



INFORMATIONAL MEMORANDUM

TO: **Transportation and Infrastructure Services Committee**

FROM: **Hari Ponnekanti, Public Works Director/City Engineer**

BY: **Colleen Minion, Public Works Solid Waste Analyst**

CC: **Thomas McLeod, Mayor**

DATE: **March 22, 2024**

SUBJECT: **Consultant Contract - Organics Diversion and Reduction**

ISSUE

Request to approve a consultant contract with Cascadia Consulting Group to provide outreach to food service businesses to divert and reduce food waste.

BACKGROUND

The Cities of Tukwila, Maple Valley, and Burien were awarded a King County Re+ grant to support frontline food service businesses in setting up organics services and establishing best practices to comply with the new Organics Management Law.

Ecology’s Waste Reduction and Recycling Education grant expands this project to focus on commercial food waste reduction education and outreach and focus on contamination reduction in the organics stream.

Hiring a consultant to accomplish the work is in the scope of work for both grants.

FINANCIAL IMPACT

The costs associated with this contract are entirely grant funded.

Project Cost Estimate		Funding	
Cascadia Contract	\$100,000	King Co RE+ Grant	\$83,000
		DOE Grant	\$17,000
Total	\$100,000	Total	\$100,000

RECOMMENDATION

Council is asked to formally approve a contract with Cascadia Consulting Group to provide outreach to food service businesses in the amount of \$100,000 and consider this item on the Consent Agenda at the April 1, 2024 Regular Meeting.

ATTACHMENTS

Consultant contract and scope of work.

PROFESSIONAL SERVICES AGREEMENT

(Includes consultants, architects, engineers, accountants, and other professional services)

THIS AGREEMENT is entered into between the City of Tukwila, Washington, hereinafter referred to as “the City”, and **Cascadia Consulting Group**, hereinafter referred to as “the Consultant”, in consideration of the mutual benefits, terms, and conditions hereinafter specified.

1. **Project Designation.** The Consultant is retained by the City to perform outreach services in connection with the project titled **Organics diversion and reduction outreach in food-service businesses.**
2. **Scope of Services.** The Consultant agrees to perform the services, identified on Exhibit “A” attached hereto, including the provision of all labor, materials, equipment and supplies.
3. **Duration of Agreement; Time for Performance.** This Agreement shall be in full force and effect for a period commencing upon execution and ending **June 30, 2025**, unless sooner terminated under the provisions hereinafter specified. Work under this Agreement shall commence upon written notice by the City to the Consultant to proceed. The Consultant shall perform all services and provide all work product required pursuant to this Agreement no later than **June 30, 2025** unless an extension of such time is granted in writing by the City.
4. **Payment.** The Consultant shall be paid by the City for completed work and for services rendered under this Agreement as follows:
 - A. Payment for the work provided by the Consultant shall be made as provided on Exhibit “B” attached hereto, provided that the total amount of payment to the Consultant shall not exceed **\$100,000** without express written modification of the Agreement signed by the City.
 - B. The Consultant may submit vouchers to the City once per month during the progress of the work for partial payment for that portion of the project completed to date. Such vouchers will be checked by the City and, upon approval thereof, payment shall be made to the Consultant in the amount approved.
 - C. Final payment of any balance due the Consultant of the total contract price earned will be made promptly upon its ascertainment and verification by the City after the completion of the work under this Agreement and its acceptance by the City.
 - D. Payment as provided in this section shall be full compensation for work performed, services rendered, and for all materials, supplies, equipment and incidentals necessary to complete the work.
 - E. The Consultant’s records and accounts pertaining to this Agreement are to be kept available for inspection by representatives of the City and the state of Washington for a period of three (3) years after final payments. Copies shall be made available upon request.

5. **Ownership and Use of Documents.** All documents, drawings, specifications and other materials produced by the Consultant in connection with the services rendered under this Agreement shall be the property of the City whether the project for which they are made is executed or not. The Consultant shall be permitted to retain copies, including reproducible copies, of drawings and specifications for information, reference and use in connection with the Consultant's endeavors. The Consultant shall not be responsible for any use of the said documents, drawings, specifications or other materials by the City on any project other than the project specified in this Agreement.
6. **Compliance with Laws.** The Consultant shall, in performing the services contemplated by this Agreement, faithfully observe and comply with all federal, state, and local laws, ordinances and regulations, applicable to the services rendered under this Agreement.
7. **Indemnification.** The Consultant shall defend, indemnify and hold the City, its officers, officials, employees and volunteers harmless from any and all claims, injuries, damages, losses or suits including attorney fees, arising out of or resulting from the acts, errors or omissions of the Consultant in performance of this Agreement, except for injuries and damages caused by the sole negligence of the City.

