



Request for Qualifications

Program Planning and Evaluation Services

Release Date: June 5, 2020

Qualifications Due: July 6, 2020

About the Agency

StopWaste helps Alameda County's businesses, residents and schools waste less, recycle more and use water, energy and other resources efficiently. Our work helps people make better decisions everyday about the products they buy, the resources they use, and the things they throw away. We are a public agency governed by the Alameda County Waste Management Authority, the Alameda County Source Reduction and Recycling Board, and the Energy Council. Our member agencies include the 15 city and county governments and two sanitary districts in Alameda County.

Agency Planning Context

In April, 2020, the Agency's board set broad, long term Goals, Objectives and Policies through a formal planning process ([Countywide Integrated Waste Management Plan](#)). Within that plan, the objective most directly relevant to this RFQ states "When setting goals and targets for [specific] programs, use a systems perspective, selecting metrics to ensure effective program implementation and use of funds, while also advancing systemic changes which are difficult to measure."

Starting in May of 2020, the Agency is conducting a strategic alignment process, which will focus on the organization's unique role, its key constituents and its potential for greater impact. This clarification of strategic direction will in turn inform the Agency's biannual priority setting. The priority setting process develops Guiding Principles to inform its strategy and budget development. The goal is to employ an adaptive approach to strategic planning, focusing our efforts where we can achieve the greatest results in support of our mission, stakeholders, and member agencies.

The Guiding Principles, listed below, were adopted by the Board in December 2018, and are being used to set priorities through 2021.

- Emphasize waste prevention over management of discards.
- Organics, as the largest remaining portion of the waste stream going to landfill, will continue to be an emphasis for the next two years.
- Only consider mandatory measures that go through a comprehensive resource analysis, or are mandated by the State.
- Prioritize waste reduction and prevention projects that have beneficial climate impacts.
- Explore innovative and experimental approaches that may be leveraged by member agencies.
- Emphasize project implementation and collect data only as needed to make informed decisions.
- Coordinate and collaborate with local public agencies to avoid duplication of effort, and prioritize efforts that leverage and enhance what member agencies can do independently.
- Ensure the flexibility to add new projects and cut back on existing projects when appropriate.

Below are our current goals and indicators tied to our Guiding Principles that help us measure progress

Figure 1: Agency Goals and Indicators through 2021



		Organics	Packaging	Built Environment	
UPSTREAM DOWNSTREAM	REDESIGN Increase in materials optimization	Increasing state and local policies addressing reduction of wasted food	Increasing adoption of the How2Recycle label by major brands and greater recognition by consumers	Increase in presence of environmentally certified building materials	INDICATORS
	RETHINK Increase in awareness	10% increase of families likely to reduce food waste at home ✓	TBD	TBD	SPECIFIC GOALS
	REDUCE / REUSE Less waste generated	10% of food service and grocers participate in food donation	50% reduction in all single-use bags distributed by newly affected stores ✓	<45% waste generated by construction and demolition projects in landfill ✓	
	RECYCLE / ROT Increase in proper sorting	<20% organics in landfill ⌚ At 25% currently	< 5% recyclables in landfill ⌚ At 11% currently		

Programmatic Context

StopWaste organizes programmatic work within project teams. Examples of StopWaste projects include:

- Food Waste Reduction, which focuses on wasted food generated in food service, households, and schools by providing training and technical assistance, media and outreach, food-saving tools, and food waste reduction grants through the Smart Kitchen Initiative, Stop Food Waste Campaign, and Smart Cafeteria Initiative.
- Schools-Based Community Education, which educates students and school champions in environmental awareness and waste reduction behaviors, and supports their actions and influence as messengers of waste reduction at school, at home, and in their community. It provides direct and indirect education to students, families, parent communities, teachers, school leaders, school district staff, and environmental education partners.
- Mandatory Recycling Ordinance project, which requires recycling at commercial establishments and multifamily complexes, and conducts routine inspections and assesses fines for improper sorting in order to assess compliance. It also provides technical assistance and other support services.

- Community Based Outreach supports the Agency priority of upstream, waste prevention by engaging and activating residents and community partners through events, presentations, social media, outreach grants, and train the trainer tools.

Supplementing these major projects are a wide variety of projects and activities more narrowly focused on specific materials and/or topics of interest to the Agency. The programmatic activities of the Energy Council, which comprise 23 percent of the Agency budget, are developed through a separate prioritization process and are subject to the evaluation and measurement requirements of external funding agencies. For further information and detail regarding program areas, please view the Agency's FY 20/21 [budget](#).

