

Schedule A - SCOPE OF SERVICES
For R3 Consulting Group to Provide Zero Waste System Design Modeling,
Testing and Procurement Technical Assistance

I. PROJECT OVERVIEW

The Contractor shall provide technical assistance described below to aid the City in completing a two-phase Zero Waste System design and implementation project:

- Phase I: Modeling and testing Zero Waste system design options to identify a preferred option
- Phase II: Implementing the preferred Zero Waste system design option by developing service agreements for collection, processing, transfer, and disposal of discarded products and materials

II. PROJECT SUMMARY

Phase I has two major activities:

1. **Conceptual Design**: Developing several sufficiently distinct conceptual Zero Waste System Design Scenarios and
2. **Modeling/Testing**: Developing and applying a modeling tool to build out and analyze each conceptual Zero Waste System Design Scenario developed in Task 1 using the City's Evaluative Criteria to arrive at a recommended preferred ZWSD option.

Phase II of the project will involve the Contractor assisting the City in developing service agreements for collection, processing, transfer, and disposal of discarded products and materials.

III. SCOPE OF SERVICES

Phase I

Task 1 – Initial Zero Waste System Design Scenario Planning

Task 2 – Develop and Evaluate Zero Waste System Design Scenarios

Phase II

Task 3 – Phase II Kick-Off Meeting and Confirm Program Recommendations

Task 4 – Develop Service Proposal Evaluation Criteria and Evaluation Process

Task 5 – Develop and Issue Request for Proposals Documents

Task 6 – Evaluation of Proposals

Task 7 – Finalizing Service Agreements (s)

Task 8 – Perform Additional Related Work/Contingency

Task 1 – Initial Zero Waste System Design Scenario Planning

Level of effort: ~12% of total project

Task 1.1 Phase I Meetings

Task 1.1 will include a kick-off meeting with key members of the R3 Project Team and City staff. The Kick-Off Meeting will include: review of the desired outcome of Phase I, and how the Phase I final deliverable (the schematic-level design of the preferred system option) will tie into Phase II; establishment of communication channels and protocols will be established; Phase I schedule will be refined, and Contractor's document request list will be reviewed. This task also includes additional meetings with City staff.

Task 1.2 Preparation of Background Document

Task 1.2 will involve the preparation of a six to eight page background document describing the City's existing solid waste management system, including estimated system costs, and identifying broad opportunity areas for waste diversion. This will include a summary of key components of Oakland Municipal Code Chapter 8.28 (Solid Waste Collection and Disposal and Recycling) and 15.34 (C&D Ordinance), and the current franchise and recycling service agreements. This will be based on written reports already prepared by the City.

The background document will also describe the various components of the current system, overall disposal and diversion rates and diversion rate trends. The background document will provide relevant highlights from applicable waste characterization information, including the Alameda County Waste Management Authority/SRRB's most recent countywide study. It will also review the City's Zero Waste goal and policies. The document will conclude with a synthesis of this information, to identify major waste types and waste streams that present the greatest opportunities for waste reduction and recycling.

Task 1.3 Diversion Strategies

The Contractor will work with the City to develop diversion strategies to meet or exceed the City's Zero Waste Goals. The diversion strategies to be included in Task 2 Zero Waste System Design Scenarios (Scenarios) might include:

- Waste prevention mechanisms that can be implemented by businesses and residents;
- Pricing structures that can be used to encourage waste prevention and encourage high participation and maximization of proper separation for recycling (all material types and sectors of waste generation including self-haul);
- Diverting compostable organics from all sectors of the City, either through separate collection or co-collection with plant trimmings;
- Increasing the recovery rate of materials currently collected in the curbside and commercial recycling programs, including using additional promotional and outreach tools;
- Increasing the types of materials accepted for collection in the curbside and commercial recycling programs, including identifying the impacts on collection, processing and marketing of the currently recovered materials;
- Encouraging residents and businesses to donate unwanted items to businesses that will refurbish and resell them, or donate them to charitable groups outside the City;
- Requiring the collectors to find reuse options for as much of the bulky items collected as possible, by offering working or repairable items to thrift organizations, at swap meets, for free or for sale to appliance repair shops;

- Expanding recovery of construction waste materials and demolition wastes, possibly by diverting it all to a local C&D debris processor, by making changes in the way building permits are issued and charged, or by requiring separation of recoverable materials by contractors; and
- Mandatory separation of recyclable and compostable materials from other wastes by residents and businesses.