Should a court of competent jurisdiction determine that this Agreement is subject to RCW 4.24.115, then, in the event of liability for damages arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of the Consultant and the City, its officers, officials, employees, and volunteers, the Consultant's liability hereunder shall be only to the extent of the Consultant's negligence. It is further specifically and expressly understood that the indemnification provided herein constitutes the Consultant's waiver of immunity under Industrial Insurance, Title 51 RCW, solely for the purposes of this indemnification. This waiver has been mutually negotiated by the parties. The provisions of this section shall survive the expiration or termination of this Agreement.

8. **Insurance.** The Consultant shall procure and maintain for the duration of the Agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Consultant, its agents, representatives, or employees. Consultant's maintenance of insurance as required by the agreement shall not be construed to limit the liability of the Consultant to the coverage provided by such insurance, or otherwise limit the City's recourse to any remedy available at law or in equity.

A. **Minimum Amounts and Scope of Insurance.** Consultant shall obtain insurance of the types and with the limits described below:

1. **Automobile Liability** insurance with a minimum combined single limit for bodily injury and property damage of \$1,000,000 per accident. Automobile Liability insurance shall cover all owned, non-owned, hired and leased vehicles. Coverage shall be written on Insurance Services Office (ISO) form CA 00 01 or a substitute form providing equivalent liability coverage. If necessary, the policy shall be endorsed to provide contractual liability coverage.
2. **Commercial General Liability** insurance with limits no less than \$2,000,000 each occurrence, \$2,000,000 general aggregate. Commercial General Liability insurance shall be at least as broad as ISO occurrence form CG 00 01 and shall cover liability arising from premises, operations, stop-gap independent contractors and personal injury and advertising injury. The City shall be named as an additional insured under the Consultant's Commercial General Liability insurance policy with respect to the work performed for the City.
3. **Workers' Compensation** coverage as required by the Industrial Insurance laws of the State of Washington.

4. Professional Liability with limits no less than \$2,000,000 per claim and \$2,000,000 policy aggregate limit. Professional Liability insurance shall be appropriate to the Consultant's profession.
 - B. **Public Entity Full Availability of Contractor Limits.** If the Contractor maintains higher insurance limits than the minimums shown above, the Public Entity shall be insured for the full available limits of Commercial General and Excess or Umbrella liability maintained by the Contractor, irrespective of whether such limits maintained by the Contractor are greater than those required by this Contract or whether any certificate of insurance furnished to the Public Entity evidences limits of liability lower than those maintained by the Contractor.
 - C. **Other Insurance Provision.** The Consultant's Automobile Liability and Commercial General Liability insurance policies are to contain, or be endorsed to contain that they shall be primary insurance with respect to the City. Any Insurance, self-insurance, or insurance pool coverage maintained by the City shall be excess of the Consultant's insurance and shall not be contributed or combined with it.
 - D. **Acceptability of Insurers.** Insurance is to be placed with insurers with a current A.M. Best rating of not less than A:VII.
 - E. **Verification of Coverage.** Consultant shall furnish the City with original certificates and a copy of the amendatory endorsements, including but not necessarily limited to the additional insured endorsement, evidencing the insurance requirements of the Contractor before commencement of the work. Upon request by the City, the Consultant shall furnish certified copies of all required insurance policies, including endorsements, required in this Agreement and evidence of all subcontractors' coverage.
 - F. **Notice of Cancellation.** The Consultant shall provide the City with written notice of any policy cancellation, within two business days of their receipt of such notice.
 - G. **Failure to Maintain Insurance.** Failure on the part of the Consultant to maintain the insurance as required shall constitute a material breach of contract, upon which the City may, after giving five business days notice to the Consultant to correct the breach, immediately terminate the contract or, at its discretion, procure or renew such insurance and pay any and all premiums in connection therewith, with any sums so expended to be repaid to the City on demand, or at the sole discretion of the City, offset against funds due the Consultant from the City.
9. **Independent Contractor.** The Consultant and the City agree that the Consultant is an independent contractor with respect to the services provided pursuant to this Agreement. Nothing in this Agreement shall be considered to create the relationship of employer and employee between the parties hereto. Neither the Consultant nor any employee of the Consultant shall be entitled to any benefits accorded City employees by virtue of the services provided under this Agreement. The City shall not be responsible for withholding or otherwise deducting federal income tax or social security or for contributing to the state industrial insurance program, otherwise assuming the duties of an employer with respect to the Consultant, or any employee of the Consultant.
 10. **Covenant Against Contingent Fees.** The Consultant warrants that he has not employed or retained any company or person, other than a bonafide employee working solely for the Consultant, to solicit or secure this contract, and that he has not paid or agreed to pay any company or person, other than a bonafide employee working solely for the Consultant, any fee, commission, percentage, brokerage fee, gifts, or any other consideration contingent upon or resulting from the award or making of this contract. For breach or violation of this warrant, the City shall have the right to annul this contract without liability, or in its discretion to deduct from the contract price or consideration, or otherwise recover, the full amount of such fee, commission, percentage, brokerage fee, gift, or contingent fee.

