

Scope of Services

TASK 1 – PROJECT COORDINATION AND ADMINISTRATION

Consultant will facilitate project coordination through scheduling of weekly conference calls between consultant team and City staff. Consultant will schedule the calls, coordinate the participation of appropriate team members, and provide the City with agendas two business days in advance of the meeting and meeting notes within one day after the meeting. Consultant will prepare a master schedule of deliverables and will apprise the City of the status of each deliverable during the weekly meetings. Consultant will summarize the work in monthly progress reports and invoices. The work plan will identify on-site meetings and events which will be scheduled and documented in the master schedule.

Consultant shall prepare timely invoices documenting all work performed based on project deliverables. Consultant will conduct quality control and quality assurance procedures to ensure that all project deliverables are analytically sound, well-written in plain English, and formatted to the design specifications of the City. A senior project advisor and the overall project manager will review each project deliverable prior to submitting them to the City. Consultant will adhere to a project schedule as provided in Exhibit 2.

TASK 2 – WASTE CHARACTERIZATION, TARGETED WASTE AUDITS

Prior to the selection of the methodology and targets for the waste audits, Consultant will confer with City staff to determine the questions that the City would like answered.

Consultant will assess Mountain View's waste characterization data needs in two phases: (1) review and assess the comparability of other recent studies whose results may be relevant for Mountain View; and (2) conduct a collaborative review process with City staff to identify which new or different strategies to pursue.

The preliminary assumption of work to be completed under this task includes:

| Study Name | Proposed Number Of Samples | Estimated Cost |
|---|---|----------------|
| Route Vehicle Sampling of Commercial Trash Only Study | 40 trash | \$21,000 |
| Paired Sampling of Single-Family Trash, Recycling, and Organics Study | 40 trash, 40 recycling, 40 organics (120 total) | \$42,000 |
| Visual Sampling of C&D Residuals at SMaRT® Station and Zanker | 20 C&D residuals at each site (40 total) | \$15,000 |

Task 2.1: Develop Study Design

At the start of each proposed materials characterization study, Consultant will work with City staff and internal team members to solidify methodology, protocols, and tools—including development of a detailed study design, sampling plan and schedule, and preparation of field forms and databases. Task 2.1 provides a foundation for all fieldwork, data entry, analysis, and reporting that is conducted as part of the study.

2.1.a: Conduct Waste Composition Study Kick-Off Meetings

After selecting targeted studies, project will begin with a kick-off meeting with City staff to clarify objectives, review the proposed methodology, and modify the approach to best meet the current needs of the City. At the kickoff meeting Consultant will review, at a minimum, the following key considerations in designing any materials characterization study:

- ***Universe of Material Streams.*** Consultant will collaborate with the City to define the universe of material streams to be included in the study. These may include discarded materials delivered by commercial haulers from residential dwellings and commercial generators, discarded materials that are collected from generator sites by the team (generator sampling), discarded materials that are self-hauled by the generator, and other materials such as recycling, organics, or C&D discards. Material streams may also be defined by the type of residence or by the type of vehicle delivering the materials.
- ***Number of Samples.*** Consultant will use a library of materials characterization data and standard statistical practices to estimate the level of precision that can be achieved for a given number of samples.
- ***Allocation of Samples.*** Consultant will work with City staff to construct the optimal allocation of samples to any characterized material streams. The goal will be to strike a balance that provides an adequate level of precision to meet City needs while respecting cost and resource limitations.
- ***Waste Categories.*** Consultant will work collaboratively with City staff to develop an appropriate and relevant list of material categories for the study. This list includes the names and definitions for the categories that field staff will use for sorting, classifying, weighing, and recording sampling results.

2.1.b: Develop Detailed Study Designs

The study design will include protocols for a representative and unbiased approach to selecting routes, residences, businesses, etc., for sampling; the number, size, and allocation of samples; and sample selection and characterization processes. The design will also include field forms specific to each study that are designed to maximize data collection efficiency and minimize data collection errors.

2.1.c: Prepare Sampling Schedule

Consultant will design a sampling schedule for each task based on regular collection and operating schedules. We will also design the schedule to ensure an even distribution of samples across days of the week. This is important because some types of businesses may be more likely to have their trash, recycling, and organics collected on certain days of the week.

2.1.d: Develop Data Collection Forms

Following the completion of the sampling plan, Consultant will develop data collection forms specifically for each task. The data collection forms are described in brief below.

- **Selection Forms** include the sample quotas specific to each day, by material stream. We will create a separate selection form for each day and each facility or site in the study. The selection personnel will use the selection forms to randomly select samples, e.g., from incoming vehicles, single- or multi-family dwellings, commercial businesses, etc.
- **Sample Placards** are brightly colored paper signs with a preprinted, unique sample number on the front. The selection personnel will place the placards in or on every sample selected for sampling so that the field manager can easily identify and maintain custody over individual samples.
- **Material Weight Tally Sheets** are the forms that the staff uses to record the net weights of each hand-sorted material. The sheet will also include space to document identifying information for each sample, such as the generator type, origin, date, and time of collection.
- **Visual Characterization Forms** are forms that Consultant uses to record the volumetric percentage estimates for each visually characterized sample. The sheet will also include space to document identifying information for each sample, such as sample volume, origin, date, and time of collection.

Task 2. 2: Select Samples

Task 2.2 involves implementing the specific sampling plan and schedule developed in Task 2.1. Depending on the target material stream, the method for selecting samples will include either (1) obtaining samples from randomly selected incoming vehicles at the SMaRT® Station; or (2) randomly selecting single-family or multi-family dwellings for sampling at the generator site.

- **Route Vehicle Sampling** will be used to identify changes in the amount of recyclable materials and compostable materials in the trash container for commercial customers as compared to the 2010 data.
- **Paired Sampling** will be used to identify the amount of problem materials in residential trash (i.e., materials that cannot be composted or recycled), and participation and capture rate of recyclables and compostables from single-family residents.

