

ORIGINAL

Proposal for:
Assessment of the Del Norte Solid Waste Management Authority



Submitted to:

Del Norte Solid Waste Management Authority



December 2, 2013

Proposal Pages Printed on 100% Post-Consumer Recycled Content Paper



Consulting Group, Inc.
Resources Responsibility Respect

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December 2, 2013

Mr. Jay Sarina
Chief Administrative Officer
County of Del Norte
981 'H' Street, Suite 210
Crescent City, CA 95531

Subject: Proposal for Assessment of the Del Norte Solid Waste Management Authority

Dear Mr. Sarina:

R3 Consulting Group, Inc. (R3) is pleased to submit the attached proposal to the Del Norte Solid Waste Management Authority (Authority) to prepare responses to questions posed by the Authority Board of Commissioners (Board) to assess the relative effectiveness of the Authority's operations, specifically with regards to regulatory compliance and financial efficiency. The questions posed by the Board relate to cash controls and procedures, staffing, day-to-day operations, the Authority's Director position, its small volume transfer stations, its organizational structure and potential alternatives to the Authority. R3 is extremely interested in assisting the Authority with this project and is committed to providing the Authority with a high-quality product.

Firm Description

R3 is a solid waste management consulting firm established in 2002. **We work exclusively for municipal agencies** responsible for solid waste management – we do not work for private solid waste management service providers. We have offices in Roseville and Los Angeles, California and Sequim, Washington. Our three partners have more than 85 years of combined solid waste operational and consulting experience. During the past 35 years we have conducted hundreds of solid waste management consulting projects for clients throughout the country including organizational assessments and operational performance reviews that have effectively addressed the same questions the Authority is seeking answers to.

Firm Qualifications

One of R3's core services is assisting public agencies that operate or administer municipal solid waste management systems with review and assessment of those operations. We are very familiar with solid waste management issues and challenges faced by rural communities and have provided a wide range of solid waste management consulting services to rural counties throughout the State, including Alpine, Amador, Calaveras, El Dorado, Mariposa, Plumas, Stanislaus and Tuolumne. We are also familiar with the various solid waste management issues in the County, through our discussions with various local entities and our review of relevant available data, and bring to this engagement an experienced independent perspective.

Project Team Qualifications

We have proposed a team of senior consultants for this engagement who have extensive experience both operating and evaluating municipal solid waste management systems. The primary consultants for this engagement will be Richard Tagore-Erwin, Sam Chandler and me. I will serve as R3's project manager for this engagement. I am an engineer and Principal of R3 with more than 25 years of solid waste operational and consulting experience and have reviewed the finances, rates and operations of dozens of public and private solid waste

Richard J. Hutchinson • Richard Tagore-Erwin • William Schoen

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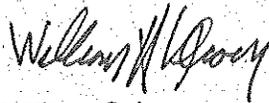
management systems. I managed our very successful Organizational Assessment of the City of Sacramento's Solid Waste Division that addressed many of the same types of issues identified in the Authority's scope of services. Mr. Tagore-Erwin is also a Principal with R3 and has conducted organizational and operational reviews of numerous public and private solid waste management systems. Mr. Tagore-Erwin managed are very successful recent strategic planning project for the Humboldt Waste Management Authority. Mr. Chandler has extensive experience managing municipal solid waste management systems, including most recently serving as the Director of the Merced County Solid Waste Authority, where he was instrumental in establishing the financial stability of the Authority. He also served as Deputy Director of the City of Tucson's Environmental Services Department and more recently as the Utility Director for Snohomish County Washington's Solid Waste Division, where he had responsibilities for both large volume and rural transfer stations similar to those in Del Norte County.

* * * * *

We appreciate the opportunity to submit this proposal to the Authority and would welcome the opportunity to discuss our qualifications with the Authority in more detail. Please feel free to contact me by phone at (916) 782-7821, or by e-mail at wschoen@r3cgi.com, if you have any questions or comments regarding this submittal.

Sincerely,

R3 CONSULTING GROUP



William Schoen
Principal

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A Project Schedule

Appendix A includes Exhibit A of the Authority's Request for Qualifications (RFQ). Assuming a project Commencement Date of December 11, 2013, we anticipate submitting our draft report to the Authority within 60 days after the Commencement Date. Our Final Report will be submitted within 14 days after written comments on the Draft Report are received from the Authority.

B Qualifications

1. Experience

As mentioned in our cover letter, R3 works exclusively for municipal agencies, like the Authority, that are responsible for solid waste management. We have provided services to jurisdictions throughout the State, most notably with respect to assessing organizational and management structures, the efficiency of operations, and assisting jurisdictions with reviewing finances and developing sustainable rate structures and funding sources. We have developed rate models for a range of jurisdictions to support long-term financial stability, including providing adequate funding for landfill closure and post-closure activities. We are very familiar with best practice cash control procedures and routinely assist jurisdictions with the review of franchised and contracted solid waste management services and with sole source and competitive procurement of solid waste management services.

In addition to our relevant consulting experience, R3 staff assigned to this engagement also has extensive experience operating collection systems, transfer stations and landfills, which is invaluable when conducting reviews of this type.

R3 staff proposed for this engagement is also very familiar with Recology, having recently assisted the City of San Francisco with its 5-year rate review of Recology's franchise, valued at more than \$250 million annually. We also conducted a detailed operational review of Recology's collection, transfer and processing services for the Yuba-Sutter Regional Solid Waste Management Authority.

R3 staff work frequently with joint powers authorities (JPAs), including those that own and manage solid waste facilities like the Authority. We have worked for various solid waste joint powers authorities throughout the state, most recently assisting the Humboldt Waste Management Authority with its very successful strategic planning process.

Summary profiles highlighting our relevant experience for this engagement are included in Appendix B. Additional relevant

"R3 provided the Division with a clear, concise and prioritized strategic implementation plan that provides a very effective foundation upon which we can base our efforts for continuous improvement.

Their analysis was thorough and their recommendations provided immediate as well as longer term opportunities for cost savings and operational improvements.

I can highly recommend R3 to any municipal agency looking for strategic planning assistance and for opportunities to improve their municipal solid waste management system."