11. **Discrimination Prohibited.** Contractor, with regard to the work performed by it under this Agreement, will not discriminate on the grounds of race, religion, creed, color, national origin, age, veteran status, sex, sexual orientation, gender identity, marital status, political affiliation, the presence of any disability, or any other protected class status under state or federal law, in the selection and retention of employees or procurement of materials or supplies.
12. **Assignment.** The Consultant shall not sublet or assign any of the services covered by this Agreement without the express written consent of the City.
13. **Non-Waiver.** Waiver by the City of any provision of this Agreement or any time limitation provided for in this Agreement shall not constitute a waiver of any other provision.
14. **Termination.**
 - A. The City reserves the right to terminate this Agreement at any time by giving ten (10) days written notice to the Consultant.
 - B. In the event of the death of a member, partner or officer of the Consultant, or any of its supervisory personnel assigned to the project, the surviving members of the Consultant hereby agree to complete the work under the terms of this Agreement, if requested to do so by the City. This section shall not be a bar to renegotiations of this Agreement between surviving members of the Consultant and the City, if the City so chooses.
15. **Applicable Law; Venue; Attorney's Fees.** This Agreement shall be subject to, and the Consultant shall at all times comply with, all applicable federal, state and local laws, regulations, and rules, including the provisions of the City of Tukwila Municipal Code and ordinances of the City of Tukwila. In the event any suit, arbitration, or other proceeding is instituted to enforce any term of this Agreement, the parties specifically understand and agree that venue shall be properly laid in King County, Washington. The prevailing party in any such action shall be entitled to its attorney's fees and costs of suit. Venue for any action arising from or related to this Agreement shall be exclusively in King County Superior Court.
16. **Severability and Survival.** If any term, condition or provision of this Agreement is declared void or unenforceable or limited in its application or effect, such event shall not affect any other provisions hereof and all other provisions shall remain fully enforceable. The provisions of this Agreement, which by their sense and context are reasonably intended to survive the completion, expiration or cancellation of this Agreement, shall survive termination of this Agreement.
17. **Notices.** Notices to the City of Tukwila shall be sent to the following address:

City Clerk
City of Tukwila
6200 Southcenter Boulevard
Tukwila, WA 98188

Notices to Consultant shall be sent to the following address:

Lynn Knapp
Cascadia Consulting Group
1109 1st Avenue, Suite 400
Seattle, WA 98101
18. **Entire Agreement; Modification.** This Agreement, together with attachments or addenda, represents the entire and integrated Agreement between the City and the Consultant and supersedes all prior negotiations, representations, or agreements written or oral. No amendment or modification of this Agreement shall be of any force or effect unless it is in writing and signed by the parties.

DATED this _____ day of _____, 20_____.

**** City signatures to be obtained by
City Clerk's Staff ONLY. ****

**** Consultant signature to be obtained by
sponsor staff. ****

CITY OF TUKWILA

CONSULTANT:

Thomas McLeod, Mayor

By: _____

Printed Name: Lynn Knapp

ATTEST/AUTHENTICATED:

Title: Director

Andy Youn, City Clerk

APPROVED AS TO FORM:

Office of the City Attorney

Proposal - Tukwila Organic Solutions: Analysis, Outreach, and Program Development

Introduction

The Cities of Tukwila, Burien, and Maple Valley ('Cities') seek assistance in analyzing organics services in frontline food service businesses and to coordinating an engagement process. Recruitment of businesses and technical assistance focused on organics diversion must be completed by December 31, 2024, and must comply with state, regional, and local requirements. Technical assistance focusing on food waste reduction and contamination reduction in organics collection must be completed by June 30, 2025.