Task 1.4 Conceptual Designs

The Contractor will meet with City staff and City invitees (e.g., StopWaste.Org staff) to discuss and develop conceptual designs for basic system components, diversion strategies and initial Scenarios to be evaluated in Task 2. The initial conceptual design planning will focus on fatal flaws to narrow down the potential list of system options that best meet the City's goals and can most reasonably be adopted by the City Council and accepted by the City's constituents. Meeting will refine program options that the City has been considering, as well as any new options. The outcome of the Conceptual Planning Meetings will be a summary memo addressing the following:

- Overall system structure and integration of system elements
- Potential diversion ability and potential results
- Rate structure options, cost recovery
- Legal and regulatory issues such as Proposition 218 nexus considerations, and risks, and CEQA "triggers"
- Available facilities and facility needs
- Capital and operating cost factors
- Procurement Strategy (i.e., exclusive or open system, bundled services, bundled or separate disposal, transfer, processing, collection contracts, sequencing of RFPs)
- Likely requirements for municipal code amendments
- City Administrative structure

Task 1 Deliverables:

- Kick-Off Meeting
- Updated Project Schedule
- Draft and Final Background Document
- Summary of Diversion Strategy
- Three (3) Conceptual Planning Meetings
- Draft and Final Conceptual Planning Outcome Summary
- Up to two (2) additional meetings with City staff

Task 2 – Develop and Evaluate Zero Waste System Design Scenarios

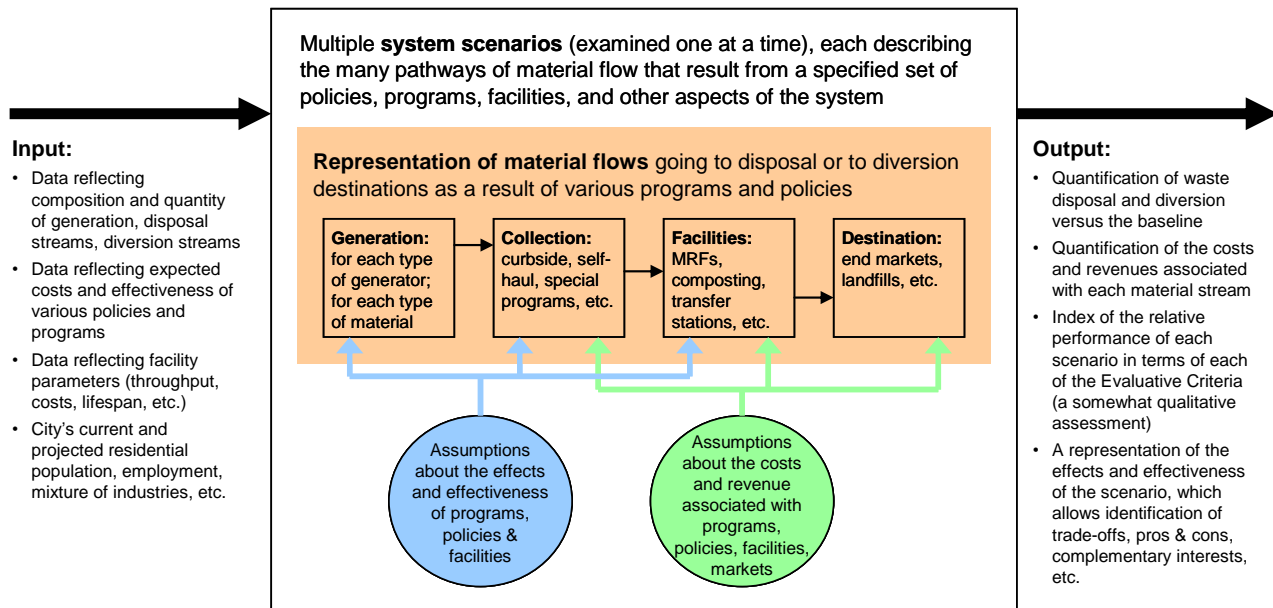
Level of effort: ~ 20% of total project

Based on the outcome of the Conceptual Planning done in Tasks 1.3 - 1.4 and input from the City, the Contractor will fully develop and analyze 3 - 4 ZWSDS. This process is described below.

