

SECOND AMENDMENT TO AGREEMENT

ORIGINAL

This second Amendment of the Service Provider Agreement, is entered into this 22 day of July, 2020, by and between the CITY OF ALAMEDA, a municipal corporation (hereinafter "City") and **STEARNS, CONRAD AND SCHMIDT CONSULTING ENGINEERS, INC. DBA SCS ENGINEERS** a Virginia Corporation, whose address is **7041 KOLL CENTER PARKWAY, SUITE 135, PLEASANTON, CALIFORNIA 94566**, (the "Provider"), with reference to the following:

RECITALS:

A. On October 9, 2018, an agreement was entered into by and between City and Provider (hereinafter "Agreement") in the amount of \$299,978.

B. On January 14, 2020, an agreement was entered into by and between City and Provider (hereinafter "First Amendment to Agreement") in the amount of \$145,000.

C. City and Provider desire to modify the Agreement to extend the term and add compensation on the terms and conditions set forth herein.

NOW, THEREFORE, it is mutually agreed by and between the undersigned parties as follows:

1. Page 1, Item No. 1 **TERM**, of the Agreement is modified to read as follows:

"The term of this Agreement shall commence on the 9th day of October 2018, and shall terminate on the 7th day of July 2021, unless terminated earlier as set forth herein."

2. Page 1, Item No. 2 **SERVICES TO BE PERFORMED**, of the Agreement is modified to read as follows:

"Provider agrees to do all necessary work at its own cost and expense, to furnish all labor, tools, equipment, materials, except as otherwise specified, and to do all necessary work included in Exhibit A2 as requested. The Provider acknowledges that the work plan included in Exhibit A2 is tentative and does not commit the City to request Provider to perform all task included therein."

2. Page 1, Item No. 3 **COMPENSATION TO PROVIDER**, Paragraph a. and b. of the Agreement is modified to read as follows:

"a. By the 7th day of each month, Provider shall submit to the City an invoice for the total amount of work done the previous month. Pricing and accounting charges are to be according to the fee schedule as set forth in Exhibit B2 and incorporated herein by this reference. Extra work must be approved in writing by the City Manager or his/her designee prior to performance and shall be paid on a Time and Material basis as set forth in Exhibit B2."

"b. The total compensation for the work under this Second Amendment to Agreement is not to exceed \$290,000. The total compensation for this Agreement is \$734,978."

3. Except as expressly modified herein, all other terms and covenants set forth in the Agreement shall remain the same and shall be in full force and effect.

Signatures on following page

IN WITNESS WHEREOF, the parties hereto have caused this modification of Agreement to be executed on the day and year first above written.

SCS ENGINEERS
An S Corporation



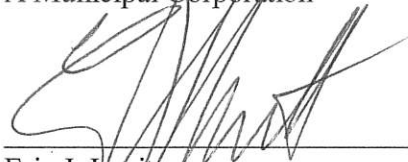
Michelle Leonard
Vice President



Digitally signed by Curtis Jang
DN: cn=Curtis Jang, o=SCS,
email=cjang@scsengineers.com,
c=US
Date: 2020.06.23 11:04:11 -0700

Curtis Jang
Chief Financial Officer

CITY OF ALAMEDA
A Municipal Corporation



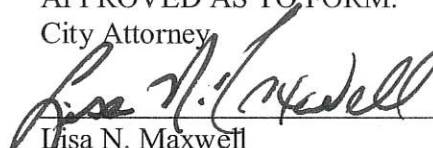
Eric J. Levitt
City Manager

RECOMMENDED FOR APPROVAL:



Liam Garland
Public Works Director

APPROVED AS TO FORM:
City Attorney



Lisa N. Maxwell
Assistant City Attorney

SCS ENGINEERS

Environmental Consulting & Contracting

June 15, 2020

Ms. Liz Acord
City of Alameda
LAcord@alamedaca.gov

Subject: **City of Alameda Zero Waste Technical Assistance for Commercial and Multi-Family Generators**

Dear Ms. Acord:

The City of Alameda (City) has requested a proposal from SCS Engineers (SCS) to provide technical assistance for commercial and multi-family properties that regularly generate large amounts of waste or subscribe to garbage services with disproportionately low recycling services.

SCS Engineers provided technical assistance for large generators in Alameda from October 2018 through September 2019. Throughout these efforts SCS regularly collaborated with City staff as well as staff from Alameda County Industries (ACI) to evaluate waste management activities, recommend changes to reduce waste sent to landfill and provide technical assistance in alignment with the City's Zero Waste Implementation Plan.