This project aims to increase business participation in organics services and to improve the quality of the materials collected. The objectives include:

- increasing the number of businesses, small and large, that have organics service,
- establishing best practices to comply with the Organics Management Law, and
- decreasing organics contamination and food waste at participating businesses.

Qualifications



Cascadia Consulting Group is a Seattle-based, certified women-owned and disadvantaged business (WBE/DBE) with 75 full-time professionals. We are recognized leaders in the environmental field, with three decades of experience designing, marketing, implementing, and evaluating programs that drive meaningful improvements for local communities and the environment. Cascadia has worked with 25,000+ businesses across industry sectors to achieve ambitious environmental goals while meeting core business needs. We offer 17 years of experience managing large green business programs, including the SPU Green Business commercial sector outreach and technical assistance program, the statewide EnviroStars Washington green business program,

and the multi-jurisdiction StopWaste Business Assistance Program in Alameda County, CA.

In addition to those large green business projects, we have extensive experience promoting waste reduction best practices at businesses and multifamily properties throughout the Seattle area. When we lead outreach and engagement projects, we strive to center racial equity, meet people where they are, and employ community-based social marketing (CBSM) principles to understand and effectively reach each unique audience. With experience reaching tens of thousands of residents and businesses in Seattle alone—and well over 100,000 regionally—we understand the broad spectrum of communities here, and we have gained important lessons on what works (and what doesn't) when delivering culturally resonant engagement. Through our work, we've learned that we cannot approach engagement with a one-size-fits-all communication method.

We've included a selection of projects below to highlight our experience on similar projects.

COMMERCIAL SECTOR OUTREACH & TECHNICAL ASSISTANCE | SEATTLE PUBLIC UTILITIES | 2006-PRESENT

Since 2006, Cascadia has managed all aspects of this multimillion-dollar program, which provides marketing and outreach, education, and technical assistance to over 15,000 Seattle businesses of all sizes and sectors to reduce waste, prevent pollution, and save water and resources. Cascadia recruits, trains, and manages a team of multilingual outreach partners to connect with businesses through site visits, business and community events, social media, workshops and webinars, and a phone and email hotline. Cascadia regularly engages businesses in focus groups, in-language surveys, and other research to understand the unique barriers and motivations for adopting sustainable practices in specific industry sectors. We use our findings to continually improve program messaging, tools, resources, and benefits and track all engagement in a Salesforce database.

Our work under this contract has included the following campaigns and outcomes:

REUSE SEATTLE: As part of the SPU Green Business Program, Cascadia supported the design and launch of the [Reuse Seattle](#) initiative together with Blue Daisi Consulting and reuse service providers. Reuse Seattle aligns efforts to adopt consistent reuse practices throughout the city, help stakeholders see how reusables can be integrated into their operations, and build a path for a citywide reuse system. We continue to set the program up for long-term viability by supporting marketing and planning for future project phases. This successful initiative was just awarded the [Reusies award](#) for Community Action of the Year 2023 for Building Reuse by

Upstream, and garnered recent positive media coverage for SPU on [Q13 Fox](#) and [KUOW](#).

SPU SOLID WASTE POLICY OUTREACH AND TARGETED UNIVERSALISM:

Cascadia pursued a multitude of solid waste reduction outreach initiatives, including thousands of visits to unique foodservice businesses to support solid waste compliance. We provided coaching and resources to find suitable packaging alternatives, and installed point-of-sale signage and in-language education materials. Outreach prioritized newly opened businesses and BIPOC-owned and immigrant or refugee-owned and frequented businesses. Building on this work, Cascadia supported SPU in designing and launching the Targeted Universalism (TU) approach to solid waste policy enforcement. Cascadia developed a robust outreach effort to both collect missing baseline data and provide technical assistance for compliance. We've now gathered compliance and demographic data on hundreds of businesses and have facilitated the complex reporting needed to determine which sectors and segments to focus our efforts on in the future.



Cascadia outreach lead, Amy Lin, supporting a Seattle business with solid waste compliance during Targeted Universalism outreach.

FOOD WASTE PREVENTION AND FOOD RESCUE:

SPU's most recent food waste prevention project trains hotel and event space staff to use a food waste tracker tool, created by Cascadia, to document food waste observation data. This tool empowers event staff to track and calculate the waste prevented—for example, after determining that one event wasted 2.8lbs of butter, staff at a Seattle hotel reduced the amount of butter set out in each individual serving container at subsequent events to prevent dairy waste. The 2022 Food Rescue Bin Pilot focused on implementing a uniform, durable donation bin which improved the quality and content of donated food; reduced cardboard, packaging, and associated disposal costs; and improved employee awareness and engagement with food donations. These efforts demonstrated the potential for better community outcomes such as increased food donation while also reducing food and packaging waste; [our work was recently featured on King 5](#).

