

Regional Food Recovery and Local Assistance

Western Riverside Council of Governments

REQUEST FOR PROPOSAL SUBMISSION
NUMBER 22-13



dc
DEGRAVE
COMMUNICATIONS
· PUBLIC RELATIONS ·



Mariposa Eco
Consulting, Inc.

JANUARY 26, 2023

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A handwritten signature in blue ink, appearing to read 'David Davis'.

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A handwritten signature in blue ink, appearing to read 'Cynthia Lozano Vant Hul'.



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DEAR MR. DAILEY,

MSW Consultants, along with DeGrave Communications, and Mariposa Eco Consulting, are pleased to submit this proposal to perform Regional Food Recovery & Local Assistance to the Western Riverside Council of Governments (WRCOG). We believe our experienced staff and our breadth of knowledge in the solid waste and communications industries enables us to successfully perform this project. The following characteristics of our team set us apart from our competitors.



Team with extensive experience in assisting local governments comply with AB 341, AB 1826 and SB 1383

3

Top Team Members with Accreditations in Public Relations (DeGrave Com)

75+

Collective Years in Marketing, Communications and Branding (DeGrave Com)

15+

Industry awards (DeGrave Com)

Founded in 2000, MSW Consultants has provided solid waste and recycling consulting services exclusively to local governments in the areas of finance, economics, and public policy. With over 30 years experience in the solid waste industry, our organization has provided a broad range of solid waste consulting services to over 80 cities, counties and special districts in the areas of auditing, contract negotiation, rate setting, competitive service procurement, contract compliance, waste diversion, and regulatory compliance.

With DeGrave Communications' in-depth experience in developing award-winning communications, marketing and branding strategies for dozens of public-sector agencies, and first-hand knowledge of Southern California, we believe our team is the perfect fit and will bring a unique understanding to this project. For this project, MSW Consultants will serve as prime contractor. As president of MSW Consultants, I have the authority to bind the firm in a contract with WRCOG. I acknowledge that the proposal will be valid for at least 90 days and will become part of MSW Consultants' professional service agreement with WRCOG.

Collectively, the MSW Consultants/DeGrave/Mariposa Eco Consulting team have an unmatched understanding of the Riverside County region and have worked with several WRCOG member jurisdictions. Our firms will work side-by-side to achieve the objectives, and tasks set forth in this proposal. MSW Consultants will take the lead on the overall project management, and execution of Tasks 1, 2, 4, 5, 6, 7. The DeGrave team will oversee the execution of Task 3, and collaborate with MSW Consultants in Task 7. Mariposa Eco Consulting will support Tasks 4, 5 and 6.

Thank you for the opportunity to submit our proposal. Our team would welcome the opportunity to interview with WRCOG staff and member agencies.

Sincerely yours,

DAVID DAVIS, CMA
PRESIDENT · MSW CONSULTANTS

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D. Firm Capabilities

D. Firm Capabilities

2000

Founded



Locally Based in
Murrieta, CA



Multilingual
Capabilities



Knowledge of
Riverside County



Specialization in SB 1383
Outreach Projects

9

Collectively we have worked with
9 WRCOG Member agencies

D. Firm Capabilities (A & B)

MSW CONSULTANTS

A. MSW Consultants has provided solid waste consulting services to over 80 local governments in the areas of finance, economics, and public policy. We have over 30 years of experience providing consulting service over the full range of integrated waste management including collection, recycling, material processing, and disposal. We are continually helping our clients navigate the myriad of federal, state, and local rules that govern the solid waste management industry.

DEGRAVE COMMUNICATIONS

A. DeGrave Communications has a proven track record of working on dozens of similar projects to those listed in the scope of work. From developing large-scale agency-wide strategic communications plans to smaller waste-specific campaign communication outreach plans, our team has tackled them all. We understand the value of creating plans that are agency-specific, not cookie cutter. Specifically, our team has worked with City of Folsom, City of Newport Beach, City of Agoura Hills and City of Downey to develop communication plans for their unique SB 1383 outreach efforts. We assist our statewide public agencies with social media outreach, website copy and material development daily. As we have transitioned into a digital world, we have been able to help our clients with townhall meetings both in-person and virtually. More recently, we worked with SAWPA to develop a three-county outreach effort for a Trust the Tap campaign in English, Spanish and Chinese. Providing educational materials and resources to SAWPA's member agencies in Orange, Riverside and San Bernardino Counties.

MARIPOSA ECO CONSULTING, INC.

A. Mariposa Eco Consulting integrates all aspects of an environmental

management firm, including air, water, solid waste, sustainable program management, energy, greenhouse gas reduction and measurement, hazardous waste and universal waste management, and resource conservation. We assist our clients with seeing the benefits of a sustainable earth; complying with and improving upon environmental laws, while generating profits and growth.

MSW CONSULTANTS

B. The MSW team consists of professional accountants and outreach specialists with extensive experience with designing and implementing solid waste programs.

DEGRAVE COMMUNICATIONS

B. Our team specializes in working with public agencies. We understand government and we understand WRCOG. Our team has worked internally and externally for public agencies; We understand the unique challenges that government agencies face. Some of our clients include: City of Agoura Hills, City of Folsom, City of Murrieta, City of Eastvale, City of Lake Elsinore, Elsinore Valley Municipal Water District, Western Municipal Water District and Lake Elsinore & San Jacinto Watersheds Authority (SAWPA).

MARIPOSA ECO CONSULTING, INC.

B. Mariposa Eco Consulting works with all aspects of businesses, local government, and communities to design, develop, and implement sustainable programs that work. We take the time to understand the specific circumstances of our clients, including demographics, economics, and environmental factors, allowing our clients to realize profits and compliance.

D. Firm Capabilities (C)

MSW CONSULTANTS

DAVID DAVIS, CMA · PROJECT DIRECTOR

Mr. David Davis is a Certified Management Accountant (CMA) with over 30 years of experience in the field of solid waste management. Mr. Davis' expertise lies in working with municipal managers to maximize the value of the solid waste services provided to their ratepayers. He has held executive management positions in both the private and public sectors and has extensive experience in providing business advisory services to local government in the field of solid waste management.

ROLE: Mr. Davis will serve as the Project Director for this project. He will be the main point of contact and have overall responsibility for the project. He will direct the planning of the project and attend all meetings.

LUCAS ARIAS · PROJECT MANAGER

Lucas is a highly effective project manager. He has substantial experience in the waste industry and has served multiple cities across Los Angeles, Orange, Riverside, and Ventura counties. He graduated from California State University, Northridge with a BA in Jazz Studies. Before entering the waste industry, Mr. Arias has performed as a trumpet player and drummer with multiple artists across the country.

Role: Mr. Arias will serve as Project Manager. He will oversee the day-to-day operation to ensure all milestone and deadlines are met and review all reports for each task on this project. He will serve as task lead for facilitating meetings, assessing capacity and compliance, and developing and implementing the inspection program.

GIRARD MOBLEY · PROJECT ANALYST

Mr. Mobley is a skilled financial and project analyst. He has extensive experience in conducting audits on waste haulers for municipalities, and in providing recycling outreach and education to commercial waste generators. He graduated from San Diego State University with a BS in Business Administration with a focus on Finance and a minor in Economics. He is also a certified practitioner in the zero waste principles and practices.

Role: Mr. Mobley will serve as Project Analyst. He will serve as task lead for developing the food recovery program, drafting the final report and assisting as needed for all other tasks.

ALYSON SCHILL · CEO, CAREIT

Alyson brings an intimate knowledge of zero food waste to powerfully move initiatives forward. She continues to thrive at the heart of shaping and advocating for city, county, and statewide policies and support for food waste prevention. With a background in volunteer management, gleanng, sustainable event production, environmental service-learning leadership in educational institutions, and restaurant management, Alyson combines experiences from across the food waste chain to create meaningful and comprehensive waste reduction programs. Alyson is the CEO of the food donation app, Careit.

Role: Alyson will assist with onboarding jurisdictions into the Careit app and training. She will also provide technical support during inspections to tier generators.

D. Firm Capabilities (C)

KAYLA FRIEDERICH · OUTREACH TECHNICIAN

Ms. Kayla Friederich is a diligent project analyst new to the solid waste industry. She has high standards for reporting quality data and providing effective outreach. Before joining MSW Consultants, Ms. Friederich has customer service experience in food service and retail. She has also gained further communication experience through social media creation by interning with The Water Conservation Garden and by assisting her family's small business.

Role: Ms. Friederich will serve as Outreach Technician. She will assist with capacity and compliance, implementing public outreach, and implementing the inspection program.

DEGRAVE COMMUNICATIONS, INC.

LISELLE DEGRAVE, APR · DIRECTOR

A veteran communicator, Liselle has nearly 20 years of experience and her expertise includes spearheading communications, marketing and outreach projects for public-sector, and non-profit clients throughout California. Her background blends both in-house communications and agency expertise to ensure impactful communications strategies for the clients she serves. She will serve as the principal-in-charge.

Role: Will be involved in Task 3 - overseeing the project management for all outreach efforts as well as strategy.

