

Sustainable Environmental Management Co.

SEMCO

Monetize Conservation... Naturally

**PROPOSAL: SOLID WASTE CONSULTING SERVICES
RFP NO. 23-007**

TO:

City of Carson
701 East Carson Street
Carson, CA 90745

Attention: Shelly Root, Senior Buyer

FROM:

Sustainable Environmental Management Co.
a dba of Huls Environmental Management LLC
23161 Lake Center Drive
Ste 205
Lake Forest, CA 92630

Website: sustainable-env.com

Direct Phone Number: (213) 840-9279

Key Contact: Jon Michael Huls, Principal & CEO

e-mail: m.huls@sustainable-env.com

February 23, 2023

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City of Carson
701 East Carson Street
Carson, CA 90745

Subject: 1 - Company Certification and Personnel Verification | RFP No. 23-007

Attention: Shelly Root, Senior Buyer

Dear Shelly Root,

Huls Environmental Management, LLC, a California Corporation established in 2000, and operating as a dba Sustainable Environmental Management Co (SEMCO), is pleased to submit its proposal to provide Solid Waste Consulting Services to the City of Carson (City). SEMCO certifies that the person, Jon Michael Huls, who is submitting the proposal is authorized to contract on its behalf. Huls is an authorized person because of his ownership and status as the Corporate President.

J Michael Huls
Principal & CEO
Email: m.huls@sustainable-env.com
Mobile Direct Line: 213-840-9279

As SEMCO is a corporation, this letter certifies that the corporation is in good standing with the California Secretary of State. The key personnel to be assigned to this project include: Mr. Huls, Principal and CEO; Ms. Kristen Schonert, Director of Sustainability Services; and Mr. Leonard E. Robinson, a partner and Chief Sustainability Strategist.

Please note that this proposal includes all of the required information as indicated in the RFP 23-007.

If there are any questions or further information is required, please do not hesitate to contact the undersigned at (213) 840-9279 or m.huls@sustainable-env.com.

Environmentally yours,



Jon Michael Huls, Principal

2 - Subcontractor List

Not applicable.

3 – Cost Proposal

See Cost Proposal Letter, following.

Sustainable Environmental Management Co.

SEMCO

Monetize Conservation ... Naturally

City of Carson
701 East Carson Street
Carson, CA 90745

Subject: 3 – Cost Proposal | RFP No. 23-007

Attention: Shelly Root, Senior Buyer

Dear Shelly Root,

Huls Environmental Management, LLC, a California Corporation established in 2000, and operating as a dba Sustainable Environmental Management Co (SEMCO), is pleased to submit its cost proposal to provide Solid Waste Consulting Services to the City of Carson (City).

Our Not-to-Exceed price is \$50,280.

Personnel	Role	Rate \$	Hours				Total \$
			Task 1	Task 2	Task 3	Total	
Jon Huls	Project Manager	175	40	20	40	100	\$ 17,500.00
Kristen Schonert	Principal Investigator	150	60	20	60	140	\$ 17,500.00
Leonard Robinson	Project Advisor	150	8	4	8	20	\$ 3,000.00
Eddward Simmons	Project Economist	125	0	0	24	24	\$ 3,000.00
Roger Rodriguez	Staff Scientist	90	20	20	20	60	\$ 4,800.00
Jose Callejas	Staff Scientist	90	24	8	24	56	\$ 4,480.00
Totals		130.70	152	72	176	400	\$ 50,280.00

If there are any questions or further information is required, please do not hesitate to contact the undersigned at (213) 840-9279 or m.huls@sustainable-env.com.

Environmentally yours,



Jon Michael Huls, Principal

4 – Client Reference List

See client reference list, following.

CLIENT REFERENCE LIST

In order to more fully evaluate your background and experience for the project herein proposed, it is requested that you submit a list of references and/or similar projects completed or in progress within the last 24 months or as noted in the requirements of the RFP or IFB. Your cooperation in this matter is greatly appreciated.

Company Name: Huls Environmental Management LLC

Number of years as a contractor in the work of this type: 23 years

Three projects/clients references for this type of work:

Client Name City of Paramount

Address 16400 Colorado Ave. Paramount, CA 90723

Contact Name WENDY MACIAS Contact Email wmacias@paramountcity.com

Contact Phone Number P: (562) 220-2111

Project Description SB 1383 program development, implementation, funding, and reporting

Project Start Date 2000

Project End Date Ongoing

Project Amount: \$250,000

Client Name City of Irvine

Address One Civic Center Plaza, Irvine CA 92606

Contact Name Ryan Tenney Contact Email rtenney@cityofirvine.org

Contact Phone Number 949-724-6379

Project Description Edible Food Recovery Project

Project Start Date 2023

Project End Date 2025

Project Amount: \$45,900

Client Name Ware Disposal/Tustin Unified School District

Address 1035 E. Fourth Street, Santa Ana, CA 92701

Contact Name Jay Ware Contact Email jay@waredisposal.com

Contact Phone Number 877-714-9273

Project Description Develop and implement edible food recovery program

Project Start Date 12/15/22

Project End Date 12/14/25

Project Amount: \$239,000

Bidder's Signature 

NOTE: If requested by the City, the bidder shall furnish a certified financial statement, references, and other information sufficiently comprehensive to permit an appraisal of his current financial condition.

5 – Contract Modifications

No contract modifications are requested.

6 – Affidavits of Non-Collusion and Non-Discrimination

See following page.

CITY OF CARSON
AFFIDAVIT OF NON-COLLUSION AND NON-DISCRIMINATION

I hereby swear (or affirm) under the penalty of perjury:

That the attached proposal or bid has been arrived at by the responder independently and has been submitted without collusion with and without any agreement, understanding, or planned common course of action with any other firm or entity designed to limit fair and open competition;

That the contents of the proposal or bid response have not been communicated by the responder or its employees or agents to any person not an employee or agent of the responder and will not be communicated to any such persons prior to the official opening of the solicitation responses; and

The proposer/bidder does not and shall not discriminate, will provide equal employment practices, and will adhere to an affirmative action program to ensure that in their employment practices, persons are employed and employees are treated equally and without regard to or because of race, religion, ancestry, national origin, sex, sexual orientation, age, disability, marital status or medical condition.

I certify that the statements in this affidavit are true and accurate.



Signature

Jon Michael Huls

Printed Name

02/23/23

Date

Principal & CEO

Title

7 – Federal Lobbyist Requirements

See following page.

**FEDERAL LOBBYIST
REQUIREMENTS CERTIFICATION**

Name of Firm: Huls Environmental Management LLC Date: 02/23/23
Address: 23161 Lake Center Drive, Ste 205, Lake Forest
State: California Zip Code: 92630 Phone No.: 213-840-9279

Acting on behalf of the above-named firm, as its Authorized Official, I certify as follows:

1. No Federal appropriated funds have been paid, by or on behalf of the above named firm to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of and Federal grant, loan or cooperative agreement, and any extension, continuation, renewal, amendment, or modification thereof, and;
2. If any funds other than Federal appropriated funds have paid or will be paid to any person for influencing or attempting to influence an officer or employee or any agency, a Member of Congress an officer or employee of Congress or an employee of a Member of Congress in connection with this Federal contract, grant loan, or cooperative agreement, the above named firm shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying", in accordance with its instructions, and;
3. The above-named firm shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreement) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into the transaction imposed by Section 1352 Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Authorized Official:

Name: Jon Michael Huls Title: Principal & CEO

Signature:  Date: 02/23/23

8 – Debarment and Suspension Certificate

See following page.