- *Visual Sampling of C&D* processing residuals at the SMaRT Station and at Zanker to more fully understand the opportunities for increases C&D.

More information about the proposed sample collection methodologies are described below. The exact approach employed will depend on the specific types and details of the final characterization studies requested by the City.

2.2.a: Route Vehicle Sampling: Changes in Recyclable and Compostable Materials in the Commercial Trash

Select Vehicles for Sampling.

Consultant will work with Recology and City to develop a comprehensive list of commercial routes organized by waste stream and day of the week. Consultant will use a random process to select individual loads for sampling each day. Consultant will work with the haulers and collections supervisors to provide the drivers of selected routes with preprinted sample placards to place in the windshield of their vehicle.

Obtain Samples from Selected Vehicles.

Consultant will extract 0.5 yard samples of approximately 200 to 250 pounds for hand-sorting from each commercial trash vehicle selected for the study. The team will work with the driver of each vehicle and the loader driver at the facility to secure a sample by extracting a randomly selected portion from the tipped load using the following procedure:

- The Field Manager will verify the vehicle load's description, collect the Sample Placard from the windshield, and interview the driver to collect any additional information that may be required.
- The vehicle driver will dump the selected load in an elongated pile. The Field Manager will select a sample from this pile using an imaginary 16-cell grid (shown below) superimposed over the dumped material. The Field Manager will use a randomly generated number (1-16) that is preprinted on the Sample Placard to determine from which cell to extract a sample.
- The facility's loader driver will extract a sample from the selected cell under direction from the Field Manager, and will deposit the sample on a clean tarp for sorting.

2.2.b: Paired Sampling: Characterize Problem Materials in Single-Family Trash, Track Changes in Recyclable and Compostable Materials in the Single-Family Trash, and Determine Capture Rates for Recyclable and Compostable Materials

We recommend selecting "paired samples," including trash, recycling, and/or organics from single-family residents. "Paired" samples refer to the simultaneous collection and separate sorting of multiple carts from a single household, as part of the same set-out. This approach enables combining composition data from all three carts to produce more reliable estimates of diversion than can be derived based on samples from entire truckloads of materials from

multiple households and set-outs. A summary of the approach to selecting and collecting “paired samples” is summarized below.

Select Samples

Prior to sampling, we will prepare a Household Selection Sheet for each day that specifies the household selection protocol from which to select samples of recycling and/or organics and garbage. We will use a random systematic selection procedure to select households from each route included in the study. We will determine sampling intervals by dividing the estimated number of households likely to have paired set-outs on a selected route by the number of samples needed each day. The resulting number is the sampling frequency, which determines, for example, whether every sixth household, every tenth household, or every twelfth household with paired set-outs on the day of the sampling event is selected for sampling.

Collect Samples

Utilizing the results of the selection process above, the City will direct Recology to collect carts for the Paired Sampling. Daily, after locating a selected set-out, Recology staff, possibly accompanied by a study team member, will place a preprinted unique placard inside each cart, switch the sample carts out with replacement carts, and transport the collected carts to a central location for sorting.

2.2.c: Visual Sampling: Characterize C&D Processing Residuals at the SMaRT Station and Zanker

C&D processing residuals are aggregated in piles for disposal at the SMaRT Station and at Zanker. At the SMaRT Station, all C&D loads are floor-sorted and materials, including wood, metal, plastic, cardboard, and inert debris are recovered for recycling. At Zanker, materials are processed through several different processing sites which target different streams of materials. Residuals from each processing stream will be sampled. As an alternative, some or all of the sampling effort may be replaced with an analysis of noncontract waste flows to obtain additional information about the origins of the largest amount of residuals disposed at area landfills.

Select Samples

Samples will be selected at random from the residual piles at Zanker and the SMaRT Station. The Field Manager will select a sample from each pile using an imaginary 16-cell grid superimposed over the dumped material. The Field Manager will use a randomly-generated number (1-16) preprinted on the sample placard to determine from which cell to extract a sample. After photographing the pile and sample location with visible sample placard, the sample will be pulled and spread by a facility staff on a front loader.

Characterize Sample

The estimator will first note which major classes of material are present, walking entirely around the load, checking off on the sampling form the major material classes in the sample.

(Major material classes include paper, plastic, metal, organics, carpet, aggregates and dirt, roofing, insulation, wood, gypsum, and miscellaneous.) The estimator will then estimate composition by volume for each major material class starting with the largest major material class present by volume. It is important to only consider volume for this task and to disregard perceived weight of materials. Finally, the totals will be calculated to ensure that they add to 100 percent.

Task 2. 3: Characterize Samples

In Task 2.3, field crews characterize the samples collected in Task 2.3.a using hand-sorting protocols, as defined during study design in Task 2.1.

2.3.a: Hand-Sorting Protocol

The field crew will hand-sort all selected samples. The Field Manager will be on-site at the outset of all sorting activities to ensure that the crew follows approved protocols and maintains consistency across samples and sampling events. The Field Manager will also brief personnel on any facility-specific health and safety requirements, personal protective equipment (PPE) requirements, and contingency protocols.

The standard process for hand-sorting all materials includes the following steps:

- A member of the field crew will take photographs of the sample using a digital camera. The sample placard identifying the sample will be visible in each photo.
- The field crew will sort the sample into the material categories and store separated materials in plastic laundry baskets. Individual members of the sorting crew typically specialize in groups of materials, such as papers or plastics. The lead will monitor the homogeneity of material in the baskets as they accumulate, rejecting any materials that are improperly classified.
- The lead will visually inspect the purity of each material as it is weighed in its basket using a precalibrated scale, and will record each material weight on the Material Weight Tally Sheet.

Task 2. 4.: Enter, Review, and Analyze Data

In Task 2.4, the team will analyze the data collected and documented during Task 2.3, using rigorous QA/QC protocols and the standard statistical procedures used for studies across the country, including in past Mountain View characterization studies.

