



January 29, 2026

CALL AND NOTICE OF A REGULAR MEETING OF THE
EXECUTIVE COMMITTEE
OF THE
BURBANK-GLENDALE-PASADENA AIRPORT AUTHORITY

NOTICE is hereby given that a regular meeting of the Executive Committee will be held Wednesday, February 4, 2026, at 9:00 a.m., in the Airport Skyroom of Hollywood Burbank Airport, 2627 N. Hollywood Way, Burbank, California 91505.

In addition to attending the meeting in person, members of the public may observe the meeting telephonically and may offer comment in real time through the following number:

*Dial In: (978) 990-5000
Access Code: 880737*

Terri Williams, Board Secretary
Burbank-Glendale-Pasadena Airport Authority

REGULAR MEETING
OF THE
EXECUTIVE COMMITTEE
Airport Skyroom
Wednesday, February 4, 2026
9:00 a.m.

The public comment period is the opportunity for members of the public to address the Committee on agenda items and on Airport-related non-agenda matters that are within the Committee's subject matter jurisdiction. At the discretion of the presiding officer, public comment on an agenda item may be presented when that item is reached.

Members of the public are requested to observe the following decorum when attending or participating in meetings of the Committee:

- *Turn off cellular telephones and pagers.*
- *Refrain from disorderly or boisterous conduct, including loud, threatening, profane, or abusive language, clapping, whistling, stamping, or other acts that disrupt or otherwise render unfeasible the orderly conduct of the meeting.*
- *If you desire to address the Committee during the public comment period, fill out a speaker request card and present it to the Board Secretary.*
- *Confine remarks to agenda items or to Airport-related non-agenda matters that are within the Committee's subject matter jurisdiction.*
- *Limit comments to three minutes or to such other period of time as may be specified by the presiding officer.*



The following activities are prohibited:

- *Allocation of speaker time to another person.*
- *Video presentations requiring use of Authority equipment.*



Any disclosable public records related to an open session item on a regular meeting agenda and distributed by the Authority to the Committee less than 72 hours prior to that meeting are available for public inspection at Hollywood Burbank Airport (2627 N. Hollywood Way, Burbank) in the administrative office during normal business hours.



In accordance with the Americans with Disabilities Act of 1990, if you require a disability-related modification or accommodation to attend or participate in this meeting, including auxiliary aids or services, please call the Board Secretary at (818) 840-8840 at least 48 hours prior to the meeting.

AGENDA

Wednesday, February 4, 2026

1. Roll Call
2. Approval of Agenda
3. Public Comment
4. Approval of Minutes
 - a. January 7, 2026 **[See page 1]**
5. Items for Approval
 - a. Award of Professional Services Agreement
Waste Management Planning & Implementation Services **[See page 3]**

Staff seeks an Executive Committee recommendation to the Commission to award a Waste Management Consulting Services Agreement ("Agreement") to Polytechnique Environmental, Inc. for waste management planning, development and implementation services in support of the Replacement Passenger Terminal ("RPT") operation in compliance with California's Senate Bill ("SB") 1383 (2016).

SB 1383 is the law that mandates the reduction of organic waste in landfills by 75% by 2025 to cut methane emissions, a potent greenhouse gas, and that requires diverting surplus food to food-insecure populations, making statewide organic waste recycling mandatory for residents and businesses.

Additional services under the proposed Agreement include the RPT Leadership in Energy and Environmental Design status reporting, and compliance with local waste ordinance. The proposed Agreement is for an initial three-year period with two one-year extension options. The Agreement will be for a total not-to-exceed amount of \$530,000 with yearly not-to-exceed amounts of \$100,000, \$150,000, and \$130,000 respectively for the initial contract period, and \$75,000 for each extension year if the extension options are exercised.

- b. Memorabilia Donation **[See page 7]**

Staff seeks an Executive Committee recommendation to the Commission to approve the donation to Big Dog Productions, Inc. of certain memorabilia under a proposed Memorabilia Donation Agreement.

6. Items for Information

- a. TBI Airport Management
Performance Review Framework

[See page 8]

Staff seeks the direction of the Executive Committee (“Committee”) regarding a framework for a performance review of TBI Airport Management, Inc. under the Fourth Amended and Restated Agreement for Airport Management Services. Additionally, Staff seeks the Committee’s decision on whether it will undertake the evaluation or whether it will recommend to the Commission that an ad hoc committee be appointed for this matter.

7. Items for Information

- a. Replacement Passenger Terminal Project Construction Update

No staff report attached. An updated video will be presented.

- b. Committee Pending Items

[See page 14]

8. Adjournment

**MINUTES OF THE REGULAR MEETING OF THE
EXECUTIVE COMMITTEE
BURBANK-GLENDALE-PASADENA AIRPORT AUTHORITY**

WEDNESDAY, JANUARY 7, 2026

A regular meeting of the Executive Committee was called to order on this date in the Airport Skyroom, 2627 N. Hollywood Way, Burbank, California, at 9:11 a.m., by Commissioner Talamantes.

1. ROLL CALL

Present: Commissioners Talamantes and Hampton

Absent Commissioner Quintero

Also Present: Staff: John Hatanaka, Executive Director;
Greg Rabinovitz, Chief of Staff

Roger Johnson, Executive Program Advisory,
Jacobs Project Management Co.

2. Approval of Agenda

Motion Commissioner Hampton moved approval of the agenda; seconded by Commissioner Talamantes.

Motion Approved The motion was approved (2-0, 1 absent).

3. Public Comment

There were no public comments.

4. Approval of Minutes

a. December 3, 2025

The agenda packet included a draft copy of the December 3, 2025, Committee meeting minutes for review and approval.

Motion Commissioner Hampton moved approval of the minutes; seconded by Commissioner Talamantes.

Motion Approved The motion was approved (2-0, 1 absent).

5. Items for Approval

**a. Equipment Maintenance and
Operating Agreement
Start-Up Assistance Loan
Burbank Airline Consortium**

Staff sought a recommendation from the Executive Committee to the Commission to approve an Equipment Maintenance and Operating Agreement (“Agreement”) with Burbank Airline Consortium, LLC (“BAC”). The Agreement provides for BAC’s operation and maintenance of certain common use systems and ground support equipment identified in the Airport Use Agreement serving airlines

operating at the Replacement Passenger Terminal. The Agreement includes a start-up assistance loan to BAC in an amount not-to-exceed \$2 million.

Motion

Commissioner Hampton moved approval of Staff's recommendation with the stipulation that the authority first seeks purchases and services within the three cities, Burbank, Glendale, Pasadena, before sourcing elsewhere. The modified recommendation was seconded by Commissioner Talamantes.

Motion Approved

The motion was approved (2-0, 1 absent).

6. Items for Information

a. Replacement Passenger Terminal Project Construction Update

Jacobs Project Management provided a construction update and the latest progress video.

b. Visitor Program

Staff advised the Committee on the TSA approved visitor programs at other California Airports and elements of which may be incorporated at the Replacement Passenger Terminal.

c. Committee Pending Items

Staff informed the Committee of future pending items that will come to the Committee for review.

7. Adjournment

There being no further business, the meeting was adjourned at 10:23 a.m.

**STAFF REPORT PRESENTED TO THE
BURBANK-GLENDALE-PASADENA AIRPORT AUTHORITY
EXECUTIVE COMMITTEE
FEBRUARY 4, 2026**

**AWARD OF PROFESSIONAL SERVICES AGREEMENT FOR
WASTE MANAGEMENT PLANNING & IMPLEMENTATION
SERVICES**

Presented by Maggie Martinez
Director, Noise & Environmental Affairs

SUMMARY

Staff seeks an Executive Committee (“Committee”) recommendation to the Commission to award a Waste Management Consulting Services Agreement (“Agreement”) to Polytechnique Environmental, Inc. (“Polytechnique”), copy attached, for waste management planning, development and implementation services in support of the Replacement Passenger Terminal (“RPT”) operation in compliance with California’s Senate Bill (“SB”) 1383 (2016).

SB 1383 is the law that mandates the reduction of organic waste in landfills by 75% by 2025 to cut methane emissions, a potent greenhouse gas, and that requires diverting surplus food to food-insecure populations, making statewide organic waste recycling mandatory for residents and businesses.

Additional services under the proposed Agreement include the RPT Leadership in Energy and Environmental Design (“LEED”) status reporting, and compliance with local waste ordinance. The proposed Agreement is for an initial three-year period with two one-year extension options. The Agreement will be for a total not-to-exceed amount of \$530,000 with yearly not-to-exceed amounts of \$100,000, \$150,000, and \$130,000 respectively for the initial contract period, and \$75,000 for each extension year if the extension options are exercised.

BACKGROUND

CalRecycle’s SB 1383 regulations implement California’s mandate to reduce methane emissions by diverting organic waste from landfills and increasing edible food recovery. The regulations establish mandatory requirements for jurisdictions, businesses, and public agencies to source-separate organic waste, subscribe to appropriate recycling services, and meet recordkeeping and reporting standards. They also require certain commercial food generators to recover surplus edible food for donation and obligate jurisdictions to conduct education, monitoring, inspections, and enforcement. For public agencies such as airport authorities, the regulations drive operational changes in waste management, tenant coordination, procurement of recovered organic products, and compliance oversight, supporting statewide climate goals.

Under the City of Burbank’s waste management guidelines and SB 1383 aligned requirements, the Authority and its tenants must properly separate and manage trash, recyclables, and organic waste generated from operations, concessions, offices, and public areas. Food scraps, food-soiled paper, and landscape waste must be placed in designated organics containers, with contamination minimized. The Authority is also responsible for providing adequate collection infrastructure, standardized signage, and education to tenants, concessionaires, contractors, and custodial staff to ensure consistent sorting practices across terminals and facilities.

Food service tenants may also be subject to edible food recovery requirements, requiring coordination with approved food recovery organizations where applicable. Compliance includes subscribing to appropriate service levels, maintaining records, cooperating with City of Burbank inspections, and addressing contamination or service deficiencies. These requirements support local and state climate goals while reinforcing the Authority's role in waste management, regulatory compliance, and operational stewardship.

A comprehensive Waste Management Plan ("WMP") and implementation services will enable the Authority to comply with CalRecycle's SB 1383 regulations and the City of Burbank's waste ordinance and guidelines by establishing a coordinated, enforceable framework for organics diversion and tenant compliance. The WMP will define required waste streams (trash, recycling, and organics), service levels, container placement, signage standards, and contamination reduction procedures consistent with City requirements, including proper handling of food scraps and food-soiled paper. Implementation services such as tenant onboarding, staff training, custodial coordination, and standardized communications, will ensure consistent practices across the terminal, concessions, offices, and airfield operations. The plan will also support compliance with edible food recovery obligations by identifying applicable food service tenants, outlining donation pathways, and documenting participation as required. Ongoing monitoring, recordkeeping, and coordination with the City's waste hauler and enforcement staff will help address deficiencies and demonstrate compliance, allowing the Authority to meet regulatory requirements while advancing resilience and operational efficiency goals.

EVALUATION PROCESS

A Request for Proposals ("RFP") was issued on November 17, 2025, through PlanetBids, ACI, and American Association of Airport Executives websites. From this outreach, a total of five proposals were received with all five proposals deemed to be responsive to the RFP requirements. The five firms that submitted responses in alphabetical order are:

- C&S Engineers, Inc.
- Cummings Management Group, Inc.
- Polytechnique Environmental, Inc.
- Trifiletti Consulting, Inc.
- Zero Waste Pro

For the evaluation of each proposal the following criteria was utilized:

SC-1: Firm's Description and Capability

SC-2: Relevant Experience and Regulatory Compliance Expertise

SC-3: Project Team Qualifications

SC-4: Technical Approach and Implementation Plan

SC-5: Training & Communication

SC-6: Proposed Compensation

An evaluation team comprised of Staff from various Airport Departments, as well as a representative from Southwest Airlines, reviewed the proposals based upon the criteria defined above. The respondents represent a cross-section of firm sizes, ranging from small to large-size firms.

Using an equally weighted average point-allocation process for each of the criteria above, out of 120 total available points, the results are as follows:

Selection Criteria	SC-1	SC-2	SC-3	SC-4	SC-5	SC-6	TOTAL
	Firm's Description and Capability	Relevant Experience and Regulatory Compliance Expertise	Project Team Qualifications	Technical Approach and Implementation Plan	Training and Communication	Proposed Compensation	
Maximum Points	20	25	20	25	15	15	120
Firm:							
C&S Engineers, Inc.	18	20	17	19	12	15	101
Cummings Management Group, Inc.	20	24	20	25	15	8	112
Polytechnique Env. Inc.	19	24	19	24	15	14	115
Trifiletti Consulting, Inc.	17	19	16	20	13	11	96
Zero Waste Pro	18	19	16	20	12	13	98

After a thorough review of all proposals, Polytechnique ranked the highest of all five respondents.

- Polytechnique is a highly qualified professional consulting firm that submitted a comprehensive and responsive proposal to support the Authority's waste management planning, development and implementation services. Additionally, Polytechnique has provided ongoing support to the Authority for its Airport Carbon Accreditation Level 2 certification since the Authority's initial application in 2023. The firm has more than 11 years of experience successfully delivering waste characterization studies, WMPs, stakeholder and tenant engagement, public outreach, staff training, waste data tracking, and regulatory compliance support. Polytechnique has demonstrated experience working with commercial service and general aviation airports and has a proven track record implementing ambitious waste diversion and organics compliance initiatives. Comparable airport clients include Long Beach Airport, Los Angeles International Airport, Van Nuys Airport, and John Wayne Airport. Polytechnique is certified as a Small Business Enterprise and a Woman-Owned Business Enterprise (WBE).

During the first year of the Agreement, Polytechnique will provide services to support the Authority in the development of a comprehensive WMP. This effort will be based on a waste characterization study designed to evaluate existing waste streams, identify opportunities to reduce waste generation, and increase waste diversion for the RPT. The study will define opportunities for the composition of municipal solid waste, including recyclables, organics, and liquids. The resulting baseline data will be used to develop waste diversion goals, strategies, and performance measures, and will guide future initiatives.

Polytechnique’s approach will support the Authority in achieving compliance with applicable federal, state, and local regulations, including but not limited to SB 1383 (organic waste diversion and food recovery requirements), CalRecycle regulations, and the City of Burbank’s waste ordinance.

During years two through five of the Agreement, if the two one-year extension options are exercised, Polytechnique will conduct additional waste studies to compare performance against the established baseline, identify gaps, and recommend enhancements to waste reduction, diversion, and recycling strategies. Following the opening of the RPT, Polytechnique will continue to support the Authority through ongoing stakeholder engagement, tenant training, implementation of waste reduction programs, development of policies and procedures, waste audits and monitoring, and support for food donation programs.

BUDGET IMPACT

Appropriations for the first year of this program were included in FY2026 adopted budget. Appropriation requests for the two remaining years of the initial contract period will be included in subsequent fiscal year budget requests.

STAFF RECOMMENDATION

Staff recommends that the Committee recommend to the Commission approval of the Agreement with Polytechnique and authorization for the President to execute the same.

**STAFF REPORT PRESENTED TO THE
BURBANK-GLENDALE-PASADENA AIRPORT AUTHORITY
EXECUTIVE COMMITTEE
FEBRUARY 4, 2026**

MEMORABILIA DONATION

Presented by John Hatanaka
Executive Director

SUMMARY

Staff seeks an Executive Committee (“Committee”) recommendation to the Commission to approve the donation to Big Dog Productions, Inc. (“Big Dog”) of certain memorabilia under a proposed Memorabilia Donation Agreement (“Agreement”), copy attached.

BACKGROUND

Over the past 95 years of operations, the Authority has accumulated various pieces of memorabilia from previous tenants and programs. Currently stored in the maintenance yard are a badly deteriorated model of an SR-71 aircraft and light beacon that are associated to a time when the Airport was under the ownership and management of the Lockheed Corporation. These two items have been stored in the open, exposed to weather elements for years and have deteriorated to the point where they are fragile and have no monetary value. Photos of these items are attached as exhibits to the proposed Agreement.

While these items have no monetary value, there is a level of sentimental value. Staff sought out a party that would be willing to relocate the items and invest in their rehabilitation.

Staff met with Big Dog representatives a number of times. While initially interested, Big Dog did its own research on refurbishment costs as well as on how the items could be used in future productions. Big Dog is the production arm of Mr. Jay Leno. Mr. Leno is very enthusiastic about the proposed donation and is willing to invest in the refurbishment of both items. To document this donation, Authority General Counsel prepared the attached “Memorabilia Donation Agreement”.

FISCAL VALUE

The above-identified memorabilia have no monetary value for the Authority.

RECOMMEDATION

Staff recommends that the Committee recommend to the Commission approval of the donation to Big Dog of the above-identified memorabilia and authorization for the Executive Director to execute the Agreement.

**STAFF REPORT PRESENTED TO THE
BURBANK-GLENDALE-PASADENA AIRPORT AUTHORITY
EXECUTIVE COMMITTEE
FEBRUARY 4, 2026**

**TBI AIRPORT MANAGEMENT
PERFORMANCE REVIEW FRAMEWORK**

Presented by John Hatanaka
Executive Director

SUMMARY

Staff seeks the direction of the Executive Committee (“Committee”) regarding a framework for a performance review of TBI Airport Management, Inc. (“TBI”) under the Fourth Amended and Restated Agreement for Airport Management Services (“Agreement”). Additionally, Staff seeks the Committee’s decision on whether it will undertake the evaluation or whether it will recommend to the Commission that an ad hoc committee be appointed for this matter.

BACKGROUND

Per Section 2.5 of the Agreement, on December 15, 2025, TBI Chief Executive Officer Maximilian Kalis submitted a written request to the Commission President for an annual performance review meeting. On January 20, 2026, the Commission discussed the request as well as developing a framework for such an evaluation, including whether an ad hoc committee should be formed and tasked with the evaluation. The Commission gave the Committee the assignment of meeting with Mr. Kalis, discussing a performance review framework, and making a recommendation to the Commission.

For the purpose of initiating the discussion between the Committee and Mr. Kalis, Staff has prepared a draft framework and scorecard, copies attached, for the Committee’s consideration.

RECOMMEDATION

Staff seek directions from the Committee on next steps for a performance evaluation of TBI.

DRAFT

For Discussion Purposes Only

Annual Performance Review Framework

TBI Airport Management Inc. at Hollywood Burbank Airport

Reference: Airport Management Services Agreement

1. Safety, Security & Regulatory Compliance

- FAA Part 139 inspection results
- TSA Letter of Investigations, if any
- Safety Management System annual report
- Airfield safety events (runway incursions, wildlife strikes)
- Emergency preparedness exercises completed

2. Financial Stewardship & Commercial Performance

- Results of the annual external audit of the Basic Financial Statements and associated compliance reports
- Monthly Treasurer's Report
- Operating budget variance / cost management
- Annual fiscal year zero base budget process

3. Customer Experience & Passenger Satisfaction

- Overall passenger satisfaction score (ACI ASQ or equivalent)
- Average TSA check point wait times
- Restroom cleanliness scores
- ADA complaint resolution time
- Customer complaints per 100,000 passengers

4. Airline & Tenant Relations

- Airline relations
- Airline and Tenant Lease compliance
- Tenant issue resolution time
- Implementation of the Common Use Gate Policy (gate and terminal facility assignment)
- Operational impacts attributable to airport management
- Air Service Development

5. Facilities, Asset & Maintenance Management

- Preventive maintenance completion rate
- Critical system downtime
- Work order backlog

6. Capital Program & Project Interface

- Operational disruptions related to capital projects
- Construction coordination effectiveness
- Stakeholder communication during construction

7. Environmental & Community Stewardship

- Management of noise complaints
- Environmental inspection (federal and state) reports
- Air Quality Management District reporting
- Regional Water Quality Control Board reporting and compliance
- Community engagement activities

8. Workforce Management & Leadership

- Employee turnover rate
- Training and certification
- Succession planning
- Labor relations issues
- Safety culture

9. Contract Compliance & Governance

- Compliance with Airport Management Services Agreement requirements
- Timeliness and completeness of reporting
- External Auditor findings

10. Innovation, Risk Management & Continuous Improvement

- Risk register quality and mitigation
- Business continuity readiness
- Technology cybersecurity
- Continuous improvement initiatives
- Strategic outlook and planning

DRAFT

For Discussion Purposes Only

Annual Board Performance Scorecard

TBI Airport Management Inc. at Hollywood Burbank Airport

Reference: Airport Management Services Agreement

This scorecard provides the Airport Authority Commission with a basis to undertake an annual performance review of TBI under the Airport Management Service Agreement. Scores reflect the review framework categories.

Scoring Methodology

Each category is scored on a 1–4 scale:

- 4 = Above expectations
- 3 = Meets expectations
- 2 = Below expectations
- 1 = Unsatisfactory

Weighted scores are aggregated to determine the overall annual rating.

Board-Level Performance Scorecard

Category	Key Board Metrics	Weight	Score (1–4)	Weighted Score
Safety, Security & Regulatory Compliance	FAA Part 139 results; TSA LOI notices; SMS; airfield safety; emergency preparedness	25%		
Financial Stewardship & Commercial Performance	External Audit results; Treasurer's reports accuracy; cost control; budget process	20%		
Customer Experience &	ACI-NA ASQ Passenger survey results;	15%		

Passenger Satisfaction	TSA wait times; complaint trends	
Facilities, Asset & Maintenance Management	Preventive maintenance; system reliability	15%
Airline & Tenant Relations	Airline relations; lease compliance; issue resolution	10%
Environmental & Community Stewardship	Noise complaint management; environmental compliance; outreach	10%
Governance, Risk & Innovation	Contract compliance; audit results; risk management; innovation	5%

Overall Weighted Score: _____

Commission Comments & Direction

Strengths Observed:

Areas Requiring Improvement:

Commission Direction:

Acknowledgement:

Commission President: _____ Date: _____

Executive Director: _____ Date: _____

TBI Representative: _____ Date: _____

DRAFT

**BURBANK-GLENDALE-PASADENA AIRPORT AUTHORITY
EXECUTIVE COMMITTEE
FEBRUARY 4, 2026
COMMITTEE PENDING ITEMS**

Future

Tentative Presentation

1. Task Order Amendment - Site 5 Offsite Required Improvements - RPT
2. GSA/TSA TI Buildout - RPT

March 4
TBD

WASTE MANAGEMENT CONSULTING SERVICES AGREEMENT
(Burbank-Glendale-Pasadena Airport Authority / Polytechnique Environmental, Inc.)

THIS WASTE MANAGEMENT CONSULTING SERVICES AGREEMENT (“Agreement”) is dated February 17, 2026 for reference purposes and is executed by the Burbank-Glendale-Pasadena Airport Authority (“Authority”), a California joint powers agency, and Polytechnique Environmental, Inc. (“Consultant”), a California corporation.