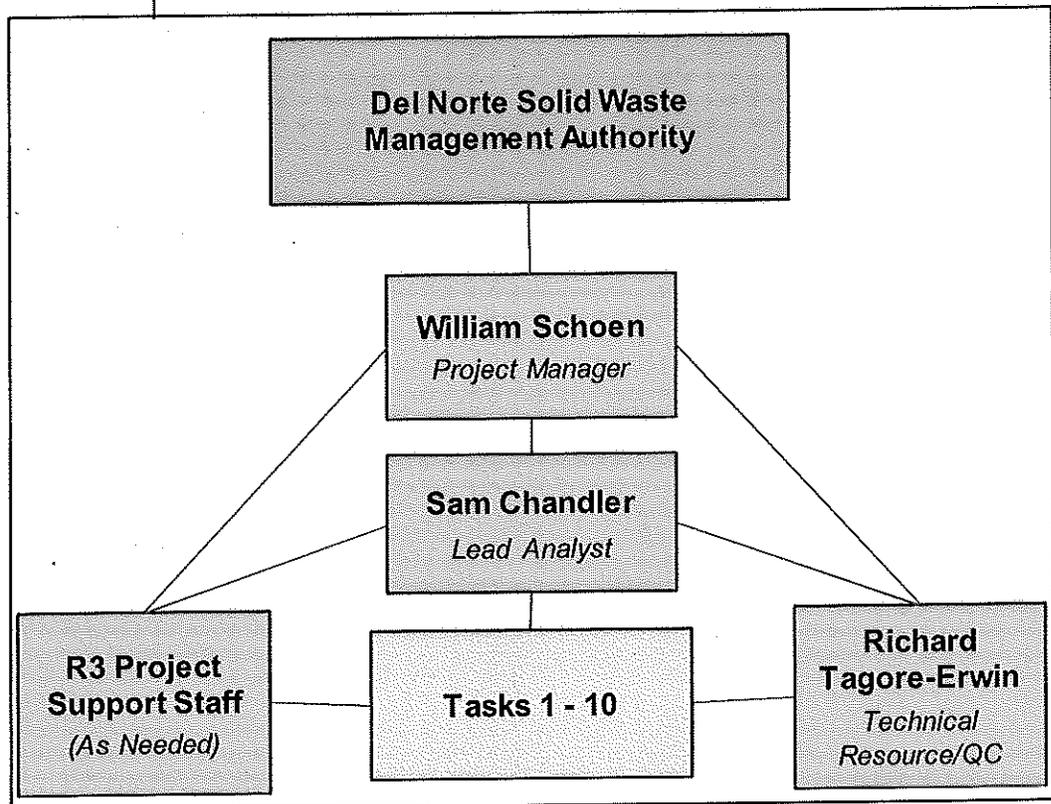
**Steve Harriman
City of Sacramento
Integrated Waste General
Manager**

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experience is also included under the Project Description sections of our References.

2. Organizational Chart and Resumes of Personnel

Mr. Schoen will serve as Project Manager for this engagement and will oversee all project staff and tasks. He will also have primary responsibility for completing all project tasks along with Mr. Chandler. Additional qualified R3 staff may be used to provide research support for our primary staff, as appropriate. The following figure shows our proposed organizational structure for this project.



BIOGRAPHICAL SUMMARIES AND RESUMES

Biographical summaries for our primary and support project staff are provided below. Complete resumes for our primary project staff are provided in Appendix C.

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Project Primary Staff

William Schoen, Principal

Mr. Schoen is an engineer with more than 25 years of solid waste operational and consulting experience. He has managed operational and organizational reviews of both public and private solid waste management system operators for numerous jurisdictions throughout the state. **He managed our recent organizational assessment of the City of Sacramento's Recycling and Solid Waste Division and managed our operational and organizational review for Napa County.** He has also managed or been the lead analyst for organizational and operations reviews of municipal solid waste collection systems for the cities of El Cerrito, Folsom, Pomona, Redlands, San Bernardino, Sacramento, Santa Cruz, California and Olympia and Tacoma, Washington, and reviewed the organization and operations of numerous private sector solid waste management operations including divisions of Waste Management, BFI, Republic Services and other regional and local solid waste management services providers. Mr. Schoen holds a Bachelor of Science Degree in Bioengineering.



Mr. Schoen will serve as Project Manager for this engagement and will oversee all project staff and tasks. He will also have primary responsibility for all project tasks along with Mr. Chandler.

Sam Chandler, Senior Manager

Mr. Chandler has over 25 years of experience in integrated solid waste management and has served in operations director positions in both the private and public sectors. In those positions he has gained considerable experience with all aspects of solid waste systems management and administration. Mr. Chandler served as the lead analyst for our recent organizational assessment of the City of Sacramento's Recycling and Solid Waste Division. **He has developed and implemented businesses plans, overseen the development of a regional solid waste authority in Merced County, managed the reorganization of the City of Tucson's Environmental Services Department, and ran the transfer operations for Culver City.** He has extensive experience drafting and updating policies and procedures, reviewing the use of overtime, improving chain of command structures and analyzing management, supervisory and front-line job functions, scheduling, and work load assignments. He also has extensive experience successfully



"It is the opinion of the Performance Audit Oversight Committee that both the consultants and staff have done an excellent job and that the consultants have developed a thorough set of recommendations for opportunities to improve the efficiency of the environmental systems function... The Committee feels that this has been a very thorough effort which provides the opportunity to achieve significant savings as the recommendations are implemented."

**Richard Finger, Chairman
City of Tacoma
Environmental Services
Performance Audit
Oversight Committee**

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negotiating with unions in support of improved operational and financial performance. Mr. Chandler holds a Master of Arts Degree in Public Administration.

Mr. Chandler will serve as Lead Analyst for this engagement and will, along with Mr. Schoen, have primary responsibility for all project tasks.

Richard Tagore-Erwin, Principal, Technical Resource, QA/QC

Over the past 25 years, Mr. Tagore-Erwin has conducted over 140 solid waste projects for a variety of public agencies throughout California and Arizona. Those projects have included organizational and operational assessments, business plans, performance and compliance reviews. ***He managed our recent strategic planning project for the Humboldt County Waste Management Authority and has managed organizational and performance reviews for the cities of Pomona, Redlands, San Bernardino, Cotati, Fairfield, Petaluma, Salinas, Yuba-Sutter Regional Waste Management Authority, and the Town of Windsor.*** These projects have included tasks such as analyzing dispatching, job functions and span of authority, diversion goals and metrics, operational and administrative policies, and benchmarking. Mr. Tagore-Erwin holds both a Bachelor and Master of Arts Degree in Political Science, and is a certified meeting facilitator.



Mr. Tagore-Erwin will serve as a technical resource to Mr. Schoen and Mr. Chandler and will be responsible for quality control of all work products.