2.4.a: Conduct Data Quality Control and Assurance

Consultant understands the importance of accurate information and will protect data integrity during each task—collection, review, entry, calculation, and analysis. Easy-to-use forms and rigorous data-entry protocols virtually eliminate errors.

The quality assurance/quality control process includes:

- Interviewing drivers to confirm load specifications, such as origin and generator type.
- Assigning a unique sample number to each sample, and maintaining a chain of custody for sample data as it moves from vehicle selection through data entry.
- Using the Vehicle Selection Form to track the sample number and sector for each sampled load.
- Verifying that the field crew completes data forms for each sample and reviews them every evening during the study for accuracy.
- Encoding the composition analysis formula so that statistical protocols are consistently applied to different data sets.
- Extensive data entry checks and random proofing to ensure error-free results.

Consultant will enter data into a customized characterization database at the conclusion of each sampling event and will provide the City with a final accounting of all samples sorted.

2.4.b: Determine Annual Quantities

A complete analysis requires determining the amount of waste from each material stream. We will rely on the City to provide annual and/or monthly tonnage estimates for commercial, single-family, multi-family, and shared service area tonnages.

2.4.c: Conduct Composition Analyses

The study types we have proposed require one of two types of analyses: disposal site analysis (applicable for back-of-truck samples) or generator analysis. To perform these analyses, we will use the calculations approved by and used in CalRecycle Statewide studies. Where alternative approaches are required or desired, we will work with the City during study design in Task 2.1 to shape a defensible strategy that is suitable for obtaining consistent, representative, and reliable data.

Task 2.5: Prepare a Draft and Final Report

In Task 2.5, the team will assemble findings and recommendations into a clear, concise, and highly visual report that the City can use with confidence for short- and long-term planning. The Task Leader will develop and submit an outline of the final report for review by City staff. The outline will indicate all sections and analyses that are expected to be part of the final report. Upon approval of the outline, the project team will prepare a draft of the report, including executive summary, description of research protocols, and findings.

The final report and accompanying information are expected to include the following elements:

- Narrative description of the project, including introduction, background, and a summary of sort methods and study methodology.
- Definitions of the categories used to characterize samples.
- Characterization findings, both in tabular and chart form:
 - Overall composition and quantities.
 - Composition and quantity for each material stream included in the study design.
 - Estimates of confidence intervals at the 90 percent confidence level for each identified material categories.
- Comparisons to the 2010 characterization data.
- Quantities of “problem materials” in the residential solid waste.
- Detailed Methodologies.

Consultant will submit the draft version of the report to City staff for review, and will then incorporate comments, make necessary changes, and submit a completed final report.

TASK 3 – ZERO WASTE ANALYSIS AND ACTION PLAN

Task 3.1: Meet with City Staff to Discuss Findings

Consultant will meet and confer with City staff to discuss preliminary findings and discuss the full range of policies, programs, and infrastructure that staff is interested in evaluating, including those identified in the City’s Zero Waste Policy. Consultant will want to understand whether there are options that staff is not interested in pursuing. Consultant will work to manage expectations to ensure that the Zero Waste Action Plan can be fully embraced by staff, City Council, and the community. For this task, Consultant will develop a preliminary list of strategies and tactics for further research.

Task 3.2: Analyze Data from Targeted Waste Audits

Consultant will carefully analyze the data obtained from the targeted waste audits. The goal will be to identify service opportunities for enhancement of current programs and implementation of new programs. For example, if it is found that food scraps and compostable paper are prevalent in the trash bin and underrepresented in the organics bin, it might be concluded that the current programs require more attention and focus. Or if it is found that problem materials (those that are not readily recyclable or compostable) are found in greater percentages, it might be concluded that more efforts to reduce generation of problem materials

are needed (such as bans and takebacks). For this task, Consultant will develop a list of service opportunities for further research.

Task 3.3: Determine Mountain View's Capture Rate

Using available data from the City and Recology, Consultant will prepare a capture rate analysis to determine the levels of diversion for each generator sector, single-family, multi-family, commercial, and roll-off. This analysis will help to understand the success of the current programs. While the City's overall diversion rate is 78 percent, it will be important to understand the City's measured diversion rate.

Task 3.4" Convene Stakeholder Groups

Consultant will convene a series of stakeholder groups or general public meetings to obtain early input on the planning process.

Consultant will look to City staff to identify the appropriate stakeholders, which could include: members of the Environmental Sustainability Task Force, property managers, local builders, school site green team members, local environmental groups (Sierra Club, Acterra), Mountain View Chamber of Commerce or other business associations, faith organizations, hospitals, large commercial businesses (Google, 23andMe) and institutions (such as hospitals and educational institutions), service providers, reuse organizations, and community and philanthropic organizations. Stakeholders could also include outside institutional or municipal partners, including Sunnyvale and Palo Alto and other nearby communities with high diversion or Zero Waste goals (San Jose, Santa Clara County, Menlo Park, San Carlos, or San Mateo County).

Task 3.5: Convene Targeted Focus Groups to Pinpoint Barriers to Recycling and Composting

Consultant will use Community-Based Social Marketing (CBSM) techniques to identify barriers to maximizing recycling and composting. Based on the results of the targeted waste audits, Consultant will work with City staff to identify appropriate targets for these focus groups. Based on Consultant work in nearby communities, it is known that high-tech firms, educational institutions, and hospitals have barriers to participation. These include: individuals who feel they are too busy to participate, custodial companies without sufficiently trained staff, and leadership that does not support environmental initiatives, among others.

By carefully selecting and administrating these focus groups, the City can identify specific issues to address in new program planning. In some cases, generators will lack sufficient information (recycling rules are not intuitive and can be confusing) and in other cases generators will lack sufficient tools (custodial carts, clear plastic bags). By asking questions and carefully listening to the answers, the City can better understand the barriers and identify strategies to overcome them.