RECITALS

A. The Authority owns and operates Hollywood Burbank Airport (“Airport”) and desires to retain Consultant as an independent contractor to provide the following professional services: waste management planning, development, and implementation services.

B. Consultant represents that it is fully qualified to perform such work by virtue of the training and experience of its personnel.

NOW, THEREFORE, the parties agree as follows:

1. Definitions. In addition to the terms defined above, the following definitions shall apply for purposes of this Agreement:

A. “Airport Rules and Regulations”: July 1, 2023 Airport Rules and Regulations or any successor adopted by the Authority Commission.

B. “Commencement Date”: February 17, 2026.

C. “Contract Administrator”: Maggie Martinez or a duly authorized designee.

D. “Contract Limit”: \$530,000.

E. “Executive Director”: John T. Hatanaka or a duly authorized designee.

F. “Expiration Date”: February 16, 2029.

G. “Federal Requirements” the federal requirements set forth in the attached Exhibit E, which requirements are applicable to projects not funded by an Airport Improvement Program grant from the Federal Aviation Administration.

H. “Fee Schedule”: the fee schedule set forth in the attached Exhibit B.

I. “Indemnitees”: the Authority, TBI Airport Management, Inc., the Cities of Burbank, Glendale and Pasadena, and the respective officers, agents, employees and volunteers of each such entity.

J. “Insurance Requirements”: the insurance requirements set forth in the attached Exhibit D.

K. “Liabilities”: any actual, alleged, or threatened causes of action, claims, costs, damages, demands, expenses (including fees of accountants, attorneys, and other professionals), judgments, liens, losses, penalties, and proceedings of any nature whatsoever.

L. “Proposal”: Consultant’s December 19, 2025 proposal set forth in the attached Exhibit C.

M. “Services”: the tasks set forth in the attached Exhibit A.

2. Services.

A. Consultant shall perform the Services in a timely, regular basis in accordance with the Proposal, Federal Requirements, and applicable laws. Time is of the essence in the performance of this Agreement.

B. Consultant shall perform all work to professional standards and in a manner reasonably satisfactory to the Authority. Consultant shall consult the Contract Administrator for any decisions that must be made by the Authority. Consultant shall promptly notify the Contract Administrator of any unsafe condition that Consultant discovers at the Airport.

C. Consultant’s duties and services under this Agreement shall not include preparing or assisting the Authority with any portion of the Authority’s preparation of a request for proposals, request for qualifications, or any other solicitation regarding a subsequent or additional contract with the Authority. The Authority shall at all times retain responsibility for public contracting, including with respect to any subsequent phase of this project. Consultant’s participation in the planning, discussions, or drawing of project plans or specifications shall be limited to conceptual, preliminary, or initial plans or specifications. Consultant shall cooperate with the Authority to ensure that all competitors for a subsequent contract on any subsequent phase of this project have access to the same information, including all conceptual, preliminary, or initial plans or specifications prepared by Consultant pursuant to this Agreement.

D. In the event any claim is brought against the Authority relating to Consultant’s performance of the Services, Consultant shall provide any reasonable assistance and cooperation that the Authority might require.

3. Term.

A. This Agreement shall commence on the Commencement Date and shall expire on the Expiration Date unless earlier terminated.

B. The Authority shall have two options by which it may extend the term of this Agreement by one year at a time in its sole discretion. The extension options may be exercised

sequentially or concurrently. To exercise an extension option, the Authority shall give written notice to Consultant at least 30 days prior to the then-scheduled expiration date.

C. If Consultant breaches this Agreement and fails to cure such breach within seven days of written notice from the Contract Administrator, then the Authority may immediately terminate this Agreement for cause. Either party may terminate this Agreement for convenience upon 15 days prior written notice to the other party.

4. Compensation.

A. The Authority shall compensate Consultant for performance of the Services, and Consultant agrees to accept as full satisfaction for such work, payment according to the Fee Schedule. In no event shall the compensation payable to Consultant under this Agreement exceed the Contract Limit.

B. Consultant shall submit monthly invoices to the Authority for the Services. Each invoice shall itemize the work performed during the billing period and the amount due. Within 10 business days of receipt of each invoice, the Authority shall notify Consultant in writing of any disputed amounts on the invoice. Within 30 calendar days of receipt of each invoice, the Authority shall pay all undisputed amounts on the invoice. The Authority shall not withhold applicable taxes or other authorized deductions from the payments, and Consultant shall pay all required taxes on the payments.

5. Independent Contractor Status. Consultant is, and shall at all times remain as to the Authority, an independent contractor. Consultant shall have no power to incur any debt, obligation, or liability on behalf of the Authority or to act otherwise on behalf of the Authority as an agent. Neither the Authority nor any of its officers, employees, agents or volunteers shall have control over the conduct of Consultant except as set forth in this Agreement.

6. Airport Rules and Regulations. Consultant shall comply with the Airport Rules and Regulations. Consultant acknowledges that the Airport Rules and Regulations are available on the Authority's webpage (hollywoodburbankairport.com). Violations of the Airport Rules and Regulations by Consultant or its personnel shall be punishable as stated in the Airport Rules and Regulations including by administrative fines.

7. Work Product Ownership. All reports, documents, or other written material developed by Consultant in the performance of this Agreement shall be and remain the property of the Authority without limitation upon use or dissemination by the Authority.

8. Confidentiality. Consultant shall preserve the confidentiality of all nonpublic data, documents, discussion or other information that is developed or received by it in connection with this Agreement. Consultant shall not disclose such information without the prior written authorization of the Executive Director. Upon request, all Authority data shall be returned to the Authority at expiration or termination of this Agreement. Consultant's obligations under this section shall survive expiration or termination of this Agreement.

9. Conflict of Interest. Consultant shall not maintain or acquire any financial interest that may be affected by the Services. Consultant shall avoid the appearance of having any financial interest that would conflict in any manner with the Services.

10. Indemnification.

A. Consultant shall defend, hold harmless, and indemnify the Indemnitees from and against any Liabilities that arise out of the acts or omissions of Consultant or its subcontractors in connection with this Agreement.

B. Consultant's obligations under this section shall survive expiration or termination of this Agreement, and shall apply regardless of whether or not any insurance policies are determined to be applicable to the Liabilities.

C. Consultant's obligations under this section shall apply, without limitation, to Liabilities that partially involve active or passive negligence by the Authority. However, Consultant's obligations under this section shall not apply to Liabilities that arise from the sole negligence or willful misconduct of the Authority, as determined by final arbitration or court decision or by consensus of the parties.

11. Insurance. Without limiting Consultant's defense, hold harmless, and indemnification obligations under this Agreement, Consultant shall maintain policies of insurance as specified in the Insurance Requirements.

12. Suspension. The Contract Administrator may suspend all or any part of the Services for the Authority's convenience or for work stoppages beyond the control of the parties. Written notice of a suspension shall be given to Consultant.

13. Notices. Any notices, invoices, or other documents related to this Agreement shall be deemed received on: (a) the day of delivery, if delivered by hand during regular business hours or by e-mail before or during regular business hours; (b) the business day after delivery, if delivered by e-mail after regular business hours; or (c) on the second business day following deposit in the United States mail, postage prepaid, to the addresses listed below, or to such other addresses as the parties may, from time to time, designate in writing. Any notice delivered by e-mail that concerns breach or termination of this Agreement shall concurrently be sent by deposit in the United States mail, postage prepaid but such notice shall be deemed received on the day of e-mail delivery.

Authority
Burbank-Glendale-Pasadena Airport Authority
2627 Hollywood Way
Burbank, CA 91505
Attn: Maggie Martinez
E-mail: MMartinez@bur.org

Consultant
Polytechnique Environmental, Inc.
9837 Belmont Street
Bellflower, CA 90706
Attn: Joohi Sood
E-mail: joohi@polytechenv.com

14. Assignability. Consultant shall not assign, transfer or subcontract any interest in this Agreement or the performance of any of its obligations without the Executive Director’s prior written consent. This prohibition is not intended to preclude, and shall not be interpreted as precluding, Consultant from utilizing subcontractors identified in the Proposal. Any attempt by Consultant to assign, transfer or subcontract any rights, duties or obligations in violation of this prohibition shall be void.

15. Rules of Construction. Unless otherwise indicated or apparent from the context, the following rules of construction shall apply. The singular includes the plural and vice versa; the term “shall” is mandatory and the term “may” is permissive; the term “business day” means a non-holiday weekday; the term “regular business hours” means the period from 8:00 a.m. PST to 5:00 p.m. PST on a business day; and the terms “include,” “includes,” and “including” are illustrative and nonexhaustive.

16. Litigation. In the event that either party shall commence legal action to enforce or interpret this Agreement, the venue for litigation shall be Los Angeles County, California. The interpretation of this Agreement shall not be resolved by any rules of construction providing for interpretation against the party who causes the uncertainty to exist or against the party who drafted the disputed language.

17. Exhibits. Exhibits A through E are incorporated into this Agreement by reference. In the event of any material discrepancy between the express provisions of this Agreement and the provisions of Exhibits A through D, the provisions of this Agreement shall prevail. In the event of any material discrepancy between the express provisions of this Agreement and the provisions of Exhibit E, the provisions of Exhibit E shall prevail. In the event of any material discrepancy between the express provisions of Exhibit A or Exhibit B and the provisions of Exhibit C, the provisions of Exhibit A or Exhibit B shall prevail.

18. Incorporation of Mandatory Language. Each and every provision required by law to be inserted in this Agreement shall be deemed to be inserted and this Agreement shall be read and enforced as though such provision were included. If any such provision is not inserted, or is not correctly inserted, then upon request of either party this Agreement shall promptly be amended to make such insertion or correction.

19. Entire Agreement. This Agreement (and the attached Exhibits) represents the entire and integrated contract between the parties regarding the Services. This Agreement supersedes all prior oral or written negotiations, representations and contracts related to the Services. This Agreement may not be amended, nor any provision or breach waived, except in a writing that is signed by the parties and that expressly refers to this Agreement.

[SIGNATURES ON FOLLOWING PAGE]

EXHIBIT A
Scope of Services

(attached)



Hollywood Burbank
Airport

Waste Management Planning, Development, and Implementation Services
Hollywood Burbank Airport
RFP NO. NE26-01

ATTACHMENT A
SCOPE OF WORK

1. Overview

The Burbank-Glendale-Pasadena Airport Authority (Authority) is requesting proposals from qualified firms to provide comprehensive waste management consulting services for Hollywood Burbank Airport (BUR). The selected Consultant will support the Authority in assessing, planning, and implementing waste and recycling strategies across Airport facilities, including support for regulatory compliance, tenant engagement, and waste infrastructure for the Replacement Passenger Terminal (RPT).

The objective of this engagement is to advance the Authority's environmental goals, increase waste diversion, and ensure compliance with applicable state and local regulations, including Senate Bill 1383 (2016).

2. Scope of Work

The Consultant shall provide professional services to perform the following tasks:

Task 1 – Waste Characterization Study (current hauler, American Reclamation)

- 1.1 Conduct a waste characterization study to identify waste composition and quantify volumes by type.
- 1.2 Estimate the share of municipal solid waste, recyclables, organics, and other relevant streams.
- 1.3 Establish a baseline for waste generation and diversion performance.
- 1.4 Analyze waste generated from the existing terminal, including materials from the cardboard collection area and the cargo dumpster area. For the new terminal, the study will include waste from the RPT, where cargo operations and waste will be relocated.

Task 2 – Waste Management Plan (WMP) Development

2.1 Develop a comprehensive Waste Management Plan (WMP) that addresses:

- Solid waste
- Organic waste
- Recycling

- Liquids collection

2.2 Identify opportunities to avoid, reduce, reuse, and recycle waste.

2.3 Establish measurable waste diversion and reduction goals.

2.4 Develop Airport-wide policies and procedures to promote proper sorting and recycling practices.

Task 3 – Regulatory Compliance Support

3.1 Review Airport operations for compliance with current California waste regulations, including:

- SB 1383 – Organic Waste Diversion and Food Recovery
- AB 2440 (2022) – Battery Stewardship (terminal)
- SB 1215 (2022) – Electronic Waste (terminal)
- AB 2902 (2024) – Solid Waste Procurement Requirements
- Others if applicable, Federal, State & Local

3.2 Support development and maintenance of documentation, training records, and reports required for compliance.

3.3 Monitor and advise on upcoming changes to waste management laws.

Task 4 – Implementation of the WMP and Waste Reduction Programs

4.1 Support implementation of the WMP through program design, operational planning, and staff coordination.

4.2 Develop procedures for waste minimization, storage, separation, and sorting.

4.3 Coordinate with Airport custodial staff, tenants, and contractors to deploy waste sorting systems and separation infrastructure.

4.4 Collaborate with the City of Burbank’s Recycling & Waste Management Program

4.5 Ensure compliance with CalRecycle.

Task 5 – Food Donation Program Support (SB 1383)

5.1 Assist Airport restaurants and food service tenants in establishing surplus food donation programs.

5.2 Develop recordkeeping procedures and donation tracking tools.

5.3 Assist restaurants with local food recovery organizations as applicable.

Task 6 – Tenant Waste Reduction Policies and Procedures

6.1 Develop policies and guidance for Airport tenants to:

- Recycle properly
- Use compostable packaging
- Eliminate non-compliant single-use plastics
- Cooking grease
- Universal Waste
- Hazardous Waste

6.2 Provide onboarding materials and compliance support.

Task 7 – Replacement Passenger Terminal (RPT) Receptacle Strategy

- 7.1 Assist with receptacle location gaps throughout the RPT (terminal, offices, airside, landside, and public areas).
- 7.2 Provide guidance on the design and procurement of bins for multi-stream sorting (landfill, recycling, organics, liquids).
- 7.3 Support development of bin signage, labeling, and color coding for user-friendly waste separation.

Task 8 – Waste Audit and Monitoring

8.1 Conduct Operational Audits

- The Consultant shall perform comprehensive audits of **existing waste collection** and handling practices within the **current terminal**. Following the opening of the **new terminal**, the Consultant shall conduct a **subsequent audit** to evaluate the performance of updated procedures and ensure alignment with the Airport's waste management objectives.

8.2 Evaluate compliance and contamination issues.

8.3 Recommend operational improvements and diversion strategies.

Task 9 – Training and Outreach

9.1 Prepare training materials and signage for Airport staff, custodians, tenants, and contractors.

9.2 Deliver in-person or virtual training on waste sorting, food recovery, and regulatory compliance.

9.3 Provide ongoing support for new tenants and operational changes.

Task 10 – Stakeholder Engagement and Communication

10.1 Develop and distribute communication toolkits for tenant and vendor engagement.

10.2 Conduct meetings, surveys, and informational sessions to encourage participation and compliance.

10.3 Support public outreach and awareness for travelers and the Airport community.

Task 11 – Data Collection, Analysis, and Reporting

11.1 Collect and compile quantitative and qualitative waste data (total generation, diversion rates, food donations, etc.).

11.2 Develop dashboards or tracking systems for internal use.

11.3 Prepare monthly, quarterly or annual reports to the Authority, or other relevant agencies.

3. Deliverables

The Consultant shall be responsible for delivering the following (including but not limited to):

- Waste Characterization Study Report
- Final Airport Waste Management Plan (WMP)
- Regulatory Compliance Summary and Recommendations
- Receptacle Location and Design Plan (for RPT)
- Tenant Toolkits and Training Materials
- Signage and Sorting Guidelines
- Food Donation Tracking Tools

- Data Dashboards and Summary Reports
- Quarterly/Annual Reports for Regulatory Agencies
- Final Program Evaluation Report

EXHIBIT B
Fee Schedule

(attached)



Attachment D – Fee Schedule

RFP Title: Waste Management Planning, Development, and Implementation Services

Proposer Name: Polytechnique Environmental, Inc.

Date: 1/26/2026

Instructions to Proposers:

1. Provide all-inclusive costs for each year and task as indicated below.
2. Year 1 shall include all implementation costs and Tasks 1–11.
3. Years 2 and 3 shall include costs for Tasks 1, 3–11 only.
4. Years 4 and 5 shall include costs for Tasks 3-11 only.
5. All costs shall be inclusive of labor, materials, travel, equipment, overhead, and profit.
6. Do not include sales tax.

FEE SCHEDULE TABLE

Year	Contract Period	Applicable Tasks	Description	Total Cost (\$)
Year 1	Contract Execution – Feb 16, 2027	Tasks 1 – 11	Implementation, startup, and full task scope	\$100,000
Year 2	Feb 17, 2027 – Feb 16, 2028	Tasks 1, 3 – 11	Ongoing waste management services	\$150,000
Year 3	Feb 17, 2028 – Feb 16, 2029	Tasks 1, 3 – 11	Ongoing waste management services	\$130,000
Year 4 (Option Year 1)	Feb 17, 2029 – Feb 16, 2030	Tasks 3 – 11	Optional renewal period	\$75,000
Year 5 (Option Year 2)	Feb 17, 2030 – Feb 16, 2031	Tasks 3 – 11	Optional renewal period	\$75,000
TOTAL (Years 1–5)				\$530,000

Authorized Signature: 

Name and Title: Joohi R. Sood, President

Date: 1/26/2026

EXHIBIT C
Proposal

(attached)

Response to Request for Proposals Waste Management Planning, Development, and Implementation Services (RFP NE26-01)

Prepared for: Burbank-Glendale-Pasadena Airport Authority



POLYTECHNIQUE
Environmental, Inc.



**Hollywood
Burbank
Airport**

9837 Belmont Street
Bellflower, CA 90706
www.polytechenv.com
(562) 263-6140



1.0 Firm Description and Capability

December 19, 2025

Burbank-Glendale-Pasadena Airport Authority
Attention: Brett Jorgenson, Procurement Specialist
2627 North Hollywood Way
Burbank, CA 91505
Phone: 818-239-0125
E-mail: bjorgenson@bur.org

**Subject: Response to Request for Proposals (RFP NE26-01)
Waste Management Planning, Development, and Implementation Services
Hollywood Burbank Airport**

Dear Brett Jorgenson:

Polytechnique Environmental, Inc. (Polytechnique) is pleased to submit this proposal to the Burbank-Glendale-Pasadena Airport Authority (Authority) in response to Request for Proposals (RFP) No. NE26-01 for Waste Management Planning, Development, and Implementation Services for Hollywood Burbank Airport (BUR). This proposal is based on Polytechnique's review of the RFP dated November 17, 2025; information provided during the pre-proposal conference on December 1, 2025; and addenda and responses to questions dated December 3, 2025 and December 15, 2025.

Polytechnique has assembled a team of environmental professionals to support BUR's transformation as the replacement passenger terminal (RPT) is constructed and the existing terminal is phased out and demolished. Our team recognizes that this moment presents many challenges but also opportunities for the Authority and BUR staff. We bring qualifications and experience that can shape a robust waste management program for BUR and are eager to expand our services for the Authority. Our team has the resources to perform the entire scope of work in the Attachment A of the RFP.

Polytechnique is passionate about airports, and our team has the credentials and experience to skillfully deliver the proposed scope of work on schedule and within budget. We pride ourselves on our ability to understand BUR's needs and produce high-quality deliverables. Over the last 11 years, Polytechnique has successfully developed waste management programs for Southern California airports including Long Beach Airport (LGB), Los Angeles International Airport (LAX), Van Nuys Airport (VNY), and John Wayne Airport (SNA).



Polytechnique is an S Corporation in good standing with the California's Secretary of State and active business licenses where we work. We comply with applicable labor, tax, and insurance regulations and are registered with the California Department of Industrial Relations. Polytechnique is not debarred or suspended from contracting with federal, state, or local agencies.

Our full legal name and physical office location for this contract are as follows:

Polytechnique Environmental, Inc.
9837 Belmont Street
Bellflower, CA 90706

The primary point of contact for this contract is:

Joohi R. Sood, PE, Leadership in Energy and Environmental Design® (LEED®) Green Associate™, ENV SP
Polytechnique Environmental, Inc.
joohi@polytechenv.com
(562) 716-8346

Joohi is the owner of Polytechnique and founded the company in 2014 to provide environmental engineering services to public and private clients with a focus on transportation and infrastructure in Southern California. We currently have 13 employees who provide environmental engineering, compliance, sustainability, and grants services. We are based in Los Angeles County and will provide in-person support to BUR as needed.

Polytechnique is strong financially, does not have any debt, and is growing steadily. We have a strong backlog of project work and several multi-year contracts with local transportation agencies. Polytechnique has reviewed the insurance requirements in the sample agreement, and our certificates of insurance for our contract with BUR are included in Appendix A. We meet the requested insurance lines and limits except the employee hired auto and hired auto physical damage. We have received a quote from our commercial auto broker and will bind the additional coverage before the contract is executed.

As a certified small business enterprise, disadvantaged business enterprise, and woman-owned business enterprise, selecting Polytechnique will support the Authority's compliance with Title VI of the Civil Rights Act of 1964. Polytechnique is nimble and flexible because we do not have the layers of bureaucracy that encumber large companies. We deliver exceptional value by providing high-quality services at a lower cost.

What sets Polytechnique apart from our competitors is our carefully selected and comprehensive team of subject matter experts who are qualified, experienced, and ready to deliver consistent, responsive services to BUR. Polytechnique selected the following four subconsultants to support the proposed scope of work:

- ➔ Airport Zero Waste Consulting, LLC (Airport Zero Waste): specialty environmental consulting firm focused on advancing sustainable waste management and diversion at airports
- ➔ Linx Strategies LLC (Linx Strategies): established to advance sustainability in the aviation sector and helps airports navigate important conversations, confront barriers, and develop effective strategies that benefit everyone



- Connect the Dots: outreach and engagement firm focused on connecting diverse voices to decision-making
- Action Research: behavior change marketing firm that has participated in projects to develop, implement, and evaluate behavior change strategies to implement a zero-waste campus

Polytechnique currently works with BUR to provide Airport Carbon Accreditation (ACA) support and is familiar with BUR's facilities, leadership priorities, and the environmental team. Our understanding of BUR will reduce the administrative effort for the Authority while meeting BUR's needs and exceeding expectations.

Polytechnique is the best choice for this project because:

- **Right the First Time:** Our team of experts understands waste management at airports and has successfully delivered all elements of the scope of work at other local commercial and general aviation airports.
- **No Ramp Up:** Polytechnique's local, responsive team understands BUR's unique history, ongoing development, and leadership priorities, so we will hit the ground running.
- **Expedited Approach:** We are currently providing environmental services at BUR including data collection and collaboration with managers from several BUR divisions, and this experience will help us meet BUR's accelerated schedule to complete the initial steps of the proposed scope of work.
- **Grant Funding:** Polytechnique has identified, applied for, and won grants funding for environmental programs at other local airports and can support BUR's efforts to acquire alternative funding to launch and maintain waste program initiatives.
- **Quality Work Products:** Our team is committed to meeting the budget and schedule demands while producing high-quality deliverables at a lower cost to the Authority.