DEBARMENT AND SUSPENSION CERTIFICATION

Name of Firm: Huls Environmental Management LLC

Acting on behalf of the above-named firm ("Consultant"), as its Authorized Official, I, the undersigned, certify as follows:

I am a duly authorized representative of ("Consultant"). Consultant certifies, to the best of its knowledge and belief, that Consultant, including its principals:

Is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any federal department or agency, and not does not have a proposed debarment pending;

Has not within the three-year period preceding this certification been convicted of or had a civil judgment rendered against it for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction, contract, or subcontract under a public transaction; for violation of federal or state antitrust statutes; or for commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements or receiving stolen property;

Is not presently indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state, or local) with commission of any of the offenses enumerated in paragraph (2) above; and

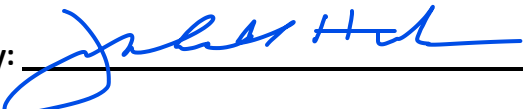
Has not within the three-year period preceding this certification had one or more public transactions (federal, state or local) terminated for cause or default.

Consultant further certifies that Consultant, including its principals, is not listed on the government-wide exclusions in the System for Award Management.

Consultant acknowledges that falsely providing this certification may result in criminal prosecution or administrative sanctions, and that this certification is a required component of all proposals in response to this RFP/IFB.

A proposal that does not include a completed and signed version of this certification will be deemed incomplete and materially nonresponsive, and will not be considered.

CONSULTANT

By: 

Title: Principal & CEO

Date: 02/23/23

9 – Certificate of Compliance with Labor Code Section 3700

See following page.

**CERTIFICATE OF COMPLIANCE WITH LABOR CODE SECTION
3700**

Name of Firm: Huls Environmental Management LLC

Acting on behalf of the above-named firm ("Consultant"), as its Authorized Official, I, the undersigned, certify as follows:

Consultant is aware of the provisions of Section 3700 of the California Labor Code, which require every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with provisions of that code, and will comply with such provisions before commencing the performance of the work under any contract awarded in response to Consultant's proposal.

CONSULTANT

By: 

Title: Principal & CEO

Date: 02/23/23

10 – Scope of Work

Task 1: Review and Restatement of Current Franchise Agreement

Objective: Support the City in review and restatement of its current waste hauling franchise agreement to comply with SB 1383 and related laws; specifically address WRT’s current operational and administrative capabilities, while also identifying any projected future limitations or capabilities thereof, through the state mandated compliance target periods, projected out to at least 2044; review of WRT’s current compliance with the CalGreen Construction and Demolition materials recycling requirements, and the development of clearly defined criteria for interactions with licensed contractors operating under California Contractors License Laws.

Methodology: This initial task consists of three elements. The first element of the task will be to review and restate the current franchise agreement (FA). SEMCO will do this by obtaining a copy of the existing FA from the City and comparing and contrasting the agreement with the CalRecycle model franchise agreement and its own library of FAs, as well as analyzing its provisions with respect to SB 1383, AB 939, AB 341, and AB 1826.

The second element of the task is to address the operational and administrative capabilities of the City’s service provider as well as any limitations or capabilities both existing and planned that will meet the City’s obligations through 2044. SEMCO will interview the firm and conduct a cursory audit of its collection and processing operations, equipment, personnel, facilities, reporting capabilities, contracts, markets, and finances.

The third element is two-fold in which SEMCO first conducts a review of the service provider’s C&D recycling program and capabilities, and their current compliance with CalGreen diversion rate of 65%. The second part is for SEMCO to review the City’s Building Department records and the DRS reports for third party and non-franchise hauling of C&D debris. Having developed criteria for non-franchise hauling of C&D debris with LA County and several other jurisdictions, SEMCO is well-suited to develop practical and clearly defined criteria and programmatic elements for licensed contractors operating under CA Contractor License Laws.

Outcomes: The City will receive an updated and restated waste hauling franchise agreement to comply with SB 1383 and related laws. In addition, the City will know the projected future limitations, if any, and/or capabilities of WRT, with respect to organics recycling and reuse through the mandated compliance target period and extending out to at least 2044. Finally, the City will have documentation of WRT’s compliance with C&D material recycling requirements as mandated under CalGreen along with the desired criteria for continued operation of licensed contractors desiring to conduct self-haul of C&D materials.

Estimated Level of Effort: 152 hours

Task 2: Food Recovery Recommendations

Objective: Contractual and operational mechanism should be recommended for development with either WRT or specialized food recovery organizations.

Methodology: SEMCO is currently working with several food rescue groups including Abound Food Care, Nourish LA, St Vincent de Paul, and others. It has developed contractual and operational mechanisms for use by agencies that fit their own requirements and limitations. SEMCO will canvas the local and areawide food recovery agencies to gauge their concurrence with one or more suggested mechanisms, adapt the draft mechanisms, and finalize them for usage by the agencies. It is expected that the service provider will likely be involved in the effort and will provide its own recommendations that can be incorporated.

For instance, in Tustin, CA, SEMCO worked out an amicable contractual and collection mechanism for the Tustin Unified School District, Abound Food Care and the service provider to assure that all edible food from 27 schools in the TUSD will ultimately be directed to hungry mouths rather than landfills. As part of this effort, a grant application was prepared by SEMCO and awarded by CalRecycle

Outcomes: Recommended contractual and operational mechanism(s) suitable for usage by either WRT or specialized food recovery organizations.

Estimated Level of Effort: 72 hours

Task 3: Financial Analysis

Objective: Analyze and provide strategic recommendations on such potential rate/fee adjustments pursuant to Propositions 218 and 26.

Methodology: This task has two elements. First, to conduct an in-depth review of the veracity of existing rates, through development of a rate standard specific to the City of Carson based on account, equipment, travel distance, processing cost, fuel, labor and collection frequencies, as well as other pricing factors. Then, SEMCO will use this standard to evaluate the service provider rates and gross revenues. For instance, in the case of the City of Corona, in Riverside County, SEMCO developed its own standard of gross revenues and likely rates based on its own library of rate structures. SEMCO created a proprietary software application (“WasteSmith”) in which it can develop a jurisdiction-specific cost-revenue model that is cross checked for disposal tonnages, reported collection volumes, hauling distances, labor rates, fuel costs and many other factors. The “WasteSmith” can identify potential gaps in reported revenues for a service provider, and it was used in the City of Corona. In the case of Corona, the “WasteSmith” identified likely gaps in reported services related to missed collections, temporary services (often the most lucrative of hauler services), and un-reported and under-reported revenues; and this yielded a base revenue model that was contrasted with the

reported earnings of the service provider. The difference that was identified amounted to over 30% under-reporting of gross revenues, which were later recovered by Corona in the way of annual payments of \$3 million or more for a period of 10 years, reflected in an increased franchise fee, *without raising customer rates*.

Second, and armed with this assessment, real world costs derived from work performed at over 50 other jurisdictions in Southern California can provide us with the probability of likely rate adjustments needed to keep the service provider whole while optimizing rates across the board to provide rate payers potential savings if they implement onsite waste prevention and recycling solutions. It is widely known among forensic evaluators like SEMCO that 30% of generators produce about 70% of the waste. Yet, pricing structures yield revenues that often cost the 70% of generators who produce only 30% of the waste with a disproportionate percentage of the overall systemic costs. Sometimes this can be 50% or more of the systemic cost. This often presents the largest generators with a windfall of lower costs per cubic yard, which can act as an inducement to waste more.

With a proposed rate adjustment that reflects actual cost per premise, many of the issues associated with Prop 216 and 26 can be avoided. Nonetheless, SEMCO will evaluate the impacts on property owners and recommend a process and method to solicit approval if 216 and 26 negatively impact a new rate modification structure. This was avoided in the City of Paramount, City of Corona and many other communities for which SEMCO assisted in modifying and setting rate structures for refuse, recycling and organics recycling.

Additionally, SEMCO has surveyed and tracked franchise fees since 1995, and understands the “reasonableness and nonexcessive clause” invoked by the City of Carson in its RFP.





Outcomes: The City will receive information that addresses the following issues:



- Revenues derived from the rates must not exceed the funds required to provide the service.
- Revenues derived from the rates must not be used for any purpose other than that for which they are imposed.
- The amount of rates imposed do not exceed the proportional cost. Special attention should be paid to remedies using “Extraordinary Adjustment” clauses of the service attributable to mitigate unforeseen costs incurrences due the parcel/customer category.
- The rates may not be imposed for a service unless the service is used by, or immediately available to market shifts, refuse customers; and
- Franchise fees collected by the City are reasonable and non-excessive.

