

**CITY OF SANTA ROSA
PROFESSIONAL SERVICES AGREEMENT
WITH R3 CONSULTING GROUP, INC.
AGREEMENT NUMBER _____**

This "Agreement" is made as of this ____ day of _____, 2017, by and between the City of Santa Rosa, a municipal corporation ("City"), and R3 Consulting Group, Inc. a California corporation ("Consultant").

RECITALS

- A. City desires to develop a Zero Waste Plan for the City of Santa Rosa.
- B. City desires to retain a qualified firm to conduct the services described above in accordance with the Scope of Services as more particularly set forth in Exhibit A to the Agreement.
- C. Consultant represents to City that it is a firm composed of highly trained professionals and is fully qualified to conduct the services described above and render advice to City in connection with said services.
- D. The parties have negotiated upon the terms pursuant to which Consultant will provide such services and have reduced such terms to writing.

AGREEMENT

NOW, THEREFORE, City and Consultant agree as follows:

1. SCOPE OF SERVICES

Consultant shall provide to City the services described in Exhibit A ("Scope of Services"). Consultant shall provide these services at the time, place, and in the manner specified in Exhibit A. Exhibit A is attached hereto for the purpose of defining the manner and scope of services to be provided by Consultant and is not intended to, and shall not be construed so as to, modify or expand the terms, conditions or provisions contained in this Agreement. In the event of any conflict between this Agreement and any terms or conditions of any document prepared or provided by Consultant and made a part of this Agreement, including without limitation any document relating to the scope of services or payment therefor, the terms of this Agreement shall control and prevail.

2. COMPENSATION

a. City shall pay Consultant for services rendered pursuant to this Agreement at the rates, times and in the manner set forth in Exhibit B. Consultant shall submit monthly statements to City which shall itemize the services performed as of the date of the statement and set forth a progress report, including work accomplished during the period, percent of each task completed, and planned effort for the next period. Invoices shall identify personnel who have worked on the services provided, the number

of hours each worked during the period covered by the invoice, the hourly rate for each person, and the percent of the total project completed, consistent with the rates and amounts shown in Exhibit B.

b. The payments prescribed herein shall constitute all compensation to Consultant for all costs of services, including, but not limited to, direct costs of labor of employees engaged by Consultant, travel expenses, telephone charges, copying and reproduction, computer time, and any and all other costs, expenses and charges of Consultant, its agents and employees. In no event shall City be obligated to pay late fees or interest, whether or not such requirements are contained in Consultant's invoice.

c. Notwithstanding any other provision in this Agreement to the contrary, the total maximum compensation to be paid for the satisfactory accomplishment and completion of all services to be performed hereunder shall in no event exceed the sum of One-Hundred Ninety-Nine Thousand Nine-Hundred and Eighty-Five Dollars and No Cents (\$199,985.00). The City's Chief Financial Officer is authorized to pay all proper claims from Charge Number 020100-5320.

3. DOCUMENTATION; RETENTION OF MATERIALS

a. Consultant shall maintain adequate documentation to substantiate all charges as required under Section 2 of this Agreement.

b. Consultant shall keep and maintain full and complete documentation and accounting records concerning all extra or special services performed by it that are compensable by other than an hourly or flat rate and shall make such documents and records available to authorized representatives of City for inspection at any reasonable time.

c. Consultant shall maintain the records and any other records related to the performance of this Agreement and shall allow City access to such records during the performance of this Agreement and for a period of four (4) years after completion of all services hereunder.

4. INDEMNITY

a. Consultant shall, to the fullest extent permitted by law, indemnify, protect, defend and hold harmless City, and its employees, officials and agents ("Indemnified Parties") from all claims, demands, costs or liability (including liability for claims, suits, actions, arbitration proceedings, administrative proceedings, regulatory proceedings, losses, expenses or costs of any kind, interest, defense costs, and expert witness fees), that arise out of, pertain to, or relate to the negligence, recklessness, or willful misconduct of Consultant, its officers, employees, or agents, in said performance of professional services under this Agreement, excepting only liability arising from the sole negligence, active negligence or intentional misconduct of City.

b. The existence or acceptance by City of any of the insurance policies or coverages described in this Agreement shall not affect or limit any of City's rights under this Section 4, nor shall the limits of such insurance limit the liability of Consultant hereunder. This Section 4 shall not apply to any intellectual property claims, actions, lawsuits or other proceedings subject to the provisions of Section

17(b), below. The provisions of this Section 4 shall survive any expiration or termination of this Agreement.

5. INSURANCE

a. Consultant shall maintain in full force and effect all of the insurance coverage described in, and in accordance with, Attachment One, "Insurance Requirements." Maintenance of the insurance coverage set forth in Attachment One is a material element of this Agreement and a material part of the consideration provided by Consultant in exchange for City's agreement to make the payments prescribed hereunder. Failure by Consultant to (i) maintain or renew coverage, (ii) provide City notice of any changes, modifications, or reductions in coverage, or (iii) provide evidence of renewal, may be treated by City as a material breach of this Agreement by Consultant, whereupon City shall be entitled to all rights and remedies at law or in equity, including but not limited to immediate termination of this Agreement. Notwithstanding the foregoing, any failure by Consultant to maintain required insurance coverage shall not excuse or alleviate Consultant from any of its other duties or obligations under this Agreement. In the event Consultant, with approval of City pursuant to Section 6 below, retains or utilizes any subcontractors or subconsultants in the provision of any services to City under this Agreement, Consultant shall assure that any such subcontractor has first obtained, and shall maintain, all of the insurance coverages set forth in the Insurance Requirements in Attachment One.

b. Consultant agrees that any available insurance proceeds broader than or in excess of the coverages set forth in the Insurance Requirements in Attachment One shall be available to the additional insureds identified therein.

c. Consultant agrees that the insurance coverages and limits provided under this Agreement are the greater of: (i) the coverages and limits specified in Attachment One, or (ii) the broader coverages and maximum limits of coverage of any insurance policy or proceeds available to the name insureds.

6. ASSIGNMENT

Consultant shall not assign any rights or duties under this Agreement to a third party without the express prior written consent of City, in City's sole and absolute discretion. Consultant agrees that the City shall have the right to approve any and all subcontractors and subconsultants to be used by Consultant in the performance of this Agreement before Consultant contracts with or otherwise engages any such subcontractors or subconsultants.

7. NOTICES

Except as otherwise provided in this Agreement, any notice, submittal or communication required or permitted to be served on a party, shall be in writing and may be served by personal delivery to the person or the office of the person identified below. Service may also be made by mail, by placing first-class postage, and addressed as indicated below, and depositing in the United States mail to:

City Representative:

Gloria Hurtado
Deputy City Manager
City of Santa Rosa
100 Santa Rosa Ave, Rm 10
Santa Rosa, CA 95404
707-543-3010

Consultant Representative:

Richard Tagore-Erwin
Principal, R3 Consulting Group, Inc.
1512 Eureka Road, Ste 220
Roseville, CA 95661
916-782-7821

8. INDEPENDENT CONTRACTOR

a. It is understood and agreed that Consultant (including Consultant's employees) is an independent contractor and that no relationship of employer-employee exists between the parties hereto for any purpose whatsoever. Neither Consultant nor Consultant's assigned personnel shall be entitled to any benefits payable to employees of City. City is not required to make any deductions or withholdings from the compensation payable to Consultant under the provisions of this Agreement, and Consultant shall be issued a Form 1099 for its services hereunder. As an independent contractor, Consultant hereby agrees to indemnify and hold City harmless from any and all claims that may be made against City based upon any contention by any of Consultant's employees or by any third party, including but not limited to any state or federal agency, that an employer-employee relationship or a substitute therefor exists for any purpose whatsoever by reason of this Agreement or by reason of the nature and/or performance of any services under this Agreement.

b. It is further understood and agreed by the parties hereto that Consultant, in the performance of Consultant's obligations hereunder, is subject to the control and direction of City as to the designation of tasks to be performed and the results to be accomplished under this Agreement, but not as to the means, methods, or sequence used by Consultant for accomplishing such results. To the extent that Consultant obtains permission to, and does, use City facilities, space, equipment or support services in the performance of this Agreement, this use shall be at the Consultant's sole discretion based on the Consultant's determination that such use will promote Consultant's efficiency and effectiveness. Except as may be specifically provided elsewhere in this Agreement, the City does not require that Consultant use City facilities, equipment or support services or work in City locations in the performance of this Agreement.

c. If, in the performance of this Agreement, any third persons are employed by Consultant, such persons shall be entirely and exclusively under the direction, supervision, and control of Consultant. Except as may be specifically provided elsewhere in this Agreement, all terms of employment, including hours, wages, working conditions, discipline, hiring, and discharging, or any other terms of employment or requirements of law, shall be determined by Consultant. It is further understood and agreed that Consultant shall issue W-2 or 1099 Forms for income and employment tax purposes, for all of Consultant's assigned personnel and subcontractors.

d. The provisions of this Section 8 shall survive any expiration or termination of this Agreement. Nothing in this Agreement shall be construed to create an exclusive relationship between

City and Consultant. Consultant may represent, perform services for, or be employed by such additional persons or companies as Consultant sees fit.

9. ADDITIONAL SERVICES

Changes to the Scope of Services shall be by written amendment to this Agreement and shall be paid on an hourly basis at the rates set forth in Exhibit B, or paid as otherwise agreed upon by the parties in writing prior to the provision of any such additional services.

10. SUCCESSORS AND ASSIGNS

City and Consultant each binds itself, its partners, successors, legal representatives and assigns to the other party to this Agreement and to the partners, successors, legal representatives and assigns of such other party in respect of all promises and agreements contained herein.

11. TERM, SUSPENSION, TERMINATION

a. This Agreement shall become effective on the date that it is made, set forth on the first page of the Agreement, and shall continue in effect until both parties have fully performed their respective obligations under this Agreement, unless sooner terminated as provided herein.

b. City shall have the right at any time to temporarily suspend Consultant's performance hereunder, in whole or in part, by giving a written notice of suspension to Consultant. If City gives such notice of suspension, Consultant shall immediately suspend its activities under this Agreement, as specified in such notice.

c. City shall have the right to terminate this Agreement for convenience at any time by giving a written notice of termination to Consultant. Upon such termination, Consultant shall submit to City an itemized statement of services performed as of the date of termination in accordance with Section 2 of this Agreement. These services may include both completed work and work in progress at the time of termination. City shall pay Consultant for any services for which compensation is owed; provided, however, City shall not in any manner be liable for lost profits that might have been made by Consultant had the Agreement not been terminated or had Consultant completed the services required by this Agreement. Consultant shall promptly deliver to City all documents related to the performance of this Agreement in its possession or control. All such documents shall be the property of City without additional compensation to Consultant.

12. TIME OF PERFORMANCE

The services described herein shall be provided during the period, or in accordance with the schedule, set forth in Exhibit A. Consultant shall complete all the required services and tasks and complete and tender all deliverables to the reasonable satisfaction of City, not later than December 31, 2018.

13. STANDARD OF PERFORMANCE

Consultant shall perform all services performed under this Agreement in the manner and according to the standards currently observed by a competent practitioner of Consultant's profession in California. All products of whatsoever nature that Consultant delivers to City shall be prepared in a professional manner and conform to the standards of quality normally observed by a person currently practicing in Consultant's profession, and shall be provided in accordance with any schedule of performance. Consultant shall assign only competent personnel to perform services under this Agreement. Consultant shall notify City in writing of any changes in Consultant's staff assigned to perform the services under this Agreement prior to any such performance. In the event that City, at any time, desires the removal of any person assigned by Consultant to perform services under this Agreement, because City, in its sole discretion, determines that such person is not performing in accordance with the standards required herein, Consultant shall remove such person immediately upon receiving notice from City of the desire of City for the removal of such person.

14. CONFLICTS OF INTEREST

Consultant covenants that neither it, nor any officer or principal of its firm, has or shall acquire any interest, directly or indirectly, that would conflict in any manner with the interests of City or that would in any way hinder Consultant's performance of services under this Agreement. Consultant further covenants that in the performance of this Agreement, no person having any such interest shall be employed by it as an officer, employee, agent or subcontractor, without the written consent of City. Consultant agrees to avoid conflicts of interest or the appearance of any conflicts of interest with the interests of City at all times during the performance of this Agreement.

15. CONFLICT OF INTEREST REQUIREMENTS

a. **Generally.** The City's Conflict of Interest Code requires that individuals who qualify as "consultants" under the Political Reform Act, California Government Code sections 87200 *et seq.*, comply with the conflict of interest provisions of the Political Reform Act and the City's Conflict of Interest Code, which generally prohibit individuals from making or participating in the making of decisions that will have a material financial effect on their economic interests. The term "consultant" generally includes individuals who make governmental decisions or who serve in a staff capacity.

b. **Conflict of Interest Statements.** The individual(s) who will provide services or perform work pursuant to this Agreement are "consultants" within the meaning of the Political Reform Act and the City's Conflict of Interest Code:

☐ yes ☒ no (check one)

If "yes" is checked by the City, Consultant shall cause the following to occur within 30 days after execution of this Agreement:

- (1) Identify the individuals who will provide services or perform work under this Agreement as "consultants"; and
- (2) Cause these individuals to file with the City Clerk the assuming office statements of economic interests required by the City's Conflict of Interest Code.

Thereafter, throughout the term of the Agreement, Consultant shall cause these individuals to file with the City Clerk annual statements of economic interests, and "leaving office" statements of economic interests, as required by the City's Conflict of Interest Code.

The above statements of economic interests are public records subject to public disclosure under the California Public Records Act. The City may withhold all or a portion of any payment due under this Agreement until all required statements are filed.

16. CONFIDENTIALITY OF CITY INFORMATION

During performance of this Agreement, Consultant may gain access to and use City information regarding inventions, machinery, products, prices, apparatus, costs, discounts, future plans, business affairs, governmental affairs, processes, trade secrets, technical matters, systems, facilities, customer lists, product design, copyright, data, and other vital information (hereafter collectively referred to as "City Information") that are valuable, special and unique assets of the City. Consultant agrees to protect all City Information and treat it as strictly confidential, and further agrees that Consultant shall not at any time, either directly or indirectly, divulge, disclose or communicate in any manner any City Information to any third party without the prior written consent of City. In addition, Consultant shall comply with all City policies governing the use of the City network and technology systems. A violation by Consultant of this Section 16 shall be a material violation of this Agreement and shall justify legal and/or equitable relief.

17. CONSULTANT INFORMATION

a. City shall have full ownership and control, including ownership of any copyrights, of all information prepared, produced, or provided by Consultant pursuant to this Agreement. In this Agreement, the term "information" shall be construed to mean and include: any and all work product, submittals, reports, plans, specifications, and other deliverables consisting of documents, writings, handwritings, typewriting, printing, photostatting, photographing, computer models, and any other computerized data and every other means of recording any form of information, communications, or representation, including letters, works, pictures, drawings, sounds, or symbols, or any combination thereof. Consultant shall not be responsible for any unauthorized modification or use of such information for other than its intended purpose by City.

b. Consultant shall fully defend, indemnify and hold harmless City, its officers and employees, and each and every one of them, from and against any and all claims, actions, lawsuits or other proceedings alleging that all or any part of the information prepared, produced, or provided by Consultant pursuant to this Agreement infringes upon any third party's trademark, trade name, copyright, patent or other intellectual property rights. City shall make reasonable efforts to notify Consultant not later than ten (10) days after City is served with any such claim, action, lawsuit or other proceeding, provided that City's failure to provide such notice within such time period shall not relieve Consultant of its obligations hereunder, which shall survive any termination or expiration of this Agreement.

c. All proprietary and other information received from Consultant by City, whether

received in connection with Consultant's proposal, will be disclosed upon receipt of a request for disclosure, pursuant to the California Public Records Act; provided, however, that, if any information is set apart and clearly marked "trade secret" when it is provided to City, City shall give notice to Consultant of any request for the disclosure of such information. Consultant shall then have five (5) days from the date it receives such notice to enter into an agreement with the City, satisfactory to the City Attorney, providing for the defense of, and complete indemnification and reimbursement for all costs (including plaintiff's attorneys' fees) incurred by City in any legal action to compel the disclosure of such information under the California Public Records Act. Consultant shall have sole responsibility for defense of the actual "trade secret" designation of such information.

d. The parties understand and agree that any failure by Consultant to respond to the notice provided by City and/or to enter into an agreement with City, in accordance with the provisions of subsection c, above, shall constitute a complete waiver by Consultant of any rights regarding the information designated "trade secret" by Consultant, and such information shall be disclosed by City pursuant to applicable procedures required by the Public Records Act.

