

### **THIRD AMENDMENT TO AGREEMENT**

This third Amendment of the Service Provider Agreement, is entered into this \_\_\_\_ day of July, 2021, 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. On July 22, 2020, an agreement was entered into by and between City and Provider (hereinafter "Second Amendment to Agreement") in the amount of \$290,000.

D. 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 20th day of July 2023, 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 A3 as requested. The Provider acknowledges that the work plan included in Exhibit A3 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 7<sup>th</sup> 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 B3 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 B3."

“b. The total compensation for the work under this Third Amendment to Agreement is not to exceed \$600,000. The total compensation for this Agreement is \$1,334,978.”

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*

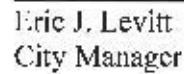
IN WITNESS WHEREOF, the parties hereto have caused this modification of Agreement to be executed on the day and year first above written.

SCS ENGINEERS  
An S Corporation

CITY OF ALAMEDA  
A Municipal Corporation



Michelle Leonard  
Sr. Vice President



Eric J. Levitt  
City Manager



Curtis Jang  
Chief Financial Officer

RECOMMENDED FOR APPROVAL:

DocuSigned by:

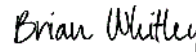


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Public Works Director

APPROVED AS TO FORM:  
City Attorney

DocuSigned by:



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Brian Whitley of Best, Best & Krieger  
Special Counsel

**SCS ENGINEERS**

Environmental Consulting &amp; Contracting

May 13, 2021

Ms. Liz Acord  
 City of Alameda  
[LAcord@alamedaca.gov](mailto:LAcord@alamedaca.gov)

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

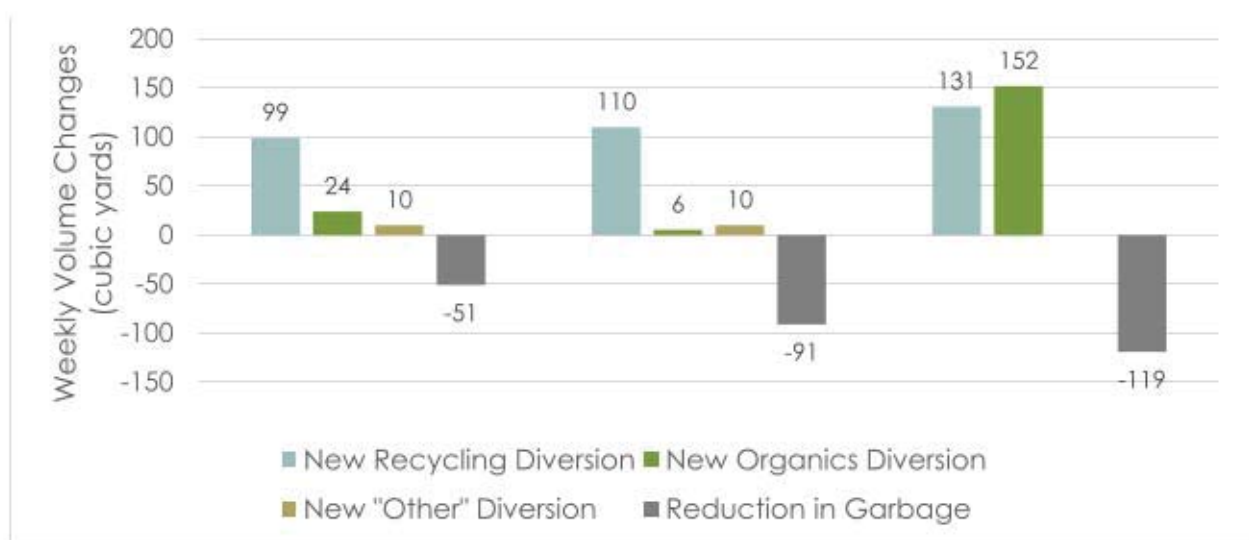
Dear Ms. Acord:

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. This technical assistance is in support of Strategy 2 of the Zero Waste Implementation Plan Update.

SCS Engineers provided technical assistance for large generators in Alameda from October 2018 through June 30, 2021. Throughout these efforts, SCS regularly collaborated with City staff as well as 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.