Estimated Completion Level of Effort: 176 hours

Total Level of Effort: 400 hours

Project Schedule

Task	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7
1							
2							
3							

  Final Report (preparation and delivery)

In this schedule, the tasks are conducted in almost a sequential manner, so that data and results of Task 1 are available to be used in Task 3. Task 2 is conducted independently of Tasks 1 and 3.

It's projected that at the conclusion of each task, an interim report of data and results will be communicated to the City. The final report will be provided once the three tasks are completed. If desired, SEMCO will provide up to two in-person meetings with City staff once the project is complete. Monthly, SEMCO will provide an online meeting with City staff.

11 – STATEMENT OF QUALIFICATIONS

BACKGROUND

Huls Environmental Management, LLC, dba Sustainable Environmental Management Company (SEMCO), is pleased to submit its proposal to the City of Carson (City) in response to RFP NO. 23-007 dated February 2, 2023. SEMCO is a full-service holistic consultancy incorporated in 2000, which has served over 50 municipal and private sector clients since inception. The focus of our work is *monetizing sustainability* with an emphasis on sustainable materials management and zero waste.

SEMCO's corporate office is at 23161 Lake Center Drive, Lake Forest, California 92630 in the Los Angeles metropolitan area. In 2018, SEMCO established a branch office in Atlanta, Georgia. The SEMCO website URL is <https://www.sustainable-env.com/>. SEMCO is certified as a micro business, small business and disadvantaged business (i.e., minority business enterprise) as follows:

- Local Small Business Enterprise (LSBE) by Los Angeles County Dept. of Consumer & Business Affairs (LA DCBA) (# 089899)
- Community Business Enterprise (CBE) by LA DCBA (# 089923)
- Disadvantaged Business Enterprise (DBE) under the California Unified Certification Program (CUCP# 49149)
- Micro Business by California Department of General Services (ID # 35080)
- Small Business Enterprise by Los Angeles Unified School District (# 900067758)

As a general background, SEMCO was established to serve public agencies and the private sector in leading the effort to implement sustainable materials management, and industrial redevelopment (i.e., circular economy) through zero waste. SEMCO is particularly adept at: (1) designing, implementing, and funding innovative and sustainable materials management programs aimed at eliminating wasting in all its forms; (2) in compliance, waste and forensic audits, rate studies, and municipal franchising/contracting; (3) in program R&D, implementation, and metrics; and (4) in multimedia education and public outreach. Its expertise extends from best practices in small to large businesses, to multifamily residential programs, to eco-industrial parks and recycling market development.

SEMCO's history is replete with numerous examples of unique, state-of-the-art advancements in zero wasting. SEMCO, and its founder, has been a pioneer in leading waste prevention and recycling in many areas, some of which have garnered prestigious awards and recognition for its clients. We have provided in this SOQ many case studies in addition to our listings of clients and projects.

SEMCO has worked with numerous clients over the years, including, but not limited to, over 60 local governments. In California, SEMCO has consulted to the cities of Culver City, El Monte,

Gardena, Corona, Diamond Bar, Claremont, Santa Fe Springs, Lynwood, Rolling Hills Estates, Downey, Irvine, Rancho Cucamonga, Fresno, and Paramount, to name a few; and it has served the Counties of Los Angeles and San Bernardino as well. SEMCO has also worked with many private sector agencies and corporations such as GTE/Verizon, Genesis-ATC, the Catholic Church-Atlanta Archdiocese and LA-based dioceses, Urbaser, S.A., and ARUP, a global design and sustainability consultant. SEMCO is renowned for its pioneering efforts in refuse collection franchise management and forensic auditing of municipal refuse contracts. Since 2000, SEMCO has secured about \$40 million for municipalities in fee recovery from forensic audits; and it has obtained more than \$12 million in grants for local governments and private agencies.

SEMCO is also very active in Non-Governmental Organizations (NGOs) as its President, Jon Michael Huls, is a board advisor to *Zero Waste International Alliance (ZWIA)*, a board advisor to the *Upcyclers' Network* ([Home - Upcyclers Network](#)), and a Board Director of the national organization *Solid Waste Environmental Excellence Performance Standard* [[SWEEP – Solid Waste Environmental Excellence Performance \(sweepstandard.org\)](#)]. SWEEP is an NGO working to develop a LEED-type system for solid waste management for local governments. Also, Huls was a co-founding board member of the *National Recycling Coalition*, and was a co-founder of the *California Resource Recovery Association*. Finally, Huls is a professor of zero wasting, and business & finance, at Santa Monica College.

STAFF EXPERIENCE & CAPSULE RESUMES

SEMCO staff have more than a collective 100 years in experience and expertise in solid waste and recycling. This experience and expertise ranges from environmental leadership to private/public governance to equity development and education at private and public institutions (ESG). The designated Project Manager, Jon Michael Huls, will be the primary contact with the City during the entire project period. SEMCO is the only entity to perform the services. There are no proposed subconsultant(s).

SEMCO is pleased to present the following key individuals who will work to varying degrees to implement the tasks proposed herein:

- | | | |
|--------------------|---|--|
| - Jon Michael Huls | ▶ | Project Manager & Certified Zero Waste Associate |
| - Leonard Robinson | ▶ | Sustainability Strategist |
| - Kristen Schonert | ▶ | Certificated, Recycling and Resource Management |
| - Eddward Simmons | ▶ | Project Economist |
| - Roger Rodriguez | ▶ | Food Services Specialist |
| - Jose Callejas | ▶ | Certificated, Recycling and Resource Management |

Table 1 Matrix of Personnel, Role, Experience, Certification and Responsibilities

Name	Role	Yrs of Experience	Certifications	Project Areas of Responsibility
Jon M Huls	Project Director	53	Certified Zero Waste Associate* University Professor: Finance TRUE Advisor	Project Direction and Management; Communications; Report Preparation and Meetings; Technical Direction of Waste Prevention and Recycling Best Practices; Executive Producer of Video and Education and Outreach Products; Franchise Financial Analysis and Rate Assessment
Leonard E. Robinson	Senior Project Advisor	48	Climate Reality Trainer	Senior Advisor on Outreach and Surveys; Report Preparation; Research, Outreach
Kristen Schonert	Project Manager	10	RRM** California CTE credentialed instructor	Project Manager; Sustainability Systems and Design; Reporting and Monitoring
Eddward Simmons	Project Economist	10	Certified Financial Analyst	Economic Analysis and Rate Assessment
Roger Rodriguez	Zero Waste Technician	1	--	Edible food recovery
Jose Callejas	Zero Waste Technician	1	RRM**	Research
Other Firm Personnel				
Debbie Veto Carter	Zero Waste Technician	4	Certified Zero Waste Associate* Certified TRUE Advisor***	Site Visits, Waste Assessments, Surveys, Reporting, Research, and Outreach
Jazmin Garcia	Zero Waste Technician	4	Certified Zero Waste Associate* SMC Certifications: 1. RRM** 2. Organics Aide** 3. Sustainability Services Technician** 4. Sustainability Assistant**	Site Visits, Waste Assessments, Surveys, Reporting, Research, Outreach
Robert Gedart	Zero Waste Advisor	20	--	Policies and Zero Waste Systems

* Certified by Zero Waste USA (<https://zerowasteusa.org/certification/>)

** Note: RRM - Santa Monica College **California Certificate of Achievement in Recycling & Resource Management:** <https://www.smc.edu/academics/areas-of-interest/stem/earth-sciences/sustainable-technologies/recycling-resource-management.php> Also, SMC provides certifications in Sustainability Systems & Technology: Organics Aide, Sustainability Services Technician, and Sustainability Assistant

Jon Michael Huls – Principal and Project Manager



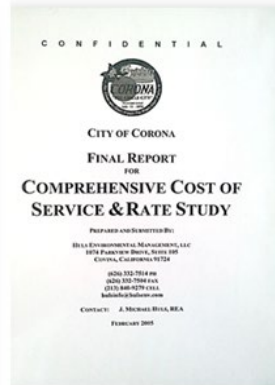
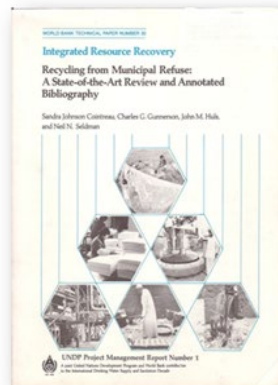
Jon Michael Huls is an acknowledged international expert on zero waste. He is a board advisor to the *Zero Waste International Alliance (ZWIA)*, is a Board Director of the national nonprofit *Solid Waste Environmental Excellence Performance (SWEEP) Standard*, is an advisor to the *Upcyclers Network*, and is a professor of zero waste at Santa Monica College. Professor Huls is a certified Zero Waste Associate by Zero Waste USA, and is a USGBI TRUE Zero Waste Mentor.