18. MISCELLANEOUS

a. Entire Agreement. This Agreement contains the entire agreement between the parties. Any and all verbal or written agreements made prior to the date of this Agreement are superseded by this Agreement and shall have no further effect.

b. Modification. No modification or change to the terms of this Agreement will be binding on a party unless in writing and signed by an authorized representative of that party.

c. Compliance with Laws. Consultant shall perform all services described herein in compliance with all applicable federal, state and local laws, rules, regulations, and ordinances, including but not limited to, (i) the Americans with Disabilities Act of 1990 (42 U.S.C. 12101, *et seq.*) ("ADA"), and any regulations and guidelines issued pursuant to the ADA; and (ii) Labor Code sections 1720, *et seq.*, which require prevailing wages (in accordance with DIR determinations at www.dir.ca.gov) be paid to any employee performing work covered by Labor Code sections 1720 *et seq.* Consultant shall pay to the City when due all business taxes payable by Consultant under the provisions of Chapter 6-04 of the Santa Rosa City Code. The City may deduct any delinquent business taxes, and any penalties and interest added to the delinquent taxes, from its payments to Consultant.

d. Discrimination Prohibited. With respect to the provision of services under this Agreement, Consultant agrees not to discriminate against any person because of the race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, genetic information, marital status, sex, gender, gender identity, gender expression, age, sexual orientation, or military and veteran status of that person.

e. Governing Law; Venue. This Agreement shall be governed, construed and enforced in accordance with the laws of the State of California. Venue of any litigation arising out of or connected with this Agreement shall lie exclusively in the state trial court in Sonoma County in the State of California, and the parties consent to jurisdiction over their persons and over the subject matter of any

such litigation in such court, and consent to service of process issued by such court.

f. Waiver of Rights. Neither City acceptance of, or payment for, any service or performed by Consultant, nor any waiver by either party of any default, breach or condition precedent, shall be construed as a waiver of any provision of this Agreement, nor as a waiver of any other default, breach or condition precedent or any other right hereunder.

g. Incorporation of Attachments and Exhibits. The attachments and exhibits to this Agreement are incorporated and made part of this Agreement, subject to terms and provisions herein contained.

19. AUTHORITY; SIGNATURES REQUIRED FOR CORPORATIONS

Consultant hereby represents and warrants to City that it is (a) a duly organized and validly existing corporation, formed and in good standing under the laws of the State of California, (b) has the power and authority and the legal right to conduct the business in which it is currently engaged, and (c) has all requisite power and authority and the legal right to consummate the transactions contemplated in this Agreement. Consultant hereby further represents and warrants that this Agreement has been duly authorized, and when executed by the signatory or signatories listed below, shall constitute a valid agreement binding on Consultant in accordance with the terms hereof.

If this Agreement is entered into by a corporation, it shall be signed by two corporate officers, one from each of the following two groups: a) the chairman of the board, president or any vice-president; b) the secretary, any assistant secretary, chief financial officer, or any assistant treasurer. The title of the corporate officer shall be listed under the signature.

Executed as of the day and year first above stated.

CONSULTANT:

CITY OF SANTA ROSA
a Municipal Corporation

Name of Firm: R3 Consulting Group, Inc.

TYPE OF BUSINESS ENTITY (*check one*):

By: _____

☐ Individual/Sole Proprietor

Print

☐ Partnership

Name: _____

☐ Corporation

☐ Limited Liability Company

Title: _____

☐ Other (please specify: _____)

Signatures of Authorized Persons:

By: _____

Print Name: _____

Title: _____

By: _____

Print Name: _____

Title: _____

City of Santa Rosa Business Tax Cert. No.

_____ 73GR62RNIY _____

APPROVED AS TO FORM:

Office of the City Attorney

ATTEST:

City Clerk

Attachments:

Attachment One - Insurance Requirements

Exhibit A - Scope of Services

Exhibit B - Compensation

ATTACHMENT ONE INSURANCE REQUIREMENTS FOR PROFESSIONAL SERVICES AGREEMENTS

- A. Insurance Policies:** Consultant shall, at all times during the terms of this Agreement, maintain and keep in full force and effect, the following policies of insurance with minimum coverage as indicated below and issued by insurers with AM Best ratings of no less than A-:VI or otherwise acceptable to the City.

Insurance	Minimum Coverage Limits	Additional Coverage Requirements
1. Commercial general liability	\$ 1 million per occurrence \$ 2 million aggregate	Coverage must be at least as broad as ISO CG 00 01 and must include completed operations coverage. If insurance applies separately to a project/location, aggregate may be equal to per occurrence amount. Coverage may be met by a combination of primary and umbrella or excess insurance but umbrella and excess shall provide coverage at least as broad as specified for underlying coverage. Coverage shall not exclude subsidence.
2. Business auto coverage	\$ 1 million	ISO Form Number CA 00 01 covering any auto (Code 1), or if Consultant has no owned autos, hired, (Code 8) and non-owned autos (Code 9), with limit no less than \$ 1 million per accident for bodily injury and property damage.
3. Professional liability (E&O)	\$ 1 million per claim \$ 1 million aggregate	Consultant shall provide on a policy form appropriate to profession. If on a claims made basis, Insurance must show coverage date prior to start of work and it must be maintained for three years after completion of work.
4. Workers' compensation and employer's liability	\$ 1 million	As required by the State of California, with Statutory Limits and Employer's Liability Insurance with limit of no less than \$ 1 million per accident for bodily injury or disease. The Workers' Compensation policy shall be endorsed with a waiver of subrogation in favor of the City for all work performed by the Consultant, its employees, agents and subcontractors.

B. Endorsements:

1. All policies shall provide or be endorsed to provide that coverage shall not be canceled, except after prior written notice has been provided to the City in accordance with the policy provisions.

2. Liability, umbrella and excess policies shall provide or be endorsed to provide the following:
 - a. For any claims related to this project, Consultant's insurance coverage shall be primary and any insurance or self-insurance maintained by City shall be excess of the Consultant's insurance and shall not contribute with it; and,
 - b. **The City of Santa Rosa, its officers, agents, employees and volunteers are to be covered as additional insureds on the CGL policy.** General liability coverage can be provided in the form of an endorsement to Consultant's insurance at least as broad as ISO Form CG 20 10 11 85 or if not available, through the addition of both CG 20 10 and CG 20 37 if a later edition is used.

C. Verification of Coverage and Certificates of Insurance: Consultant shall furnish City with original certificates and endorsements effecting coverage required above. Certificates and endorsements shall make reference to policy numbers. All certificates and endorsements are to be received and approved by the City before work commences and must be in effect for the duration of the Agreement. The City reserves the right to require complete copies of all required policies and endorsements.

D. Other Insurance Provisions:

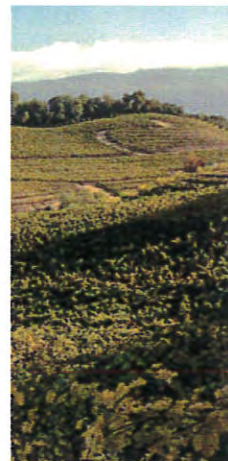
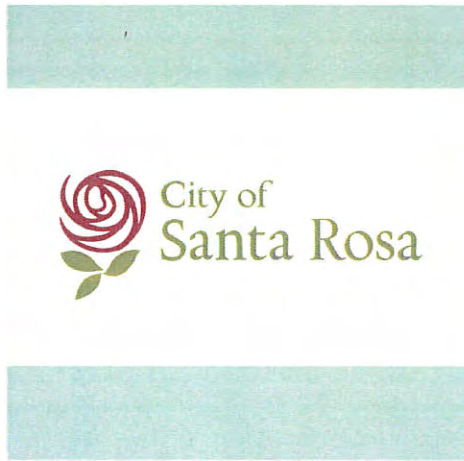
1. No policy required by this Agreement shall prohibit Consultant from waiving any right of recovery prior to loss. Consultant hereby waives such right with regard to the indemnitees.
2. All insurance coverage amounts provided by Consultant and available or applicable to this Agreement are intended to apply to the full extent of the policies. Nothing contained in this Agreement limits the application of such insurance coverage. Defense costs must be paid in addition to coverage amounts.
3. Policies containing any self-insured retention (SIR) provision shall provide or be endorsed to provide that the SIR may be satisfied by either Consultant or City. Self-insured retentions above \$10,000 must be approved by City. At City's option, Consultant may be required to provide financial guarantees.
4. Sole Proprietors must provide a representation of their Workers' Compensation Insurance exempt status.
5. City reserves the right to modify these insurance requirements while this Agreement is in effect, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances.



SCS ENGINEERS

PROPOSAL FOR:

Zero Waste Plan



SUBMITTED TO:

City of Santa Rosa, CA

September 8, 2017

Table of Contents

Exhibit A

Cover Letter	1
Team Introduction Extent of Subcontracting of Work	1
Project History & Present Relationship with Santa Rosa	2
Project Work Scope, Services, Deliverables & Implementation Plan	3
Project Approach	3
Ability to Perform Scope of Services	4
Scope of Services	4
Implementation Plan	17
Ability of the Team to Meet Required Time Schedules.....	17
Ability to Respond	17
Firm & Personnel Experience Stability of Firms	18
Number of Qualified Personnel & Proposed Team Members	21
Project Roles & Responsibilities Organizational Chart	22
Resume of Proposed Project Manager & Principal	23
Previous Experience Reference Responses	24

Exhibit B

Pricing

Attachments

- 1 Project Team Resumes

Exhibit A

Cover Letter

Project Work Scope, Services, Deliverables & Implementation Plan

Firm & Personnel Experience | Stability of Firms

Previous Experience / Reference Responses

R3



www.r3cgi.com

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Tel: 916-782-7821 | Fax: 916-782-7824

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

627 S. Highland Avenue, Suite 300, Los Angeles, CA 90036
Tel: 323-559-7470

September 8, 2017

Ms. Gloria Hurtado
Deputy City Manager
City of Santa Rosa
100 Santa Rosa Ave, Room 10
Santa Rosa, CA 95404

Subject: Proposal to Develop Zero Waste Plan

Dear Ms. Hurtado:

R3 Consulting Group, Inc. (R3) is pleased to submit the attached proposal for the City of Santa Rosa (City) to develop a Zero Waste Plan. Although “Zero Waste” can mean different things to different people, we believe a Zero Waste goal is one that is quantifiable, reasonable, and impactful locally. We will work with the City to establish the Zero Waste goal, which will be the driving force to the development of the Zero Waste Plan. For this project, we have formed a project team of leading experts in the fields of waste stream modeling, Zero Waste public engagement, and municipal solid waste planning.

Team Introduction | Extent of Subcontracting of Work

In order to conduct an innovative public engagement process, and produce a cutting-edge waste model and Zero Waste Plan for the City, we have partnered with three experienced and knowledgeable subconsultants. The first, Ruth Abbe of Abbe & Associates, is one of the world’s leading experts in the field of Zero Waste, and is well accomplished in public engagement, especially in Zero Waste planning. R3 staff are also seasoned Zero Waste planners with extensive public engagement experience on a wide variety of solid waste matters. As a firm, R3’s focus is on data-driven and operationally practical Zero Waste solutions, which, when combined with Ms. Abbe’s rich Zero Waste experience, will result in an ambitious yet achievable Zero Waste Plan for the City. We are currently working with Ms. Abbe for our Zero Waste projects for the Cities of Menlo Park and Palo Alto, and have recently collaborated on a solid waste planning effort in Lane County, Oregon.

Our second subconsultant, SCS Engineers is partnering with R3 to lead the stakeholder engagement activities and participate in the development of the Zero Waste Plan. Leslie Lukacs is SCS’s Director of Zero Waste and located at the company’s Santa Rosa office. Leslie has been instrumental in organizing Zero Waste initiatives throughout Sonoma County. Ms. Lukacs organized the Sonoma County Zero Waste Symposium in May which had over 150 attendees and 12 expert materials management speakers. Sip It Sonoma, a campaign asking Sonoma County restaurants to provide straws only upon request, was launched at the Symposium. After the symposium, Leslie formed the Sonoma County Zero Waste Task Force comprised of numerous stakeholders throughout the community. The Zero Waste Task Force meets monthly and is in the final stages of developing a Zero Waste policy for consideration by Sonoma County

and the cities. Leslie also formed the Compost Coalition of Sonoma County (CCSC) in response to the closure of Sonoma Compost. The CCSC is comprised of a diverse group of citizens, environmental organizations, and agricultural groups with a simple mission to keep and process organic materials in Sonoma County.

Our third subconsultant, Cascadia Consulting Group, is partnering with R3 to provide the waste stream modeling portion of this project, which will provide the context within which the Zero Waste goals and strategies will be developed via this project. Cascadia Consulting Group is a leader in the field of waste characterization and possesses best-in-class data regarding behaviors and diversion potential for all types of waste generators. R3 and Cascadia are currently working together for the City of Menlo Park's Zero Waste Plan and the City of Livermore's Phase 2 Strategic Plan for High Diversion.

Project History & Present Relationship with Santa Rosa

R3 is well known to the City at this point, having worked with the City in conducting the recent Operations Review of the Ratto Group, as well as the competitive procurement process for the City's new franchised solid waste services agreement. Over nearly two years working with the City, R3 has gained an intimate understanding of the City's solid waste services and the community's expectations and interests with respect to responsible solid waste management. We also have years of experience working with local agencies in Sonoma County in addressing their solid waste and recycling needs, and have in-depth understanding of the actors, facilities, contractual relationships, possibilities and limitations currently at play in the Sonoma County "wasteshed". We will bring that robust understanding to bear in working with the City, its franchised solid waste hauler, and the community-at-large in developing a Zero Waste Plan that sets the City's future course towards Zero Waste.

Abbe & Associates previously assisted the City in developing its non-exclusive C&D franchises in 2003, and also assisted Sonoma County in developing its Solid Waste Diversion Policy, Program and Infrastructure Analysis report in 2012.

Over the past decade, Cascadia has worked with the Sonoma County Management Agency to conduct a countywide waste characterization study that measured residential, commercial, and self-haul waste at four solid waste facilities. Cascadia has also supported a Solid Waste Facility Cost Comparison for Sonoma County, as a sub to Hunter Operations, L.L.C.

SCS has been a loyal and reliable environmental contractor in Sonoma County for more than 30 years. Since the late 1980s, when SCS was first contracted by the County to measure the water levels in the gas collection wells at Sonoma Central Landfill, SCS has completed over 450 projects in the County, including 27 for Sonoma County. Over 170 of these projects have been located in Santa Rosa.

We appreciate the opportunity to submit our proposal to the City. Should you have any questions regarding our proposal, or need any additional information, please contact me by phone at (510) 292-0853 or by email at gschultz@r3cgi.com. I am a Principal at R3 and can make legally binding commitments for R3, and am willing to sign the City's Agreement.

Sincerely,

R3 CONSULTING GROUP



Garth Schultz | Principal

Project Work Scope, Services, Deliverables & Implementation Plan

Project Approach

Our goal is to provide the City with a Zero Waste Plan that sets the new standard in its specificity, rigor, and vision. We will tailor the Plan to the unique disposal and waste reduction trends and goals of the City of Santa Rosa, while stepping beyond the existing and well-tested boundaries of Zero Waste planning. This Zero Waste Plan will be executable within, and measured by, 5-, 10-, and 20-year milestones.

Extent to use of Subcontractors

We will use expert staff from SCS, Abbe and Associates and Cascadia to collectively create this plan. Components will include a Waste Diversion Model, spearheaded by Cascadia that will contain accurate disposal tonnage projections and identified potential for diversion in various sectors, by material type. The plan development will also include a vigorous stakeholder engagement process, led primarily by Leslie Lukacs and Ruth Abbe, which will entail stakeholder meetings, information gathering at key City organizations, a community survey and City staff/City Council feedback.

Innovative Approach

The Zero Waste Plan will be a comprehensive document that includes a plethora of policy, program, partnership and facility diversion options, with an analysis of the economic, diversion, and financial impact to the City as well as a timeline and steps for implementation. Although the RFP asks for one specific innovative approach to providing services related to reducing disposal and/or the environmental impact of a specific waste stream, we believe our entire Scope of Services provided below includes innovative approaches related to stakeholder engagement, identifying best use of current facilities through revised policies and programs, developing strategic education and outreach campaigns that target certain materials, and other elements to be developed as part of the Zero Waste Plan.

Ability to Perform Scope of Services

R3 and our subconsultants have sufficient staffing and resources to provide the services described in this Proposal, including the following Scope of Services.

Scope of Services

Task 1 Kick-off Meeting, Data Request and Interviews

Purpose

Engage all project team members and the City to discuss critical project details while requesting and obtaining valuable data for the success of this engagement.

Objectives

- Initiate the formal beginning of the project;
- Request and gather data and other information related to the success of the project;
- Establish a strong, supportive working relationship with the City and key stakeholders; and

- Establish means of ongoing communication and coordination.

Methodology

Based on the details included in the Tasks described in this Scope of Work, and in advance of a project kickoff meeting, R3 will prepare a detailed data request for information necessary to the completion of our proposed Tasks, which will be submitted electronically to the City. After submitting the data request, R3 will work with City staff to schedule and set an agenda for the project kickoff meeting.