Task 2.1 Develop Scenario Modeling Tool

The Contractor will prepare and apply a modeling tool that will produce a representation of fully built-out Scenarios, in consultation with City staff to determine what information is available to serve as input

to the City's modelling tool, and to identify the kinds of output and how the output will be presented (Task 2.3) that can be expected as a result. Specifically, the modeling tool will produce a representation of the Scenarios' anticipated effects on waste generation, diversion, disposal, system costs and revenue, and customer rates. An example of the modeling tool is shown in the figure below.



In consultation with the City, the Contractor will develop a data plan for the modeling. The Contractor will craft and refine the analytical pieces that will fit together to form the Scenarios, and input the various data points for analysis. Prior to inputting all the necessary data for the multiple Scenarios, The Contractor will meet with the City to confirm that the inputs and outputs of the modeling tool will meet the City's needs.

Inputs might include, for example:

- Anticipated programs and policies from the Task 1.3 results (Diversion Strategies)
- Demographic data (population, planned growth)
- Service data (number of SFD, MFD, commercial units by service level)
- Waste characterization and tonnage data by sector (residential, commercial, industrial, self-haul, governmental, etc.)
- Solid waste facility data (transfer station, recyclables organics, C&D processing, disposal, facility centroid distance, permitted solid waste types and tonnage)
- City fee and franchise fee revenue, bad debt, program cost/budget data

Outputs might include a combination of narrative, flow charts, tables, and graphics.

Task 2.2 Analyze Scenarios

The Evaluative Criteria adopted by the City Council are, necessarily, general in nature. Before applying these criteria, the Contractor will meet with the City to review and confirm the Contractor's interpretations and understanding of each of the criteria, and their relative importance, to provide greater assurance that the criteria will be applied in a manner that meets project goals. The evaluation of each Scenario will then proceed. It is anticipated that the analysis will be used to:

- Describe and assess options for system changes to the Zero Waste System over various timeframes
- Provide an index of the relative performance of each Scenario in terms of the Evaluative Criteria adopted by the City Council
- Provide a qualitative assessment of the system according to the Evaluative Criteria adopted by the City Council
- Incorporate financial pro-formas (estimated program and revenues)
- Identify City administrative costs
- Identify financing and revenue mechanisms
- Identify rate structure options
- Incorporate the Diversion Strategy (see Task 3.3) and provide tonnage flows analysis
- Identify the major pros and cons of a particular Scenarios

Compare one SCENARIOS to another, including competing interests and trade-offs

- Identify possible regulatory, policy, and legal issues
 - Identify procurement strategies to enhance the performance of the Scenario, such as bundled vs. separate collection, processing, transfer, and disposal services

The results of the evaluation will be summarized using a combination of narrative, flow charts, tables, and graphics. The analysis will allow the City to simply and clearly illustrate the effectiveness of a variety of system design options in terms of meeting and City's Zero Waste objectives and other policy goals, and the eight categories of the Evaluative Criteria adopted by the City Council:

- Customer Benefits
- Health & Safety
- Environmental
- Economic development
- Financial
- Innovation
- Regulatory
- Viability

It is anticipated that the evaluation process will point to a clear choice for a preferred Zero Waste System Design that best meets the Evaluative Criteria and provides the best fit for the City's Zero Waste strategy.