Huls began his career in waste as a college recycling center manager after participating in the first Earth Day in April 1970. During his formative years, Huls helped co-found the California Resource Recovery Association, and was a founding Board Member of the National Recycling Coalition.

He's worked as a consultant with notable firms and agencies including SCS Engineers, Engineering-Science (where he assisted the late, great Frank R. Bowerman on several projects), Harding-Lawson Associates, and the Institute for Local Self Reliance in Washington DC, prior to founding his current firm in 1995. In his career, he has consulted to many national and international agencies such as the United Nations, World Bank, Chemical Manufacturers Assn, US EPA and more. He has also consulted to numerous Fortune 500 Corporation and over 100 hundred cities in the US including Los Angeles and Long Beach. Huls incorporated Huls Environmental Management LLC in January 2000, and he created the dba SEMCO in 2010.

His project managerial experience is extensive. In his history of 52 years, Huls has managed up to 13 subcontractors and over 30 staff members on projects ranging from thousands to millions of dollars. Projects have ranged from US EPA and World Bank studies to multi-year programs for private and public sector clients, including AB 939 programs for over 60 local governments in Southern California.

His role will be the Project Manager, and he will be responsible for overall technical and managerial direction of the project. Examples of his work are shown to the right.



Leonard E. Robinson – Sustainability Director; Project Advisor



Mr. Robinson is a Partner and Chief Sustainability Strategist for SEMCO. He graduated from the University of Southern California where he majored in Chemical Engineering. Over 45 years, he has built a highly successful track record in the private and public sectors in environmental management. He is driven by a deep relationship with God, love for humanity and a passion for the environment.

Mr. Robinson served as an appointee under current California Governor Jerry Brown and former California Governor Arnold Schwarzenegger as Acting Director and Chief Deputy Director of the California Environmental Protection Agency –Department of Toxic Substances Control (DTSC). He was part of the Executive Team at Cal/EPA that created California’s Climate Change Policy (AB32) and the Safe Consumer Products Regulation (Green Chemistry). Previously, he served former Governors Pete Wilson and Gray Davis on the Colorado River Board of California. During his political career, Robinson has served as an appointee under four California Governors.

Prior to his gubernatorial appointments, Mr. Robinson was the Environmental/Safety Manager at TAMCO Steel, California’s only steel mill. His responsibilities included compliance with federal, state and local regulations regarding worker safety and protection of the environment. While at TAMCO Steel, Mr. Robinson started a program that recycled used oil filters into steel reinforcing bar (rebar) for use in the construction industry. Another recycling program started by him was named “Project Isaiah”, a program where confiscated firearm delivered by Southern California law enforcement agencies were melted and also recycled into rebar. An informal poll showed that his was the toughest environmental job in California.

Mr. Robinson’s past and present volunteer activities include:

- Chair of the California Black Chamber of Commerce
- Prince George’s County Solid Waste Advisory Commission
- Washington D.C. Archdiocese Care for Creation Committee
- President of Keep California Beautiful (KCB)
- Vice-Chair of Communities Health Charities of California (CHCC)
- Board President of Green Technology and Employment (GreenTech)
- Sacramento State University Leadership for the Government Executive Continuing Education Program
- Advanced Technology Energy & Environmental Center (ATEEC)
- National Environmental Justice Advisory Council (NEJAC)
- California Waste Association
- Chair of the Steel Manufacturers Association Environment Committee

He is a much sought-after speaker, consultant, strategist, and lecturer focusing on the opportunities of a Green Economy.

Kristen Schonert – Director of Sustainability Services; Principal Investigator



Kristen Schonert is SEMCO's Director of Sustainability Services and is a passionate advocate for zero waste both personally and professionally. Kristen brings over 10 years of blended experience in project management, marketing, and education. She holds several certifications in sustainability including Recycling and Resource Management, Organics Recycling, and Sustainability Technician.

Kristen's most recent projects include working with the Los Angeles Unified School District and their service provider, Ware Disposal, to create student-led green teams whose specific aim is to design and implement a SB 1383 specific compliance plan for their school site. Additionally, Kristen is working as a consultant with the City of Paramount's Sustainability Manager on SB 1383 with a focus on multi-family residential compliance and community outreach strategies.

Prior to switching into sustainable materials management full-time, Kristen was the owner of a successful boutique digital marketing agency. She understands the importance and benefit of embedding digital modalities strategically, especially as it relates to community outreach. This may be seen in the creation of a website, digital landing page, social media campaign or in developing targeted outreach through one of the many available digital ad networks. Kristen believes that technology can serve as an equalizer and is passionate about assisting public and non-profit agencies in modernizing their approach. Recently, Kristen worked with the Sustainability Director of Santa Monica College to develop a digital awareness campaign geared at increasing enrollment for their Sustainability, Systems & Technology courses which included landing page development and a full-scope digital awareness campaign on the Google Display Network.

Eddward Simmons – Project Economist



Eddward Simmons is a partner and the Senior Fiscal Strategist for SEMCO. He leads projects related to forensic auditing and re-industrialization through Zero Waste. He has parlayed his organizational and strategizing skills into successful corporate niches. He possesses years of experience in audit and finance primarily with the Federal Government, State of Georgia, and the Bank of America.

Simmons has excelled in the public, private, and non-profit sectors. His strong suits are in the areas of: organization; finance; project management; fiscal analysis; auditing;

transactional analysis; and marketing. In addition, Mr. Simmons has created and operated his own specialty businesses throughout the years.

Simmons career highlights include:

- Planned, wrote, and implemented financial, break-even and cash flow analysis for individuals and businesses
- Professional organizing and services to clients throughout the US
- Consulted, analyzed, planned, proposed, and reorganized spacing in business offices with custom storage systems and process design
- Analyzed industry trends to develop an effective marketing strategy
- Payroll management with incentive system
- Establishment of a weekly evaluation system that measures outcomes based on performance measures
- Consultation to businesses or individuals on maintaining organizational efficiency

A lifelong resident of Georgia, he attended Valdosta State, worked full-time, and ran a professional Organizing Company while majoring in Business Management.

Jose Callejas – Certificated Recycling and Resource Management



Jose Callejas is an environmentally conscious professional with a strong commitment to sustainability. With experience as an Urban Greening Coordinator at California Climate Action Corp, he has played a vital role in improving the quality of life in Los Angeles by supporting food access, clean air, community access, and volunteer opportunities. He is passionate about educating communities and increasing awareness about local climate action.

Jose's knowledge of zero waste and sustainability practices has allowed him to work with businesses and individuals to implement positive change on the policy, business, and individual levels.

In addition, Jose has worked as a business specialist for LEEAF, where he has provided valuable support to BIPOC businesses by conducting research and providing e-advising, feasibility studies, and financial, regulatory, and operational guidance. He has also been instrumental in helping businesses with loan packaging, pre-venture, start-up, and advanced-stage existing businesses.

Jose's passion for creating a better world has led him to pursue and complete a Recycling and Resource Management certificate from SMC where he met Professor Huls.

Roger Rodriguez – Food Services Specialist



Trained in the food services industry, Roger Rodriguez joined SEMCO in December 2022 to work on edible food recovery at Tustin Unified School District and for the City of Irvine. Roger has been working with several nonprofit organizations to develop working agreements that meet CalRecycle requirements, as well as determine ways that the organizations could benefit from grant assistance from local cities.