Description of Services

StopWaste seeks firms or individuals with expertise in the following:

- In-depth evaluation of programs, including review of program data needs and existing data; selecting new metrics, data and/or measurement tools; and working with staff to interpret and apply results. Specific understanding in how to monitor and measure behavior change is essential.
- Developing and institutionalizing program planning and evaluation systems, in which evaluation is built into development of goals and action plans, and used to make program adjustments on a continuous basis.
- Using data and measurement to communicate progress towards broader goals, especially geared to non-scientists and the general public.

StopWaste will maintain an up-to-date list of consultants that can meet the needs of various programs and the organization as a whole. It is anticipated that, depending on expertise, multiple consultants may be hired to consult for different program groups with potential crossover.

Respondents may apply to one or more of the service categories or individual tasks within a category (A-C below). Firms and individuals providing the services listed below should submit qualifications documenting their expertise and experience including specific requirements under each service category and task. The activities below are interrelated, so coordination will be expected.

A. Program Evaluation

Work with the staff members of one or more of the selected programs to conduct in-depth analysis. See "About the Agency - Programmatic Context" above for the initial list of programs prioritized for evaluation. The Agency's projects and programs vary widely

in scope and current use of measurement and evaluation tools. It is not anticipated that all projects will require the same level of support.

As part of this work, the consultant(s) will:

- Review existing data and information currently used, evaluating its usefulness and accuracy;
- Research and select additional evaluation data and methods, and implement with the program(s).
- Make recommendations for programmatic changes or considerations.

Metrics can be both for specific, narrowly defined objectives, as well as those that connect to broader topics such as behavior change, industry trends, and climate.

B. General Program Planning, Evaluation & Measurement Practices

Guide project teams in developing objectives and metrics that promote feedback loops for adaptive program management, focusing on evaluation and calibration, with a focus on alignment with general Agency goals and priorities. In contrast to the services described in Section A, focusing on a deep dive into individual programs, this work will be focused on establishing tools to be use more broadly at the agency, taking into consideration the different needs and functions of programs.

B-1. Establishing Measurable Program Objectives Provide guidance to project teams in determining measurable objectives that help to define success within the specific goals of the project, to the project’s various stakeholders, as well as the larger Agency.

B-2. Developing Metrics & Measurement Strategies Work with project teams to define and implement appropriate metrics and measurement strategies to evaluate progress and adjust objectives and activities.

Though a number of projects gather a combination of quantitative and qualitative information, frequently these are not specific enough to provide evaluation of current activities or guidance for specific programmatic decisions. Quantitative data using rigorous scientific methods should be employed wherever possible, and qualitative data should be considered as well. Specifically, the Agency seeks guidance in understanding how to use qualitative data well, such as measuring behavior change by using self-reported data from program participants or results from focus groups.

C. Support for Agency Metrics and Priorities

The Agency has historically measured success by reporting on tons of waste diversion from landfill. However, this downstream metric does not capture the benefits of the Agency’s waste reduction initiatives, which have increased in importance, and which are less directly measureable. The Agency is looking for leading-edge thinking in measuring progress towards “upstream” objectives, such as redesigning wasteful systems or

establishing new industry norms to prevent waste from being generated and, where possible, connecting specific programmatic measurement systems to bigger picture trends and metrics.

Examples of questions the Agency would like to consider during this process:

- How do we define success?
- When do we reach scale [of our initiatives or programs]?
- When/how do we decide to start new projects?
- When/how do we decide to sunset projects that no longer align with our priorities?

Consultants that are selected to conduct work on service categories A & B (above) with specific program groups may be requested to support with sharing developed strategies, metrics, frameworks, tools etc. with other program groups in an effort to standardize evaluation, measurement and program planning strategies across the Agency.

Submittal Requirements

Firms or individuals responding to this RFQ must provide:

1. Completed table in Appendix A indicating one or more categories for which the firm or individual is submitting qualifications.
2. For each category that applicant is applying for, provide examples of three (3) projects that best demonstrate the individual or firm's expertise. Explain the role the individual or firm played in each project. Examples may include work previously performed for StopWaste.
 - A. Describe elements of project and tools or resources developed.
 - B. Describe a case study where project involved working with a client to integrate recommendations from evaluation into their work, or where the evaluation provided helped to create feedback loops for future work.
 - C. Provide a client reference for each project. Please provide the client reference's name, title, employer, email and phone number.
 - D. Provide websites and/or samples, if available, for projects discussed.
3. A summary of the firm or individual proposing to provide services. Please indicate which of the services in the Description of Services section the applicant wants to be considered for, and include brief resumes for the primary contact and key personnel.