Task 2.3 Summary Memorandum

The Contractor will prepare a memorandum summarizing the comparative merits and potential results of each of the ~3 - 4 Scenarios under evaluation, and recommending a preferred Zero Waste System Design. The Contractor understands the Summary Memorandum will be used as part of the information presented to City Council for their review and consideration of the preferred ZWSD prior to beginning Phase II. Accordingly, the summary will be sufficiently detailed to clearly answer the question: *"How and to what extent does this Scenario meet this criterion?"*

The summary will also include recommendations to guide Phase II on the most appropriate contracting/franchising arrangements for the City, such as:

- Exclusive or separate residential and commercial collection
- Franchised or "open" competition based on a permit system for C&D/ temporary box service

- Multiple contracts based on the collection methodology (e.g., cart, bin, or roll-off) or material (e.g., recyclables, organics, residue)
- Separate collection, disposal, or processing contracts
- Local use of diverted materials
- Separate contracts at facilities that recovery the City's self-haul waste

Task 2 Deliverables:

- Up to six (6) meetings
- Teleconference meetings as needed
- Description of 3 - 4 Scenarios
- Development of Scenario modeling tool
- Analysis of 3 - 4 Scenarios
- Summary Memorandum of Preferred Zero Waste System Design including, but not limited to, tables, graphs and text content suitable for inclusion in a staff report to Oakland City Council
- Electronic copy of the Scenario modeling tool

Task 3 – Phase II Kick-Off Meeting and Confirm Program Recommendations

Level of effort: ~ 4% of total project

Task 3.1 Phase II Kick-off Meeting

The Contractor will review data and information provided by the City and identify additional data requirements or issues for discussion at the Phase II Kick-off Meeting.

The primary objectives of the kick-off meeting are to confirm the Zero Waste System Design elements that the City desires to implement following Phase I, review the project schedule, and address any outstanding issues or concerns. The Contractor will solicit City's review of identified documents and collaboration to prepare the final meeting agenda and support materials prior to the Kick-Off Meeting.

Task 3.2 Confirm Program Recommendations

The Contractor will confirm the City's desired combination of solid waste collection and recycling programs for residential and commercial customers, based on the results of Tasks 1 - 2, and direction from City Council. Program elements may include:

- Waste reduction, recycling and education programs and strategies for multi-family complexes and residents
- Specific (expanded) list of the minimum acceptable recyclables in City programs;
- Minimum waste diversion requirements per sector;
- Bundled services/variable rates
- Public education program requirements (e.g., quarterly newsletter, annual campaigns, classroom presentations, etc.)
- Community outreach programs
- Container requirements, including sizes, colors, footprint, manufacturing specifications and labeling requirements
- Financial incentives for the franchisee to increase recycling and / or penalties for failure to meet specified diversion requirements

- Household Hazardous Waste, E-Waste and U-Waste collection, disposal and recycling alternatives
- Provision of solid waste collection and recycling services to City offices, parks and facilities
- Vehicle emissions standards and requirements
- Alternative fuel vehicle options
- Collection and recycling services to City offices, facilities and events

Task 3.3 Confirm Waste Reduction Strategy

All services requested in any Request for Proposals (RFP) for collection, processing, or disposal services will be predicated on the results of Phase I. During this subtask, the Contractor will confirm the City's selected approach to implement the system design selected from Phase I work.

Based on the system design selection and implementation approach selected by the City following Phase I, the Contractor will draft language to be included in RFP and Franchise Agreement(s) Scope of Services documents.

Task 3 Deliverables:

- Additional document request list
- Phase II project schedule
- Participation at Phase II project kick-off meeting
- Two (2) meetings with City Staff to confirm and finalize program requirements and waste reduction strategy

Task 4 – Develop Service Proposal Evaluation Criteria and Evaluation Process

Level of effort: ~ 2% of total project

In consultation with City staff and conforming to City procedures and protocols, the Contractor will prepare and present for City review and consideration:

- Evaluation criteria and a proposed evaluation process for review and comment by City Staff (e.g., an initial “pass-fail” screening, separate technical vs. cost scoring, and does the evaluation process provide a specific recommendations or summary results to City Council)
- Options and considerations for number, role and makeup of an evaluation team (e.g., City Staff, consultants, public at large, City Council member(s), representatives from adjoining communities, etc.).