During the 2018/19 fiscal year, the SCS team completed 133 site visits, conducted 31 trainings, completed 79 waste assessment forms, added 99 cubic yards (CY) of new weekly recycling service, 24 CY of new weekly organics service, reduced garbage service by 51 CY per week, and identified 542 CY per week of backhauled or third party diversion. SCS was initially provided the top 50 generators with a reported 18.4% diversion rate in October of 2018. As of October 2019, 60 generators have achieved a collective 48.9% diversion rate.

In the 2019 final report, SCS identified a selection of large commercial and multi-family waste generators that present substantial waste reduction and diversion opportunities. SCS recommends providing technical assistance to high priority waste generators in the form of site visits; waste assessments; quantification of back-hauling or third party services; recommendations for source reduction and diversion practices; employee and tenant engagement and waste diversion data tracking.

SCS resumed providing technical assistance to large generators in Alameda in January 2020. Technical Assistance is focused on 21 Multi-family properties and 24 large commercial properties. Prior to Alameda County's Shelter in Place Order, SCS completed site visits with 18 Multi-family properties and 23 commercial properties reducing garbage sent to landfill by 91 CY per week and increasing diversion by 125 CY per week.

SCS has continued to provide technical assistance to Multi-family properties during the Shelter in Place Order. In addition to the 21 targeted generators, SCS has coordinated with ACI to provide outreach to additional Multi-family properties where ACI has identified overloaded waste containers. SCS has provided email and telephone assistance to Multi-family properties as well as coordinating delivery of outreach resources to Property Managers. To prepare for re-entry field work, SCS developed a health and safety plan incorporating protocol required by the Shelter in Place Order.

SCOPE OF WORK

A detailed description of the tasks to be undertaken by SCS are described below.

TASK 1: MEETINGS

Task 1.1 Brainstorming Session and Kick-Off Meeting

SCS will conduct a kick-off meeting with City staff to confirm project goals and objectives. Project tasks will be reviewed, resource support from City and ACI will be confirmed, and a project timeline will be established. We will also confirm the approach and level of recycling and organics assistance to be provided, and finalize the list of businesses to be visited during the new contract term. Use of Tower and the Recyclist database will be discussed.

The kick-off meeting will also address any immediate concerns and priorities to ensure the project moves forward in a timely and efficiently prioritized fashion. SCS will discuss the additional health and safety measures, relevant to COVID-19, necessary for completing field work. Outreach strategies will be adapted to reduce in-person interface with community members. Outcomes from this meeting will include the level of assistance desired from SCS, and the next steps for all project participants.

Goals for assisting businesses include maximizing recycling and organics service to increase diversion, educating businesses on these services, boosting the number of participating businesses, delivering exceptional customer service, working as efficiently as possible, and ensuring close coordination with City and ACI staff.

SCS will track and report progress against goals on a monthly basis. We will provide updates on the number and names of businesses assisted, businesses with changed service levels, and other metrics as determined prior to project initiation.

Subtask 1.2 Participate in Additional Meetings

The SCS Project Manager, Lisa Coelho, will attend meetings as requested by the City. In these meetings, SCS will be prepared to review progress, fine-tune processes (if needed), and confirm next steps. Ms. Bills will be the project advisor and provide assistance to Ms. Coelho and City staff as needed.

City and ACI staff involved in the project are encouraged to continue communicating with Ms. Bills or Ms. Coelho, as needed, via telephone, email, text, or conference call.

Deliverables

- Kick-off meeting notes confirming timeline, expectations, final scope of work, resources needed, and next steps.
- Bi-weekly meetings notes identifying action items and responsible parties.

TASK 2: DEVELOP TARGET LIST

SCS will develop a target list of priority waste generators based on a combination of field experience, ACI records and the most current information about waste generation in Alameda. To perform waste reduction technical assistance for fiscal year 2018/19 SCS developed a target list from the 780 businesses, 610 multi-family properties, and 140 industrial accounts in Alameda. From this prioritized list, SCS selected the top 50 waste generators, which are the largest landfill waste generators in each sector. Throughout the fiscal year, SCS revised and added to the list of the Top 50 generators, ending the project in September of 2019 with a list of the Top 60 priority waste generators.

From on-the ground experience and data analysis, at the end of the 2019 project, SCS compiled a list of large waste generators that require extensive technical assistance to reduce waste sent to landfill. SCS identified 45 large generators with opportunity for significant diversion. SCS will continue technical assistance, in 2020, using a refined version of this target list. SCS is currently collaborating with ACI to provide outreach to commercial generators as they lift temporary service reductions and resume business activities. SCS has prepared a list of 10 commercial properties considered to be a high priority for receiving waste assessments, training and additional resources as they resume previous levels of waste service.

Refinement of the target list will take into account that StopWaste, ACI and other stakeholders providing technical assistance and outreach efforts for the waste generators. SCS will provide the City a draft of the target list for dissemination to ACI in an effort to cross-share the most up to date information about these generators and refine the target list accordingly.