Between October 2018 and May 2021, the SCS team completed 491 site visits, conducted 53 trainings, completed 203 waste assessment forms, added 340 cubic yards (CY) of new weekly recycling service, 182 CY of new weekly organics service, reduced garbage service by 261 CY per week, and identified 542 CY per week of backhauled or third party diversion. **Figure 1** shows project success by contract term. As a result of this targeted technical assistance, Alameda businesses and apartment buildings reduced the amount of garbage sent to landfill by 1,697 tons per year.

Figure 1. Weekly Volume of Service Changes (cubic yards)





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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 backhauling or third party services; recommendations for source reduction and diversion practices; employee and tenant engagement and waste diversion data tracking.

In January 2020, SCS's technical assistance 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 remote technical assistance to Multi-family properties during the Shelter in Place Order. In addition to the 21-targeted Multi-family generators, SCS has coordinated with ACI to provide outreach to additional Multi-family properties, which ACI or SCS identified to have overloaded waste containers. To prepare for COVID-19 re-entry fieldwork, SCS developed a health and safety plan incorporating protocols required by the Shelter in Place Order.

In 2021, SCS modified technical assistance and outreach methodology in response to changes in COVID-19 health and safety guidelines from the Center for Disease Control. SCS supported businesses by teaching them how to adjust waste management practices during changing work hours, closures and reopening to and promote high quality diversion. SCS conducted contactless waste assessments, remote meetings and virtual trainings for commercial and multi-family properties.

The SCS team's dedication and passion for helping businesses and multi-family properties through new obstacles has formed strong relationships with property managers and tenants. Based on the work performed by SCS over the last 2.5 year, 80% of the garbage volume reduction occurred in the last eighteen months, after the initial one year contract approved by City Council. Through the third year of this agreement, SCS has adapted technical assistance practices to maximize efficiency. We estimate that with the continuation at this pace of performance, SCS will be able to reduce at least an additional 200 cubic yards of garbage per weeks across accounts. It is with this sort of aggressive pursuit that the City of Alameda will continue make strides towards its goal of Zero Waste.

We have included a scope of work, budget and staff resumes for your evaluation. Following your review, please contact me with any questions you may have regarding this proposal. We appreciate the opportunity to undertake this project for the City of Alameda, and look forward to working with you.

Sincerely,



Michelle P. Leonard  
Vice President

**SCS ENGINEERS**



Lisa Coelho  
Project Manager

**SCS ENGINEERS**

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## SCOPE OF WORK

A detailed description of the tasks SCS will perform 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 SCS will provide, and finalize the list of businesses to assist during the new contract term. During this meeting, SCS and the City will discuss opportunities for technical assistance to support business and multi-family SB 1383 compliance. Outcomes from this meeting will include the level of assistance desired from SCS, and the next steps for all project participants.

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 and necessary for completing fieldwork. Outreach strategies will continue to be adapted to reduce in-person interface with community members.

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 monthly ongoing basis using Recyclist. We will provide updates on the number and names of businesses assisted, businesses with changed service levels, and other metrics as determined in the kick-off meeting.

#### 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. Lisa will prepare a list of questions and progress highlights to deliver to City staff prior to meetings with ACI as requested.

Additionally, the project team will meet on a weekly basis to discuss progress highlights, wins, and challenges with target businesses and multi-family properties.

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.



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## TASK 2: DEVELOP TARGET LIST

For the next two years, with City staff approval, SCS has developed a list of the City's generators that:

- Require additional assistance to complete their new service change agreements;
- Are suitable for training and outreach;
- Require follow up to ensure a sustainable recycling and organics program;
- Require verification and/or quantification of backhauling, third-party, or self-hauling diversion activities;
- Are commercial businesses adjusting service levels and operational activities after closure and reopening due to the Shelter In Place Directives;
- Have qualified for a follow-up assessment to reduce garbage services due to sustained increase in recycling and organics service; and
- Commercial businesses that would benefit from assistance with implementation of edible food recovery activities (if directed).