Debbie Veto-Carter – Certified Zero Waste Associate & Certified TRUE Advisor

Debbie Veto-Carter is a trailblazer who is finding new and unexplored paths to address environmental challenges for a more sustainable future. Debbie's recent successes include: 1) technical writing, leading a team, for a Los Angeles Unified School District (LAUSD) Request for Proposal in which her client was a successful bidder. She helped create the winning proposal which included a curriculum designed to educate and inspire students on sustainability.



This program formulated a mentorship program within the LAUSD Work Base Learning Plan (WBLP); 2) development and production of a winning CalRecycle Edible Food Recovery Grant, in which Debbie designed a collection-distribution system that will allow schools to divert cafeteria entrees from landfilling and redirect to food insecure residents. Debbie's forthright style achieved a synergistic new partnership between Madison Materials, (a Material Recovery Facility) who is an expert in collection and distribution, and the Tustin Unified School District for a pilot program that if successful could be duplicated to all schools.

Debbie is a strong communicator who has forged new relationships for collaboration. For instance, she conducted research for a multibillion-dollar company interested in M&A in the waste and recycling industry. Debbie is observant and detailed in her fieldwork experience, is a Certified Zero Waste Associate through ZeroWasteUSA.org, and she has a Recycling and Zero Waste Certification along with an Associate Arts Degree in Communications from Santa Monica College.

Jazmin Garcia – Zero Waste Associate



Jazmin Garcia is an up-and-coming innovator who has several projects under her belt in sustainability with a background in organizing for educational and environmental justice. Recently, she conducted a full waste characterization for the Hilton Foundation. She assisted in preparing a CalRecycle grant application and a contract proposal for a local recycling company. She played an instrumental role in conducting research and surveys for a single-use plastic ban evaluation project for the City of Culver City. She has also

volunteered for the Solid Waste Environmental Excellence Performance standard national committee.

Throughout the past 10 years her work has focused on highlighting the intersections of social justice and environmental justice in the projects that she has been involved in. She was an organizer for a successful campaign to end truancy citations and limit zero tolerance policies within the Los Angeles Unified School District and in 2012 advocated for increased federal funding for mental health services in public schools at the office of then Vice President Joe Biden. She also worked with the Bus Riders' Union to organize for free public transportation in Los Angeles, co-founded an edible community garden, executed a food distribution for South L.A community members, and was a lead organizer for an action to support a Washington State farm workers' union.

She holds a Bachelor of Arts Degree in Sustainability Studies, with SMC certificates in Recycling and Resource Management, Organics Aide, Sustainability Service Technician, and Sustainability Assistant.

PROJECT MANAGEMENT | QUALITY ASSURANCE PROGRAMS

SEMCO is familiar with quality assurance programs, data management and metrics. SEMCO is very familiar with all manner of online applications, including Google Forms, that can be easily converted into a database with easy access for clients. All staff members are trained in the use of tablets/iPads/smart mobile devices for fast and efficient data management and communications. Furthermore, SEMCO is familiar with such innovative data management systems such as Green Halo and ReTrack (SEMCO has an account with Green Halo, see <https://www.greenhalosystems.com/>).

For personnel tracking for project management purposes, SEMCO uses Gusto time and project tracking software. This software has been in use for over a year. Gusto provides:

- **Time tracking for payroll**
Employees and contractors track hours for our accountant, Online Accounting Services, Inc., to review and approve right in Gusto
- **Project tracking and workforce costing**
Employees track hours spent on a project-by-project basis, so SEMCO gets a detailed cost report of their wages, taxes, and more
- **Accounting integrations**
Syncs hours and costs right with OAS's QuickBooks Online for easier job costing with no extra work

CORPORATE QUALIFICATIONS

In this section, we explain our firm's strengths within the specialty area(s) for which we are proposing.

SEMCO pioneered the implementation of AB 939 at the municipal level, as its principal, Jon Michael Huls, helped prepare over 65 Source Reduction and Recycling Elements (SRREs) in the 1990s. From inception in 2000 until 2015, SEMCO managed solid waste and recycling programs in over 45 municipalities and revenues in excess of tens of millions of dollars. SEMCO advanced the art of managing refuse haulers, focusing on the efficiency and effectiveness of solid waste and recycling programming and fiscal management. SEMCO solidly built its reputation on successful waste auditing, and commercial sector waste prevention and recycling, beginning at its inception in 1995, long before AB 341 was enacted. Finally, SEMCO has always been a trendsetter; and developed one of the earliest organics recycling programs in the state in the City of Diamond Bar in 2000.

As a general background, SEMCO was established to serve local government in all aspects of integrated environmental management. SEMCO's accomplishments include effective RFP processes for municipalities, hauler audits and management, rate studies and analyses, comprehensive solid waste planning, forensic evaluations, community outreach, grant writing and administration, technical programming, CalRecycle reporting, waste assessments, organics recycling, and market development technical assistance. SEMCO is certified as a Disadvantage Business Enterprise (DBE) under the California Unified Certification Program (CUCP# 49149). Areas of specialty include:

- **Franchise Agreements**
- **Edible Food Recovery Programs**
- **Financial Analysis**
- **Body of Knowledge**
 - Education, marketing, and social media communications,
 - Integrated environmental management,
 - Forensic auditing, economic assessment, funding, and grant writing,
 - Environmental assessment, monitoring, and metrics,
 - Zero Waste program design and implementation,
 - Organics recycling and community composting,
 - AB 341, 1826, and SB 1383,
 - Planning and design studies and feasibility,
 - Reporting and community surveys,
 - Circular economy development, and
 - Materials management for single family and multifamily housing, and commercial and manufacturing enterprises

SEMCO has specialized in developing state and nationally recognized and sustainable recycling programs for several customers including, City of Gardena, City of Corona, City of El Monte, City of Diamond Bar, City of Paramount, and many other jurisdictions. SEMCO provides municipalities design and implementation services in zero wasting, including but not limited to, hazardous waste, litter reduction and CRV recycling, commercial recycling, organics recycling, and education and outreach. In addition, SEMCO has pioneered the field of forensic analysis of municipal refuse haulers, focusing on the efficiency and effectiveness of solid waste programming and financial management.

SEMCO has a unique history of undertaking extremely difficult and challenging assignments and fulfilling all expectations of its clients. It has worked on projects, large and small, for a variety of clients ranging from nonprofit organizations to large municipal agencies. For instance, SEMCO implemented a complex C&D debris recycling program for the County of Los Angeles covering thousands of contractors, projects, and establishing a mandatory recycling compliance system. It managed the far-ranging recovery of outdated telephone directories throughout California for GTE, and its successor, Verizon. It successfully represented the City of Gardena for over five (5) years in regulatory negotiations with the former Integrated Waste Management Board (now CalRecycle) when Gardena was the first City in California to get a Compliance Order for failure to achieve the State's AB939 mandate. SEMCO also assisted the City of Corona in a landmark forensic study of its refuse hauler, focused on unpaid fees and restructuring of its rate system that resulted in the recovery of \$35 million for the City.

Solid Waste and Recycling Franchise Management

SEMCO is highly qualified due to its years of experience in developing, managing, and monitoring exclusive and non-exclusive solid waste systems for several municipalities. Our expertise also includes the ability to assist municipalities to obtain fair equitable rates and services in recycling and solid waste collection for their residential and nonresidential constituents. Among the firm's accomplishments include effective RFPs, hauler audits and administration, rate studies and analyses, comprehensive solid waste planning, fee compliance evaluations, outreach, funding, programming, training, reporting, RFP services, and technical assistance. Our responsibility always extends beyond any individual assignment to the bigger picture; simultaneous to any related task, we're always looking to ensure general hauler contract compliance to a level that meets or exceeds a city's expectations. Franchise management projects were conducted in the cities of Diamond Bar, Paramount, Gardena, Lynwood, Torrance, El Monte, Covina, West Covina, San Gabriel, Duarte, San Dimas, Walnut, and many others.