SCS recommends working closely with ACI to revise the target list, based on their intimate knowledge with each property's outreach history and operational challenges. SCS would like to coordinate constant, fluid communications with ACI staff through Tower and emails to ensure their staff is informed of the current and anticipated next steps of the waste reduction plan for each generator.

If a Notice of Violation and non-compliance order comes into effect for any of the waste generators on the target list, SCS would like to be notified that StopWaste technical assistance staff will be visiting the property. It is understood that SCS will not enforce local ordinances. However, communication to understand what is happening at the business and who has visited is important.

Similarly, SCS will notify City staff if there are non-compliance issues, and will request their assistance as the enforcement agency, to help facilitate compliance. Collaborating with other agencies involved with technical assistance in Alameda, will help to streamline the system, and alleviate confusion, while providing high-level technical assistance with the goal of achieving compliance for every business.

Deliverables

- Final target list approved by the City

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TASK 3: SCHEDULE SITE VISITS

SCS will contact the priority businesses, multi-family properties and industrial account holders identified on the target list to schedule a site visit, using customer data provided by ACI and the City. Our primary objective will be to identify the owner or manager and secure an in-person appointment.

SCS will prepare an updated version of the technical assistance introductory letter to be sent to property managers once they have been identified. This letter will review the regulatory expectations for recycling, organics recycling, and edible food, and free technical assistance services available. SCS will email this letter to property managers of each shopping plaza unless the City prefers to mail a hardcopy of the letter. Additionally, SCS will carry a hardcopy of this letter to present to property managers and business owners if requested during the course of site visits.

SCS will attempt to contact each waste generator via telephone on two separate occasions. If no response is received within two weeks, SCS will visit the business and attempt to meet with a decision maker and conduct the assessment. The phone conversation will explain the free waste reduction technical assistance offered, the City's Zero Waste goal, the purpose for the meeting, and schedule an appointment with the decision maker to perform a site visit.

Should a waste generator require a different language, our Project Team includes recycling experts fluent in English, Spanish, and Mandarin. Therefore, we anticipate success scheduling visits with property owners or managers whose decision-makers do not speak English as their first language. SCS will notify ACI and City staff of scheduled appointments on a bi-weekly basis at meetings. In some instances, it may be requested that ACI or City staff participate in site visits with SCS to most efficiently address unusual challenges.

Any waste generator that does not cooperate with a site visit will be reported to the City, along with the reasons (if known) for their unwillingness to meet with us and/or participate in the program. If this were to happen, SCS will talk with City staff to identify the best way to move forward with the business and provide the technical assistance necessary to reach the project goals.

TASK 4: PERFORM SITE VISITS

SCS will perform a site visit with one or more key decision makers (usually the owner or manager/supervisor in charge of building operations) at each business, multi-family property or institution. The goal of each assessment will be to obtain approval for implementing or enhancing waste reduction efforts to increase diversion.

Prior to the site visit, SCS staff will review business information such as service levels, number of employees and outreach history. In some instances, SCS staff may visit the property the day prior to waste collection service in order to verify trash, recycling and organics container sizes and the fill levels of each. Staff will bring any relevant outreach materials, as outlined in Task 4.

During an initial site visit, the SCS Team will begin by meeting with property managers to outline the current business operations related to solid waste management, procurement and the employee training process. This meeting may be conducted by telephone. Where recycling programs are already in place, SCS will ask for information relevant to participation rates, and how the location is

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communicating with employees and/or tenants about the program. SCS staff will ask owners to identify additional customer service needs or any other special features that may be a priority.

Next, SCS staff will conduct a tour of the facility's waste set outs (kitchens, cafeterias, break rooms, assembly rooms, trash rooms and exterior waste enclosures). For restaurants, this will consist of conducting a walkthrough with the manager or owner of the front-of-house (FOH) waste collection, back-of-house (BOH) waste collection, and outside garbage and recycling bins. Staff will perform on-site visual characterization and observations of waste container contents.

As part of the site visit, SCS will perform visual characterizations of all outdoor waste containers used by tenants and businesses. This visual characterization will provide an understanding of what material in the waste container can be recycled or composted, and what materials the businesses might consider changing when purchasing the product to make it more sustainable and/or recyclable. A visual characterization consists of assessing the types and volume of waste in each outdoor waste collection container. To estimate waste composition, SCS will estimate each material type (e.g. cardboard, mixed paper, food scraps, food-soiled paper) as a percentage of the total amount of waste visible in the container by opening bags (if necessary). SCS will also photograph the property's containers to highlight problems and solutions.

The outcome of these visual characterizations will be for SCS to provide recommendations for the service levels required to add additional recycling or organics collection services, and any right sizing of waste containers.