RACHEL MCGUIRE, MBA, APR · PROJECT MANAGER

Rachel is a recognized leader in the field of public relations and communications and brings nearly 20 years of experience working in-house and in an agency setting to this project along with a proven track record of award-winning communications, marketing, outreach and branding strategies. For this engagement, Rachel will serve as the director leading DeGrave Communication's fully integrated team of communications, marketing and outreach professionals.

Role: Will be involved in Task 3 – serving as project manager for all outreach efforts as well as strategy and developing copy.

JESSICA WINN · ACCOUNT EXECUTIVE

Jessica is a leader in the areas of organization administration and marketing. She has a proven track record of effectively supporting the DeGrave Communications team with community engagement, managing project organization and research. For this endeavor she will serve DeGrave Communication's fully integrated team of communications, marketing and outreach professionals to support research efforts.

Role: Will be involved in Task 3 – serving the team with any member agency requests, scheduling agency workshops and needed organizational support.

ASHLEY RINGGER · STRATEGIC VISUAL DESIGNER

Ashley is an accomplished professional in the fields of communications and public affairs. She brings nearly 15 years of experience in community outreach and engagement as well as graphic and website design to RMG

D. Firm Capabilities (C)

Communications. With a passion for public service and working in water, Ashley has designed communications campaigns and collateral for our clients, including program websites, social media content and graphics, fact sheets, water quality reports and Prop. 218 notifications. A gifted storyteller, graphic artist and web designer she will assist with crafting dynamic visuals together with meaningful content for this project.

Role: Will be involved in Task 3 – designing all needed campaign design elements including, but not limited to e-blasts, social media posts and campaign materials.

MARIPOSA ECO CONSULTING, INC.

CYNTHIA LOZANO VANT HUL · PROJECT MANAGER

Cynthia Lozano Vant Hul (President/Project Manager) is qualified by reasons of education, training background and over 25 years' experience in the solid waste and recycling industry. Cynthia has 14 years' experience providing subcontracting contract services. Cynthia holds a Master of Public Administration degree, from California State University San Bernardino. Since 2003, Cynthia has been a Director with the Southern California Waste Management Forum (SCWMF). In 2022, Cynthia was appointed as the President of the SCWMF. In 2019, she was appointed as a Director to the Women in Solid Waste & Recycling (WISR), new LA Chapter and since 2000 a member in good standings with the California Resource Recovery Association (CRRRA).

Role: Cynthia will assist with the design of the inspection plan and edible food recovery program.

KYLE VANT HUL · PROJECT ANALYST

Kyle Vant Hul (Project Analyst) has 14 years' experience in the solid waste and recycling industry. He is a certified resource, recovery, and recycling consultant. Since 2011, Kyle was the lead recycling trainer for the LAUSD Expanded Recycling program. Kyle have led numerous comprehensive City audits in the Los Angeles, Orange, and Imperial Counties and in the Los Angeles County Garbage Districts. In 2017/2018 Kyle led sixteen Zero Waste Representatives in the Northeast Valley (NEV) City of Los Angeles, recycLA program. Today, Kyle provides the "On the Ground" daily assistance with the Recycling Coordinator staff within the LA Market in completing site assessments, program implementation and training.

ROLE: Kyle will assist with the implementation of the inspection program.

D. Firm Capabilities

D. Firm Capabilities (D)

MSW CONSULTANTS

MSW Consultants is owned by David Davis, CMA and is a small size S-corp located in Murrieta, CA.

DEGRAVE COMMUNICATIONS

DeGrave Communications, Inc. is owned by Liselle DeGrave, APR and is a small size S-corp located in Murrieta, CA.

MARIPOSA ECO CONSULTING, INC.

Mariposa Eco Consulting, Inc. is owned by Cynthia Lozano Vant Hul and is a small sized California corporation located in Banning, CA.

D. Firm Capabilities (E)

MSW CONSULTANTS

MSW Consultants is owned by David Davis, CMA and is an S-corp founded in 2000.

DEGRAVE COMMUNICATIONS

DeGrave Communications, Inc. is currently an S-corp, incorporated in 2018, but founded in 2003 as a sole proprietorship.

MARIPOSA ECO CONSULTING, INC.

Mariposa Eco Consulting, Inc. is a California corporation: #C4009500, incorporated in 2011.

D. Firm Capabilities (F)

There are no special issues, problems, or risks that are likely to be encountered in this project and how the Proposer would propose to address them.

MSW Consultants, DeGrave Communications and Mariposa are all equal opportunity employers and do not condone any type of discrimination in the workplace.

At MSW Consultants, we believe that equal opportunity applies to everyone, we also understand that it is especially important for people in groups that have historically been subjected to unfair treatment in the workplace. Although we don't promise to employ or promote all people in such groups, we do pledge to treat qualified job applicants and employees eligible for promotion fairly. We also pledge to avoid discriminating against them based on conscious or unconscious biases.

Moreover, we prohibit discrimination and harassment of any type and afford equal employment opportunities to employees and applicants without regard to race, color, religion, sex, sexual orientation, gender identity or expression, pregnancy, age, national origin, disability status, genetic information, protected veteran status, or any other characteristic protected by law. We conform to the spirit as well as to the letter of all applicable laws and regulations.

D. Firm Capabilities

D. Firm Capabilities (G)

MSW Consultants is 50% women-owned. We are an SB (Micro) certified firm, CID#: 2001476.

DeGrave Communications is a 51% women-owned, minority-owned, business. We are a WOSB, DBE and SBE certified firm. CUCP 49193 Metro 8782

Mariposa Eco Consulting, Inc. is a Women Business Enterprise (Women-Owned), small and disadvantage certificated company.

D. Firm Capabilities (H)

Experts in municipal waste and outreach make our team one-of-a-kind

WRCOG will benefit from the knowledge and expertise of our handpicked, fully integrated team of municipal waste and outreach professionals. Our proposed team of industry leaders combines MSW Consultants, veteran municipal solid waste management specialists, with DeGrave Communications' award-winning team of seasoned communications professionals along with and Mariposa's added "boots on the ground" grassroots efforts.

Together our seasoned team will provide WRCOG's member jurisdictions with a no-hassle, all-inclusive approach to a Regional Food Recovery & Local Assistance. Our team's streamlined proven strategy combines our firms' efforts and minimizes administrative costs for WRCOG to be able to complete the project with only one consultant to manage.

In addition, all three firms are based in Riverside County and have worked for many WRCOG jurisdictions.

MSW Consultants specializes in providing consulting service exclusively to local governments in the areas of waste contract procurement and negotiation, education and outreach, regulatory compliance, waste contract compliance audits, and customer rate-setting. To avoid any real or apparent conflicts of interest, we choose to not work for private waste companies. As a result, we bring a high level of independence and objectivity to our client engagements. MSW Consultants is currently providing solid waste consulting services to WRCOG members in the cities of Corona and Jurupa Valley and has provided services to the City of Norco.

DeGrave Communications has extensive knowledge of working with WRCOG member agencies, including the cities of Eastvale, Lake Elsinore, Murrieta, Menifee, along with Western Municipal Water District and Eastern Municipal Water District. We are well versed in SB 1383 and proven communication techniques to drive behavior change. We have developed personalized SB 1383 campaigns for the cities Agoura Hills, Newport Beach (award-winning), Folsom and Downey. These unique campaigns consider each agencies needs and goals to ensure long-term success. Our tailored approach to each agency is never cookie cutter and ensures each outreach program is successfully implemented at each agency.

Mariposa Eco Consulting's expertise as an environmental management consulting firm will complement the MSW Consultants team as they serve as a connection point with businesses in the WRCOG area.

E. Approach and Understanding of the Scope of Work Plan



E. Approach and Understanding of the Scope of Work Plan

PROJECT UNDERSTANDING

A key goal of SB 1383 is to collect edible food that would otherwise go to waste, and redistribute it to feed people in need.

To achieve this goal, SB 1383 requires local jurisdictions to promote relationships between certain businesses that generate excess edible food (Tier 1 and Tier 2 generators), and food recovery organizations (e.g., food banks, food runners, etc.). Jurisdictions are required to: 1) conduct education and outreach to businesses, 2) monitor and keep records regarding each business' compliance, and, 3) enforce the regulations.

The approach of SB 1383 is to build upon existing food recovery networks. Moreover, jurisdictions are required to identify any shortfalls in existing capacity, and submit plans to CalRecycle on how they intend to fill any capacity gaps. The regulations require each individual jurisdiction to implement their own edible food recovery program.

However, because existing food recovery networks often cross over individual city boundaries, a regional approach often results in greater efficiency. Instead of throwing good food in the trash, businesses are required to donate that food (and keep a record of their donations). As a result, there is a double benefit. Edible food that would have otherwise been landfilled (and contribute to climate change), is used to reduce food insecurity.

OBJECTIVES

The objectives of this project are to assist WRCOG member jurisdictions by:

- Educating Tier 1 and Tier 2 businesses about their food donation obligations
- Increasing Tier 1 and Tier 2 businesses access to food recovery organizations, and food recovery services

- Monitoring Tier 1 and Tier 2 businesses' compliance with food recovery program requirements
- Identify any gaps in edible food recovery capacity, and help plan to fill those gaps, if needed.