As the president and secretary of Polytechnique, Joohi Sood is an authorized representative and can bind the company in contractual matters. This proposal is valid until April 21, 2026 (120 days after the due date of December 22, 2025). Polytechnique appreciates the Authority's consideration of the enclosed proposal. Our team is ready to provide a high level of quality, commitment, and value to the Authority. Appendix B contains Polytechnique's signed acknowledgements of the RFP and Addenda 1 and 2. The signature below verifies that the information submitted within this proposal is true and correct.

Respectfully submitted,
Polytechnique Environmental, Inc.

Joohi R. Sood, PE, LEED® Green Associate™, ENV SP
President



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Appendices

- Appendix A Certificates of Insurance
- Appendix B Signed Acknowledgement of RFP and Addenda
- Appendix C Resumes
- Appendix D Fee Schedule
- Appendix E Master Project Schedule



2.0 Statement of Experience and Qualifications of Project-Assigned Personnel

Polytechnique’s team is qualified and has the expertise and experience to deliver all the tasks described in the scope of work that was included as Attachment A to the RFP. ***Over the last 11 years, our team has successfully completed waste characterization studies (WCSs) and waste management plans (WMPs); conducted stakeholder engagement, public outreach, and training; tracked waste data; and supported local commercial and general aviation airports in implementing ambitious waste initiatives.*** If Polytechnique is selected for this project, BUR and the Authority will benefit from the lessons our team has learned over the years.

The project descriptions below describe our team's experience, capabilities, and success delivering similar services to LGB, LAWA, BUR, and SNA. Please contact any of the following references to confirm our team's performance.

2.1 Relevant Project Experience

Project 1: Waste Management Planning, Initiatives, and Implementation

Agency Name: LGB

Address: 4100 East Donald Douglas Drive, Long Beach, California 90808

Project Dates: 2019–present

Client Name: Gilberto Contreras, Administrative Analyst

Contact: gilberto.contreras@longbeach.gov, (562) 570-2707

Polytechnique Project-Assigned Personnel: Joohi Sood, Sapna Abrol, Thulashi Raveendran, Birgit Haissig

In 2018, the City of Long Beach Mayor’s Office issued Executive Order B-55-18 requiring that LGB develop and implement a sustainability program. Working alongside LGB staff, our team has developed a sustainability program that aligns with the objectives of the Long Beach Office of Climate Action and Sustainability and the City Mayor’s Office. The program incorporates measurable steps to mitigate the environmental impacts from LGB operations and facilities.

Polytechnique developed a sustainability action plan (SAP) for LGB. The SAP is based on a prioritization of initiatives and opportunities that are grouped into six focus areas including air quality, energy conservation, water conservation, water quality, waste management, and community engagement.

As part of LGB’s sustainability program, Polytechnique gathered information about LGB’s solid waste management and recycling efforts to provide recommended initiatives. Polytechnique outlined the strengths, goals and impacts, challenges, relative cost, mandates, and coordination efforts of each initiative. Our team then worked with LGB to implement the initiatives such as organics diversion for the concessions area as well as providing training to tenants and staff.

One of the challenges at LGB was compiling the waste data in one location to conduct trend analyses and provide reports to senior personnel. Polytechnique identified the different waste streams at the airport and their corresponding data sources such as tenants, waste haulers, and recycling facilities. Our team created a master tracker to compile the airport’s waste data in one location. Each sheet in the master tracker represents a different waste stream such as California redemption value (CRV) recycling, glove recycling, organics diversion,





landscaping waste, and cardboard recycling. The data compilation for each waste stream includes details such as the waste hauler, tonnages, personnel who received the tonnage data, and notes on contamination or corrective actions required. The tracker is updated regularly, and a quality check is performed to confirm that the compiled data matches the raw data. Using the tracker, LGB staff can report waste numbers to City commissioners during commission meetings that occur every 2 months. At the end of the year, Polytechnique also provides an updated trend analysis demonstrating how the airport has performed in terms of waste management. Using the trend analysis, Polytechnique and LGB discuss if corrective actions are required or if new actions can be implemented.

Polytechnique helped LGB roll out the food scrap collection program in 2021. Our team coordinated with the City of Long Beach Environmental Services Bureau that provided food scrap containers, signage, and in-person quarterly training sessions at no cost to the airport.

The success of LGB's waste management programs shows in the metrics. In 2024, the airport diverted 61.9 tons of glass and cardboard, 21.1 tons of food scraps, and 5.7 tons of CRV recyclables containers.

Project 2: WCS, WMP, and Auditing

Agency Name: SNA

Address: 3160 Airway Avenue, Costa Mesa, CA 92626

Project Dates: 2008–2023

Client Name: Robert Romansik

Contact: romansik@ocair.com, (949) 413-3640

Polytechnique Project-Assigned Personnel: Joohee Sood, Sapna Abrol

Polytechnique conducted a comprehensive WCS for SNA to collect data on SNA's solid waste management program and identify opportunities for improvement. The WCS was focused on understanding the composition and quantity of SNA's solid waste,

identifying opportunities to increase waste diversion, minimizing waste streams, and confirming SNA's compliance with applicable local, state, and federal regulations. Elements of the WCS included:

- ➔ Regulatory review
- ➔ Waste records and data review
- ➔ A 24-hour waste sort
- ➔ Meetings with waste haulers
- ➔ Field reconnaissance
- ➔ Tours of waste processing facilities
- ➔ Interviews with food concessions and airline lounges
- ➔ Storage evaluation

Based on the information and data obtained during this study, Polytechnique recommended improvements to SNA's existing waste collection program. Initiatives included liquids collection, cardboard separation, and a food waste collection program (FWCP).

Liquids Collection: Polytechnique developed an approach for liquids collection at SNA. We started by studying the flow of guests in three Transportation Security Administration (TSA) screening areas. Next, our specialists worked with TSA and SNA Operations to conduct a 6-month pilot study that included supporting procurement, developing signs and unit wraps, deploying three units, coordinating with SNA Maintenance and the janitorial contractor, and conducting monitoring and reporting. The pilot study was successful and SNA decided to deploy liquid collection units at each TSA screening area.

Cardboard Separation: Polytechnique recommended separating and baling cardboard to lower the hauling costs and qualify SNA for rebates. We prepared a cost evaluation of various options including renting or purchasing cardboard balers. The results of the evaluation changed when the price per ton of cardboard dropped because of the China Sword Policy. Although SNA decided not to install balers, our team continued to work with the contracted hauler to optimize SNA's cardboard recycling.



FWCP: Polytechnique implemented an FWCP for terminal concessions and SNA offices. This task required proactive communication with SNA stakeholders. Our team procured and distributed containers and color-coded bags, prepared training materials, delivered training sessions in English and Spanish, created signage, and revised amendments to the janitorial contract. Polytechnique monitored the FWCP and implemented recommendations for refinement.

Food Donation Program: Polytechnique applied for a grant from CalRecycle for SNA's food donation program. The airport was awarded funds to purchase two commercial freezers and one commercial refrigerator. Consequently, SNA was able to increase food donations from the concessions because they could donate hot foods.

Polytechnique's biggest challenge during the WCS was conducting the 24-hour waste sort for all the waste generated by the terminal. Polytechnique developed a system to intercept waste, sort the waste, and collect accurate data. ***Polytechnique made successful recommendations for SNA that resulted in minimizing cost, maximizing diversion, and complying with organics regulations. In 2018, the Orange County Business Council recognized SNA for the food waste diversion program after 31,000 meals were donated to local food pantries.***

Project 3: LAX and VNY SAP Update, Zero Waste Focus Area

Agency Name: LAWA

Address: 7301 World Way West, Los Angeles, CA 90045

Project Date: 2025

Client Name: Mahsa Ostowari, Environmental Supervisor

Contact: mostowari@lawa.org, (818) 577-3049

Polytechnique Project-Assigned Personnel: Joohi Sood, Sapna Abrol, Thulashi Raveendran, Jordan Blair, Birgit Haissig

Polytechnique is currently updating LAWA's 2019 SAP. The SAP focuses on five focus areas including zero carbon built environment, zero carbon ground transportation, zero carbon aviation, zero wasted water, and zero waste. Polytechnique is leading the zero waste effort.

Polytechnique reviewed LAWA's 2024 tonnage report and sustainability reports from 2011 to 2024, and established a baseline for waste generation and diversion. Our team provided recommended goals and actions and conducted a forecasting analysis to create a roadmap for LAWA that graphically depicts the increased waste diversion from the recommended actions to achieve the goals that align with LAWA's objectives. Polytechnique conducted a comprehensive review of waste management regulations (AB 341, AB 939, AB 1826, and SB 1383) and made comparisons with peer airports. Polytechnique staff also conducted stakeholder engagement activities.

The project team faced the challenge of a lack of available data to generate a baseline and a tight project schedule. LAX construction and demolition waste data and VNY CRV recycling waste data were not available; therefore, Polytechnique conducted research and made realistic assumptions based on our experience working for other airports to generate an estimated baseline.

For construction and demolition waste, our team sorted the 2024 LAX projects into the following categories: tenant improvements, mechanical/electrical/plumbing, civil and runway, and whole building/major renovations. Polytechnique considered square footage and project valuation combined with peer airport data to estimate the amount of waste generated for each project. For the CRV recycling data, we used LAX's CRV recycling data and scaled it for VNY.

LAWA approved both methodologies and baselines. Polytechnique is on track to successfully complete the remaining work within budget and to meet a February 2026 due date despite the data availability challenges.



Project 4: ACA

Agency Name: BUR

Address: 2627 North Hollywood Way, Burbank, CA 91505

Project Dates: 2023–present

Client Name: Maggie Martinez, Director of Noise & Environmental Affairs

Contact: mmartinez@bur.org, (818) 729-2226

Polytechnique Project-Assigned Personnel: Joohi Sood, Sapna Abrol, Thulashi Raveendran, Jordan Blair

Polytechnique provides BUR with ongoing application preparation and renewal support services for the ACA Level 2 Certification. Services include data compilation, GHG inventory preparation, sustainability planning, and environmental resource conservation training for airport staff. BUR achieved ACA Level 2 in 2023 and continues to renew its Level 2 status with Polytechnique's support.

Airports Council International (ACI) appointed Environmental Minds as its ACA administrator in 2025. Close to the end of the renewal period, Environmental Minds requested that BUR revise its emissions reduction target to include a specific reduction percentage and target year. Polytechnique quickly assessed BUR's historical emissions reductions and created a conservative forecast based on the estimated increase in passengers. **Using the forecast, Polytechnique and BUR amended the emissions reduction target to satisfy Environmental Minds' request, and the application was approved in**

September 2025. Authority commissioners attended the ACI conference in Toronto and were recognized for their continued commitment to the ACA program.



2.2 Statement of Experience and Qualifications

The account manager and project manager for this contract is Joohi Sood. Joohi has worked as an environmental consultant for over 30 years and has extensive project management and program development experience. She has a reputation for delivering projects on schedule and within budget, and she brings a unique ability to quickly understand client objectives, prioritize needs, and respond with the right resources. Joohi has provided effective senior technical services on environmental projects at commercial airports and has over 25 years of experience in providing waste management planning, development, and implementation services to airports in Southern California.

Other project supervisory personnel will be Sapna Abrol (Polytechnique) and Morgan Turner (Airport Zero Waste). Sapna Abrol has over 20 years of experience providing on-call environmental sustainability support to clients through regulatory compliance review, waste management, and community engagement. Sapna will serve as an associate environmental scientist on this project and is committed to helping clients develop and achieve their sustainability goals. Sapna develops and leads trainings and workshops for internal staff and clients on various sustainability topics.

Morgan Turner is a recognized airport waste expert and has assisted over 40 airports in evaluating and improving their waste programs. She authored industry research papers and leads an airport waste working group for sharing best practices.

2.3 Emergency Contact

For special circumstances or performance-related issues, please contact the proposed project manager:

Joohi R. Sood, PE, LEED® Green Associate™, ENV SP



Polytechnique Environmental, Inc.
joochi@polytechenv.com
(562) 716-8346

Joochi will serve as BUR's primary point of contact for this project.

3.0 Technical Approach

Polytechnique's team delivers high-quality projects within budget and on schedule by communicating early and often, setting realistic budget and schedule goals, and using experienced staff to perform the work.

3.1 Planning and Execution

Polytechnique invests in the planning stages of every project we deliver. Our experience shows that this investment leads to successful outcomes. Polytechnique's planning process will include the following steps in the early stages of the project:

- Scheduling a kick-off meeting
- Updating the milestone-based schedule
- Establishing client objectives
- Reviewing available waste data
- Revisiting the work plan in Section 4.0
- Scheduling periodic status meetings

At the start of the project, Polytechnique will schedule a kick-off meeting with BUR to detail the scope of work, schedule, budget, deliverables, and resources for successful project execution. Our team uses Microsoft Project to create and update Gantt schedules, track progress, manage resources, and establish milestones. We train staff in the project delivery system methods for project management, which place an emphasis on investing in the planning stages of a project, listening to and understanding the client's objectives, and sharing lessons learned to support the process of continual

improvement. Using this methodology, Polytechnique has consistently delivered projects on time and within budget for the last 11 years.

The project manager will hold status meetings with BUR and provide clear communication throughout the execution of the scope of work. Polytechnique will maintain a rolling list of action items throughout the project duration. Action items have a discrete start and end date and are assigned to team members with established due dates. Action items will be reviewed, updated, and discussed before and during status meetings with BUR. Deliverables will undergo a senior quality review and will be reviewed by Polytechnique's technical editor before submittal to BUR.

Polytechnique will use the following performance metrics to monitor project and task progress and success:

- Completing tasks within budget and on schedule
- Responding to client communications on the same day
- Receiving feedback and confirming client satisfaction
- Delivering value based on cost, objectives, and creative solutions

Polytechnique will attend meetings in person or virtually depending on BUR's preference. We will create an online Microsoft SharePoint site accessible to BUR staff where the project team can collaborate on deliverables, save meeting records, and archive project records.

In addition, Polytechnique has a designated quality officer to administer our rigorous quality control/quality assurance (QA/QC) program. All staff are required to attend an initial training session about the company style guide and QA/QC process before working on deliverables. Polytechnique implements the following technologies and processes:

- Microsoft Office 365, Adobe, and Bluebeam software to prepare project deliverables



- ➔ Templates to prepare deliverables according to Polytechnique and BUR style standards
- ➔ Document quality review checklists for text documents, figures, and tables

The QA/QC program has an established process to peer review data compiled from source documents (electronic or hard copy) and perform technical editing of deliverables. Document quality review checklists are used to confirm that the process is followed and require sign-off from the author, peer reviewer, and technical editor.

When an error is discovered, our team will immediately take corrective action so it will not negatively impact the Authority. In 2024, while Polytechnique was working on the BUR ACA application, an error was discovered where the annual usage consumption of one electricity meter was counted twice in the previous year's application. Polytechnique immediately reviewed the raw data files for other similar errors (none were found) and corrected the annual usage consumption totals and compilation spreadsheets. Our team also contacted the application administrators to inform them of the error and discuss how to correct the previous year's application. The numbers were corrected in the 2024 application and BUR has successfully received its ACA certification each year between 2023 to 2025.

3.2 Transition Plan

To facilitate a smooth transition from the current terminal to the RPT, Polytechnique will first assess the current terminal's waste streams and measure the effectiveness of the current infrastructure for waste management. We will analyze the proposed placement of waste stations and define requirements that are needed to provide continuity throughout the transition period. ***We will confirm that the RPT is in compliance with local, state, and federal regulations.***

Our team will provide training to staff, tenants, and contractors on the airport's waste management practices before the opening of the RPT to minimize confusion while transitioning to the new terminal. We will also prepare communication materials for tenants, vendors, and passengers about the new waste practices for the RPT. After opening day, we will monitor the waste volumes and diversion rates in the RPT to determine if irregularities need to be addressed. If so, corrective actions will be taken such as improving signage and reducing waste infrastructure gaps.

3.3 Schedule for RPT Opening

Polytechnique's team is prepared to start work on the proposed project in February 2026. We will complete work on the WMP and deliver training sessions before the scheduled RPT opening on October 13, 2026. Polytechnique will implement the schedule shown on the next page for the development of the WMP, deliverables, stakeholder engagement, and training. ***We have a head start because we are familiar with BUR's environmental program: we reviewed the 2023 and 2024 data, implemented green initiatives, and developed environmental resource conservation training materials.*** For California airports, we have prepared signage, developed and delivered training, and created data forms for the WCS and WMPs. Our team is ready and capable of meeting BUR's expedited delivery schedules.

3.4 Staffing Plan

Polytechnique's approach to staffing and resource management is to engage staff and subconsultants with the qualifications and experience to deliver the best service and deliverables to our clients. We provide training and tools to our team so that they can be responsive, decisive, and collaborative. Polytechnique has assembled an appropriately sized team for the scope of work with qualified personnel who meet the requirements to get badged at BUR.

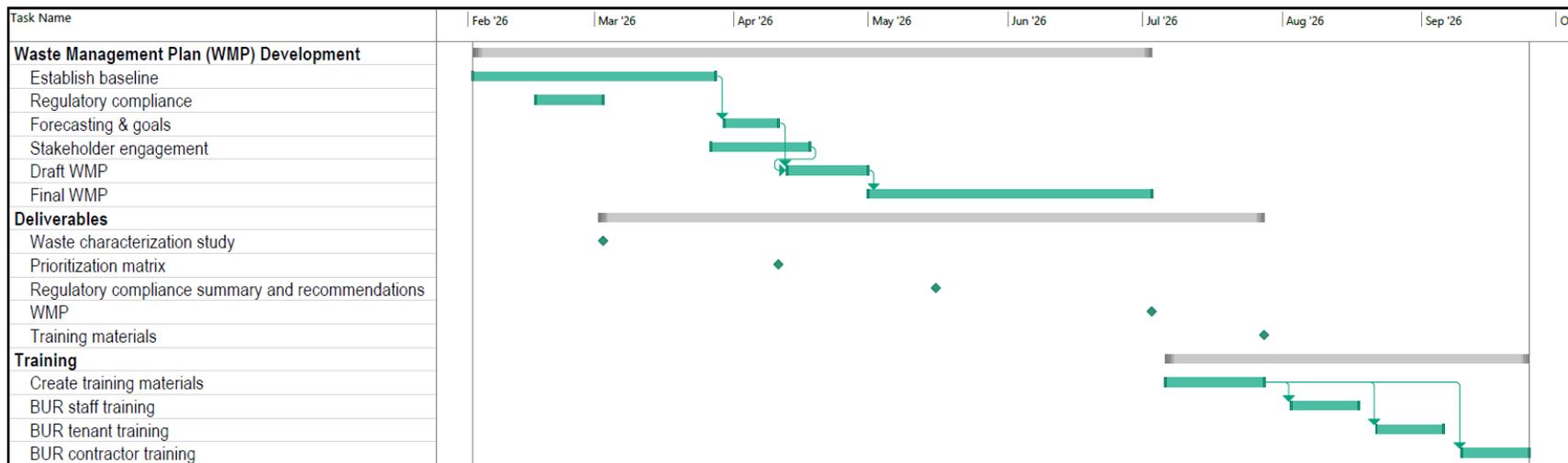


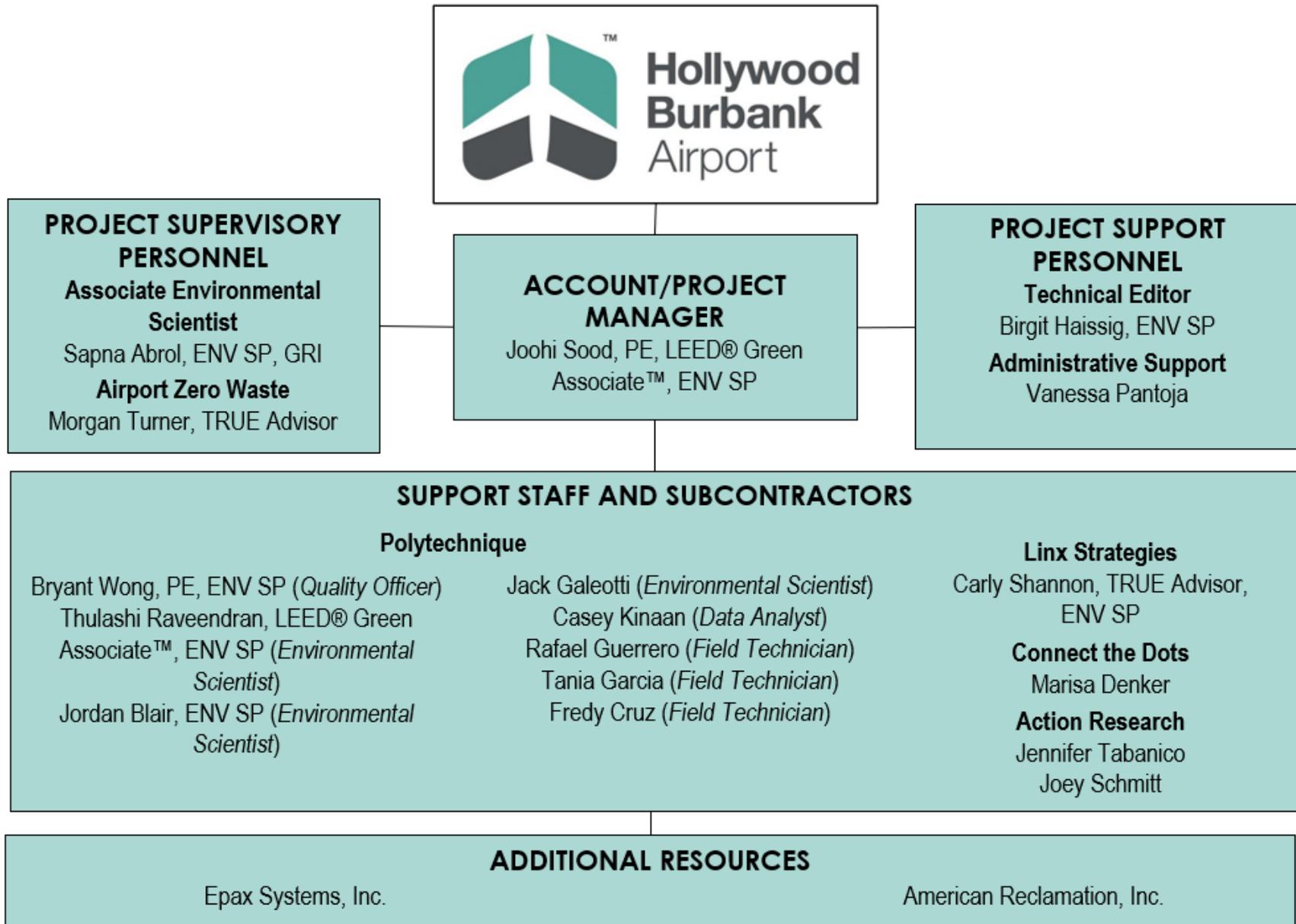
The project manager will hold weekly internal meetings with Polytechnique team members to answer questions and provide guidance. Polytechnique staff members have access to the rolling action items lists and project schedules to promote accountability. We use Microsoft OneNote and SharePoint to efficiently communicate, collaborate, and document project status, decisions, and next steps. Polytechnique already has an active SharePoint site set up with BUR staff for the ACA contract. If acceptable to BUR, we will create an additional SharePoint site for this project or create subfolders for the ACA and waste management projects. We will use Teams and Outlook for easy communication. The project manager can view project team members' Outlook calendars, streamlining the process of setting up meetings.