Project Support Staff

The following qualified R3 staff members may assist Mr. Schoen, Mr. Chandler and Mr. Tagore-Erwin, if necessary, throughout the project.

Josie Kalbakian, Manager, Project Analyst

Ms. Kalbakian has over 10 years of experience with local governments, the solid waste industry, and solid waste consulting services. Her efforts in the industry include developing, promoting, and implementing various recycling programs; data gathering, analysis and reporting; contract compliance and negotiation; rate increase analysis; and community relations. Ms. Kalbakian has worked for two private haulers in Southern California assisting them with, among other things, contract



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compliance. As a solid waste consultant, Ms. Kalbakian has assisted municipalities with reviewing the contract compliance of their contracted haulers. Ms. Kalbakian holds a Bachelor of Arts in Political Science Degree from the University of California, Irvine.

Ms. Kalbakian will provide support to Mr. Schoen and Mr. Chandler if and as necessary.

David Pinter, Associate III, Project Analyst

Mr. Pinter has been involved in a range of projects since joining R3. He has performed billing audits and performance reviews for franchised solid waste operations in the Town of Windsor and the cities of Cotati, Petaluma, Rohnert Park and San Juan Capistrano. As part of those projects he prepared contract compliance checklists and assessed contractor performance relative to a wide range of contractual requirements including franchise fee and other required payments, diversion requirements, billing accuracy, insurance and performance bonds and vehicle maintenance requirements. He has also conducted billing audits and route audits to assess the extent to which billed service levels are consistent with the actual service levels provided. Mr. Pinter holds a Bachelor of Arts Degree in Earth & Environmental Sciences from the University of California, Los Angeles.



Mr. Pinter will provide support to Mr. Schoen and Mr. Chandler if and as necessary.

Jared Zitron, Associate III, Project Analyst

Mr. Zitron's work focuses on rate modeling, rate and performance reviews, tonnage and financial analyses, and facility assessments. Mr. Zitron recently assisted the cities of Citrus Heights, Elk Grove, Rancho Cordova, Sacramento (City and County), and West Sacramento with a commercial tonnage and billing audit of Waste Management, Inc. As part of that process, he reviewed various source data, including scale-system documentation, tonnage allocation methodologies, and tonnage reports by material type and destination facility. Mr. Zitron also assisted the County of Napa with a performance audit of its franchised hauler in which he analyzed detailed tonnage records, documentation of purchased materials, and overall reporting accuracy. He is currently assisting with the development of our Cost of Service Models for the cities of Merced and San José, and recently performed facility and report audits for construction and demolition debris processing facilities throughout the bay area. He



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has also conducted rate reviews and evaluations of franchised hauler rate adjustment requests. Mr. Zitron holds a Bachelor of Science Degree in Earth Sciences from the University of California, Santa Cruz.

Mr. Zitron will provide support to Mr. Schoen and Mr. Chandler if and as necessary.

3. References

The following are references for similar projects provided by R3, as requested by the Authority. We would happy to provide additional references upon request.



City of Sacramento, California

Safety and Organizational Assessment

July – October 2013

Contact:

Mr. Steve Harriman, Integrated Waste General Manager
2812 Meadowview Road, Sacramento, CA 95832
(916) 808-4949 sharriman@cityofsacramento.org

R3 Team Members:

William Schoen, Project Manager
Sam Chandler, Josie Kalbakian, Project Analysts

Project Description:

R3 was engaged by the City of Sacramento to conduct a comprehensive Organizational Assessment of the City's Recycling and Solid Waste Division. The project objectives included recommending an optimal organizational structure for the Division, including the appropriate numbers of management, supervisorial and administrative staff for a similar size and type of organization and recommending industry best practices to replace outdated operational and administrative policies and procedures. As part of the assessment, R3 reviewed the current organizational structure, facilities, job functions, reporting relationships and existing operational and administrative policies and procedures. Interviews with staff at all levels of the Division were conducted and R3 worked with Division staff to develop and document specific goals in support of becoming "the best managed municipal solid waste management operation in the state."

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Humboldt Waste Management Authority

Collection System Performance Review and Privatization Study

July 2012 – May 2013

Contact:

Ms. Karen Sherman, Program Analyst
1059 West Hawthorne Street, Eureka, CA 95501
(707) 268-8030 ksherman@hwma.net

R3 Team Members:

Richard Tagore-Erwin, Project Manager
William Schoen, Melody Lasiter, David Pinter, Project Analysts

Project Description:

R3 was engaged by the Humboldt Waste Management Authority (HWMA) to assist with the development of a Strategic Plan to provide a framework to guide the development, implementation and management of new and existing programs and facilities over the next five to ten years. As part of the engagement, R3 reviewed and analyzed existing conditions, developed a comprehensive list of policy, program, facility, funding and contractual options, and prepared an Additional Diversion Potential Analysis. In addition, R3 assisted in the creation of a Planning Advisory Committee, conducted a Needs Assessment and engaged stakeholders through a series of workshops. We also assisted the HWMA with the drafting of a Mission Statement, Vision Statement and goals, evaluated and finalized policies, and developed an implementation plan.



City of Pomona, California

Operations Review

August 2010 – January 2011

Contact:

Ms. Meg McWade, Utilities Manager
505 South Garey Avenue, Pomona, CA 91766
(909) 620-2392 meg_mcwade@ci.pomona.ca.us

R3 Team Members:

Richard Tagore-Erwin, Project Manager
William Schoen, Project Analyst

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Project Description:

R3 was engaged by the City of Pomona (City) to conduct an operations review of the Public Works Division, which provides residential solid waste collection services in the city. This study was undertaken to help the City determine if it should continue to perform residential curbside collection services in-house or seek competitive proposals from outside companies to perform those services. R3 addressed the following specific questions as part of our review:

1. Is the City providing safe and efficient solid waste services to the City's residents?
2. Is there adequate funding available for necessary replacement of vehicles and equipment?
3. Are there deficiencies in the City's current services, and if so, what would be required to effectively address any such deficiencies?
4. What is the impact on the City's rate payers and the City's financial condition if needed changes are made to continue to provide residential collection services?
5. Are there operational and/or financial advantages that the City might realize by privatizing residential collection services?

As part of the engagement, R3 staff conducted a review of, among other things, the Division's safety record, customer service functions, management and staffing, collection operations, and vehicle and container maintenance functions.



