775.

ATTACHMENTS:

[8.3 Attachment 1 - Edible Food Recovery Consultant RFP - RecycleMore 122121.pdf](#)

[8.3 Attachment 2 - Edible Food Recovery Consultant - Cascadia Consulting Group Proposal.pdf](#)

[8.3 Attachment 3 - Edible Food Recovery Consultant - Abbe & Associates Proposal.pdf](#)



**REQUEST FOR PROPOSALS
EDIBLE FOOD RECOVERY CONSULTANT
FOR THE WEST CONTRA COSTA INTEGRATED WASTE
MANAGEMENT AUTHORITY**

ISSUED: December 21, 2021

RESPONSES DUE: February 14, 2022

REQUESTED BY:

RECYCLEMORE - WEST CONTRA COSTA INTEGRATED WASTE
MANAGEMENT AUTHORITY

BACKGROUND ON THE AUTHORITY

The West Contra Costa Integrated Waste Management Authority (Authority) is a joint powers authority (JPA) created in 1991 by the Cities of El Cerrito, Hercules, Pinole, Richmond, San Pablo, and Contra Costa County (“Member Agencies”). The Authority (aka RecycleMore) is responsible for managing solid waste management programs for its Member Agencies, including developing and implementing programs that enable its member agencies to comply with State law, including meeting or exceeding the State-mandated goals of reducing and recycling solid waste. The Authority provides these services through a Post-Collection Agreement with Republic Services. Authority staff is responsible for enforcing the provisions of the Post Collection Agreement, including the recycling and processing of all solid waste collected in the Authority service area; rate setting; household hazardous waste services; and outreach to residents, businesses, and schools.

A seven-member Board of Directors appointed by the Member Agencies of the Authority governs the Authority. Members of the Board of Directors are City Councilpersons from the Member Agencies. A member of the County Board of Supervisors sits as an ex officio member of the Board.

The Authority’s jurisdiction encompasses an area of about 74 square miles and is located in Western Contra Costa County. The population of the region is approximately 200,000 living in approximately 70,000 households. The Authority has entered into a contract with Contra Costa County, which provides the basis for coordination of operations involving most of the unincorporated area located within West Contra Costa County.

RecycleMore manages compliance with the current waste laws for our 5 member cities and the unincorporated parts of West Contra Costa County. We are in the process implementing Senate Bill (SB) 1383, which mandates more comprehensive organics management and expanding edible food recovery programs in order to reduce food waste and help address food insecurity.

CURRENT ORGANIZATION

The Authority current staffing level consists of five full time employees; 1) One Executive Director position; 2) One Manager of Office Administration position; 3) Two Program Manager positions; 4) One Recycling Coordinator/Administrative Assistant position. There is also one limited term employee, focused on outreach and edible food program development.

PROPOSED SCOPE OF SERVICES

SB 1383 requires that by 2025, California will recover 20 percent of edible food that would otherwise be sent to landfills, to feed people in need.

The law directs the following:

- Jurisdictions must establish food recovery programs and strengthen their existing food recovery networks
- Food donors must arrange to recover the maximum amount of their edible food that would otherwise go to landfills
- Food recovery organizations and services that participate in SB 1383 must maintain records

RecycleMore seeks a consultant with knowledge of SB 1383 requirements and experience with edible food networks and operations. We are coordinating our edible food project with Contra Costa County and RecycleSmart in Central Contra Costa County. There is some natural jurisdictional overlap in the supply and demand of edible food, so we plan to share information and resources as needed. We are planning to contract with the County to conduct the ongoing required SB 1383 edible food generator records inspections. This project will help us to identify and better understand the generators and recovery organizations that operate in our jurisdiction and to assist them with their requirements to gain compliance.

Proposal submissions are requested to respond directly to the following requests:

1. Confirm our list of Tier 1 edible food generators (Approx. 66).
2. Develop our list of Tier 2 edible food generators (Approx. 5).
3. Visit eight food recovery organizations and distribution sites in our region to:
 - a) Confirm the types of edible foods they accept
 - b) Confirm their contact info for our outreach
 - c) Review their new recordkeeping requirements
4. Help develop a toolkit of materials to assist with connecting edible food generators with edible food recovery organizations.
5. Visiting up to seventy (70) Tier 1 generators to:
 - a) Explain their donation and written agreement requirements
 - b) Verify existing edible food recovery agreements and help determine their current edible food compliance status
 - c) Provide technical assistance for better participation & record keeping
6. Identify high performing generators, or recovery organizations, that may be willing to be highlighted as case studies in future outreach.
7. Assist with organizing the data obtained during county records inspections.
8. Identify organizations that may have a need for future grant assistance and help prepare RecycleMore for the application process.

Questions about the proposed project or RFP can be submitted until January 10, 2022 to:
andrews@recyclemore.com

Answers to all questions will be posted on January 14, 2022 here:
<https://recyclemore.com/about/request-for-proposals-rfps/>

Submitted proposals must include a detailed budget listing all costs required to support the services described in the proposal. Proposals must also include a timeline for service completion by September 1, 2022.

Note: It is important that responding companies understand that submittals to the Authority are considered public information and will be available for public review upon request after the RFP process has concluded and the Authority Board has selected a firm. Authority may, at its sole discretion, enter into contracts with multiple qualified companies.

Below is the tentative overall schedule for the proposal selection process. The Authority reserves the right to modify this schedule as appropriate.

RFP Issued	December 21, 2021
Question deadline	January 10, 2022
Answers provided	January 14, 2022
Proposals Due	February 14, 2022
Committee finishes review of proposals	March 1, 2022
Board approval of award of selected consultant	March 10, 2022
Agreement Signed and Consultant Ready to Begin Work	March 21, 2022
Mid-project check-in	June 15, 2022
Project completion and final report	September 1, 2022

PROPOSAL REQUIREMENTS

All proposals must be submitted electronically in accordance with the requirements of this Request for Proposals. Significant deviation from said requirements might result in rejection of the proposal. Submittals must be prepared and organized based on the following requirements:

1. Cover Letter – The cover letter should describe the consultant’s interest and convey an understanding of and commitment to provide the nature of the services sought by the Authority. The letter must be signed by a person authorized by the company to make binding representations.
2. Company Overview – Describe the consultant’s history, qualifications, and experience. Please emphasize the specific qualifications and experience applicable to serving in capacities similar to the Authority’s requirements. Include a description of the consultant’s experience working in this geographical area.

3. Project Team – Identify and describe all representatives of the company who will work on this project, particularly any team member with solid waste industry expertise. Discuss the role and responsibilities of each assigned representative intended for this project. Please include biographical resumes to describe experience, specific areas of expertise, and related professional affiliations for each assigned representative. An organizational chart may be included.
4. Scope of Services - As described above.
5. References – Provide the contact information of three clients that the Authority may contact as a reference for the firm and lead counsel.
6. Costs - The proposer must provide a budget organized so that proposed program services and associated costs correspond with the services requested in this RFP. Additionally, the proposer must submit an hourly fee schedule for all staff members who would be involved in the performance of the tasks outlined in this RFP. Please identify if any work will be subcontracted and include a list of the sub-contractors key personnel and hourly bill rates. In addition, please clearly identify sub-consultant costs (if any), travel expenses, markups and other pertinent costs.
7. Other Information – Provide any additional relevant information that may be helpful in the selection process.

PROPOSAL FORMAT

RecycleMore will only accept electronic proposals readable by Adobe Acrobat. Please email the proposal to andrews@recyclemore.com

All documents requiring a signature must be signed by a person authorized to execute agreements on behalf of the Proposer.

Proposers are notified that costs of preparing and submitting proposals and the risks associated therewith shall be borne solely by the Proposer. No compensation will be provided to Proposers for work performed or costs incurred during the preparation, submittal or evaluation of proposals, nor in the execution and delivery of an agreement awarded as result of this Request for Proposals.

All proposals must be submitted in writing in accordance with the requirements of this Request for Proposals. Significant deviation from said requirements might result in rejection of the proposal.

PROPOSAL DEADLINE

Proposals are due on Friday, February 14, 2022 at 5:00 P.M. Proposals should be emailed to:

andrews@recyclemore.com

West Contra Costa Integrated Waste Management Authority

Attn: Andy Schneider – Program Manager

RE: Edible Food Program Consultant Proposal

Telephone: Main office number: (510) 609-1215

Proposals received after the required submittal date will not be considered and will not be returned. Information and clarifications WILL NOT be accepted after the required submittal date unless specifically requested by the Authority.

RIGHTS OF THE AUTHORITY

The Authority reserves the following rights and options related to proposals submitted in response to this Request for Proposals:

- Reject all proposals and continue with the Authority’s current Legal Counsel for a temporary or permanent period of time;
- Enter into negotiations with one or more Proposers to complete contractual arrangements necessary to perform the work. The Authority reserves the right to modify the Scope of Services, as necessary, prior to the execution of any agreement(s);
- Waive minor deviations, which in the sole judgment of the Authority, do not affect quality or performance;
- Request from any Proposer at any time during the evaluation process, additional information or clarification of information contained in the proposal;
- Retain all proposals submitted. The proposals become the property of the Authority. The Authority reserves the right to use any and all information submitted as part of any proposal. The selection and rejection of a proposal does not affect these rights;
- Disqualify from consideration any law firm that is an active employee or consultant to East Bay Sanitary, Richmond Sanitary Service, West County Resource Recovery, Golden Bear Transfer Station Inc., Republic Services Inc. or their affiliates.
- Take other actions that best suit the needs of the Authority.

EVALUATION OF PROPOSALS

All proposals submitted by the deadline will first be reviewed for completeness. Proposals determined to be incomplete may not be evaluated further. The reviewers will evaluate each proposal to determine how responsive it is to this Request for Proposals. The reviewers will make a recommendation to designate two or three finalists, in priority order, based on the best qualified consultant, without consideration of compensation. A final review would then take place, which could include interviews.

A final evaluation and a recommendation will then be completed. The criteria for the evaluation process would include, but is not limited to:

- Responsiveness to this RFP
- Proposed approach to the work requested in this RFP
- Experience in the specific work requested in this RFP
- Rates and fees (but only after determining the best qualified consultant)

CONTRACT TERMS

The selected Consultant will be expected to enter into an agreement with the Authority as noted in the timeline. The Consultant will also need to provide evidence of compliance with the Authority's Non-Discrimination Policy. Insurance and Indemnification will be required, including commercial general and automobile liability insurance, workers compensation insurance, and professional liability insurance. The Authority will work cooperatively with the selected Consultant to endeavor to reach mutually agreeable contract terms.