Task 3.6: Identify Strategies and Tactics for Maximizing Participation in Existing Zero Waste Infrastructure

Consultant will work with City staff, using the results from the stakeholder meetings and focus groups, to identify the strategies and tactics for maximizing participation in the City's existing Zero Waste infrastructure. These could include: new rules (enforcement of mandatory requirements, rate incentives or fines), new programs (expansion of CBSM strategies Citywide), or new infrastructure (mass distribution of internal containers).

Task 3.7: Identify Strategies and Tactics for Reducing Generation of Nonrecyclable, Noncompostable Materials

Consultant will work with City staff to identify the strategies and tactics for reducing the generation of nonrecyclable and noncompostable materials. For example, the City's polystyrene foam ordinance addresses products and packaging materials, including ice chests and egg cartons. The City's Environmental Sustainability Task Force recommended a Citywide ban on single-use disposable plastic foodware (e.g., plastic straws, plastic forks). Pharmaceutical or other household chemicals could also be targeted for new rules (such as takebacks or bans).

Task 3.8: Identify Strategies and Tactics for Maximizing Reduction in Overall Materials Generation

Ultimately, to achieve Zero Waste, the City will want to reduce overall generation of materials whether disposed in landfills or incinerators or recycled or composted. The City's plastic bag ban has been effective in reducing generation of checkout bags as more customers bring a reusable bag instead of purchases a paper or durable plastic bag. Other products that may be suitable for similar policies are paper coffee cups (which could be targeted for a 25 cent fee), plastic water bottles, or transport packaging (e.g., working with Amazon or other shippers to introduce reusable packaging instead of cardboard).

Task 3.9: Review Technologies for Addressing Nonrecyclable, Noncompostable Materials

Consultant will identify new technologies or other innovations for addressing materials that are not currently targeted for recycling or composting. Consultant will work with City staff to identify promising technologies or innovations that could be considered for future development.

Task 3.10: Prepare Zero Waste Action Plan

Consultant will compile the information developed in Tasks 3.1 through 3.9 into a concise Zero Waste Action Plan. After review and comment by City staff, the plan could be circulated to the City's stakeholders for their review and comment. The Zero Waste Action Plan will identify proposed policy and program costs, timing, materials diverted (tons), and environmental impacts.

Consultant will identify the planning level costs associated with each of the proposed policy, program, and facility initiatives and identify an appropriate funding source for each initiative.

Consultant will estimate potential greenhouse gas reductions based on diverted tons using the U.S. EPA Waste Reduction Model and estimate jobs creation potential using the methodology developed by the Institute for Local Self-Reliance.

Consultant will also identify all of the action steps required to implement the plan elements. The implementation plan will include an estimate of staff time necessary for implementation along with the opportunities for partnerships. The implementation plan will include a phasing schedule and diversion estimate by goal year and will serve as the “workbook” for City staff.

TASK 4—CONTRACTING OPTIONS FOR COLLECTION, PROCESSING, AND DISPOSAL

Task 4.1: Meet with Staff to Outline Preliminary Options

Consultant will meet with City staff to discuss each of the potential options available to the City for collection, processing, and disposal. Unlike other communities in the Bay Area, Mountain View is in close proximity to many well-established collection service providers and robust processing and disposal infrastructure. However, based on the findings in the Task 3 Zero Waste Analysis and Action Plan, there may be a need for new collection or processing systems to reach the City’s Zero Waste goal. There may also be cost savings or efficiencies gained from evaluating other processing options besides the current arrangement with the SMaRT Station. Finally, there may be synergistic options with the City of Palo Alto in terms of contracting options.

Based on discussions with City staff, Consultant will prepare an outline of the preliminary options for evaluation. Consultant will also further explore the criteria that the City would like to use to evaluate each of the scenarios, inclusive of: diversion potential, cost, risk, and environmental impacts. It will be important for the City to help define desired outcomes associated with the evaluation criteria (e.g., specific diversion targets, cost metrics, risks to be mitigated, greenhouse gas emissions reduction targets, etc.).

Consultant will convene one 3-hour kick-off meeting to review and discuss potential options and evaluation criteria. This is an opportunity to brainstorm options and discern if the City has strong preferences for any particular options. A summary document that captures information discussed at the meeting will be prepared.

Task 4.2: Identify a Minimum of Three Possible Scenarios

Consultant will analyze the contractual impacts/needs associated with implementing the new waste reduction and diversion options resulting from City approval of Zero Waste actions, programs, and policies per Task 3. Based on the results of Task 4.1, Consultant will develop a minimum of three contracting scenarios, which may include:

- Status Quo (*Scenario A*)—continuing with the SMaRT Station MOU, Recology Mountain View collection and processing agreement, and Waste Management Kirby Canyon Disposal Agreement. This assumes the team is involved with contract negotiations with Recology Mountain View and Waste Management Kirby Canyon. As an optional task,

Consultant will assist the City with negotiations with Sunnyvale regarding a modified MOU for future use of the SMaRT Station, inclusive of providing agreed-upon processing and disposal services.

- Conducting a Full RFP Process for New Collection, Processing, and/or Disposal Services (*Scenario B*)—All collection and processing services would be bundled though not necessarily provided by the franchise hauler. For example, the hauler may subcontract some or all of the processing and services. Disposal services will either be handled through extended Disposal Agreement with Waste Management or proposers could offer this as an optional service.
- Hybrid Approach (*Scenario C*)—Continuing with Recology Mountain View for collection services and some processing and/or transfer services through the SMaRT Station but conduct an RFP process for select processing services (e.g., mixed-waste processing and residual disposal).
- Some other combination of the above three scenarios.

Consultant anticipates information will become available from the City of Sunnyvale as it considers the long-term capital improvements to the SMaRT Station and potential partners in existing and new processing systems. Consultant will document current regional plans and programs that could be made available to the City, including potential options being considered by the City of Palo Alto. We will also describe and evaluate new collection and processing systems that the City could procure. The results of this task will be documented in the draft Contracting Options report.