APPROACH

Our approach to this project will be to apply our extensive experience in SB 1383 program implementation, to WRCOG'S specific requirements. We will be fully committed to the overall mission of WRCOG solid waste and recycling strategic goals.

In our proposed scope of work, we have highlighted several specialized approaches that enable us to efficiently accomplish the program objectives. We believe that our experience, and our specialized approaches, uniquely qualify us to perform this work for WRCOG.

DETAILED SCOPE OF WORK AND BUDGET

To accomplish WRCOG's objectives, we propose to perform the tasks detailed below.

Task 1 • Project Management

The purpose of this task is to keep the project on schedule and on task.

SUBTASK 1.1: KICKOFF MEETING/ANNUAL PROJECT STATUS MEETING

We will conduct an initial project kickoff meeting with WRCOG staff and representatives of member jurisdictions. We will also conduct annual project status meetings at the beginning of each year of the project. All meetings will be conducted via video conference call. At these meetings, we will discuss the overall status of the project. This will include, but not be limited to, a review of: 1) project objectives, 2) the scope of work, 3) key issues, 4) work products, and, 5) project schedule.

E. Approach and Understanding of the Scope of Work Plan

Deliverables:

- Meeting notes
- Materials for kickoff meeting and annual project status meetings

SUBTASK 1.2: PROJECT TEAM COORDINATION

In addition to our kickoff meeting and annual project status meetings, we will conduct biweekly meetings, make regular phone calls, send and respond to e-mails, and participate in other communications with WRCOG to keep the project on schedule and within budget.

Deliverables:

- Meeting notifications
- Meeting agendas and notes

TASK 1.3: PROJECT MANAGEMENT UPDATE MEETINGS

We will schedule up to eight (8) meetings with WRCOG staff and representatives of participating cities to provide information and obtain feedback on draft deliverables.

Deliverables:

- Meeting notifications
- Meeting agendas and notes
- Other relevant drafts and documents

Task 2 • Capacity and Compliance

The purpose of this task is to review and determine the capacity of food recovery organizations, and confirm which Tier 1 and Tier 2 generators have written agreements. To accomplish this task, we will build on the information we gathered in the organic waste capacity study that we performed for WRCOG in 2022.

We will review and determine the capacity of food recovery organizations in Subtask 2.1.

We will confirm which commercial edible food generators have written agreements in Subtask 2.2.

SUBTASK 2.1: FOOD RECOVERY AGENCIES AND ORGANIZATIONS

To review and determine the capacity of food recovery organizations, we will:

- Compile the FROs from participating cities into a Regional Detailed Report
- Review and report the FRO available capacity of each participating city
- Determine whether the FROs have a food recovery agreement, if they do not, we will provide them a sample agreement
- Update the list of food recovery organizations and services to update participating jurisdictions' websites to reflect their:
 - Name and physical address
 - Contact information
 - Collection service area
 - Types of recoverable food accepted

Deliverables:

- Regional Detailed Report containing a list of FRO formatted by each participating city

SUBTASK 2.2: TIER 1 AND TIER 2 EDIBLE FOOD WASTE GENERATORS COMPLIANCE

To confirm which commercial edible food generators have written agreements, we will:

- Compile the existing lists of CEEGs from participating cities into the

E. Approach and Understanding of the Scope of Work Plan

Regional Detailed Report from task 2.1

- Review the list to determine if they qualify as Tier 1 or Tier 2 generators
- Review the generators access to capacity via food recovery agreements
- Update the list of Tier 1 and Tier 2 commercial edible food generators by jurisdiction to reflect:
 - Customer name and address
 - Primary contact information
 - Compliance status, including whether they have written agreements with food recovery organizations and donations logs
- Compile this information into the Regional Detailed Report, which will be in the form of one regional document with the information on each participating city formatted by sections.

Deliverables:

- Regional Detailed Report containing a list of CEFGs formatted by participating city

Task 3 • Public Outreach

The purpose of this task is to design and implement a targeted public outreach and education campaign that will increase awareness about food rescue among commercial edible food generators in Western Riverside County. The following approach and methodology has been created especially for WRCOG to successfully roll out edible food recovery to its member jurisdictions. Our goal will be to not only promote compliance with SB 1383, but to develop a strategy that will actually ‘move the needle’ toward the 20% Statewide food rescue goal in Western Riverside County.

TASK 3.1: DEVELOP COMMUNICATIONS AND EDUCATION PLAN

DeGrave will develop **multilingual outreach and education materials,**

and a detailed plan on comprehensive outreach and education efforts, for member jurisdiction’s Tier 1 and Tier 2 edible food generators. Our multi-pronged, strategic communications approach for this task includes the following four phases:

PHASE 1 RESEARCH

Effective Communication, Outreach and Education Strategies are Created – Not Copied. Research is the foundation for effective impactful communication, outreach and education projects and programs. At the start of Task 3.1 our team will embark upon a research and discovery process for this project. Our team will use information gathered in the research phase to solidify objectives, strategies, tactics, timelines and measure results. Here are our team’s recommended steps for this task:

KICK-OFF MEETING

We will commence with a kick-off meeting, which can be held virtually or in-person, and will include key WRCOG, MSW and DeGrave team members. WRCOG will provide an overview of key public outreach deliverables, identify key milestones, project timeline, identify roles and responsibilities of WRCOG and agree on Task 3 deliverables. This meeting will also give us the opportunity to consult with WRCOG on behaviors participating WRCOG cities could participate in to meet Tier 1 and Tier 2 edible food waste mandates as well as determine any barriers to motivation that may be specific to the participating cities. We will also go over commonly asked questions that WRCOG’s participating cities are receiving. This information will help us refine messaging and identify opportunities to further clarify SB 1383 details.

SURVEY

We recommend developing an online survey that is sent out to key stakeholders. This survey will be used to glean qualitative and quantitative

E. Approach and Understanding of the Scope of Work Plan

data on key stakeholders' understanding of SB 1383, how they like to receive information, barriers to participation and motivations for recycling. This data will help us further refine messaging and outreach and education methods. It will also serve as a baseline to measure success.

AUDIENCE IDENTIFICATION AND MAPPING

DeGrave Communications team members have worked with and for many WRCOG agencies. As part of our initial research efforts, we will identify key audiences. Identifying these audiences is important as it will help guide our plan rollout on how to reach these audiences. These key audiences will be gathered into a database for WRCOG.

COMMUNICATIONS AND MEDIA AUDIT

Our audit will focus on a review of what is currently being done throughout WRCOG cities and Tier 1 and 2 edible food waste generators to communicate SB 1383 requirements. We will make recommendations on how, to leverage education and outreach materials from CalRecycle in order to amplify the message.

PHASE 2: PLANNING

We will use the data and insights uncovered in Phase 1 to develop the overall Outreach and Education Plan. Prior to moving to Phase 3: Development of Outreach Materials, we will present our recommended Outreach and Education Plan to the WRCOG team to provide an opportunity for feedback and ensure a mutually agreed upon direction.

PHASE 3: IMPLEMENTATION

Based on the research and suggested strategies and tactics these efforts may include the following items noted below. All collateral items developed will follow WRCOG and/or participating cities' brand and writing style standards. It will also provide clear and effective messaging on edible food

recovery and comply with Article 4. In addition, the materials developed will be multi-lingual and based on resources provided by CalRecycle.

Five Regional Educational Workshops will be organized in-person and/or virtual (with recording).

Possible suggestions for multilingual outreach items for Tier One and Tier Two Edible Food Generators:

- Flyers
- Multilingual Stickers
- Presentation/slide templates
- Social media
- Website content
- Newsletter content
- Fact sheets
- Brochures
- PSAs
- Ads
- News Release templates
- Signage
- Workshops

PHASE 4: EVALUATION

During this entire engagement, our team will continually evaluate the progress and refine the approach. If needed. It is recommended that six months after the program is implemented that WRCOG sends out a follow-up survey to gauge the success of the outreach program.

Deliverables:

- Outreach and Education Plan
- Multilingual Outreach and Education Materials

E. Approach and Understanding of the Scope of Work Plan

TASK 3.2: IMPLEMENT OUTREACH AND EDUCATION PLAN

Upon the approval of the Outreach and Education Plan, DeGrave Communications **will implement the plan**. This task will include the DeGrave team providing records of:

- All outreach and education efforts
- Copies of the utilized marketing materials
- The date and to whom the information was disseminated or if direct contact was made
- Recorded workshops (up to 5)

Deliverables:

- Weekly reports and updates on conducted outreach and education efforts, including emails, presentations, individuals/entities outreached, outcomes/relevant documents;
- Copies of the utilized marketing materials.
- Five-workshops (in-person or virtual)

Task 4 • Develop Inspection Schedule and Plan

The purpose of this task is to develop a written plan to conduct and document inspections and enforcement of commercial edible food generators. This plan will consist of:

- 1) written procedures to conduct outreach and inspections to individual Tier 1 and Tier 2 generators;
- 2) an electronic mechanism (e.g., Zendesk, etc.) and written procedures for member jurisdictions to receive and monitor complaints; and,
- 3) a timeline showing key start and completion dates of inspections of Tier 1 and Tier 2 generators by jurisdiction.