Exhibit A - Proposal Authorization and Acknowledgement Form

NAME OF PROPOSER: _____

ORGANIZATION: _____

1. The undersigned is a Proposer under this RFP and possesses the legal authority to submit this Proposal.
2. The undersigned is authorized to conduct all negotiations for and legally bind the Proposer in all matters relating to this Proposal submittal.
3. The undersigned certifies that this Proposal is irrevocable until June 18, 2022 (minimum of 120 days from submittal).
4. The undersigned acknowledges that the Authority reserves the following rights and options related to proposals submitted in response to the RFP:
 - Award an agreement for services described in this RFP.
 - Reject all proposals and continue with the Authority's current Legal Counsel for a temporary or permanent period of time;
 - Reject any proposal.
 - If during the course of negotiations with a selected PROPOSER, the AUTHORITY determines in its sole discretion that an acceptable Agreement cannot be negotiated, the AUTHORITY reserves the right to suspend negotiations with that PROPOSER and begin negotiations with another PROPOSER. Also, the AUTHORITY reserves the right to undertake simultaneous negotiations of the final Agreement with more than one PROPOSER.
 - Waive defects and/or irregularities in any proposal.
 - Request from any PROPOSER at any time during the evaluation process, clarification of any information contained in the proposal.
 - Conduct interview(s) with any PROPOSER(s).
 - Negotiate terms and conditions that are different from those described in this RFP and Agreement.
 - Contact references provided and seek information from any client with which the PROPOSER has done business.
 - Take other such action that best suits the needs of the AUTHORITY and/or its citizens.

Exhibit B - Form of Agreement

____ The undersigned has carefully reviewed the forms of Agreement contained in the RFP and is prepared to agree to the terms and conditions stated therein.

____ The undersigned has carefully reviewed the forms of Agreement contained in the RFP and is prepared to agree to the terms and conditions of the forms with the proposed modifications attached hereto. (Proposer must attach any proposed modifications to the Form of Agreement.)

Print Name: _____

Title: _____

Organization: _____

Telephone: _____

Facsimile: _____

E-Mail Address: _____

Signature: _____ Date: _____

Edible Food Recovery Consultant

PROPOSAL SUBMITTED TO RECYCLEMORE

FEBRUARY 14, 2022

SUBMITTED BY CASCADIA CONSULTING GROUP



Dear Mr. Schneider,

Cascadia Consulting Group, Inc. (Cascadia) is thrilled to submit this proposal for RecycleMore’s Edible Food Recovery Consultant Services. Our team brings together outreach professionals and experts with in-depth local and regional experience who develop and implement innovative and effective food waste recovery and tracking programs. Our team members are personally and professionally committed to this effort and will draw from our collective experience to provide the highest quality service. We offer an unparalleled combination of skills and experience to ensure we create a strong foundation for RecycleMore’s food recovery system and help comply with SB 1383—specifically:

- **We understand SB 1383 inside and out.** The majority of our current Bay Area projects focus on providing services to help our clients comply with state and local waste reduction laws, including SB 1383. We have a deep and nuanced understanding of this complex policy and how it is applied across a wide variety of jurisdictions. For example, we have been helping hospitals, grocers, food distributors, restaurants, San Francisco International Airport, corporate dining facilities, and food recovery organizations in San Francisco to pre-emptively comply with 1383 since being awarded a grant from CalRecycle in 2019. Through this project, and many others in our portfolio, we understand the complexities of this landmark law and will use our current experience working with other California cities and counties to adapt our methods for RecycleMore’s unique service area.
- **We have decades of experience creating award-winning communications programs and have a full suite of in-house experts who are passionate about their work.** Sustainability communications is a Cascadia specialty—we take the time to train, mentor, and invest in our people to continuously grow this important skill and our clients receive the benefits of that investment. Our team includes a project manager who specializes in food waste recovery project work, a graphic designer with deep experience designing sustainability collateral, and outreach experts trained in community-based social marketing (CBSM) who will apply this framework to maximize our effectiveness and communicate with audiences in meaningful, action-oriented ways. We are not interested in only checking boxes for SB 1383 compliance. We are confident we will provide RecycleMore the best *value* because we will foster long-lasting change among the people and businesses we touch.
- **We have a strong understanding of the local context and a deep connection to this region.** Our team has conducted waste reduction outreach to businesses across the RecycleMore service area consistently since 2019 and we preceded that work with a long-term contract with RecycleSmart to promote effective recycling habits. Our proposed project advisor grew up in—and currently lives in—Contra Costa County. Our team understands and cares about this diverse region because it is home and we know the incredible impact our effective consultant team will have on the community.
- **We are committed to efficient and cost-effective project management.** Cascadia has a strong track record of delivering high-quality results, on time and within budget. Our team is dedicated to developing work products—whether they are related to research, planning documents, data summaries, or project reporting—that will instill confidence in the RecycleMore team to meet and exceed the dizzying array of SB 1383 requirements. Our team is also committed to completing this important work within the tight timeframe and will use our project management tools to continuously update labor and cost information, allowing real-time tracking of deliverables and budget throughout the duration of the contract.

Thank you for the opportunity to pursue this contract; we are well-equipped and excited for the chance to help RecycleMore grow and improve its food recovery system, setting an example for the rest of the region. Please do not hesitate to contact me with questions or for additional information.

Sincerely,

A handwritten signature in black ink, appearing to read "Julie Bryant".

Julie Bryant
(415) 401-5094 | julieb@cascadiaconsulting.com

Company Overview



Cascadia Consulting Group is a full-service environmental sustainability consulting firm based in Oakland, CA and Seattle, WA. Since 1993, we've provided rigorous research, planning, and behavior change outreach in support of waste management and diversion planning goals. Over the past 29 years, Cascadia has expanded its expertise to fill a growing demand for integrated resource conservation services that address upstream and downstream materials management needs as well as energy use, water conservation, stormwater pollution prevention, low impact development, and climate change. Our team is well-versed in the intricacies of SB 1383 and our outreach and technical assistance professionals are adept at clearly communicating how businesses can make changes to comply with regulations. We bring a deep understanding of food systems in the Bay Area through food recovery projects for the San Francisco Department of the Environment, StopWaste, and the City of Dublin. This work in the Bay Area and beyond demands that we take a multicultural approach to outreach to meaningfully connect with the area's diverse residents and businesses. We've included more details about our relevant work in the Bay Area in the Experience section of our proposal.

Project Team

We have included additional information on our proposed team to highlight their experience and expertise working on edible food recovery projects. Their resumes are included in the Appendix at the end of our proposal.



Maddie Seibert | Project Manager

Maddie provides project management, research, and writing support on a broad range of Cascadia's projects, particularly those focused on food waste prevention and recovery. She is currently the Project Manager for Cascadia's CalRecycle Food Waste Prevention and Rescue Grant project in partnership with the San Francisco Department of the Environment, where she engages business groups to implement food waste tracking software and donation systems and creates outreach materials to prevent food waste and donate edible surplus food from more than 20 large kitchens in San Francisco. Maddie brings her nuanced understanding of food systems to research projects as well: she previously led the research process for StopWaste's Food Recovery Research Study to understand barriers and opportunities for the recovery of prepared food from large generators and she served as a researcher and writer for the Food Waste Management Pathways Assessment for the Washington State Department of Commerce that built a picture of food waste flows throughout Washington and identified barriers and opportunities for several entity types to handle increased volumes of food waste. Prior to working at Cascadia, Maddie was a writer for Food Tank and also a researcher for the Natural Resources Defense Council in China. She holds a B.A. and B.S. from Northeastern University and a Master of Global Affairs from Schwarzman College at Tsinghua University in Beijing, China.

Maddie will serve as the Project Manager, where she will be the main point of contact for the RecycleMore project team, oversee all aspects of the project to ensure that deliverables are completed on-time and on-budget, and provide substantive expertise on SB 1383 regulations and food recovery efforts. She will bring in successes and nuances learned from several local food recovery projects.



Julie Bryant | Project Advisor

Julie is the Director of Cascadia's California office and the Co-Director of the Communications and Engagement line of business. She has 20 years of waste planning and project management experience. At Cascadia, oversees all managing workloads and ensuring successful completion of Cascadia's California-based projects, on-time and on-budget. She manages a wide variety of waste-related outreach, waste characterization, compliance, reporting and planning projects for clients including the City of San José, City of Long Beach and Marin County. Previously, Julie spent over a dozen years working for the City and County of San Francisco's Department of the Environment's zero waste program, where she administered and enforced Municipal Code and ensured compliance with State requirements, oversaw permitted haulers and managed all waste management activities, including outreach and education, for the city government's 30,000 employees and nearly 500 facilities. Julie received Waste 360's 40 Under 40 award in 2016, is a long-time member of the California Resource Recovery Association and the Northern California Recycling Association and holds a B.A. in Environmental Studies from UC Santa Barbara.

Julie will serve at the Project Advisor where she will ensure the outcomes and deliverables meet Cascadia's high quality standards, apply her decades of experience designing outreach and engagement programs as insights to shape this project, leverage her background working in the RecycleMore service area, and help ensure the project reports are meeting and exceeding CalRecycle's recordkeeping requirements.



Shirley Ng | Outreach Lead

Shirley provides outreach and engagement expertise for waste and recycling projects across California. Her ability to clearly communicate complex regulations to businesses and residents makes her ideally suited for technical assistance roles. Shirley has used these skills in a variety of recent projects, including a current role supporting outreach and research efforts in the City of Dublin to educate edible food generators and commercial businesses on SB 1383 regulations. She also helps business groups implement food waste tracking software and donation systems to streamline food recovery efforts for a project on behalf of CalRecycle and the San Francisco Department of the Environment. Shirley recently worked as an Outreach Specialist helping businesses in Marin County apply for grants and adopt alternatives to single use foodware to support advanced compliance with the upcoming Reusable Foodware Ordinance. Before joining Cascadia, Shirley worked for RethinkWaste (San Mateo County), the City of San Raphael and the North Bay Conservation Corps. She has a Zero Waste Associate Certification from Zero Waste USA and graduated with a B.A. in Environmental Studies and Geography from UC Santa Barbara.

Shirley will serve as our Outreach Lead. She will design and implement outreach activities, including the process for reaching out to generators and food recovery organizations and the edible food recovery toolkit. Her expertise in community-based social marketing, zero waste communications, and local business outreach will ensure lasting project success.



Keiko Betcher | Graphic Designer

Keiko is one of Cascadia's lead graphic designers and uses her skills to craft appealing outreach materials and other collateral that clearly communicate client messages to the public. Keiko works across a broad range of topic areas, providing visual storytelling and helping to weave public participation into everything from climate action plans to composting programs. She is fluent in a range of communications styles and formats, with experience ranging from writing educational public-facing newsletters and creating custom posters to supporting in-person engagement events and creating open-house graphics. She is passionate about using graphic design and creative communications

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methods to distill complex technical information into clear and concise messages that streamline decision-making and catalyze stakeholder action. Prior to her time at Cascadia, Keiko worked for Conservation Northwest as a Communications and Outreach Associate.