During a site visit staff will assess the following:

- Confirm if waste generator is compliant with the MRO. Identify opportunities to increase recycling of paper, cardboard, and beverage containers.
- Identify organic material in the garbage (such as food scraps, compostable paper, and plant debris). Note any waste generators that have an opportunity to donate edible food.
- Verify, quantify, and document backhauling and/or third-party waste diversion activities.
- Identify opportunities to increase recycling of paper, cardboard, and beverage containers.
- Confirm compliance with Disposable Food Ware Ordinance. Staff will point out how much space in garbage containers is occupied by single-use disposables, note the account, and report this information to City staff for additional assistance.
- Assess contamination of recycling and organics collection containers, and identify opportunities for improving proper waste sorting.
- If needed, staff will request to perform a more detailed waste container sort using weights and photographs. In some cases, this can be a useful tool for business owners to communicate with their stakeholders and increase buy-in.
- For industrial accounts that have large roll-off containers, SCS will assess the container contents and work closely with the hauler to determine appropriate service options.

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- Note large volumes of material that can be recycled or reused. For example, opportunities to donate materials to Resource Area for Teachers (RAFT).
- Assess the communication method property managers use to communicate with tenant businesses.

After gaining an understanding of the existing operations, SCS and on-site staff will discuss the City's recycling and organics diversion goals to identify opportunities for program enhancements. We will invite the facility representatives to share what barriers and benefits they associate with participating in zero waste initiatives. Staff will identify opportunities to effectively and conveniently participate in the recycling and organics program, as well as discuss any infrastructure and education needs.

SCS staff will offer the following additional technical assistance services:

- Realistic diversion goal estimates
- Quantification of back-hauling or third party services
- Right-sizing and associated cost-savings projections
- Employee training sessions
- Multi-lingual support
- Bin and signage placement
- Customization of collateral
- Recommendations for Zero Waste Events
- Referrals to additional resources
- Enrollment in additional services (i.e. food donation agreements, ReThink Disposable)



To conclude the initial site visit, SCS staff will schedule follow up appointments for additional technical services and provide the property owner or manager with a summary of the follow up plan.

All information gathered during an initial site visit will be compiled into a Waste Reduction Assessment Report outlined in Task 5.

TASK 5: PROVIDE OUTREACH INFORMATION

SCS will confirm the availability of outreach materials for use on this project, including flyers, door-hangers, posters, stickers, multi-family recycling totes, compost pails, and interior recycling and organics containers. SCS will review all available outreach materials and offer suggestions for

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additional materials if necessary. If preferred by ACI, SCS will pick up a large stack of posters and outreach materials to distribute among technical assistance staff from the SCS office.

The most important part of this task is to provide this outreach material often, during the first site visit, and any follow up visits, to ensure the property and its employees or residents, receives continual confirmation of the expectations and necessities of the waste reduction program and zero waste goals. SCS will be responsive and provide continued outreach support to property managers, employees and tenants as needed to ensure exceptional customer service and support.

TASK 6: PREPARE WASTE REDUCTION ASSESSMENT REPORTS

After each site visit, SCS will prepare a Waste Reduction Assessment Report in Recyclist. The report will outline our findings from the facility walk-through with photo documentation and recommended service level changes and associated diversion rate implications, if appropriate. Additionally, SCS will use Recyclist to document compliance with the MRO, MOR, and Food Ware Ordinance.

Waste Assessment Reports will include the following information:

- Current service levels for garbage, recycling and organics collection
- Visual Waste Characterization data including material types and estimated percentage of waste stream
- Quantity, type and frequency of materials back-hauled or collected by third party services
- Recommended service level changes
- Opportunities for source reduction
- Outreach provided and next steps identified (e.g. signage, containers, and training)
- Additional resources to support waste reduction practices
- Photographs

SCS will send via email a copy of the report to the property manager or owner, highlighting the next steps and expectations for the property, including a timeframe and any additional site visits to keep the momentum moving. SCS will also upload a copy of each Waste Assessment Report to ACI's database, Tower.

Deliverables

- Waste Reduction Assessment Report for each waste generator

TASK 7: CREATE FOLLOW-UP PLAN

During the site visit, an implementation plan will be developed, along with a follow-up plan, which will outline the efforts and expectations of each waste generator. During the development of the follow up plan, SCS will ensure there are multiple opportunities provided for waste reduction program

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implementation assistance. Each targeted waste generator will receive follow-up visits as needed during the project.

Offsite, SCS staff will review the proposed service changes for approval by the property and confirm the proposed service changes with ACI from a service standpoint (i.e. container placement and enclosure access). SCS will then prepare a service change contract proposal in Tower and email a copy to ACI for a formal approval. Once approved, SCS will present the contract to the property manager for a wet signature, before uploading the finalized contract into Tower and emailing a final copy to ACI staff. SCS will notify the property manager, via email, of the schedule and next steps for implementing service changes according to ACI's instructions.