For instance, SEMCO worked with Diamond Bar for about 20 years as its solid waste and recycling consultant (until 2015). The City was incorporated in 1991, and SEMCO's Principal was present at its formation under the banner of another consultancy in developing its initial

solid waste services. After 1995, SEMCO was hired to completely revamped the City's solid waste system into a modern zero waste infrastructure, replete with franchise fee structure, MRF processing, innovative services, an incentivized pay as you throw fee structure for resident and business waste services, and educational outreach, with impressive results. The City received an award in 2002 from the State of California and Keep California Beautiful as the "Best Environmental Program for a City under 100,000 Population" and recognition from the US EPA that same year. The basis for the changes was SEMCO's proposed comprehensive integrated solid waste plan that was completed with the assistance of a Council-nominated Blue Ribbon Community Task Force (likewise suggested by SEMCO). With community buy-in, the comprehensive plan was enacted with full community support.

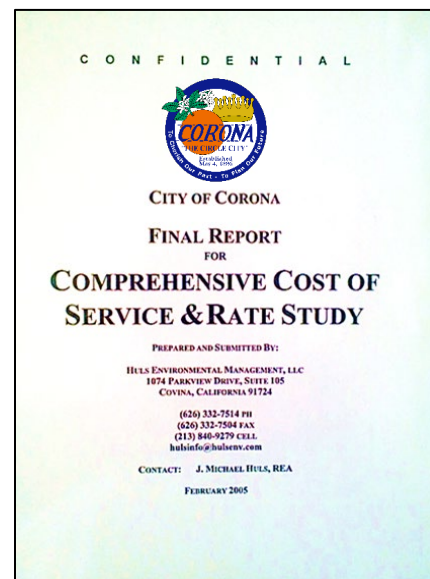
Financial Analysis and Rate Assessment

SEMCO has a long history of fiscal assistance to communities. Here are a few examples.

City of Corona (Keywords: Visual Waste Assessment, Commercial Franchise System)

SEMCO conducted a landmark comprehensive cost of service and rate study of Corona's refuse and recycling enterprise fund in 2005-06. The City's fund was teetering on insolvency, so the primary purpose of the study was to determine the adequacy of the current fund structure, and to identify new rate levels that could solve their fiscal woes.

Through its proprietary forensic audit methodology, SEMCO not only met the objectives of the project, but it was also able to identify an alternative pathway that recouped over \$35 million for the City. This pathway increased City revenues from the existing rate structure, and increased services and community benefits, **without any rate increases to the ratepayers**. How was this done?



A SEMCO forensic audit disclosed that the franchise hauler was not accurately reporting gross receipts resulting in the loss of several million dollars in revenue to the City. SEMCO brokered a deal for the City in which its exclusive hauler received a 5-year extension to the remaining five years on its agreement, in exchange for compensating the City with \$35 million over the full 10-year term and adding numerous complimentary community services. The hauler agreed to sign an extension contract that increased the franchise fee rate from 2% to 12.5% without increasing rates. This allowed the City to save important community services without resorting to any rate increase or employee cutbacks, something the City had not even

conceived of when they solicited bids for the project. SEMCO's expertise was the difference maker for this extremely favorable outcome.

City of San Dimas (Keywords: Telephone and Digital Surveys, Outreach)

SEMCO conducted a comprehensive Solid Waste Rate Study for the City of San Dimas in July-August 2017. A total of 25 cities in the immediate region were surveyed for their commercial and residential rates. A detailed executive analytical report included city fees and their structures, contract terms, additional services and community characteristics. This included:

- Residential and commercial services
- Refuse, recycling, and organics recycling rate schedules
- Programmatic features of the services offered in each municipality including equipment, collection, processing, separation requirements, and outreach and education aspects

The report was completed in a 21-day timeframe and was very well received. Additionally, the report was conclusive in helping the City make a confident decision regarding its contract negotiations with its existing service provider and avoiding a Request for Proposals process.

A key component in the very tight timeframe was the outreach and survey to each of the cities. Each city needed to be contacted, and information was retrieved by telephone, fax, email, text, and site visit, as appropriate. About 95% of the data forms were collected digitally. Subsequently, information was entered into a comprehensive spreadsheet which allowed for easy data manipulation and analytics of gross costs, base costs, city fees, and other items.

City of Paramount – SB 1383 & Franchise Hauler Management

SEMCO has worked with the City of Paramount since 1998. Activities have included representation of the City with CalRecycle (formerly CIWMB), hauler management, specific research projects, grant management, recycling program development, waste audits of all types pre-AB 341, and development of the City's SB 1383 program.

A large part of SEMCO's technical assistance has been to help the city maintain its compliance with AB 939, AB 341, AB 1826, and now, SB 1383. For instance, in 2014, SEMCO assisted the City in updating its municipal code to reflect the requirements of the CalGreen Building Codes. More recently, it has been the pleasure of SEMCO to help the City in several ways: 1) edible food recovery, 2) preparation of mandatory organics recycling ordinance, 3) development of grants for community composting, 4) development of procurement ordinance, and 5) management of the City's refuse hauler.

SEMCO conducted an evaluation of the franchise refuse hauler's extraordinary rate increase request in 2014. After an exhaustive review of all available data, diversion programming,

service levels and other analytical aspects, SEMCO found that the request for an extraordinary rate increase was not justified. The recommendation was accepted by the City, which in turn denied the hauler's request, saving the community hundreds of thousands of dollars in increased costs.

In 2015, Paramount commissioned SEMCO to perform an audit of three processing facilities located in or near the City in order to verify the accuracy of host fee payments made to the City by the City's exclusive hauler which owns the local MRF. SEMCO utilized an innovative approach to verify the reported incoming tonnages that host fees are paid upon. The audit revealed an underreporting of tonnages, resulting in a financial loss to the City of about \$15,000 for the survey period. This amount was later recovered.

Furthermore, the City commissioned a study of MRF host fees in 2015 to cross check the proposed host fee by the hauler. The hauler had proposed a new larger MRF and sought City approval of its plans and host fee offer. To conduct this study, SEMCO canvassed a two-county area and contacted over two-dozen municipalities that host MRFs to identify the fees paid by the intra-jurisdictional facility to the city. This information was developed into an easy-to-understand report for City Council review and action. It directly led to a negotiation in which the hauler agreed to raise its proposed host fee to a reasonable level commensurate with traffic and other environmental impacts caused by the new, larger MRF. The agreement was approved, and the hauler is currently engaged in developing an adjacent site to its existing MRF for this new facility. As part of this study, SEMCO confirmed that most MRFs in LA County are operating far below their stated throughputs indicating an over-capacity of facilities in the region.

It is noted that SEMCO assisted the City of Paramount to implement an organics recycling program that meets the requirements of AB 1826 and SB 1383. A major feature of this effort is an upstream and onsite organics waste prevention and recycling program for residences, the Paramount Unified School District, and commercial premises that CalRecycle has accepted as partially fulfilling SB 1383 requirements. The unique program encourages onsite organic waste prevention and reuse through the application of micro-composting, vermicomposting, dehydration, and package anaerobic digestion technologies. These technologies all reduce the need for collection; but the hauler is fully supportive of this effort since services and projected rates have been expanded to include rental rates for such alternative technologies. This is a clear case of monetizing conservation.

Finally, SEMCO conducted the exact same research for Paramount that is being requested by the City of Carson. The hauler's capabilities were assessed, and recommendations made in the development of the City's mandatory ordinance for the hauler to provide long term organics processing capacity, procurement of renewable fuels, and other programmatic elements that fulfill requirements of SB 1383.

City of Santa Fe Springs

SEMCO performed a refuse hauler fee compliance review for the City of Santa Fe Springs for its primary franchise hauler. This involved an exhaustive multi-year review of all hauler reports, hauler fee payments, and customer account histories. The study confirmed that the franchise waste hauler accurately reported gross revenues during the review period, and applied and paid the appropriate franchise and AB 939 fees to the City. More recently, SEMCO performed its second compliance review for the City. The review verified the actions of two of the City's approved recyclers. Approved recyclers must divert a minimum of 90% of the waste generated by each commercial customer. SEMCO analyzed each of the accounts serviced by the approved recyclers, evaluated their collected waste stream, and confirmed that each accounts' waste stream was indeed at least 90% recyclable meeting a local test for collectability.