Keiko will provide her graphic design skills to the Edible Food Recovery Toolkit for Tier 1 and Tier 2 generators. She is a masterful creator of materials that are thoughtful, engaging, and easy to read and understand.

As needed, Cascadia offers a deep bench of support staff that who can support completion of this work in the short timeframe. Our extended team includes a variety of talented outreach professionals, researchers, designers, and planning experts who will be available to supplement the work of our proposed key staff above. This includes multilingual staff who speak Cantonese, Mandarin and Spanish fluently and who have worked extensively with constituents whose first language is not English, ensuring that we can provide effective in-person outreach and develop culturally relevant marketing materials to meet the needs of our target audiences.

Scope of Services

We've included our proposed project approach below. Please note that we grouped the eight requests listed on page five of the RFP into six tasks (including one outlining our project management approach) for ease of project organization and evaluation of our proposal.

TASK 0: PROJECT MANAGEMENT

We are firm believers that proactive planning lays the foundation for project success. Upon receiving a fully executed agreement from RecycleMore, we will convene an initial kick-off meeting to help us better understand available data, project background, SB 1383 edible food recovery activities completed to-date, and overall project goals. During the kick-off, we propose an agenda that will include the following:

- Confirm project timeline and deliverables and define the RecycleMore's vision for success.
- Identify RecycleMore's current and past methods for working with food recovery organizations and edible food generators to understand what has and has not worked and why.
- Determine if RecycleMore has estimates of the quantities of edible food disposed (capacity planning) by mandated food donors and if so, discuss the results (see optional service outlined under Task 5).
- Discuss any known barriers to compliance with SB 1383.
- Discuss the current Tier 1 edible food generator list and how it was compiled.
- Discuss how RecycleMore currently tracks and collects data on 1383 outreach activities and assess if there is a need for Cascadia to configure a tool using the final list of Tier 1 generators and food recovery organizations. A cloud-based data collection and management tool will enable our staff to efficiently access and track key details while conducting outreach activities and will also support regular activity reporting to RecycleMore, simplifying communication about next steps.
- Review Cascadia's community-based social marketing (CBSM) framework for outreach. Explain how CBSM principles and processes are built in throughout our approach: every engagement activity will be built upon well-defined desired outcomes, prioritization of audiences, known barriers and benefits, thorough tracking and evaluation, and refinement as we continue further phases of implementation.

In addition to hosting a kick-off meeting, this task includes monthly check in meetings with RecycleMore, monthly progress reports, and other project management services. Our Project Manager will keep our team on track to ensure we are meeting project goals and deadlines while regularly communicating with the RecycleMore team to get feedback and keep them up to date on progress towards milestones and deliverables.

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Task 0 Deliverables:

- Kick-off meeting & notes
- Monthly check-in meetings & notes
- Monthly progress reporting

TASK 1: CONFIRM TIER 1 EDIBLE FOOD GENERATORS & IDENTIFY TIER 2 GENERATORS

For this task, Cascadia will review, refine, and update the current list of Tier 1 generators and develop a comprehensive list of Tier 2 generators in RecycleMore's service area.

We will start by taking a deep dive into the current Tier 1 edible food generators list to understand the inputs and criteria that RecycleMore used to create it and will address known gaps and needed verifications. We will work with RecycleMore to access available County records, including Contra Costa Environmental Health's list of licensed [retail food facilities](#) and Contra Costa Conservation and Development's [building permit](#) data. We have found that these lists provide the most accurate data for identifying Tier 1 & 2 generators. Depending on the availability and quality of this data, we may also consider purchasing primary and secondary NAICS datasets for Contra Costa County with applicable codes for each of the facility categories we need to identify or verify. We will also leverage any on-site visits conducted through this project to ground-truth the final list.

To identify Tier 2 generators, we will primarily analyze the data obtained for refining the Tier 1 list, follow CalRecycle's guidance, and use our own experience working with other cities to correctly identify generators. We've outlined the steps we will take for each of the key business categories below.

Restaurants

1. Create an initial list using the County list of permitted retail food facilities.
2. If available via County records, identify restaurants with 250 or more seats.
3. Identify restaurants with areas equal to or greater than 5,000 square feet. If square footage is not available on retail food facility lists from Contra Costa Environmental Health, we will request and review building permit data.
4. Conduct further internet research and/or follow up calls to refine the list as needed.
5. If necessary, consider utilizing tools such as purchased business lists and real estate listings.

NOTE: While the San Pablo Lytton Casino serves food and could qualify as a Tier 2 generator (depending on the number of seats and square footage), it is on tribal lands where CalRecycle does not have jurisdiction and SB 1383 does not apply.

Hotels

1. Create an initial list using the County list of permitted retail food facilities to identify hotels with on-site food facilities.
2. Conduct internet research or call the hotel to find out if there are more than 200 rooms.

NOTE: Some hotels may have temporarily closed their onsite food facilities due to the pandemic. If we find any hotels where this is the case, we will work to identify if there is still a food manager employed by the hotel or at the corporate office, then make a note of that person's contact information and the temporary closure.

Health Facilities

1. Review the County list of permitted retail food facilities and determine if any are for health facilities that may qualify as Tier 2 generators.
2. Cross-check results from the California Department of Public Health database of facilities (CalHealthFind).

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NOTE: We know the major hospital in RecycleMore's service area is Kaiser in Richmond. Most Kaiser cafes/cafeterias are serviced by food service providers that are Tier 1 generators with the responsibility to comply with SB 1383 in 2022. Hospitals themselves (that meet the size threshold) are Tier 2 generators and will be responsible for compliance in 2024, including for in-room meal service and the cafes. CalRecycle has yet to clarify how that joint responsibility will eventually work.

Additional Categories: Large Venues, Large Events, State Agencies, Local Education Agencies

1. Leverage data sources such as the list of retail food facilities from Contra Costa Environmental Health (State Agencies), local event permit lists (events and venues), DataQuest by the California Department of Education (schools), or review jurisdictional Electronic Annual Report submitted to Cal Recycle.
2. Conduct additional internet research as needed.
3. Hone lists with local ground-truthing for accuracy to identify these facilities.

As a final step in this process, Cascadia will send the final lists of Tier 1 and Tier 2 generators to RecycleMore for review and input, make any needed adjustments, and finalize.

Task 1 Deliverable:

- Final list of Tier 1 and 2 edible food generators

TASK 2: CONDUCT OUTREACH TO FOOD RECOVERY ORGANIZATIONS, IDENTIFY ORGANIZATIONS FOR GRANT ASSISTANCE & ADVISE ON APPLICATION PROCESS

As an initial outreach step to food recovery organizations in West Contra Costa County, we will seek to understand any outreach RecycleMore and/or jurisdictions in the County have planned or have accomplished related to edible food recovery capacity planning to inform how best our team can align with those outreach efforts. To provide the most value and support enduring relationships with food recovery organizations, we will leverage any learning outcomes from the edible food recovery capacity planning effort, such as contact information and outreach preferences for each organization.

If edible food capacity planning has yet to begin, we can provide this service as an optional task (see Task 5). Either way, we will confirm the list of food recovery organizations in partnership with RecycleMore. Next, we will design an email template and outreach script, ensuring that we write our questions to elicit a level of specificity that is most helpful to RecycleMore and edible food generators.

We will then place phone calls to each of the eight food recovery organizations and distribution sites in the region. We will identify (if needed) and confirm the correct contact person—likely the operations director, the executive director, or another key staff person who is responsible for recordkeeping and compliance. We will explain the reason for our calls and schedule a time to meet with them in-person at a time and day that is most convenient for them. If we cannot reach someone over the phone, we will conduct a drop-in site visit. During our site visits, our outreach specialists will collect the following information:

- Contact information and correct contact(s).
- Types of food that they accept, such as hot or cold prepared foods in trays or other containers, individually packaged meals, perishable ingredients, bakery items, frozen foods, and/or shelf-stable items.
- Specific foods that they do not accept, such as spicy foods or foods with certain allergens.
- Any other considerations for donation types, including labelling, packaging, and whether any types of items may be past their best by dates.
- What times of day and days of the week when they accept donations.
- Required or preferred volume of donations.
- Whether they pick up donations or if they require donors to drop off food themselves.

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We will document all information from the food recovery organizations in our data collection tool in clear and succinct notes that are consistent with SB 1383's recordkeeping requirements.

In addition to collecting the above information, we will also identify food recovery organizations that are going above and beyond the regulations and may be willing to be highlighted in a case study. We will confirm criteria for "going above and beyond" with RecycleMore and will initially consider organizations reaching clients in a new or particularly effective way, working to prevent their own food waste, expanding operations, working with new technology, or otherwise improving on their existing consistent, dignified service to clients. If edible food capacity planning has already begun, we will work with those completing this work to learn more about food recovery organizations' activities. When we come across these organizations, we will make a note if they are interested in the case study.

During outreach, we will also identify food recovery organizations that could most benefit from grant assistance to expand their programs. Ideal candidates for grant assistance include organizations that have a desire and goal to expand their programs, have identified specific tools and systems that could help them expand, but are simply lacking resources. Cascadia is uniquely suited to advise RecycleMore on grant application processes with this task from our experience administering a CalRecycle Food Prevention and Rescue grant to improve food recovery systems in San Francisco where we have built enduring relationships with other grant recipients. We understand the ins and outs of CalRecycle's complex application and grant administration process and can provide detailed guidance based on our understanding of CalRecycle's priorities to maximize the likelihood that RecycleMore receives a grant award.

Task 2 Deliverables:

- Outreach report with matrix of responses from food recovery organizations
- List of organizations interested in participating in a case study
- List of organizations that may be good candidates for future grant assistance

TASK 3: DEVELOP EDIBLE FOOD MATERIALS TOOLKIT

For this task, the Cascadia team will develop a comprehensive communications toolkit that outreach specialists will distribute to Tier 1 and Tier 2 edible food generators and can be used by RecycleMore to continuously educate this group on an annual basis.

We understand that Tier 1 generators will generally have higher volume donations with a greater variety of food types (produce and other ingredient items, shelf-stable foods) than Tier 2 generators, which typically donate more prepared food with shorter food safety windows. To address this, we can develop two versions of outreach materials—one for each generator type—or can create two sets of instructions for certain outreach pieces. The toolkit will include a variety of options to support awareness, foster action, and showcase successes. Our initial ideas for the toolkit include the following but will be refined with feedback from RecycleMore:

- Custom handout explaining SB 1383, the requirements as they pertain to edible food generators, why the law is so important, and information presenting the case for food recovery's part in solving the climate crisis and hunger in California.
- Frequently asked questions about food donation, including information on tax incentives and liability protections.
- Resources for building a new food donation program, including a list of food recovery organizations and services, with contact information and accepted types of edible food. This can include information about the eight food recovery organizations in RecycleMore's jurisdiction; any other nearby food recovery organizations; and additional food recovery services such as Replate, Copia, and Chow Match.
- The Model Food Recovery Agreement from CalRecycle.
- A custom PowerPoint presentation outlining the requirements of SB 1383 for Tier 1 and 2 Generators.
- An edited recording of our delivery of that PowerPoint.