SCS will stratify the target list of priority waste generators based on three categories. The target list categories include (1) the top waste generators; (2) sites identified as not have recycling and/or organics recycling service; and (3) sites where ACI has identified overloaded waste containers, significant contamination, or other recurring issues.

1. **The "top waste generators"** are properties that regularly generate large amounts of waste or subscribe to garbage services with disproportionately low recycling services. In 2019, SCS identified an initial list of 50 top generators. Since 2019, the list of top generators has grown to 255 top generators, which includes tenant businesses at commercial properties. SCS will work to support waste reduction and diversion for each of these properties. SCS will provide 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; and regular check-ins to ensure these challenging properties make successful, lasting changes.
2. **Sites that do not have recycling and/or organics recycling service and are not compliant with AB 1826 and AB 341.** SCS compiled this list of approximately 55 properties using data from StopWaste and Recyclist. This list includes properties ranging from small shops to box stores with 30-yard garbage compactors. Our team will visit these sites to verify if they do or do not have recycling and/or organics service; record any backhauling/self-hauling/third party hauling; and help them become compliant with all mandatory recycling laws. SCS will coordinate with ACI on follow-up education and recommended service level changes.
3. **Sites where ACI has identified overloaded waste containers, significant contamination, or other recurring issues.** As ACI drivers and route supervisors identify sites that are in need of technical assistance, ACI provides recommendations for assessment to the SCS team. SCS will conduct site visits; contact the property manager and/or other relevant parties; and provide education on proper waste sorting and disposal behaviors.

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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 visited the property. SCS understands we 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 outstanding 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

## **TASK 3: SCHEDULE SITE VISITS**

SCS will contact the priority businesses and multi-family properties identified on the target list to schedule a site visit, using customer data provided by ACI and the City. We will identify the owner or manager and secure an in-person appointment, if appropriate with respect to COVID-19 guidelines and approval of the City.

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 goals and the purpose for the meeting request.

Should a waste generator require a different language, our Project Team includes recycling experts fluent in English and Spanish. 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, SCS may request that ACI or City staff participate in site visits with SCS to address unusual challenges.

When contactless site visits are most appropriate, SCS will visit the property without the decision maker. SCS will follow health and safety protocols such as wearing a mask and personal protective equipment and social distancing. SCS will conduct a waste assessment, as described further below, taking photographs and documenting findings in Recyclist. SCS will then reach out to the property manager or decision maker by telephone or email to relay findings and provide technical assistance.

## **TASK 4: PERFORM SITE VISITS**

SCS will perform an initial site visit at each business and multi-family properties. The goal of each assessment will be to assess opportunities 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



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waste collection service in order to verify trash, recycling, organics container sizes, and the fill levels of each. Staff will bring any relevant outreach materials, as outlined in Task 5.

As part of the site visit, SCS will perform visual characterizations of all outdoor waste containers multi-family tenants and businesses use. 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 Mandatory Recycling and Mandatory Organics Recycling Ordinances. 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.
- 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.
- Note large volumes of material that can be recycled or reused. For example, inedible food that may be suitable for donation to animal feed.
- Assess the communication method property managers use to communicate with tenant businesses.



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Following an initial site visit, the SCS team will meet with property managers to outline the current business operations related to solid waste management, procurement and the employee training process. SCS will offer this meeting by telephone if preferred. Where recycling programs are already in place, SCS will ask for information relevant to participation rates, and how the location is 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. 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
- In-person or virtual 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.

#### **Subtask 4.1 Prepare Waste Assessments**

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, recommended service level changes, and associated diversion rate implications, if applicable. Additionally, SCS will use Recyclist to document compliance with the Mandatory Recycling and Mandatory Organics Recycling Ordinances.

Waste Assessment Reports will include the following information:

- Current service levels for garbage, recycling and organics collection

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- 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.

Over the term of this project, 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 will continue to collect data about backhauling during site visits and facilitate the completion of the StopWaste Certification of Recycling Service Form. Additionally, we will inform property managers and business owners Senate Bill 1383 will require they report this information to the City and County.

#### **Deliverables**

- Waste Assessments for each waste generator.
- Updates to City on materials collected by collection companies outside of the franchise agreement.
- StopWaste Certification of Recycling Service Forms and supporting documentation.