City of El Monte (Keywords: Franchise Arrangements, Multilingual)

The City of El Monte hired SEMCO from August 2004 until July 2015. SEMCO provided the City with consulting services in refuse and recycling management for its seven franchise agreements. SEMCO assisted in establishing new waste hauler contracts for the residential, commercial, multi-family, and temporary sectors. SEMCO also assisted the Environmental Services Division with a variety of additional tasks, including program development, city-wide public education, completion of state reports, special waste management, and grants administration. SEMCO was able to save the City tens of thousands of dollars in implementation costs, and directly recovered over \$2 million in unpaid fees due the City from its previous haulers using its forensic audit methods. With SEMCO's assistance, the City improved its diversion rate from 35% to over 60% with a Zero Waste goal of 75%. In December 2009, under a revised agreement with the City, SEMCO was contracted to manage all aspects of the Environmental Services Division. Until 2015, SEMCO provided a dedicated staff person to work from the city office two days per week, as well as off-site support staff.

One of the key projects was to develop a franchise system for collection of refuse, green waste, and recyclables from three separate sectors: residential, commercial and industrial. This was done over a two-year period and resulted in a collection system that allowed the City to achieve high rates of diversion.

Edible Food Recovery

Currently, SEMCO is working with several communities on edible food recovery including donation capacity, contractual agreements, and collection implementation. For instance, the City of Irvine is contracting with SEMCO to implement its CalRecycle funded edible food recovery program by identifying available capacity among potential sources and end users of

edible food, along with development of the mandated agreements and contracts between and among sources and end users.

Another current project is with the Tustin Unified School District (TUSD). SEMCO wrote the grant and is now implementing an edible food recovery program funded by CalRecycle for the school district and its 27 schools and involving the TUSD service provider. Finally, SEMCO is working with the City of Paramount on developing its food forest and educational awareness program. SEMCO secured funding from CalRecycle and brought the City together with local nonprofit organizations to develop awareness in neighborhoods across the City with regards the immense potential for edible fruit and vegetables sharing among the public rather than discarding such edible food through the much more expensive collection and post-collection processing system offered by the hauler.

Community education on food insecurity and zero-hunger is an expertise that SEMCO offers with extensive experience on collaborating campaigns on a community and global level. Experience in food donation and rescue extends to partnering with public agencies, non-profit organizations, and corporate companies. Media involvements include assisting campaigns on community food donations and promoting corporate initiative food drives. Feature video productions have been developed to educate the community on hunger in Los Angeles with the L.A. Food Bank and annually broadcasted on KCBS/KCAL News. To help eradicate hunger worldwide, collaborations with local and international chefs have highlighted zero-hunger issues on a universal level with the United Nations International Funding for Agricultural Development. As this is a fairly new aspect to sustainable materials management, SEMCO has a significant level of involvement on a local and international level of bringing awareness to food insecurities with “boots-on-the-ground” experience.



SEMCO has worked with the City of Los Angeles on development and implementation of its Food Waste Donation program in the Southeast Los Angeles Zero Waste Zone. SEMCO worked with the *St. Francis Food Pantry* to rescue nearly 290 tons of food in six months from July to December 2017; and this was redistributed to hundreds of homeless and needy people and families. At 5 lbs /person/day, this was the equivalent of feeding 100,000 people. This rescue effort has only increased since this inaugural period. SEMCO also contributed to St. Francis Food Pantry’s grant application to CalRecycle to purchase needed refrigeration equipment and collection vehicles.

Additionally, SEMCO has been a contributor to *Food Forward* and *Kiss the Ground* through donation and action, and with the *San Bernardino Community Action Coalition* in its efforts to rescue and distribute aid to the food-insecure population in the area. SEMCO representative Ms. Jazmin Garcia managed a food distribution for the non-profit Soul Seeds Community in November of 2019 in partnership with Food Forward. The food distribution was intended for a small neighborhood in South Central Los Angeles and fed 35 families within a two-block radius where the recipients were a mix of single-family homes and multi-family housing. Ms. Garcia connected with local home gardeners to add community grown food into the distribution bags. Food Distributions for student's families and the surrounding community were also incorporated into the garden programming that she managed at Augustus Hawkins High School in South Central Los Angeles.

Early in Professor Huls' career, he was an organizer for a food cooperative that operated in Long Beach in the early 1970s. This activity was important in Huls' development as it focused on food insecurity in marginalized minority communities. Huls was specifically responsible for food buys, food distribution, and outreach in this effort.

Experience with SB 1383, AB 341, AB 1826, and SB 1383

SEMCO is particularly adept at designing, implementing, and funding innovative and sustainable refuse and recycling programs. SEMCO has specialized in developing state and nationally recognized and sustainable recycling programs for many customers including, but not limited to, the Cities of Gardena, Corona, El Monte, Diamond Bar, and Paramount, and the Counties of Los Angeles and San Bernardino.

For Gardena, SEMCO has performed a variety of functions for the City of Gardena, including AB 939 and AB 341 technical assistance; construction and demolition waste recycling program for developers and contractors; C&D debris recycling ordinance; multifamily recycling program implementation; development of new select load routing in the business sector; process audits; business recycling workshops; RFP process; governmental relations; hauler management and forensic audits.

As another example, SEMCO recently assisted the City of Culver City in its efforts to curtail the rise in disposable plastics. SEMCO performed an evaluation of a possible ban on disposable plastics and included a review of extending the ban to many other plastics including bottles and packaging.

Strategic Zero Waste Plan for DMASWA, Dubuque IA

SEMCO worked with the Dubuque (Iowa) Metropolitan Area Solid Waste Agency (DMASWA) on development of a strategic plan for zero waste development in 2010. The quick-turnaround project involved setting up and meeting with dozens of community members and businesses and conducting numerous interviews and stakeholder meetings over a month-long period.

This was followed up by a month-long analytic phase in which reduce, reuse, and recycle options were developed into a cohesive plan of action replete with feasibility analyses. Following this, the plan was presented to the DMASWA, revisions were made, and the Agency adopted the multi-year plan for implementation.

Laudato Si' Initiative - Catholic Archdiocese Atlanta GA

In 2016, Pope Francis wrote his encyclical to called Laudato Si' where he implores humanity to “hear the cry of the earth and the poor”. In response, the Archdiocese of Atlanta (AoA) engaged the services of SEMCO in 2020 to develop and maintain a Sustainability Program named the Laudato Si' Initiative (LSI). The LSI impacts:

- 1.2 million Catholics
- 102 Parishes
- 18 Catholic Schools located in 69 counties in Northern Georgia

As part of its engagement with the AoA, SEMCO collaborated with educators, religious leaders, and environmental experts to develop the Laudato Si' Action Plan (LSAP). This Action Plan contains a menu of options that parishes, parishioners, and schools can take to start the challenging spiritual work of reversing the threat of global climate change and environmental degradation, and existing more sustainably in harmony with God's creation. As there is so much variety and diversity between parishes in terms of human and financial resources, the menu of options being implemented are ranked as easy, moderate, and advanced.

The LSAP also provides information to pastoral staff and parishioners to learn more and carry out the actions they select at individual parishes. It enables Catholics to drill deeper into each topic, such as finding out how to get an energy audit for the local parish or home; calculating a family's carbon footprint; learning about native plants for the parish or home garden; building composting and local organic gardens; and implement environmental justice & equity or how to generate support for national policies that reduce greenhouse gas emissions.

Another part of the LSI developed by SEMCO are a series of educational podcasts (to be released soon) that addresses sustainability topics along with an LSI Speakers Bureau.