The kickoff meeting will involve primary staff from our project team and City staff, with a portion of the meeting also including County and franchised hauler staff, as appropriate. The kickoff meeting will serve as the initial opportunity to review the City's current waste hauler data, transfer information, and to discuss and refine the details included in this Scope of Work. We will discuss existing conditions and documents such as the City's Climate Action Plan, and how such conditions and documents play into the development of the Zero Waste Plan. The kickoff meeting will also establish the expectations for and best means of ongoing communication and collaboration between the project team and the City throughout the project.

After the kickoff meeting, our project team will conduct up to five (5) interviews with City staff and key stakeholder groups, which may include the County, Sonoma County Waste Management Agency, franchised hauler, Republic Services and other solid waste-related organizations that may play a role in this engagement. These interviews will be jointly scheduled with the project kick-off meeting and will contribute to our initial data gathering efforts.

Task 1 Deliverables

- Information request for documents and data related to our proposed Tasks;
- Attend and facilitate one (1) kickoff meeting with the City, its franchised hauler, and the County; and
- Attend and facilitate up to five (5) interviews with key stakeholders.

Project Team Responsibilities

- Work with the City to schedule the kickoff meeting;
- Prepare information request;
- Attend and facilitate the kickoff meeting; and
- Work with the City to schedule and conduct up to five (5) interviews with key stakeholders.

City Responsibilities

- Work with R3 to schedule the kickoff meeting and coordination meetings;
- Provide data requested by the project team, and work with the franchised hauler and the County to ensure they also provide requested data; and
- Provide meeting spaces for all meetings that cannot be accommodated in local consultant offices.

Task 2 Stakeholder Engagement

Purpose

Conduct innovative community engagement within the City and collect meaningful feedback from stakeholders to assist in creating diversion options to include as part of the Zero Waste Plan; work with City staff to design and implement an outreach strategy; and provide content for outreach and other materials for City use in the future.

Task 2.1 Stakeholder Meetings and Community Organization Involvement

Objective

Provide residents and businesses with the opportunity to learn about and provide feedback on the draft Zero Waste Plan.

Methodology

The project team will work with City staff to schedule, market, program, and conduct up to four (4) stakeholder meetings (in facilities provided by the City). These will be structured as facilitated conversations in which the project team will solicit feedback from various stakeholder groups such as HOAs, environmental organizations, downtown businesses, winery groups, hotel groups, and/or other focused stakeholders that the City feels is appropriate. The team will also engage with stakeholders participating in the Sonoma County Zero Waste Task Force which include representatives from Sonoma County Compost Coalition, 350 Sonoma, Oliver's Market, Zero Waste USA, North Bay Jobs with Justice, Sonoma County Waste Management Agency, Sierra Club, Land Paths, AB 939 Local Task Force members, Jobs with Justice, North Bay Labor Council, Sonoma County Regional Climate Protection Authority, Sonoma Compost, and Clean River Alliance.

During meetings, we will provide potential Zero Waste strategy options to be considered in the Draft Zero Waste Plan, as well as handouts and a presentation. The specifics of scheduling and programming each stakeholder meeting will be established with the City during the kick-off phase of the project.

Based on our experience with public workshops such as these, we suggest that the four (4) public workshops be inclusive of both residential and commercial customers, and scheduled on distinctly different days and times to allow for diverse participation. We also suggest that announcements be provided to all solid waste customers via a bill insert or other mechanism at least four (4) weeks in advance of the meetings. We will provide written language for the City or franchised hauler to use for this endeavor; however, it will be the City's responsibility to distribute such announcements.

The basic concept for the workshop series is to introduce and develop the vision for Zero Waste in the City with the engagement and partnership of community stakeholders. Every community is unique and City staff have a deep understanding of the community and its values. To ensure that the Zero Waste Plan is reflective of the goals and vision of Santa Rosa's diverse community, it is important to involve the whole community in the development of the Plan.

In addition to new programs and facilities, achieving Zero Waste will require changes in consumer and generator behavior. The City can encourage this through outreach, education, and social marketing, where peer groups work together to solve problems and create solutions. We initially envision the format for these workshops as follows:

- For the first and second workshops, we will present the City's current policies and programs and obtain input from stakeholders on future programs and policies;
- During the third workshop, we will present the initial service opportunities analysis and preliminary menu of Zero Waste strategic options;
- For the fourth workshop, we will present the economic and greenhouse gas (GHG) reduction analysis and the draft Zero Waste Plan.

The first and second workshops will be community meetings to inform potential stakeholders about the planning process and support the networks for community-based planning and implementation of Zero Waste initiatives, and the subsequent two workshops will build upon these themes.

Finally, we also propose to convene daytime meetings with local service providers, including both non-profit and for-profit private companies, engaged in reuse, organics, recycling, and special discards (household hazardous waste and universal waste). Examples could include: The Reuse and Recycling

Center, rePlanet Recycling, Goodwill Industries, Recology and other registered recyclers or construction and demolition (C&D) haulers. The purpose of the meeting will be to engage in a dialogue with the service provider community to better understand the local and regional infrastructure and collection, processing and remanufacturing capabilities.

In addition to the stakeholder meetings, we will also attend already-scheduled community meetings held by up to ten (10) of the City's key organizations. This may include monthly meetings for the HOAs, Chamber of Commerce, Sonoma County Alliance, AB939 Local Task Force, Sonoma County Compost Coalition, Sonoma County Zero Waste Task Force, and other regularly scheduled meetings. During these community meetings, we will discuss the goals of the Zero Waste plan and solicit feedback related to challenges the organization perceives in progressing toward the Zero Waste goal, potential improvements that the City could influence, and what the organization would like to see included in the Zero Waste Plan.

We will summarize the results of this community engagement process in a memorandum to be delivered to the City electronically.

Task 2.1 Deliverables

- Conduct and lead up to four (4) public workshops;
- Attend up to ten (10) community organization meetings;
- Provide presentations, content and analysis for use at workshops, with drafts for City review and comment four (4) weeks prior to the workshops;
- Provide on-site experts in policies, programs and facilities at workshops;
- Provide facilitation and coordination, as appropriate;
- Synthesize and document input from stakeholders; and
- One electronic memorandum summarizing the results of the stakeholder engagement and community organization meetings, entitled "Summary of Stakeholder Engagement Memo".

Project Team Responsibilities

- Provide draft presentation materials to the City for review, four (4) weeks in advance of the scheduled workshops;
- Prepare draft, and incorporate City comments into final, results memorandum; and
- Work with staff to schedule, announce, program and conduct the workshops.

City Responsibilities

- Take primary responsibility for scheduling workshops, including initiating, securing venues, providing copies of materials, securing equipment (including laptops, projectors, screens, public address system), and providing signage and refreshments (if applicable);
- Arrange to have sufficient City staff resources in attendance to answer questions about existing or planned City programs;
- Provide feedback regarding the schedule and program for the workshops a minimum of two (2) weeks prior to the workshops;
- Provide the venue for the workshops; and
- Arrange for design, printing and distribution of announcements for the public workshops.

Task 2.2 Develop Outreach Content and Conduct Focus Group

Objective

Develop draft content for outreach materials and conduct a focus group to determine successful communication methods within the community for potential inclusion in the Zero Waste Plan and future City implementation.

Methodology

As part of our community engagement process, we will develop up to seven (7) pieces of outreach content material for use in up to two (2) focus groups. This material will be developed in consultation with City staff. We generally envision that draft content for outreach materials may include newspaper ad(s), flier(s), webpage(s), social media posts, bill insert(s), brochure(s) and announcements, notices, and/or presentations.

Once a draft of this material has been created, we will conduct one (1) phone call conference with the project team and City staff to discuss the draft outreach content material and the focus group schedule. The City will have approximately two (2) weeks to review the material prior to this conference call, and we will request that the City provide written feedback prior. Following our conference call, we will make final revisions and again request final City feedback within two (2) weeks of receiving the electronic versions.

We will provide a notice to the City for marketing purposes; however, the City will be responsible for recruiting participants. We will request that between ten and fifteen people participate in each focus group. The focus group will be designed to elicit participant reactions, comments, and thorough analysis of the outreach content. Ultimately, we want to ensure that the Zero Waste Plan elements, including this outreach content, best meet the needs of the City and its community members. For this focus group, we will request that City residents and local business staff participate; however, business staff must also be City residents. The results from the focus group will be reported in the deliverable for Task 2.3.

Task 2.2 Deliverables

- Up to seven (7) pieces of outreach content material;
- Facilitation of up to two (2) focus groups with ten to fifteen participants in each;
- Schedule for development and City review of draft outreach content materials, including review time for City staff and then a minimum of two (2) weeks revision time for project team.

Project Team Responsibilities

- Provide the City with a draft schedule for the development and City review of draft outreach content materials;
- Schedule and conduct one (1) conference call with the City to discuss the draft community outreach content material and focus group schedule;
- Provide the City opportunity to provide written responses and comments on draft and final versions of outreach content material;
- Provide the City with written content for marketing / advertising the focus group event to potential participants; and
- Revise and finalize the outreach content materials.

City Responsibilities

- Provide initial direction and feedback to project team regarding the draft outreach content material;

- Participate in the conference call discussing the draft outreach content material and focus group schedule;
- Provide marketing / advertising to recruit participants in the focus groups; and
- Provide written feedback on the draft and final outreach content material within two (2) weeks of project team providing the electronic versions of each.

Task 2.3 Online Community Survey

Objective

Obtain feedback from the City's residents and business community about what their thoughts and feelings are on waste diversion, and provide information that assists with the development of the Zero Waste Plan.

Methodology

We will first work with the City to determine any specific information that the City would like to know from its residents and business community. We will use this information as well as our experience creating online surveys for waste diversion plans and create a draft survey, which will be provided to the City for review and feedback. Following review, we will finalize the survey and create an active online link that can be easily utilized by participants. It will be the responsibility of the City to distribute this survey link to the community and encourage participation. We will include draft language in the form of an email that can be used by the City for promotion of the availability of this online survey. We will suggest that the survey link be included on the City's website, be distributed to City employees and other contact lists, be included on any bill inserts or other material that will be immediately distributed to City residents and the business community, and marketed at any events or other opportunities that are available at the time of survey creation.

We will leave the survey open for approximately three (3) weeks or longer to maximize the potential for receiving a high number of responses, and then produce a memorandum that visually presents the responses for each question as well as an analysis on the findings. The memorandum will also include the results of the focus group conducted in Task 2.2. This memorandum will be provided to the City and discussed in a phone call meeting with City staff.

Task 2.3 Deliverables

- One (1) draft of survey questions;
- One (1) final online survey link provided to the City for distribution;
- Written language (in the form of an email) for survey promotion by the City;
- One (1) electronic memorandum detailing the results of the community survey and focus group, entitled "Summary of Community Survey and Focus Group"; and
- Conduct one (1) phone call meeting to discuss the memorandum with City staff.

Project Team Responsibilities

- Work in collaboration with the City to develop survey questions;
- Create a first draft of the survey;
- Create a final online survey and provide the City with the link;
- Provide the City with written language for survey promotion;
- Prepare draft, and incorporate City comments into final, summary memorandum; and
- Meet with the City to discuss the Summary of Community Survey and Focus Group Memo.

City Responsibilities

- Provide project team with feedback during the development of the survey;
- Market and promote the online survey link to residents and the business community to encourage participation; and
- Participate in a phone call meeting with project team to discuss memorandum.

Task 3 Develop Zero Waste Plan

Purpose

Provide a quantitative, practical guide to residential, commercial and City programs that will achieve the City's Zero Waste goals and provide cost estimates of the Zero Waste programs that would be necessary to achieve those goals, which will include an analysis of current disposal and diversion tonnage and trends in the City and an estimate of what can actually be diverted with the Zero Waste Plan.

Task 3.1 Review and Summarize Current Policies, Programs, Partnerships and Facilities

Objective

Prepare a description of the City's existing policies, programs and regional facilities and identify opportunities for expansion or improvement.

Methodology

Our team is very familiar with the City's contracts, operations, programs and regional facilities. For this task, we will prepare a description of each of the City's existing policies, programs, partnerships and regional facilities. Based on available information provided by City staff, we will identify the participation and capture rates, historic recycling and garbage tonnage over time, the years when programs were implemented, and the successes achieved (in tons and dollars, where available). We will provide a brief evaluation and identify the opportunities for expansion and enhancement of existing activities, where appropriate. We will also identify the existing and projected population and business activity over the planning period. This information will be used to estimate materials generation over the planning period.

Task 3.1 Deliverable

- One (1) electronic memorandum, entitled "Summary of Existing Policies, Programs and Facilities, and Population and Commercial Growth Projections".

Project Team Responsibilities

- Prepare draft, and incorporate City comments into final, memorandum that includes summaries of each existing policy, program and facility initiative. For budgeting purposes, we anticipate profiling up to twenty (20) existing initiatives; and
- Identify existing and projected population, number of businesses and business growth over the planning period, and summarized projections, and include this information in the electronic memorandum.

City Responsibilities

- Provide available information about existing policies, programs and facilities;
- Direct the project team to sources for programs descriptions and statistics; and
- Review and provide consolidated comments on deliverables within two (2) weeks of receiving the electronic memorandum.

Task 3.2 Develop Waste Diversion Model

Objectives

Assess current state of solid waste disposal and diversion within the City and identify potential sources of waste reduction. Based on discarded materials generation, characterization, and demographic data, we will identify the opportunities for decreasing the volume of discarded materials generated by the following generator categories: single-family, multi-family, commercial, industrial, schools, and self-haul. The intention of this task is to establish reasonable expectations about what levels of diversion are achievable within each of these sectors in the City.

Methodology

This subtask will be managed by R3 but will largely be executed by Cascadia. The project team will model the total generation, disposal, and diversion for the five subcategories of the City's customer base: single-family, multi-family, commercial, industrial, and schools, in addition to self haul. This model will include both franchised and non-franchised waste. The project team will draw on existing data sources to complete this modeling, including the 2014 CalRecycle statewide waste characterization studies, recent waste characterization studies from local jurisdictions including the study completed by the Sonoma County Waste Management Agency, as well as customer service level data and annual solid waste disposal and diversion quantities provided by the franchised hauler.

To augment local data, Cascadia will also utilize its extensive set of proprietary, sector-based characterization data from studies conducted in cities throughout the Bay Area, California, and the West Coast. To estimate disposed and diverted quantities and composition for each sector, the project team will project the best available data onto Santa Rosa specific tonnages, and scale results to reflect the actual service levels, population demographics, and employment profiles within the City. The modeling also provides reliable estimates of the amount of additional diversion that could be achieved by each sector.

We will review and discuss the opportunities for increased diversion from each generator category with the City. We will discuss program improvement opportunities and options for increasing diversion. We are familiar with the City's collection contract services and will discuss opportunities for increasing incentives for diversion and decreased disposal by the contractor and the generators. We will then prepare a draft memorandum documenting these findings for review by City staff. Based on comments from City staff, we will revise the memorandum for incorporation into the Zero Waste Plan.

This subtask engages the City in a detailed discussion about potential diversion options based on potential tonnage diverted, as identified in the Waste Diversion Model. The findings from this subtask will assist in the development of the menu of Zero Waste strategy options to be developed in Task 3.3.

Task 3.2 Deliverables

- An in-depth overview of the Santa Rosa waste generation composition by sector;
- Maximum of twenty-four (24) hours of collecting and incorporating additional data into a Waste Diversion Model for Santa Rosa;
- One (1) high-level electronic memorandum summarizing identified target waste generation sectors in Santa Rosa submitted via email, entitled "Service Opportunities Assessment and Targeted Waste Generation Sectors";
- Tables and figures summarizing target sector findings for Santa Rosa; and
- One (1) conference call with key project team members and the City to discuss memorandum.

Project Team Responsibilities

- Work with the City and franchised hauler to collect and clarify data needed for the analysis;

- Generate an analysis representative of Santa Rosa's waste composition to identify target sectors with the most additional waste diversion potential; and
- Schedule a conference call to present the modeling of Santa Rosa's diversion and disposal, and discuss findings with the City.

City Responsibilities

- Provide data requested by the project team, and work with the franchised hauler staff to ensure they also provide requested data; and
- Support further refinement of the waste composition modeling and participate on a conference call to discuss findings with the project team.

Task 3.3 Menu of Zero Waste Strategy Options

Objective

Prepare a comprehensive list of ordinances, policies, programs, strategies, and incentives to achieve Zero Waste. Prepare diversion estimates for selected initiatives.

Methodology

Based on our knowledge of the City's existing system and experience working with other jurisdictions striving for Zero Waste, we will compile a comprehensive list of policy, program and facility initiatives that could be implemented by the City to achieve Zero Waste. We will also consider estimates of additional diversion potential from Task 3.2 when developing Zero Waste strategy options.