The written procedures will address inspections, complaints, and

enforcement. They will be customized to work within each City's existing circumstances. The written inspection procedures will meet the requirements of Section 18995.1 (Jurisdiction Inspection Requirements). The written complaint procedures will include instructions how to use the electronic mechanism (e.g., Zendesk, etc.), and meet the requirements outlined in Sections 18995.3 (Jurisdiction Investigation of Complaints of Alleged Violations). The written enforcement procedures will meet the requirements of Section 18995.4 (Enforcement by a Jurisdiction) and Section 18997.2 (Penalty Amounts).

Deliverables:

- A written implementation plan and schedule to implement and manage an inspection program in participating cities.
- Electronic mechanism to receive, monitor, and manage complaints

Task 5 • Implement Inspection Schedule and Plan

The purpose of this task is to **implement the inspection program planned in Task 4**. This task will include conducting inspections, managing complaints, and documenting enforcement activities.

Onboarding to Careit

We propose to use Careit to aid in the performance of inspections. Careit is a food donation and rescue program management tool. Careit makes it easy for businesses and institutions to donate surplus food. Careit also enables municipalities to monitor, manage and report on their edible food recovery activities. More information about Careit can be found here: <https://careitapp.com/>

We will take the individual Tier generator and food recovery organization information compiled in Task 2, and upload it into Careit.

E. Approach and Understanding of the Scope of Work Plan

Conducting Inspections

We proposed to use Careit to inspect all Tier 1 generators, and all food recovery organizations. We will start inspections on or about April 1, 2023, and complete these inspections by December 31, 2023. We propose to use Careit to inspect all Tier 2 generators beginning January 1, 2024, and complete these inspections by June 30, 2024. Thereafter, we propose to inspect every Tier 1 and Tier 2 generator, and inspect every food recovery organization, once every fiscal year. This will ensure that all participating member jurisdictions will be in compliance with Section 18995.1 (2) (Jurisdiction Inspection Requirements). Our inspection work will consist of:

- Contacting, and visiting the locations of all commercial edible food generators, and food recovery organizations.
- Interviewing owners and employees to answer any questions, and ensure they understand the State's edible food donation requirements.
- Confirming the existence of written agreements.
- For edible food generators, reviewing written logs of food donations, and recording the types of food recovered into Careit.
- For food recovery organizations, reviewing food donation records, and recording the types and amounts of food recovered into Careit.
- Documenting the inspections we perform in Careit.

Managing Complaints

We propose to manage the food recovery complaints received by WRCOG and each member jurisdiction. We propose to use an electronic mechanism (e.g., Zendesk, etc.) by which member cities can accept and resolve complaints received from the general public. We will provide a

web link that each member jurisdiction can include on their website, which will lead to the online complaint management system. The complaint management system will enable users to enter:

- The name and contact information of the complainant (If the complaint is not anonymous)
- The identity of the alleged violator, if known.
- A description of the alleged violation including location(s) and all other relevant facts known to the complainant.
- Any relevant photographic or documentary evidence to support the allegations in the complaint.
- The identity of any witnesses, if known.

For each of the complaints received by member jurisdictions, we will:

- Start an investigation within 90 days (if we determine that the alleged facts as presented would constitute a violation of SB 1383)
- Possibly decline to investigate the complaint if we determine (with concurrence from the member jurisdiction) the investigation is unwarranted
- Contact, visit, and interview the alleged violator, and obtain their response
- Resolve the complaint; either by either by 1) confirming that the complaint is unwarranted, 2) helping to bring the violator into compliance, or, 3) conducting enforcement upon the violator.
- Inform the complainant of the resolution of the complaint
- Maintain records of all complaints and responses for the member jurisdiction's Implementation Record. These records will include the complaint as received, and its resolution.

E. Approach and Understanding of the Scope of Work Plan

Documenting Enforcement Actions

We propose to document the results of enforcement activities for each member jurisdiction into Careit. We will document the number of NOV's, penalty orders, and enforcement actions that were resolved, and categorize them by type pursuant to Section 1895.2 (12) (Implementation Record and Recordkeeping Requirements).

Deliverables:

- Documentation of the number of inspections conducted by type for commercial edible food generators and food recovery organizations, the number of complaints pursuant to Section 18995.3 of the adopted guidelines that were received and investigated, and the number of Notices of Violations issued (in partnership with participating cities) based on investigation of those complaints.
- In partnership with member jurisdictions, provide documentation of the number of Notices of Violation, penalty orders, and enforcement actions that were resolved, categorized by type of entity subject to the adopted guidelines. These documents will be provided monthly.

Task 6 • Draft Regional Food Recovery Program Plan

The purpose of this task is to **prepare a Regional Food Recovery Plan**. The Regional Food Recovery Plan will consist of two components:

- 1) an online real-time peer-to-peer database that will enable food recovery organizations to better connect with Tier 1 and Tier 2 generators (Careit); and,
- 2) a written plan that quantifies the amount of existing recoverable food by Tier 1 and Tier 2 generators, and by member jurisdiction. This written plan will enable WRCOG to compare how its efforts relate to the State's 20% food rescue goal.

Online Peer-to-Peer Database (Careit)

The online peer-to-peer database of the Regional Food Recovery Plan will include the Tier 1 and Tier 2 generator information collected in Task 2. We propose to provide this information on a real-time basis in Careit, that will be continually accessible to WRCOG, member jurisdictions, and food recovery organizations.

We will provide training, workshops, and access to this online database to all food recovery organizations in and around Western Riverside County. We will work with WRCOG staff, and staff from member jurisdictions, and food service organizations in the use of this online tool. We will review the use of Careit with WRCOG and member jurisdiction staff prior to its approval and implementation.

The online peer-to-peer database will enable food recovery organizations to:

- Receive real-time notifications of edible food available for donations by Tier generators;
- Coordinate the pick-up of the donations;
- Track the status of each donation; and,
- Auto-generate written agreements with generators.

Written Plan

The written plan will calculate how much additional edible food will need to be recovered by generator and by jurisdictions and help WRCOG and its member jurisdictions understand how their efforts will support the 20% state-wide food recovery diversion goal.

We will use the CalRecycle statistics to calculate the potentially recoverable food for each generator (based on our work in Task 2). We will provide insight into targets set by these statistics and create a plan for each generator to increase their donation capacity.

E. Approach and Understanding of the Scope of Work Plan

We will create a detailed report describing each Tier generators donation progress by jurisdiction. This report will enable member jurisdictions to monitor food recovery program participation and direct resources and outreach to increase program participation.

Deliverables:

- Report detailing the program, methodology, tactics to connect food rescue organizations with food waste generators, marketing / outreach, and implementation timeline.

Task 7 • Final Report

The purpose of this task is to provide WRCOG with a summary of the work performed, and an analysis on the status of the food recovery program in a Final Report. The summary will include the information gathered in Task 2, and the total number and detail of outreach activities and inspections performed, organized by member jurisdiction. The analysis will detail the participation of Tier 1 and 2 generators, the food recovery needs and operations of food recovery agencies, and the necessary steps, if any, that member jurisdictions should consider to ensure SB 1383 compliance.

Deliverables:

- Final report

Budget



Budget and Timeline

We have included our proposed annual non-to-exceed budget for the first contract year of this project in Schedule 1 on the following page. Our budget shows the hours by task and by staff member extended by their hourly rate. This is the proposed cost for Contract Year 1.

We will perform the same scope of work during Contract Year 2, Contract Year 3, and any subsequent Contract Years at hourly rates that are increased by no more than the annual change in the Consumer Price Index. Further, if the level of effort decreases after Contract Year 1, we will negotiate a revised scope of work in good faith with WRCOG and the member jurisdictions.

In Schedule 2, we have included a breakdown of our budget by member jurisdiction. Because of their fixed nature, the total proposed budget amounts for Task 1 (Project Management) and Task 3 (Public Outreach) do not change based on the number of participating jurisdictions.

We propose to bill for this project on a time and material, not-to-exceed basis. Therefore, we will only bill for the hours we work. If our project tasks require less time than anticipated, we will pass the savings on to WRCOG. If WRCOG requests that we perform any additional work outside the scope of work, we will do so at the same hourly rates. We will obtain WRCOG's written approval prior to performing any additional work. We will invoice WRCOG monthly. Our invoices will describe the work performed by each staff member with the hours worked each day extended by the hourly billing rate.

We have included our proposed project timeline in Schedule 3.