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- An Excel-based calculator/template for reporting recovered food types, quantities, and donation frequency.
- Point-of-sale signs or social media graphics to share the good news about the food generator's donation program with customers.
- Customizable sign to educate employees of Tier 1 & 2 generators on proper food storage and handling of donated food.

We will include two rounds of review with the RecycleMore team for each of the collateral items included in our outreach toolkit. We will send the final package to RecycleMore to post on the website or for future outreach purposes. Cascadia's team will use this toolkit throughout our work conducted under Task 4.

Task 3 Deliverable:

- Final outreach toolkit

TASK 4: VISIT TIER 1 GENERATORS

After finalizing the list of Tier 1 edible food generators, meeting with food recovery organizations, and creating the Tier 1 generator toolkit, our team will conduct outreach at up to 70 Tier 1 generators via a combination of phone and in-person assistance. In preparation for these visits we will:

- Create talking points and a script to ensure our team uses consistent, clear, succinct, and accurate messaging about the complex requirements under SB 1383.
- Confirm the key recordkeeping information to collect and document during outreach with RecycleMore and CalRecycle.

Once we've prepared for visits, our team will reach out to each of the Tier 1 generators by phone and a follow-up email if needed to identify the correct contact for more detailed outreach. Depending on the type of food generator, this may be a store manager, Director of Food and Nutrition, Director of Food and Beverage, or similar role. In our experience, the correct contact person is occasionally located at a corporate office—we will reach out to corporate offices if we are unable to reach an on-site contact.

Once we've identified the correct contact, our team members will convey SB 1383 requirements, collect the email and direct phone number of the contact person, and attempt to schedule a time to meet at the business or facility. We anticipate a variety of outcomes to our phone assistance, included below with how we plan to address each outcome based on our past experiences:

- An edible food generator declines assistance by not wanting to meet with us or is unwilling to comply with SB 1383. In this scenario, our team members will remind the business about the social and environmental benefits and that the Health Department will conduct inspections to enforce the law. We will also attempt to send them our edible food toolkit materials over email.
- An edible food generator explains they already have food donation systems and agreements in place that are in compliance with the law. In this scenario we would request copies of those agreements as confirmation that the generator is compliant.
- An edible food generator is not responsive to our calls. In this case, we would conduct a drop in site visit.
- An edible food generator needs further assistance. In this scenario, Cascadia will provide additional assistance as outlined in the section below.

When meeting with Tier 1 edible food generators onsite, Cascadia's trained outreach specialists will first provide a brief overview about SB 1383 requirements including the provision for a food donation agreement, recordkeeping requirements, and an explanation of the County's enforcement procedures. Then, we will walk through the facility—both front- and back-of-house, if allowed—to understand edible food material flows, examine food found in both garbage and compost containers, note types of food that are discarded, identify specific opportunities for food recovery, and troubleshoot space issues related to donatable edible food storage and pickup.

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Our team members—who are trained in CBSM outreach approaches and food recovery systems—will ask questions about barriers, motivators, and incentives for participation. They will use that feedback to offer suggestions for adjusting operational systems to overcome perceived and physical obstacles, make recommendations for specific food recovery organizations to contract with (being sure to recommend only those that accept food types generated), and determine if the particular generator might be a good candidate for a case study. We will leave all applicable toolkit materials with the Tier 1 generator representative. After each visit, we will the on-site contact an email summarizing our meeting, make recommendations for next steps, send electronic copies or links of the outreach materials, and document the date of our correspondence and summary of our recommendations in our outreach data tracking platform. We will reach out to each generator two to three weeks after the site visit to check on the progress of the new food donation program and troubleshoot any difficulties. At that point, we will make sure that the written agreement and reporting mechanisms are in place and will request a copy.

During each outreach touchpoint, our team members will take notes in RecycleMore’s preferred data tracking platform including the date and outcome of the interaction and compliance status of each Tier 1 generator.

Task 4 Deliverables:

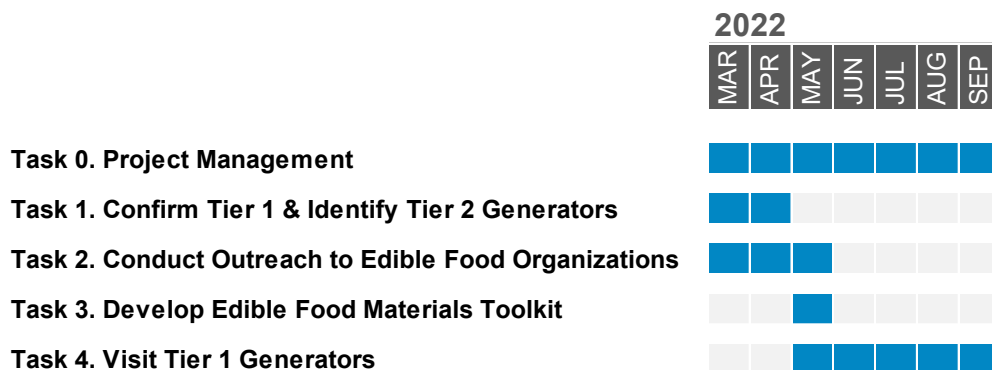
- Report summarizing outreach provided to edible food generators
- Detailed Excel file with outreach notes
- List of Tier 1 generators interested in participating in a case study
- List of Tier 1 generators that have agreements with food recovery organizations, including copies of the contracts or other written verification provided

TASK 5: AS-NEEDED ASSISTANCE

This task includes as-needed assistance that we will determine in conjunction with RecycleMore throughout the course of the project. Potential options for this task include advising RecycleMore on how to navigate CalRecycle requirements for edible food recordkeeping, organizing data obtained during county records inspections, and/or graphic design or marketing services beyond what we proposed in Task 3 (e.g., additional social media posts, website updates, etc.). Additionally, we can use our extensive experience collecting and analyzing primary waste data—through multiple channels including surveys, waste characterization studies, and more for clients across the country—to collect information on existing and planned capacity for food recovery organizations and estimate edible food disposed by Tier 1 generators in the RecycleMore service area. We’ve used a variety of techniques to support our clients with edible food capacity planning and are available to discuss a scope of work for this additional service and provide a more detailed budget if requested. Otherwise, all as-needed assistance will be billed on a time and materials basis after approval from the RecycleMore team.

TIMELINE

Our proposed timeline for completing the project by RecycleMore’s requested deadline is below.



Experience

We've included brief descriptions of similar projects below and included a few select examples of outreach and marketing collateral in the Appendix section of our proposal.

Food Waste Prevention and Rescue Grant Project | CalRecycle and San Francisco Department of the Environment | 2019-Present

Cascadia won a Food Waste Prevention and Rescue Grant of \$500,000 in February 2019 in partnership with the San Francisco Department of the Environment to give large food businesses access to food waste tracking software and food donation networks. Cascadia recruited hospitals, grocers, food distributors, restaurants, SFO airport, and corporate dining facilities to participate; built relationships with local food banks and food recovery organizations to understand and support the food donation landscape throughout the pandemic; and provided technical assistance for businesses operating the tracking and donation software. Cascadia also provided critical operating equipment to San Francisco-Marin Food Bank and Episcopal Community Services, organizations that provide thousands of meals each week to the food insecure population in the Bay Area. To do this work, Cascadia has crafted a library of materials to support training and behavior change at food businesses, collected learning outcomes around barriers and benefits for food businesses to utilize food waste software, and helped SFE communicate the requirements of SB 1383 to City departments and food businesses.

SB 1383 Implementation Assistance Project | City of Dublin (CA) | 2021-Present

Cascadia is helping the City of Dublin prepare for and implement changes to become compliant with SB 1383 when it takes effect in 2022. As part of this wide-ranging project, Cascadia is leading multiple outreach and research efforts geared towards edible food generators and commercial businesses. Our team is developing an outreach plan that details Dublin's target audiences and strategies on how best to communicate new regulations to each audience; the plan will include research and data on barriers and motivators to participating in organics collection. We are also identifying businesses eligible for *de minimis* waivers and supporting Tier 1 and Tier 2 generators identify and participate in edible food donation programs, while researching options for effective and efficient platforms to manage the data gathered from our efforts. Lastly, we are evaluating compost procurement options that will allow the City to comply with the Model Water Efficient Landscaping Ordinance requirements of SB 1383.

Grocery E-Commerce Research and Pilot Project | World Wildlife Fund & the Pacific Coast Food Waste Commitment | 2021-Present

Cascadia is working with World Wildlife Fund, The Pacific Coast Collaborative and Raley's Family of Fine Stores (Raley's) to understand the role of changing e-commerce systems to reduce food waste in grocery retail locations. To accomplish this, Cascadia conducted a literature review to understand any e-commerce-related strategies to reduce food waste, including their design and impact. Currently, we are researching in-store and e-commerce produce buying systems via store walkthroughs and interviews with corporate staff, as well as collecting data to estimate a food waste baseline for one or more stores. We will conduct customer surveys to learn about attitudes and behaviors, as well as what e-commerce changes consumers are most interested in. Ultimately, Cascadia and Raley's will test one solution via a pilot program and create a case study encompassing both quantitative results and learning outcomes for the Pacific Coast Food Waste Commitment and other grocery retailers.

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Food Recovery Research Study | StopWaste (Alameda County, CA) | 2019-2020, 2021

In 2019, StopWaste asked Cascadia to conduct a research project to better understand barriers and opportunities for increasing edible prepared food rescue from businesses and organizations in Alameda County. Additional objectives of this project were to:

- Develop a better understanding of the types and quantity of prepared food and related ingredients that might be suitable for re-distribution.
- Develop recommendations to increase food rescue in order to support the highest and best use of surplus food, reduce greenhouse gas emissions from landfilling or composting food, support hungry residents in Alameda County, and enable towns in Alameda County to better comply with SB1383.

To accomplish this project, Cascadia conducted a literature review to understand trends, existing research, and key organizations in Alameda County; identified facilities that produce large quantities of prepared food and may be impacted by SB1383; recruited 22 study participants; attended facility walkthroughs to observe existing processes for storing, preparing, serving, disposing, and donating food; and interviewed key personnel to find out more about their perceptions, barriers, and opportunities. Cascadia also created a customized version of the NRDC Food Matters Calculator that stores Alameda County commercial site data, provides the ability to run the calculator at the county or city level and includes a printable one-page summary report of calculator outputs. Cascadia's final report included an analysis of current conditions and recommendations, ranked by relative cost and ease of implementation, related to information-sharing, tools for businesses, policies, technologies, and coordination.