Based on this input and other options identified by the project team and received during feedback obtained in Task 2, we will prepare a comprehensive menu that includes potential Zero Waste strategy options. This list will form the basis of the Draft Zero Waste Plan. It will be thorough in content and will include factors that will help the City identify which options are priorities long term and short term, with an emphasis on 5-, 10- and 20-year milestones. In order to assist the City in determining priority, we will analyze each strategy carefully and include factors of ease of implementation, potential tonnage diverted (as discussed in Task 3.2), and potential timeline of implementation. For specific initiatives, we will establish concrete, and easily implemented targets based on available data and our analysis, such that the final set of initiatives represent the most cutting-edge and advanced options available – options that we would expect to become the new standard in Zero Waste planning.

We will also include implementation steps as part of the Zero Waste options, which will identify all the action steps required to implement the Plan elements. The implementation steps will include an estimate of staff time necessary for implementation along with the opportunities for partnerships. The implementation steps will include a phasing schedule and diversion estimate by goal year and will serve as the means for the City to evaluate and prioritize actions towards implementing options in the Zero Waste Plan.

We will prepare a draft memorandum documenting the Zero Waste strategy options and including the factors mentioned above, and we will walk through these options with the City and discuss each to determine whether they are to be included in the Draft Zero Waste Plan, and if so, what the estimated priority is for implementing each both short term and long term. Based on comments from City staff, we will finalize the memorandum and reissue to the City. The final memorandum will be used in the development of the options to be included in the Draft Zero Waste Plan.

Task 3.3 Deliverables

- One (1) electronic memorandum, entitled "Menu of Zero Waste Strategy Options"; and

- One (1) phone call meeting with City staff to discuss the draft Menu of Zero Waste Strategy Options

Project Team Responsibilities

- Prepare draft, and incorporate City comments into final, menu of Zero Waste strategy options;
- Prepare a profile of each selected policy, program and facility initiative. For budgeting purposes, we anticipate profiling up to twenty (20) selected initiatives;
- Prepare estimates of ease of implementation, potential timeline, and potential tonnage diverted; and
- Discuss the Draft Menu of Zero Waste Strategy Options with the City to determine priority of options and any revisions necessary.

City Responsibilities

- Provide direction and insights to our team and recommend sources for data;
- Provide a “wish list” of initiatives for evaluation and research;
- Review and provide consolidated comments on draft deliverables within three (3) weeks of receipt; and
- Participate in phone call meeting with project team staff to discuss priority of strategies and other revisions to the draft memo.

Task 3.4 Greenhouse Gas and Economic Analysis of Zero Waste Options

Objective

Prepare an economic analysis and greenhouse gas reduction impact of implementing the various Zero Waste strategies identified in the task above.

Methodology

For this task, we will identify the planning level costs associated with each of the proposed policy, program and facility initiatives and identify an appropriate funding source for each initiative. We will estimate potential greenhouse gas (GHG) reductions based on diverted tons using the U.S. EPA Waste Reduction Model and we will estimate jobs creation potential using the methodology developed by the Institute for Local Self-Reliance.

Task 3.4 Deliverable

- One (1) electronic memorandum, entitled “GHG and Economic Analysis of Zero Waste Options”.

Project Team Responsibilities

- Prepare draft, and incorporate City comments into final, analysis of Zero Waste Options.

City Responsibilities

- Provide direction and insights to project team and recommend sources for data;
- Provide City-specific staffing and material costs; and
- Review draft and final memorandum and provide consolidated comments within three (3) weeks of receipt.

Task 3.5 Develop Draft Zero Waste Plan

Objective

Prepare a Zero Waste Plan document that truly reflects the community values and aspirations of the City and its stakeholders.

Methodology

Based on the direction of City staff and feedback from the stakeholders at the workshops described in Task 2, and tonnage data developed in Task 3.2, we will develop a Zero Waste Plan documenting the City's path to Zero Waste. This plan will incorporate the data, information and findings developed in previous tasks in the following memorandums: Summary of Stakeholder Engagement (Task 2.1); Summary of Community Survey and Focus Group (Task 2.3); Summary of Existing Policies, Programs and Facilities, and Population and Commercial Growth Projections (Task 3.1); Service Opportunities Assessment and Targeted Waste Generation Sectors (Task 3.2).

Specifically, the Draft Zero Waste Plan (and Final) will include, but is not limited, to the following information:

- An executive summary with key findings and next steps for implementation;
- A summary of City's current policies, programs, partnerships and facilities;
- The specific Zero Waste goal as determined by the City and project team;
- An overview of the Zero Waste Plan development process, including results of stakeholder engagement (Task 2), City Council and City staff review (Task 3.5 and Task 3.6) and other input received from the community;
- High-level data obtained from tonnage assessment and the Waste Diversion Model;
- A menu of Zero Waste strategy options, categorized by policy, program, partnership and facility enhancements or additions;
 - Each strategy will include an analysis of ease of implementation, potential schedule, greenhouse gas emission reduction impact, fiscal impact to the City, priority, next steps for implementation, and other elements as requested by the City;
- Raw data spreadsheets, graphs, survey results, and other information obtained during the creation of the Zero Waste Plan;
- Example exhibits of policies, programs, partnerships, facility enhancements or additions and general education and outreach material which may be referenced by the City at implementation of each strategy; and
- Benchmarks for evaluating progress made toward achieving implementation of each individual strategy.

It will also highlight 5-, 10-, and 20-year goals or other milestones as identified by the City.

Once the Draft Zero Waste Plan has been developed, the project team will present the Draft Zero Waste Plan to key City staff and other stakeholders, as determined appropriate by the City. This presentation will be structured as an informational item during which project team will provide handouts and a presentation summarizing the Draft Zero Waste Plan, as well as the community engagement process to date. The project team will review the presentation with City staff prior to its finalization. This presentation will be hosted by the City and will be an invitation for City staff and other stakeholders and members of the public, if deemed appropriate by the City, to provide feedback and comments on the Plan.

Task 3.5 Deliverables

- One (1) electronic Draft Zero Waste Plan;
- Prepare PowerPoint presentation, including any necessary handouts, summarizing the highlights of the Zero Waste planning process and key elements of the Draft Zero Waste Plan; and
- One (1) in-person presentation to City staff and other key stakeholder individuals, as determined appropriate by the City.

Project Team Responsibilities

- Prepare outline of the Zero Waste Plan in draft form and present to City staff for review and comment;
- Prepare Draft Zero Waste Plan and provide to City staff; and
- Work with staff to develop presentation materials for the meeting up to four (4) weeks prior to the meeting, and make the presentation during the meeting.

City Responsibilities

- Review Draft Zero Waste Plan outline and provide consolidated comments;
- Provide project team with the date and time of the meeting schedule a minimum of two (2) weeks prior to the meeting;
- Provide project team with written, consolidated feedback on the Draft Zero Waste Plan within three (3) weeks of receipt.

Task 3.6 City Council Study Session Presentation and Summary of Zero Waste Plan

Objective

Provide the City Council with the opportunity to learn about and provide feedback on the Zero Waste Plan.

Methodology

Directly following City review of the Draft Zero Waste Plan and prior to revising the plan to its final draft, the project team will deliver a presentation to the City Council staff to provide members the opportunity to learn more about the status of the Zero Waste Plan and provide feedback. The project team will work with City staff to draft the Summary of Zero Waste Plan and presentation, and will deliver the presentation to the City Council during a study session. This presentation will be structured as an informational item during which the project team will provide handouts and a presentation summarizing the Zero Waste Plan, as well as the community engagement process to date. City Council members and other members of the public (if the City so chooses) will have the opportunity to provide feedback and comments.

Task 3.6 Deliverables

- Prepare one (1) handout for provision to City Council members, entitled “Summary of Zero Waste Plan”;
- Prepare one (1) presentation for use in the City Council study session; and
- Deliver one (1) presentation and facilitate study session with City Council to discuss the Draft Zero Waste Plan.

Project Team Responsibilities

- Work with staff to develop Summary of Zero Waste Plan handout and any other presentation materials for the meeting, four (4) weeks prior to the study session;

- Revise the Summary of Zero Waste Plan and other presentation materials based on City staff input and feedback;
- Finalize the Summary of Zero Waste Plan and other presentation materials three (3) weeks prior to the study session and provide to City;
- Make final adjustments to the presentation materials one (1) week prior to the study session, if needed; and
- Deliver the presentation during the study session and facilitate conversation, answer and respond to City Council comments and questions as necessary.

City Responsibilities

- Provide the project team with the date and time of the study session schedule a minimum of two (2) months prior to the study session;
- Provide feedback regarding the presentation materials for the meeting a minimum of four (4) weeks prior to the study session for the first round and two (2) weeks prior for any final adjustments; and
- Discuss and provide direction to project team regarding necessary adjustments to the Zero Waste Plan subsequent to the Study Session.

Task 3.7 Prepare Responses to Comments, Make Revisions and Finalize the Zero Waste Plan

Objective

Address comments raised during City review as part of Task 3.5 and the City Council study session as part of Task 3.6 by providing written responses to those comments; make revisions to the draft Zero Waste Plan as appropriate; and finalize both.

Methodology

As comments are raised during the public workshops and City Council study session, the project team will document them and how they pertain to certain elements of the Draft Plan. The project team will discuss each of the comments (or categories of comments, in the case of similar comments) with City staff, and will discuss whether (and which) revisions to the Draft Zero Waste Plan can address those comments. When revisions can be made that address the comments, those revisions be noted in the responses. If revisions to the Draft Zero Waste Plan cannot address the comments, responses to those comments will describe why they cannot be addressed.

Task 3.7 Deliverables

- Matrix of comments received during City staff review and City Council meeting, including responses to those comments; and
- Final Zero Waste Plan for final City staff and City Council consideration.

Project Team Responsibilities

- Document and categorize comments in the matrix;
- Discuss comments (or comment categories) with City staff, and responses to each during a conference call;
- Based on feedback from City staff, make appropriate revisions to Zero Waste Plan and draft responses to all comments, and append the latter to the former as an appendix; and
- Provide City staff with the final Zero Waste Plan, with the above noted appendix.

City Responsibilities

- Participate in conference call with project team discussing responses to comments and potential revisions to the Draft Zero Waste Plan prior to project team edits and completion of the Final Zero Waste Plan.

Task 3.8 Council Adoption of Final Zero Waste Plan

Objective

Recommend City Council adoption of the Final Zero Waste Plan.

Methodology

The project team will work with City staff to draft the staff report and presentation for the Council meeting, and will make the presentation to the City Council recommending adoption of the Final Zero Waste Plan. The presentation will provide a brief overview of the complete project to date and key components of the Final Zero Waste Plan. We will provide the City with the presentation and will provide support on the staff report.

Task 3.8 Deliverables

- Assist the City with information to be contained in the staff report; and
- Deliver one (1) presentation to the City Council during City Council meeting at a date determined by the City.

Project Team Responsibilities

- Assist with drafting the staff report and revised reports, tables, rates, projections as needed following first City Council review;
- Provide the above to the City four (4) weeks prior to the meeting scheduled for Council adoption of the Zero Waste Plan;
- Make final adjustments to the presentation materials one (1) week prior to the meeting, if needed; and
- Conduct the presentation during meeting and recommend Council adoption.

City Responsibilities

- Lead drafting of the staff report for the City Council meeting;
- Provide project team with the date and time of the Council meeting a minimum of one (1) month prior to the meeting; and
- Provide feedback regarding the presentation materials for the meeting a minimum of four (4) weeks prior to the study session for the first round and two (2) weeks prior for any final adjustments.

Implementation Plan

Table A-1
Tentative Implementation Plan

Key Task		Estimated Start Date	Estimated End Date
Task 1:	Kick-off Meeting, Data Request and Interviews	January 8, 2018	February 1, 2018
Task 2:	Stakeholder Engagement	February 1, 2018	April 16, 2018
Task 2.1	Stakeholder Meetings and Community Organization Involvement	February 5, 2018	March 26, 2018
Task 2.2	Develop Outreach Content and Conduct Focus Group	March 26, 2018	April 16, 2018
Task 2.3	Online Community Survey	February 5, 2018	April 16, 2018
Task 3:	Develop Zero Waste Plan	February 5, 2018	September 17, 2018
Task 3.1	Review and Summarize Current Policies, Programs, Partnerships and Facilities	February 5, 2018	March 5, 2018
Task 3.2	Develop Waste Diversion Model	February 5, 2018	March 5, 2018
Task 3.3	Menu of Zero Waste Strategy Options	March 5, 2018	April 30, 2018
Task 3.4	Greenhouse Gas and Economic Analysis of Zero Waste Options	April 30, 2018	May 14, 2018
Task 3.5	Develop Draft Zero Waste Plan	May 14, 2018	July 9, 2018
Task 3.6	City Council Study Session Presentation and Summary of Zero Waste Plan	July 9, 2018	August 6, 2018
Task 3.7	Prepare Responses to Comments, Make Revisions and Finalize the Zero Waste Plan	August 6, 2018	August 20, 2018
Task 3.8	Council Adoption of Final Zero Waste Plan	August 20, 2018	September 17, 2018

Ability of the Team to Meet Required Time Schedules

We have thoroughly reviewed the scope of work and schedule and our commitments and staff availability; we are confident that staff assigned to this engagement have sufficient time available to complete the requested tasks and present our deliverables within the expected project timeline.

Ability to Respond

As Project Manager, R3 Principal Garth Schultz will be actively involved in all phases of the project and maintain ongoing contact with City staff. Mr. Schultz will communicate and/or meet with City staff on a regular basis throughout the engagement. We approach our projects as a collaborative effort, with staff supporting each other's work and actively discussing and deliberating findings and recommendations. We have found that such active collaboration among staff – and with our clients – provides an effective forum for thoroughly reviewing options and developing effective and meaningful recommendations. As part of this project, we envision similar active collaboration and discussion with City.

Firm & Personnel Experience

R3 Consulting Group Inc. (R3)



Incorporated in 2002, R3 is a California Certified Small Business with a team of 11 staff members, led by three principals, William Schoen, Garth Schultz, and Richard Tagore-Erwin, who have over 80 years of combined solid waste expertise. We specialize in providing a range of solid waste management consulting services exclusively for our municipal clients, including Zero Waste planning and implementation.

R3 has designed, evaluated and implemented strategic solid waste and sustainability plans for multiple jurisdictions throughout the West Coast. In particular, we specialize in high diversion and/or Zero Waste planning for communities. Our extensive experience gives us the ability to address a variety of issues that typically confront our municipal clients during the implementation of programs and facilities, including inter-jurisdictional coordination, planning requirements and diversion mandates, regulatory compliance, and community outreach and public education. Our planning & implementation services include:

- Developing public policies and local ordinances to support waste reduction in solid waste and recycling contract requirements and new programs;
- Modeling planning costs for solid waste and recycling systems;
- Actively providing opportunities for and facilitating community engagement in the Zero Waste development process;
- Performing on-site waste audits at facilities and major commercial generators to identify materials specific to the jurisdiction's waste stream and also identify source-reduction strategies to increase diversion;
- Evaluating existing solid waste and recycling programs; and
- Selecting and investigating options for program improvement and potential new programs to implement.

In support of Zero Waste planning projects, R3 routinely conducts what we refer to as an "Additional Potential Diversion Analysis." The purpose of this type of analysis is to provide our clients with a quantitative basis for assessing current diversion levels and evaluating new programs, services, and facilities to increase diversion. By analyzing disposal tonnages and composition by waste stream, the additional diversion associated with various diversion options targeting specific materials in each waste stream can be projected based on assumed capture rates.

A few examples of R3's solid waste planning clients include: **Marin County Hazardous and Solid Waste Management Joint Powers Authority, Humboldt Waste Management Authority**, the cities of **Los Altos, Oakland, San Jose, and Sunnyvale**, and the **Town of Corte Madera (CA)**. R3 is currently developing a Zero Waste Plan for the **City of Menlo Park** and a Phase 2 High Diversion Plan for the **City of Livermore (CA)**.

Stability of Firm

R3 has been in business for over 15 years.

Abbe & Associates, LLC

Zero Waste Planning



Abbe & Associates is a full-service environmental consulting firm specializing in the social and physical infrastructure of Zero Waste. We have worked with more than 50 communities and private sector clients to plan and implement their recycling, organics, construction and demolition debris programs and Zero Waste strategies.