City of Redlands, California

Collection and Landfill Operations Review

August 2010 – January 2011

Contact:

Mr. N. Enrique Martinez, City Manager
35 Cajon Street, Suite 200, Redlands, CA 92373
(909) 798-7510 nemartinez@cityofredlands.org

R3 Team Members:

Richard Tagore-Erwin, Project Manager
William Schoen, Project Analyst

Project Description:

R3 was engaged by the City of Redlands to perform a series of organizational and operational reviews of the City's municipal solid waste collection and landfill operations to

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assist in increasing performance and reducing costs. As part of our reviews, we analyzed job functions, management and supervisory span of control, dispatch, interaction with fleet and customer service, observed collection and landfill operations, and evaluated staff training, vehicle maintenance and data reporting. A more detailed review of landfill operations was subsequently performed by Blue Ridge Services under R3's direction that assessed various aspects of:

- The facility, including access roads, signage, landfill slopes and scraper haul roads;
- Site operations, including the tipping area, dozer and compaction operations, placement of daily cover, and the site's excavation area; and
- The adequacy of the landfill equipment.

The review found that there was considerable room for improvement, both from the standpoint of operations and planning, and provided a range of recommendations to support efficiency improvements and cost-savings.



City of Tacoma, Washington

Performance Audit of the City's Solid Waste Division

November 2005 – May 2006

Contact:

Ms. Carol Parvey, P.E., City of Fife, WA, Financial Services Manager (previously Assistant Division Manager, City of Tacoma)
5411 23rd Street East, Fife, WA 98424
(253) 896-8617 cparvey@cityoffife.org

R3 Team Members:

William Schoen, Project Manager
Richard Tagore-Erwin and Sam Chandler, Project Analysts

Project Description:

R3 conducted a comprehensive organizational and management review and an operational review of the City of Tacoma's Solid Waste Management Division. The organizational and management review included a review and assessment of management objectives, internal controls, policies and procedures, staffing levels and functional responsibilities, staff training, employee evaluation processes, billing and customer service procedures, and a comparison of the Division's performance to internal historical and external industry benchmarks. The operations review included an

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assessment of collection system routing, the development of an action plan for the implementation of RouteSmart© routing software into daily operations, collection time and motion analysis, and evaluation of current collection productivity.

4. Conflict of Interest Exclusion

R3 understands the sensitive nature of conducting projects for public agencies. We are strongly committed to providing our clients with unbiased opinions and recommendations. Accordingly, R3 only provides services to public agencies. **R3 does not have any relationship and/or employment agreement with any private waste haulers and R3 does not provide services to any private waste haulers.** Additionally, R3 and R3 staff do not have any current or former service or employment affiliations with the Authority, Authority contractors, employees or Commissioners, or any other affiliations that would impact our ability to render impartial findings and recommendations.

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C Approach

1. Approach

Our approach to this engagement is to work collaboratively with Authority staff and the Board, conduct a comprehensive review of each of the items specified in the Authority's Scope of Services and provide the Authority and the Board with definitive answers to the questions posed in the Scope of Services.

The Authority has been studying the various issues specified in its Scope of Services for a number of years and has not reached any definitive conclusions. To provide the Authority with definitive answers that will enable it to effectively move forward with a clear direction:

- We have assigned Senior Staff to this project that are knowledgeable about each of the issues the Authority needs to address; and
- We have developed our approach and budget to provide for a sufficient level of analysis so that definitive answers can be provided to the Authority.

Immediately upon notice of award, R3 will schedule a site visit. It is anticipated that both William Schoen and Sam Chandler will spend several days on-site meeting with Authority staff and reviewing documents, policies and procedures and other relevant information.¹ During our time on-site, R3 staff will:

- Interview Authority staff and Authority Board Members, if appropriate;
- Tour the Authority's facilities² and observe and assess operations;
- Meet with representatives of Recology and Hambro/WSG; and
- Systematically review and analyze each of the items specified in the Authority's RFP with Authority staff and independently while on-site.

We also suggest that during our initial site visit a public workshop or workshops be held to allow the public to provide input, including any issues, concerns, comments or questions they may have. R3 routinely conducts these type of public meetings and strongly suggests that such meetings be included as part of our review.

¹ R3 has already received and reviewed much of the information provided by the Authority in support of its RFP.

² Del Norte, Gasquet and Klamath transfer stations.

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Following our initial site visit, additional analysis and review will be conducted and Authority staff and Board Members will be kept informed of our progress. As appropriate, preliminary findings will be presented for review and discussion.

In addition to our initial site visit, we anticipate one presentation to the Board of our preliminary findings and a second presentation of our Final Report. R3 is also open to additional opportunities for Board input, review and discussion of findings during the course of the engagement (e.g., teleconferences with a Board subcommittee). We anticipate regular communication with Authority staff as we conduct our analysis and develop our preliminary, draft and final findings and recommendations.

2. Work Plan

Task 1: Information Request and Review

R3 has reviewed much of the information provided by the Authority in support of its request for proposals. During the course of the project, it is anticipated that additional information will be requested and reviewed by R3, to the extent that it is made available.

As part of this task, R3 will work with Authority management staff to schedule the staff interviews to be conducted as part of Task 2. Our project budget assumes that the interviews will be scheduled at a central location over the course of several days starting immediately after the Task 2 Kick-Off Meeting. In addition, R3 plans to interview facility staff during the site-visits, as appropriate.

Deliverables:

- *Additional information requests, as appropriate.*

Task 2: Kick-Off Meeting / Site Visits / Staff Interviews / Public Workshops

Kick-Off Meeting

Immediately upon receipt of Authorization to Proceed from the Authority, R3 will schedule a Kick-Off Meeting with Authority staff. The purpose of the Kick-off Meeting is to ensure that all parties understand the goals and objectives of the study, the study focus areas, assignments and responsibilities and project schedule.

As part of the Kick-off Meeting, R3 will also:

- Review available data and the status of any outstanding requested information;

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- Review the scope of work and discuss each of the seven (7) tasks (services) in the Authority's RFP to obtain relevant background information and begin the assessment of each of those issues; and
- Discuss any other relevant issues.

Additional meetings will be held with Authority staff during R3's initial site visit, as necessary, including an "exit meeting" to review the status of our review to-date and next steps.

Site Visits

Immediately following the Kick-Off Meeting, R3 will tour the Authority's Del Norte, Gasquet and Klamath transfer stations. Staff at each of those facilities will be interviewed and R3 staff will observe and assess operations.

It is also anticipated that R3 will meet with representatives of both Recology and Hambro/WSG in conjunction with the site visits.