The evaluation process may include:

- For proposers that meet minimum RFP requirements (i.e., “Pass-Fail screening), the evaluation process can be done as a traditional “pre-weighted” process, where the City Staff or City Council sets the relative weights of the evaluation criteria, and the criteria weighting is included as part of an RFP
- As an alternative, the City may conduct a “double-blind” process where a technical committee provides “raw” scores of the proposals on their technical merit using the pre-established evaluation criteria, and a separate evaluation process sets the weighting of the evaluation criteria. These two activities are done independently, with the criteria weighting applied to the “raw” scores.

The evaluation criteria may include the following:

- **Diversion Programs:** Detail and feasibility of plans for collectors to achieve diversion targets for each sector (residential, commercial, self-haul).

- **Approach and Technical Solution:** The purpose of the technical evaluation is to verify that the proposer can meet the proposed performance specifications and criteria on a long-term basis. Technical evaluation criteria may include without limitation:
 - Proposer's detailed design and technical support data to confirm the performance predictions as represented in the proposal
 - Program enhancements offered by the proposer
 - Proposer's approach to reducing air emissions, and wear and tear on the City's streets
 - Proposer's approach to high quality customer service and overall system design and integration of the separate elements of the system
 - Demonstrated technical feasibility of equipment
 - The required plans in accordance with the RFP (transition, collection operations, processing, public education, customer service, equipment maintenance, etc.)
 - Ability to meet implementation schedule
 - Environmental Stewardship (All environmental management policies and activities related to the proposed activities should be described, including the use of alternative fuel vehicles, use of recycled products throughout operations, internal waste reduction and reuse protocol, water and resource conservation activities within facilities (design, construction and operation), and use of non-toxic products when possible)
 - Commitment to Employee and Public Safety
- **Experience and Performance.** The experience of each proposer may be evaluated to determine the relative ability of each proposer to implement the program elements described in the RFP and to attain the City's objectives. This could include:
 - Qualifications and structure of project management team, relationships between management team and corporate management, and internal controls
 - Previous experience providing services to cities of similar size
 - Successful operation of residential and commercial solid waste collection programs
 - Implementation and administration of complex solid waste collection systems, including equipment selection and route design
 - Successful operation of recycling programs that achieve high participation levels and diversion rates
 - Cost-effective processing and marketing of recyclable materials with demonstrated success in attaining highest and best uses for such materials
 - Demonstrated expertise in implementing and maintaining customer service programs, including the development and use of performance measures and benchmarking
 - Previous experience in successfully designing and implementing transition plans
 - Experience in designing, implementing, and operating public education and information programs that promote high participation and diversion
 - Demonstrated expertise in designing and using data management systems to assure accurate data collection, analysis and reporting
 - References
 - Litigation history

- **Customer Service:** Criteria could include the Proposers' approach to: implementing customer service programs; the plans as required in accordance with the RFP; continuity and timeliness of service; performance measures; and measurements of outreach effectiveness
- **Financial Capacity:** Each proposal could be evaluated to assess the relative financial capacity and strength of the proposer. This will include an evaluation of financial statements; a financial review of each proposer; including a review of key financial ratios; and proposer's capacity and plans for responding to fluctuations in recyclable material markets and for making needed start-up investments in equipment, both of which should be specifically addressed in the Proposals.
- **Cost:** Cost evaluation is intended to provide an equitable basis for cost comparison between proposals and an evaluation of the effect of those costs on customer rates. All cost information to be used in this evaluation will be as stated in the proposal. The proposals will be reviewed to verify that the proposed costs are consistent with the activities described in the proposal and the proposer's work plans.

Task 4 Deliverables:

- Draft evaluation criteria
- Recommendations on the evaluation team
- Summary memo on the Evaluation Process to be followed
- Two (2) meetings with City Staff

Task 5 – Develop and Issue Request for Proposals Documents

Level of effort: ~22% of total project

Task 5.1 Develop RFP(s)

The Contractor will prepare an RFP package based on information generated from Phase I and previous tasks, as well as its experience working with the solid waste community. The RFP will include draft agreement(s) specifying the conditions of the agreement (e.g., collection service requirements, performance standards, insurance, and liability/indemnification requirements), and cost forms for proposers to complete. RFP(s) may specify minimum requirements and qualifications and require contractors to submit work plans specifying how they will transition to new services, achieve diversion requirements, implement customer service programs, and promote public education activities. Separate sections of the RFP may include, for example:

- Section 1: General introduction to the RFP documents
- Section 2: Available demographic and service account data
- Section 3: Current services and requested service requirements
- Section 4: Communication protocol for the contractors and the City, qualification requirements; and the required submittal format
- Section 5: Required work plans
- Section 6: Evaluation criteria and evaluation process
- Section 7: Proposal cost and service forms
- Section 8: Draft Agreement(s)

The Contractor suggests including CDs with response forms for the Proposers to complete as part of the submittal package. As an option, the City may wish to post the RFP on its web site in PDF.

In our experience, the franchise agreement should be developed and issued as part of the RFP package. This significantly reduces the time and cost of negotiations, and contractually links the requested services

to proposed costs as part of the evaluation process. The Contractor has previously followed this proven approach in our scope of services, and strongly recommends that the City use it given the project timeline.

Task 5.2 Develop Draft Service Agreement(s)

The Contractor will prepare the draft service agreement(s) to be included in the RFP package. Proposers will be required to specify any exceptions and provide alternative language for any changes they propose as part of their proposal package.

In addition, proposers may not be allowed to make changes to the agreement after submitting proposals. Service agreements will include, at a minimum, the following primary sections:

- Definitions
- Representations and warranties
- Franchise term
- Scope of services (collection, processing, transfer disposal, etc.)
- Compensation
- Operating assets
- General requirements
- Financial record-keeping and reporting requirements
- Indemnity, insurance, and bond
- Breach, default, and remedies;
- AB 939 diversion requirements and indemnification; and Performance standards such as:
 - Minimum customer service standards
 - Minimum waste diversion requirements
 - Vehicle emissions standards and requirements
 - Specifications for container size, color, and labeling
- Public education program requirements (e.g., quarterly newsletter, annual campaigns, classroom presentations, etc.)
- Collection and recycling services to City offices, facilities and events
- Time requirements for responses to customer calls regarding service complaints (i.e., missed collections, material spillage, and hydraulic leaks, etc.)
- Time requirements for responses to customer calls regarding billing complaints, new accounts, etc.
- Time requirements for cart or bin exchanges
- Vehicle noise requirements
- Vehicle maintenance and replacement requirements
- Minimum insurance coverage requirements
- Collection frequency and method

The draft service agreement will establish the scope of services to be provided by the proposer and will specify performance standards. Based on the results of discussions in previous tasks, service agreement(s) and cost forms included in the RFP package may be structured to allow the City to evaluate cost proposals for various service options.

Task 5.3 Finalize the RFP Package(s)

The Contractor will incorporate input from the City, and will finalize the RFP package(s) for release.

Task 5.4 Prepare Mailing List of Potential Proposers

The Contractor will prepare a list of potential service providers. After the list is final, the Contractor will provide a mailing list to the City in electronic format, or produce mailing labels as requested.

In addition, the Contractor will assist the City in publicizing the availability of RFP package(s), and how potential proposers may obtain the RFP package(s). The Contractor will provide the City with a draft notice of the availability for release on City letterhead.

Task 5.5 Conduct Mandatory Pre-Proposal Meeting(s) and Prepare RFP Addenda

As directed, the Contractor may assist the City in conducting mandatory pre-proposal meeting(s) with prospective proposers. The pre-proposal meeting will provide the opportunity for the City to review the RFP with prospective proposers and answer questions as appropriate. The Contractor will prepare written responses to questions raised before, during, and after the pre-proposal meeting (but before any deadline for submitting questions) for submittal to all parties at the meeting. In addition, the Contractor will prepare addenda to the RFP as necessary.