Outcomes: Cascadia has reached over 15,000 Seattle businesses of all sizes and sectors to reduce waste, prevent pollution, and save water and resources. Cascadia has helped 615 businesses in Seattle register for the EnviroStars program and helped 217 complete the application and get recognized.

Cascadia's work since 2006 has helped SPU lower overall commercial waste generation and increase the recycling rate. Commercial waste generation has decreased 25%, while the commercial recycling rate went up from 51.7% in 2006 to

63% in 2023. Cascadia has conducted thousands of visits to help increase compliance with SPU’s solid waste policies.

BUSINESS WASTE REDUCTION OUTREACH | CITY OF SHORELINE | 2023-PRESENT

Cascadia is conducting outreach to food service businesses in Shoreline to sign them up for compost service as part of a free compost incentive program. Our team will also discuss other waste reduction measures during outreach visits, will collect information about businesses to inform future outreach efforts, and will attempt to enlist more business participation in the EnviroStars programs. We will visit at least 20-25 visits in an effort to enroll up to six businesses in the free compost program, consistent with the program’s budget and goals. Our team will offer, in tandem with Recology, a free visual waste audit and recommendations on how to divert waste from the landfill. We will offer in-language outreach and print materials as needed. At the end of the project, our team will furnish Shoreline with a final report featuring recommendations on possible incentives and strategies to help food service establishments reduce waste and increase diversion and will summarize the outputs from the site visits and highlight 2-3 exemplary case studies.

EASTSIDE WASTE PREVENTION AND REUSE CAMPAIGN | CITIES OF KIRKLAND, REDMOND, BELLEVUE, AND BOTHELL | 2022

Cascadia supported the development and implementation of a three-month community-based social marketing (CBSM) campaign to increase the number of Eastside coffee shops accepting reusable cups, increase the number of people using reusable cups, and increase consistency and frequency among people that already use reusable cups. Using audience research and coordination and engagement with key stakeholder groups, the project team focused in on promoting bring your own cup (BYOC) practices at coffee shops across the Eastside—which served to not only promote reusables, but also offered the opportunity for participating coffee shops to build a collaborative community environment and promote their own businesses.

The campaign included branding and outreach materials development, media promotion, outreach to coffee shops across the four cities, in-person events, incentives distribution, a campaign pledge, and a “passport” program. To evaluate the campaign’s



Transcreated “Bring Your Own Cup” pledge card that participants signed to commit to using reusable cups. The pledge card also served as an entry ticket in a raffle for prizes.

success, we built in evaluation checks, including three checkpoints with participating coffee shop locations and pre and post surveys with pledge participants. Data from the surveys showed that residents increased, in one way or another, their engagement with BYOC by 54% after taking the pledge. In total, our team supported 14 outreach events across the four cities—including five at partnering coffee shop locations, collected 686 pledges, and directly reached around 1,000 residents.

Project Scope

The project has four tasks:

TASK 1: PLANNING

Cascadia will begin Task 1 by working with the Cities to prioritize businesses for outreach and technical assistance. During this task, Cascadia will host a planning kick-off meeting to understand previous efforts in this area and gather any relevant data and campaign assets the client may have. Cascadia will review current sector-based demographic data and available hauler customer service data. Cascadia will also perform desktop research to populate recruitment lists.

Cascadia will import these properties into an excel dashboard and will document the specific outreach to be provided, materials to be delivered, and information to be collected during the project.

Following client and consultant discussions and desktop research, Cascadia will finalize the proposed technical assistance approach and develop campaign assets. Cascadia will use client insights, businessowner feedback, and research and reflections from previous projects to shape the technical assistance approach. Cascadia will suggest the cadence and focus of each round of business outreach and the campaign assets needed for successful outreach. Cascadia will create a site visit form to collect business information and data needed for final reports and associated outreach scripts, FAQs and internal training for all outreach staff. Cascadia will also test the outreach approach with a small number of businesses and build in any relevant learnings to final assets and approach before beginning the outreach in earnest.