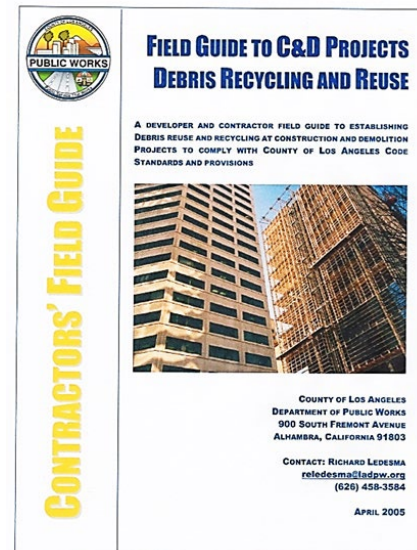
City of Rancho Cucamonga – Commercial Sector Recycling Assistance

SEMCO worked for several years with the City. The most note-worthy of its many projects was a City-wide refuse and recycling waste audit of the two permitted haulers for the City conducted in 2004. SEMCO conducted forensic studies of every load collected and processed at the local MRF over multiple representative weeks. The waste quantity and composition data were statistically estimated for the entire year. Two major findings were obtained. First, the top ten generators in the City were readily identified, for which SEMCO immediately

followed-up with onsite Zero Waste audits. Based on the audits, SEMCO aided the businesses and their haulers to implement waste prevention and recycling programs that diverted about 10% of heretofore disposed materials at great savings to the businesses. Second, the study resulted in a significant increase of overall diversion (of 25% within a week) through development and implementation of wet-dry routing. Materials diverted included food waste and organics, CRV materials, and significant amounts of wastepaper and plastics.

County of Los Angeles

In 2005-06, SEMCO assisted the County of Los Angeles, Department of Public Works, in the design, development and public involvement for the largest Construction and Demolition Debris Recycling Ordinance in the United States. To properly implement the County's ordinance, SEMCO developed a user's handbook in both print and digital media, and it promoted key information to the primary and secondary stakeholders involved in the building and demolition industry including the Building Industry Council, C&D debris haulers, and C&D debris processors. SEMCO educated the industry concerning the details of the ordinance, solicited their input for changes, and developed a wide host of informative instructional materials including the handbook, case studies, pamphlets, sample plans and reports, and development forms (which are the basis of the industry now in Southern California). SEMCO compiled a comprehensive listing of stakeholders and conducted outreach to everyone involved in the industry in the County area.



City of Diamond Bar

The City of Diamond Bar outsourced to SEMCO for over 20 years its Integrated Environmental Services. SEMCO managed stormwater compliance, environmental management, and solid waste and recycling programs for the City. Among its duties included managing hauler contracts with two franchisees, completing state reports, implementing AB 939, AB 341 and AB 1826 programs, reviewing rate increase requests, and implementing the City's HHW, used oil, and cans and bottles recycling grant programs.

SEMCO was an instrumental facilitator in bringing the City into compliance with AB 939 when it was clear in 1998 that the City's 10% diversion rate would not meet the 2000 target of 50%. In fact, it appeared that the City would likely face enforcement actions with such a low diversion rate. The City turned to SEMCO to help it turn its voluntary refuse and recycling system into a comprehensive and compliant program.



SEMCO developed a community-based strategy which convened community stakeholders from residential and nonresidential sectors into a blue-ribbon committee (BRC) to help design the City's new system. With SEMCO's facilitative skills, the BRC made key decisions that resulted in state-of-the-art recycling programs, hauling arrangements, funding, and ordinances. This included franchising the previously open market residential and commercial collection services, implementing pay-as-you-throw

collection, mandating commercial recycling, establishing extensive awards and recognition, and much more. The City Council adopted the BRC's recommendations at a public hearing in late 1999 and followed it up with even more outreach among the community. Finally, in 2000, the City implemented the new system. SEMCO conducted a thorough competitive bidding process for franchise residential and commercial services. Once the new franchise system was implemented, SEMCO then supervised the implementation of the new Zero Waste system that saw diversion skyrocket from about 10% to 50% in less than half a year! Of the 65,000 tons of solid waste generated, less than 30,000 tons was ultimately disposed of in landfills within the year as reported to CalRecycle in the 2001 annual report.

Particularly important components of the program were the incentive-based rates and award programs. Residents could receive discounts of up to 25% when they practiced backyard composting, grasscycling and xeriscaping. By attending a free workshop provided by SEMCO, and using a complimentary composter provided by the residential hauler, residents could give their green waste cart back to the hauler and immediately obtain their monthly rate discount. Thousands of households took this pathway to sustainability in their homes which has been named *distributed organics recycling network*. In addition, the PAYT structure rewarded those who wasted less, as the \$5 step increase in cart rates (based on volume) encouraged usage of smaller carts by residents.

The awards that residents and businesses received was also very instrumental in encouraging participation. The trash cutter's award shown to the right was indicative of that recognition that residents and businesses received.

As a result, the City received a Governor's award from the State of California as the "Best New Environmental Program for cities under 100,000 population in 2001", and national recognition from the US EPA for its unique program. See

<https://archive.epa.gov/wastes/conserve/tools/payt/web/html/winter03.html>



SEMCO continued its assistance in a wide variety of ways in later years. For instance, in 2013, SEMCO performed a comprehensive compliance and financial review of the City's two franchisees. The review included contract compliance, verification of fee payments, validation of reported data, verification of customer charges, and verification of hauler revenues. A total of eight (8) compliance categories were evaluated in a thorough and in-depth manner. Every aspect of hauler operations and billing was investigated.

As a result of the audit, a wide variety of discrepancies were uncovered and corrected in cooperation with the haulers. This resulted in over \$50,000 in rebates to multifamily complexes due to overcharges and inaccurate accounting. Additionally, discoveries and recommendations resulting from the audit assisted the haulers in making systematic changes that ensured their ongoing compliance with their respective franchise agreements. The City of Diamond Bar commended the audit, and deemed it far superior than similar audits performed by other larger accounting firms.

Castro Valley Sanitary Authority 2015 (Keywords: Videography, Production, Digital Marketing, Website Development)

SEMCO prepared four (4) "how-to" videos of one (1) to two (2) minutes duration. The first video showed sorting of recyclable materials. The second video showed sorting of compostable materials. The third video showed how the 4R Star Business Program works. The fourth video showed how to reduce waste at a Castro Valley restaurant. The four videos were later posted on a separate webpage exclusive to CV San (see https://youtu.be/_5HaLx2jako)

Body of Knowledge

From the case studies and other information provided above, SEMCO's body of work clearly demonstrates its superior knowledge in the field of solid waste and recycling that is important to the City. SEMCO will provide program development and compliance assistance for relevant laws and regulations, including but not limited to the following:

- The California Integrated Waste Management Act of 1989 (AB939)
- Mandatory Commercial Recycling (AB341), including direct and/or on-site consultant technical assistance to Irvine businesses
- Mandatory Organics Recycling (AB1826), including consultant technical assistance
- Short-Lived Climate Pollutants (SLCP): Organic Waste Methane Emissions Reductions (SB1383), all compliance efforts including food recovery, waste prevention programs, and procurement of organic waste products.
- Construction and Demolition (C&D) Debris Recycling and Reuse Ordinance and CalGreen

- Franchise agreement waste hauler compliance monitoring assistance and performance reviews
- Sustainability Planning Assistance as it relates to solid waste management, waste prevention and recycling

SEMCO is particularly adept at designing, implementing, and funding innovative and sustainable refuse and recycling programs that comply with and even exceed the requirements of state law. SEMCO has specialized in developing state and nationally recognized and sustainable recycling programs for several customers including, but not limited to, the Cities of Gardena, Corona, El Monte, Diamond Bar, and Paramount, and for the Counties of Los Angeles and San Bernardino, and for over three-dozen other jurisdictions.

At various times, SEMCO has consistently assisted local governments in compliance with all of the statewide mandates. These include AB 341 technical assistance; construction and demolition waste recycling program for developers and contractors; C&D debris recycling ordinances; multifamily recycling program implementation; development of new select load routing in the business sector; process audits; business recycling workshops; RFP processes; governmental relations; hauler management and forensic audits; and now, organics recycling.