Before the start of any task supported by a subconsultant, Polytechnique will hold a kick-off meeting to discuss roles and schedule. Polytechnique will then hold weekly check-in meetings with our subcontractors when they are actively working on tasks. Deliverables by subconsultants will follow Polytechnique's templates and go through our QA/QC process.

The number of Polytechnique staff working on the project will vary depending on the workload demand for each task. At least three staff members will be assigned to the project throughout its duration, but their hours will vary from week to week based on the project demands. During the waste sort, five people will be present to cover three 8-hour shifts over three days. During deliverable preparation, the core team will be supported by our technical editor who will work on each deliverable for 4 to 24 hours over one to five days depending on the length of the document. Project management, meetings, and accounting will require 2 hours each week for two staff members. Subcontractors will be engaged for specific tasks and will work up to 24 hours per task.

The organizational chart on the next page lists the names, titles, and credentials of Polytechnique's proposed team. The additional resources listed are already on contract with BUR, and Polytechnique will consult with them for waste data and waste equipment inputs (e.g., compactors and receptacles). Resumes of key personnel are included in Appendix C, and outline qualifications as well as applicable environmental and safety training.







3.4.1 Team Qualifications

3.4.1.1 Polytechnique

Polytechnique's team has an outstanding track record in supporting airports with a similar scope of work. We have qualified, in-house staff to support this project. Our team has proven, recent, direct experience covering all the tasks associated with the scope of work in the RFP. We can also provide additional support such as identifying grant funding for waste initiatives and preparing a SAP for BUR.

Our team members are badged at other local airports. Project team members who need access will apply for badges, take driving tests, and get airfield permits for our vehicles. We will attend BUR-specific training as needed. Our team is trained in CPR and first aid, HAZWOPER, and DOT shipping. BUR personnel will not require any environmental or safety training to oversee and support the implementation of the project. Our team is familiar with BUR's airside and landside facilities, environmental compliance and sustainability program, and the training materials that are currently in use and were prepared by Polytechnique.

Our responsive local team is eager to provide streamlined services to the Authority. The key project personnel and supporting staff listed in this proposal are immediately available to deliver the tasks described in the RFP. Resumes of key personnel are included in Appendix C, and outline qualifications as well as applicable environmental and safety training.



Joohi Sood, PE, LEED® Green Associate™, ENV SP (Account Manager/Project Manager)

Joohi is the president of Polytechnique and has extensive project management and program development experience. As an account manager,

Joohi excels at balancing client, regulatory, and community demands while maintaining a focus on challenging technical requirements. As a project manager, she has a reputation for delivering high-quality projects on schedule and within budget. She created the waste management programs for SNA and LGB and serves a senior technical reviewer for the LAWA SAP update Zero Waste focus area.



Bryant Wong, PE, ENV SP, F. ASCE, QSD (Quality Officer)

Bryant Wong has over 40 years of environmental engineering experience and will serve as the quality officer for this contract. He has served in technical lead, project manager, program manager, operations manager, and senior QA/QC roles on multiple environmental services contracts including on-call contracts with SNA and LAWA.



Sapna Abrol, ENV SP, GRI (Associate Environmental Scientist)

Sapna Abrol has over 20 years of experience providing sustainability support to clients. She offers support through active involvement, partnership, awareness, training, and education. Sapna is an advocate of a zero-waste lifestyle and reducing plastic pollution. She led the development of the SAP for LGB through planning, prioritization, stakeholder engagement, and preparation. She facilitated workshops for each focus area including waste management. Sapna has developed training materials and delivered sessions for LA Metro's Growing a Greener Workforce Program over the last 2 years.



Thulashi Raveendran, LEED® Green Associate™, ENV SP (Staff Environmental Scientist)

Thulashi supports grant application, environmental data analysis, environmental economics, and sustainability projects. She is the task lead for an

on-call environmental contract with LGB and supports the waste management program. She is the task lead for the zero-waste section for the LAWA SAP Update. She also currently is the project manager for the ACA contract with BUR and monitors the project schedule and budget, oversees project team members' progress, coordinates and leads status meetings, and prepares meeting materials. She brings a clear understanding of BUR and waste management at local commercial and general aviation airports.



Jordan Blair, ENV SP (Staff Environmental Scientist)

Jordan supports sustainability projects as well as stakeholder engagement. She has supported sustainability planning and compliance efforts for

large-scale infrastructure and transportation projects. Jordan is currently supporting the data analysis and action identification for the zero-waste section of the LAWA SAP. She is the task lead for the development of a green tenant program at VNY and coordinates the project, which includes a significant element of stakeholder engagement.

3.4.1.2 Subcontractors

Our team also consists of subject matter experts who have assisted in waste management services, stakeholder engagement, and public outreach for airports throughout the country. Our subcontractors include Airport Zero Waste, Linx Strategies, Connect the Dots, and

Action Research. Our team members have professional certifications such as TRUE Advisor and LEED® Accredited Professional.



Morgan Turner, TRUE Advisor (Principal)

Morgan Turner is a former airport engineer and planner with extensive technical expertise in airport waste management strategies. Morgan is uniquely qualified to support facilities' waste goals and provide direction to measurably improve waste programs. She has led strategic waste planning, technical and feasibility analyses, waste auditing, reporting and data dashboard application, policy development, project implementation, research into innovative technologies, compliance with waste regulations, and waste behavior change education at more than 45 airports across the country in support of ambitious diversion and zero waste goals. Morgan will support the WCS, WMP development and implementation, food donation program, tenant waste reduction policies and procedures, RPT receptacle strategy, waste audit and monitoring, and data collection, analysis, and reporting tasks.



Carly Shannon, TRUE Advisor, ENV SP (Principal)

Carly Shannon has worked in the aviation area for over a decade. She has overseen the development of sustainability management and sustainable master plans, emissions inventories, carbon management and reduction strategies, waste reduction and diversion plans, and Environmental, Social, and Governance strategies and reporting for airports. She also facilitated frequent and robust stakeholder engagement events, administered a range of sustainability rating systems, and helped clients secure millions of dollars of federal funding. Carly will support the WMP development and regulatory compliance support tasks.



Marisa Denker (Principal)

As founder and director of Connect the Dots, Marisa is an expert in stakeholder and community engagement with 9 years of experience. She established Connect the Dots as a woman-owned business enterprise (WBE)/disadvantaged business enterprise (DBE) firm specializing in the strategic design and delivery of stakeholder/community engagement, management, and facilitation with notable clients that include City of Philadelphia, Center City District, and Comcast NBC Universal, among many others. She currently leads a versatile team with diverse expertise in Urban Planning, Community Organizing, Graphic Design, Communications, and Mediation. Connect the Dots will support the WMP development and the stakeholder engagement and communication tasks.



Jennifer Tabanico (Principal)

Jennifer is recognized internationally as an expert in applying behavioral science and community-based social marketing to foster a wide range of environmental behavior changes, including those impacting waste, water, air quality, biodiversity, and energy. For over 20 years, she has worked with federal, state, and local government agencies; private companies; and community organizations across the globe. As co-author of the 4th edition of *Fostering Sustainable Behavior: An Introduction to Community-Based Social Marketing*, Jennifer is skilled at translating insights from the behavioral sciences so that they are accessible to practitioners who are working to create effective behavior change initiatives. Action Research will support the WMP development, WMP implementation, and training and outreach tasks.

3.4.1.3 Additional Resources

Additional resources identified for this project include Epax Systems, Inc. (Epax) and American Reclamation, Inc. (American Reclamation).

Epax is an environmental technology business based in Los Angeles that specializes in waste and recycling containers and equipment. The company was founded in 2000 and is employee-owned. Epax will support the WMP development and implementation, and RPT receptacle strategy tasks.

American Reclamation is a full-service solid waste collection and recycling company based in Los Angeles and has been in business for 50 years. American Reclamation is the municipal solid waste hauler for BUR and will support the WCS, WMP development and implementation, waste audit and monitoring, and data collection, analysis, and reporting tasks.

4.0 Work Plan and Schedule

Polytechnique’s team is excited to support BUR’s development of a robust waste management program for the RPT. We will study the waste profile of the current facilities and make informed recommendations. Our project schedule was developed based on BUR’s current RPT opening date of October 13, 2026. This section also provides a list of assumptions and deliverables that our team will prepare for this project.

4.1 Work Plan

Polytechnique reviewed the scope of work in Attachment A of the RFP and prepared the following work plan in response. It is based on our understanding of BUR’s facilities and environmental program.

This work plan is based on the lessons our team brings from developing waste management programs at other local airports. ***At SNA we worked closely with the TSA to design, deploy, and monitor the use of liquids collection stations (LCS). We learned that by placing LCS units strategically relative to the flow of traffic, we could improve the rate at which guests moved through security lines. At LGB, Polytechnique was tasked with launching the food scrap collection***



program, we learned that simple approaches like hanging a pair of tongs on kitchen waste bins to easily separate food waste from other waste streams increased the amount of food waste diversion in the back-of-house areas.

The table to the right shows how our team will cover the tasks and which team members will lead (L) and support (S) each task. Polytechnique will lead all of the scope of work tasks, and our subconsultants will lend support as needed. Polytechnique and our subconsultants have collaborated on airport projects and are committed to sustainability and the transportation industry.

The following subsections follow the order of the RFP’s scope of work.

4.1.1 Waste Characterization Study

Polytechnique, Airport Zero Waste, and American Reclamation will design and conduct a WCS for BUR to collect data on the current municipal solid waste management program in the first contract year. In the second and third contract years, our team will conduct waste sorts for the RPT, and issue revisions 1 and 2 to the WCS. During each step of the WCS, the project team will prioritize the airport’s mission to serve the traveling public by working safely and without interruption to operations.

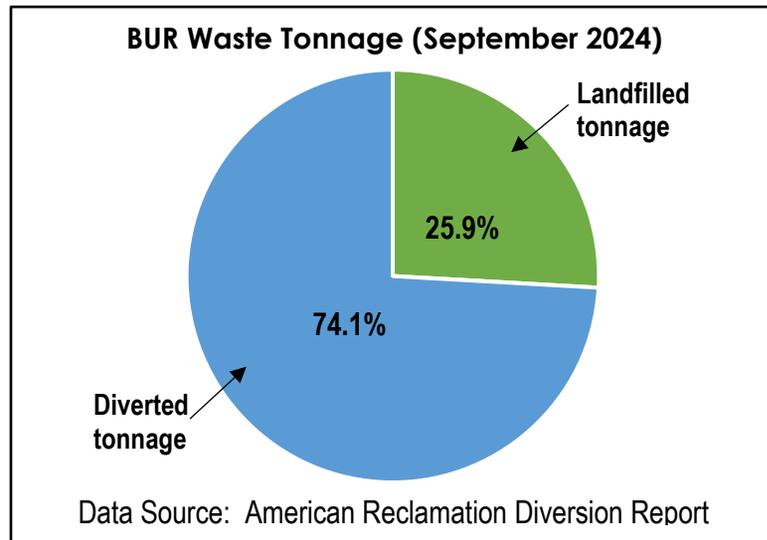
The purpose of the WCS is to understand the waste streams and define the composition of municipal solid waste. The objectives include identifying opportunities to reduce waste generated and increase waste diversion. The primary goal of the WCS is to define initiatives that can be implemented while maintaining compliance with applicable federal, state, and local waste regulations.

Scope of Work Coverage	Polytechnique	Airport Zero Waste Consulting, LLC	Linx Strategies LLC	Connect the Dots	Action Research	Epax Systems, Inc.	American Reclamation, Inc.
	Prime	Subconsultants				Additional Resources	
WCS	L	S					S
WMP Development	L	S	S	S	S	S	S
Regulatory Compliance Support	L		S				
Implementation of the WMP and Waste Reduction Programs	L	S			S	S	S
Food Donation Program Support (SB 1383)	L	S					
Tenant Waste Reduction Policies and Procedures	L	S					
RPT Receptacle Strategy	L	S				S	
Waste Audit and Monitoring	L	S					S
Training and Outreach	L				S		
Stakeholder Engagement and Communication	L			S			
Data Collection, Analysis, and Reporting	L	S					S



Under our current BUR contract, Polytechnique reviewed BUR’s annual waste diversion reports prepared by American Reclamation for 2023 and 2024. These reports include the total waste generated and diverted from BUR each month. Polytechnique already understands the existing waste streams and waste generation trends, eliminating time and budget spent on this initial data review. Our team will work with American Reclamation to further understand collection points and hauling practices for the current terminal. Polytechnique will conduct inspections and interviews to gather information about receiving facilities, contamination tolerances, janitorial practices, tenant information, and hauling agreements.

Then, our team will conduct a 24-hour waste sort to determine the



current composition of municipal solid waste including recyclables, organics, and liquids. Although the waste sort will not include hazardous waste, TSA-confiscated waste, deplaned, or bulky waste, the WCS will include observations and recommendations for these waste streams.

The pre-waste sort activities will include a site visit to plan out the sorting process. Polytechnique will inspect waste collection areas; count receptacles in airside and landside areas; conduct interviews with concessionaires; airline lounge personnel, and janitorial staff; and prepare forms, signs, and labels. Polytechnique will also provide BUR staff with draft emails that can be distributed to impacted parties in advance of the waste sort.

The waste sort will include sampling, sorting, and weighing waste to estimate proportions and contamination levels. Polytechnique’s waste sorting team members will intercept waste from terminal janitorial staff before it is deposited into collection and compaction units. ***One lesson Polytechnique learned from our waste sort at SNA is that it is more efficient to deploy team members in front-of-house dining areas to separate organics, recyclables, and landfill waste into portable containers. These separated waste streams will be moved to the main sorting area to be weighed at the end of the 8-hour shift.***

The waste sort team will use a portable, calibrated scale during the waste sort. Larger containers will be the same ones used by BUR’s janitorial team, and Polytechnique will provide smaller containers and hand tools. Polytechnique will record the tare weight of empty containers prior to the waste sort so the net waste amount can be calculated from the gross weight.

In the first contract year, Polytechnique will compile the waste sort data and develop a baseline that includes waste generation, diversion performance, and waste stream distribution in the terminal. The baseline will guide goals, diversion strategies, and measures for future initiatives in the WMP, compliance, and training. The results will be shared with BUR in a draft WCS report.

After the RPT opens, Polytechnique will conduct another waste sort using the same methodology, or improved methodology if applicable based on findings of the first one.



We will compare the results to the baseline, and identify opportunities for improvement to BUR's waste strategies as well as gaps that need to be addressed. After a full year of operating the RPT, a third waste sort will be conducted to observe the progress in achieving BUR's waste goals and to provide additional recommendations.

4.1.2 WMP Development

Polytechnique, in collaboration with all four subconsultants, Epax, and American Reclamation, will develop a comprehensive WMP that is based on the WCS baseline and recommended actions.

Polytechnique and Connect the Dots will work with BUR to determine the key stakeholders. Based on that determination, we will build a coalition of stakeholders that is involved in the implementation of the plan.



Connect the Dots will advise BUR on the best method to interact with stakeholders (e.g., surveys, meetings, focus groups).

The WMP will address municipal solid waste, organics, recyclables, and liquids. Polytechnique, Airport Zero Waste, and Linx Strategies will focus on opportunities to reduce, reuse, and recycle materials, and compost organic waste.

Our team will also identify measures in the WMP to minimize waste from tenants, housekeeping, and employees. We will consider the RPT's infrastructure such as the size of the corridors and waste collection/storage areas while developing and refining initiatives.

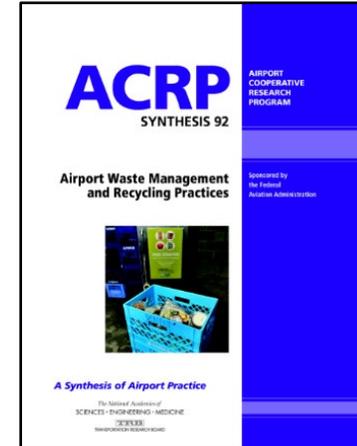
The WMP will include the following sections:

- ➔ Baseline of Solid Waste
- ➔ Key Performance Metrics
- ➔ Program Recommendations

➔ Implementation Plan

Polytechnique will help BUR establish measurable waste diversion and reduction goals while incorporating best practices, and considering facility constraints and available funding including grants/incentives.

Polytechnique's team is engaged with ACI and the California Airport Council and stays up to date with Airport Cooperative Research Program (ACRP) waste management publications and tools. For example, Morgan Turner of Airport Zero Waste is the current waste management working group co-chair for ACI-North America and is the principal investigator for ACRP Synthesis 92: Airport Waste Management and Recycling Practices.



In collaboration with airport staff, our team will develop policies, procedures, and training protocols that are aligned with the Authority's priorities. We will create tables, charts, and graphs to provide a visual representation of the forecasted diversion that will result from the recommended actions. The forecasting analysis will include the consideration of passenger behavior. Our team will detail the steps that will be needed to complete the recommended actions and create a prioritization matrix for the initiatives. Polytechnique anticipates that several BUR divisions (e.g., maintenance, operations, engineering) will consult with the project team and review the draft WMP to support alignment with operational needs and expectations before the final version is published.



4.1.3 Regulatory Compliance Support

Polytechnique and Linx Strategies will review airport operations for compliance and applicable federal, state, and local waste regulations.

This includes but is not limited to:

- ➔ SB 1383 – Organic Waste Diversion and Food Recovery
- ➔ AB 2440 (2022) – Battery Stewardship (terminal)
- ➔ SB 1215 (2022) – Electronic Waste (terminal)
- ➔ AB 2902 (2024) – Solid Waste Procurement Requirements
- ➔ CalRecycle requirements
- ➔ Los Angeles City and County requirements
- ➔ City of Burbank requirements

The team will create a spreadsheet listing the applicable regulations and a summary of the requirements. In 2025, Polytechnique created

the following tracker for applicable waste regulations for commercial airports in Southern California.

For the LAWA SAP, Polytechnique tied some of the waste goals to California regulations including the California Green Building Standards Code (CALGreen) and SB 1383. Therefore, LAWA’s stakeholders were more open to accepting the proposed actions, resulting in a smoother process.

Using this review, the team will identify any regulatory compliance gaps and develop a tracking log (including reporting and training requirements) to check compliance. The team will also regularly monitor upcoming changes in waste-related legislation and advise the Authority on impacts, timelines, and required next steps. For example, we will use Google Alerts to search for news announcements regarding federal, state, and local waste management regulations.

Regulation (Link)	Impact to Zero Waste Focus Area
California Integrated Waste Management Act (AB 939)	CA cities, counties, and approved regional solid waste management agencies are to enact plans and implement programs to divert 25% of their solid waste by 1995 and 50% by 2000; 50% diversion requirement must be achieved every year; baseline year was 1990; diversion should be done through source reduction, recycling and composting activities
Mandatory Commercial Recycling (AB 341)	Increased commercial waste diversion to reduce GHG emissions; requires businesses (include public entities) that generate 4 cubic yards or more of commercial solid waste per week to arrange for recycling services Local government requirements: each jurisdiction shall implement a commercial solid waste recycling program that consists of education, outreach and monitoring of businesses. Report progress achieved in implementing commercial recycling program. CalRecycle will review each jurisdiction’s commercial recycling program. Formal review will be conducted every two or four years, which includes annual jurisdiction site visit, review of the Electronic Annual Report, and other relevant information
Mandatory Commercial Organics Recycling (AB 1826)	Requires businesses to recycle their organic waste and local jurisdictions across the state to have organic waste recycling programs for businesses; Businesses that meet the 2 cubic yard waste generation (recycling + organics recycling + disposal) threshold shall engage in one of the following organic recycling activities: source separate organic waste from other waste & participate in a waste recycling service that includes collection and recycling of organic waste, recycle its organic waste on-site or self-haul its organic waste off-site for recycling, subscribe to an organic waste recycling service that may include mixed waste processing that specifically recycles organic waste
California’s Short-Lived Climate Pollutant Reduction Strategy (SB 1383)	SB 1383 Summarized checklist for airports Organic Waste Collection: Provide 3-bin system, ensure tenant participation Edible Food Recovery: Identify Tier 1 & Tier 2 tenants, ensure contracts, recordkeeping Food Recovery Contracts: Ensure tenants contract with food banks/pantries Recovered Organics Procurement: Purchase compost, RNG, mulch, etc. Education & Outreach: Train staff and tenants annually Recordkeeping & Reporting: Maintain records on collection, donation, and procurement
EPA Sustainable Materials Management	Systematic approach to using and reusing materials more productively over their entire life cycle; seeks to use materials in the most productive way with an emphasis on using less, reduce toxic chemicals and environmental impacts throughout the material life cycle, assure there are sufficient resources for today and future needs; categories include electronics, food, plastics, packaging, recycled-content products, etc.
City of LA EPP	Policy to promote City purchase of recycled and other environmentally preferable products; environmental factors to be considered include pollutant releases, waste generation, recyclability, recycled content, energy consumption, depletion of natural resources, potential impact on human health and the environment City will specify and purchase environmentally preferable products and services where criteria have been established by governmental or other widely recognized and respected third-party authorities, incorporate environmental factors into City’s product specs, provide staff education and outreach, encourage suppliers/contracts to provide environmentally preferable products
Global Reporting Initiative G4 Sector Disclosures	G4-DMA is sector specific guidance for effluents and waste, while G4-EN23 is for total weight of waste by type and disposal method. AO6 includes de-icing fluids and anti-icing fluids used in aviation, and how to reduce them; while these chemicals provide a role in necessary infrastructure, they need to be documented in order to prevent off airport contamination



By proactively managing compliance for BUR, we will reduce potential regulatory risk.

4.1.4 Implementation of the WMP and Waste Reduction Programs

Polytechnique, Airport Zero Waste, Action Research, Epax, and American Reclamation will implement the WMP by developing operational procedures for waste minimization, storage, separation, and sorting. We will use the prioritization matrix for initiatives to determine the order in which to deploy waste reduction program initiatives. Polytechnique and Epax will collaborate with janitorial staff, airport tenants, contractors, American Reclamation, and Parkwood Landscape Maintenance, Inc. to coordinate the rollout of waste separation infrastructure and sorting systems.