Exhibit A: Firm & Personnel Experience

Proposal for Zero Waste Plan

Abbe & Associates has provided high-diversion planning and program implementation services to the cities of Austin and Dallas (Texas), Fort Collins (Colorado), Mecklenburg County (North Carolina), and the cities of Los Angeles, Palo Alto, Pasadena, San Francisco, and San Jose. Currently, Abbe & Associates is supporting the development of the high diversion plans for Louisville/Jefferson County (Kentucky), in partnership with Cascadia Consulting Group, and Eugene/Lane County (Oregon), in partnership with R3. Zero Waste Technical Assistance

Abbe & Associates provides Zero Waste technical assistance to large generators and institutions, including California State University, Long Beach and California State University, Los Angeles. We are providing logistical support, waste audits, custodial training, and program implementation assistance to six school districts in Contra Costa County. We have also provided commercial technical assistance to commercial businesses through the StopWaste Business Partnership and implemented recycling and composting programs for restaurants, multi-family complexes, and schools in the City of Alameda.

Abbe & Associates has provided Zero Waste technical assistance to over 25 clients; select clients include the **Alameda County Waste Management Authority**, the **Central Contra Costa Solid Waste Authority**, and the **Salinas Valley Solid Waste Authority**.

Zero Waste Collection and Facility Procurement

Abbe & Associates assists communities in procuring new state-of-the-art collection programs and processing facilities. Services include program design, service provider negotiations, regional agency formation, development of RFPs and franchise agreements, assistance with Prop. 218 and Prop. 26 compliance, contract monitoring, compliance assistance and performance reviews.

Abbe & Associates has provided Zero Waste collection and facility procurement assistance to over 20 clients; select clients include **Fresno County**, the **Humboldt Waste Management Authority**, the **South Bayside Waste Management Authority** and the **City of Stockton**.

Stability of Firm

Abbe & Associates has been in business for 3 years.

Cascadia Consulting Group



Cascadia brings more than 23 years of experience assisting clients with measuring, managing, and mitigating their waste stream impacts. Since 1993, Cascadia has specialized in working across public and private sectors to identify opportunities, prioritize actions, and implement programmatic and operational efficiencies that prevent waste, reduce disposal, recover resources, and save money. Cascadia has become a recognized leader in supporting client efforts that substantially reducing waste, emissions, and costs. Cascadia works with clients throughout the U.S. and globally to:

- **Analyze trends in participation, contamination, and capture of recoverable materials** in order to track progress and identify opportunities for investments, improvements, and efficiencies.
- **Develop Zero Waste, high-diversion, and solid waste management plans**, including modeling waste generation, diversion, and costs for alternatives over 5-, 10-, and 20-year planning time frames.
- **Measure current diversion and waste quantities.** Cascadia has conducted over 150 waste characterization studies, from comprehensive statewide studies to feedstock analysis and contamination studies.
- **Implement effective waste prevention and recycling programs.** Cascadia has helped numerous local governments improve existing and implement new recycling and organics programs.

Stability of Firm

Cascadia has been in business for over 23 years.

High Diversion and Zero Waste Planning

Cascadia has assisted local governments throughout the United States to develop solid waste and resource recovery plans to achieve ambitious recycling goals for residential, commercial, and institutional generators. Cascadia has extensive experience in waste reduction and recycling planning, and supporting clients by reviewing current programs, developing metrics and evaluate performance, recommending and implementing new strategies, and supporting the development of new and emerging recycling markets. Cascadia draws from its Zero Waste Database—a repository of studies, reports, and plans covering a range of materials management strategies, from collection infrastructure and behavior change to proven and novel technological solutions—to ensure that every study we undertake reflects best practices and lessons learned from the work that communities and institutions around the country have already done to minimize waste and increase landfill diversion.

Cascadia has also worked with numerous counties – including **Grant, Spokane, Lewis, Whatcom, Kittitas, and Yakima Counties (Washington)** to develop and/or update their local comprehensive Solid Waste Management Plans. Cascadia also has expertise supporting institutional and corporate Zero Waste research, planning, and implementation efforts; past clients include **Seattle-Tacoma International Airport, University of Washington, VF Corporation, Cliff Bar, and Fortune 100 Technology Firm (under NDA)**.

Waste Measurement and Modeling

Measurement. Cascadia has designed and managed over 200 waste characterization studies, from comprehensive statewide research to feedstock analysis and contamination studies. This experience is a direct complement to the firm's expertise in high diversion and Zero Waste planning; key elements of successful diversion plan implementation include knowing what is in the stream and how to address specific materials.

Past material stream characterization projects include statewide studies for **Georgia, Texas, California, Minnesota, Iowa, Washington, Delaware, Oregon, and Wisconsin**, and metropolitan studies for **New York, Chicago, Los Angeles, San Diego, Phoenix, Austin, and Honolulu**.

Modeling. To support Zero Waste and high diversion planning efforts, Cascadia can model waste generation, diversion, and costs for alternatives over 5-, 10-, and 20-year planning time frames. Cascadia specializes in building user-friendly and interactive analytical tools that enable our clients and their stakeholders to explore scenarios that combine various materials management strategies.

Past and present clients for whom Cascadia has completed waste generation and diversion modeling projects include the **City of Los Angeles, City of Tacoma (Washington), Louisville-Jefferson County Metro (Kentucky), and Seattle-Tacoma International Airport (Washington)**.

In 2013, Cascadia led a team to design and conduct **California's statewide waste characterization study**. For this project, Cascadia did the following tasks: (1) quantified and characterized materials disposed by California's major generating sectors and subsectors; (2) provided an understanding of what materials businesses are disposing in what quantities statewide, and designed innovative new methods of calculating annual disposal quantities; (3) delivered data around what materials are being recycled in what amounts through commercial source-separated recycling and composting collection systems statewide; and (4) characterized per-employee diversion across targeted business groups.

SCS Engineers

SCS ENGINEERS

SCS was founded on the first Earth Day in April 1970. Operating as a private company continuously for 47 years, SCS is a full service, employee-owned environmental engineering and construction firm, specializing in the solid waste sector. SCS has been a loyal and reliable environmental engineering contractor in Sonoma County for more than 30 years. Since the late 1980s, when SCS was first contracted by the County to measure the water levels in the gas collection wells at Sonoma Central Landfill, SCS has completed over 450 projects in the County, including 27 for Sonoma County. Over 170 of these projects have been located in Santa Rosa.

One of our core services is helping municipalities and businesses optimize waste collection and recycling operations. To plan and implement their recycling, organics, high diversion programs and Zero Waste strategies. Our nationally recognized **Sustainable Materials Management (SMM)** practice specializes in all aspects of solid waste planning and operations, including Zero Waste plans and implementation; waste characterization studies; organics diversion (including collection programs) technical assistance programs; financial analysis and rate studies; hauler audits; feasibility and alternatives assessment studies; collection and efficiency assessments; public outreach and education programs; and departmental assessments.

Some of the agencies SCS has provided planning, audit, and contract support services to in Northern California in recent years include the cities of **Morgan Hill, San Francisco, San Jose, San Mateo, Santa Clara, Santee, Sunnyvale, County of San Mateo, Sonoma County Waste Management Agency, Stanislaus County, and Waste Management of Alameda County.**

Zero Waste and High Diversion Planning

SCS provides Zero Waste technical assistance to municipalities, large generators and institutions to implement or improve high diversion programs. Clients include **Credo High School** in Rohnert Park, **Fisherman's Wharf Community Benefit District, Candlestick Park, War Memorial Performing Arts Center, Squaw Valley and Village, EPA Region 9 events, and Ossur International.** SCS staff have prepared Zero Waste plans for the **City of Santa Monica, City of Pasadena, Solid Waste Authority of Central Ohio, and Prince George's County, MD.** SCS is currently preparing Zero Waste plans for Cal Berkeley's Greek Theatre and the Campo Reservation through a contract from the **Environmental Protection Agency.**

Additional clients SCS has provided Zero Waste / high diversion and technical assistance services to in Northern California in recent years include the **City of Sausalito, County of Sacramento, County of Santa Clara, Department of Toxic Substances Control (DTSC), Eastern Placer County, Environmental Protection Agency (EPA), Monterey Regional Waste Management District, Republic Services (for the City of Antioch), Republic Services (for RecycleSmart), South Bayside Waste Management Authority, StopWaste (Alameda County Waste Management Authority), and RecycleSmart (Contra Costa County Solid Waste Authority).**

Stability of Firm

SCS has been in business for 47 years.

Number of Qualified Personnel & Proposed Team Members

Our proposed Project Team consists of **fourteen (14) team members.**

With his proximity to the City of Santa Rosa (City), as well as his extensive experience in Zero Waste plan development, rate structuring, and stakeholder engagement, R3 Principal Garth Schultz will take the lead as Project Manager for this endeavor. He will be the primary contact person to represent our team, and person to conduct the presentation, if invited for an interview. R3 Principal Richard Tagore-Erwin, R3 Senior Project Manager David Siddiqui, and R3 Senior Project Analysts Natalie Lessa, Carrie Baxter, Emily Ginsburg, and Rose Radford along with other qualified R3 staff will also be engaged as necessary to meet the needs of this project. As introduced in our Cover Letter, R3 will also be collaborating with:

Exhibit A: Firm & Personnel Experience

Proposal for Zero Waste Plan

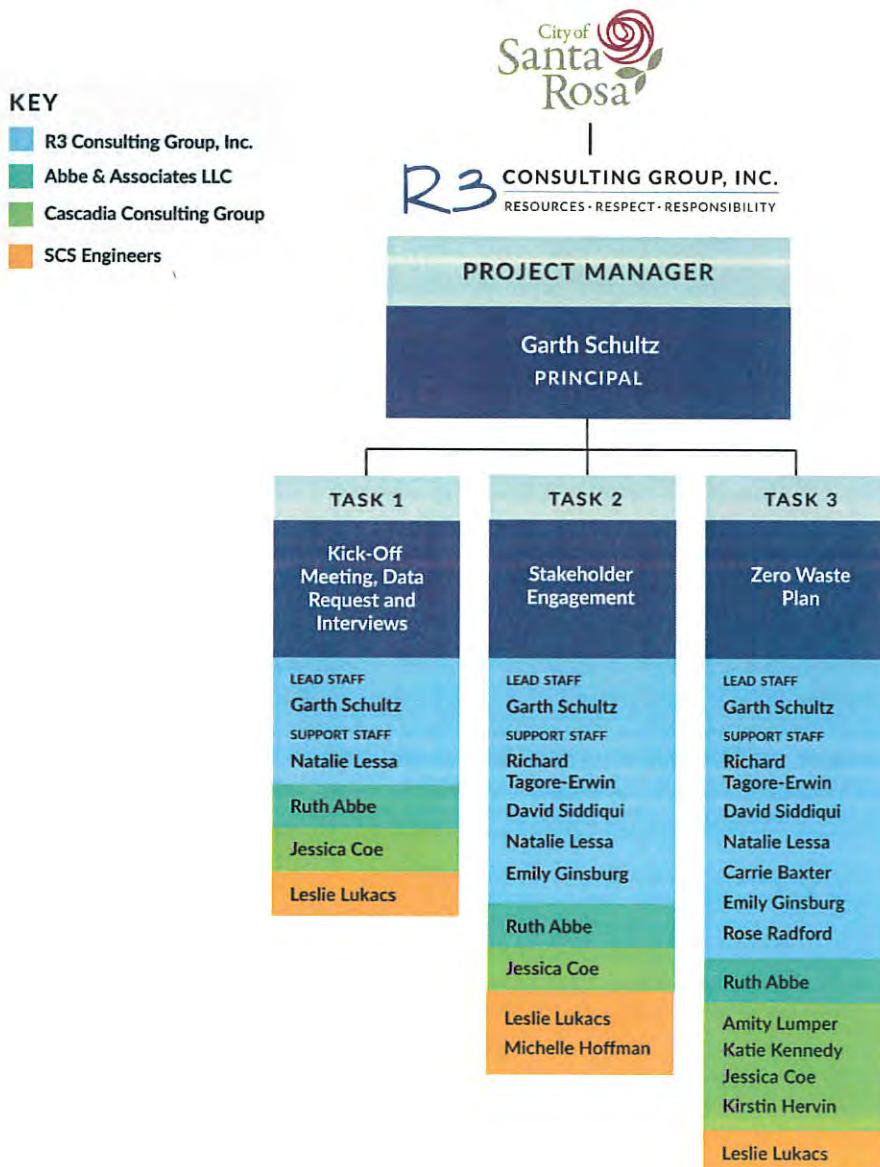
- **Abbe & Associates**, utilizing Principal Ruth Abbe;
- **Cascadia**, utilizing Co-President Amity Lumper, Senior Associate Dieter Eckels, and Associates Jessica Coe and Kirstin Hervin; and
- **SCS**, utilizing Director of Zero Waste Leslie Lukacs, and Technical Professional Michelle Hoffman.

Project Roles & Responsibilities | Organizational Chart

Below, we have provided an organizational chart to display the project roles and responsibilities for each Project Team member. Upon selection, we would welcome the opportunity to make necessary revisions to our project team to best suit the needs of the City.

A resume for Garth Schultz, our proposed project manager and principal responsible for the work, is provided on the following page. Resumes of project support personnel are provided in Appendix 1.

Figure A-1
Organizational Chart



Resume of Proposed Project Manager & Principal

Garth Schultz

R3 Principal | Proposed Project Manager & Principal



PROFESSIONAL BACKGROUND

As Principal and manager of R3's Berkeley office, Mr. Schultz has extensive solid waste experience working with Bay Area municipalities and public agencies. His areas of expertise include strategizing for Zero Waste plans, implementing and evaluating public outreach and education programs, and engaging communities/stakeholders. Other experience includes assisting municipal clients in the procurement and negotiation of collection services, developing and revising ordinances and other local public policies, conducting solid waste operation and performance reviews, and performing data research and investigation.

Mr. Schultz has a Bachelor of Science in Environmental Science, along with a Minor in Public Policy, from the University of California, Berkeley, and a Master of Public Administration and Public Policy Development from Cal State East Bay. Mr. Schultz is a Lead Construction and Demolition (C&D) Facility Evaluator certified by the Recycling Certification Institute, and a member of both the Northern California Recycling Association (NCRA) and the California Resource Recovery Association (CRRA).

RELEVANT PROJECT EXPERIENCE

Zero Waste & High Diversion Planning

Mr. Schultz is currently leading the development of a Zero Waste Plan and Rate Restructuring for the **City of Menlo Park** that will overlay "cost-of-service" rates with incentives to meet community Zero Waste goals. He is also completing work on the **City of Los Altos'** high diversion implementation plan, which includes developing recommendations for helping the City's hauler meet its 78% diversion requirement. Mr. Schultz is also the Project Manager for the **City of Livermore's** Phase 2 Strategic Plan for High Diversion, which is targeting specific waste types and sectors to support continued increases in diversion over the coming years.

As Project Manager, Mr. Schultz led our Wasteshed Planning Study for the **North Front Range Wasteshed Planning Coalition (Larimer County, Estes Park, Loveland, and Fort Collins)** in Colorado, which involved projecting future waste generation, and analyzing regional needs for future solid waste facilities and programs. He also assisted in a Needs Assessment of the Proposed Gregory Canyon Landfill in Northern San Diego County for the **U.S. Army of Corps of Engineers**, which involved detailed projections of solid waste generation, including future diversion.

Santa Rosa & Local Experience

Mr. Schultz has assisted in our Operations Review of the Ratto Group for the **City of Santa Rosa**, as well as the competitive procurement process for the City's new franchised solid waste services agreement. As a result, he has an intimate understanding of the City's solid waste services and the community's expectations and interests with respect to responsible solid waste management.

Mr. Schultz is also working with local agencies in the surrounding areas of **Sonoma County** in addressing their solid waste and recycling needs, and have in-depth understanding of the actors, facilities, contractual relationships, possibilities and limitations currently at play in the Sonoma County "wasteshed".

Previous Experience | Reference Responses

Menlo Park, CA

R3 Consulting Group, Abbe & Associates, Cascadia Consulting Group Reference

Project Description: Zero Waste Plan | Rate Restructure | Community Engagement

With our project team of accomplished Zero Waste planners that have extensive public engagement experience on a wide variety of solid waste matters and a focus on data-driven and operationally practical Zero Waste solutions, R3 is currently assisting the City of Menlo Park (City) in providing a cutting edge Zero Waste Plan, conducting a Rate Structure Analysis and Revision, and designing and participating in a Community Engagement process.

Zero Waste Plan

The City of Menlo Park has a robust Climate Action Plan and target of reducing greenhouse gas emissions by 27% by the year 2020 from 2005 levels. Completing a community wide Zero Waste Plan is a part of the strategy to meet this goal. The Zero Waste Plan being developed by R3 provides a guide to residential, commercial, and City programs to achieve Zero Waste and provides cost estimates of the proposed Zero Waste programs that can be incorporated into the rate structure to fully document and account for the costs to be recovered in the rate structure.

Rate Restructure

Consistent with the City's position as an innovator and environmental leader, our approach to the rate structure analysis and revision "breaks the mold" for solid waste rate structures and facilitates a transparent rate setting process, producing rates which are aligned to the cost-of-service and support the City's Zero Waste goals, thus ensuring consistency in expectations for rates is provided for years to come, and that customers are charged in accordance with the services they receive and protected from rate spikes.