Consultant will convene one 2-hour meeting to review a draft document that lists three contracting options and draft evaluation criteria with desired outcomes. A summary document that captures information discussed at the meeting will be prepared. One optional conference call if needed to ensure a common understanding of the three contracting options.

Task 4.3: Prepare Draft Contracting Options Report

The draft Contracting Options report will fully describe each of the scenarios identified in Task 4.2 and will evaluate each scenario using the criteria identified by City staff in Task 4.1 and more fully discussed under Task 4.2. A focus of this effort will be to use best available information and financial and operational expertise to fully evaluate each scenario. Consultant anticipates conducting a financial and operational analysis for each scenario, identifying the pros and cons of each scenario, and ranking each scenario based on the evaluation criteria.

A draft contracting report will be prepared and up to two rounds of edits from City included. A conference call to discuss edits can be held. A summary document that captures information discussed during the conference call will be prepared.

Task 4.4: Prepare Final Contracting Options Report

Based on comments received from City staff, Consultant will prepare final Contract Options report. The final report will incorporate all comments and include specific conclusions and recommendations (if appropriate). Based on the information included in this report, City staff will be able to make a recommendation to the City Council for moving forward to the next stage of contract development.

A final contracting report reflective of up to two rounds of edits from City staff will be prepared. A conference call to discuss edits will be held. A summary document that captures information discussed during the conference call will be prepared. Consultant will assist staff with preparation for and attendance at up to two Council meetings to review and approve the final contracting approach.

TASK 5 – CONTRACT DEVELOPMENT AND SUPPORT

Consultant will assist the City with the agreed-upon contractual scenarios per the results of Task 4. This work may include:

- Assisting the City in negotiations with Recology Mountain View and preparing an amendment to the existing Franchise Agreement (*Scenario A*) and negotiating an extension to the current Disposal Agreement with Waste Management Kirby Canyon. An optional task would be to assist the City with negotiating a new MOU with Sunnyvale for the use of the SMaRT Station, inclusive of providing agreed-upon processing and disposal services.
- Conducting a full RFP process for new collection, processing, and/or disposal services (*Scenario B*). The hauler may subcontract some or all of the processing and disposal services (e.g., materials could flow through the SMaRT Station under a new MOU). Disposal services could be handled through extended Disposal Agreement with Waste Management, flowed through the SMaRT Station, or proposers could offer this as an optional service.
- Continuing with Recology Mountain View for collection services and some processing and/or transfer services through the SMaRT Station but conduct an RFP process for select processing services (e.g., mixed-waste processing and residual disposal) (*Scenario C*).
- Some other combination of the above three scenarios.

The actual costs for supporting these scenarios are provided in Exhibit C Fee Proposal; however, they are subject to final scope negotiations with the City to reflect the selected contracting options.

Scenario A:

Task 5.1.1: Assist with Franchise Hauler Negotiations

Consultant will assist the City in negotiations with Recology Mountain View. The basis for the negotiations will include:

- A revised scope of work to address the recommended zero waste actions, programs, and policies per the Task 3 Zero Waste Analysis and Action Plan;
- Adjustments to contract terms to reflect industry standards and Best Practices;
- Incorporate any new State mandates not already addressed in the Franchise Agreement;
- Other contractual changes as directed by City staff.

In preparation for the negotiations, Consultant will utilize a proprietary benchmark pro forma to establish the believed actual costs for providing the current scope of collection services. This pro forma will be developed utilizing the data sources and other relevant data provided by City staff. This baseline pro forma will then be modified to reflect the revised scope of work that City staff and the project team proposes for a new Agreement.

Consultant will assist City staff with structuring a very well-defined process for negotiations with Recology Mountain View. Consultant will develop a technical memorandum defining the contract negotiation process, including cost forms to be completed by Recology, and specific deadlines for milestones in the negotiations; it will be clear to Recology that these negotiations will occur during a finite period with specific expectations for outcomes. A redline of the current Agreement will also be prepared.

City staff will provide operational background information and any specific Agreement changes they want. Three draft versions (changes shown in redline) of the revised Agreement will be circulated for review to City staff. City staff will provide consolidated comments from all staff.

Consultant will convene one in-person meeting with City staff to review the technical memorandum defining the contract negotiation process.

A maximum of four negotiation meetings with Recology (three during this task and one under the "Franchise Agreement Final Negotiation and Approval" Task 5.1.2) will be held. Kevin McCarthy and Ruth Abbe will attend each meeting along with City staff.

Task 5.1.2: Franchise Agreement Final Negotiation and Approval

One meeting will be held with Recology Mountain View and City staff to review a final draft of the Agreement to ensure all agreed-upon changes have been captured.

Consultant will assist City staff with preparation for and attendance at up to two Council meetings to review and approve the final Agreement. Kevin McCarthy and Ruth Abbe will attend the meetings.

Task 5.1.3: Assist City with Negotiating Amendment to Disposal Agreement with Waste Management Kirby Canyon

Consultant will assist the City in negotiations with Waste Management Kirby Canyon for an extension to the current Disposal Agreement. Support will include participation in up to three negotiation meetings, review of draft Agreement changes, and providing technical and operational expertise.

City staff will take the lead in the negotiations with Waste Management with Consultant in a support role. It is assumed that the City or Waste Management will manage document control and circulate drafts of the Agreement and make changes to the document as negotiated. Kevin McCarthy will attend negotiation meetings and one Council meeting. City staff will prepare the staff report and final contract amendment.

Task 5.1.4: Assist City with Negotiating Revised MOU with Sunnyvale for Use of SMaRT Station (Optional Task)

Consultant will assist the City in negotiations with the City of Sunnyvale for revisions to the current MOU to address future agreed-upon services and cost allocation for such services. Support will include participation in up to six meetings, review of draft MOU changes proposed by the City of Sunnyvale, and providing technical and operational expertise.