At SNA, we learned the importance of including a company that can fabricate custom storage and processing equipment. Polytechnique worked with a local fabricator to design and install a double-wide bin with sliding doors on top and a catwalk so concessionaires could dispose of food scraps without having to push bags of wet, heavy food waste around to fill the bin.

Implementation activities will include the creation of standardized procedures, communication materials, public signage, and operational guidance. We will coordinate with the City of Burbank’s Recycling & Waste Management Program so that the airport will align with local standards, priorities, and resources. The team will also confirm that the airport remains in compliance with CalRecycle requirements throughout the implementation process.

4.1.5 Food Donation Program Support (SB 1383)

Polytechnique and Airport Zero Waste will review food donation options and share them with BUR. One potential food donation option

is to partner with Food Donation Connection (FDC). FDC assists airports with developing and implementing food donation programs by teaming with food banks and food donation recovery services. Participation in this process will give donors economic benefit through tax savings. Polytechnique will also evaluate tools to help concessionaires estimate the amount of food required per day based on the estimated passenger count, reducing the amount of food waste generated.

At SNA, Polytechnique engaged with SNA Facilities and Maintenance, FDC, Orange County Waste and Recycling, and CalRecycle to identify the best location to place commercial freezers and refrigerators. SNA selected a central location that was easy to access for concessionaires from the airside and for the yellow cab drivers from the landside. Donated food increased as a result because concessionaires could donate hot foods (e.g., pizza, soups, and sauces). By engaging with various parties, Polytechnique was able to support SNA’s selection of a location that brought the greatest benefit to people struggling with food insecurity.

The project team will review the locations of and collect contact information for the concessions in the RPT. We will meet with food and dining concessionaires to discuss options for establishing and maintaining food donation programs in compliance with SB 1383 Tier 2 requirements. This step includes assessing current food handling, identifying donation opportunities and possible partnerships, creating a surplus food management plan, and developing tenant-specific procedures.

Polytechnique will provide recommendations to the applicable entities on best practices for the food donation program. To assist BUR in tracking the status of the program, Polytechnique will create recordkeeping procedures, donation logs, and tracking tools that align with state reporting requirements. Working with local food recovery organizations, the team will assist tenants with establishing partnerships, training, and documentation support.



4.1.6 Tenant Waste Reduction Policies and Procedures

Polytechnique and Airport Zero Waste will develop waste reduction policies for airport tenants focusing on recycling, compostable packaging, eliminating non-compliant single-use plastics, proper disposal of cooking grease, and management of universal and hazardous wastes. These policies will be designed to integrate easily into tenant leases, airport standards, and existing requirements. Polytechnique will also prepare onboarding materials, compliance checklists, and reference guides to support consistent implementation. These materials will be reviewed with airport staff to ensure that they are accessible, enforceable, and aligned with the airport’s sustainability goals. We will check in with tenants on a quarterly basis to determine if they need additional support to comply with the policies or have any questions.

Polytechnique is supporting with VNY developing a green tenant guidebook that includes best practices, quick reference guides, and a green tenant checklist. Our team has met with VNY tenants and departments to review their needs. The next step is to create the program documents and improve awareness of green measures, including waste management. Airport Zero Waste has also developed a green tenant program for Austin-Bergstrom International Airport. These projects have given our team a better understanding of airport tenant needs to elevate green programs.

4.1.7 RPT Receptacle Strategy

Polytechnique, Airport Zero Waste, and Epax will support the airport in identifying RPT receptacle location gaps in public spaces, offices, airside and landside areas, and back-of-house locations. Currently, BUR estimates a total of 37 receptacle locations in the terminal hold rooms. The team will evaluate this number as well as the effectiveness of planned signage. We will develop guidance for multi-stream bin design, including landfill, recycling, organics, and liquid

collection. Recommendations will include bin quantity, placement, and aesthetics. The team will support user-friendly signage, labeling, and color coding to promote proper waste sorting and reduce contamination. If needed, Action Research can support the design of public signage for waste to improve diversion through behavior change strategies.

At LGB, airlines complained about the excess bulky waste passengers carry onto flights because no receptacles were available for waste or recycling in boarding areas. Polytechnique worked with housekeeping to place bins near boarding lines at the gates so that less waste is carried onto aircraft.

4.1.8 Waste Audit and Monitoring

Polytechnique, Airport Zero Waste, and American Reclamation will evaluate current airline and concessions waste practices in the first contract year. In the second year, after the RPT is operational, the project team will evaluate waste collection and handling practices throughout the RPT. This includes evaluating sorting accuracy, collection practices, storage area conditions (e.g., housekeeping and ventilation), pick-up schedules, and performance of waste systems. Throughout the duration of the project, the team will conduct quarterly scheduled waste audits of the RPT. Polytechnique will confirm alignment with the broader airport’s waste management and diversion goals.



In addition to operational assessments, the team will evaluate compliance with established waste policies, tenant requirements, and regulatory standards. This includes identifying waste contamination issues across all waste streams as well as reviewing adherence to sorting principles.



Based on audit findings, the team will recommend targeted operational improvements, infrastructure adjustments, and diversion strategies to enhance the performance of waste systems.

Recommendations may include:

- ➔ Procedural refinements
- ➔ Staff training needs
- ➔ Equipment modifications
- ➔ Adjustments to janitorial/tenant practices

Polytechnique has direct experience with reviewing various inputs from waste haulers (e.g., invoices and weight tickets) and have extracted data from airport accounting systems (e.g., EnergyCAP). We have learned that waste data can be inaccurate. To get good information, airports must audit periodically to confirm that the proportions of waste types are accurate. Our team members have provided waste audits at SNA and LGB over the last 17 years.

4.1.9 Training and Outreach

Polytechnique and Action Research will prepare training materials and signage tailored for airport staff, janitors, tenants, and contractors. Training will be offered in-person and virtually, depending on stakeholder needs, and will be completed before the RPT’s opening. The team will also provide ongoing support for new tenants or respond to operational changes that require updated training or supplemental guidance. Potential training topics will include:

- ➔ Proper waste sorting
- ➔ Food recovery procedures
- ➔ Hazardous waste and materials
- ➔ Regulatory compliance
- ➔ Airport waste policies

At LGB, Polytechnique supported quarterly food scrap collection training for concessionaires for 2 years. With the help of the City of Long Beach, Polytechnique trained LGB staff to deliver the training on

an ongoing basis. Polytechnique continues to facilitate the training and collects sign-in sheets for each session. When we started to offer the training in the back-of-house areas, participation increased and attendees got a more “hands on” experience. Also, our team could inspect containers, signs, and storage areas. Overall, this has resulted in improved diversion practices.

4.1.10 Stakeholder Engagement and Communication

To support successful program adoption, Polytechnique and Connect the Dots will develop communication toolkits for tenants, vendors, and janitorial teams to inform, educate, and encourage participation and compliance with the airport waste programs. These materials may include fact sheets, posters, presentations, and step-by-step guides. The project team will conduct meetings, surveys, and informational sessions with stakeholders to gather input, identify challenges, and gain support for waste reduction efforts throughout the duration of the project. Stakeholder engagement can also be used to assess the feasibility of a SAP for BUR. If requested, Polytechnique will provide BUR with a SAP outline at no additional cost. Our team will develop public-facing outreach materials to increase awareness among travelers and the community surrounding the airport.

While working on the LAWA SAP update, Polytechnique staff used the original list of stakeholders that were identified in the 2019 SAP. Our team organized the stakeholders into eight groups to streamline meetings. The stakeholder groups were then assigned responsibilities into one or more of the five focus areas based on their roles and anticipated concerns. A contact list was also developed and provided to LAWA to schedule the meetings. Polytechnique also recommended a format (e.g., in person, virtual, survey, email) for each meeting making the stakeholder engagement more efficient.



4.1.11 Data Collection, Analysis, and Reporting

Polytechnique, Airport Zero Waste, and American Reclamation will work together to collect and compile qualitative and quantitative data on waste generation, diversion, contamination, and food donation activities. Polytechnique and Airport Zero Waste will present options for systems that can be used to compile waste data with BUR. The data will then be stored in a centralized tracking system or dashboard developed for internal Authority use. The team will prepare quarterly waste audit reports and annual data analysis reports for the airport and any relevant agencies depending on the Authority's preference. Reports will summarize performance and trends, and will be used to determine recommendations for continuous improvement. Data will also be used to support compliance documentation for CalRecycle and other agencies.

Joohi prepared a tracking sheet for LAWA in 2012 that was used to collect sustainability data and still is in use today. Receiving all the data from the various divisions was a challenge initially. After several attempts, the project team regrouped and developed a simple strategy to get the data. We enlisted the airport director at LAX to send out requests for information. As a result, we received the inputs we needed to wrap up 5 years of data in time to conduct a trend analysis and complete the first sustainability report.

4.2 Assumptions

The proposed scope of work is based on the following assumptions:

- ➔ Check-in meetings will be held once a week and attended by two Polytechnique project team members with BUR staff throughout the contract period
- ➔ The Authority will provide raw data and/or compiled data (e.g., waste logs, waste hauler bills, pickup schedule, necessary contacts) in native file format (e.g., Adobe PDF, Microsoft Office).

- ➔ The Authority will provide digital terminal maps and general facility information for current terminal and RPT (e.g., building management system, map of waste bin locations).
- ➔ Access will be provided for site visits, waste audits, and tenant coordination activities. The Authority will provide an introductions and encourage cooperation by key stakeholders including BUR departments, concessionaires, and tenants.
- ➔ Minimal hazardous waste is stored in the current terminal, will be stored in the RPT, and will not be included in the WCS.
- ➔ BUR staff will conduct one round of deliverable reviews, and the comments from various reviewers will be consolidated into one set of comments.
- ➔ The WMP will be developed as a digital document. Basic graphics will be included in the proposed deliverables. More elaborate graphics can be developed if additional budget is authorized.

4.3 Deliverables

Deliverables will be submitted in draft format and revised into final versions after addressing BUR staff comments. Proposed deliverables include:

- ➔ WCS Report, 1st Update (Rev 1), 2nd Update (Rev 2)
- ➔ WMP
- ➔ Prioritization Matrix for Waste Recommendations
- ➔ Regulatory Compliance Summary and Recommendations
- ➔ RPT Receptacle Location and Design Plan
- ➔ Tenant Toolkits and Training Materials
- ➔ Signage and Sorting Guidelines
- ➔ Food Donation and LCS Tracking Tools
- ➔ Database, Dashboards, and Reports
- ➔ Quarterly and Annual Audit Summaries
- ➔ Annual Summary Reports for Regulatory Agencies



- Final Program Evaluation Report
- SAP Outline (at no additional cost)
- Meeting Agendas and Summaries
- Monthly Invoices and Status Reports

4.4 Milestones and Schedule

Polytechnique master project schedule is included in Appendix E and aligns with the Authority's schedule that was provided in Attachment B of the RFP. The WMP and training sessions will be delivered before the opening of the RPT.

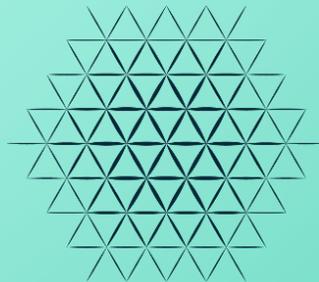
5.0 Agreement

Polytechnique reviewed the sample agreement provided in Appendix C of the RFP. Polytechnique does not take any exceptions to the terms and conditions and will execute the sample agreement as presented.

6.0 Price

Polytechnique's proposed fee schedule is attached in Appendix D of this proposal. Our proposed price is firm, fixed, and inclusive of the services described in this proposal, which is based on the scope of work provided in Attachment A of the RFP.

Appendix A:
Certificates of Insurance



POLYTECHNIQUE
Environmental, Inc.





CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

6/30/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER AssuredPartners Design Professionals Insurance Services, LLC 3697 Mt. Diablo Blvd, Suite 230 Lafayette CA 94549 License#: 6003745	CONTACT NAME: Chris Romano PHONE (A/C No. Ext): 714-427-3489 E-MAIL ADDRESS: CertsDesignPro@AssuredPartners.com	FAX (A/C, No):													
	<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A: Underwriters at Lloyd's, London</td> <td></td> </tr> <tr> <td>INSURER B: Hartford Casualty Insurance Company</td> <td>29424</td> </tr> <tr> <td>INSURER C: Beazley Excess and Surplus Insurance, Inc.</td> <td>17520</td> </tr> <tr> <td>INSURER D: Hartford Underwriters Insurance Company</td> <td>30104</td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </tbody> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: Underwriters at Lloyd's, London		INSURER B: Hartford Casualty Insurance Company	29424	INSURER C: Beazley Excess and Surplus Insurance, Inc.	17520	INSURER D: Hartford Underwriters Insurance Company	30104	INSURER E:		INSURER F:
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INSURER D: Hartford Underwriters Insurance Company	30104														
INSURER E:															
INSURER F:															

COVERAGES **CERTIFICATE NUMBER:** 1279366226 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
D	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Contractual Liab <input type="checkbox"/> Included GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:	Y	Y	57SBWBM5VWM	7/1/2025	7/1/2026	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
D	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000	Y	Y	57SBWBM5VWM	7/1/2025	7/1/2026	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000 \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y/N If yes, describe under DESCRIPTION OF OPERATIONS below		Y	57WEGAA8E4L	7/1/2025	7/1/2026	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C A	Professional Liability and Contractor's Pollution Liability Cyber Liability			D39EF5250101 ESO0340404450	7/1/2025 7/1/2025	7/1/2026 7/1/2026	Per Claim \$ 1,000,000 Aggregate Limit \$ 2,000,000 Limit: \$ 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 The following policies are included in the underlying schedule of insurance for umbrella/excess liability: General Liability, Employers Liability, and to the Commercial Auto Liability (Commercial Auto Liability is written through California Auto Insurance Co. with another agent - Policy #: BA040000027944 - Policy Term: 7/01/2025 to 7/01/2026).
 RE: All Operations of the Named Insured.
 Burbank-Glendale-Pasadena Airport Authority, TBA Airport Management, Inc., the Cities of Burbank, Glendale and Pasadena, and the respective officers, agents, employees and volunteers of each such entity are included as Additional Insureds as respects general liability as required per written contract. General Liability is Primary/Non-Contributory per policy form wording. Insurance coverage includes waiver of subrogation per the attached endorsement(s).

CERTIFICATE HOLDER Burbank-Glendale-Pasadena Airport Authority 2627 N Hollywood Way Burbank CA 91505	CANCELLATION 30 Day Notice of Cancellation SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
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We currently meet the requested insurance lines and limits except the employee hired auto and hired auto physical damage. We have received a quote from our commercial auto broker and will bind the additional coverage before the contract is executed.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

07/08/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Ken Donaldson Insurance Agency, Inc. 10801 National Blvd, Suite 550 Los Angeles, CA 90064 License #: 0E05617	CONTACT NAME: Marco Ollvas PHONE (A/C, No, Ext): (310)451-4943 FAX (A/C, No): (310)451-4768 E-MAIL ADDRESS: Marco@Autoagency.com INSURER(S) AFFORDING COVERAGE NAIC # INSURER A: California Automobile Insurance Company 38342 INSURER B: _____ INSURER C: _____ INSURER D: _____ INSURER E: _____ INSURER F: _____
INSURED Polytechnique Environmental, Inc Joohi R Sood 13337 South St # 144 Cerritos, CA 90703-7308	

COVERAGES **CERTIFICATE NUMBER:** 00004588-806380 **REVISION NUMBER:** 6

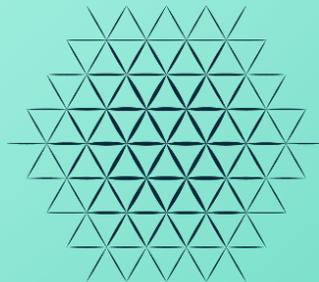
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER: _____						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMPROP AGG \$ \$
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY <input type="checkbox"/> AUTOS ONLY	Y	Y	BA040000027944	07/01/2025	07/01/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A				<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Burbank-Glendale-Pasadena Airport Authority, TBA Airport Management, Inc., the Cities of Burbank, Glendale, and Pasadena, and the respective officers, agents, employees and volunteers of each such entity are named as additional insureds

CERTIFICATE HOLDER Burbank-Glendale-Pasadena Airport Authority 2627 N Hollywood Way Burbank, CA 91505	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE <div style="text-align: right;">(MAR)</div>
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Appendix B:
Signed Acknowledgement of RFP and Addenda



POLYTECHNIQUE
Environmental, Inc.



END OF ADDENDUM NO. 1

Acknowledgment is hereby made of receipt and incorporation of Addendum 1 into the referenced RFP and related proposal submission.

Signature:  Date: 12/18/2025
Authorized Representative

Name/Title: Joohi R. Sood/President

Firm Name: Polytechnique Environmental, Inc.

END OF ADDENDUM NO. 2

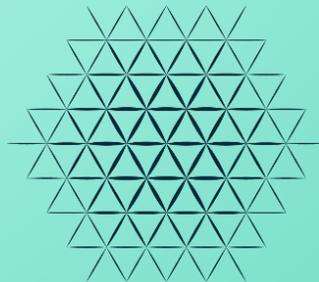
Acknowledgment is hereby made of receipt and incorporation of Addendum 2 into the referenced RFP and related proposal submission.

Signature:  _____ Date: 12/18/2025
Authorized Representative

Name/Title: Joochi R. Sood/President

Firm Name: Polytechnique Environmental, Inc.

Appendix C:
Resumes



POLYTECHNIQUE
Environmental, Inc.





Education

MS, Civil Engineering, Loyola Marymount University

BS, Civil Engineering, California State Polytechnic University

Registrations,

Certifications, Licenses

Professional Engineer, No. C54918 (California)

Envision Sustainability Professional (ENV SP)

Leadership in Energy and Environmental Design® (LEED®) Green Associate™

Lead Auditor, International Organization for Standardization (ISO) 14001

OSHA 40-Hour HAZWOPER with Annual 8-Hour Refresher

OSHA 8-Hour HAZWOPER Supervisor Training

First Aid, Cardiopulmonary Resuscitation (CPR)/Automated External Defibrillator (AED)

Professional Affiliations

Women's Transportation Seminar (WTS) International – Transportation YOU Committee Member

Airport Council International – North America

American Society of Civil Engineers

Society of American Military Engineers – Orange County Post Board Member

Institute for Sustainable Infrastructure

Joohi Sood has worked as an environmental consultant for over 30 years and has extensive project management and program development experience. She has a reputation for delivering projects on schedule and within budget, and she brings a distinctive ability to quickly understand client objectives, prioritize needs, and respond with the right resources. Joohi has provided effective senior technical services on environmental projects at airports, seaports, power generating facilities, industrial sites, and government sites. She excels at balancing client, regulatory, and community demands while maintaining a focus on challenging technical requirements.

Joohi has managed several on-call environmental contracts, provided technical support, and developed programs to support client- and site-specific needs. She has an intimate knowledge of environmental issues and brings value through her sound decision-making abilities.

Joohi has a clear understanding of applicable local, state, and federal regulatory requirements and stays up-to-date with revisions. She has managed projects that comply with local, state, and federal agency requirements. Joohi is committed to environmental engineering, compliance, and sustainability, and is a respected environmental consultant and technical expert.

Representative Project Experience

Burbank-Glendale-Pasadena Airport Authority, Hollywood Burbank Airport (BUR) Airport Carbon Accreditation (ACA) Level 2 Certification and Renewal, Burbank, CA (2024–present):

Joohi supports BUR with its annual Airport Carbon Accreditation renewals and California Energy Commission Benchmarking report in Energy Start Portfolio Manager (ESPM). Her team compiles and analyzes the data and prepares applications and reports.

The data includes annual waste data from American Reclamation, Inc. and Parkwood Landscape Maintenance, Inc.; propane, diesel, and gasoline fuel purchases for vehicles and other mobile sources; emergency generator run times and fire training supply purchases for stationary source fuel usage; compressed natural gas purchases; monthly electricity usage for each meter in the airport; and refrigerant use and recycling data.

Joohi and her team have prepared presentations for senior leadership with key findings from the ACA applications, and have led the quarterly Carbon Management Committee meetings.

Long Beach Airport (LGB), On-Call Environmental and Sustainability Program Support, Long Beach, CA (2019–present):

Joohi is the program manager for an on-call environmental and sustainability services contract for LGB. The contract scope of work covers environmental compliance, sustainability, grants, and planning. One of the projects Joohi and her team have worked on is the waste management program development and initiative implementation program.



Waste program elements include:

- Launching a food scrap collection program
- Tracking green waste, food scraps, food donation, municipal solid waste, cardboard and glass, California redemption value (CRV) recycling, and oil and grease for annual waste summaries
- Preparing materials/delivering training for concessionaires and facilitating food donation
- Designing, procuring, and deploying liquids collection units in security screening areas
- Evaluating the number and placement of airside and landside receptacles and updating signage
- Gathering ideas from airlines and concessionaires on how to improve waste collection and diversion

Los Angeles World Airports (LAWA), Sustainability Action Plan (SAP) Update, Los Angeles, CA

(2025–present): Joohi is a senior technical reviewer for the LAWA SAP update. The SAP update will encompass the sustainability data and efforts for Los Angeles International Airport (LAX) and Van Nuys Airport (VNY). LAWA has identified five focus areas: zero carbon built environment, zero carbon aviation, zero carbon ground transportation, zero wasted water, and zero waste. Joohi is part of the team for the zero waste focus area. The team is analyzing data to create a baseline and provide recommended goals and actions in accordance with LAWA's objectives. Joohi's team conducted a forecasting analysis to determine the amount of diversion the airport could achieve with the recommended actions and to provide a roadmap for each of LAWA's airports, including a breakdown for each department.

John Wayne Airport (SNA), On-Call Environmental Program Support, Orange County, CA (2008–

2023): Joohi served as the program manager for an on-call environmental services contract for SNA for 15 years. She delivered a wide range of projects that covered planning, design, and implementation of initiatives. One of her responsibilities was to develop and maintain the hazardous and non-hazardous waste management programs. Highlights of her accomplishments include:

- Launching an award-winning food waste collection program
- Procuring, deploying, and monitoring liquids collection stations in security screening areas
- Conducting a terminal waste characterization study that included a 24-hour waste sort
- Increasing waste diversion (10-fold for food waste)
- Preparing signage and training materials
- Conducting an evaluation of receptacles in terminal hold rooms
- Winning a CalRecycle grant for commercial refrigeration equipment, allowing hot food to be donated
- Developing a fats, oils, and grease program that reduced the number of sanitary sewer overflows
- Developing tracking tools and large venue report templates
- Authoring waste management plans for municipal waste and hazardous waste (two separate plans)

LAWA, Environmental Technical and Expert Consulting Services, Los Angeles, CA (2000–present):

Joohi manages all aspects of an on-call environmental services contract for LAWA at LAX, VNY, and Palmdale Site 9 (PMD). Joohi led the development of the 2011–2016 sustainability plans, which included the data collection effort, compilation of appendices, and launch of the sustainability website for LAWA. She also managed the hazardous waste and materials compliance, training, and reporting for LAX, VNY, and PMD, which include compliance with SB-14. Joohi is currently managing the development of green tenant guidance for VNY.