AB 1826 & 341 Outreach Project | West Contra Costa County (CA) | 2019-Present

Since 2019, Cascadia has been providing a wide variety of technical assistance, outreach and educational services to businesses and multifamily dwellings in cities and unincorporated areas under the jurisdiction of the West Contra Costa Integrated Waste Management Authority to improve compliance with AB 1826 and 341 and prepare our client to comply with SB 1383. Since the start of the project, Cascadia conducted 447 site visits and provided phone assistance to 624 commercial and multifamily AB 1826 and 341 covered accounts. Staff spoke with decision-makers, conveyed state requirements, answered questions, provided collateral, trained site staff, verified onsite service records, and tracked potential exemptions under state law. Most recently, Cascadia led the notification process for newly covered accounts (those that have between two and four cubic yards of service) by drafting and designing six unique letters translated into three languages and managing their distribution. In total, 1,463 letters were sent to businesses and multifamily residents. In addition to providing education and outreach services, Cascadia developed and managed a CRM-style database and outreach data collection tool that combined records from the JPA, local hauler, and outreach staff to efficiently generate reports. Cascadia's work resulted in a substantial increase in recycling and composting subscription services and CalRecycle subsequently removed West Contra Costa County from their AB 1826 monitoring list.

Food Waste Management Characterization and Assessment | Department of Commerce (WA) | 2020

Cascadia partnered with the Washington State Department of Commerce from January-April 2020 to produce an assessment to serve as a roadmap for reducing annual food waste in Washington by 50% by 2030, ensuring compliance with Washington State's Food Waste and Hunger Relief Bill, HB 1114. For this work, we 1) compiled a comprehensive data set representing the flow of food waste and wasted food through Washington State, 2) identified opportunities to standardize metrics and protocols for measuring and characterizing food waste, 3) estimated the quantity and quality of food waste and wasted food flowing through each segment of the statewide food handling system by sources and dispositions, and 4) provided an understanding of the current food waste and wasted food handling system in Washington State as well as gaps and needs to meet the statewide food waste reduction goal. In July of 2020, [BioCycle magazine published a summary](#) of Cascadia's work under this project.

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Multifamily Zero Waste Technical Assistance, Education and Outreach Program | Central Contra Costa Solid Waste Authority (RecycleSmart) | 2015-2019

In 2015, Cascadia conducted a study to help RecycleSmart identify the primary drivers of low waste diversion from multifamily properties in its service area. Cascadia conducted a program review, property manager interviews, and onsite assessments of 25 properties to evaluate current conditions related to recycling services, program promotion, and participation, and developed recommendations for program improvements. Following completion of the assessment, RecycleSmart contracted with Cascadia to engage with properties through outreach and technical assistance, eliminating barriers to participation through onsite property assistance and door-to-door resident outreach. In the first two years of the program, Cascadia provided technical assistance to 400 properties and conducted multilingual door-to-door outreach to nearly 10,000 units. Program evaluations in both years have shown that assisted properties achieve measurably higher rates of waste diversion compared to pre-assistance levels and compared to similar properties that have not yet received assistance from Cascadia’s staff.

References

Food Waste Prevention & Rescue Grant Project, SF Department of the Environment

Alexa Kielty, Senior Coordinator, San Francisco Department of the Environment, alexa.kielty@sfgov.org, (415) 355-3747

Food Recovery Research Study, StopWaste

Cassie Bartholomew, Program Manager, StopWaste, cbartholomew@stopwaste.org, (510) 891-6516

Grocery E-Commerce Research & Pilot Project, World Wildlife Fund & the Pacific Coast Collaborative

Alex Nichols-Vinueza, Food Loss & Waste Program Manager, World Wildlife Fund, alex.nichols-vinueza@wwfus.org

Costs

Our proposed task-level budget and hourly fee schedule for our staff members are included below. We are not planning to include subcontractors as part of this project. Please note where we’ve included projected expenses.

Task	Est. Hours	Cost
Task 0: Project Management	65	\$10,735
Task 1: Confirm Tier 1 Edible Food Generators & Identify Tier 2 Generators*	49	\$7,843
Task 2: Conduct Outreach to Food Recovery Organizations	59	\$8,237
Task 3: Develop Edible Food Materials Toolkit	70	\$9,755
Task 4: Visit Tier 1 Generators**	345	\$47,517
TOTAL	588	\$84,087

*This task includes \$1,500 for purchasing NAICS datasets. Should this project not require this purchase, RecycleMore will not be charged for this expense.

**This task includes \$436 for a Fulcrum subscription, Cascadia’s preferred data collection tool. Should our project not require this tool, RecycleMore will not be charged for this expense.

Key Staff	Hourly Rate	Est. Hours	Cost
Maddie Seibert	\$160	148	\$23,648
Julie Bryant	\$250	22	\$5,500
Shirley Ng	\$125	395	\$49,362
Keiko Betcher	\$115	23	\$2,645

Appendix: Resumes & Work Samples



Maddie Seibert

ASSOCIATE

Maddie provides management and analysis expertise for waste and recycling projects across the country. Her experience researching climate issues, managing sustainability projects, and engaging the public around environmental issues enables her to provide thoughtful planning, outreach, and implementation of programs. Prior to Cascadia, Maddie completed a Master of Management Science in Global Affairs and Public Policy at the Schwarzman Scholars Program in Beijing. She has supported climate- and waste-related projects at a wide variety of non-profits and social enterprises.

EXPERTISE

- Project management
- Food waste prevention and recovery
- Compost technical services
- Research
- Technical and narrative writing

CREDENTIALS

- M.M.S. Global Affairs & Public Policy, Tsinghua University, Schwarzman College
- B.S. Environmental Science, Northeastern University
- B.A. International Affairs, Northeastern University

LANGUAGE SKILLS

- Chinese – Intermediate
- Spanish – Intermediate
- French – Intermediate

SELECTED PROJECT EXPERIENCE

2019-Present CalRecycle, in partnership with SF Environment (CA). Food Waste Prevention and Rescue Grant Project
Deputy Project Manager. Engages business groups to implement food waste tracking software and donation systems, creates outreach materials, and promotes regional climate benefits.

2018-Present StopWaste (CA). Food Recovery Research Study
Associate. Leads research for a study to understand barriers and opportunities for recovery of prepared food from large generators.

2020 Department of Commerce (WA). Food Waste Management Pathways Assessment
Researcher & Writer. Collects quantitative and qualitative data to build a picture of flows of food waste throughout the state and identify barriers and opportunities for several types of entities to handle increased volumes of food waste.

2018-Present City of Oakland (CA). Used Motor Oil Recycling Program
Project Manager. Leads design and implementation for the development of the City's used motor oil recycling program, including outreach strategy, initiation of a marina oil recycling program, and special events.

2020-Present City of San Francisco (CA). Climate Action Plan Engagement
Communications Planner. Serves a central role in the City's comprehensive engagement campaign, including developing communication materials, recruiting community partners, and conducting outreach through multiple channels.

2019-Present Foster City (CA). Climate Action Plan
Engagement & Writing Support. Creates materials and tools for public and stakeholder engagement around the ongoing community CAP process.

2019-Present San Mateo County (CA). Climate Action Plan
Engagement & Writing Support. Creates materials and tools for public and stakeholder engagement around the ongoing community CAP process.

2019-2020 City of Santa Clara (CA). Climate Action Plan
Plan Writer. Supported development of the City's final CAP. Drafted sections focused on recommended GHG reduction targets and recommended priority strategies.

2019-Present City of Pleasanton (CA). Climate Action Plan
Engagement Associate. Supported the design and implementation of the City's public engagement plan. Provided updates to the community and solicited input through workshops, open houses, and other channels.



Julie Bryant

DIRECTOR

Julie Bryant is the Director of Cascadia Consulting Group’s California office and Co-Director of the Communications and Engagement Line of Business. She oversees a number of Cascadia’s outreach and technical assistance projects to increase compliance with local ordinances in the Bay Area for clients including the San Francisco Department of the Environment and StopWaste. She came to Cascadia with 15 years of zero waste planning and policy experience, including working at the San Francisco Department of Environment for more than a dozen years. In addition to her municipal roles, Julie maintains professional connections with regional and state waste reduction advocacy organizations including California Resource Recovery Association and the Northern California Recycling Association.

EXPERTISE

- Project management
- Compliance and enforcement
- Policy analysis
- Strategic planning
- Communications & training
- Quantitative and qualitative analysis
- Decision support

CREDENTIALS

- B.A. Environmental Studies, UC Santa Barbara
- Waste 360’s 40 Under 40 award winner. 2016.
- SPUR’s Municipal Fiscal Advisory Committee’s Public Managerial Excellence Award. Nominated in 2009.
- Returned Peace Corps Volunteer, Republic of Benin, 2003-2005

SELECTED EXPERIENCE

2018-Present StopWaste (CA). Zero Waste Technical Assistance & Outreach Program

Principal-in-Charge. Oversees Cascadia’s efforts to provide multicultural outreach and technical assistance to businesses and multifamily complexes for 17 member jurisdictions in Alameda County. This program seeks to maximize the diversion of recoverable materials and increase compliance with AB 1826, 341 and SB 1383.

2019-2020 The San Francisco Wholesale Produce Market. Food Recovery and Waste Management Efficiency Project.

Project Manager. Assessed The SF Market’s current systems for food recovery and waste management to create a tailored plan with comprehensive and unique solutions for this complex operation that is supporting the successful transition away from decentralized refuse collection to a shared service plan which reduces costs, increases efficiency and maximizes recycling, composting, food recovery.

2019-2022 West Contra Costa County (CA). AB 1826 Business and Multifamily Outreach and Data Management

Principal-in-Charge. Oversaw project budget, deliverables and coordinated closely the hauler, JPA and field team to complete compliance-focused site visits and phone assistance for commercial and multifamily accounts in West Contra Costa County. Advised client on process improvements and data management strategies to support efficient tracking of compliance with state laws and quarterly reporting to CalRecycle.

2019-Present Marin County (CA). Single-Use Materials Reduction Project

Cascadia Project Manager. Leads Cascadia’s efforts, as a subconsultant to R3 Consulting, to develop and test outreach collateral to educate stakeholders on the County’s Single-Use Materials Reduction Ordinance. Will also be leading the development of a comprehensive outreach plan directed towards businesses and residents as well as the training program and outreach toolkit for Marin County staff tasked with ordinance enforcement.



Shirley Ng

PROJECT COORDINATOR

EXPERTISE

- Waste and recycling outreach and education
- Community engagement
- Event planning
- Waste reduction education
- Food waste prevention and recovery
- Desktop and field research

CREDENTIALS

- B.A. Environmental Studies and Geography with GIS Emphasis, UC Santa Barbara
- Zero Waste Associate Certification, Zero Waste USA

Shirley provides outreach and engagement expertise for waste and recycling projects across the state. She currently holds outreach roles for projects in Alameda County and Marin County, through which she provides technical assistance to businesses to help them reduce waste. Her recent work includes creating remote engagement tools for the City of Long Beach. Prior to Cascadia, Shirley worked at several local municipalities including RethinkWaste (San Mateo County) and the City of San Rafael. She holds a Bachelor of Arts from UC Santa Barbara in Environmental Studies and Geography with GIS emphasis.