Community Engagement

In an effort to engage residents and businesses in important decisions that will come before the City Council, R3 is designing and participating in a community engagement process to allow residents and businesses to learn about the Zero Waste draft policy and draft rate structure, ask questions, and provide input before they go before the City Council. This includes designing an outreach strategy, providing content to be presented in the City's specific marketing format, and presenting at community engagement meetings.

Benefits from this project included the following:

- Novel approach to rate structuring that facilitates a transparent rate setting process;
- Customer rates aligned with cost-of-service;
- Benchmark of diversion programs and performance over time in support of Zero Waste goals;
- Identification of key opportunities for improvement and additional diversion potential; and
- Community-based planning process and stakeholder engagement.

Project Team: Garth Schultz, Project Manager
Emily Ginsburg & Rose Radford, Project Analysts

Subconsultants: Ruth Abbe, Abbe & Associates
Amity Lumper, Dieter Eckels, Kirstin Hervin, & Jessica Coe, Cascadia Consulting Group

Contact: Ms. Heather Abrams, Former Sustainability Manager
Current Executive Director at Tamalpais Community Service District
(415) 388-6393 | habrams@tcsd.us

Livermore, CA

R3 Consulting Group, Abbe & Associates, Cascadia Consulting Group Reference

Project Description: Phase 2 Strategic Plan for High Diversion

R3 is currently assisting the City of Livermore (City) in the development of Phase 2 of the City's Strategic Plan for High Diversion. R3's project approach moves beyond eliminating barriers to diversion by incentivizing achievement of high diversion goals for all parties, including solid waste haulers, processors, and generators. Phase 2 will build upon the City's prior success by enhancing current generator-focused programs and requiring haulers of solid waste to share in both the responsibility and reward for diverting waste from landfills. High diversion program options will be assessed based on what will cost-effectively divert the most tons from disposal.

Benefits from this project included:

- Identification of opportunities to encourage and reward achievement of high diversion goals for all stakeholders;
- Strategic planning for higher diversion grounded in a data-driven approach;
- Pursuit of diversion opportunities that most effectively move tons out of landfills per dollar spent; and
- Responsibility and reward for diverting waste from landfills is shared between the City and its franchised waste hauler.

Project Team: Garth Schultz, Project Manager
Emily Ginsburg, Project Analyst

Subconsultants: Amity Lumper, Katie Kennedy, Kirstin Hervin, & Jessica Coe, & Dieter Eckels
Cascadia Consulting Group

Client Contact: Ms. Marisa Gan, City of Livermore Recycling Specialist
(925) 960-8004 | mjgan@cityoflivermore.net

County of Los Angeles

SCS Reference

Project Description: Smart Business Program Development

The County of Los Angeles Public Works Department is required to meet the requirements of AB 939, AB 341, and AB 1826. The contract includes a wide variety of types of work, ranging in complexity from site visits and reporting to graphic design and procurement of promotional items.

SCS developed a scope of work that addressed businesses within the unincorporated areas of Los Angeles, as well as the County facilities. Given the large number of businesses, and the vast area the County encompasses, SCS identified businesses that either needed to comply with state regulations or had a high volume of material to be diverted. Additionally, the organics management plan was written to help provide direction to the County for managing their organic material which currently is not being serviced.

SCS:

- Completed visits to 308 businesses and schools to evaluate existing/potential recycling and organics practices and prepared recommendations. (107 businesses recycle through their hauler,

246 businesses recycle in other ways (e.g., self-haul, donation, scavenger, back-hauled, etc.), 173 businesses self-haul, 6 businesses provide recyclables as donations, and 35 businesses use scavengers).

- Completed waste characterization studies at 3 businesses, a regional golf course, and the Health Services and Public Works headquarters buildings.
- Prepared outreach materials, including the program logo, a promotional flyer, and letters.
- Procured and distributed recycling and organics collection containers and bins.
- Conducted presentations to business groups.
- Prepared the County's Organics Management Plan, under AB 1826.

Benefits included:

- Identification of County business requiring assistance with organics management and recycling.
- Completion and distribution of materials to further educate extensive and diverse communities regarding recycling and conservation.

Project Team: Michelle Leonard, Project Director
Leslie Lukacs, Project Manager
Tracie Bills, Senior Project Advisor

Client Contact: Suk Chong, Senior Civil Engineer
(626) 458-5167

Central Contra Costa County Solid Waste Authority (RecycleSmart)

SCS Reference

Project Description: Commercial Recycling and Food Waste Technical Assistance

In October 2016, the Central Contra Costa Solid Waste Authority (RecycleSmart) hired SCS to perform three distinct recycling and organics technical assistance projects to increase diversion across the Joint Powers Authority service area:

1. Recycling Technical Assistance – Area-Wide.
2. Recycling Technical Assistance – City of Walnut Creek.
3. Food Waste Recycling Assistance – Area-Wide.

The two recycling technical assistance projects are focused on visiting 1,259 businesses to perform site visits that include a visual characterization of each business's trash containers, a walk-through of each facility, and a discussion with the manager or owner to identify diversion opportunities. SCS team members provide recommendations for additional recycling and organics services, right-sizing of trash containers, and an overall review of other assistance needed, such as providing outreach materials, staff trainings, and recycling and organics containers. The food waste recycling assistance project is focused on visiting 200 businesses that currently have food waste containers. The purpose of our support is to increase organics diversion and provide additional food waste outreach materials and training, so clean material can be delivered to the anaerobic digestion system at the local sewer treatment facility.

SCS is the primary oversight and project manager for all three projects. Challenges include completing the number of business visits targeted within the challenging time-frame of the contract (on all three projects); managing the large amount of data provided by Republic Services (on all three projects); and maintaining maximum efficiency with site visits and task completions (on all three projects).

Area-wide, SCS has visited 557 businesses, trained 57 businesses, and added 70 cubic yards (cy) of new weekly recycling diversion and 14 cy of new weekly organics diversion. In the City of Walnut Creek, SCS visited 450 businesses, performed 9 trainings, and added 160 cy of new recycling diversion and 30 cy of new organics diversion. Regarding to food wastes, during this project SCS visited 200 businesses to assess organics management, selected 80 under-performing businesses to assist enhancing food service program, and provided technical assistance and training on proper collection and diversion of food waste to over 40 businesses.

Benefits:

- Identification of improvements for recycling waste materials in the area, including organics.
- Increasing organics diversion and providing food waste outreach materials and training so that clean materials can be delivered to the local sewer treatment facility.
- Enhancement of the local food service program.

Project Team: Michelle Leonard, Project Director
 Leslie Lukacs, Project Manager
 Tracie Bills, Senior Project Advisor

Client Contact: Mr. Bart Carr, Senior Program Manager
 (925) 906-1801 ext. 104 | bart@recyclesmart.org

South Bayside Waste Management Authority (RethinkWaste)

Cascadia Consulting Group Reference

Project Description: Waste Reduction and Recycling Technical Assistance

Cascadia Consulting Group has worked with the South Bayside Waste Management Authority (RethinkWaste) since 2010 on a number of waste reduction and recycling efforts. These projects include:

- **Solid waste systems management and/or services evaluation.**
2013 Non-Exclusive Franchise Research. Cascadia researched seven local government jurisdictions across California that adopted a non-exclusive franchise or an administrative permit system to regulate data collection about recycling hauler activities. Cascadia evaluated these systems to determine suitability for the RethinkWaste service area and made recommendations.
2010-2012 C&D Ordinance and Outreach Assistance. Cascadia evaluated all RethinkWaste's Member Agencies' construction and demolition (C&D) ordinance programs to understand what support they need and what improvements should be made to implement and run a successful C&D recycling and compliance program. The evaluation included determining procedures required by contractors and used internally with city staff, establishing baseline thresholds by reviewing permits currently being issued in the Planning Department, reporting activities and current compliance, outreach materials available, costs (e.g., administrative at permit counter and data compilation), diversion results, problems and areas for improvement.
- **Measurement and waste characterization.** In 2011, Cascadia researched scavenging activities to determine the prevalence of scavenging activities and quantify the volumes scavenged from commercial recycling containers. Two teams of Cascadia staff members performed surveillance of two commercial recycling routes, four recycling processing facilities, and two buy-back centers for five days.
- **Education & Outreach.**
2014-2015 Public Education Outreach Study. Cascadia conducted a cost/benefit analysis of current public education and social media programs and strategies, performed research to

identify best practices in other U.S. and international public education programs that have led to measurable behavior change, assessed the feasibility of implementing best practices across RethinkWaste programs, and identified possible new effectiveness measurement techniques for current RethinkWaste programs.

2015 Commercial Recycling Reporting System Technical Assistance. Cascadia assisted implementation of a Commercial Recycling Reporting System for RethinkWaste. This recycling reporting process gathers recycling diversion-related data that supports quantification of the independent (non-franchised) diversion occurring in the commercial sector, provides useful and timely data on the diversion activities of independent recycling haulers, and assists with future planning efforts to cost-effectively increase diversion.

Benefits of this project included the following:

- Made recommendations to RethinkWaste on systems to regulate data collection about recycling hauler activities;
- Identified needed improvements and procedures for implementation for C&D recycling and compliance for RethinkWaste's member agencies;
- Designed a scavenging study, researched scavenging activity from commercial recycling containers, and visually quantified associated volumes over a one-week study period; and
- Identified outreach best practices for inclusion in RethinkWaste's 10-year strategic plan to support countywide research for residential and commercial audiences.

Project Team: Amity Lumper, Principal-in-Charge
Jessica Coe, Researcher and Analyst

Client Contact: Mr. Hilary Gans, Facility Operations Contract Manager
(650) 802-3507 | hgans@rethinkwaste.org

City and County of San Francisco

Abbe & Associates Reference

Project Description: Zero Waste Assistance

The goal of this project has evolved over the years. The City / County of San Francisco (City) originally contracted with Abbe & Associates to perform an annual diversion study to document compliance with AB 939 and measure progress toward 25% and 50% diversion targets. The Abbe & Associates team conducted annual diversion studies in 2001, 2002 and 2003. Per Abbe & Associates' recommendation, the City established a new base year in 2002 and has since used the CalRecycle disposal methodology for demonstrating compliance. Thus, the City's annual needs are to document Class II waste disposal and biomass diversion to more accurately estimate the City's diversion rate. Abbe & Associates have conducted additional studies and research projects to assist the City in reaching its Zero Waste goal. These include:

- A siting study to identify a site appropriate for the development of a new Zero Waste facility for Recology;
- A transportation study to determine the feasibility of transporting discarded materials through the Port of San Francisco;
- A series of litter studies to identify the composition of litter items – the results of these studies supported the City's implementation of a cigarette butt fee;
- A survey of the dog guardian community – the result of this survey supported the City's implementation of a plastic grocery bag ordinance; and
- An operating ratio survey – this survey supported the City's review of Recology's rate application.

Each of the studies that Abbe & Associates conducted has assisted the City in moving forward with Zero Waste policies, programs, and infrastructure. The annual reporting activity and periodic Generation Studies have helped the City track its diversion rate and plan for future program implementation.

Project Team: Ruth Abbe, Project Manager

Client Contact: Mr. Robert Haley, Zero Waste Program Manager
(415) 355-3752 | robert.haley@sfgov.org

Castro Valley Sanitary District (CVSan)

Abbe & Associates Reference

Project Description: Zero Waste Strategic Plan

Our team assisted CVSan to identify appropriate strategies for maximizing diversion from landfills over a 10-year planning period. This stakeholder-driven process included: three (3) public workshops, sixteen (16) meetings with public agencies, stakeholder groups, and service providers, two (2) meetings with CVSan's Solid Waste Committee, and two (2) tours - Davis Street Transfer Station in San Leandro and El Cerrito Recycling Center. Based on input from these meetings and using the Zero Waste Community Checklist, Abbe & Associates prepared a list of policies and programs for consideration. The Zero Waste Strategic Plan recommends specific policies and programs to achieve Zero Waste in the short-term (1-3 years), medium-term (3-7 years), and long-term (7-10 years). The Plan identifies action steps and planning-level costs for implementing the recommended policies and programs, including: capital costs, increased staff support and additional outreach materials – such as publications, media, signs, bins, stickers.

The plan was embraced by the CVSan community and adopted unanimously by the Board of Directors. CVSan is now implementing the plan and piloting every-other-week garbage collection, which was a recommendation of the plan.

Project Team: Ruth Abbe, Project Manager

Client Contact: Ms. Naomi Lue, Solid Waste Supervisor
(510) 537-0757 x101 | naomi@cvsan.org

Santa Monica

SCS Reference

Project Description: Preparation of Zero Waste Plan

The City of Santa Monica's growing volume and complexity of waste, and the programs and infrastructure needed to manage it, presented an ongoing challenge to maintaining effective integrated waste management programs. Developing a Zero Waste Strategic Plan would enable the City to confront these issues with a long-term, sustainable solution to managing the City's waste streams. The Zero Waste Strategic Plan will build on the strength of the City's existing policy and guidelines to provide a framework that simultaneously prioritizes "upstream" solutions to prevent waste before it is generated and initiatives to improve and expand "downstream" recycling programs, processes and public education.

SCS completed the City of Santa Monica's Zero Waste Strategic Plan in 2013. The plan details the policies, programs, and infrastructure needs, options, and recommendations that will enable the City to reach 95% diversion by 2030, as well as its interim 5-year goals. The project included preparation of guiding principles and a Zero Waste ordinance, evaluation of the City's existing solid waste programs and policies, and preparation of a waste generation and characterization study.

Based on the projected waste generation, the project team compiled policies, programs, and infrastructure options for the City to consider for implementation to meet its Zero Waste goals. The Project also included a funding analysis to calculate the costs for each option, and a rate structure analysis

to assess the impacts to residential and commercial rates. An implementation schedule, greenhouse gas (GHG) emissions reduction analysis, and diversion calculations were also prepared as part of the project. The draft plan was presented to City Council in February 2013.

Benefits:

- Compilation of policies, programs, and infrastructure options related to the City's Zero Waste goals; and
- Strengthening of the City's existing policy and guidelines for Zero Waste achievement.

Project Team: Michelle Leonard, Project Director

Client Contact: Kim Braun, Resource, Recovery & Recycling Manager
(310) 458-8528

Sonoma County Waste Management Agency**SCS Reference****Project Description: Waste Characterization Study**

SCS conducted a two-season waste characterization study for the Sonoma County Waste Management Agency (SCWMA). The purpose of the project was to help SCWMA better understand the composition of the waste materials being disposed in the County, and to use the information to plan future programs, policies, and infrastructure. Waste characterization activities were conducted inside the tipping building at SCWMA's Central Transfer Station during two seasonal sampling events: the "wet" season during March 17-24, 2014, and the "dry" season during July 21-25, 2014. For each seasonal sampling event, 125 waste samples were hand-sorted and 150 self-hauled waste loads were visually characterized. Samples designated for hand-sorting included waste from residential sources, as well as material from individual generator types. In total, waste from 10 separate generator types was sorted, including, but not limited to, single-family residential, multi-family residential, schools, healthcare facilities, restaurants, and hotels.

The SCS site manager worked closely with the local hauler to identify incoming waste loads according to the sampling plan. The SCS site manager recorded information on each sample, including the geographic origin of the waste, waste generator type, date/time sampled, and vehicle type. Once the waste load was discharged, a loader was used to randomly obtain a sample of waste weighing approximately 225 pounds. The waste components were sorted into 86 distinct material categories.

Using the data collected during the field study, SCS calculated the waste composition for the residential and commercial sectors. The data was weighted based on the overall waste tonnages received at the transfer station to calculate an overall waste composition.

Benefits:

- Identification of waste characterization information for future programs, policies, and infrastructure in Sonoma County.
- Calculation of data for waste composition for residential and commercial sectors.

Project Team: Michelle Leonard, Project Director
Leslie Lukacs, Project Manager
Stacey Demers, Statistics

Client Contact: Mr. Patrick Carter, Executive Director
(707) 565-3687 | patrick.carter@sonoma-county.org

Exhibit B

Pricing

R3

Pricing

Below, we have provided a breakdown of proposed cost for the project, for a total, not-to-exceed amount of **\$199,985**.

The project cost includes labor, travel, and project expenses, and includes the work and deliverables as listed in Tasks 1 through 3. R3 will invoice the City on a monthly basis only for actual work completed. Our billing rates are provided on the following page.