Task 5 Deliverables:

- Draft and final RFP(s) (including all the items discussed above) for review and comment by City Staff
- Draft and final service agreement(s) [to be included as part of RFP package(s)]
- Six (6) meetings with City Staff to review draft RFP package(s)
- Electronic copy of the RFP package (MS Word, MS Excel, and PDP)
- Draft and final mailing list
- Draft and final notice of availability
- Electronic copy of final mailing list and notice of availability
- Agenda, sign in sheet, handouts for mandatory pre-proposal meeting(s)
- Participating the mandatory pre-proposal meeting(s)
- Preparing answers to written questions submitted prior to, during, or after the mandatory pre-proposal meeting
- Preparing written addenda that incorporate answers to questions submitted by attendees, and/or additional clarifications to the RFP package
- Electronic copy of the response to questions and/or clarification for the City to release as addenda to the RFP

Task 6 – Evaluation of Proposals

Level of effort: ~ 20% of total project

Task 6.1 Initial Evaluation

The Contractor will assist the City's evaluation team with evaluating proposals received in response to the RFP(s), based on the evaluation criteria and evaluation process developed as part of Task 4 and will include several meetings with City Staff. The Contractor will prepare a summary of the proposals received, all necessary reference check forms, evaluation forms, scoring forms, and will provide answers to City Staff on specific proposals or technical questions.

Task 6.2 Conduct Proposer Interviews

The Contractor will assist the City in conducting interviews with the most qualified proposers which may include: preparing interview questions, scheduling the interviews, conducting the interviews, summarizing the results from the interviews, and as needed preparing follow-up questions to the companies invited to the interviews and/or arranging for the City to conduct site evaluations at the Proposers' facilities/operation/corporation yards.

Task 6.3 Complete Evaluation Process

The Contractor will assist the City in completing the evaluation process by incorporating additional City requested information submitted by the proposers, providing additional scoring sheets to be completed by the evaluation team, and compiling the scoring results. The Contractor will then prepare a summary of the proposal process, proposals received, the evaluation process, and the results and recommendations for proposal ranking.

Task 6.4 Council Session on RFP Results

The Contractor will assist City Staff in presenting the results and/or recommendations of the RFP process to City Council. This may include assisting City Staff prepare staff reports and presentation materials.

Task 6 Deliverables:

- Reviewing and summarizing the proposals received
- Preparing all necessary forms for the evaluation team
- Conducting reference checks on the proposals
- Participating at evaluation team meetings
- Tallying the scores of the evaluation team members
- Questions to be submitted to proposers prior to the interviews
- Agenda, sign in sheet, handouts for the interviews
- Scoring sheets for the interviews, as appropriate
- Conducting/participating at the interview sessions
- Preparing follow-up questions to proposers
- Meeting with City Staff and/or the evaluation team to complete the evaluation process and to complete the final RFP scoring
- Compiling final scores from the evaluation team
- Report, suitable for incorporation into a City Council report, on the results of the RFP process and recommendations for submittal and presentation to City Council

- Meeting with City Staff and/or the evaluation team to review the staff report and presentation materials
- Presentation materials summarizing the results of the RFP process and recommendations for presentation to City Council
- Two (2) presentations to City Council

Task 7 – Finalizing Service Agreements (s)

Level of effort: 10% of total project

Task 7.1 Negotiation Support

The Contractor will participate in service agreement negotiations with the top ranked contractor(s), with a focus on clarifying the proposers' service and cost proposals, finalizing contractual language, and ensuring that the proposed collection rates are appropriate given the level of requested service.

Task 7.2 Prepare Final Franchise Agreement(s)

The Contractor will revise service agreement(s) based on the results of the negotiation sessions, changes to the draft agreement through the issuance of addenda by the City, any final program options selected during the evaluation process, proposed rates, final work plans, exhibits, etc.

Task 7.3 Council Session on Negotiation Results

The Contractor will present the results of the negotiation sessions and the final service agreement(s) to City Council for their consideration including preparing a report, suitable for incorporation into a City Council report, on the results of the negotiation sessions and supporting the recommendation to execute a service agreement with the selected service provider (s).