Los Angeles Metropolitan Transportation Authority (LACMTA), Environmental Engineering and Consulting Services, Los Angeles, CA (2021–present):

Joohi is a task lead for several LACMTA projects working as a subcontractor to Kleinfelder. She is currently a senior technical reviewer for LACMTA's Construction Waste Management team. Her responsibilities included reviewing regulations; developing tracking tools; looking for opportunities to improve waste management practices; developing a standard operating procedure (SOP) for construction waste management; developing SOP and designee training modules; and working with her team to set up, maintain, and retire EPA IDs.



Education

BA, Environmental Studies,
Loyola Marymount University,
Los Angeles

Registrations, Certifications, Licenses

Envision Sustainability
Professional (ENV SP)

Jordan Blair is a staff consultant at Polytechnique Environmental, Inc. (Polytechnique). She supports sustainability planning and compliance efforts for large-scale infrastructure and transportation projects. Jordan has experience with developing sustainability action plans, maintaining industry certifications such as Envision, and conducting environmental data analysis. She has a strong background in stakeholder engagement, research, and program development. Jordan is passionate about advancing sustainable practices that strengthen communities.

Representative Project Experience

Burbank-Glendale-Pasadena Airport Authority, Hollywood Burbank Airport (BUR) Airport Carbon Accreditation (ACA)

Level 2 Certification and Renewal, Burbank, CA (2025–present): Jordan supports BUR with its ACA certification and annual California Energy Commission Benchmarking report in Energy Start Portfolio Manager (ESPM). Jordan helps with preparing presentations for senior leadership with key findings from the ACA applications and attends quarterly Carbon Management Committee meetings. The committee consists of members from various BUR airport divisions who discuss the strategic direction of the airport's greenhouse gas emissions reduction.

Los Angeles World Airports (LAWA), Van Nuys Airport (VNY) Green Tenant Program, Los Angeles, CA (2025–present): Jordan currently supports LAWA with the development, refinement, and implementation of a VNY green tenant program that will encompass the sustainability data and efforts for VNY. She is on the team that reviews community engagement services, program evaluation, document and tool development, program refinement, and implementation support. She supports decarbonization efforts, compliance with Federal Aviation Administration Section 512, and the reduction of VNY's energy use, air emissions, and noise footprint.

LAWA, Sustainability Action Plan (SAP) Update, Los Angeles, CA (2025–present): Jordan currently supports LAWA with developing a SAP update that will encompass the sustainability data and efforts for Los Angeles International Airport and VNY. She is on the team that reviews, compiles, and analyzes the data across five different focus areas: zero carbon built environment, zero carbon aviation, zero carbon ground transportation, zero wasted water, and zero waste. As a member of the zero waste focus area team, Jordan analyzed the airport's data to create a baseline and provided recommended goals and actions in accordance with LAWA's objectives. Jordan conducted a forecasting analysis to determine the amount of diversion the airport could achieve with the recommended actions and to provide a roadmap for each of LAWA's airports, including a breakdown for each department. Jordan also supports stakeholder engagement by creating and organizing stakeholder groups and conducting research to inform decision-making. Her work directly supports the creation of actionable goals and roadmaps that align with LAWA's long-term sustainability objectives.



California High-Speed Rail (CHSR) Authority (Authority), Envision Platinum Certification Maintenance, Sacramento, CA (2025–present): Jordan supports the CHSR project by aiding with the development of draft and final submittals related to the maintenance and completion of the Authority’s Envision Platinum award. She conducts detailed reviews of previously submitted Envision credits and coversheets to identify misalignments with updated design directives and revised environmental commitments. Jordan performs gap analysis to quantify potential point losses, flag credits at risk, and support the development of revised sustainability narratives and documentation strategies to preserve Platinum-level achievement.

Cumming Management Group, Los Angeles County Metropolitan Transportation Authority (Metro), Sustainability Assessment (2025): Jordan worked on the cost-benefit analysis for an assessment of Metro's sustainability programs. She evaluated and compiled the costs and benefits for each sustainability project that Metro has completed for the last 7 years. Jordan helped calculate a benefit-cost ratio to demonstrate the effectiveness of the sustainability program.



Education

BA, Political Science, Minor in Management, University of California, Irvine

BA, Spanish Literature, University of California, Irvine

Registrations, Certifications, Licenses

Envision Sustainability Professional (ENV SP)

Birgit Haissig is Polytechnique Environmental, Inc.'s (Polytechnique's) technical editor and proposal manager with over 25 years of experience in editing and writing clear, concise text. Birgit is fluent in verbal and written German and has working knowledge of verbal and written Spanish. She also has exceptional communication, leadership, and management skills. Birgit has a demonstrated ability to manage workload across several departments to ensure that deliverables consistently meet client deadlines. Her technical editing and organizational skills focus on efficiency and accuracy. As a senior member of Polytechnique, Birgit has direct experience with editing and polishing written deliverables and understands clients' expectations. Internal projects she has worked on include:

- Company style guide – Birgit developed a comprehensive style guide for Polytechnique to ensure consistency in formats and style. She is responsible for updating the style guide as changes and additions become necessary.
- Company templates – Birgit has created various document templates to streamline the document creation and writing process. Templates include text documents, tables, and figures. She continues to develop new templates as different types of documents are written.
- Document scheduling tool – Birgit assisted in the creation of a document scheduling tool to ensure that deliverables are edited before the client deadline. She coordinates with other Polytechnique staff on the deliverable process.
- Deliverable quality review (DQR) checklists – As the proposal manager, Birgit assisted in the development of DQR checklists for text, figures, and tables. These checklists assure that documents reflect client requirements; show an effective approach to the client's request; and present the information concisely, accurately, and with consistency.
- Marketing materials and proposals – Birgit is involved in proposal oversight, the proposal writing process, and the creation of marketing materials. She also performs a final edit of materials and proposals to ensure that prospective clients receive a polished, professional written product.
- Employee training – Birgit is responsible for training new employees on the use of the company style guide and related documents to maintain consistency within the company.

Representative Project Experience

Various Environmental Services Contracts: Birgit has been responsible for the technical editing of Polytechnique deliverables for various environmental services contracts. She has reviewed documents for grammatical and technical errors, content flow, argument strengths, client standards, and general formatting. These contracts include:



- Los Angeles County Metropolitan Transportation Authority (LACMTA), Environmental Services and Construction Support, Capital Projects, Los Angeles, CA (2023–present)
- Long Beach Airport, On-Call Environmental Services, Long Beach, CA (2019–present)
- Los Angeles World Airports Airport, Environmental Technical and Expert Consulting, Los Angeles, CA (2018–present)
- John Wayne Airport, On-Call Environmental Program Support, Santa Ana, CA (2018–2023)

Caltrans District 7 North, Emma Woods Beach Bridge Asbestos and Lead Survey, Ventura County (2023): Birgit supported this project consisting of an asbestos and lead survey in preparation of the demolition of the Emma Woods Beach Bridge on State Route 1 in Ventura County, and completion of the survey report. The survey was performed in two phases: the first phase was completed and included the upper deck of the bridge, and the second phase was pending access and included the underside of the bridge. Birgit provided technical editing support for the survey reports being generated for this project.

Orange County Transportation Authority (OCTA), Grant Writing and Application Services, Orange, CA (2022–2024): Birgit completed quality control of OCTA grant applications for various state and federal grant programs. She ensured that the application text met the grant requirements, and edited the applications for clarity, strength of argument, and correct grammar before submission to OCTA for review. She also reviewed and compiled data, supported application production, prepared tables and charts, and created templates. Birgit supported OCTA applications for the following programs:

- Transit and Intercity Rail Capital Program (two projects)
- Solutions for Congested Corridors Program (two projects)
- Trade Corridor Enhancement Program (one project)
- Local Partnership Program (two projects)
- Active Transportation Program (one project)
- Sustainable Communities Program (one project)
- Surface Transportation Block Grant/Congestion Mitigation and Air Quality Improvement Programs (14 projects)
- Low and No Emissions and Bus and Bus Facilities Grant (one project)
- Strengthening Mobility and Revolutionizing Transportation (one project)
- Multimodal Project Discretionary Grant (one project)
- Transit Security Grant Program (two projects)
- Caltrans Planning Grant (one project)



Education

BS, Finance, Point Loma
Nazarene University, San Diego

BS, Civil Engineering
(anticipated May 2026),
Sacramento State University,
Sacramento

Registrations, Certifications, Licenses

QuickBooks ProAdvisor

Microsoft Office

Casey Kinaan is a project administrator and bookkeeper with experience in supporting project managers with project schedule and budget tracking, subcontractor management, and accounting. Casey is serving in this role for all Polytechnique projects and has successfully supported the administration of invoice packages and subcontractor utilization reports for over 30 projects. She understands the unique administrative requirements of various municipal contracts.

Casey has the following certifications that are relevant to her role:

- QuickBooks ProAdvisor
- B2GNow trained
- Microsoft Office certified

Casey has a strong academic background and has demonstrated confidence, leadership, and teamwork skills in her role. As a project administrator, Casey has successfully provided the following support for Polytechnique projects:

- Developing tracking spreadsheets to monitor project status
- Creating forms, templates, and spreadsheets for project management
- Developing tracking tools for contract compliance, including insurance, rates, and agreements
- Issuing weekly and monthly status updates for ongoing projects
- Coordinating project activities provided by contractors and vendors
- Preparing financial projections for year-end summaries
- Participating in project meetings and conference calls

Representative Project Experience

Los Angeles County Metropolitan Transportation Authority, Link US AUR Waste Handling Support, Tracking of Sampling Activity, Los Angeles, CA (2023–present): Casey works with the Polytechnique project team weekly to track sampling activity. Casey prepares a weekly timesheet indicating if there was sampling or not on the LCPtracker™ platform, exports the timesheet from LCPtracker™, and uploads it to the State of California Department of Industrial Relations website. This procedure ensures that Polytechnique stays in compliance with state labor regulations.

Long Beach Airport (LGB), Sustainability Action Plan (SAP) Data Compilation and Presentation, Long Beach, CA (2024–present): Casey worked with the Polytechnique project team to collect, compile, and analyze LGB's air quality, energy, water, and waste data for the 2023 SAP. She then created a presentation, noted all the trends, and presented it to the client and the Greenhouse Gas Committee. Casey also continually records LGB's waste data in Energy Star Portfolio Manager.



Hollywood Burbank Airport, Data Analysis/Review, Burbank, CA (2024–present): Casey worked with the Polytechnique project team to collect, compile, and analyze BUR’s energy and water data for the Airport Carbon Accreditation project. She provided quality checks for data that was compiled for the application. Casey also continually records BUR’s waste data in Energy Star Portfolio Manager.

Los Angeles World Airports Airport (LAWA), Environmental Technical and Expert Consulting Services, Invoice Tracker Development, Los Angeles, CA (2022): Casey developed a comprehensive project tracking spreadsheet for invoices and subcontractor payments. This spreadsheet is needed to log payments, tabulate outstanding receipts, and pay subcontractors on time. This tool is used for monthly diversity reporting in B2GNow.

Polytechnique Environmental, Inc., Profitability Analysis, Bellflower, CA (2023): Casey developed a business analytics tool for Polytechnique that is used to calculate profitability for staff, projects, and contracts. This tool supports decision-making for current workload and new opportunities.



Education

BA, English, California State University of Fullerton

Minors in Business

Administration and Public Administration, California State University of Fullerton

Registrations,

Certifications, Licenses

First Aid, Cardiopulmonary Resuscitation/Automated External Defibrillator

Vanessa Pantoja is an executive assistant at Polytechnique Environmental, Inc. She supports human resources, payroll, and other administrative tasks where she applies her active listening, critical thinking, and teamwork skills. Vanessa also supports office management including ordering supplies for projects and coordinating the rental of equipment for field projects.

Representative Project Experience

Los Angeles County Metropolitan Transportation Authority, Project Assistance, Los Angeles, CA (2025–present): Vanessa schedules meetings and facilitates project reviews for the Los Angeles County Metropolitan Transportation Authority. She supports the invoicing process, sets up project numbers, and reviews time sheets. She helps project teams prepare for fieldwork by conducting inventories for sample bottles and coordinating field equipment.

Los Angeles County Metropolitan Transportation Authority, Construction Waste Tracking, Los Angeles County, CA (2025): Vanessa supported the Los Angeles County Metropolitan Transportation Authority’s construction waste tracking. She maintained the virtual filing and physical mailing of manifests to be sent to the Department of Toxic Substances Control. Vanessa also maintained physical records by organizing and filing final manifest copies for storage.

Los Angeles County Metropolitan Transportation Authority, Labor Compliance for Bench Contract, Los Angeles County, CA (2025–present): Vanessa assists in tracking sampling and prevailing wage information for Los Angeles County Metropolitan Transportation Authority projects and implements the required categorizations to the payroll every 2 weeks.

General Proposal Support and Subcontractor Management, (2025–present): Vanessa supports proposals for various clients. She assists in the preparation and review of required forms, compilation and verification of labor rates, and coordination with subcontractors to ensure accurate and complete submissions.

Long Beach Airport, Project Assistance, Long Beach, CA (2025–present): Vanessa schedules client and subcontractor meetings and facilitates project reviews for Long Beach Airport. She sets up project numbers and reviews time sheets.

Los Angeles World Airports, Los Angeles International Airport, Project Assistance, Los Angeles, California (2022): As an intern, Vanessa performed daily filing and organizing of historical personnel documents including sorting, labeling, and archiving, which eliminated a multi-year backlog. She ensured safe handling of confidential and sensitive employee files and records, prepared confidential correspondence to employees for secure distribution, reconciled COVID-19/Family and Medical Leave Act paperwork with active personnel files and compiled lists of discrepancies for review, and participated in team meetings.



Education

MS, Environmental Data Science, University of Southern California

BS, Environmental Science and Management, University of California, Davis

Minor in Economics, University of California, Davis

Registrations, Certifications, Licenses

Envision Sustainability Professional (ENV SP)

Leadership in Energy and Environmental Design® (LEED®) Green Associate™

Thulashi Raveendran is a staff consultant at Polytechnique Environmental, Inc. (Polytechnique). She supports grant applications and environmental data analysis for sustainability projects. Thulashi has a clear understanding of state, federal, and local transportation grant programs and stays up-to-date with funding program availabilities. She excels in data analysis and research. Thulashi is passionate about improving environmental conditions for future generations.

Representative Project Experience

Burbank-Glendale-Pasadena Airport Authority, Hollywood Burbank Airport (BUR) Airport Carbon Accreditation (ACA)

Level 2 Certification and Renewal, Burbank, CA (2024–present):

Thulashi currently supports BUR with its ACA certification and annual California Energy Commission Benchmarking report in Energy Start Portfolio Manager (ESPM). She compiles and analyzes the energy data required and prepares the report for submittal. Thulashi also performs quality review of manual data collection for the following data:

- Propane, diesel, and gasoline fuel purchases for vehicles and other mobile sources
- Emergency generator run times and fire training supply purchases for stationary source fuel usage
- Compressed natural gas purchases
- Annual waste data from American Reclamation, Inc. and Parkwood Landscape Maintenance, Inc.
- Monthly electricity usage for each meter at the airport
- Refrigerant use and recycling data

Thulashi prepares presentations for senior leadership with key findings from the ACA applications and leads the quarterly Carbon Management Committee meetings. The committee consists of members from various BUR airport divisions who discuss the strategic direction of the airport's greenhouse gas emissions reduction.

Long Beach Airport (LGB), On-Call Environmental Services, Long Beach, CA (2024–present):

Thulashi is the lead environmental scientist for an on-call environmental services contract that covers compliance, engineering, sustainability, and site management tasks.

Thulashi supports various environmental and sustainability initiatives. She has worked on the following waste management projects at LGB:

- Preparing and delivering quarterly waste diversion training for LGB concessions and employees
- Collecting and compiling waste data for organics (green waste and food scraps), municipal solid waste, and recyclables
- Conducting trend analysis for data covering 2016 to 2024
- Preparing a sustainability action plan (SAP) that covers waste management as a key focus area

Los Angeles World Airports (LAWA), SAP Update, Los Angeles, CA (2025–present):

Thulashi currently supports LAWA with



developing an updated SAP that will encompass the sustainability data and efforts for Los Angeles International Airport (LAX) and Van Nuys Airport (VNY). She is on the team that reviews, compiles, and analyzes the data across five different focus areas: zero carbon built environment, zero carbon aviation, zero carbon ground transportation, zero wasted water, and zero waste. As the lead of the zero waste focus area team, Thulashi analyzed the airport's data to create a baseline and provide recommended goals and actions in accordance with LAWA's objectives. She also conducted a forecasting analysis to determine the amount of diversion the airport could achieve with the recommended actions and to provide a roadmap for each of LAWA's airports. Thulashi researched sustainability initiatives at peer airports for comparison and California regulations to confirm airport compliance, as well as created a tracking spreadsheet for LAWA's use. The research and analysis will be incorporated into the overall SAP.

Los Angeles World Airports (LAWA), Spill Prevention, Control, and Countermeasure (SPCC) Plans, Los Angeles, CA (2025): Thulashi supported LAWA in updating its SPCC plans for LAX, VNY, and Palmdale Airport. She conducted a site visit of LAX and inspected the aboveground storage tanks, worked on figures and tables for the plan, and revised portions of the plan with the most up-to-date information.

LAWA, LAX, Water Safety Plan (WSP) Update, Los Angeles, California (2024–2025): Thulashi supported LAWA's 2017 LAX WSP update. She managed the project schedule, created meeting materials, assisted with overall project management, and conducted a site visit of LAX's facilities to confirm accuracy of information in the WSP. Thulashi also revised portions of the WSP with the most up-to-date information and reviewed the figures and tables such as the potential water safety incidents risk table.

Department of State Hospitals (DSH), Compliance Support, Norwalk, CA (2023–2024): Thulashi provided waste management and compliance services to DSH including reviewing hazardous waste manifests, preparing tracking spreadsheets, reviewing records in the Department of Toxic Substances Control Hazardous Waste Tracking System, and supporting electronic verification questionnaire (eVQ) submittals.

Cumming Management Group, Los Angeles County Metropolitan Transportation Authority (Metro), Sustainability Assessment (2025): Thulashi worked on the benefit-cost analysis (BCA) for an assessment of Metro's sustainability programs. She evaluated and compiled the costs and benefits for each sustainability project that Metro has completed for the last 7 years. She calculated a benefit-cost ratio to demonstrate the effectiveness of the sustainability program and authored the cost-benefit section of the sustainability assessment report.

Orange County Transportation Authority (OCTA), Grant Writing and Application Services, Orange County, CA (2024): Thulashi supported grant applications for various OCTA transportation infrastructure projects. Tasks included monitoring grant release dates, summarizing grants for review and decision making, writing/revising application narratives, and providing grant administration summary sheets for awarded projects. Thulashi worked on over 30 grant applications for OCTA. She also created BCA templates using Cal-B/C and the United States Department of Transportation tool. She prepared a BCA for a coastal railroad resiliency project to support federal and state grant applications.

Thulashi is part of the project team that worked on the following grant applications for OCTA: Transit and Intercity Rail Capital Program (two projects), Solutions for Congested Corridors Program (two projects); Trade Corridor Enhancement Program (one project), Local Partnership Program (two projects), Active Transportation Program (one project), Sustainable Communities Program (one project), Surface Transportation Block Grant/Congestion Mitigation and Air Quality Improvement Programs (14 projects), Low and No Emissions and Bus and Bus Facilities Grant (one project), Strengthening Mobility and Revolutionizing Transportation (one project), Multimodal Project Discretionary Grant (one project), Transit Security Grant Program (two projects), and Caltrans Planning Grant (one project).



MORGAN TURNER, TRUE ADVISOR
PRINCIPAL
SUBJECT MATTER EXPERT – AIRPORT WASTE

Ms. Turner is a recognized airport waste expert and a proven leader in airport waste planning. She is the owner and principal of a consultancy dedicated to providing actionable solutions to tackle airports' unique waste challenges. She has leveraged her technical expertise in waste management strategies, and past experience as an airport engineer and planner, to assist over 40 US airports in evaluating and improving their waste programs. Morgan is committed to identifying strategies to move materials up the waste management hierarchy and is passionate about creating a legacy of sustainable waste management within the airport industry. She has authored industry research and leads an airport waste working group for sharing best practices.

INDUSTRY LEADERSHIP + RESEARCH

- Waste Management Working Group Co-Chair, Airport Council International – North America
- TRUE (Total Resource Use and Efficiency) Zero Waste Advisor
- Principal Investigator, Airports Cooperative Research Program (ACRP) *Synthesis 92: Airport Waste Management and Recycling Practices*
- Moderator/Presenter, American Association of Airport Executives/ Chicago Department of Aviation Airports Going Green Conference (2022, 2023, 2025)

EDUCATION

- MS Environmental Science and Policy, University of Wisconsin – Green Bay
- BS Civil Engineering, Michigan Technological University

PROJECT EXPERIENCE

***Oakland International Airport
Waste Management Plan (2025)
Waste Diversion Plan (in-progress)***
Oakland, CA

Morgan is documented and assessed OAK's existing waste program and is developing a roadmap of recommended strategies to ensure regulatory compliance, increase diversion, and reduce generation at OAK. She is incorporating stakeholder perspectives, generation data, and industry best practices into each plan.

***Los Angeles International Airport (LAX)
Waste Consulting Services (2023)***
Los Angeles, CA

Morgan reviewed LAX's Zero Waste Plan and developed a waste management plan that describes how the organization and its partners manage materials sustainably to achieve zero waste goals, documents existing waste management procedures, and identifies improvements to current practices. The plan is a resource and reference for future education, training, pilot programs, and practices.

***Austin-Bergstrom International Airport (AUS)
Concessionaire Waste Policy and Requirements (2019)
Waste Management Plan (in-progress)***
Austin, TX

Morgan supported AUS' efforts to align concessionaire practices with the City of Austin's Universal Recycling Ordinance and its own sustainability efforts. Morgan led the development of a concessionaire waste policy, including visual tools and resources for tenant training and communication.

Morgan is evaluating the waste program at AUS, analyzing waste stream composition data, and documenting current practices and performance for use in designing future program improvements. She is developing a plan to increase diversion and reduce generation at AUS to meet the City of Austin Department of Aviation's goals and targets.

MORGAN TURNER, TRUE ADVISOR - continued**PRINCIPAL****SUBJECT MATTER EXPERT – AIRPORT WASTE*****San Francisco International Airport (SFO)******Zero Waste Planning (in-progress)*****San Francisco, CA**

Morgan is providing subject matter expert guidance to waste planning tasks at SFO, including conducting a peer review of international and domestic airports' waste diversion programs and performance; supporting analysis of opportunities for standardized airport-procured single-use, fiber-based disposable food ware; developing a strategy for deplaned waste; and developing a strategy to operationalize reusable food ware.