### **TASK 5: PROVIDE TECHNICAL ASSISTANCE**

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 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, receive 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.



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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 should not place 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 third party vendors may collect and transport. SCS staff will work closely with the local collection companies, and confirm what is allowable under, the franchise agreement.

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 SCS identified such materials, 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 third party company is going to collect a material, SCS will work with the City to understand if a City permit would be necessary for new specialty recycling haulers for specified commercial recyclables.

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 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.

### **Subtask 5.1: Create Follow-Up Plan**

During the site visit, SCS will develop an implementation plan, 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 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 proposal for a service change contract and email a copy to ACI for a formal approval. Once approved, SCS will present the contract to the property manager for a signature, before emailing the finalized contract 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 one 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 may be 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.

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As part of the follow-up visits, SCS will perform a second visual characterization to assess how the property has increased recycling and/or organics services, to understand how customers are utilizing the containers, to identify any problems to address, and potential adjustments to the implementation and follow-up plan. 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 are sufficient and the property is compliant with the Mandatory Recycling and Mandatory Organics Recycling Ordinances. If the property has a compliance violation, we will refer the property over to StopWaste. SCS staff will focus on the positive approach to providing assistance and increasing diversion, and allow the other agencies to provide the enforcement efforts.

### **Subtask 5.2 Provide 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 rollout 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 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 demonstrate full support to each business we interact with, 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 or Spanish, 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.



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- Standardized interior bin colors and pairing in office buildings and food service businesses.
- 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 not 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.

### **Subtask 5.3: 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 in-person or virtually, as needed. The goal of trainings is to assist with acceptance of the program, confirmation of expectations, 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. SCS will discuss recycling rules and review the importance of compliance and participation of employees or residents to understand the impact their contributions will have on the program.

When COVID-19 restrictions lift, 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 to keep social distancing in mind. 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.

### **Deliverables**

- Update Recyclist to identify number of follow-up visits performed and training conducted
- Follow up visit work plan for each waste generator

## **TASK 6: TRACK ACTIVITIES AND RESULTS**

SCS will continue to ensure we measure progress with integrity and clarity, and present it 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



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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 and City Mandatory Recycling and Mandatory Organics Recycling Ordinances, 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. SCS and the City may use these results as success stories to influence other businesses, institutions or multi-family properties in the City. There are great stories to share, 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 we have 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. We will also track hours to reflect the work performed under the commercial, multi-family or institutional waste generators.

Additionally, we would like to support a qualitative approach by capturing interviews or stories that were successful in the field, lessons learned, best practices on overcoming challenges 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 we will execute this task.

### **Deliverables**

- Progress measurement and results data summaries from Recyclist
- Progress measurement methodology and results data – collated and summarized in our final report
- Activity tracked and recommendations made for each property visited

## **TASK 7: 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.

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The report will also detail the number of businesses visited; the number of service level changes; the number of trainings conducted; and the amount of new recyclables and organics diverted. We will also include other data that will be useful to inform the City and other stakeholders of the process SCS followed and the results produced. The goal is to create a lasting, adaptable model the City and the hauler can use to continue to engage other generators that did not receive technical assistance during this proposed project term.

**Deliverables**

- One Draft Project or Staff Report per year with consolidated comments from the City.
- One Final Report per year.

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## PROJECT SCHEDULE

SCS can begin work in July 2021, once all parties have signed the contract, with completion of the project two years after the start date. SCS developed this scope of work for a two-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

Task	Description	2021/2022 and 2022/2023											
		July	August	September	October	November	December	January	February	March	April	May	June
	Project Initiation												
1	Meetings	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼
2	Target List	★											
3	Schedule Site Visits												★
4	Conduct Site Visits												★
5	Provide Technical Assistance												★
6	Track Activities and Results		★		★		★		★		★		★
7	Prepare Reports												★
▼ Meeting													
★ Task Due Date													





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## BUDGET

The costs provided below in Table 2 are based on time and materials for a not to exceed amount of \$300,000 for July 2021 through June 30, 2022. Table 3 is based on time and materials for a not to exceed amount of \$300,000 for July 2022 through June 30, 2023. The total budget for two years beginning July 2021 through June 30, 2023 is not to exceed \$600,000. A total of \$10,000 from each annual budget has been set aside as contingency funds for outreach materials, signage or other materials approved by the City.