SELECTED PROJECT EXPERIENCE

2021-Present Marin County (CA). Reusable Foodware Ordinance Business Outreach

Outreach Specialist. Engage businesses through phone and site visits to educate and comply with the upcoming Reusable Foodware Ordinance. This includes assisting businesses with the grant application and making recommendations on foodware alternatives for business.

2021 CalRecycle, in partnership with SF Environment (CA). Food Waste Prevention and Rescue Grant Project

Outreach Specialist. Engage business groups to implement food waste tracking software and donation systems and develop outreach materials.

2021-Present City of Long Beach (CA). Remote Outreach and Engagement Campaign

Content Development and Topical Strategic Support. Develop outreach collateral for the City's waste reduction outreach goals, including developing curriculum for a master composter and recycler program.

2021-Present StopWaste (CA). Zero Waste Technical Assistance & Outreach

Technical Assistance and Outreach. Conducted site visits with commercial properties to comply with and understand the Mandatory Recycling and Composting Ordinance in cities across Alameda County. This includes providing a waste assessment, service level assessment, signage, and compliance recommendations. Educates staff and residents on waste sorting.

2021-Present City of Dublin (CA). SB 1383 Implementation Assistance Research and Outreach Specialist. Supporting outreach and research efforts geared towards edible food generators and commercial businesses to communicate new regulations.

PREVIOUS WORK EXPERIENCE

October 2018 – April 2021 RethinkWaste

Outreach Fellow. Conduct waste facility tours (in-person and virtual), develop educational webinars, and plan and implement community engagement events.

August 2017 – June 2018 City of San Rafael

Zero Waste Fellow. Develop and implement waste reduction programs including a reusable takeout container program and illegal dumping prevention outreach campaign using social marketing strategies.



Keiko Betcher

PROJECT COORDINATOR

Keiko joined Cascadia in 2021 as a Project Coordinator and uses her graphic design skills to support the Communication & Engagement team and craft appealing outreach materials and other collateral that clearly communicate client messages to the public. She is fluent in a range of communications styles and formats, with experience ranging from writing educational public-facing newsletters and creating custom posters to supporting in-person engagement events and creating open-house graphics. She is passionate about using graphic design and creative communications methods to distill complex technical information into clear and concise messages that streamline decision-making and catalyze stakeholder action. Prior to her time at Cascadia, Keiko worked for Conservation Northwest as a Communications and Outreach Associate.

EXPERTISE

- Adobe Creative Suite (InDesign, Illustrator, Photoshop, Adobe Acrobat, and Rush)
- Cartography and GIS
- Copywriting and content for digital communications

CREDENTIALS

- B.A. Geography and Geographic Information Science (GIS) Certification, Western Washington University

SELECTED PROJECT EXPERIENCE

2021-Present King County Hazardous Waste Management Program (WA). Hazardous Waste Management Plan Update
Design and Copywriting Support. Develops messaging, ad copy, and design for print and digital collateral soliciting public review of the plan update, as well as designs infographics to summarize public engagement.

2021-Present City of Kirkland (WA). Kirkland Green Trip Program
Communications Support. Leads monthly newsletter writing and development, social media, graphic design, and supports in-person outreach to promote non drive alone trips for commuters and residents through incentives and resources.

2021 City of Long Beach (CA). Long Beach Recycles Remote Outreach and Engagement Campaign
Writing and Design Support. Created content and design for print collateral focusing on recycling, composting, and reducing waste in compliance with SB 1383.

2021-Present Seattle Public Utilities (WA). Wastewater College Campaign
Writing and Design Support. Developed and implemented a campaign proposal including social media ad copy, graphics support, and outreach strategies to promote behavior change on college campuses and reduce clog-related issues.

2021-Present Seattle Public Utilities. Reuse Seattle Pilot Project
Design Support. Creates maps, graphics, animations, and supports website construction about a city-wide project to reduce single-use cups.

2021 Puget Sound Partnership (WA). Puget Sound Partnership Social Approaches
Design support. Developed editable and customizable informational one-pager for partner organizations to tailor to their specific programs.

2021-Present Town of Telluride (CO). Climate Adaptation Plan
Design Support. Creates project style guide and templates, and designs outreach collateral and a suite of graphics supporting the Climate Adaptation Plan.



West Contra Costa Integrated Waste Management Authority

Edible Food Program Consultant Proposal

February 14, 2022





February 14, 2022

West Contra Costa Integrated Waste Management Authority
Attn: Andy Schneider – Program Manager
andrews@recyclemore.com

RE: Edible Food Program Consultant Proposal

Dear Mr. Schneider:

We are pleased to submit this response to RecycleMore’s Request for Request for Proposals for an Edible Food Recovery Consultant. We would be delighted to continue our work supporting RecycleMore and its Tier 1 generators in complying with the food recovery requirements for SB 1383.

Our team includes specialists with expertise in food waste reduction and surplus food recovery. We have provided consultation services to CalRecycle developing some of their model tools for SB 1383 implementation and in drafting the regulation itself. We have also supported Alameda and Santa Clara counties, and the City of Palo Alto in identifying and interviewing Tier 1 generators and analyzing opportunities to reduce food waste generation and expand surplus food recovery and redistribution. We are currently providing services to the City and County of San Francisco similar to that requested by RecycleMore.

We offer the team with the most relevant, visionary, and up-to-date food recovery experience and knowledge of SB 1383 edible food recovery regulations, along with the energy, enthusiasm, insights and creativity needed to address the challenges on the path ahead. We look forward to collaborating with RecycleMore and its stakeholders as you move forward in implementing the edible food recovery program required by state law and meeting the needs of your communities.

As the principal-in-charge for this assignment, I am authorized to obligate our team to perform the commitments contained in this proposal. Please do not hesitate to contact me at 415.235.1356 or Ruth.Abbe@abbeassociates.com if you have any questions about our proposal.

Very truly yours,

A handwritten signature in black ink that reads 'Ruth C. Abbe'. The signature is written in a cursive, flowing style.

Ruth C. Abbe, Principal
Abbe & Associates LLC

Company Overview

Abbe & Associates LLC is a full-service management consulting firm specializing in Zero Waste planning, program development, economic analysis, collection and processing procurement, contract negotiations, and stakeholder engagement. We work with municipal clients, special districts, and institutional and commercial generators to plan and implement the social and physical infrastructure needed to reach Zero Waste.

Our local food recovery-related work includes:

- RecycleMore (West Contra Costa Integrated Waste Management Authority – conducted initial research to identify Tier 1, Tier 2 generators, and food recovery organizations in support of RecycleMore SB 1383 Preparedness Plan.
- RecycleSmart (Central Contra Costa Solid Waste Authority) – providing outreach and technical assistance to 70 schools and school districts within the service area, documenting compliance standards for food share tables and food recovery donations, and connecting school districts to food recovery organizations.
- StopWaste (Alameda County Waste Management Authority & Recycling Board) - conducted outreach on the food recovery ecosystem in Alameda County, documenting the food service and food recovery organizations, and identify over 50 strategies for reducing food waste and increasing surplus food recovery.
- San Francisco Department of the Environment – surveying Tier 1 generators and food recovery organizations to document compliance with SB 1383.
- Santa Clara County – contributed to the Food Rescue Study prepared by FoodShift, conducted surveys of food generators, food recovery organizations, municipalities and collection service providers.

Our services include

- Sustainability services, including high diversion planning and greenhouse gas accounting
- Independent assessments of waste management technologies and projects
- Waste prevention, reuse, and recycling, including processing and recovery facilities and marketing recovered materials
- Local and regional integrated waste management master plans
- Siting, environmental assessment, and permitting for solid waste facilities
- Economic, environmental, and feasibility analyses
- System and facility procurements
- Organics management
- Collection efficiency studies, rate review, and hauler procurements and negotiations assistance
- Diversion and disposal studies
- Waste composition and generation projections
- Waste reduction technical assistance to large commercial and institutional generators
- In-service training and certification
- CalRecycle compliance assistance
- Construction and demolition debris ordinance development and compliance assistance

Project Team



Ruth Abbe | Project Manager

Ruth is a senior management consultant with over 25 years of experience in program planning and implementation, facility and collection procurement, contract negotiation, financial analysis, and stakeholder engagement. She is a national leader in Zero Waste planning and works with municipalities across the country to develop the social and physical infrastructure to achieve high diversion. Ruth has worked with more than 50 communities and private sector clients to plan and implement their recycling, organics, food recovery, construction and demolition debris programs and high diversion strategies. She has supported several communities and institutions with AB34, AB901, AB1594, AB1826 and SB1383 assistance including Central Contra Costa Solid Waste Authority, Fresno County, Palo Alto, Mountain View, Newark, San Francisco, San Jose, Santa Clara County, University of California, Santa Cruz and the South Bayside Waste Management Authority.



Susan Blachman | Food Recovery Specialist

Susan is a consultant in environmental sustainability, economic development, equity and social justice. She has over 30 years of experience in the field. Susan recently co-authored [*Commercial Food Waste Reduction in Alameda County*](#) funded by StopWaste and conducted follow-up work on expanding the capacity of food waste reduction in Alameda County, funded by the Altamont Settlement Agreement Education Advisory Board. She planned and organized the second Zero Food Waste Forum in October 2018 with over 100 attendees to help local jurisdictions understand the direction and intentions of SB 1383 edible food disposal. She co-chairs the Northern California Recycling Association (NCRA)'s Zero Food Waste Committee, holding webinars on SB1383 Edible Food Recovery compliance and participates with the California Resource Recovery Edible Food Recovery Technical Council.



Marie Mourad, PhD | Food Recovery Specialist

Marie has over nine years of experience working as a food, waste, and sustainability expert and consultant for non-profits and governmental agencies in the United States and Europe, including San Francisco Environment (SFE), the Pacific Coast Collaborative (PCC), the City of Palo Alto, West Contra Costa county (RecycleMore), the Natural Resources Defense Council (NRDC), and the European Research Executive Agency. She supported several jurisdictions in implementing SB1383 edible food recovery requirements (and is currently assisting SFE in their edible food recovery capacity study), assisted CalRecycle in the [*development of SB1383 regulations*](#), and contributed to the [*Santa Clara County Food*](#)

[Rescue Capacity Study](#) in 2015. Her [PhD research](#) focused on food waste in the United States and France. Her most recent work analyzed the [impacts of the COVID crisis on food waste](#) and food insecurity. Marie is involved in multiple food recovery organizations as well as the NCRA's Zero Food Waste Committee and the California Food Waste Roundtable.