Hartsfield-Jackson Atlanta International Airport (ATL)***Waste Diversion Program Review (2025)*****Atlanta, GA**

Morgan provided subject matter expertise and technical leadership on a review of ATL's waste diversion program within the Central Passenger Terminal Complex and outlying support facilities, including leading a site visit and stakeholder interviews and inventory of existing practices and infrastructure. This project will inform future waste diversion planning at ATL.

Pittsburgh International Airport (PIT)***Waste Management Consulting Services (2024)******Waste Management Plan and Waste Minimization and Waste Diversion Plan (2024)******Waste Collection Request for Bids (2025)******Waste Stream Composition Study (2025)*****Pittsburgh, PA**

Morgan evaluated PIT's waste program to identify opportunities for improvement, assessed the new terminal design to provide feedback on elements that will influence waste management once the facility opens, and recommended concession practices to support increasing participation and conversion to compostable service ware. She evaluated PIT's waste program and documented current practices for use in designing future program improvements. She identified strategies and developed a plan to increase diversion and reduce generation at PIT to meet the Allegheny County Airport Authority's goals and targets. She also reviewed and revised an RFB for the airport's waste collection services to ensure it includes provisions that will support waste diversion and reduction. She also led a waste stream composition study (waste sort) to identify opportunities for improvement and expansion of the Waste Diversion Plan.

Denver International Airport (DEN)***Solid Waste Action Plan (2024)*****Denver, CO**

Morgan evaluated DEN's waste program and recent waste stream composition study to identify opportunities for increased diversion, and developed a Waste Diversion Roadmap to guide near-term actions to achieve 40% diversion by 2026.

Jennifer Tabanico, President



Role: Behavioral Scientist, Environmental Behavior Change Expertise

Years of Experience: 25

Qualifications

Jennifer is recognized internationally as an expert in applying behavioral science and community-based social marketing to foster a wide range of environmental behavior changes, including those impacting waste, water, air quality, biodiversity, and energy. For over twenty years, she has worked with federal, state, and local government agencies, private companies, and community organizations across the globe. Jennifer is skilled at translating insights from the behavioral sciences so that they are accessible to practitioners who are working to create effective behavior change initiatives. Her work has been published in peer-reviewed journals, including the *Journal of Environmental Psychology*, *Social Influence*, *Criminology*, and *Social Marketing Quarterly*. She has also contributed chapters to books on producer responsibility, hazardous waste management, and social marketing. She is co-author of the 4th edition of *Fostering Sustainable Behavior: An Introduction to Community-Based Social Marketing* (published in December 2024). Since 2016, Jennifer has served as an instructor for the Behavior Change and Sustainability and the Sustainable Business Practices Certificate Programs at the University of California San Diego (UCSD) Extended Studies.

Education

- M.A. in Experimental Psychology, California State University San Marcos
- B.A. in Psychology, Minor in Criminology, California State University San Marcos

Selected Relevant Experience (last 5 years)

- **Denver Department of Public Health & Environment, Food Waste Recovery Program (2022 – Present):** Consulting on audience research, creative materials, and evaluation of community-based efforts to reduce food waste generation in residential and commercial sectors.
- **Swarthmore College, Campuswide Recycling Initiatives (2023 - Present):** Developed outreach to increase recycling and reduce contamination of waste bins in campus residence halls. Advising on the development of new campuswide signage to improve sorting accuracy and reduce waste.
- **Stanford University, Zero Waste Building System Transition (2022 – 2023):** Integrated audience and behavioral science insights into messaging and creative materials related to the campuswide Zero Waste Building Transition.
- **CalRecycle, Statewide Recycling Research (2020 – 2021):** Oversaw statewide research to increase the quality of materials recycled by residents throughout California, including a statewide mail survey of a random sample of 1,558 residents. Provided 9 hours of web-based training sessions and follow-up consultation calls for CalRecycle staff. The training covered the basic concepts of community-based social marketing, behavioral science, and practical application.
- **City of Palmdale, CA (2021 – 2022):** Developed a behavior change program to encourage mattress recycling and decrease illegal dumping. Work included identifying behaviors, barriers, and benefits through developing a multi-mode survey using household canvassing and online methods.

- **Whatcom County, WA (2022 - 2024):** Oversaw the development of a behavior change campaign to address the improper disposal of household hazardous waste (HHW). The work has included developing and administering an online survey to assess current behaviors, barriers, and benefits concerning the storage, use, and disposal of HHW.
- **Salinas Valley Solid Waste Authority, CA: (2021 – 2022):** Oversaw the development of a behavior change campaign to address residential food scrap collection. The work included a residential mail survey to assess knowledge, behavior, values, and motivation concerning participation in the region’s new curbside food scraps collection program.
- **City of Nanaimo, British Columbia, Curbside Recycling Program: (2021):** Reviewed existing outreach and developed written recommendations to address curbside recycling behavior, particularly contamination.
- **City of Palmdale, Mattress Recycling and Illegal Dumping Reduction Campaign (2021 – 2022):** Developed a behavior change program to encourage mattress recycling and decrease illegal dumping by residents living in multifamily communities.

Selected Relevant Publications

Books

- McKenzie-Mohr, D. & **Tabanico, J.** (2025). *Fostering Sustainable Behavior: An Introduction to Community-Based Social Marketing* (4th ed).

Book Chapters

- **Tabanico, J.** (2025). Designing behavior change programs to reduce waste. In A. Cabaniss (Ed.), *Producer Responsibility in Practice A Guide for Decision Makers*. Lanham, MD: Bloomsbury
- **Tabanico, J.** & Schultz, P.W. (2018). Designing outreach programs that change behavior. In A. Cabaniss (Ed.), *Handbook on Household Hazardous Waste, 2nd*. Lanham, MD: Rowan & Littlefield.
- **Tabanico, J.**, Schmitt, J., & Schultz, P.W. (2015). Driving Change: The Role of Theory in Social Marketing. In D. Stewart (Ed.) *Handbook of Persuasion and Social Marketing*.

Peer-Reviewed Journals

- Bator, R.J., Phelps, K., **Tabanico, J.**, Schultz, P.W., & Walton, M.L. (2019). When it is not about the money: Social comparison and energy conservation among residents who do not pay for electricity. *Energy Research & Social Science*, <https://doi.org/10.1016/j.erss.2019.05.008>
- Schultz, P.W., Bator, R., **Tabanico, J.**, Bruni, C., & Large, L.B. (2013). **Littering** in context: Personal and environmental predictors of littering behavior. *Environment and Behavior*, 45, 35 – 59.
- Bator, R., Tabanico, J., Walton, M., & Schultz, P.W. (2013). Promoting energy conservation with implied norms and explicit messages. *Social Influence*, 9, 69-82.
- Schultz, P. W., **Tabanico, J.**, & Rendón, T. (2008). Normative beliefs as agents of influence: Basic processes and real-world applications. In R. Prislin & W. Crano (Eds.), *Attitudes and attitude change* (pp. 385-409). New York: Psychology Press
- **Tabanico, J.**, & Schultz, P.W. (2007). Community-based social marketing: A toolkit for environmental professionals. *Biocycle*, August 2007, 41 – 44.
- Schultz, P. W., & **Tabanico, J.** (2007). Self, identity, and the natural environment: Exploring implicit connections with nature. *Journal of Applied Social Psychology*, 37, 1219 - 1247.
- Schultz, P. W., Shriver, C., **Tabanico, J.**, & Khazian, A. (2004). Implicit connections with nature. *Journal of Environmental Psychology*, 24, 31 – 42.

Joey Schmitt, Director



Role: Project direction, staff oversight, deliverable review

Years of Experience: 15

Qualifications

Joey has extensive experience managing and directing projects for multi-jurisdictional public agencies, non-profits, and private businesses. He has directed CBSM projects on stormwater, recycling, composting, energy conservation, water conservation, and transportation. His background is in applied social psychology and he has expertise in designing field experiments in a research environment. He has worked in both professional and academic positions where he has conducted field research in the areas of environmental attitudes, community outreach, and behavior change. His most recent publications appear in the Journal *Energy* and *the Handbook of Persuasion and Social Marketing*.

Education

- M.A. in Experimental Psychology, California State University, San Marcos
- B.A. in Psychology, Illinois Wesleyan University

Selected Relevant Experience

- **County of San Diego, Watershed Protection (2013 – Present):** Project lead for design, development, implementation, evaluation, and oversight of residential, commercial, and school programs aimed at stormwater pollution prevention.
- **County of Orange, H₂O_C Program (2017 – Present):** Project lead, key project phases include researching barriers and benefits, developing behavior change strategies, a social media strategy to increase public awareness of stormwater issues, and refreshing brand identity.
- **Various Engineering Firms, Think Blue San Diego (2018 – Present):** Led efforts to update programmatic materials to reflect new brand identity. Developed outreach and training materials for various audiences.
- **City of Sunnyvale – Reusable food ware adoption; sub to SCS Engineers (2025).** Provided behavioral insights and research direction for focus groups and intercept surveys. Gave advice on survey questionnaires and focus group guide documents.
- **Greystar – Multifamily smart thermostat usage (2025).** Provided coaching to Greystar staff on CBSM process. Initial steps involved review of behavior selection and barrier/benefit focus group and survey instruments.
- **PepsiCo – Expansion of Keep America Beautiful’s Recycling @ Work Program (2015 – 2016):** Developed an experiment to test the efficacy of a previously successful workplace recycling program at a new location; Conducted waste audits and analyzed data.
- **Zero Waste Palo Alto – Residential Curbside Organics Collection (2015):** Developed and conducted a mail survey of residents on barriers and benefits to food waste collection and food waste reduction; achieved a 50% positive response rate; analyzed data; reported results.
- **Keep America Beautiful – Recycling @Work (2013 – 2015):** Developed a program to increase recycling rates in workplace settings; Conducted an employee survey and waste audits in 34 office building suites across 4 major cities. Analyzed data and assisted with the final report.

Publications

Book Chapters

- Tabanico, J. J., **Schmitt, J.**, & Schultz, P. W. (2015). Driving change: The role of theory in social marketing. In D. W. Stewart (Ed.), *The Handbook of Persuasion and Social Marketing, Volume 2* (pp. 119–154). Santa Barbara: Praeger.

Peer-Reviewed Journals

- Schultz, P. W., Estrada, M., **Schmitt, J.**, Sokoloski, R., & Silva-Send, N. (2015). Using in-home displays to provide smart meter feedback about household electricity consumption: A randomized control trial comparing kilowatts, cost, and social norms. *Energy*, 90,351-358.<http://dx.doi.org/10.1016/j.energy.2015.06.130>.
- **Schmitt, J.** (2014). Normative social influence and the moderating role of group identification: A field experiment on household electricity consumption. Master's thesis, California State University San Marcos.



Carly Shannon

LEED AP BD+C, ENV SP, TRUE ADVISOR



In 2021, Carly launched Linx Strategies, a strategic advising firm focused on advancing sustainability and climate resilience in the aviation sector. Prior to this, Carly spent over a decade at an AEC firm during which she grew their sustainability and resilience services into a national, industry-leading practice. Carly has led the development of sustainability management and master plans, helping to secure funding and financing for these and related projects; prepared emissions inventories and carbon reduction strategies, working with airports to enter and advance within the Airport Carbon Accreditation (ACA) program; and conducted resource-specific assessments and plans including those focused on renewable energy and materials management. She is a skilled facilitator and leads frequent and tailored engagement events, which support her work with a range of sustainability rating systems including LEED and Envision. Carly was the Envision Administrator for the first five Envision-verified airfield projects and has since supported a range of airports seeking Envision.

Total Experience

15 years

Education

Master's, Urban and Regional Planning, Sustainability Concentration

B.S., Environmental Geoscience

Certifications

LEED AP BD+C

Envision Sustainability Professional

TRUE Advisor

Tailored GRI G4 Certified Sustainability Reporting Course, 2015

GRI G4 Exam, 2016

Organizations

ACI-NA Environmental Affairs Committee
Steering Group Member

ACI-NA ESG Task Group Member

AAAE Environmental Services & Sustainability Committee Member

Airport Fleet Decarbonization Transnational Working Group Member

Past Co-Chair of TRB's Aviation Climate Change & Sustainability Sub-Committee

Experience Overview

- ◆ 15 years in aviation sustainability and resilience program development and implementation at large-hub to GA airports
- ◆ Experience leading diverse teams on on-call environmental, sustainability, and planning contracts
- ◆ Deep understanding of airport regulations, funding programs, planning and design standards, and governance structures
- ◆ Expertise in energy tax credits, providing advisory services to airports leveraging the direct pay opportunity available to tax-exempt entities
- ◆ National leader in sustainable airport development, strategy formulation, and reporting, serving as one of three consultants on ACI-NA's Environmental, Social, and Governance (ESG) Task Group that established recommended and optional disclosures for North American airports
- ◆ Extensive experience with relevant reporting and rating systems including the Global Reporting Initiative (GRI), ACA, Envision, LEED, and TRUE
- ◆ Uniquely skilled at airport risk and vulnerability assessments, resilience planning, and implementation of associated strategies

Example Projects

- ◆ Project Manager (PM) for Hartsfield-Jackson Atlanta International Airport's inaugural Environmental, Social, Governance, + Prosperity (ESG+P) Report and entrance into the ACA Program. Carly has continued to support ATL with its ACA renewal, subsequent ESG+P Reports, and grant applications.
- ◆ PM for Salt Lake City International Airport's inaugural ESG Report and Carbon Reduction/ Stakeholder Engagement Plan for the Airport's advancement to Level 3 of the ACA Program. Carly also supported SLC's Sustainability Management Plan preparation and subsequent ESG reports.
- ◆ Envision Administrator/Sustainability Coordinator for the first five Envision-awarded airfield projects at various airports including the Detroit Metropolitan Wayne County Airport Envision Gold Runway 3L/21R and Associated Taxiways Reconstruction. Carly has supported a number of other Envision pursuits and co-led an aviation initiative with ISI to better facilitate airport use of the framework's sustainability criteria.

*Carly Shannon, LEED AP BD+C, ENV SP, TRUE Advisor
Linx Strategies LLC, LinxStrat.com*

Specific Project Details & References

Salt Lake City International Airport Sustainability, ESG, & Carbon Reduction Services (2013 –) Reference: Kevin Staples, kevin.staples@slcgov.com	Years after working on the Airport's Sustainability Management Plan, Carly was engaged by SLC to prepare a Carbon Management & Stakeholder Engagement Plan. Following this task, Carly and her team were engaged to evaluate key performance indicators based on industry standards and emerging topics. Carly subsequently led the development of the Airport's first-ever ESG Report. In 2022, Carly was part of a team selected for the Airport's on-call sustainability contract, under which she has supported multiple tasks.
City of Philadelphia Department of Aviation On-Call Sustainability & Various Other Contracts (2015 –) Reference: Api Appulingam, api.appulingam@phl.org	Carly has worked continuously for the DOA on sustainability tasks since 2015, leading sustainability reporting and strategy development, funding pursuits, stakeholder engagement and outreach, waste management planning, and other efforts. She has also advised on project and technology alternatives, provided ACA and emissions inventory support, and was contracted to help manage the DOA's sustainability program following a staff departure. Carly continues to support the DOA since launching Linx Strategies, providing advisory services related to funding and financing, renewables, ACA, sustainable design and construction, rating system administration, and low-carbon technology reviews/implementation.
Hartsfield-Jackson Atlanta International Airport ESG Reporting, ACA, Funding, & Other Support (2021 –) Reference: Quinta Warren, Quinta.Warren@atl.com	Carly PM'ed the Airport's inaugural ESG Report, for which she facilitated significant stakeholder engagement including 20 individual interviews. In order to recognize and monitor the Airport's significant impact on the regional economy, the Report was expanded to include a fourth pillar of Prosperity. Carly also led the Airport in entering the ACA Program at Level 1, guiding the emissions inventory and developing their carbon footprint report. Carly subsequently assisted the Airport in renewing its ACA accreditation; releasing its second and third ESG+P Reports (and is now working on the fourth); pursuing grant funding through the Airports Climate Challenge, FAST-SAF Program, and FY23 Supplemental; and more.
Indianapolis Airport Authority (IAA) On-Call Sustainability (2017 –) Reference: Todd Cavender, TCavender@ind.com	Carly has worked with the IAA since 2017 via on-call sustainability and project-specific contracts. During this time, she has developed an award-winning sustainability toolkit for use across their airport system; advised staff on relevant and appropriate rating/reporting systems; supported certifications under Envision, LEED, and Parksmart; supported policy development; and led grant applications including those for the Zero Emissions Vehicle and Infrastructure (ZEV) and Voluntary Airport Low Emissions (VALE) programs as well as the DOT's INFRA opportunity, the FAA's Airport Climate Challenge (for which IND received the largest grant at \$22.5 million), the FAA's FY23 Supplemental Program, and the Bipartisan Infrastructure Law's Airports Terminal Program (ATP). She has also advised the IAA on innovative financing routes (such as the Inflation Reduction Act's direct pay option) and emerging technologies and energy procurement methods like Energy as a Service.
San Diego International Airport On-call Environmental Services & ESG Support (2011 –) Reference: Paula Morreale, PMorreale@san.org	While at her prior company, Carly was selected as the on-call environmental consultant for the Airport Authority following years of working with SAN. As program manager, Carly led her team in over a dozen tasks, including environmental-related data collection and analysis, feasibility analyses, emerging issues research, industry best practices review, programmatic design, and policy recommendations. She has since supported other tasks while at Linx Strategies.

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Marisa Denker	13. ROLE IN THIS CONTRACT Engagement Design & Delivery	14. YEARS EXPERIENCE	
		a. TOTAL 9	b. WITH CURRENT FIRM 8

15. FIRM NAME AND LOCATION *(City and State)*

Connect the Dots, Philadelphia PA

16. EDUCATION *(Degree and Specialization)*

MA / 2015 / Design Practice (via Fulbright scholarship) – Technological University Dublin, Dublin, Ireland

BA / 2014 / Urban Studies & English – University of Pennsylvania, Philadelphia, PA

17. CURRENT PROFESSIONAL REGISTRATION *(State and Discipline)*

18. OTHER PROFESSIONAL QUALIFICATIONS *(Publications, Organizations, Training, Awards, etc.)*

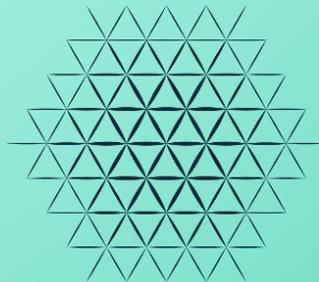
As Founder and Director of Connect the Dots, Marisa is an expert in stakeholder and community engagement with 9 years of experience, having established Connect the Dots as a WBE/DBE firm specializing in the strategic design and delivery of stakeholder/community engagement, management and facilitation with notable clients that include SEPTA, Center City District, City of Philadelphia, Comcast NBC Universal, among many others. She currently leads a versatile team with diverse expertise in Urban Planning, Community Organizing, Graphic Design, Communications, and Mediation. Marisa is also a Fulbright scholar, and was recently published on Meeting of the Minds for their approach to insight-gathering and insight-driven decision making for cities. She was selected for an award from the Knight Foundation for her civic engagement work and currently teaches a course on Participatory Cities at University of Pennsylvania. Her wide experience working on public, private, and community sector projects in Ireland adds a global perspective to Connect the Dots' local knowledge and impact.

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION <i>(If applicable)</i>
a.	Trolley Modernization Southeastern Pennsylvania Transit Authority (SEPTA) - Philadelphia, PA	2024-2025	
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
	<ul style="list-style-type: none"> CtD's and AECOM are supporting SEPTA in the development of a comprehensive Public Engagement Framework for the Trolley Modernization Program. The Framework will guide public engagement for the entire program including all trolley routes, the Heavy Maintenance Facility, and other projects. The Framework will include the overall strategy for public engagement, details on priority audiences, recommended tactics per phase and audience, and tactic best practices among other details. The Framework is intended as a practical guiding document to support effective implementation within SEPTA's capacity. 		
b.	Vision Zero Roundtables City of Philadelphia, Office of Transportation and Infrastructure Systems - Philadelphia, PA	2024	
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
	<ul style="list-style-type: none"> Marisa led CtD's development and execution of a Roundtable discussion series on traffic safety, fostering community engagement to shape the Vision Zero Action Plan 2030. She drove a co-creation approach to collect insights on behavior change, personal values, public awareness, communication strategies, and road user experiences, refining messaging and advancing strategic traffic safety initiatives. 		
c.	Waste Management and Diversion Planning - part of Sustainability On-Call Philadelphia Airport - City Dept of Aviation - Philadelphia, PA	2023 - ongoing	
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
	<ul style="list-style-type: none"> Connect the Dots - led by Marisa - is supporting the Philadelphia Airport in partnership with VHB and Airport Zero Waste. The project's purpose is to develop a Waste Management Plan and a Waste Diversion Plan for the Airport. Our primary role is leading the engagement strategy to involve key airport stakeholders including major airlines in the process. The work includes developing the strategy and plan for a key stakeholder working group, designing interviews and surveys, facilitating interviews, reviewing 		

	reports, advising on feedback processes for plans, and planning and facilitation of the stakeholder working group.		
	(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	A New Vision for the Roundhouse City of Philadelphia, Department of Planning and Development - Philadelphia, PA	PROFESSIONAL SERVICES	CONSTRUCTION <i>(If applicable)</i>
		2021-2022	
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
d.	<ul style="list-style-type: none"> Marisa led CtD in supporting the City of Philadelphia in the development and implementation of an inclusive community engagement strategy for the Roundhouse Redevelopment Project. The strategy guided public engagement for the redevelopment of the former Philadelphia Police Headquarters, prioritizing language access, trauma-informed practices, and community inclusivity. The engagement framework included outreach strategies, multilingual engagement materials, and innovative tactics designed to gather meaningful community input. The insights collected through this process informed the future Request for Proposal and ensured that community needs and values were reflected in the redevelopment process. 		
	(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	Comprehensive Bus Network Redesign (Bus Revolution) Southeastern Pennsylvania Transportation Authority (SEPTA) - Philadelphia, PA	PROFESSIONAL SERVICES	CONSTRUCTION <i>(If applicable)</i>
		2020-2023	
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
e.	<ul style="list-style-type: none"> CtD spearheaded SEPTA's transformative Bus Revolution project, engaging over 70,000 participants through a comprehensive and innovative approach including pop-ups, public meetings, surveys, and outreach, ensuring that the needs and priorities of the public, particularly historically underrepresented groups, are incorporated into the redesign of the bus network serving a region of 6 million people. Marisa led the design and implementation of stakeholder and public engagement strategies, driving a comprehensive approach to meet evolving rider needs. Through diverse tactics and collaboration, the project successfully gathered valuable input from the public, shaping the future of the bus network. 		