Table B-1
Project Budget

Task # and Description	Hours	Cost
1 Kick-off Meeting, Data Request and Interviews	37	\$ 6,085
2 Stakeholder Engagement	585	\$ 97,750
3 Develop Zero Waste Plan	630	\$ 96,150
	1,252	\$ 199,985

Exhibit B: Pricing
Proposal for Zero Waste Plan

Table B-2
Hourly Rates

Category	Hourly Rate
R3 Consulting Group, Inc.	
Principal / Project Director	\$205 per hour
Senior Project Manager	\$185 per hour
Project Manager	\$160 per hour
Senior Project Analyst	\$145 per hour
Project Analyst	\$135 per hour
Associate Analyst	\$120 per hour
Administrative Support	\$100 per hour
Abbe & Associates LLC	
Principal	\$165 per hour
Cascadia Consulting Group	
Co-President	\$195 per hour
Senior Associate II	\$160 per hour
Senior Associate I	\$135 per hour
Associate	\$105 per hour
SCS Engineers	
Project Manager	\$190 per hour
SCS Technical Professional	\$100 per hour
Reimbursable Costs (included in hourly rates)	
Lodging and meals	Direct cost
Travel — Private or company car	\$0.535 per mile
Travel — Other	Direct cost
Delivery and other expenses	Direct cost

Payments

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

Attachment 1

Project Team Resumes

R3

Project Team Resumes

R3 Consulting Group, Inc.

Richard Tagore-Erwin

R3 Principal | Project Support



PROFESSIONAL BACKGROUND

Over the past 25 years, Mr. Tagore-Erwin has worked with public agencies to design, evaluate, and implement solid waste programs and policies to maximize waste diversion. His areas of expertise include developing Zero Waste and municipal operations' business and strategic plans, which involve incorporating waste composition data, recycling and organics diversion programs, sustainable building programs, Extended Producer Responsibility (EPR) policies, land use, cutting-edge processing facilities, and progressive customer rate structures. As a certified meeting facilitator, Mr. Tagore-Erwin also has extensive experience in engaging diverse stakeholder groups, having conducted working sessions with multiple municipalities and their franchised haulers, in addition to leading public education and outreach programs, community workshops, public opinion surveys, and focus groups.

Mr. Tagore-Erwin has a Bachelor & Master of Arts in Political Science from the University of Hawaii, Manoa.

RELEVANT PROJECT EXPERIENCE

Zero Waste Planning & Diversion Experience

As the previous Project Manager, Mr. Tagore-Erwin recently completed a project that led the high diversion plan development process and AB 1826 assistance services for the **City of Los Altos**. He also led projects developing a quantifiable high diversion plan for the **City of Sunnyvale**, and strategic Zero Waste plans for the **City of Oakland**, **Town of Corte Madera**, and **Yuba-Sutter Regional Waste Management Authority**. For the **Marin County Hazardous and Solid Waste Joint Powers Authority (Zero Waste Marin)**, the implementation of the strategic Zero Waste plan resulted in a significant increase in diversion activities, as well as the creation of a local grant program encouraging waste diversion programs. In developing the Strategic Zero Waste Plan for the **Humboldt Waste Management Authority (HWMA)**, he assisted in gaining significant stakeholder involvement to identify effective diversion methods.

Stakeholder Engagement

As part of the **Zero Waste Marin's** zero waste implementation plan, Mr. Tagore-Erwin developed policies, education and outreach to engage stakeholders and ran a series of ten (10) stakeholder meetings. As Project Manager for the strategic zero waste plan for HWMA, he facilitated a series of eight (8) workshops with the **Humboldt Waste Management Authority's** stakeholders, including residents, businesses, haulers, facility operators and city and county representatives from Humboldt County and its five cities.

Other stakeholder engagement clients include **Lane County (OR)**, the cities of **Rolling Hills Estates** and **Piedmont**, the towns of **Corte Madera** and **Windsor**, and **Monterey County**, its cities and two regional solid waste authorities in California. He has also recently completed a series of stakeholder workshops related to franchise agreement procurement for the cities of **Half Moon Bay**, **Santa Rosa**, **Windsor**, and **Sonoma County Waste Management Authority**.

Santa Rosa / Local Experience

Mr. Tagore-Erwin has led and assisted a large range of projects for the **City of Santa Rosa** and **Sonoma County**. Projects include a waste characterization study, operational and performance review, and procurement processes.

David Siddiqui

R3 Senior Project Manager | Project Support



PROFESSIONAL BACKGROUND

Mr. Siddiqui joined the R3 team in 2017 with extensive sustainability experience and a passion for making a positive impact on human and environmental health. He has been working on sustainability since 2000, and he has worked with clients internationally on issues including waste reduction, green building, energy efficiency, renewable energy, toxics, transportation, and water.

Mr. Siddiqui has worked on sustainability initiatives from a wide range of perspectives, including business leadership, program design, implementation, evaluation, marketing, facility assessments, building performance contracting, project management, workforce development, policy, and business development for sustainable companies. He has served on three advisory committees on resource conservation initiatives and appeared in dozens of speaking, writing, and media engagements, including a national TV documentary on plastic recycling.

Mr. Siddiqui has a Bachelor of Science in Environmental Sciences from the University of California, Berkeley, and completed a thesis program on *Plastic Recycling and Public Perception*. He has also completed Pacific Energy Center classes related to renewable energy, building science, and financial analysis. Mr. Siddiqui is also a certified Building Performance Institute (BPI) Proctor, BPI Building Analyst, BPI Envelope Professional, BPI Multifamily Building Analyst, GreenPoint Rater for New Home Single & Multifamily / Existing Home Multifamily, and a LEED AP O+M (Leadership in Energy & Environmental Design, Operations & Maintenance). He is also a member of the Northern California Recycling Association (NCRA) and the California Resource Recovery Association (CRRA).

RELEVANT PROJECT EXPERIENCE

Zero Waste Planning & Diversion Experience

As a Recycling Specialist for the **City of Hayward**, Mr. Siddiqui helped manage a top-performing municipal solid waste program achieve over 60% waste diversion. He conducted technical assistance, contract management, grant coordination, green business inspections, site plan review, marketing, customer service, and event planning. He also served as a Recycling Educator for the **University of California, San Francisco**, where he implemented a waste reduction program and provided environmental training to motivate behavior change, developed systems, practices, and partnerships to increase recycling and composting rates, and ensured solid waste service provider contract compliance. Other related experience includes his work as the Re-USE Manager at **University of California, Berkeley**, where he diverted usable materials from the landfill by collecting and distributing them back to the campus community.

Since joining R3, Mr. Siddiqui has worked on a variety of solid waste management projects, including procurement assistance for the **City of Piedmont**, rate modeling for the **City of Menlo Park**, and management review for the **City of Stockton**.

Stakeholder Engagement

In his previous role as a Program Manager for Ecology Action, Mr. Siddiqui managed a team of six to deliver community-based marketing, education and outreach in the **San Francisco Bay Area** for the statewide program, **Energy Upgrade California**, in partnership with utilities and governments. Mr. Siddiqui oversaw community engagement with diverse stakeholder groups including utilities, local government, contractors, real estate professionals, and property owners.

Natalie Lessa

R3 Senior Project Analyst | Project Support



PROFESSIONAL BACKGROUND

With her experience in developing Zero Waste and other waste diversion strategies, Ms. Lessa is R3's primary staff lead when it comes to ensuring our clients are in compliance with State regulations. Ms. Lessa has particular expertise in developing organics programs, from the early stages of development to stakeholder engagement inclusive of waste hauler involvement, business waste audits, development of reporting mechanisms, and education and outreach to businesses and waste haulers. She uses her background in journalism and public relations to assist clients in revising ordinances and service contracts/franchise agreements, and she plays a significant role in writing client reports. In addition, she has assisted in establishing Zero Waste goals and conducted additional diversion potential analyses to demonstrate how the recommended plan could achieve aggressive diversion goals. She also has a keen understanding of recycling operations and has overseen multiple waste characterizations in California, with R3 and during her previous work at Alameda County.

Ms. Lessa has a Bachelor of Arts in Journalism and Public Relations from California State University, Chico.

RELEVANT PROJECT EXPERIENCE

Zero Waste Planning & Diversion Experience

As Lead Analyst of a Zero Waste program plan for the **Town of Corte Madera**, Ms. Lessa created public education and outreach programs for creating behavior change; developed policies and ordinances to establish waste diversion mandates and goals; and coordinated with stakeholders and the franchised waste hauler to develop program updates to residential and commercial programs for diversion. For our Wasteshed Planning Study for the **North Front Range Wasteshed Planning Coalition (CO)**, she assisted in the analysis and research for diversion improvements and planned efforts on significantly increasing the diversion rate. As project manager of our **City of Rancho Cordova** account, she is strategically planning for organics reduction in the greater Sacramento region as a collaborative effort with the area's municipalities, creating a comprehensive organic waste diversion plan to address the needs of AB 1826 by building new requirements into the commercial contract, establishing protocol with the non-exclusive waste haulers for tracking and increasing compliance, and developing education and outreach material to reduce contamination and increase participation. For **Lane County (OR)**, she leveraged the County's regional food recovery programs to develop recommendations for increased edible food recovery. She is currently managing an AB 1826 Pilot Project for the **Town of Corte Madera** with the goal of reducing organic waste from the business and multifamily garbage streams by developing a system for reaching out to covered generators, following up with haulers to increase participation in the pilot project, conducting on-site waste characterizations and staff training, and providing recommendations for a countywide organics diversion program.

Stakeholder Engagement

Ms. Lessa assisted in the presentation and facilitation of stakeholder meetings for **Lane County, Oregon's** Regional Master Plan, and R3's Regional Wasteshed Planning Study for **North Front Range Wasteshed Coalition** in Colorado to obtain feedback, ideas, and "buy-in." As Lead Analyst of a Zero Waste program development and implementation project for the **Town of Corte Madera** and the **City of Rancho Cordova**, Ms. Lessa was responsible for creating public education and outreach programs and engaging materials, in addition to identifying and helping City citizens and stakeholders comply with AB 1826. Ms. Lessa also has previous experience providing community education and outreach to staff and students at school districts in **Alameda County**.

Santa Rosa Experience

For the **City of Santa Rosa**, Ms. Lessa is assisting in the City's current procurement process.

Carrie Baxter

R3 Senior Project Analyst | Project Support

**PROFESSIONAL BACKGROUND**

As a Senior Project Analyst, Ms. Baxter has a decade of experience of solid waste planning, operational and financial projects. She specializes in providing support for Zero Waste implementation plans and stakeholder engagement. Her experience includes designing diversion strategies, conducting community meetings and workshops, gathering data in support of refuse vehicle impact fee analysis and waste generation studies, and routinely conducting comprehensive solid waste and recycling benchmarking and rate surveys. She has also assisted with sole-source negotiations and competitive procurement projects for solid waste management services and analyzed rates and rate adjustment requests.

Ms. Baxter holds an Associate of Applied Science Degree in Computerized Business Administration and Bachelor of Science Degree in Organization, Management and Leadership from the University of San Francisco. She is also a member of the Northern California Recycling Association (NCRA).

RELEVANT PROJECT EXPERIENCE**Zero Waste Planning & Diversion Experience**

For the **Marin County JPA**, Ms. Baxter was the lead analyst in developing a Zero Waste Tool Kit, which included sample ordinances and resolutions to promote regional consistency and effective programs that can be adopted and implemented by member agencies and/or the JPA. She also assisted on the Zero Waste Strategic Plan project for the **City of Sunnyvale** and our zero waste System Design/Modeling and Procurement Assistance project for the **City of Oakland**.

Stakeholder Engagement / Local Experience

As part of the current procurement for organics processing services for **Sonoma County Waste Management Agency**, Ms. Baxter assisted in conducting community meetings for stakeholder feedback. She is also similarly involved in community meetings for feedback on the procurement processes for Construction & Demolition Debris (C&D) collection for the **City of Rohnert Park** and **Town of Windsor**.

In addition, as part of helping the cities of **Lomita** and **Los Altos** achieve legislative compliance, Ms. Baxter assisted in the public outreach development and implementation process.

Emily Ginsburg

R3 Senior Project Analyst | Project Support



PROFESSIONAL BACKGROUND

As a Senior Project Analyst at R3, Ms. Ginsburg has particular proficiency in solid waste data management and administration, as well as developing and evaluating programmatic alternatives, implementation, and ordinances concerning solid waste. As such, she has a wide range of skills and knowledge to offer through her project assistance in strategic solid waste planning and implementation for our clients. Other areas of expertise include conducting performance audits assessing franchise agreement compliance, collection operations, management and administration, customer service, billings, and program implementation.

Her other experience includes assisting in strategic solid waste planning, solid waste surveys and marketing analyses, data gathering and analysis, and verification support in rate reviews and negotiation and procurement projects.

Ms. Ginsburg has a Bachelor of Science in Conservation and Resource Studies, and a Minor in City and Regional Planning from the University of California, Berkeley. She is also a member of the Northern California Recycling Association (NCRA) and a C&D Recycling Facility Evaluator certified by the Recycling Certification Institute.

RELEVANT PROJECT EXPERIENCE

Zero Waste Planning & Diversion Experience

Currently, Ms. Ginsburg is assisting the **City of Livermore** in the development of Phase 2 of the City's Strategic Plan for High Diversion and the **City of Menlo Park** in the creation of its Zero Waste Plan. For both of these projects, Ms. Ginsburg's role involves overall project support to Mr. Schultz, including task and schedule management, client communications, and overall monitoring and engagement in all project tasks.

Ms. Ginsburg also collaborated on the creation of a Zero Waste Implementation Plan for the **Town of Corte Madera**, conducting an analysis of additional potential diversion and development of waste reduction policies and programs.

Along with other project staff, Ms. Ginsburg also assisted in R3's Needs Assessment of the Proposed Gregory Canyon Landfill in Northern San Diego County for the **U.S. Army Corps of Engineers**, researching current conditions and modeling future needs for landfill space.

Stakeholder Engagement

Ms. Ginsburg recently collaborated on the design of a set of three community workshops for the **City of Menlo Park** in support of the creation of its Zero Waste Plan. By identifying and conducting outreach to key stakeholder groups, she worked to engage the public in a community-based planning process that gathered feedback through the interactive workshop activities, a community survey, and stakeholder interviews. Ms. Ginsburg also recently contributed to the creation of a community survey to get stakeholder input in preparation for the start of the **City of Half Moon Bay's** solid waste service procurement process.

Rose Radford

R3 Senior Project Analyst | Project Support

**PROFESSIONAL BACKGROUND**

Ms. Radford has several years of experience in environmental consulting, research, policy, and data analysis. With her strong background in research and technical writing, she has provided valuable support for Zero Waste plans, program evaluations, and hauler operational and performance reviews through coordinating field studies, conducting extensive surveys, and writing reports.

Ms. Radford has a Master of Public Administration in Environmental Science and Policy from Columbia University, and a Bachelor of Science in Conservation and Resource Studies from the University of California at Berkeley.

RELEVANT PROJECT EXPERIENCE**Zero Waste Planning & Diversion Experience**

Currently, Ms. Radford is aiding Ms. Ginsburg in the development of a Zero Waste Plan for the **City of Menlo Park** by evaluating current programs and diversion performance over time, as well as identifying target sectors and programs by engaging the community in Menlo Park. She also conducted waste audits and program analysis for the **City of Los Altos** to support an assessment of diversion potential in the City's waste stream and assisted in a strategic plan for the materials recovery facility operating in the **City of Berkeley**.

In response to the change in California building code requiring higher diversion and planning for organics diversion in new construction, Ms. Radford assisted the **City of Brentwood** adjusting its municipal code on construction and demolition debris and provided support in modifying other ancillary documents such as the post-construction checklist for the City building department and the guidance standards given by the City to contractors and used to evaluate proposed garbage enclosures to ensure sufficient space for garbage service for all three material streams. Ms. Radford also created a tool for estimating solid waste generation by material stream for the **City of Elk Grove**, allowing permit applicants to plan for appropriate waste hauler collection service volume and frequency. Ms. Radford has also provided an analysis of alternatives for the **City of Stockton** to consider in adjusting municipal code and programming around construction and demolition debris diversion, including concrete steps toward implementing the alternatives provided.

Local Experience

Ms. Radford also incorporated key recommendations and findings about organics material processing in the **County of Sonoma** to compile a Request for Information, which was followed by a full procurement process for the **Sonoma County Waste Management Agency**. As part of this process, Ms. Radford drafted and revised the Request for Proposals document and its attachments, participated in facilitating community workshops, and drafted the two base contracts that will be used by the Agency and its selected contractors. This procurement process is a key step in a strategic action plan to provide for organics capacity throughout the region, simultaneous with the procurement of solid waste services for several jurisdictions within the County.

Abbe & Associates

Ruth Abbe

Abbe & Associates Principal | Project Support



PROFESSIONAL BACKGROUND

Ms. Abbe is a senior management consultant with 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 infrastructure to achieve Zero Waste.

Ms. Abbe has a Bachelor of Arts in Philosophy and Fine Arts from Amherst College. Ms. Abbe serves on several non-profit boards including: Zero Waste USA, Californians Against Waste, the Gold Rush Chapter of the Solid Waste Association of North America, and the Global Recycling Council of the California Resource Recovery Association.