Between one week and month after the property manager has implemented the recommended changes, each property manager will receive a follow-up phone call or email. The purpose of the follow-up will be to confirm use of organics and recycling containers, assess if any additional outreach or training is needed, and speak with the business's decision maker(s) to see how the overall organics recycling program is working for them. Any red flags or immediate needs will be discussed promptly with the City and/or ACI, as appropriate, to identify solutions.

As part of the follow-up visits, SCS will perform a second visual characterization to assess to what extent the property has increased recycling and/or organics services, to understand how the containers are being utilized, to identify any problems that will need to be managed, and additional adjustments to the implementation and follow-up program. SCS will perform additional visual characterizations, if necessary, to assess the facilities progress.

SCS will plan for aggressive follow-up and verify, in person, that changes were made and the property is compliant with the MRO and Disposable Food Ware Ordinance. If the property has an MRO violation, we will refer the property over to StopWaste, and if there is a Disposable Food Ware Ordinance violation, SCS will provide the City with this information. SCS staff will focus on the positive approach to providing assistance and increasing diversion, and allow for the other agencies to provide the enforcement efforts.

Deliverables

- Updated CRM to identify number of follow-up visits performed
- Follow up visit work plan for each waste generator

TASK 8: WASTE REDUCTION IMPLEMENTATION ASSISTANCE

SCS will provide waste reduction program implementation assistance via phone, email, and in person. We will provide business-type appropriate assistance with the intent to enhance their waste reduction program. This may include but is not limited to, strategically placing indoor containers and appropriate signage, advising on source reduction strategies, recommending front of house and back of house waste management and operational changes, procuring more sustainable materials with a longer life-cycle, communication regarding solid waste service adjustments, and coordinating a "kick-off" event to launch the new waste reduction program.

We will coordinate the roll-out with the property owner and/or building operations manager, and confirm they have the necessary resources to successfully implement and participate in the program and maintain it over the long-term. SCS will confirm the outreach and other support materials needed for tenant businesses or residents at each site. These materials could include signage for

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recycling and composting programs (e.g. posters and stickers), reusable and compostable food ware purchasing information, food donation options, reuse opportunities, and other educational materials.

We will assist the business by taking practical action to help them overcome obstacles to success (e.g., by coordinating a meeting with tenants of a building that share a waste disposal area to address uncooperative waste disposal practices). SCS will make a strong effort to convince each business we interact with that they are being fully supported by the City and ACI, and will ask the decision-maker(s) we meet with for their personal commitment to maintaining a successful waste reduction program.

SCS will also provide the following implementation services:

- Staff training in English, Spanish, or Mandarin, including bi-lingual training events.
- Delivery of outreach materials, such as signs and decals and connection to other local programs and resources that are available to support reduction/prevention.
- Assistance identifying internal containers, side caddies, and bags that may need to be purchased.
- Coordination with ACI to arrange service level changes and to update contact information.
- Standardized interior bin colors and pairing in office buildings.
- Outreach materials and emphasis on what the recycling and organics program accepts.
- Waste reduction efforts, such as answering questions on purchasing new products to reduce waste.

The best zero waste tactic to deploy is to reduce overall material generation at the source. There are so many ways to inspire a culture of reuse, reduce, repair, and refuse that lead to measurable and lasting change. The goal of zero waste is to reduce not only the landfill bin, but also address the upstream sources of waste. The most sustainable practice for a business's bottom line and the planet is to not have to continually procure and haul the materials in the first place. SCS will identify and explain source reduction opportunities to property owners and business managers and provide waste assessments and/or data analysis to measure associated waste reductions.

TASK 9: CONDUCT TRAININGS

SCS will conduct employee and/or maintenance personnel presentations and trainings for targeted waste generators, which may at times be coordinated with ACI and City staff. Training and employee/resident engagement is critical to the success of the program. SCS will provide presentations or trainings, as needed, to assist with acceptance of the program, confirmation of what is expected, understanding of the different material types, opportunity to ask questions, acknowledgement that management is supportive of the program, and overall evaluation of participation efforts and enthusiasm. Training will also be offered by video conference. Rules will be

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discussed and the importance of compliance and participating will be reviewed for employees or residents to understand the impact their contributions will have on the program.

SCS will offer to conduct door-to-door outreach at multi-family properties as part of an organics program kick-off. Door-to-door outreach will be adapted with respect to social distancing. During door-to-door outreach SCS will deliver a kit of outreach materials to tenants that includes a residential service guide, food storage guide, kitchen food scraps collection pail, and a recycling tote (as applicable to each property). SCS will track the number of residents that accept the outreach materials and pledge a commitment to collect household organics for recycling.