Christienne de Tournay | Outreach Support

Chrise is a zero waste specialist, educator, and advocate. As chair of the City of Berkeley's Zero Waste Commission, she designed and facilitated the public outreach and input-gathering efforts for the City's landmark 2019 Single-Use Disposable Food Ware & Litter Reduction ordinance, resulting in key revision recommendations that were instrumental in securing a unanimous vote for passage. Her experience includes: instructor for Zero Waste USA's certification program; project manager of marketing, education, & outreach efforts for California's CARE carpet stewardship program; R3 stakeholder outreach team member for County of Marin's proposed single-use foodware reduction ordinance; program manager, Dominican University's Sustainable Business Practices certificate program, executive director, EcoMom Alliance NGO; aide to former County of Marin District 1 Supervisor (county-wide bag ban). Chrise is a creative professional with over 25 years in design and manufacturing of consumer products and marketing materials. She is a ZWUSA-certified Zero Waste Associate, and holds certificates in Sustainable Resources Management (San Jose State, CA) and Sustainable Business Practices (Dominican University, CA). She earned a BA from UC Berkeley.



Randy Russell | Outreach Support

Randy has 20 years of resource recovery and recycling experience, with a focus on local/state outreach programs, recycling market development, and public-private partnerships.

Randy led waste assessments of residential and dining hall refuse and recycling collection containers for the U.C. Santa Cruz Office of Sustainability and identified opportunities for additional diversion with recommendations to campus wide recycling and composting programs.

He supports Alameda County's Mandatory Recycling Ordinance as a business assistance representative for large quantity generators and helping them into compliance. Randy also provided on-site support to the City of Palo Alto to assist businesses and institutions to comply with the city's mandatory recycling and composting ordinance.



Dennis Uyat | Outreach Support

Dennis is environmental outreach, program coordinator and project manager with significant experience providing outreach and technical assistance to commercial generators and property managers. He is fluent in Spanish and conducts trainings in support of waste reduction, recycling and composting. He received his Bachelor of Arts degree from U.C. Berkeley in Geography with a Minor in Geospatial Information

Science Technology. He has professional certifications from Zero Waste USA – Zero Waste Community Associate and the San Mateo County Office of Sustainability – Master Compost and Solid Waste Course, Master Resource and Conservation.

Scope of Services

Understanding Surplus Edible Food Generation and Food Recovery in West Contra Costa County

The RecycleMore service area includes the cities of El Cerrito, Richmond, San Pablo, Pinole, Hercules and unincorporated County areas within those cities (i.e., El Sobrante, North Richmond, Tara Hills, Rollingwood, East Richmond Heights, Bayview, Montalvin Manor).



According to the California Association of Food Banks, **approximately 1 out of every 5 people in Contra Costa** are food insecure, meaning these individuals or families struggle to find their next meal. The food insecurity rate increased with COVID. At the same time, many restaurants and markets discard unsold food into their garbage can, which eventually ends up in compost facilities, if not in the landfill.

Through our previous work for RecycleMore, our team has become familiar with the local edible food recovery context and established contacts with local food donors and food recovery organizations. Based on our expertise and understanding of local actors, we know there are opportunities to increase food recovery capacity, improve the quality of the food that is redistributed to people in need, create new green collar jobs, increase community resilience, strengthen relationships between food donors and food recovery organizations, help create sustainable funding for food recovery organizations and ensure efficient implementation of SB1383.

Approach and Timeline

1. Confirm Tier 1 Generators (March)

Our team was responsible for developing the Tier 1 Generator list (with a focus on grocery stores and supermarkets) in the RecycleMore area, and so we are very familiar with it. Since that time we have conducted similar work for the City and County of San Francisco on both Tier 1 and Tier 2 generators. We have developed a very precise understanding of which businesses will be included as SB1383 generators, as well as various data sources and strategies to identify these businesses.

We have been organizing State-wide webinars on identifying commercial edible food generators for the Northern California Recycling Association and California Resource Recovery Association, contributed to the *CalRecycle Tier 1 & Tier 2 Generator Identification Guidance Document* and submitted comments and feedback on SB1383 regulatory language and participate in the CRRRA Edible Food Recovery Technical Committee. We will use our improved expertise and the *CalRecycle Guidance Document*, to complement the resources provided by Contra Costa County to confirm the Tier 1 generator list and identify all of the Tier 2 Generators in West Contra Costa County.

We will use information from Contra Costa County Department of Public Works, Contra Costa County Environmental Health Division, Food Bank of Contra Costa and Solano, as well as additional resources that we are familiar with (CalRecycle Convenience Zones data, NAICS databases, business databases, US EPA Excess Food Opportunity Map, California Department of Public Health food wholesalers and distributors database, etc.), in addition to Internet searches on business characteristics.

We have experience analyzing and synthesizing diverse listings and extracting only businesses that meet SB1383 criteria based on relevant metrics and criteria (exceeding 10,000 square feet for grocery stores, number of seats/beds for restaurants and hotels, NAICS codes for food service providers and wholesalers, etc.).

2. Develop list of Tier 2 Generators (March-April)

According to our preliminary research and the 2020 list of Food and Skilled Nursing Facilities (with food preparation) inspected by Contra Costa County Environmental Health (which we used for our previous research and which may need to be updated), we have identified 70-90 Tier 2 generators:

Restaurants and state cafeterias (\geq 250 seats or 5,000 sq. ft.): 15-30 (we will check restaurants with 150+ seats listed as Risk 3 and/or Risk 2 categories for Environmental Health inspections, as they engage in on-site food preparation. The list does not indicate which exceed 250 seats, but it is possible we will collect square footage data);

Public education agency with onsite food facility: up to 50 (approximately 90 schools with food facilities or cafeterias were listed in 2020; we will identify which are public schools);

Health facility with onsite food facility (≥ 100 beds): 3 (Contra Costa Regional Medical Center, San Pablo Healthcare and Wellness Center, Vale Healthcare center);

Large events and venues: 2-3 event centers such as Richmond auditorium/ convention center, Crane Pavilion, etc. (most of the 15-20 community centers and recreational centers in the area may not meet SB1383 criteria), 3-5 farmers' markets;

Hotel with onsite food facility (≥ 200 rooms): 0 (We have not identified hotels meeting SB1383 criteria)

Based on the preliminary lists of 66 Tier 1 generators and 5 Tier 2 generators provided by the County (and that we identified in our previous work), along with the list of 70-90 potential Tier 2 generators inspected businesses by the Contra Costa County Department of Environmental Health (from over 1,000 businesses), we will conduct additional research to identify which establishments are subject to SB1383. For example, many restaurants may have fewer than 250 seats or are less than 5,000 square feet and therefore are not subject to the regulation. We expect that the final list of Tier 2 generators will include fewer than 70 establishments.

Our Tier 1 and Tier 2 generator database will include: jurisdiction (including unincorporated areas), type of establishment, Tier, size, capacity, address, contact, phone number, email, and website (if available).

3. Visit eight food recovery organizations and distribution sites in the region to (April):

- a) Confirm the types of edible foods they accept
- b) Confirm their contact info for our outreach
- c) Review their compliance with the new recordkeeping requirements

We propose to start by reviewing the County's Covid-19 Food Distribution Map (link below) which identifies places that are distributing food to those in need during the pandemic and determine when it was last updated and by whom

<https://www.arcgis.com/apps/webappviewer/index.html?id=fea1f3021a50455495b7e7e11325ecd4>

And we will contact the Contra Costa and Solano County Food Bank to confirm the data they collect and will provide to RecycleMore. If possible, we will ask the Food Bank to provide details on the types of foods their partner agencies can accept, along with their contact information. Our experience surveying food recovery organizations for San Francisco Environment revealed that it was more efficient to collect information through food recovery services (such as the Food Bank, Replate, etc.) that are already familiar with many organizations, rather than contacting each of them individually.



We propose to visit a diverse range of food recovery organization (FRO) types and locations to confirm their contact information, review their SB1383 compliance and confirm the types of edible food they accept. In addition, we will interview them to understand the challenges they face complying with SB1383 requirements and solicit their ideas about how to address them.

Specifically:

- 1-2 religious organizations
- Bay Area Rescue Mission
- Greater Richmond Interfaith Program
- Schools/Childcare center
- Senior Center
- White Pony Express
- Chefs to End Hunger
- Loaves & Fishes
- Muffin People

We have already established contacts with several organizations through our previous experiences in Contra Costa County and other areas where some food recovery organizations operate as well.

4. Help develop a toolkit of materials to assist with connecting edible food generators with edible food recovery organizations (April - May)

Rather than reinvent the wheel, we will review toolkits developed by a range of jurisdictions throughout the state and in other parts of the county and use those as starting points. In addition, we will insure these resources align with [those](#) developed by RecycleSmart in Central Contra Costa County, by the City of Richmond, and by the Food Bank of Contra Costa and Solano. We will also review educational resources created by StopWaste.

One useful resource is the [Safe Surplus Food Donation Toolkit](#).

This Best Management Practices Guidance was designed by staff at the Public Health Alliance of Southern California, the California Conference of the Directors of Environmental Health, and the Center for Climate Change and Health, with support from The California Endowment.

We are currently supporting the City and County of San Francisco in their effort to provide technical assistance and education to Tier 1 generators, particularly those not inspected by the County Department of Public Health, which are mainly food distributors and wholesale food vendors and so are understanding the resources these businesses can use to comply with SB 1383. And we will be doing similar outreach and education to Tier 2 generators as well.

Items to include in the toolkit:

- Updated list of local FROs & food service organizations, including the types and quantities of food they can accept, along with their logistics capacity (operating hours, transportation, mode of contact, etc.)

- SB1383 reporting and data collection requirements
- Record keeping resources
- How to maintain food safety
- Legal protections
- Contract/Agreement language
- What is donatable (depending on recipient, to be included in the agreement language)
- How to label, store & package items (depending on recipient, to be included in agreement)

5. Conduct outreach and visits with up to seventy (70) Tier 1 generators (May-July):

- a) Explain their donation and written agreement requirements
- b) Verify existing edible food recovery agreements and help determine their current edible food compliance status
- c) Provide technical assistance for better participation & record keeping

SB1383 requires all Tier 1 to have formal contracts or written agreements with food recovery organizations or services and to track the amount of edible food recovered by January 1, 2022.

We propose to meet with the Contra Costa and Solano County Food Bank to identify which donors they work with and confirm they have formal agreements with all of their members.

Then we propose contacting the remaining Tier 1 generators via email to inform them about SB1383 regulatory requirements, along with a list of resources and guidance for compliance, and a short survey to be completed by each generator about whether they are donating food and if they have formal agreements with the recipients. We have had success conducting similar surveys in other jurisdictions, including for the City and County of San Francisco. Even if initial response rates are generally low (10-20% maximum), the survey will serve as a basis for data collection for follow-up calls and outreach.