Task 7 Deliverables:

- Preparing a listing of outstanding service, cost, and service agreement issues to be negotiated with the the proposer(s)
- Participating in negotiations with the top ranked proposer(s). Negotiations will focus on clarifying the contractors' service and cost proposals, finalizing contractual language, and to the extent necessary, clarifying the proposed collection and disposal rates.
- Preparing the final service agreement for review by the City attorney for consistency and approval as to form
- Report detailing the results of the negotiation sessions
- Presenting the results of the final negotiations and the final service agreement(s) to the City Council for consideration

Task 8 – Perform Additional Related Work/Contingency

Level of effort: ~ 10%

Additional work may be authorized under this contract as mutually agreed by City and Contractor. If the City desires additional related work, the City will inform the Contractor of the parameters and deliverables for such work. The Contractor will respond with:

- Timeline designating key milestones within the proposed implementation plan
- Assignment of personnel and/or subcontractors and the corresponding number of hours to

complete necessary task(s)

- Budget for the work that will include the estimated cost for each task

The City will review the Contractor's submission and may authorize work for the task to proceed. Upon written City authorization for additional work, the Contractor shall perform such services in a timely manner, within the budget and timeline specified in the assignment.

Work Assignments

All work shall be performed on a task order, time and materials basis. No billable work shall occur on this project outside an established task order.

Estimated Project Schedule (subject to adjustment by mutual consent of Contactor and City):

The following is an initial schedule of major milestones for guiding the project. At the conclusion of Phase I (i.e., selection of a preferred Zero Waste System Design to be implemented), the Contractor will provide a more detailed schedule prior to the start of Phase II work tasks.

Phase I & II Schedule — Major Milestones	
Task	Completion Date (Week of...)
Notice to Proceed	Sept. 1, 2009
PHASE I: ZERO WASTE SYSTEM PLANNING	
Task 1 Initial ZWSDS Planning	
Task 1.1 Phase I Meetings	Scheduled as needed
Task 1.2 Preparation of Background Document	Sept. 18, 2009
Task 1.3 Diversion Strategies	Sept. 21, 2009
Task 1.3 ZWSDS Planning	Oct. 5, 2009
Task 2 Develop and Evaluate Scenarios	
Task 2.1 Develop Scenario Modeling Tool	Nov. 9, 2009
Task 2.2 Analyze Scenario	Dec. 7, 2009
Task 2.3 Summary Memorandum	Dec 17, 2009
PHASE II: ZERO WASTE SYSTEM PROCUREMENT	
Task 3: Phase II Kick-Off Meeting and Confirm Program Recommendations	
City Council Approves Preferred Zero Waste System Design	Jan. – March 2010
Task 3.1 Phase II Kick-off Meeting	To be scheduled (Jan – March 2010)
Task 3.2 Confirm Program Recommendations and Diversion Strategy	To be scheduled (Feb. – March 2010)
Task 4 Develop Evaluation Criteria and Evaluation Process	To be scheduled (Feb. – March 2010)

Phase I & II Schedule — Major Milestones	
Task	Completion Date (Week of...)
Task 5 Develop and Issue Request for Proposals Documents	
Task 5.1 Develop RFP	June 14, 2010
Task 5.2 Develop Draft Service Agreement(s)	June 14, 2010
Task 5.3 Finalize the RFP Package	July 19, 2010
Task 5.4 Prepare Mailing List of Potential Proposers	July 12, 2010
ISSUE RFP PACKAGE	AUGUST 2, 2010
Task 5.5 Conduct Mandatory Pre-Proposal Meeting and Prepare the RFP Addenda	August 30, 2010
PROPOSALS DUE	SEPT. 20, 2010
Task 6 Evaluation of Proposals	
Task 6.1 Initial Evaluation	Oct. 18, 2010
Task 6.2 Conduct Proposer Interviews	Nov. 15, 2010
Task 6.3 Complete Evaluation Process	January 2011
Task 6.4 Council Session on RFP Results	To be scheduled (March 2011)
Task 7 Finalize Service Agreements(s)	
Task 7.1 Negotiation Support	To be scheduled (April – June 2011)
Task 7.2 Prepare Final Service Agreement(s)	To be scheduled (July – Sept. 2011)
Task 7.3 Council Session on Negotiation Results	To be scheduled (Nov. – Dec. 2011)
BEGIN NEW SERVICES	JAN. 1 2013