TASK 10: COORDINATE MARKETABILITY OF MATERIAL

Confusion can occur with the type of material that is acceptable or not acceptable in recycling and organics collection programs. Therefore, it is important to understand, identify and clearly inform employees and residents what can and cannot be placed in the solid waste containers. SCS will discuss with ACI and City staff the materials that are acceptable in the solid waste containers, as well as what materials can be collected and transported by third party vendors. SCS staff will work closely with the local collection companies, and confirm what is allowable under the franchise agreement, so the rules are followed while providing assistance to all businesses, multi-family properties and institutions.

Additionally, through performing visual characterizations of each bin, SCS will identify what large volumes of material may be unique and be recycled or reused but not currently collected by ACI. If such materials are identified, the team will first work with the business to see if alternative more sustainable materials are available, and then assist waste generators with finding local markets for less common, potentially recoverable materials when allowable outside of ACI's franchise agreement. If a material is to be collected by a third party company, SCS will work with the City to understand if a City permit would be necessary for new specialty recycling haulers for specified commercial recyclables.

During the site visits conducted in fiscal year 2018/19, SCS verified that many generators backhaul their source-separated recycling and/or organics to their distribution centers, or use third party recyclers (recyclers that provide free collection and are not ACI). SCS staff collaborated with the City to develop an Alternative Commercial Hauler form, and then used this form to document the volume of material that is backhauled. SCS will continue to collect data about back-hauling during site visits. Additionally, we will inform property managers and business owners they will be required to report this information by Senate Bill 1383, once finalized.

Deliverables

- Updates to City on materials collected by collection companies outside of the franchise agreement
- Alternative Commercial Hauler forms

TASK 11: PROVIDE SUPPORT MATERIALS

SCS will refer waste generators to other helpful publications and resources including StopWaste grant opportunities (such as the Free Indoor Food Scrap Bin Program), or other potential waste reduction program assistance (such as the ReThink Disposable certification program). SCS will work

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collaboratively with StopWaste, Community Action for Sustainable Alameda (CASA), ACI, City staff and other business community stakeholders to identify waste prevention and coordinate technical assistance efforts.

SCS will provide any other outreach materials and communications to businesses on the availability of the local recycling and organics program which is integral to improving awareness and participation.

TASK 12: TRACK ACTIVITIES AND RESULTS

SCS will continue to ensure progress is measured with integrity and clarity, and is presented in a manner that makes it easy for City staff to report information to the City Council. In this regard, SCS will have three major responsibilities:

1. Maintain detailed records of waste prevention assistance provided to businesses by address and ACI account number. This responsibility includes documenting all service level changes, including increases in recycling and organics collection by tons per week, waste prevention efforts, backhaul tonnages, as well as the number of businesses that added organics or recycling services.
2. Identify properties that are not in compliance with the County MRO, need assistance to comply with the Disposable Food Ware Ordinance, have possible food donation opportunities, have containers with extreme contamination, waste generators that require further training, outreach, interior bins, or other items that will help make the program more successful.
3. Provide case studies with specific data and results of generators that are leading the way and can be used as success stories for other businesses, institutions or multi-family properties in the City. There are a lot of great stories that should be told, and data used to quantify results on a generator-by-generator basis, which will bring the efforts performed to a local level for the City Council to appreciate.

SCS will track activities and results, including waste generators that have been contacted or assisted, including the stage of waste reduction implementation, and progress towards meeting the City's objectives of improving waste reduction activities to increase diversion. Hours will also be tracked to reflect the work performed under the commercial, multi-family or institutional waste generators.

Additionally, we would like to support a more qualitative approach by capturing interviews or stories that worked in the field, lessons learned, challenges overcome that can be a resource for future success in the City to sustain accomplishments.

SCS recommends further discussion on this task during the kick-off meeting, as well as discussion each quarter for possible changes to how this task is executed.

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Deliverables

- Progress measurement and results data summaries from Recyclist- to facilitate monthly reports and quarterly reviews.
- Progress measurement methodology and results data – collated and summarized in our final report.
- Activity tracked and recommendations made for each property visited

TASK 13: PREPARE REPORTS

SCS will prepare quarterly memorandum that highlight measurement focused reporting to the City to demonstrate outcomes (e.g. diversion from landfill, increased use of recycling/compost, and/or material reduction efforts, and/or reduction of target materials).

A final report that summarizes project activities and results will be developed for City review and approval. This report will detail the data collected, the challenges presented, how the technical assistance efforts helped businesses overcome these challenges, the lessons learned, and our recommendations for further steps to optimize the success of the waste reduction technical assistance efforts.

The report will also detail the number of businesses visited, the number of service level changes, the number of trainings conducted, the amount of new recyclables and organics diverted, and any other data that will be useful to inform the City and other interested stakeholders of the process followed and the results produced to create a lasting model that can be adapted by the City and the hauler when engaging other generators that did not receive technical assistance during this proposed project term.