Staff Interviews

Following the Kick-Off Meeting and Site Visits R3 will interview Authority staff as well as any Authority Board Members, as appropriate.

Public Workshops

As part of this task, R3 will also be available for a public workshop or workshops, as scheduled by the Authority, to allow the public to provide input regarding any issues, concerns, comments or questions they may have. Our project budget assumes that any such workshops will be scheduled during the initial several days that R3 is on-site for this task.

Deliverables:

- *Additional document request, as necessary;*
- *Kick-off Meeting Agenda and facilitation of Kick-off Meeting;*
- *Site visits;*
- *Staff and Board Member interviews;*
- *Public workshops (if and as scheduled); and*
- *Exit Meeting with Authority Staff.*

Task 3: Cash Control Procedures

To complete this task, R3 will evaluate the Authority's cash controls and procedures for consistency with best management practices, and provide recommendations to improve those controls and procedures as appropriate. R3's review will include, but is not necessarily limited to, an analysis of the following:

- a. The processing of deposits.

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- b. The recovery procedures for checks and commercial accounts, including checks with insufficient funds.
- c. The accounting for cash on hand.
- d. Are the Authority's cash controls and procedures consistent with professional practices, and are there recommendations for improvement?
- e. Accounts payable procedures.

A primary focus of this task will be to document the Authority's internal controls (i.e., checks and balances) for the handling and processing of cash/check deposits. This will include documenting the Authority's separation of duties, cash and receipt access restrictions, loss and theft prevention policies, and procedures for identifying and reconciling overages/shortages.

R3's review will provide an assessment of how the Authority holds its employees accountable for the accurate tracking and reconciliation of cash on hand, deposits, withdrawals, and payments to third parties, as well as how the Authority's cash flow is translated to the general ledger. In addition, R3 will review the Authority's policies and procedures regarding employment verification and background checks for those employees with accounting and/or cash handling responsibilities.

Deliverable:

- *The results of this task will be presented in our Task 10 Draft and Final Reports.*

Task 4: Staffing

R3 will review, evaluate and provide recommendations regarding Authority staffing patterns and staffing needs, including but not limited to addressing the following:

- a. What mandatory solid waste management functions must be performed by the Authority considering current local, state and federal requirements?
- b. Does the Authority have the staff and expertise appropriate to complete these functions? R3 will provide recommendations for changes as necessary or appropriate.
- c. Evaluation of staff workloads and duplication of tasks. Please explain if duplication is necessary or unnecessary.

Mr. Schoen and Mr. Chandler have analyzed staffing levels, job functions and workloads as part of R3 Organizational and Operational Assessment projects for both public sector and private sector operations. As part of this task, we will document the Authority's required management and administrative functions, and assess current staffing levels and expertise relative to those

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functions. We will also assess the appropriateness of operational staffing levels.

Deliverable:

- *The results of this task will be presented in our Task 10 Draft and Final Reports.*

Task 5: Day-to-Day Operations

R3 will evaluate day-to-day operations and recommend increased efficiencies, including but not limited to answering the following questions:

- a. Are regulatory requirements being met in a timely and comprehensive manner? If not, R3 will explain why those requirements are not being met.
- b. Are the activities of the Franchisees and other contractors being evaluated and monitored to assure compliance with their respective contracts and regulatory requirements? If not, explain.
- c. Are there any suggestions for improvements at the Transfer Station?
- d. Is the Transfer Station Operations contract being managed on compliance with existing regulatory requirements? If not, explain.

Mr. Chandler has had responsibility for managing, among other facilities, rural transfer stations and closed landfills and William Schoen and Richard-Tagore Erwin routinely conduct contract compliance and performance audits of franchised services. As part of this task, R3 will assess the extent to which the Authority is effectively managing its regulatory requirements, transfer station operations and contract service providers (Recology and Hambro/WSG). This will be done through the combination of staff interviews, site visits, review of regulatory and contract documents and discussion with the regulating agencies.

As part of our review of the Authority's administration of Recology and Hambro/WSG, R3 will document and review the major objective contractual requirements as well as Authority staff's administration of those requirements during our initial on-site visit. Specific findings will be presented that detail the extent to which requirements are being effectively monitored and R3 will provide specific recommendations for improving the effectiveness and/or efficiency of contract monitoring by Authority staff, as appropriate.

Deliverable:

- *The results of this task will be presented in our Task 10 Draft and Final Reports.*

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Task 6: Director Position

R3 will evaluate the Director position and make recommendations regarding recruitment and hiring of that position, including but not limited to addressing the following:

- a. Should the Director position be filled as full time, or are there other staffing alternatives that would improve efficiencies while assuring compliance with legal obligations and responsiveness to the Commission?
- b. Creation of a job description for the Director.
- c. Recommendation of an appropriate salary range for the Director based on the revised description.

Mr. Chandler has served as the Director of a joint powers authority in California and has particular understanding and expertise specific to assessing job responsibilities and functions and associated staffing requirements. In addition, he and Mr. Schoen recently reviewed job roles and responsibilities for all management and staffing positions within the City of Sacramento's Recycling and Solid Waste Division.

As part of this task, we will not only review the current job description for the Director and make appropriate recommendations for an updated job description, but also the job descriptions of all Authority positions. Particular attention will be paid to the roles, responsibilities, authority and accountability of those positions. For the Authority to function effectively there need to be clearly defined roles and responsibilities, performance needs to be tracked and reported back to staff and management, and staff need to be held accountable for their performance (both good and bad).

Deliverable:

- *The results of this task will be presented in our Task 10 Draft and Final Reports.*

Task 7: Small Volume Transfer Station

R3 will evaluate and make recommendations regarding the small volume container site transfer stations in the Klamath and Gasquet communities, including but not limited to addressing the following:

- a. What, if any, problems or shortcomings exist in the Authority's Klamath and Gasquet sites?
- b. Which of any above identified problems or shortcomings can be resolved without significant additional cost to the Authority?
- c. What are the liability and disposal concerns, if any, if one or both of these sites are closed?

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Proposal for Assessment of the Del Norte Solid Waste Management Authority

- d. Is it feasible for either the Gasquet or the Klamath small volume transfer station be owned and operated by a private company? What would be the cost to the consumer in relationship to the current costs?

As noted above, Mr. Chandler has had responsibility for managing rural transfer stations like the Authority's Gasquet and Klamath facilities, and has first-hand experience evaluating and improving those types of operations. During our initial site visit we will tour each of those sites, interview staff, review available records and develop an initial assessment of the performance of those facilities, including identifying any major problems or concerns. We will then discuss those findings with Authority staff and conduct additional review and analysis, as warranted, leading to specific answers to each of the above questions.