We propose to follow up with generators not responding to the email survey (an estimated 60 businesses) with phone calls and only then to undertake in person visits (an estimated 55-60 depending upon the responses). We have found this 3 step approach of email, phone call & in person to be the cost-effective/time-effective method for gathering information at the local level.

Our team is very experienced at employing this outreach methodology -- developing surveys as well as phone and in-person interview scripts and conducting phone and in person interviews. Prior to conducting the calls and in person visits we will beta-test our outreach tools and methodology to insure their effectiveness.

Also, based on information gleaned from the discussions with the 8 FROs (task 3), we will identify generators with whom they would like to engage and others which they think have the



additional surplus food to donate (either different types of foods not currently donated, or additional quantities).

Based on the in-person and phone interviews/site visits, responses to the surveys and our familiarity with food recovery efforts in other jurisdictions, we will identify the limitations/challenges with existing contracts and practices, including: lack of formal contractual language, lack of inclusion of all types of food, insufficient frequency or reliability of food recovery, concerns related to food safety (including handling, packaging, temperature control, etc.), concerns related to the physical and nutritional quality of the food, as well as inconsistency of donations (in terms of quantity and quality), logistical and financial constraints, lack of staff and training, insufficient tracking and reporting, lack or cost of labor and space to sort and store the food and lack of financial and environmental sustainability (business model, packaging, transportation, etc.)

For the generators who do not have an agreement with food recovery organizations, we will identify the reasons, what type of food waste they generate, what additional information and/or resources edible food recovery they require, and we will provide them with technical assistance for compliance, including a list of local food recovery organizations, model edible food recovery contract language and record keeping resources.

6. Identify high performing generators or recovery organizations that may be willing to be highlighted as case studies in future outreach (July-August)

In order to determine which generators and food recovery and service organizations to highlight as case studies, it is important to assess who needs to be motivated and which organizations will most engage them. The site visits will help us make this determination.

Based on work we are conducting on a different project for the [Pacific Coast Collaborative](#), we have developed a relationship with Raley's, which has several stores in the RecycleMore territory. They are highly motivated to reduce food waste and serve as role models for case studies. We anticipate that there will be at least one store in their chain in the area willing to serve as a case study.

Regarding food recovery organizations, we propose that [Chefs to End Hunger](#), although headquartered in Hayward (outside of the RecycleMore service area, but operating in the region) be one case study. They are a nonprofit organization affiliated with Vesta Foodservice, a food distributor, that recovers food from their clients when making deliveries. They offer a unique model which other food distributors should be encouraged to replicate.

Another food recovery organization serving the region since 2014 worth highlighting is [White Pony Express](#) headquartered in Pleasanton and recovering and providing rescued food to residents in West Contra Costa County. Highlighting them will help Tier 1 & 2 generators



understand that they can donate food that food bank members sometimes do not accept (i.e., mostly prepared foods). In addition, they have been testing ChowMatch as their data collection software and the case study could highlight its pros and cons, compared to other data collection software such as Food Rescue US, or paid services like Copia, Replate, or Food Rescue Hero.

The Task 3 and 5 findings will also help us identify other high performing generators and food recovery organizations. We are familiar with Muffin People, Daily Bowl, Loaves & Fishes, Copia and RePlate among others and think that they have information to share that could be useful in future outreach.

7. Assist with organizing the data obtained during county records inspections (July-August/as needed)

Our team proposes to assist with organizing data obtained during county records inspections by relying on existing data collection platforms and software.

We understand that RecycleMore is considering contracting with Contra Costa County Department of Environmental Health to perform the required edible food generator contract and records inspection process and that this program is still under development and will not be a large part of this consultant project. We bring knowledge of the new edible food recordkeeping requirements and can advise RecycleMore during that process.



Another data source can include ChowMatch which we gather is being considered for use by Central Contra Costa County Solid Waste Authority to monitor food recovery and this software is being used by White Pony Express, the largest Food Recovery Organization operating in their jurisdiction. Also, Food Bank partners may be using MealConnect to manage donations and track data. If possible, it would make sense to coordinate data collection platforms/apps countywide.

We are familiar with various data collection resources including: Recyclist, Careit, Food Rescue US, Food Rescue Hero, Replate, and Copia (among others). Most of these services help managing donation matching and/or coordinating volunteers or paid drivers, in addition to collecting data. We are very familiar with these resources business models and can help evaluate their pros and cons if desired.

8. Identify organizations that may have a need for financial grant assistance and help prepare RecycleMore for the application process (August)

In the course of conducting task 3, we anticipate identifying FROs that could use additional resources in order to increase their ability to receive, measure, sort, store and distribute food. Based on our knowledge and experience, we anticipate a need for additional storage and

transportation capacity, especially refrigerated or frozen capacity, as more prepared food will be recovered (especially from Tier 2 generators) as well as data collection resources.

We would propose to identify creative cost-effective ways to meet the organizations' needs for financial assistance. For example, if additional cold storage is a need, then we would contact the County Environmental Health Division regarding current countywide regulated frozen and refrigerated storage space, and assess unused storage capacity in the county. In particular, we would contact local businesses and organizations that may have excess capacity to 'loan'. This could be more cost-effective than purchasing new equipment. In Orange County, 7-11 stores donate cold storage space. In addition, since the advent of COVID, some food delivery services, such as UberEats and DoorDash, have donated transportation to food recovery efforts. Location of recovery resources are critical to identify capacity gaps and potential expansion opportunities.

Another good resource for identifying how to increase an organization's recovery, distribution and data monitoring capacity can be found in the [ReFED's Food Rescue Solutions database](#). We will recommend the measures that are the most actionable, cost-effective, and with the strongest benefits for West Contra Costa County in the short, medium, and long-term.

Besides being aware of innovative ways to address organizational needs, our team brings a wealth of experience drafting grant applications. We have supported municipalities and non-government organizations in preparing successful grant applications for CalRecycle, U.S. EPA, and numerous foundations and mitigation funds. Our principal, Ruth Abbe, has served on grant-making bodies including the Alameda County Source Reduction & Recycling Board, the Altamont Education Advisory Board, and the East Bay Community Foundation.

References

We are pleased to provide the following project references for RecycleMore. While we maintain excellent relationships with all of our clients, the references that we have chosen to include here are especially relevant to the work that RecycleMore is requesting consultant services for, and represents work that we are especially proud of.

Central Contra Costa Solid Waste Authority	San Francisco Department of the Environment	City of Palo Alto
Jennifer Faught Contract Compliance Specialist jennifer@recyclesmart.org 925.906.1801 x107	Alexa Kielty Senior Coordinator Residential Zero Waste alexa.kielty@sfgov.org 415.355.3747	Paula Borges Fujimoto Zero Waste & Refuse Fund Manager paula.borges@CityofPaloAlto.org 650.496.5914

Costs

Our costs correspond with the services requested in the RFP and include all hourly rates and travel expenses.

	Tasks	Ruth	Marie	Susan	Outreach Support	Travel	Total
		Hours					\$
1	Confirm Tier 1 Generators		10	2			1620
2	Develop List of Tier 2 Generators		10	2			1620
3	Visit 8 FROs & Distribution Sites		2	20		100	3070
4	Help develop toolkit for generators	2	10	10			2700
5	Conduct outreach and visit with up to 70 generators	2					0
	Prepare, send out, and follow up email survey		10	5			2025
	Test material & train outreach team		2	2	8		1340
	Conduct phone calls to up to 60 generators and summarize results			5	35		4175
	Visit up to 55 generators and track/summarize results			15	75	650	10175
6	Identify generators & FRO for case studies/role models	2	15	15			4050
7	Assist with organizing the data obtained during county records inspections	2	10	10			2700
8	Identify organizations that need future grant assistance	8	10	10			3900
9	Project Management	8					2400
	TOTAL	24	79	96	118	750	39775

Our fee proposal includes hourly rates for each of the team members by type and function of work. To provide RecycleMore with the most cost-effective solutions, we are proposing our rates without additional overhead or markup.

Team Member	Hourly Fee Schedule
Ruth Abbe, Project Manager	\$150
Susan Blachman, Food Recovery Specialist	\$135
Marie Mourad, Food Recovery Specialist	\$135
Chrise de Tourney, Outreach Support	\$135
Randy Russell, Outreach Support	\$110
Dennis Uyat, Outreach Support	\$110

Exhibit A - Proposal Authorization and Acknowledgement Form

NAME OF PROPOSER: Ruth C. Abbe, Principal

ORGANIZATION: Abbe & Associates LLC

1. The undersigned is a Proposer under this RFP and possesses the legal authority to submit this Proposal.
2. The undersigned is authorized to conduct all negotiations for and legally bind the Proposer in all matters relating to this Proposal submittal.
3. The undersigned certifies that this Proposal is irrevocable until June 18, 2022 (minimum of 120 days from submittal).
4. The undersigned acknowledges that the Authority reserves the following rights and options related to proposals submitted in response to the RFP:
 - Award an agreement for services described in this RFP.
 - Reject all proposals and continue with the Authority's current Legal Counsel for a temporary or permanent period of time;
 - Reject any proposal.
 - If during the course of negotiations with a selected PROPOSER, the AUTHORITY determines in its sole discretion that an acceptable Agreement cannot be negotiated, the AUTHORITY reserves the right to suspend negotiations with that PROPOSER and begin negotiations with another PROPOSER. Also, the AUTHORITY reserves the right to undertake simultaneous negotiations of the final Agreement with more than one PROPOSER.
 - Waive defects and/or irregularities in any proposal.
 - Request from any PROPOSER at any time during the evaluation process, clarification of any information contained in the proposal.
 - Conduct interview(s) with any PROPOSER(s).
 - Negotiate terms and conditions that are different from those described in this RFP and Agreement.
 - Contact references provided and seek information from any client with which the PROPOSER has done business.
 - Take other such action that best suits the needs of the AUTHORITY and/or its citizens.

Signature:  Date: 2-14-22

Exhibit B - Form of Agreement

The undersigned has carefully reviewed the forms of Agreement contained in the RFP and is prepared to agree to the terms and conditions stated therein.

The undersigned has carefully reviewed the forms of Agreement contained in the RFP and is prepared to agree to the terms and conditions of the forms with the proposed modifications attached hereto. (Proposer must attach any proposed modifications to the Form of Agreement.)

Print Name: Ruth C. Abbe

Title: Principal

Organization: Abbe & Associates LLC

Telephone: 415-235-1356

Facsimile: NA

E-Mail Address: ruth.abbe@abbeassociates.com

Signature:  Date: 2-14-22



recyclemore
WEST CONTRA COSTA INTEGRATED
WASTE MANAGEMENT AUTHORITY

www.recyclemore.com