Deliverables

- One Draft Report with consolidated comments from the City.
- Final Report

PROJECT SCHEDULE

SCS can begin work in July 2020, once the contract has been signed, with completion of the project twelve months after the start date. This scope of work has been developed for a one-year plan. Table 1 below provides an outline for when meetings will occur, tasks will be finished and the draft and final Report will be completed.

Table 1. Project Schedule

		2020						2021					
		1-Jul	4-Aug	1-Sep	6-Oct	3-Nov	1-Dec	5-Jan	2-Feb	2-Mar	6-Apr	4-May	8-Jun
	Project Initiation	▼											
1	Meetings	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼
2	Develop Target List	★											
3	Schedule Site Visits	→											★
4	Perform Site Visits	→											★
5	Provide Outreach Information	→											★
	Prepare Waste Assessment	→											★
6	Reports	→											★
7	Create Follow-Up Plan	→											★
	Waste Reduction	→											★
8	Implementation Assistance	→											★
9	Conduct Trainings	→											★
	Coordinate Marketability of	→											★
10	Material	→											★
11	Provide Support Materials	→											★
12	Track Activities and Results		★	★	★	★	★	★	★	★	★		★
13	Prepare Reports	★					★				★	Draft	Final
	▼ Meeting												
	★ Task Due Date												





The breakdown of costs provided below in Table 2 below is based on time and materials, with an amount not to exceed \$290,000, for one year of technical assistance services. If the City would like to add another year, this budget and scope could be used. We would like to discuss with City staff the project's objectives, the specific work required for each task, and the expected deliverables to fine-tune the below budget and the number of hours required for each task.


[illegible]

PROJECT TEAM

The following provides information on the project team.

Name	Experience
<div data-bbox="277 590 418 772"></div> <p>Lisa Coelho Staff Professional 925-426-0080 direct 925-200-7503 mobile lcoelho@scsengineers.com</p> <p>Qualifications & Affiliations</p> <ul style="list-style-type: none"> • BS – Environmental Studies, San Jose State University • SWANA Gold Rush Chapter, Member • CRRA, Member • NCRA, Member, Volunteer 	<p>Project Manager, Commercial & Industrial Outreach Lead – Primary Point of Contact</p> <p>Role on Project</p> <p>Day to day project management; communication and coordination of all activities with the City, project team members, and other interested parties; schedule and budget management; quality assurance; report preparation; client satisfaction.</p> <p>Commercial & industrial technical outreach lead; administrative, analytical, and communications support; food rescue assistance; data analysis and management; deliverables support; client service.</p> <p>Expertise</p> <p>Formerly employed by the Cities of Santa Clara and Sunnyvale, Lisa joined SCS's growing SMM practice in 2018. She has 4 years of experience in the solid waste industry, specializing in community outreach to encourage waste reduction and recycling.</p> <p>She has worked on 6 technical assistance outreach projects, including 5 for California municipalities.</p>
<div data-bbox="272 1465 410 1648"></div> <p>Tracie Bills Sustainable Materials Management Northern California Director 925-426-0279 Direct 408-406-1991 Mobile tbills@scsengineers.com</p> <p>Qualifications & Affiliations</p> <ul style="list-style-type: none"> • BA – Environmental Science, San Jose State University 	<p>Project Advisor, Secondary Point of Contact</p> <p>Role on Project</p> <p>Assisting the Project Manager and providing day to day guidance on communication and coordination of all activities with the City, project team members, and other interested parties; schedule and budget management; quality assurance; report preparation; client satisfaction.</p>



Name	Experience
<ul style="list-style-type: none"> • Zero Waste Principles and Practices Certification, Solid Waste Association of North America (SWANA) (2017) • Organics Collection Certification, SWANA (2016) • SWANA, Member • SWANA Gold Rush Chapter, Vice President • California Resource Recovery Association, Advisor, Past President • National Recycling Coalition, Member • Northern California Recycling Association (NCRA), Member 	<p>Expertise</p> <p>Tracie leads SCS's Sustainable Materials Management (SMM) projects in Northern California. She has 21 years of directly relevant experience and has worked for SCS for 4 years.</p> <p>She has managed or participated in 35 technical assistance outreach projects, including 30 for California municipalities.</p> <p>She is based in SCS's Pleasanton, CA office.</p> <p>Project Management</p> <p>Flexible, responsive, and highly dedicated to client satisfaction, Tracie has worked for a hauler, a county government agency, a non-profit, and the past 13 years in the solid waste consulting industry. Her understanding of multiple perspectives informs the projects she manages for clients, which results in thorough planning and strong attention to detail when executing activities. A pleasant and professional communicator, she will use the following systems, as needed, to facilitate clear and effective communication with all team members, City staff, City customers, and other interested parties:</p> <ul style="list-style-type: none"> • In-person/Phone/Email/Lync. • MS Outlook. • Deltek Vision (SCS's internal project management and tracking system). • Newforma (optional project-specific document sharing portal).
 <p>Michelle Leonard Sustainable Materials Management Practice Leader, Vice President</p> <p>626-322-3823 Direct 626-315-8138 Mobile mleonard@scsengineers.com</p>	<p>Project Director</p> <p>Role on Project</p> <p>Allocation of resources; project oversight; quality assurance; report preparation; client satisfaction.</p> <p>Expertise</p> <p>Michelle leads SCS's growing Sustainable Materials Management practice and is an SCS Vice President. She has 32 years of directly</p>