Deliverable:

- *The results of this task will be presented in our Task 10 Draft and Final Reports.*

Task 8: Organizational Structure

R3 will evaluate and make recommendations regarding the structure of the JPA, including but not limited to addressing the following:

- a. How does the current JPA structure compare to inter-governmental solid waste management policy, management, and operational structures in equivalent California jurisdictions with equivalent solid waste management requirements?
- b. Is this JPA the most effective and efficient entity for managing solid waste in Del Norte County? If not, what alternatives (including replacement by private enterprise) would likely result in more efficient and effective management and direction of required solid waste-related functions?
- c. Would elimination of the JPA save the rate-payers money? If so, how? If not, why not?
- d. If the JPA were to be dissolved, what would be the most efficient entity(ies) to continue to meet the separate regulatory obligations of the City and County?
- e. Could the JPA function effectively in a manner similar to other Del Norte JPA's [i.e., Executive Director and part-time clerical staff, supported by contractors][see Local Transportation Commission, Redwood Coast Transit Authority, Airport Board]?
- f. If so, what functions would have to be performed by City or County staff?

R3

- g. Is it likely that such a configuration could meet the current operational, regulatory, policy and reporting requirements as a savings [after contracting costs] to rate-payers?

Deliverable:

- *The results of this task will be presented in our Task 10 Draft and Final Reports.*

Task 9: Potential Alternatives to JPA

As part of this task, R3 will evaluate and make recommendations regarding the following:

- a. What would be the best alternative for service delivery and solid waste management?
- b. How would the members be assured that the mandated functions would be accomplished by this alternative? Consider necessary staffing and expertise to carry out the mandates previously the responsibility of the JPA.
- c. Who would be responsible for policy development, regulatory compliance and reporting, rate setting and enforcement?
- d. Who would be responsible for the cash management and accounting requirements and procedures?
- e. Would the City and the County be responsible for separate rate-setting and enforcement?
- f. If the Authority were to be dissolved, where should the Director's functions be carried out?
- g. What would be the anticipated cost savings (if any) compared to the current JPA?

Deliverable:

- *The results of this task will be presented in our Task 10 Draft and Final Reports.*

Task 10: Draft and Final Reports

The results of our findings and recommendations for Tasks 3 through 9 will be presented in a Draft Report which will be presented to the Authority. Based on written comments received, R3 will revise the draft and issue a Final Report.

Deliverables:

- *One (1) electronic copy of the Draft and Final Reports.*

R3

3. Professional Background

R3 has adequate professional background with laws and regulations pertaining to integrated waste management in California and will review the documents provided so that R3 will not make any recommendation that would conflict with any current law, regulation, agreement, contract, or memorandum of understanding of the Authority without specific recommendations on additional necessary changes to address such conflict.

4. Time Spent On-Site and Meetings

As noted above, immediately upon notice of award, R3 will schedule a site visit. It is anticipated that both William Schoen and Sam Chandler will spend several days on-site meeting with Authority staff and reviewing and discussing documents, policies and procedures and other relevant information. During our time on-site a series of interviews will be scheduled with Authority staff and Board Members. We will also tour the Authority's facilities. We will then analyze the information gathered and conduct our initial analysis leading to an internal draft report. During that time, we anticipate regular communication with Authority staff as we conduct our analysis and develop our draft findings and recommendations. In addition, while R3 is on-site we will also be available for meetings with the public to obtain their issues, concerns, comments and questions.

R3 has also scheduled two presentations, one presentation to the Board of our preliminary findings and a second presentation of our Final Report. During the time we are on-site for the presentation of our preliminary findings R3 will also be available for additional meetings, on-site review etc. If as R3 deems necessary we will schedule additional time on-site for review and/or meetings.

In terms of maintaining contact with Authority staff and the Board of Commissioners, R3 involves at least two of the firm's Principals in all major projects so that clients have access to multiple decision makers. We approach our projects as a collaborative effort, with staff supporting each other's work and actively discussing and deliberating findings and recommendations. We have found that such active collaboration among staff provides an effective forum for thoroughly reviewing options and developing effective and meaningful recommendations. As part of this project, we envision similar active collaboration and discussion with Authority staff and Board Members, as appropriate.

While the entire project team at R3 will be available for contact, Mr. Schoen and Mr. Tagore-Erwin will be the main points of contact for this project. They will ensure that the project team effectively meets the project objectives within the defined budget on schedule and produces a high-quality product for the Authority.

R3

Throughout the project we will be in communication with Authority staff, actively collaborating as discussed above, and providing regular status reports.

D Price Proposal & Project Schedule

Cost of Service

R3 will complete the Scope of Services, as described in the Authority's RFP and this proposal, for a not-to-exceed budget of \$39,960, including all expenses. ***We would be happy to discuss changes to our work scope and budget to best meet the Authority's objectives for this engagement.***

Exhibit A of the Authority's RFP is provided in Appendix A along with R3's 2013 Billing Schedule.

R3

Appendices

Appendix A

- ✓ Project Schedule and Price Proposal Form
(Exhibit A of RFP)
- ✓ R3 Billing Rates

R3

EXHIBIT A: Request for Proposals Project Schedule & Price Proposal Form

Request for Proposals Mailed & Distributed	25 October 2013
Proposals Due:	02 December 2013
Anticipated contract start date: Wednesday	11 December 2013

Project Schedule

Commencement Date: Anticipated to be 11 December 2013

Draft Report: Commencement Date + 45 days

Final Report: 15 days after comments on Draft are received

Topic Area	Price Proposal
1. Cash controls & procedures	\$4,360
2. Staffing	\$2,840
3. Day to day operations	\$5,720
4. Director	\$2,140
5. Small volume transfer stations	\$2,140
6. Organizational structure	\$6,540
7. Potential alternatives to JPA	\$9,210
Draft Report	\$4,790
Final Report	\$2,220
TOTAL NOT TO EXCEED	\$39,960

Please attach a rate sheet indicating billing rates for all personnel and services to be used as part of this project. Prices may be shifted between topic areas, but the 'Total Not To Exceed' amount may only be adjusted by a Change Order to the Agreement.