Table 2. Project Budget FY 2021 - 2022

Zero Waste Technical Assistance Commercial, Multifamilv. and Industrial Sector Waste Generators																									
July 2021 to June 30, 2022 Budget - City of Alameda																									
DESCRIPTION	Task 1			Task 2			Task 3			Task 4			Task 5			Task 6			Task 7			Project Total			
	Meetings	Hours	Target List	Schedule Site Visits	Hours	Conduct Site Visits	Hours	Provide Technical Assistance	Hours	Track Activities and Results	Hours	Prepare Reports	Hours	Cost											
Role	Name	Rate \$/Hour																							
SCS																									
Vice President	Leonard	\$285	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	\$1,140	
Project Advisor	Bills	\$250	14	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	24	\$6,000	
Project Manager	Coelho	\$190	60	5	5	5	5	102	102	102	102	102	102	32	32	15	15	15	15	15	15	321	321	\$60,990	
Commercial/ MFD TA	Purington	\$132	52	5	5	5	5	165	165	165	165	165	165	32	32	17	17	17	17	17	17	441	441	\$58,212	
SCS Labor																								\$126,342	
Sub-Contractors																									
Technical Assistance	McKaughan	\$120	52	5	5	10	10	175	175	175	175	175	175	30	30	3	3	3	3	3	3	3	450	450	\$54,000
MFD Assistance	Gerber	\$100	52	5	5	10	10	175	175	175	175	175	175	30	30	2	2	2	2	2	2	2	449	449	\$44,900
COM Assistance	Sutton	\$120	52	5	5	10	10	175	175	175	175	175	175	30	30	2	2	2	2	2	2	2	449	449	\$53,880
Door-to-Door Outreach	EnviroEvolution	\$50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	200	200	\$10,000
Sub-Contractor Labor																								\$162,780	
Total Labor		--	284	27	40	792	992	158	2338	289,122														\$289,122	
Other Direct Costs (ODCs)		Cost \$/Unit																							
SCS																									
Auto Mileage		\$0.58	300	0	0	0	0	1,196	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,496	1,496	\$868
Contingency (e.g. outreach supplies)		\$1,000	0	0	0	0	0	\$694	0	0	0	0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	10	10	\$10,000
Total ODCs		--	\$0	\$0	\$0	\$0	\$0	\$694	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	--	--	--	\$10,878
Budget by Task			\$40,014	\$3,810	\$5,010	\$101,354	\$120,660	\$21,504	\$7,464	\$300,000														\$300,000	
TOTAL BUDGET																								\$300,000	





Table 3. Project Budget FY 2022- 2023

[illegible]

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## PROJECT TEAM


The following provides information on the project team.

Name	Experience
 <p><b>Lisa Coelho</b>  <b>Staff Professional</b>            925-426-0080 direct            925-200-7503 mobile  <a href="mailto:lcoelho@scsengineers.com">lcoelho@scsengineers.com</a></p> <p><b>Qualifications &amp; Affiliations</b></p> <ul style="list-style-type: none"> <li>• BS – Environmental Studies, San Jose State University</li> <li>• SWANA Gold Rush Chapter, Member</li> <li>• CRRA, Member</li> <li>• NCRA, Member, Volunteer</li> </ul>	<p><b>Project Manager, Commercial &amp; Industrial Outreach Lead – Primary Point of Contact</b></p> <p><b>Role on Project</b></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 &amp; industrial technical outreach lead; administrative, analytical, and communications support; food rescue assistance; data analysis and management; deliverables support; client service.</p> <p><b>Expertise</b></p> <p>Formerly employed by the Cities of Santa Clara and Sunnyvale, Lisa joined SCS's growing SMM practice in 2018. She has 5 years of experience in the solid waste industry, specializing in community outreach to encourage waste reduction and recycling.</p> <p><b>She has worked on 9 technical assistance outreach projects, including 8 for California municipalities.</b></p>
 <p><b>Tracie Bills</b>  <b>Sustainable Materials Management Northern California Director</b>            925-426-0279 Direct            408-406-1991 Mobile  <a href="mailto:tbills@scsengineers.com">tbills@scsengineers.com</a></p> <p><b>Qualifications &amp; Affiliations</b></p> <ul style="list-style-type: none"> <li>• BA – Environmental Science, San Jose State University</li> </ul>	<p><b>Project Advisor, Secondary Point of Contact</b></p> <p><b>Role on Project</b></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>