Name	Experience
<p>Qualifications & Affiliations</p> <ul style="list-style-type: none"> • BS – Environmental Studies (with honors), University of California, Berkeley. • Environmental Technologies Trade Commission, Member (appointed by the U.S. Secretary of Commerce, 2016) • Solid Waste Association of North America (SWANA) International Board, Past President; Recycling and Special Waste technical Division, Past Director; Southern California Founding Chapter, Board of Directors (2009-Present) • Southern California Waste Management Forum, Past Director • Women's Environmental Council, Past President 	<p>relevant experience and has worked for SCS for 16 years.</p> <p>She has directed or participated in 6 technical assistance outreach projects, all for California municipalities.</p> <p>She is based in SCS's Pasadena, CA office.</p> <p>Project Supervision</p> <p>Michelle is personable and collaborative and an excellent communicator. She will support Tracie in managing project activities, scheduling, and budgeting, and will have overall responsibility for the City's full satisfaction with the quality of SCS's work product, written deliverables, and project outcomes.</p>
<p>Subcontractors</p>	
<p>Laura McKaughan Principal, Envirolutions, LLC Oakland, CA 415-425-8229 mobile laura@envirolutionsconsulting.com</p> <p>Qualifications & Affiliations</p> <ul style="list-style-type: none"> • MBA – Environmental Entrepreneurship, New College of California, Santa Rosa • BA - Psychology and Creative Writing (magna cum laude), University of Arizona • NCRA, Board President • CRRA, Board of Directors • CRRA Global Recycling Council, Member 	<p>Multi-Family Dwelling Outreach & Engagement Lead</p> <p>Role on Project</p> <p>Technical outreach lead for all multi-family dwelling activity; deliverables support; client service.</p> <p>Expertise</p> <p>A former recycling projects manager and associate director of green programs with the San Francisco Conservation Corp, Laura has 13 years of in-depth experience managing waste diversion outreach and engagement programs in northern California. She has operated her own consulting practice since 2014.</p> <p>She has managed or worked on 20 technical assistance outreach projects, including 18 for California municipalities.</p>

Name	Experience
	SCS has worked with Laura before and finds her to share SCS's high standards for work product and client service.
<p>Samantha Sommer Principal, Samantha Sommer Consulting Alameda, CA 310-600-6306 mobile samantha.l.sommer@gmail.com</p> <p>Qualifications & Affiliations</p> <ul style="list-style-type: none"> • MS – Community and Regional Development, University of California, Davis • BA - Environmental Studies, University of California, Santa Cruz • LEED Green Associate, Green Building Certification Institute • Certified Professional in Sustainable Resource Management, CRRA • Clean Seas Coalition, Co-Chair • Plastic Pollution Prevention Project, Partner • Santa Clara County Recycling & Waste Reduction Commission, Board Member • Berkeley Zero Waste Coalition, Lead Partner 	<p>Commercial & Industrial Outreach Professional and Multi-Family Pilot Lead and Advisor</p> <p>Role on Project</p> <p>Technical outreach for commercial and institutional accounts; lead on multi-family dwelling pilot program and outreach advisor; deliverables support; client service.</p> <p>Expertise</p> <p>A current waste prevention program manager with Clean Water Action, and former zero waste professional consultant with the City of Santa Monica and zero waste instructor for Santa Monica College, Samantha has 9 years of in-depth experience managing waste prevention and diversion outreach and engagement programs in California, Washington, New Jersey and Rhode Island. She oversees nine staff and consultants.</p> <p>Samantha lives in Alameda and has operated her own consulting practice since 2009.</p> <p>The City is very familiar with Samantha, having hired her to progress the City's zero waste and pollution prevention goals in multiple project areas in recent years, including "Unpackaging Alameda Island", "ReThink Disposable", "Food Ware Revolution", and "Disposable Food Ware Law".</p> <p>She has unmatched local knowledge, a passion for zero waste in Alameda, and positive relationships with multiple City managers.</p> <p>She has managed or worked on over 10 technical assistance outreach projects, all for California municipalities.</p>