Appendix D:
Fee Schedule



POLYTECHNIQUE
Environmental, Inc.





Attachment D – Fee Schedule

RFP Title: Waste Management Planning, Development, and Implementation Services

Proposer Name: Polytechnique Environmental, Inc.

Date: 1/26/2026

Instructions to Proposers:

1. Provide all-inclusive costs for each year and task as indicated below.
2. Year 1 shall include all implementation costs and Tasks 1–11.
3. Years 2 and 3 shall include costs for Tasks 1, 3–11 only.
4. Years 4 and 5 shall include costs for Tasks 3-11 only.
5. All costs shall be inclusive of labor, materials, travel, equipment, overhead, and profit.
6. Do not include sales tax.

FEE SCHEDULE TABLE

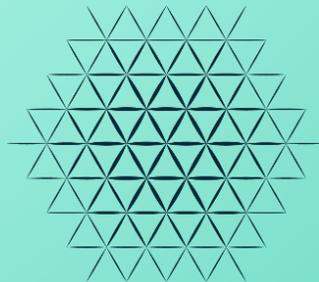
Year	Contract Period	Applicable Tasks	Description	Total Cost (\$)
Year 1	Contract Execution – Feb 16, 2027	Tasks 1 – 11	Implementation, startup, and full task scope	\$100,000
Year 2	Feb 17, 2027 – Feb 16, 2028	Tasks 1, 3 – 11	Ongoing waste management services	\$150,000
Year 3	Feb 17, 2028 – Feb 16, 2029	Tasks 1, 3 – 11	Ongoing waste management services	\$130,000
Year 4 (Option Year 1)	Feb 17, 2029 – Feb 16, 2030	Tasks 3 – 11	Optional renewal period	\$75,000
Year 5 (Option Year 2)	Feb 17, 2030 – Feb 16, 2031	Tasks 3 – 11	Optional renewal period	\$75,000
TOTAL (Years 1–5)				\$530,000

Authorized Signature: 

Name and Title: Joohi R. Sood, President

Date: 1/26/2026

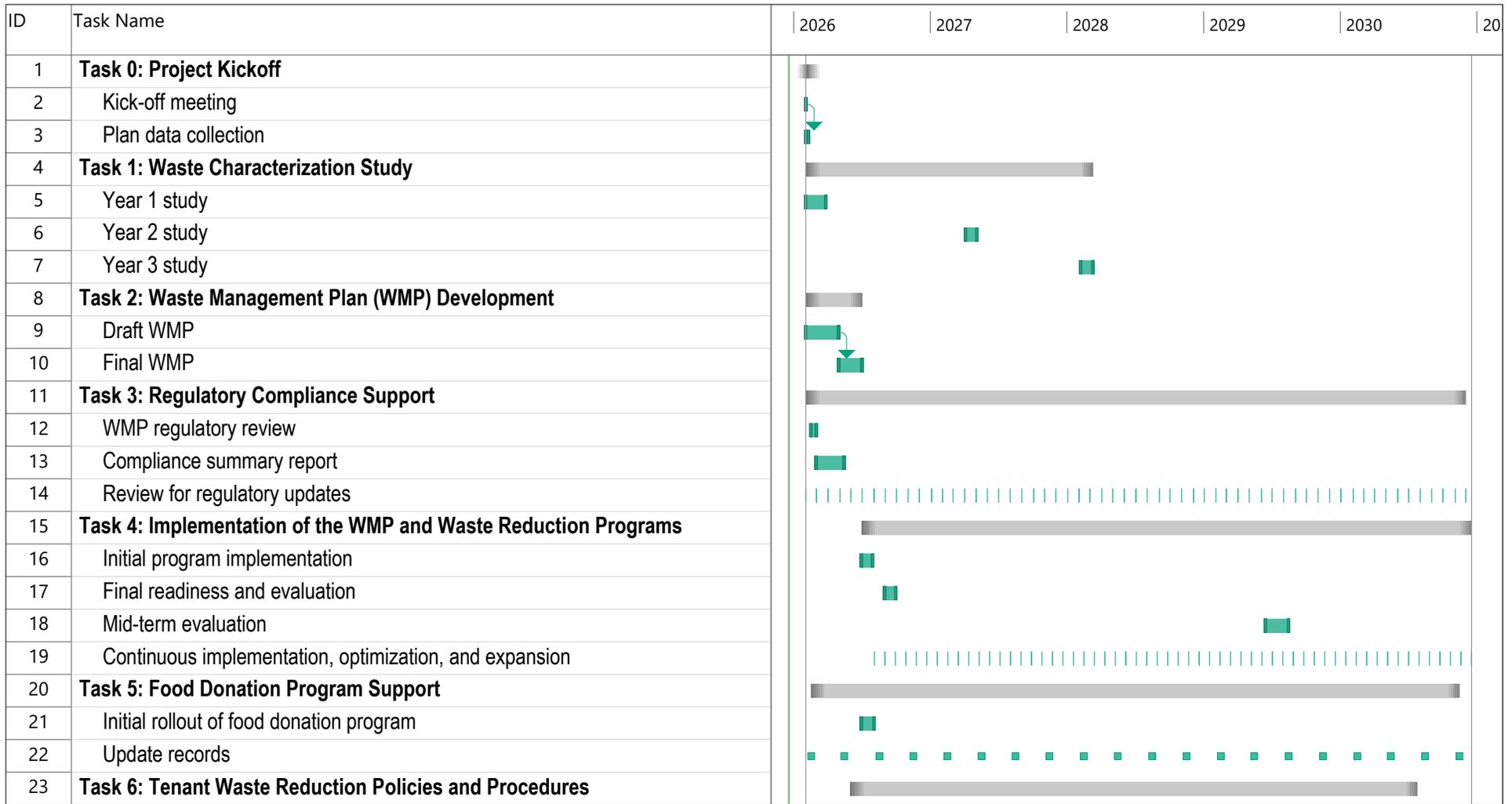
Appendix E:
Master Project Schedule



POLYTECHNIQUE
Environmental, Inc.



BUR Waste Management Planning, Development, and Implementation Services Master Project Schedule





Task		Inactive Summary		External Tasks	
Split		Manual Task		External Milestone	
Milestone		Duration-only		Deadline	
Summary		Manual Summary Rollup		Progress	
Project Summary		Manual Summary		Manual Progress	
Inactive Task		Start-only			
Inactive Milestone		Finish-only			

BUR Waste Management Planning, Development, and Implementation Services Master Project Schedule



Task		Inactive Summary		External Tasks	
Split		Manual Task		External Milestone	
Milestone		Duration-only		Deadline	
Summary		Manual Summary Rollup		Progress	
Project Summary		Manual Summary		Manual Progress	
Inactive Task		Start-only			
Inactive Milestone		Finish-only			



POLYTECHNIQUE
Environmental, Inc.



9837 Belmont Street
Bellflower, CA 90706
www.polytechenv.com
(562) 263-6140

EXHIBIT D
Insurance Requirements

1. Consultant shall obtain, provide, and maintain policies of insurance as specified below.

A. General Liability Insurance. Consultant shall maintain commercial general liability insurance in an amount not less than \$1,000,000 per occurrence, \$2,000,000 general aggregate, for bodily injury, personal injury, and property damage.

B. Professional Liability (Errors and Omissions) Insurance. Consultant shall maintain professional liability insurance that covers the Services in the minimum amount of \$1,000,000 per claim and in the aggregate. Any policy inception date, continuity date, or retroactive date must be before the Commencement Date and Consultant shall maintain continuous coverage through a period of no less than three years after expiration or termination of this Agreement.

2. The insurance policy or policies shall contain, or shall be endorsed to contain, the following provisions:

A. General liability policies shall provide or be endorsed to provide: (i) that the Indemnitees shall be additional insureds; and (ii) a waiver of subrogation in favor of additional insureds. This provision shall also apply to any excess/umbrella liability policies.

B. A severability of interests provision must apply for all additional insureds ensuring that Consultant's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the insurer's limits of liability. The policy(ies) shall not contain any cross-liability exclusions.

C. The coverage shall contain no special limitations on the scope of protection afforded to the Indemnitees.

D. For any claims related to this Agreement, Consultant's insurance coverage shall be primary insurance as respects the Indemnitees. Any insurance or self-insurance maintained by the Indemnitees shall be excess of Consultant's insurance and shall not contribute with it.

E. The limits of insurance may be satisfied by a combination of primary and umbrella or excess insurance. Any umbrella or excess insurance shall contain or be endorsed to contain a provision that such coverage shall also apply on a primary and non-contributory basis for the benefit of each Indemnitee before the Indemnitee's own insurance or self-insurance shall be called upon to protect it as a named insured.

F. Any failure to comply with reporting or other provisions of the policy, including breaches of warranties, shall not affect coverage provided to the Indemnitees.

G. Consultant's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.

H. The policy shall be endorsed to state that coverage shall not be suspended, voided, cancelled by either party, or reduced in coverage or in limits except after 30 calendar days (10 calendar days in the event of non-payment of premium) prior written notice by certified mail, return receipt requested, has been given to the Authority.

I. Insurance is to be placed with insurers authorized to conduct business in the State of California with a minimum current A.M. Best's rating of no less than A:X, unless waived by the Contract Administrator. An exception to this standard will be made for the State Compensation Insurance Fund when not specifically rated.

J. Any deductibles or self-insured retentions must be declared to and approved by the Contract Administrator. At the option of the Contract Administrator, either the insurer shall reduce or eliminate such deductibles or self-insured retentions as respects the Indemnitees, or Consultant shall provide a financial guarantee satisfactory to the Contract Administrator guaranteeing payment of losses and related investigations, claim administration and defense expenses.

K. The workers' compensation insurer agrees to waive all rights of subrogation against the Authority for injuries to employees of Consultant resulting from work for the Authority or use of the Airport.

3. Requirements of specific coverage features or limits are not intended as a limitation on coverage, limits, or other requirements, or as a waiver of any coverage normally provided by any insurance. Specific reference to a given coverage feature is for clarification purposes only as it pertains to a given issue and is not intended by any party or insured to be all inclusive, or to the exclusion of other coverage, or a waiver of any type. If Consultant maintains higher limits than the minimum specified above, the Authority requires and shall be entitled to coverage for the higher limits maintained by Consultant. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the Authority.

4. Consultant shall furnish to the Authority an original certificate or certificates of insurance and amendatory endorsements showing that required policies are in effect in the required amounts and, as to the workers' compensation insurance, with the required waiver of subrogation. The certificates and endorsements must be received and approved by the Contract Administrator prior to commencement of work. The Authority reserves the right to require complete, certified copies of all required insurance policies at any time.

5. In the event any policy of insurance does not comply with these requirements or is cancelled and not replaced, the Authority has the right but not the duty to obtain the insurance it deems necessary. Any premium paid by the Authority in such event shall be promptly reimbursed by Consultant or the Authority shall withhold from its payments to Consultant an amount sufficient to pay that premium.

6. The Authority reserves the right at any time to change the amounts and types of required insurance by giving Consultant 90 days notice of such change. If such change results in substantial additional cost to Consultant, then the parties shall renegotiate Consultant's compensation.

EXHIBIT E
Non-AIP Project Federal Requirements

References in this Exhibit to “Contractor” shall be deemed to refer to Consultant. References in this Exhibit to “Sponsor” shall be deemed to refer to the Authority. Consultant shall: (i) insert these provisions in each lower tier contract; (ii) incorporate the requirements of these provisions by reference for work done under any purchase orders, rental agreements, and other agreements for supplies or services; and (iii) be responsible for compliance with these provisions by any subcontractor, lower-tier subcontractor, or service provider.

1. General Civil Rights Provisions

A. In all its activities within the scope of its airport program, the Contractor agrees to comply with pertinent statutes, Executive Orders, and such rules as identified in Title VI List of Pertinent Nondiscrimination Acts and Authorities to ensure that no person shall, on the grounds of race, color, national origin, creed, sex, age, or disability be excluded from participating in any activity conducted with or benefiting from Federal assistance.

B. This provision is in addition to that required by Title VI of the Civil Rights Act of 1964.

C. The above provision binds the Contractor and subcontractors from the bid solicitation period through the completion of the contract.

2. Civil Rights – Title VI Assurance

A. During the performance of this contract, the Contractor, for itself, its assignees, and successors in interest (hereinafter referred to as the “Contractor”) agrees to comply with the following non-discrimination statutes and authorities; including but not limited to:

1. Title VI of the Civil Rights Act of 1964 (42 U.S.C. § 2000d et seq., 78 stat. 252) (prohibits discrimination on the basis of race, color, national origin);

2. 49 CFR part 21 (Non-discrimination in Federally-Assisted programs of the Department of Transportation—Effectuation of Title VI of the Civil Rights Act of 1964) including amendments thereto;

3. The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, (42 U.S.C. § 4601) (prohibits unfair treatment of persons displaced or whose property has been acquired because of Federal or Federal-aid programs and projects);

4. Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. § 794 et seq.), as amended (prohibits discrimination on the basis of disability); and 49 CFR part 27 (Nondiscrimination on the Basis of Disability in Programs or Activities Receiving Federal Financial Assistance);

5. The Age Discrimination Act of 1975, as amended (42 U.S.C. § 6101 et seq.) (prohibits discrimination on the basis of age);

6. Airport and Airway Improvement Act of 1982 (49 U.S.C. § 47123), as amended (prohibits discrimination based on race, creed, color, national origin, or sex);

7. The Civil Rights Restoration Act of 1987 (P.L. 100-259) (broadened the scope, coverage and applicability of Title VI of the Civil Rights Act of 1964, the Age Discrimination Act of 1975 and Section 504 of the Rehabilitation Act of 1973, by expanding the definition of the terms “programs or activities” to include all of the programs or activities of the Federal-aid recipients, sub-recipients and contractors, whether such programs or activities are Federally funded or not);

8. Titles II and III of the Americans with Disabilities Act of 1990 (42 U.S.C. § 12101, et seq) (prohibit discrimination on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodation, and certain testing entities) as implemented by U.S. Department of Transportation regulations at 49 CFR parts 37 and 38;

9. Title IX of the Education Amendments of 1972, as amended, which prohibits you from discriminating because of sex in education programs or activities (20 U.S.C. § 1681, et seq).

B. During the performance of this contract, the Contractor, for itself, its assignees, and successors in interest (hereinafter referred to as the “Contractor”), agrees as follows:

1. Compliance with Regulations: The Contractor (hereinafter includes consultants) will comply with the Title VI List of Pertinent Nondiscrimination Acts and Authorities, as they may be amended from time to time, which are herein incorporated by reference and made a part of this contract.

2. Nondiscrimination: The Contractor, with regard to the work performed by it during the contract, will not discriminate on the grounds of race, color, national origin, creed, sex, age, or disability in the selection and retention of subcontractors, including procurements of materials and leases of equipment. The Contractor will not participate directly or indirectly in the discrimination prohibited by the Nondiscrimination Acts and Authorities, including employment practices when the contract covers any activity, project, or program set forth in Appendix B of 49 CFR part 21 including amendments thereto.

3. Solicitations for Subcontracts, including Procurements of Materials and Equipment: In all solicitations, either by competitive bidding or negotiation made by the Contractor for work to be performed under a subcontract, including procurements of materials, or leases of equipment, each potential subcontractor or supplier will be notified by the Contractor of the Contractor’s obligations under this contract and the Nondiscrimination Acts and Authorities on the grounds of race, color, or national origin.

4. Information and Reports: The Contractor will provide all information and reports required by the Acts, the Regulations, and directives issued pursuant thereto and will permit access to its books, records, accounts, other sources of information, and its facilities as may be determined by the Sponsor or the Federal Aviation Administration to be pertinent to ascertain compliance with such Nondiscrimination Acts and Authorities and instructions. Where any information required of a contractor is in the exclusive possession of another who fails or refuses to furnish the information, the Contractor will so certify to the Sponsor or the Federal Aviation Administration, as appropriate, and will set forth what efforts it has made to obtain the information.

5. Sanctions for Noncompliance: In the event of a Contractor's noncompliance with the non-discrimination provisions of this contract, the Sponsor will impose such contract sanctions as it or the Federal Aviation Administration may determine to be appropriate, including, but not limited to:

a. Withholding payments to the Contractor under the contract until the Contractor complies; and/or

b. Cancelling, terminating, or suspending a contract, in whole or in part.

6. Incorporation of Provisions: The Contractor will include the provisions of paragraphs one through six in every subcontract, including procurements of materials and leases of equipment, unless exempt by the Acts, the Regulations, and directives issued pursuant thereto. The Contractor will take action with respect to any subcontract or procurement as the Sponsor or the Federal Aviation Administration may direct as a means of enforcing such provisions including sanctions for noncompliance. Provided, that if the Contractor becomes involved in, or is threatened with litigation by a subcontractor, or supplier because of such direction, the Contractor may request the Sponsor to enter into any litigation to protect the interests of the Sponsor. In addition, the Contractor may request the United States to enter into the litigation to protect the interests of the United States.

Hollywood Burbank Airport Replacement Passenger Terminal



Safety

- Work Craft Hours to Date – 2,295,187 Hours
- Safety Orientations to Date – 3,490
- Daily Average Workers Onsite – 899

Current Construction Activities

Terminal

- Ongoing Ceiling Install
- Ongoing Interior Buildout
- Ongoing Mechanical, Electrical and Plumbing Install
- Ongoing Exterior Skin Install

Garage

- Completed Vertical Construction
- Ongoing Framing
- Ongoing Overhead Mechanical, Electrical and Plumbing Install
- Started In-Wall Mechanical, Electrical and Plumbing Install

Civil

- Continued Electrical Ductbank Install
- Continued Airside Paving
- Continued Landside Utility Install
- Continued Panhandle Fine Grading for Roadways

Photos



Final Garage Deck Pour



Area A Finished Terrazzo

Photos



Panhandle Entrance Fine-Grading



North Tower Crane Removal

Photos



Terminal Ticketing Area



Site Retaining Wall

Photos



Garage Silver Screen Wall Steel

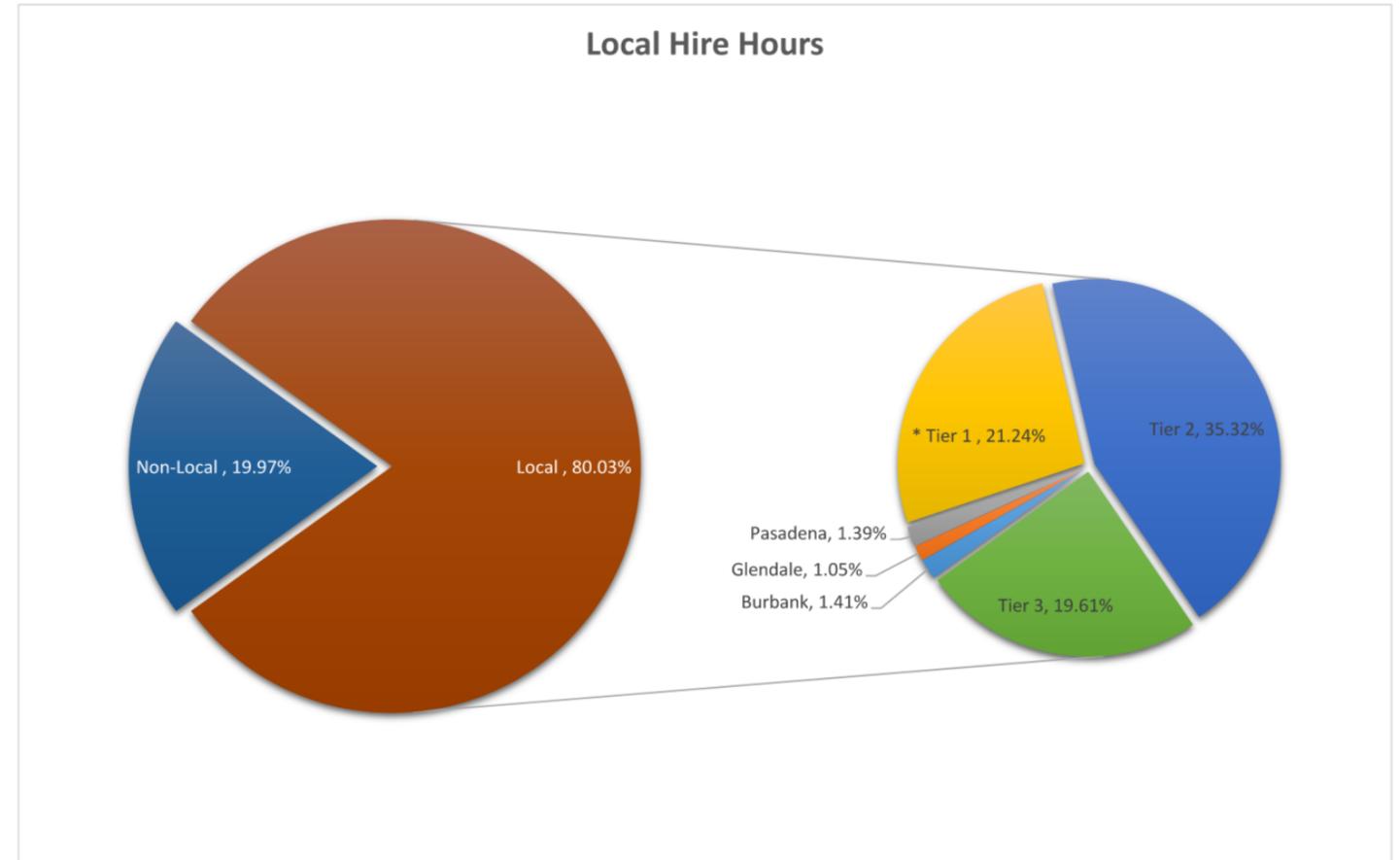


Rooftop MEP Equipment

Local Hire Information

Local Hire Performance by Tier (40% Goal)		
	Project Cumulative	%
Project Total	1,673,266.70	-
Local Workforce Hours	1,339,037.16	80.03%
Tier 1 Hours	419,902.78	25.09%
Burbank Hours	23,649.85	1.41%
Glendale Hours	17,615.68	1.05%
Pasadena Hours	23,311.00	1.39%
Tier 1 Hours Minus Core Cities	355,326.25	21.24%
Tier 2 Hours	591,016.11	35.32%
Tier 3 Hours	328,118.27	19.61%
Non-Local Hours	334,229.54	19.97%

Notes:
 * Core Cities are Burbank, Glendale, Pasadena
 Non-local hours are those worked by the workforce from zip codes outside a 50-mile radius of the airport.



Local Workforce Tier description:

- Tier 1 – Zip Codes from within a 15-mile radius of Airport
- Tier 2 – Zip codes within a 30-mile radius
- Tier 3 – Zip Codes within a 50-mile radius