4. A professional fee schedule for the primary contact and the key personnel identified above who would be working on Agency projects.
5. Signed Appendix B: Required Contract Elements: Professional Services Agreement including Insurance Requirements and Conflict of Interest.
 - a. Unless specified in the submittals, the Agency will assume that the professional fee schedule will include any costs associated with complying with the Agency’s insurance requirements as specified in Appendix B of this RFQ.

Application Deadline and Instructions

Release of RFQ	June 5, 2020
Deadline for written questions	June 25, 2020
Qualifications due	July 6, 2020
Short list Interviews	Week of July 13, 2020
Notification of Selected Contractor(s):	Mid- to late July, 2020

The deadline for application submittal is **5:00 p.m., July 6, 2020**. Qualifications received after 5:00 p.m. will **not** be accepted.

Submittal

Due to shelter in place orders, all submittals should be sent via email in PDF format, to RFQ@stopwaste.org, with the subject line clearly marked “**Program Planning & Evaluation RFQ.**” Upon submittal, applicants will receive an automatic confirmation of receipt. If you do not receive this confirmation, please contact Holly Mayne at hmayne@stopwaste.org.

The most qualified candidates may be invited to interview the week of July 13. Depending on the responses to this RFQ and the short list interviews, the Agency may select more than one firm or individual to be placed on the prequalified vendors list.

Questions regarding this RFQ should be directed in writing to Meghan Starkey at mstarkey@stopwaste.org. Answers will be shared with all interested parties.

Appendix A: Table of Categories

Appendix B: Required Contract Elements

Appendix A – Table of Categories

Please indicate which service categories applicant wishes to submit qualifications for by completing the table below.

Service Categories		Indicate Yes or No
A	In-Depth Program Evaluation <u>Anticipated Programs:</u> Food Waste Reduction, Schools Based Community Education, Mandatory Recycling Ordinance, Community Based Outreach	
B	General Program Planning, Evaluation & Measurement Practices B1: Establishing Measureable Program Objectives	
	B2: Developing Metrics & Measurement Strategies	
C	Agency Metrics and Priorities	

Appendix B - Required Contract Elements

Professional Services Agreement including Insurance Requirements and Statement of Economic Interest

It is a requirement of StopWaste that any individual or firm selected to provide professional consulting services must be able to comply with the terms of our professional services agreement (attached), which includes the following insurance requirements:

- A. **Comprehensive general liability insurance:** Insurance Services Office Form CG 00 01 covering CGL on an "occurrence" basis including products and completed operations, personal & advertising injury liability, blanket contractual liability, and broad-form property damage liability coverage. The combined single limit for bodily injury and property damage shall be at least \$2,000,000. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location (ISO CG 25 03 or 25 04) or the general aggregate limit shall be twice the required occurrence limit.
- B. **Automobile Liability:** ISO Form Number CA 00 01 covering any auto (Code 1), bodily injury and property damage liability insurance covering owned, non-owned (Code 9), rented, and hired (Code 8) cars. The combined single limit for bodily injury and property damage shall at least \$1,000,000.
- C. **Statutory workers' compensation and employer's liability insurance** as required by state law with a limit of at least \$1,000,000 per accident for bodily injury or disease. Neither Contractor nor its carrier shall be entitled to recover any costs, settlements, or expenses of workers' compensation claims arising out of this agreement. The Employer's Liability policy shall be endorsed to waive any right of subrogation against the Agency, its employees or agents.
- D. **Professional Errors and Omissions Liability Insurance.** The limit of liability shall be at least \$1,000,000. If the policy is written on a "claims made" basis, Contractor must maintain required coverage for a period of three years after the expiration of this agreement. Contractor may satisfy this requirement by renewal of existing coverage or purchase of either prior acts or tail coverage applicable to said three-year period.

In addition, the individual or firm's project manager may be required to submit a Statement of Economic Interest Form (Form 700) as required by the State Fair Political Practices Commission. For a copy of a Form 700, please see the California Fair Political Practices Commission website at <http://www.fppc.ca.gov>

Please sign the statement below to indicate that you and your firm understands and will comply with the terms of the Authority's professional services agreement including the required insurance policies and will submit a Statement of Economic Interest Form if requested by Authority staff.

I have reviewed and will comply with the terms of the Authority's professional services agreement and certify that my firm has the ability to obtain the required insurance policies and submit the Statement of Economic Interest Form.

I understand that failure to comply with any of these requirements will result in the Agency's refusal to enter into a contract for services with my firm.

Name: _____

Title: _____

Firm: _____

Signature: _____ Date: _____