RECENT & RELEVANT EXPERIENCE

Zero Waste Planning & Diversion Experience

Ms. Abbe has provided Zero Waste planning and program implementation services to the cities of **Austin** and **Dallas**, and **Fort Collins (CO)**; **Mecklenburg County (NC)**; and the cities of **Alameda**, **Los Angeles**, **Palo Alto**, **Pasadena**, and **San Jose**. Currently, she is assisting R3 with the **City of Menlo Park's** Zero Waste Plan.

On-call / Follow-up Services (Zero Waste Plan Implementation, Integrated Waste Management Services)

Ms. Abbe provide commercial and institutional program implementation assistance to multifamily complexes, commercial businesses, restaurants, schools and universities for communities throughout California including **Alameda**, **Oakland**, the **Central Contra Costa Solid Waste Authority**, and the **California State University**.

Stakeholder Engagement

Ms. Abbe has been certified by the National Charrette Institute and has recently conducted successful solid waste planning charrettes in **Austin (TX)**, **Mecklenburg County (NC)**, and **Castro Valley**. She has expertise in community engagement strategies and working with stakeholders to come to consensus on large scale projects and programs. As part of the **City of Menlo Park's** Zero Waste Plan, she led community workshops and other stakeholder engagement processes along with R3 staff members.

Rate Structure Analysis and Revision

Ms. Abbe has supported the **City of San Francisco** in Zero Waste Analysis since 2001. In that capacity, she assists the **San Francisco Department of the Environment** on special projects related to their five-year rate review process.

Cascadia Consulting Group

Amity Lumper

Cascadia Co-President | Project Support



PROFESSIONAL BACKGROUND

Ms. Lumper leads Cascadia's Recycling and Materials Management practice. Amity brings nearly 20 years of experience designing, managing, and optimizing high diversion and Zero Waste and resource conservation programs for cities, businesses, institutions, and multifamily properties. She has worked with municipal clients that include Alameda County (CA), King County (WA), Seattle (WA), and Tucson (AZ) to engage stakeholders across the industry and the private sector in shaping strategies and implementing programs that support Zero Waste. Her projects have mobilized outreach personnel to more than 10,000 businesses and multifamily properties, supporting infrastructure improvements, green purchasing policies, waste diversion program implementation, employee training, and efforts to monitor program progress.

Ms. Lumper holds a Master of Science in Strategic Leadership towards Sustainability from the Blekinge Institute of Technology in Sweden and a Bachelor of Arts in Chemistry from Seattle Pacific University. She is a Past President of the Washington State Recycling Association, and an active member of both the Solid Waste Association of North America (SWANA) and National Waste & Recycling Association (NWRA).

RECENT & RELEVANT EXPERIENCE

Zero Waste Planning & Diversion Experience

Ms. Lumper oversaw development of a waste diversion plan for the **City of Tucson (AZ)**, and managed waste audits, diversion planning, and stakeholder engagement to support **Seattle-Tacoma International Airport's** diversion and sustainability objectives over several projects from 2006-2015. She currently oversees Zero Waste planning and implementation efforts at **VF Corporation**, a Fortune 100 Tech Firm (under NDA), and other large campuses. Since Cascadia's support in 2012, the Fortune 100 firm has increased its diversion rate by from 65% to 78%, decreased tonnage to landfill by 29%, decreased recycling program labor costs by 15%, and increased revenues by 87%. Ms. Lumper is also currently assisting with R3's Zero Waste Plan for the **City of Menlo Park**, and R3's Phase 2 Strategic Plan for High Diversion for the City of Livermore.

On-call / Follow-up Services – Market Development and Technical Assistance

Ms. Lumper works as the Principal-in-Charge for a commercial technical assistance effort to increase compliance with a mandatory recycling ordinance for **Alameda County's StopWaste.Org**. She also supports recycling market development for textiles, mattresses, carpet, asphalt shingles, and other materials in **King County (WA)**. She has provided advisory support on design, implementation, and evaluation on **Seattle Public Utilities' Green Business Program** since 2006, which provides outreach and technical assistance to Seattle's commercial sector. Currently, she oversees commercial technical assistance to increase compliance with a mandatory recycling ordinance for **Alameda County's StopWaste.Org**.

Katie Kennedy

Cascadia Senior Associate II | Project Support



PROFESSIONAL BACKGROUND

Ms. Kennedy co-leads Cascadia's Zero Waste practice area and has more than 15 years of experience in recycling and materials management. Her past work includes developing solid waste management plans, conducting recycling market research, and supporting recycling market development, and managing large-scale waste characterization studies. She has extensive experience interviewing industry and public agency staff on recycling and solid waste management topics for solid waste management plans, analyzing existing conditions, and conducting recycling market assessments and market development efforts.

Ms. Kennedy holds a Bachelor of Science in Biology from the University of Puget Sound. She is LEED accredited and a nationally certified Sustainable Building Advisor (cSBA). She has also completed the Master Home Environmentalist (MHE) training through the American Lung Association.

RECENT & RELEVANT EXPERIENCE

Zero Waste Planning & Diversion Experience

Ms. Kennedy has been deeply involved in waste management planning for communities along the West Coast, including **Grant County (WA)**, **Olympia (WA)**, **Seattle-Tacoma International Airport (WA)**, **Spokane County (WA)**, **Tacoma (WA)**, **Tucson (AZ)**, **Walla Walla (WA)**, and **Whatcom County (WA)**. Her roles in these projects have ranged from project manager to lead analyst.

Materials Characterization Studies

Ms. Kennedy has managed or supported more than 30 large-scale litter and waste characterization studies, including managing Cascadia's work on **Keep America Beautiful's** 2009 Nationwide Litter Study and managing **Washington State's** 2004 Litter Study. In 2009, Katie participated in field work and data analysis for the **Pactiv Corporation Beach** Litter Characterization Study, an effort to characterize litter along California's coast to determine what percentage consisted of expanded polystyrene (EPS), extruded polystyrene (XPS), and other plastics. Katie's expertise includes litter and waste characterization study design; facility recruitment and communications; field crew coordination and logistics; in-field sampling, sorting, and supervision; data analysis and reporting; and quality control.

Data Collection & Analysis

Ms. Kennedy's main expertise is in data collection and analysis; she serves in an analyst capacity in almost every project that she works on. Most of her data collection and analysis work is in the context of waste, litter, recycling, and organics characterization studies. She designs and ensures the consistent implementation of data collection protocols for characterization studies, and manages resulting data to ensure investment level estimates of material quantity and composition.

Stakeholder Engagement

Since 2006, Ms. Kennedy has led research within the **King County** LinkUp Market Development program; this ongoing research work includes significant stakeholder engagement. The intention of the LinkUp program was to enhance the value of hard-to-recycle materials and prevent them from being landfilled. For asphalt shingles, for example, she conducted market research to identify hot mix asphalt as a targeted end market and worked with local stakeholders in private industry and public agencies to build support for the Shingles in Paving project.

Jessica Coe

Cascadia Senior Associate I | Project Support



PROFESSIONAL BACKGROUND

Ms. Coe brings almost 10 years of Zero Waste experience and more than six years of specific experience planning, conducting, analyzing, and reporting on large-scale waste characterization studies. She has a wide range of roles: from overall project management, study design preparation, field logistics coordination, and data analysis and reporting. She is a skilled writer and has provided writing and editorial review for almost all waste characterization deliverables Cascadia has produced for the past three years. Ms. Coe has also provided strategic program management and on-the-ground commercial and residential waste reduction technical assistance for the StopWaste Business Partnership Program; the cities of Oakland, Fremont, Los Altos, Hayward, Livermore, and Palo Alto; and Oakland, Alameda, San Mateo, and Santa Clara Counties. Through this work, she has partnered with thousands of businesses and residents throughout the Bay Area to assess their current material streams and used community-based social marketing strategies to enhance the quantity and quality of program participation.

Ms. Coe has a Bachelor's Degree cum laude in Environmental Policy and English from Rice University, and she is a member of the California Resource Recovery Association.

RECENT & RELEVANT EXPERIENCE

Measuring & Modeling

Ms. Coe managed waste characterization studies throughout California, including studies for the **City of San Francisco (2013-2014)**, **Hayward (2014)**, **Oakland (2014)**, **San Jose (2015)**, and the **Bay Area Stormwater Management Agencies Association (2010-2015)**.

Zero Waste Planning & Diversion Experience

Ms. Coe provided research, analysis, and writing support for the **City of Menlo Park's** Strategic Plan for Litter Container Management. Currently, she is providing project support for R3's Zero Waste Plan for the **City of Menlo Park**.

She also managed planning and implementation of the waste and recycling program for the **Texas Medical Center**, and provided research and analysis work for Cascadia's various projects with the **South Bayside Waste Management Authority**.

Stakeholder Engagement

Ms. Coe has served as project manager for the **Recycleworks Volunteer Academy** in San Mateo, CA since 2014, which trains citizen volunteers on a variety of sustainability topics. She has provided marketing support, instructor selection and management, and strategic oversight to this program.

On-call / Follow-up Services – Technical Assistance

Ms. Coe manages multi-family technical assistance for the **Alameda County StopWaste.Org** Business Partnership Program, which provides education about and increases compliance with the County's mandatory recycling ordinance.

Kirstin Hervin

Cascadia Associate | Project Support

**PROFESSIONAL BACKGROUND**

Ms. Hervin assists with the management and analysis of solid waste, recycling, and composting data. She focuses on creating models and developing analytical tools to measure and project generation and diversion impact across streams and sectors. Ms. Hervin develops materials that provide clients with the information they need to meet their waste management goals. Prior to joining Cascadia, Kirstin worked on behalf of the Humboldt County Waste Management Authority to design a waste management system aimed at zero-landfill featuring a gasification system for energy recovery.

Ms. Hervin holds a Master of Science in Environmental Systems, with a focus on Energy Technology and Policy from Humboldt State University, as well as a Bachelor of Science degree in Biology from Texas Tech.

RECENT & RELEVANT EXPERIENCE**Measuring & Modeling**

Mrs. Hervin has experience gathering and compiling data to support market research and materials modeling efforts. She has researched, collected, and compiled waste generation data to support projects for **Metro Oregon, the American Chemistry Council**, and various government clients in California. This work has also included online research, phone and in-person interviews, email surveys, and other stakeholder engagement to identify accompanying data for modeling, such as employment and population statistics.

She has also researched and evaluated recycling market conditions to support solid waste planning for **Spokane County (WA)** and the **Oregon Department of Environmental Quality**.

Ms. Hervin's waste characterization experience focuses on providing detailed analyses of characterization findings. With Cascadia, she has supported **King County's** Food Scraps Diversion Study; **Metro Oregon's** "Roadmap to Zero Waste" program in Washington; **CalRecycle's** 2014 Statewide Waste Characterization Study, **Connecticut DEEP's** Waste Composition Trend Analysis; **San Francisco's** Waste Characterization Study, and **Calabasas County's** Waste Stream Analysis efforts in California.

Zero Waste Planning & Diversion Experience

As Lead Analyst for the **City of Olympia's** Zero Waste planning process in Washington, Ms. Hervin analyzed a cost-of-service model to provide the City with information about the cost of current operations they will use to make City-run recycling feasible and encourage waste diversion. For the **City of Spokane (WA)'s** waste management plan update, Ms. Hervin analyzed historic data to identify trends in waste generation, recycling, and disposal. Trends included diversion potential and waste generation projects for the County.

SCS Engineers

Leslie C. Lukacs

SCS Project Manager | Project Support



PROFESSIONAL BACKGROUND

Ms. Lukacs is the Director of Zero Waste in SCS's Santa Rosa office. She has over 19 years of experience providing sound environmental consulting services for both the private and public sectors. She specializes in design and implementation of comprehensive sustainability and zero waste programs for large institutions, public agencies, venues, and events throughout the nation.

Ms. Lukacs has a Bachelor of Arts in Environmental Studies from the University of California, Santa Barbara. She is the founder and chair of the Sonoma County Zero Waste Task Force and the Compost Coalition of Sonoma County. Ms. Lukacs represents the Town of Windsor on the Sonoma County AB 939 Local Task Force. She currently serves on the Board of the National Recycling Coalition and the Zero Waste International Alliance, and is an advisor to Zero Waste USA. She is the founder of the Green Initiatives for Venues and Events (GIVE) Council, an organization dedicated to increasing awareness of implementing green programs at venues and special events.

RECENT & RELEVANT EXPERIENCE

Zero Waste Planning & Diversion Experience

Ms. Lukas recently developed a program to convert Fisherman's Wharf into a Zero Waste Zone for **Fishermen's Wharf Community Benefit District** in San Francisco. She has also prepared Zero Waste Plans for the **City of Pasadena**, the **Solid Waste Authority of Central Ohio (SWACO)**, **Ohio Exposition Center (OEC)**, and **Össur International**. For **Candlestick Park** in San Francisco, she designed and implemented a Zero Waste Diversion Program for 49er football games, concerts, and special events. She has also designed and implemented four Zero Waste events for the **U.S. Environmental Protection Agency, Region 9**, and established a baseline inventory of the waste management systems and developed a zero waste plan for **Squaw Valley, Squaw Village, and Alpine Meadows**. Currently, Ms. Lukas is designing a Zero Waste Plan for the **Campo Reservation** in San Diego County and UC Berkeley's Greek Theatre.

Technical Assistance Programs

Currently, for the **Contra Costa County's Solid Waste Authority**, Ms. Lukas is serving as the Project Manager providing Recycling and Organics technical assistance to increase Organics Diversion. She is also serving /has served as Project Manager for two other projects: **Los Angeles County's** CIRP division to create visible, easily accessible, and effective high diversion programs for large generators in the County, and **Santa Clarita's** multifamily residential recycling program, where she led the analysis of recycling at multifamily residential complexes to provide empirical data and tangible solutions for high diversion rate.

Ms. Lukacs also helped businesses and institutions comply with State recycling requirements and achieve high recycling and organics diversion for the **County of Los Angeles's** SmartBiz program.

Waste Characterization

Recently, Ms. Lukacs oversaw the sampling of 600 businesses and 60 multifamily units in 5 regions of California over 4 seasons as part of the 2013-2014 statewide waste characterization study for the 2013-2014 **CalRecycle** Statewide Waste Characterization Study. She also served a similar role for the **Sonoma County Waste Management Agency's** and the **City of Chula Vista's** waste characterization studies. She also completed a waste characterization study and provided diversion program recommendations for **Los Angeles County** facilities. Currently, Ms. Lukacs is leading as Project Manager for the 2017 **Alameda County** waste characterization study.

Michelle M. Hoffmann

SCS Technical Professional | Project Support



PROFESSIONAL BACKGROUND

Ms. Hoffman is a Technical Professional with over 8 years of experience, including AB 1826 compliance research, Zero waste technical support, and data management for visual characterization studies. She has assisted in clients in AB 1826 and AB 341 compliance and supported projects involving zero waste, commercial audits and technical assistance for clients such as Republic Services, Inc., the Central Contra Costa Solid Waste Authority, Walnut Creek, and Los Angeles County.

RECENT & RELEVANT EXPERIENCE

Auditing / Research Assistance

On behalf of **Republic Services, Inc./Central Contra Costa Solid Waste Authority**, SCS provided recycling technical assistance to 140 commercial businesses to increase diversion. In addition, SCS performed commercial visual audits for 7 commercial truck routes, 3,300 businesses, and 45 roll-off and 54 compactor customers to help identify diversion opportunities. Recycling technical assistance was provided to 140 businesses. Ms. Hoffman assisted in data input and management for the studies.

SCS was contracted by **Contra Costa County** to provide technical assistance to businesses in Walnut Creek. Ms. Hoffman conducted site visits to explain recycling program options, recommend services for high diversion, identify right sizing of equipment, and perform a waste assessment.

For **San Mateo County's** Pescadero Transfer Station and South Coastal Feasibility Study, Ms. Hoffman collected data and conducted analyses by calling farms and local businesses to assess AB 1826 organics compliance, as well as research on mattress and electronic waste recycling opportunities at the transfer station.

For **Synagro's** Organics Market Research Study, SCS was contracted to perform research and analysis on facilities, hauling companies, and potential feedstock generators to provide an overview of where the organic material is generated, which facility is accepting this material, the quantities of organic material potentially available, and the available capacity for organic materials. Ms. Hoffman identified potential organic material feedstock by business type and county, and researched competing composting and anaerobic digestion facilities.

In providing Sustainable Management Services for **Los Angeles County**, SCS was contracted to provide assistance to commercial and institutional entities to develop and incorporate sustainable practices for the Commercial and Institutional Recycling Program located in the unincorporated areas of Los Angeles County. Ms. Hoffman researched recycling bin options for various county facilities. In addition, she gathered price quotations for the bins and promotional items.