Deliverables:

- Planning kick-off meeting including agenda in advance and detailed notes following
- Detailed project plan including timeline and roles
- Priority business list containing up to 100 businesses
- Outreach script and site visit form, including training for outreach staff.
- Technical assistance assets which may include posters and signage, stickers, or additional BMP tools to assist staff and business owners.

Timeline:

March – June 2024

TASK 2: TECHNICAL ASSISTANCE

Technical assistance will focus on right-sizing waste service levels and providing business staff with training and tools to better identify and separate recoverable materials. To assess service levels, Cascadia will use service level data provided by hauler and visual inspections of the businesses' garbage, recycling, and organics containers. Based on these inspections and industry guidelines for how much recycling and organics service businesses should have, Cascadia will recommend service level changes and calculate the cost savings for reducing garbage service and increasing organics service. The consultant will also educate businesses about the upcoming HB 1799-related requirements for organics collection and encourage businesses to separate organics and subscribe to organics collection.

Cascadia estimates that interested businesses will be contacted and visited about 2-4 times during the project. Cascadia estimates that about 20% of businesses contacted will move forward with some or all of the technical outreach offered. The outreach team will attempt to complete as many tasks as possible during each visit based on the businessowners time and interest. The outreach team will also attempt to connect with the businessowner via preferred contact method (phone, email, in-person) as quickly and often as possible to move the business through the technical assistance process.

The initial outreach visit will likely include an introduction of technical assistance offered and, if possible, a visual inspection and assessment of current waste streams. The second contact or visit will include information regarding service level recommendations and cost savings estimates specific to the business. Next the outreach team will begin setting up Slim Jim bins, signage, and additional tools including in-person and leave-behind training materials. After additional service is set-up, the outreach team will be available for the business based on their preferred method of contact to troubleshoot issues and provide any additional tools or training needed. The outreach team will then visit a final time to conduct a post-assistance visual assessment and document information for project reporting.

As the outreach team interacts with businessowners that need support in a language other than English, Cascadia will either send a multilingual outreach team member to support (Spanish, Mandarin, Vietnamese, Japanese) utilize in-house interpretation resources (all other languages) to best support them in accomplishing the project's goals. The consultant will also make follow-up visits to troubleshoot issues arising, continue staff education, and assess contamination levels.

Deliverables:

- Recruitment and technical assistance outreach to up to 100 priority businesses in the Cities of Maple Valley, Burien, and Tukwila.
- Continuous tracking of business outreach and interactions in the outreach tracking spreadsheet.

Timeline

June 2024 – April 2025

TASK 3: EVALUATING PROJECT EFFECTIVENESS AND REPORTING

Cascadia will develop an outreach dashboard in excel that will be used and updated from start to finish during the project. The outreach dashboard will include detailed business information, all grant-mandated performance metrics, and space for detailed ongoing visitation notes. The outreach team will use site visit forms to document information and data in the field which will be inputted into the dashboard after the outreach visit.

To measure the effectiveness of the technical assistance, Cascadia will calculate and report the following statistics. Cascadia will percentages of contamination on visual inspections. Cascadia and the Cities will determine definitions for “high” contamination before technical assistance outreach begins.

Quarterly reporting:

- # of businesses provided technical assistance
- # of businesses receiving technical assistance that started organics service
- # and types of materials provided to businesses
- # of businesses that received Slim Jim compost bin
- % increase of organics service levels
- % decrease in # of containers with “high” contamination
- % increase in # of containers with “no” contamination

At the end of the project, Cascadia will deliver a final project summary report summarizing work completed, methodology, the grant-mandated performance metrics listed above, lessons learned and recommendations for next steps. Cascadia will also provide an updated outreach dashboard of all properties on the recruitment list and relevant details and metrics pertaining to the properties visited.

Deliverables:

- Custom Excel outreach dashboard that will be updated throughout the project and packaged for the client at the close of the project.
- Final summary report including up to two rounds of review by client team.

Timeline

May – June 2025

TASK 4: PROJECT MANAGEMENT

Cascadia will host monthly client meetings and every-other-week internal outreach team meetings. Cascadia will also produce monthly invoices and activity reports each month throughout the life of the project, in addition to quarterly reports.

Deliverables:

- Monthly client meetings
- Quarterly reports
- Monthly invoice and progress report

Timeline

March 2024 – June 2025

PROJECT BUDGET

The estimated budget will be **\$100,000**.

Task	Budget including Labor & Expenses
1. Planning	\$15,600
2. Technical Assistance	\$65,100
3. Reporting	\$6,800
4. Project Management	\$12,500
Total Project Budget	\$100,000