-R3 Consulting Group -

Billing Rates and Charges: January 2013 – December 2013

TECHNICAL SERVICES

Principal	\$185 per hour
Senior Manager	\$175 per hour
Manager	\$165 per hour
Senior Associate	\$155 per hour
Associate III	\$135 per hour
Associate II	\$125 per hour
Associate I	\$100 per hour
Administrative Support	\$75 per hour

REIMBURSABLE COSTS

Consultants/Subcontractors	cost
Lodging and meals	cost
Travel — Private or company car	\$0.565 per mile
Travel — Other	cost
Delivery and other expenses	cost

PAYMENTS

Unless otherwise agreed in writing, fees will be billed monthly at the first of each month for the preceding month and will be payable within 30 days of the date of the invoice.

ESCALATION

Fees will be escalated annually in accordance with the change in the Consumer Price Index.

Appendix B

Project Profiles

Performance Reviews, Contract Compliance Reviews, Financial Compliance Reviews.....	B-1
Fee Audits, Financial Compliance Audits, Billing Audits	B-2
Solid Waste Procurement Services	B-3
Negotiation Assistance	B-4
Solid Waste Planning Services	B-5
Solid Waste Facility Services	B-6
Maximizing C&D Diversion, C&D Collection System Design	B-7
Refuse Vehicle Street Maintenance Impact Fees, Construction Vehicle Street Maintenance Impact Fees, Demolition Debris Permitted Hauler Fees	B-8

R3

R3 team members have assisted numerous jurisdictions with the review of both municipally operated and franchised solid waste management services, including collection, transfer and landfill operations. These engagements have included:

- **Performance Reviews** – To identify opportunities to improve safety, customer service, program effectiveness and costs;
- **Contract Compliance Audits** – To determine the extent to which the franchisee is complying with the provisions of its franchise agreement / operating contract; and
- **Financial Compliance Reviews** – To verify that the Company is fulfilling the financial terms of the franchise agreement / operating contract, including the proper billing of customers and the accurate remittance of payments to the jurisdiction.

Our **Performance Reviews** are geared toward assessing the effectiveness of operations leading to meaningful recommendations for system improvements related to: safety; customer service; diversion program effectiveness; and overall cost effectiveness. Those engagements include: review management and administrative functions; collection, transfer and processing operations; vehicle routing, billing and route audits and vehicle maintenance and repair functions. We have also performed time and motion analysis, developed "target productivity standards", rerouted collection systems and developed performance benchmarks to measure system performance, enhance diagnostic review capabilities and identify opportunities for improvement.

Our **Contract Compliance Audits** are conducted to determine franchised contractor compliance with the terms and conditions of the contract documents. Key contractual aspects typically reviewed include: determining compliance with diversion requirements and required recycling outreach to multi-family and commercial accounts; assuring that all required services are provided as specified, assuring that required insurance and bonds are in place and include all required policy requirements; verifying required data tracking and reporting and assuring vehicle load weights, maintenance requirements and replacement schedules comply with the applicable contract terms.

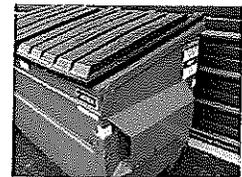
Our **Financial Compliance Reviews** include: billing audits to assure contractor is properly billing customers and only billing for those items on the approved rate schedule; route audits to determine if the service levels provided are consistent with the service levels billed; and auditing of franchise fee and other required payments.

R3 Team Members: Richard Tagore-Erwin, Project Manager
William Schoen, Project Manager

Contact: Various contacts throughout California

Clients Include:

**Counties of El Dorado
Napa and Plumas,
Cities of Citrus Heights,
Cotati, Dublin, Fairfield ,
Petaluma, Pomona,
Redlands, Sacramento,
Salinas, San Bernardino,
San Leandro, Santa
Barbara, Windsor, and
Woodland CA, Tacoma,
WA, and Yuba-Sutter
Regional Waste
Management Authority**



Performance Reviews

Contract Compliance
Reviews

Financial Compliance
Reviews



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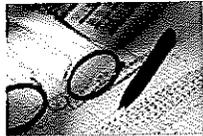
Clients Include:

Cities of Citrus Heights, Elk Grove, Paso Robles, Rancho Cordova, Salinas, San Leandro, Santa Barbara, West Sacramento and Windsor;

El Dorado and Napa Counties;

Alameda County Source Reduction and Recycling Board; and

Yuba-Sutter Regional Waste Management Authority



Fee Audits

Financial Compliance Audits

Billing Audits

R3



R3 team members have conducted a wide range of financial and fee audits and financial compliance reviews for jurisdictions throughout the State. Those reviews have included assessing the accuracy of required payments to jurisdictions including franchise fees, AB 939 fees, MRF permit fees and other applicable fees.

- For the **City of Citrus Heights**, our franchise fee review found underpayments in the amount of \$72,000. In addition, the service provider also withdrew their request for an increase in the Service Fee to cover extraordinary expenses that resulted in savings of approximately \$500,000 over the term of the agreement; 
- Our franchise fee review for the **City of Paso Robles** led to the City's solid waste service provider remitting a payment of approximately \$30,000 for the underpayment of franchise fees; 
- For the **Yuba-Sutter Regional Waste Management Authority**, we found that the franchised hauler owed the authority \$78,000 in franchise fees and interest payments and \$58,000 in Hazardous Waste Surcharge/AB 939 fees and interest; and 
- Our franchise fee audit for six jurisdictions in **Sacramento County** identified a number of issues related to the underpayment of required fees to each of the six jurisdictions, including the lack of franchise fee payments on certain national accounts. 

As part of these and other projects, we have developed sampling plans that have included both judgmental samples to concentrate the audit effort on a specific limited problem area, and statistically valid samples when statistical results are needed. Our approach to conducting any fee audit is to thoroughly understand the data collection and tracking systems and supporting internal controls. We then focus our auditing and sampling efforts to effectively test data input and tracking systems and assess the effectiveness of internal controls and the accuracy of reported information.

R3 Team Members: Ric Hutchinson, Project Manager
William Schoen, Project Manager
Richard Tagore-Erwin, Project Manager

Contact: Various contacts throughout California



R3 has assisted numerous Cities and Counties throughout California to solicit proposals for solid waste and recycling services, as well as implement significant changes to collection programs. Some project goals have included:

- Conversing curbside recycling program from multi-bin to automated, single stream programs;
- Increasing yard waste collection service from every-other-week to weekly collection;
- Incorporating multi-family and commercial recycling services in the basic collection service rate; and
- Reducing all residential and commercial customer rates.