Schedule 1 – Hours by Task

Task	Description	Principal MSW Consultants	Principal in Charge/Sr. Communications Manager DeGrave	Project Manager MSW Consultants	Project Manager Mariposa EcoConsulting	Project Analyst MSW Consultants	Account Executive DeGrave	Strategic Visual Designer DeGrave	Project Analyst Mariposa	Outreach Technicians MSW Consultants	Total Hours	Total Cost
1	Project Management											
1.1	Kickoff Meeting	5	5	5	5	0	0	0	0	0	20	\$4,000
1.2	Project Team Coordination	22	0	32	11	54	0	0	11	86	216	\$38,546
1.3	Project Management Update Meetings	10	2	26	2	0	0	0	0	0	40	\$7,600
	Subtotal - Task 1	37	7	63	18	54	0	0	11	86	276	\$50,146
2	Capacity and Compliance											
2.1	Food Recovery Agencies and Organizations	7	0	26	0	33	0	0	0	66	131	\$22,598
2.2	Tier 1 and Tier 2 Compliance	23	0	93	0	116	0	0	0	233	465	\$80,195
	Subtotal - Task 2	30	0	119	0	149	0	0	0	299	596	\$102,793
3	Public Outreach											
3.1	Develop Outreach and Education Plan	0	100	0	0	0	82	45	0	0	227	\$36,100
3.2	Implement Outreach and Education Plan	0	100	0	0	0	83	45	0	0	228	\$36,250
	Subtotal - Task 3	0	200	0	0	0	165	90	0	0	455	\$72,350
4	Inspection Program Development											
	Subtotal - Task 4	11	0	114	46	57	0	0	0	0	228	\$42,750
5	Inspection Program Implementation											
	Subtotal - Task 5	95	0	796	95	796	0	0	286	1,114	3,183	\$552,569
6	Food Recovery Program											
	Subtotal - Task 6	31	0	312	125	156	0	0	0	0	624	\$117,000
7	Final Report											
	Subtotal - Task 7	15	0	152	61	76	0	0	0	0	304	\$57,000
	Total Hours	219	207	1,556	345	1,288	165	90	297	1,499	5,666	
	Hourly Rate	\$225	\$175	\$175	\$225	\$175	\$150	\$140	\$165	\$165		
	Subtotal Fees	\$49,284	\$36,225	\$272,291	\$77,735	\$225,313	\$24,750	\$12,600	\$49,083	\$247,327		\$994,607
	Expenses						\$5,000			\$31,830		\$36,830
	Total	\$49,284	\$36,225	\$272,291	\$77,735	\$225,313	\$29,750	\$12,600	\$49,083	\$279,157		\$1,031,437

Schedule 2 – Fees by Jurisdiction

WRCOG Estimated of Regional Food Recovery & Local Assistance Program

Jurisdiction	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Total Fees
Banning	\$787	\$1,613	\$1,214	\$671	\$13,020	\$2,586	\$894	\$20,785
Beaumont	1,437	2,945	2,216	1,225	19,270	4,462	1,633	33,189
Calimesa	283	580	437	241	2,604	811	322	5,278
Canyon Lake	290	595	448	247	1,042	737	330	3,689
Corona	4,152	8,511	6,404	3,540	56,246	12,927	4,720	96,501
Eastvale	1,855	3,803	2,862	1,582	9,374	4,868	2,109	26,453
Hemet	2,351	4,818	3,626	2,004	26,561	7,014	2,672	49,046
Jurupa Valley	2,780	5,698	4,288	2,370	26,040	7,985	3,160	52,319
Lake Elsinore	1,860	3,813	2,869	1,586	24,478	5,750	2,114	42,470
Menifee	2,766	5,669	4,266	2,358	18,228	7,503	3,144	43,932
Moreno Valley	5,500	11,274	8,484	4,689	64,579	16,552	6,252	117,329
Murrieta	2,937	6,020	4,530	2,504	35,935	8,922	3,338	64,186
Norco	678	1,389	1,045	578	16,145	2,511	770	23,117
Perris	2,075	4,254	3,201	1,769	15,103	5,712	2,359	34,472
Riverside	8,246	16,904	12,720	7,030	96,348	24,790	9,373	175,411
San Jacinto	1,437	2,946	2,217	1,225	17,707	4,373	1,634	31,539
Temecula	2,881	5,906	4,444	2,456	49,476	9,572	3,275	78,010
Wildomar	967	1,981	1,491	824	7,291	2,675	1,099	16,328
Unincorporated (W)	6,865	14,073	10,590	5,853	53,122	19,078	7,804	117,384
Total County	\$50,146	\$102,793	\$77,350	\$42,750	\$552,569	\$148,830	\$57,000	\$1,031,437

Schedule 3 – Project Timeline

Project Schedule - WRCOG Regional Food Recovery & Local Assistance Program

Task	Description	Contract Year 1												Contract Year 2												Contract Year 3															
		FY 2023			FY 2024												FY 2025												FY 2026												
		A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M				
1.1	Kickoff Meeting	■											■												■																
1.2	Project Team Coordination	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
1.3	Project Management Update Meetings			■		■			■		■		■		■			■			■		■		■		■		■		■		■		■		■		■		
2.1	Food Recovery Agencies and Organizations	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
2.2	Tier 1 and Tier 2 Compliance	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
3.1	Develop Outreach and Education Plan	■	■	■	■																																				
3.2	Implement Outreach and Education Plan				■	■	■	■	■	■	■	■	■	■																											
4	Inspection Program Development	■	■	■																																					
5	Inspection Program Implementation - FY 2024:																																								
	Inspect all Tier 1 Generators and FROs				■	■	■	■	■	■																															
	Inspect all Tier 2 Generators									■	■	■	■	■	■																										
5	Inspection Program Implementation - FY 2025:																																								
	Inspect all Tier 1 Generators and FROs																■	■	■	■	■	■																			
	Inspect all Tier 2 Generators																						■	■	■	■	■	■													
5	Inspection Program Implementation - FY 2026:																																								
	Inspect all Tier 1 Generators and FROs																																				■	■	■	■	
	Inspect all Tier 2 Generators																																					■	■	■	
6	Food Recovery Program	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
7	Final Report										■	■	■											■	■	■													■	■	■

E. Approach and Understanding of the Scope of Work Plan

Quality Control Methods

Our team uses the following tools and best practices to ensure exceptional quality control as well as budget and schedule control throughout the project.

REGULAR CLIENT CHECK-IN

These regular meetings will allow the WRCOG and our team to share progress updates and next steps to ensure all team members are aligned and that the project continues to move forward and meet all deadlines. Meetings can be held in person or will be held via Zoom calls.

WEEKLY INTERNAL TEAM STRATEGY MEETINGS

These meetings allow the internal team to touch base on project deliverables and timelines.

PROPOSED WORK SCHEDULE

Our team uses Smartsheet for day-to-day project management, timelines, approvals and follow-ups. This system helps us stay on track and accomplish all the required tasks within your desired timeline. We will give your team access to the project management sheets upon project kick-off. Not a fan of Smartsheet? We're happy to use what works best for you.



F. Appendix A: References

F. Appendix A: References (MSW Consultants)

F. There are no special issues, problems, or risks that are likely to be encountered in this project and how the Proposer would propose to address them.

CITY OF STANTON

CESAR RANGEL

DIRECTOR OF PUBLIC WORKS

(714) 890-4203 · CRANGEL@STANTONCA.GOV

PROJECT: Solid Waste Management Consulting Services

We have been providing solid waste management consulting services to the City since 2021. Our services include providing municipal code revision for solid waste, updating the franchise agreement to conform with SB 1383, negotiate and calculate compensation for any new program from the waste hauler, implementing an edible food recovery program, assist with CalRecycle EAR reporting requirements, assist with applying for any new grant funding opportunities, and develop and implement an inspection and compliance program.

CITY OF RANCHO PALOS VERDES

RAMZI AWWAD

PUBLIC WORKS DIRECTOR – PUBLIC WORKS

(310) 544-5245 · RAWWAD@RPVCA.GOV

PROJECT: Solid Waste and Recycling Consulting Services

In 2020, we conducted a performance review of EDCO Disposal Corporation. Our work included reviewing the hauler's residential operations, customer service, and financial requirements of the franchise agreement. This was our fourth review of EDCO for the City

of Rancho Palos Verdes.

We have also reviewed the franchise fee payments and AB 341/ AB 1826 compliance of the City's non-exclusive commercial haulers (Republic Services and Waste Management).

As part of our review of the commercial waste haulers, we categorized each hauler's commercial customers, and we confirmed their compliance with AB 341 and AB 1826



CITY OF ORANGE

JOSH SOLIZ

SOLID WASTE PROGRAM MANAGER

(714) 744-5588 · JSOLIZ@CITYOFORANGE.ORG

PROJECT: Franchise Agreement Negotiation with CR&R Hauler

In 2019, we assisted the City in renegotiating its solid waste franchise agreement with CR&R. We are currently assisting the City in managing its solid waste franchise agreement with CR&R Incorporated. Our work includes assisting the City with CalRecycle compliance, and preparing for compliance with SB 1383 including updating the City's solid waste ordinance. MSW Consultants uses a proprietary web-based application Minerva® to assist the City in monitoring the AB 341 and AB 1826 compliance of its commercial and multi-family waste generators.