City staff will take the lead in the negotiations with the City of Sunnyvale with Consultant in a support role. It is assumed that Sunnyvale will manage document control and circulate drafts of the MOU and make changes to the document as negotiated. Kevin McCarthy will attend meetings.

Scenario B:

This scenario involves conducting a comprehensive competitive procurement process for award of a new Franchise Agreement inclusive of collection, processing, and/or disposal services.

Task 5.2.1: Review and Analysis of Possible New Services and Contract Provisions for Inclusion in the RFP

Consultant, led by task leader Kevin McCarthy, will assist the City in developing an updated scope of services and new contract provisions. This information will be based on the following:

- A revised scope of work to address the recommended zero waste actions, programs, and policies per the Task 3 Zero Waste Analysis and Action Plan;
- Adjustments to contract terms to reflect industry standards and Best Practices;

- Incorporate any new State mandates not already addressed in the Franchise Agreement;
- Other contractual changes as directed by City staff.

Consultant will utilize a proprietary benchmark pro forma to establish what is believed to be the actual costs for providing the current scope of collection services. This pro forma will be developed utilizing data sources and other relevant data provided by City staff. This baseline pro forma will then be modified to reflect the revised scope of work that City staff and the project team proposes for a new Agreement.

Consultant will use the following principles for developing and managing the procurement process:

- The process will be conducted in an organized and planned manner. The RFP evaluation and selection processes should be endorsed by the City Council, detailed in the RFP, and adhered to throughout the process.
- Public policy issues and service levels to be provided should be heard and addressed early in the process to ensure that no significant changes in the RFP or draft agreement are necessary once they have been issued and the proposer's preproposal questions have been addressed.
- The RFP and evaluation process should be designed to ensure that proposals can be directly compared on an "apples-to-apples" basis.
- The need for lengthy contract negotiations should be minimized by requiring proposers to either accept the draft contract "as is" or take specific exceptions and provide alternative language. The number and the nature of exceptions to the draft contract should be part of the evaluation criteria, with final negotiations for the proposers limited to the exceptions taken in their proposal.

The roles and responsibilities of all parties involved in the procurement process – including City staff, City Councilmembers, or public advisory committees, and Consultant will be clearly defined.

A technical memorandum documenting the revised scope of work and other changes to the Franchise Agreement with review by City staff will be prepared. Two rounds of edits, one in-person meeting to discuss and one conference call are included.

A benchmark pro forma with two rounds of edits, and two conference calls to discuss pro forma will be prepared.

Task 5.2.2: Prepare RFP Documents

Consultant will prepare RFP documents with the assistance of City staff. The RFP documents will include a draft Franchise Agreement. Consultant will use the City's existing Franchise Agreement as the base for preparation of the revised Agreement reflective of the changes noted

under Task 5.2.1. City staff will review the draft RFP and Agreement with the City Attorney, then City Council, before issuing it. The RFP will include a Code of Conduct to ensure that once the formal process starts, proposers will have clear guidance about how the City expects them to participate in the proposal process to ensure there are no questions about the integrity of the process.

The actual development of the RFP document will reflect a number of Best Practices learned by Consultant in conducting competitive procurement processes.

Consultant will prepare an outline of the RFP contents and review with City staff to get feedback and agreement on the elements of what to include in the RFP.

An in-person meeting will be convened with City staff to review a draft of the RFP and redline of the current Agreement and solicit feedback. Based on the feedback, Consultant will prepare revised RFP documents and present to the Council for approval.

The final RFP documents will be made available electronically to potential proposers with the actual details of that to be worked out with the City. The documents will also be made available via a thumb drive.

One in-person meeting with City staff to review the draft RFP documents will be held. Kevin McCarthy and Ruth Abbe will attend this meeting. At least two conference calls to review progress on the drafting of the documents are included.

One Council meeting for review and approval of the final RFP documents is included. Consultant will attend the Council meeting when the RFP is submitted for City Council approval. If the Council requests changes, Consultant will make those revisions and attend the subsequent Council meeting. City staff will issue the RFP after it has been approved by the City Council.

Task 5.2.3: Assist with Conducting Mandatory Preproposal Meeting(s) and Prepare RFP Addenda

During this phase of work, the actual RFP documents will be publicly released, a mandatory preproposal meeting will be held, and RFP addenda will be released in response to questions received from potential proposers.

Consultant will assist City staff in conducting the mandatory preproposal meeting with prospective proposers and preparing addenda to the RFP. The preproposal meeting will provide City staff with the opportunity to review the RFP with prospective proposers and respond to questions. Consultant will take the lead in drafting, for review and approval by City staff, written responses to proposers' questions before, during, and after the preproposal meeting.

One mandatory preproposal meeting attended by City staff and Kevin McCarthy and Ruth Abbe is included.

There is assumed to be a maximum of two addenda released to potential proposers occurring within the first 4 to 6 weeks after release of the RFP.