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Name	Experience
<ul style="list-style-type: none"> <li>• Zero Waste Principles and Practices Certification, Solid Waste Association of North America (SWANA) (2017)</li> <li>• Organics Collection Certification, SWANA (2016)</li> <li>• SWANA, Member</li> <li>• SWANA Gold Rush Chapter, Vice President</li> <li>• California Resource Recovery Association, Advisor, Past President</li> <li>• National Recycling Coalition, Member</li> <li>• Northern California Recycling Association (NCRA), Member</li> </ul>	<p><b>Expertise</b></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 5 years.</p> <p><b>She has managed or participated in 35 technical assistance outreach projects, including 30 for California municipalities.</b></p> <p>She is based in SCS's Pleasanton, CA office.</p> <p><b>Project Management</b></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"> <li>• In-person/Phone/Email/Lync.</li> <li>• MS Outlook.</li> <li>• Deltek Vision (SCS's internal project management and tracking system).</li> <li>• Newforma (optional project-specific document sharing portal).</li> </ul>
 <p><b>Michelle Leonard</b>  <b>Sustainable Materials Management Practice Leader, Vice President</b></p> <p>626-322-3823 Direct          626-315-8138 Mobile  <a href="mailto:mleonard@scsengineers.com">mleonard@scsengineers.com</a></p>	<p><b>Project Director</b></p> <p><b>Role on Project</b></p> <p>Allocation of resources; project oversight; quality assurance; report preparation; client satisfaction.</p> <p><b>Expertise</b></p> <p>Michelle leads SCS's growing Sustainable Materials Management practice and is an SCS Vice President. She has 32 years of directly</p>

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Name	Experience
<p><b>Qualifications &amp; Affiliations</b></p> <ul style="list-style-type: none"> <li>• BS – Environmental Studies (with honors), University of California, Berkeley.</li> <li>• Environmental Technologies Trade Commission, Member (appointed by the U.S. Secretary of Commerce, 2016)</li> <li>• 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)</li> <li>• Southern California Waste Management Forum, Past Director</li> <li>• Women's Environmental Council, Past President</li> </ul>	<p>relevant experience and has worked for SCS for 16 years.</p> <p><b>She has directed or participated in 6 technical assistance outreach projects, all for California municipalities.</b></p> <p>She is based in SCS's Pasadena, CA office.</p> <p><b>Project Supervision</b></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>
<div data-bbox="215 1060 386 1247"></div> <p><b>Elizabeth Purington</b>  <b>Sustainable Materials Management Practice</b>        925-701-1629 mobile  <a href="mailto:epurington@scsengineers.com">epurington@scsengineers.com</a></p> <p><b>Qualifications &amp; Affiliations</b></p> <ul style="list-style-type: none"> <li>• BA – Biology, Brown University, 2018</li> <li>• California Resource Recovery Association (CRRRA), Member</li> <li>• Northern California Recycling Association (NCRA), Member</li> </ul>	<p><b>Commercial &amp; Multi-family Outreach Specialist</b></p> <p><b>Role on Project</b></p> <p>Technical outreach specialist for all multi-family dwelling and commercial activity; deliverables support; recordkeeping and reporting; client service.</p> <p><b>Expertise</b></p> <p>Elizabeth's skills include conducting waste audits; developing and implementing waste reduction campaigns; performing site visits; collecting, analyzing, and distributing data; and public education outreach. She is experienced in public communications and client service.</p> <p><b>She has participated in 3 technical assistance outreach projects, 2 for California municipalities.</b></p> <p>She is based in SCS's Pleasanton, CA office.</p>