F. Appendix A: References (Mariposa Eco Consulting Inc.)

REPUBLIC SERVICES

SUSANNE PASSANTINO

SENIOR AREA MUNICIPAL MARKETING MANAGER

LOS ANGELES

SPASSANTINO@REPUBLICSERVICES.COM

Between 2011 and 2019 Mariposa Eco Consultants has performed over 60,000 on-site business, residential and multifamily audits on behalf of Republic Services, Los Angeles, for the cities of Bell, Cypress, Compton, Inglewood, Hawthorne, Lawndale, San Fernando, Rosemead and the County of Los Angeles Garbage Districts.

LOS ANGELES UNIFIED SCHOOL DISTRICT

STEVE CASARES

MANAGEMENT ANALYST II

SCASARES@LAUSD.NET

Since January 2012, Mariposa Eco Consultants has managed all on-site recycling, training and education development for approximately 1,500 Los Angeles Unified School District Schools facilities.

F. Appendix A: References (DeGrave Communications, Inc.)

CITY OF FOLSOM

Christine Brainerd, MPA, APR · Communications Director

50 Natoma Way · Folsom, CA 95630

916.461.6013 · cbrainerd@folsom.ca.us

PROJECT: SB 1383 Communications and Outreach Services

This reference and work sample is a demonstration for our capabilities for Task 3.



F. Appendix A: References

CITY OF FOLSOM

Christine Brainerd, MPA, APR · Communications Director

50 Natoma Way · Folsom, CA 95630

916.461.6013 · cbrainerd@folsom.ca.us

PROJECT: SB 1383 Communications and Outreach Services

This reference and work sample is a demonstration for our capabilities for Task 3.



F. Appendix A: References

CITY OF NEWPORT BEACH

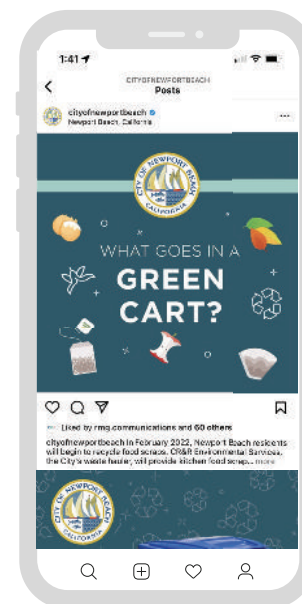
John Pope · Communications Manager

100 Civic Center Drive · Newport Beach, CA 92660

949.644.3031 · jpope@newportbeach.ca.gov

PROJECT: SB 1383 Communications and Outreach Services

This reference and work sample is a demonstration for our capabilities for Task 3.



F. Appendix A: References

CITY OF AGOURA HILLS

Ramiro Adeva · Assistant City Manager

30001 Ladyface Court · Agoura Hills, CA 91301

818.597.7353 · radeva@agourahillscity.org

PROJECT: SB 1383 Communications and Outreach Services

This reference and work sample is a demonstration for our capabilities for Task 3.



MANDATORY ORGANICS RECYCLING STARTS JAN. 1, 2022

Residential and Commercial Programs Now Available

State-mandated SB 1383 goes into effect Jan. 1, 2022. There are several residential and commercial programs available. Organic waste keeps billions of dollars in uneaten food annually out of landfills and reduces greenhouse gas emissions that lead to climate change.

ORGANIC WASTE IS



Green Waste



Landscaping Waste



Food Waste

REQUIREMENTS

Residential
Place food waste directly into the green waste cart (no plastic bags allowed). 

Commercial/Multifamily
Contact your trash provider to establish service. 

 Contact City of Agoura Hills City Manager's Office at 818-597-7314 or the City's solid waste consultant, Solid Waste Solutions, at 805-495-7521 or visit AgouraHillsCity.org.



CITY OF AGOURA HILLS

F. Appendix A: References

LESJWA

Mark Norton · Water Resources & Planning Manager

11615 Sterling Avenue · Riverside, CA 92503

951-354-4221 · mnorton@sawpa.org

PROJECT: Trust the Tap Campaign

This reference and work sample is a demonstration for our capabilities for Task 3.

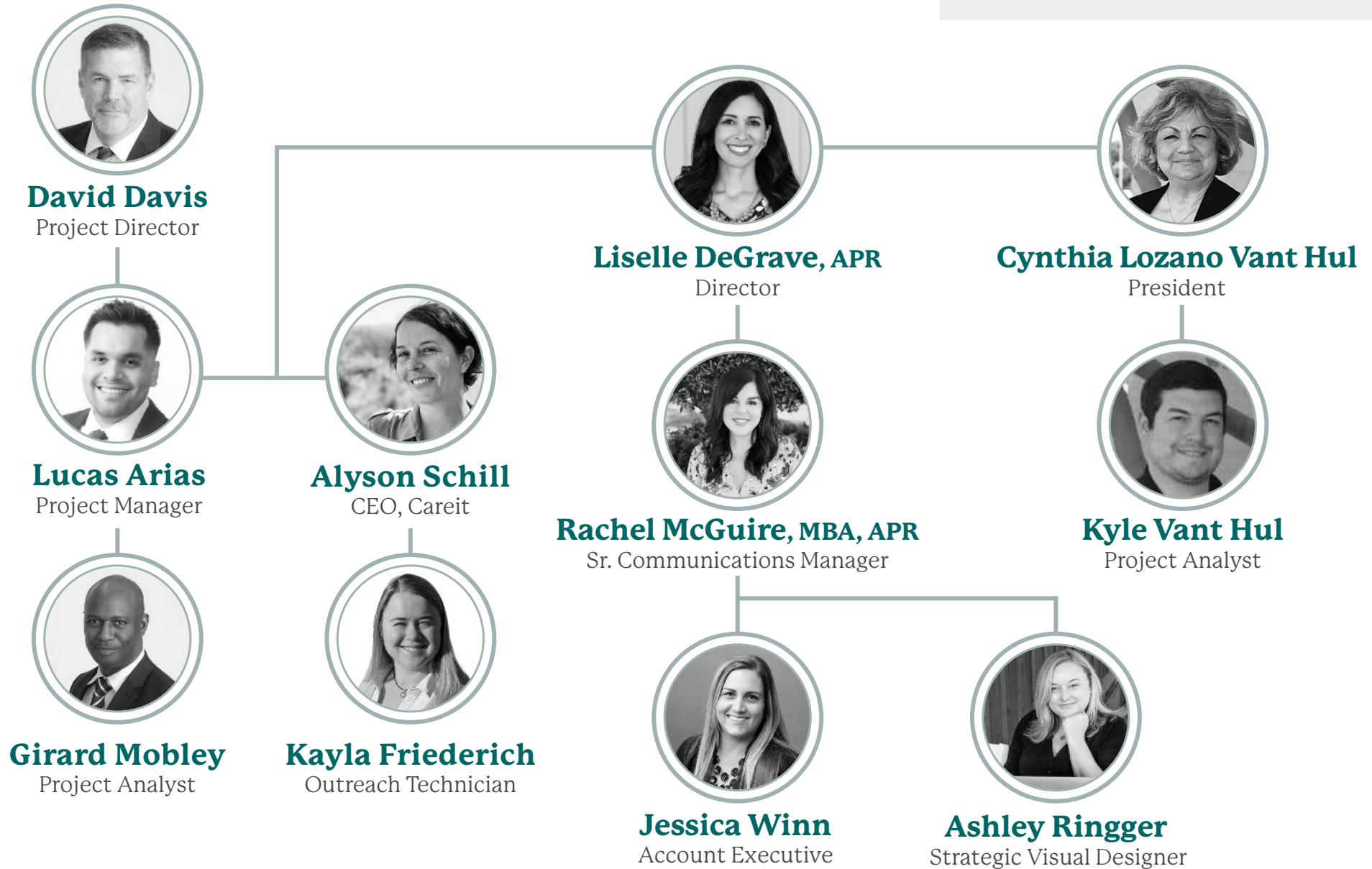




G. Appendix B: Project Team Staffing

G. Appendix B: Project Team Staffing

No employees working on the engagement have ever been convicted of a felony.





David Davis, CMA

Project Director



Mr. David Davis is a Certified Management Accountant (CMA) with over 30 years of experience in the field of solid waste management. Mr. Davis' expertise lies in working with municipal managers to maximize the value of the solid waste services provided to their ratepayers. He has held executive management positions in both the private and public sectors and has extensive experience in providing business advisory services to local government in the field of solid waste management.

As a chief financial executive for local hauling and landfill divisions of a national solid waste management company, Mr. Davis was responsible for financial reporting, budgeting, cost analysis, billing, and collections. He also managed the accounting and rate analysis sections of the City of Riverside's Department of Public Utilities.

Mr. Davis has specific experience in: 1) analysis and design of customer rates for refuse collection, transfer, processing and disposal operations; 2) development and evaluation of competitive proposals for waste collection, recycling, and transfer service; 3) feasibility studies for waste processing, waste transfer, and landfill gas projects; 4) verification of the proper payment of solid waste fees; 5) management reviews of solid waste operations; 6) evaluation of alternative waste diversion programs; 7) solid waste program planning and funding; and, 8) evaluating internal management controls.

ROLE: Mr. Davis will serve as the Project Director for this project. He will be the main point of contact and have overall responsibility for the project. He will direct the planning of the project and attend all meetings.