Task 5.2.4: Evaluate Proposals

A thorough, well-documented evaluation process will be completed as summarized below:

- An Evaluation Team will be convened comprised of designated City staff, elected officials as appropriate, and consultant staff. It is also recommend to include a senior-level solid waste staff person from another jurisdiction on the team. Kevin McCarthy, Ruth Abbe, and Enrique Vazquez will provide technical, operational, and financial review. It is critical at the beginning of this process to designate which team members will be doing the actual scoring of proposals as opposed to serving in a technical review role only.
- The Evaluation Team will conduct a detailed evaluation of the proposals, rank proposals, and provide comparative descriptions of the proposals. This technical evaluation process will consist of a series of iterative and related critical tasks as summarized below:
 - Review all proposals received for compliance (Pass/Fail) with the minimum requirements of the RFP (e.g., followed proposal outline, completed all required forms, etc.);
 - Analyze financial capabilities of companies (e.g., financial statements, financing plan, etc.);
 - Legal review (proposer history of litigation, exceptions taken to Agreement, etc.);
 - Evaluate reasonableness and competitiveness of cost proposals through an exhaustive review of submitted cost forms and responses to follow-up technical questions;
 - Request clarification information from the proposer in the form of technical questions, typically two rounds of questions, regarding company qualifications, technical proposal for requested services, cost proposal, contractor implementation plan, public education approach, etc.;
 - Conduct proposer technical interviews. Consultant will assist with preparing interview questions, conducting the interviews, summarizing the results of the interviews, and preparing any follow-up questions to the proposers invited to interviews;
 - Conduct reference checks;
 - Conduct site visits as applicable to corporation yards, processing facilities, etc. Consultant will prepare questions or key items to address during the site visits so as to maximize the value of the visits and tours of the proposer’s facilities (e.g.,

corporation yard; processing facilities for recyclables, organics, and transfer for disposal to landfill);

- Provide opportunity for a final and best cost proposal. This is a critical step to both ensure cost proposals are updated as appropriate as a result of technical questions and provide all proposers a final chance to provide their best cost proposal;
- Prepare a comparative summary of proposals for use as a reference document for scoring proposals;
- Rate proposals using a quantitative method based on the criteria developed by Consultant.

During the process, proposers will be required to attend interviews, allow site visits, and give presentations as appropriate to the City Council. Kevin McCarthy and Ruth Abbe will attend all Evaluation Team meetings. Enrique Vazquez will take the technical lead in reviewing cost aspects of the proposal submitted and preparing a cost analysis for presentation to the Evaluation Team.

In-person interviews will be conducted on one day with the Evaluation Team deciding whether all proposers will be interviewed or only a subset.

There will be three Evaluation Team meetings with Kevin McCarthy and Ruth Abbe attending each.

There will be interviews of proposers all held on the same day.

The Evaluation Team will decide in advance which team members will actually score and rank the proposals. All team members conducting scoring and ranking must read all proposals, attend all team meetings, and attend the proposal interviews. Consultant will provide evaluation forms to be completed individually by evaluators and submitted to a Consultant team member or City staff not on the Evaluation Team for the purposes of compiling the scoring and ranking results.

Task 5.2.5: Prepare Final Evaluation Committee/Contractor Selection Report

Based on the results of the completed evaluation process, Consultant will take the lead in drafting a contractor selection report with final proposer scoring and rankings and rationale for selection. The report will also include: City's goals for the RFP process; and summary of the RFP process, notably including the evaluation process that was followed. It is critical that there is a clear nexus between the scoring and rankings and written rationale to support the scorings and rankings.

The draft report will be reviewed by City staff and then presented at a Council meeting. It is assumed that after the first presentation to the Council, likely in a Study Session format, the Evaluation Team will come back to a second meeting for formal consideration for approval of a selected contractor. This approval would be to authorize staff to negotiate a final Collection

Services Agreement and bring back that Agreement to a future Council meeting for consideration for approval.

Two Council meetings for review and consideration of the contractor recommendation report are included. In advance of the first such meeting, there will be an in-person meeting with the full Evaluation Team to review the draft report.

Two rounds of edits by City staff before the first City Council meeting and one round of edits after the first Council meeting are assumed.

Task 5.2.6: Franchise Agreement Final Negotiation and Approval

Consultant will provide City staff with the following assistance during negotiations:

- Prepare a list of contract exceptions taken by the selected contractor and any other contract exceptions suggested during the RFP addenda process that warrant consideration. Hold a conference call with City staff to discuss the exceptions and decide whether to accept or not and any items to potentially offer a compromise on.
- Prepare a listing of any outstanding service or cost issues that require negotiation with the selected contractor to clarify proposals, complete the final agreement, and ensure that the proposed rates are appropriate for the services that will be provided.
- Along with City staff, meet with the selected contractor, up to two times, to discuss the above items and come to final resolution so the Franchise Agreement can be finalized.
- Prepare a final redline of the Franchise Agreement for review by the selected contractor and City staff. Once agreed on the final Franchise Agreement, then support City staff with preparation of a staff report and attendance at a Council meeting for consideration of approval of the Agreement.

One conference call with City staff and two in-person meetings with the selected contractor and City staff will be held.

One Council meeting for review and consideration of approval of the new Collection Services Agreement with the selected contractor is included.

Scenario C:

This scenario involves continuing with Recology Mountain View for collection services and some processing and/or transfer services through the SMaRT Station but conducting an RFP process for select processing services (e.g., mixed-waste processing and residual disposal). Thus, this scenario would involve a combination of tasks described under Scenario A and B; essentially there would be a negotiation with the City's existing hauler, a negotiation with Sunnyvale regarding a revised MOU, and some type of competitive procurement process for processing and/or disposal services. A cost range is provided for this scenario in Exhibit C Fee Proposal, but final costs are subject to future decisions to be made by the City.

TASK 6 – ENVIRONMENTAL DOCUMENTATION SUPPORT

It is not likely that adoption of the Mountain View Zero Waste Action Plan to be developed will require a full EIR; Consultant services will include preparation of an Initial Study/Negative Declaration (IS/ND), and support of the City's Planning staff during the course of the CEQA review process.

Task 6.1: Prepare Project Description

Consultant will prepare the draft Project Description for review and comment by City staff. The project description will include discussions of the following: (1) the project's regional and local location; (2) project objectives and goals; (3) project characteristics, including new policies, programs, and infrastructure; and (4) required discretionary actions. Upon receipt of the City's comments on the administrative draft project description, we will revise the project description and resubmit for final approval before beginning the analysis.