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Name	Experience
<p><b>Subcontractors</b></p> <p><b>Laura McKaughan</b>  <b>Principal, Envirolutions, LLC</b>          Oakland, CA          415-425-8229 mobile  <a href="mailto:laura@envirolutionsconsulting.com">laura@envirolutionsconsulting.com</a></p> <p><b>Qualifications &amp; Affiliations</b></p> <ul style="list-style-type: none"> <li>• MBA – Environmental Entrepreneurship, New College of California, Santa Rosa</li> <li>• BA - Psychology and Creative Writing (magna cum laude), University of Arizona</li> <li>• NCRA, Board President</li> <li>• CRRRA, Board of Directors</li> <li>• CRRRA Global Recycling Council, Member</li> </ul>	<p><b>Multi-Family Dwelling Outreach &amp; Engagement Lead</b></p> <p><b>Role on Project</b></p> <p>Technical outreach lead for all multi-family dwelling activity; deliverables support; client service.</p> <p><b>Expertise</b></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><b>She has managed or worked on 20 technical assistance outreach projects, including 18 for California municipalities.</b></p> <p>SCS has worked with Laura before and finds her to share SCS's high standards for work product and client service.</p>
<p><b>Juliana Gerber</b>  <b>Envirolutions, LLC</b>          Oakland, CA          916-519-9212 mobile  <a href="mailto:juliana@envirolutionsconsulting.com">juliana@envirolutionsconsulting.com</a></p> <p><b>Qualifications &amp; Affiliations</b></p> <ul style="list-style-type: none"> <li>• BA – Liberal Studies, Hutchins School of Liberal Studies, Sonoma State University</li> <li>• Next Generation and Leadership Management Program, Resource Recovery Coalition of California</li> </ul>	<p><b>Multi-Family Dwelling Outreach Specialist</b></p> <p><b>Role on Project</b></p> <p>Technical outreach for all multi-family dwelling activity; deliverables support; client service.</p> <p><b>Expertise</b></p> <p>With a strong background in administrative management and research, Juliana now specializes in technical assistance projects, providing outreach in 8 Bay Area cities. Her focus includes project management and reporting, detailed coordination of outreach to multi-family residents and property managers, implementation, evaluation and enforcement of county mandates regarding material diversion.</p>



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Name	Experience
	SCS has worked with Juliana before and finds her to share SCS's high standards for work product and client service.
<p><b>Todd Sutton</b>  <b>Waste Sleuth, LLC</b>            925-787-8913 mobile            todd@wastesleuth.com</p> <p><b>Qualifications &amp; Affiliations</b></p> <ul style="list-style-type: none"> <li>• B.S., Business Administration / Marketing. C.S.U. Sacramento.</li> <li>• Solid Waste Management Certificate. U.C. Berkeley Extension.</li> <li>• Treasurer – Northern California Recycling Association (NCRA) 2003-2005</li> <li>• Board of Directors – California Resource Recovery Association (CRRRA) 2006-2008</li> <li>• Member - CRRRA</li> <li>• Member – NCRA</li> <li>• LEED AP – Existing Building: Operations &amp; Maintenance</li> <li>• Master Gardener</li> <li>• Master Composter</li> </ul>	<p><b>Commercial Business Outreach &amp; Engagement Lead</b></p> <p><b>Role on Project</b></p> <p>Technical outreach for all commercial business activity; deliverables support; training development; client service.</p> <p><b>Expertise</b></p> <p>Todd Sutton has over 29 years of experience in the environmental field. Prior to founding Waste Sleuth &amp; Associates (WSA) in 2006, Todd Sutton had an 11-year career with the Alameda County Waste Management Authority (StopWaste.org). Based in San Francisco, his experience includes working with clients like the City of Ramon, Plastic Recycling Corporation of California (PRCC), rPlanet Earth, and more.</p> <p><b>He has managed or worked on 12 technical assistance outreach projects, including 10 for California municipalities.</b></p> <p>SCS has worked with Todd before and finds him to share SCS's high standards for work product and client service.</p>