Education & Credentials

30 Years Experience

Cal State Fullerton

- BA, Finance

Certified Management Accountant (CMA)

Affiliations

Solid Waste Association of North America

Southern California Waste Management Forum (Chair)

Zero Waste Practitioner



Lucas Arias

Project Manager



Lucas is a highly effective project manager. He has substantial experience in the waste industry and has served multiple cities across Los Angeles, Orange, Riverside, and Ventura counties. He graduated from California State University, Northridge with a BA in Jazz Studies. Before entering the waste industry, Mr. Arias has performed as a trumpet player and drummer with multiple artists across the country.

Mr. Arias has been with MSW Consultants since January 2022. In that time, he has worked on solid waste consulting engagements for Western Riverside City of Governments (WROCG) and the cities of Corona, Del Mar, La Habra, Lomita, Orange, Rancho Palos Verdes, San Clemente, and Stanton.

Mr. Arias has conducted over 1,500 waste assessments, trained dozens of recycling coordinators, worked on sustainability grants for multiple cities and has conducted several waste characterizations. In addition, he has developed outreach performance internal audit protocols, created diversion reports, and played a key role in SB 1383 roll out and strategic planning for the city of Los Angeles including edible food capacity planning and organics outreach. As an outreach coordinator, Mr. Arias designed creative solutions to unique and complex waste compliance issues.

ROLE: Mr. Arias will serve as Project Manager. He will oversee the day-to-day operation to ensure all milestone and deadlines are met and review all reports for each task on this project. He will serve as task lead for facilitating meetings, assessing capacity and compliance, and developing and implementing the inspection program.

Education & Credentials

5 Years Experience

California State University, Northridge

• BA, Jazz Studies

Affiliations

Solid Waste Association of North America
(Member)

Southern California Waste Management
Forum (Member)



Girard Mobley

Project Analyst



Mr. Mobley is a skilled financial and project analyst. He has extensive experience in conducting audits on waste haulers for municipalities, and in providing recycling outreach and education to commercial waste generators. He graduated from San Diego State University with a BS in Business Administration with a focus on Finance and a minor in Economics. He is also a certified practitioner in the zero waste principles and practices.

Mr. Mobley has been with MSW Consultants since March 2019. In that time, he has worked on solid waste consulting engagements for the County of Santa Barbara, and the cities of Corona, Chula Vista, Del Mar, La Habra, La Palma, Lomita, Norco, Orange, Rolling Hills, San Clemente, South Pasadena, Stanton, Signal Hill, Vernon, Whittier, and Rancho Palos Verdes.

Mr. Mobley has audited the accounting records of over 20 waste haulers to include franchise fees verification, tonnage reports, and gross receipts. He prepared hauler franchise agreements to incorporate SB 1383 requirements.

He also oversees the recycling survey program in the city of Vernon providing outreach and educational resources to over 400 commercial waste generators. He regularly educates commercial waste generators about the requirements of AB 341 and AB 1826. Prior to joining MSW Consultants, he served for 20 in the United States Marine Corps.

ROLE: Mr. Mobley will serve as Project Analyst. He will serve as task lead for developing the food recovery program, drafting the final report and assisting as needed for all other tasks.

Education & Credentials

25 Years Experience

San Diego State University

- BS, Finance

Affiliations

Zero Waste Practitioner

California Resource Recovery Association
(Member)

Solid Waste Association of North America
(Member)

Institute of Internal Auditors (Member)



Alyson Schill

CEO, Careit App; Outreach Technician

Alyson brings an intimate knowledge of zero food waste to powerfully move initiatives forward. She continues to thrive at the heart of shaping and advocating for city, county, and statewide policies and support for food waste prevention. With a background in volunteer management, gleaning, sustainable event production, environmental service-learning leadership in educational institutions, and restaurant management, Alyson combines experiences from across the food waste chain to create meaningful and comprehensive waste reduction programs. Alyson is the CEO of the food donation app, Careit. She's passionate about reconnecting all members of a community and healing through food.

ROLE: Alyson will assist with onboarding jurisdictions into the Careit app and training. She will also provide technical support during inspections to tier generators.



Kayla Friederich

Outreach Technician



Ms. Kayla Friederich is a diligent project analyst new to the solid waste industry. She has high standards for reporting quality data and providing effective outreach. Before joining MSW Consultants, Ms. Friederich has customer service experience in food service and retail. She has also gained further communication experience through social media creation by interning with The Water Conservation Garden and by assisting her family's small business.

Ms. Friederich has been with MSW consultants since September 2022. In that time, she has conducted outreach for SB 1383 compliance for the City of Stanton and the City of Rancho Palos Verdes. She has also assisted the Western Riverside Council of Government to analyze their edible food tier generator lists.

Ms. Friederich has always been passionate about the environment. Because of this, she earned a BS in Environmental Systems and a Minor in Communication from University of California, San Diego in 2021. She hopes to continue to grow in the solid waste industry and assist jurisdictions with environmental compliance.

ROLE: Ms. Friederich will serve as Outreach Technician. She will assist with capacity and compliance, implementing public outreach, and implementing the inspection program.

Education & Credentials

1 Year Experience

University of California, San Diego

- BS, Environmental Systems
- Minor in Communication

Affiliations

Solid Waste Association of North America
(Member)

Southern California Waste Management
Forum (Member)



Liselle DeGrave, APR

Director

A veteran communicator, Liselle has nearly 20 years of experience and her expertise includes spearheading communications, marketing and outreach projects for public-sector, and non-profit clients throughout California. Her background blends both in-house communications and agency expertise to ensure impactful communications strategies for the clients she serves. She will serve as the principal-in-charge.

Areas of Expertise



Communications Strategies



Collateral Development



Public Outreach



Media Relations



Community Relations



Multi-cultural Communications and Outreach



Branding



Non-profits

Relevant Experience

ELSINORE VALLEY MUNICIPAL WATER DISTRICT

Communications, Outreach, Water Efficiency, Education and Engineering Projects

WESTERN MUNICIPAL WATER DISTRICT

Communications, Outreach and Education Projects

SCV WATER

Communications and Outreach Projects

CITY OF EASTVALE

Communications, Outreach and Branding Projects

JURUPA COMMUNITY SERVICES DISTRICT

Communications, Outreach and Branding Projects

LAKE ELSINORE AND SAN JACINTO WATERSHEDS AUTHORITY

Communications, Outreach, Events and Branding Projects

ROLE: Will be involved in Task 3 - overseeing the project management for all outreach efforts as well as strategy.

Education & Credentials

San Diego State University

- B.A., Communications Studies, Emphasis in Public Relations; Minor in Spanish

Universal Accreditation Board

- Accreditation in Public Relations

Affiliations & Awards

Public Relations Society of America Member

- Past Director at Large
- Past Assembly Delegate, Board Member
- 2019 PRSA Spirit of PR Award

California Association of Public Information Officials Member

PRSA National · Bronze Anvil

- Pressing On in Public Relations · Pressing On in Public Relations Podcast

PRSA Inland Empire Chapter · Best in Show

- Pressing On in Public Relations · Pressing On in Public Relations Podcast

PRSA Inland Empire Chapter Polaris Award · Campaign

- EVMWD/Rancho Water · Water-wise Living Campaign

CAPIO EPIC Award – Campaign

- EVMWD/Rancho Water · Water-wise Living Campaign

PRSA Inland Empire Chapter Polaris Award – Multi-cultural Communications

- SAWPA · Trust the Tap



Rachel McGuire, MBA, APR

Sr. Communications Manager



Rachel is a recognized leader in the field of public relations and communications and brings nearly 20 years of experience working in-house and in an agency setting to this project along with a proven track record of award-winning communications, marketing, outreach and branding strategies. For this engagement, Rachel will serve as the director leading DeGrave Communication's fully integrated team of communications, marketing and outreach professionals.

Areas of Expertise



Communications Strategies



Marketing



Public Outreach



Media Relations



Construction Relations



Collateral Development



Crisis Communications



Non-profits

Relevant Experience

ELSINORE VALLEY MUNICIPAL WATER DISTRICT

Communications, Outreach, Water Efficiency, Education and Engineering Projects

RUBIDOUX COMMUNITY SERVICES DISTRICT

Research and Project Administration

SCV WATER

Communications, Outreach, Water Efficiency and Engineering Projects

CITY OF EASTVALE

Communications, Outreach and Media Services

CITY OF AGOURA HILLS

Communications, Outreach, Branding and Crisis Communications Services

CITY OF FOLSOM

Communications, Outreach and Graphic Design Services

ROLE: Will be involved in Task 3 – serving as project manager for all outreach efforts as well as strategy and developing copy.