Task 6.2: Draft Initial Study and Negative Declaration

Using the approved project description, Consultant will prepare an Administrative Draft IS/ND for City review. City's comments on the Administrative Draft IS/ND will be incorporated and a Screencheck Draft IS/ND provided for approval. Following approval of the Screencheck Draft IS/ND, Consultant will prepare a public review IS/ND for publication. Consultant will prepare the Notice of Completion (NOC) and Notice of Intent to Adopt a Negative Declaration (NOI) with the Draft IS/ND and will distribute the Draft IS/ND to interested parties and agencies, including the State Clearinghouse and other applicable regional and local agencies. Consultant will distribute the NOI to the Santa Clara County Clerk for posting.

The IS/ND will address all CEQA Environmental Checklist topics, including Aesthetics, Agriculture and Forestry Resources, Air Quality, Biological Resources, Cultural Resources, Geology and Soils, Greenhouse Gas Emissions, Hazards and Hazardous Materials, Hydrology and Water Quality, Land Use and Planning, Mineral Resources, Population and Housing, Public Services, Recreation, Transportation/Traffic, Tribal Cultural Resources, and Utilities and Service Systems.

Consultant approach assumes that the IS/ND would find no significant impacts after mitigation. Should Consultant find that there is a potential for a significant impact that cannot be mitigated, the IS/ND determination will state that an EIR is required.

Consultant assumes that the City will take the lead for outreach to Tribes consistent with the requirements of AB 52. Consultant will incorporate any relevant information from the outreach and any subsequent Tribal coordination into the IS/ND.

Task 6.3: Response to Comments and Final Initial Study and Negative Declaration

Consultant will prepare responses to written and oral comments received on the Draft IS/ND and will prepare revisions to the Draft IS/ND resulting from comments. If mitigation measures were identified in the IS/ND, Consultant will prepare a Mitigation Monitoring and Reporting Program (MMRP) which will summarize all the mitigation measures, timing of implementation, and the responsible party. The MMRP will be included as part of the Final IS/ND.

Task 6.4: Attend Public Hearings/Noticing

Consultant will attend up to three (3) City Council and/or public meetings to support City staff. Other meetings can be attended on a time-and-materials basis.

Consultant will prepare and file the Notice of Determination (NOD) with State Clearinghouse. It is assumed that all filing fees, including the California Department of Fish and Wildlife fee, will be paid to the Santa Clara County Clerk via a check provided by the City and are not included as part of the proposed budget.

TASK 7 – SPECIAL TECHNICAL STUDIES (OPTIONAL TASKS)

City may direct Consultant to perform special studies to analyze specific environmental benefits/impacts of a program or policy. The City may require a detailed analysis of greenhouse gas emissions. The City may also direct Consultant to investigate and compare refuse rates and costs among cities. Specific tasks will be developed as directed within the budget amount indicated in Exhibit C Fee Proposal for Task 7. Such tasks might include, but not be limited to:

Task 7.1: Greenhouse Gas Emissions Analysis

Consultant has the capability of conducting full greenhouse gas emissions inventories.

In Zero Waste planning work, Consultant will most often use the U.S. EPA Waste Reduction Model (WARM) track and report greenhouse gas emissions reductions from different waste management practices. WARM calculates and totals greenhouse gas emissions of baseline and alternative waste management practices—source reduction, recycling, anaerobic digestion, combustion, composting, and landfilling.

Landfills are one of the largest sources of methane, a powerful greenhouse gas which is 21 times more potent than carbon dioxide. The City can significantly reduce its greenhouse gas emissions levels through waste reduction and recycling. Recycling can reduce greenhouse gases both by reducing methane generation at landfills and by saving energy through recycling.

Consultant can also estimate job creation potential using a methodology developed by the Institute for Local Self-Reliance.

Task 7.2: Refuse Rate Survey

Consultant’s financial and rate services include:

- Detailed and indexed rate reviews;
- Proposition 218 and Proposition 26 assistance;
- Developing solid waste rate models and rates structures;
- Audits of billing systems and franchise fee payments;
- Rate audits and rate structure analysis, including pay-as-you throw/variable can rates;
- Cost-of-service and revenue requirement studies;
- Financial modeling and analysis of funding alternatives;
- Development of refuse vehicle impact fees and solid waste development fees;
- Budgeting and long-term financial planning.

Consultant would gather information on collection rates, compensation methodologies, and costs of service. Depending on the issues for research, Consultant will compile information from current databases and survey additional local communities for comparable information.

Project Budget

Not To Exceed Compensation

| Task Work | Estimated Hours | Services | Reimbursable | Not to Exceed Compensation |
|---|------------------------|-----------------|---------------------|-----------------------------------|
| Task 1: Project Coordination and Administration | 65 | \$10,816 | | \$10,816 |
| Task 2: Waste Characterization, Targeted Waste Audits | 690 | \$69,560 | \$5,819 | \$75,379 |
| Task 3: Zero Waste Analysis and Action Plan | 480 | \$62,400 | | \$62,400 |
| Task 4: Contracting Options | 138 | \$25,120 | | \$25,120 |
| Task 5: Contract Development and Support (Scenario B) | 841 | \$150,955 | | \$150,955 |
| Task 6: Environmental Document Support | 172 | \$22,385 | \$1,225 | \$23,610 |
| Task 7: Special Technical Studies (optional) | 48 | \$8,520 | | \$8,520 |
| Total Not to Exceed Compensation | | | | \$356,800 |

Project Schedule

The time to complete each task may be increased or decreased by mutual consent of City and Consultant.

| Task | Completion From Notice To Proceed |
|--|-----------------------------------|
| Task 1: Project Coordination and Administration | June 2021 |
| Task 2: Waste Characterization, Targeted Waste Audits | January 2019 |
| Task 3: Zero Waste Analysis and Action Plan | June 2019 |
| Task 4: Contraction Options for Collection, Processing, and Disposal | June 2019 |
| Task 5: Contract Development and Support | June 2021 |
| Task 6: Environmental Documentation Support | June 2021 |
| Task 7: Special Technical Studies (optional) | TBD |