Education & Credentials

University of Redlands · M.B.A

UCLA B.A. · Communications Studies

Universal Accreditation Board

• Accreditation in Public Relations

Pepperdine University School of Public Policy

• Advanced Public Engagement Certificate

Affiliations & Awards

Public Relations Society of America Member

• San Diego/Imperial Counties Director at Large

• Inland Empire Past President

California Association of Public Information Officials Member

• Past President

• 2016 Communicator of the Year

• 2019 Lifetime Achievement Award Recipient

PRSA National · Bronze Anvil

• PResing On in Public Relations · PResing On in Public Relations Podcast

PRSA Inland Empire Chapter · Best in Show

• PResing On in Public Relations · PResing On in Public Relations Podcast

PRSA Inland Empire Chapter · Best in Show

• Western Municipal Water District · La Sierra Pipeline Project

PRSA Los Angeles Chapter PRISM Award · Campaign

• SCV Water · PFAS Outreach

CAPIO - Best in Show

• City of Agoura Hills · Brand Refresh Campaign



Education & Credentials

Chapman University

• B.A., Organizational Leadership

Affiliations & Awards

Chapman University Alumni Board

• Board Director

Jessica Winn

Account Executive

Jessica is a leader in the areas of organization administration and marketing. She has a proven track record of effectively supporting the DeGrave Communications team with community engagement, managing project organization and research. For this endeavor she will serve DeGrave Communication's fully integrated team of communications, marketing and outreach professionals to support research efforts.

Areas of Expertise



Public Outreach



Community Relations



Marketing



Project Administration

Relevant Experience

WESTERN MUNICIPAL WATER DISTRICT

Communications, Outreach and Community Outreach.

ELSINORE VALLEY MUNICIPAL WATER DISTRICT

Communications, Outreach, Water Efficiency, Education and Engineering Projects

RUBIDOUX COMMUNITY SERVICES DISTRICT

Research and Project Administration

HABITAT FOR HUMANITY

Community Outreach, Writing and Marketing

ROLE: Jess Will be involved in Task 3 - serving the team with any member agency requests, scheduling agency workshops and needed organizational support.



Ashley Ringger

Strategic Visual Designer

Ashley is an accomplished professional in the fields of communications and public affairs. She brings nearly 15 years of experience in community outreach and engagement as well as graphic and website design to RMG Communications. With a passion for public service and working in water, Ashley has designed communications campaigns and collateral for our clients, including program websites, social media content and graphics, fact sheets, water quality reports and Prop. 218 notifications. A gifted storyteller, graphic artist and web designer she will assist with crafting dynamic visuals together with meaningful content for this project.

Areas of Expertise



Creative Direction



Infographic Design



Branding



Community Relations



Social Media



Non-profits



Digital and Print Media



Copywriting

Education & Credentials

Brigham Young University

- B.B.A. Marketing

California State University at San Marcos

- Graphic Design

Affiliations & Awards

PRSA – Inland Empire Chapter · Best in Show

- PPressing On in Public Relations · PPressing On in Public Relations Podcast

PRSA – Inland Empire Chapter Polaris Award · Social Media

- San Bernardino Valley MWD · SBVMWD Social Media Program

PRSA – Inland Empire Chapter Capella Award · Campaign

- Jurupa Community Services District · Strategic Communications and Marketing Plan

Relevant Experience

ELSINORE VALLEY MUNICIPAL WATER DISTRICT

Communications, Outreach, Water Efficiency, Education and Engineering Projects

SCV WATER

Branding and Graphic Design Services

CITY OF NEWPORT BEACH

Communications, Outreach and Graphic Design Services

CITY OF FOLSOM

Communications, Outreach and Graphic Design Services

SAN BERNARDINO VALLEY MUNICIPAL WATER DISTRICT

Social Media Program Management

SANTA ANA WATERSHED PROJECT AUTHORITY

Communications Outreach and Branding

ROLE: Will be involved in Task 3 – designing all needed campaign design elements including, but not limited to e-blasts, social media posts and campaign materials.



Cynthia Lozano Vant Hul

President/Project Manager



Mariposa Eco
Consulting, Inc.

Cynthia Lozano Vant Hul (President/Project Manager) is qualified by reasons of education, training background and over 25 years' experience in the solid waste and recycling industry. Cynthia has 14 years' experience providing subcontracting contract services. Cynthia holds a Master of Public Administration degree, from California State University San Bernardino. Since 2003, Cynthia has been a Director with the Southern California Waste Management Forum (SCWMF). In 2022, Cynthia was appointed as the President of the SCWMF. In 2019, she was appointed as a Director to the Women in Solid Waste & Recycling (WISR), new LA Chapter and since 2000 a member in good standings with the California Resource Recovery Association (CRRRA).

ROLE: Cynthia will assist with the design of the inspection plan and edible food recovery program.



Kyle Vant Hul

Project Analyst



Mariposa Eco
Consulting, Inc.

Kyle Vant Hul (Project Analyst) has 14 years' experience in the solid waste and recycling industry. He is a certified resource, recovery, and recycling consultant. Since 2011, Kyle was the lead recycling trainer for the LAUSD Expanded Recycling program. Kyle have led numerous comprehensive City audits in the Los Angeles, Orange, and Imperial Counties and in the Los Angeles County Garbage Districts. In 2017/2018 Kyle led sixteen Zero Waste Representatives in the Northeast Valley (NEV) City of Los Angeles, recycLA program. Today, Kyle provides the "On the Ground" daily assistance with the Recycling Coordinator staff within the LA Market in completing site assessments, program implementation and training.

ROLE: Kyle will assist with the implementation of the inspection program.



H. Appendix C: Company Overview

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PRIME

MSW Consultants · S-Corp · DUNS 028466375
41760 Ivy St., Suite 203 · Murrieta, California 92562
951.694.400 · David Davis, CMA · David@MSW-Consultants.com

MSW Consultants provides solid waste consulting services exclusively to local governments in the areas of finance, economics, and public policy. Our mission is to work with municipal managers to maximize the value of the solid waste services that are delivered to their ratepayers. MSW Consultants was founded in 2000 by David L. Davis, CMA. In his over 30 years in the solid waste industry, Mr. Davis has provided a broad range of solid waste consulting services to over 80 cities, counties and special districts in the areas of auditing, contract negotiation, rate setting, competitive service procurement, contract compliance, waste diversion, and regulatory compliance. MSW Consultants is located in the City of Murrieta and is a California corporation.

MSW Consultants performs the following services for local governments:

- AB 341 and AB 1826 compliance
- SB 1383 compliance planning
- Design and implementation of waste diversion programs
- Performance audits of franchised waste haulers
- Contract negotiation and procurement assistance
- Rates studies for collection, processing, transfer and disposal service
- Solid waste program planning and design
- Reviews of contractor's requests for rate increases
- Route audits and routing efficiency studies

SUBCONSULTANT

DeGrave Communications · S-Corp · DUNS 079239610
40575 Cal Oaks Rd. D2-137 · Murrieta, CA 92592
951-764-0865 · Liselle DeGrave, APR · Liselle@DeGravePR.com

DeGrave Communications Overview

Formed in 2004, DeGrave Communications is an award winning, full-service public relations firm. For over 15 years, DeGrave Communications has worked with its clients to provide public relations strategic consulting service. DeGrave Communications emphasizes the need for starting all outreach with a research component and this holds true for every project implemented by the firm, despite budget.

Our top team members have specialized experience working with organizations throughout California. In addition, our firm is headed up by award-winning public relations professionals who hold the elite Accreditation in Public Relations to ensure our clients receive the highest level of service focused on multifaceted, precise and measurable communications strategies for our clients.

Our carefully curated team for this project has worked with clients in California, nationally and internationally producing exceptional results.

We know Public Relations and Public Agencies. We are a one-of-a-kind Public Relations Firm.

Each member of our hand-picked team for this project has the availability and expertise to meet the WRCOG's member agency outreach needs. We are committed to flexibility and changes to your scope and schedule and will ensure that all projects are finished on time and on budget.

DeGrave Communications is a small business, S-Corporation located in

H. Appendix C: Company Overview

Murrieta, CA. The firm is registered with the U.S. federal government as a minority-owned, women-owned, emerging small business, the California Department of General Services as a certified small business and with the California Public Utilities Commission as a Woman/Minority Business Enterprise (WMBE). DeGrave Communications is also a registered DBE organization.

SUBCONSULTANT

Mariposa Eco Consulting, Inc. · C-Corp · DUNS 010891685

1618 Fairway Oaks Ave. · Banning, California 92220

909-560-0542 · 909-912-8407 [fax]

Cynthia Lozano Vant Hul · cynthia@mariposaecoconsulting.com

Mariposa Eco Consulting integrates all aspects of an environmental management firm including air, water, solid waste, sustainable program management, energy, greenhouse gas reduction and measurement, hazardous waste and universal waste management, and resource conservation. We assist our clients with seeing the benefits of a sustainable earth; complying with and improving upon environmental laws, while generating profits and growth.

Mariposa Eco Consulting works with all aspects of businesses, local government and communities to design, develop, and implement sustainable programs that work. We take the time to understand the specific circumstances of our clients, including demographics, economics, and environmental factors, allowing our clients to realize profits and compliance.

Our work has included:

- Corporate Sustainability Reports

- All Levels of Waste Audits (Commercial, Residential, Multi-family and Industrial)
- Outreach and Education
- Representation with local and state agencies
- Waste minimization
- Waste prevention programs and market development
- Compliance and Electronic Annual Reporting
- Greenhouse Gas emission measurement and verification