Our work efforts include developing, drafting and advertising of solid waste collection proposal packages: As part



of these services, R3 has developed procurement documents, including the procurement instructions, the draft contract language and the proposal cost and evaluation forms. In addition, R3 has facilitated mandatory pre-proposal meetings, provided assistance in the preparation of responses to questions, assisted in the evaluation of the cost proposals, and prepared contract award recommendations. Finally, R3 has assisted in negotiating the final contract terms and conditions, and presented the recommendations at public hearing.



Benefits:

- *Decreased residential and commercial rates;*
- *Increased residential and commercial service level;*
- *Initiated single stream recycling; and*
- *Integrated recycling services into the basic commercial and multi-family collection programs.*

R3 Team Members:

Richard Tagore-Erwin, Project Manager
 Ric Hutchinson, Project Manager
 William Schoen, Project Manager
 Carrie Baxter, Project Analyst

Contact:

Various contacts throughout California

Clients Include:

Over 50 California Cities, Counties, Sanitation Districts (SD), and Waste Management Authorities (WMA), Including: Merced County, Burbank SD, Castro Valley SD, South Bayside WMA, Bradbury, Duarte, Calabasas, Citrus Heights, Colton, Dublin, Irwindale, Hemet, Los Altos, Piedmont, Rancho Cordova, Rancho Murieta, Rancho Palos Verdes, Rolling Hills Estates, San José, San Ramon, Santa Rosa, Upland, and Windsor, CA



Solid Waste Procurement Services



Clients Include:

**Cities of Albany,
Benicia, Elk Grove,
Emeryville, Fairfield,
Galt, Lomita,
Montebello, Rancho
Palos Verdes, and
Woodland,
County of Santa Barbara
and Novato Sanitary
District**



Negotiation Assistance



R3 staff has assisted numerous jurisdictions throughout California with negotiations related to their solid waste management franchises. Those services have included negotiation of sole source extensions to existing franchises as well as revisions and amendments to

existing franchise agreements. Project results have included:

- Increased hauler performance and accountability;
- Increased landfill diversion;
- Implementation of expanded recycling programs;
- Simplified rate adjustment methodology;
- Specified performance and program requirements;
- Implementation of air quality standards for collection vehicles; and
- Increased management controls for franchising jurisdiction.

Projects include:

- For the City of **Benicia**, R3 assisted the City with negotiating potential changes to its franchise agreement including changes related to insurance requirements, indemnification provisions, operating standards and new and expanded programs.
- For the **City of Lomita**, R3 provided the City with assistance with the development of a new Franchise Agreement to, among other things, improve the City's ability to manage the contract and reflect new environmental standards.
- For the **City of Montebello**, R3 staff assisted the City with drafting and negotiating amendments to the existing franchise agreement including minimum diversion standards, improved customer service programs, financial reporting requirements and monitoring and reporting requirements for refuse collection and recycling programs.
- For the **City of Elk Grove**, R3 assisted the City with a sole source negotiated extension to its existing franchise, including developing a negotiation strategy, participating in negotiation sessions, reviewing and analyzing data and assisting with drafting new contract language.

R3 Team Members: Richard Tagore-Erwin, Project Manager
Ric Hutchinson, Project Manager
William Schoen, Project Manager

Contacts: Various contacts throughout California

R3

R3 team members have assisted public sector clients in the preparation of solid waste planning documents throughout the United States. These documents have ranged from multi-volume, state-wide solid waste management plans to agency-specific waste reduction letter reports.

In developing our planning documents, R3 team members incorporate the specific needs of the public agency, the community and the regulatory and/or oversight bodies. Our documents focus on implementation strategies, fiscal responsibility and technical soundness. Representative planning projects and clients are listed below.

- **IMPLEMENTATION PLAN FOR RECYCLING OPTIONS**
County of Sacramento, California
- **YARD WASTE COMPOSTING IMPLEMENTATION PLAN**
City of Sacramento, California
- **WORKSHOPS AND RESOURCE MANUAL**
Arizona Department of Environmental Quality
- **STATEWIDE RECYCLING MANUAL**
California Waste Management Board
- **STATE SOLID WASTE MANAGEMENT PLAN**
State of New Mexico Environment Department
- **MILITARY FACILITY SOLID WASTE MANAGEMENT PLANS**
U. S. Navy, San Diego Area, California
- **SOLID WASTE MANAGEMENT PLAN**
Guam EPA
- **REGIONAL SITING PLAN**
Napa County and its Cities
- **REGIONAL PROGRAM MONITORING**
Marin County and its Cities
- **WASTE DISPOSAL ALTERNATIVES**
San Bernardino Desert and Mountain, Waste Management Coalition
- **RECYCLING OPTIONS**
Sacramento County, California; City of San Francisco, California
- **REGIONAL PROGRAM MONITORING**
Mojave Desert Solid Waste JPA, California
- **SOLID WASTE BEST MANAGEMENT PRACTICES**
American Plastics Council
- **SOURCE REDUCTION AND RECYCLING ELEMENTS, HOUSEHOLD HAZARDOUS WASTE ELEMENTS, WASTE GENERATION STUDIES**

Jurisdictions throughout the United States and Guam



Solid Waste Planning Services

R3

Jurisdictions throughout the United States



Solid Waste Facilities Services

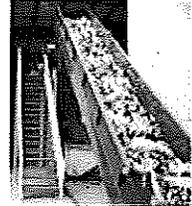
Over 65 Cities and Counties throughout California



R3 team members have assisted public sector clients in the evaluation, review and procurement of solid waste facilities for over 15 years. Facility-related projects range from

preparing feasibility plans, conducting facility performance reviews and procuring processing equipment and operators.

In conducting our solid waste facility projects, R3 staff members focus on developing cost effective solutions to improve program performance.



Over the years, we have developed options ranging from procuring new equipment, changing the operational functions, developing incentives to increase contractor performance and changing the manner in which recyclable materials are delivered.



Our staff is familiar with green waste composting facilities, mixed waste processing facilities and single-stream processing facilities. R3 staff member Richard Tagore-Erwin has worked with several Japanese companies to develop automated processes for handling high volume waste materials.

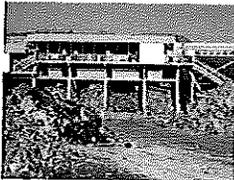
Representative facility projects and clients are listed below:

- **Greenwaste Composting Facility Feasibility Study**
CITY OF SACRAMENTO
- **Greenwaste Composting Facility Review**
COUNTY OF SACRAMENTO
- **MRF Contract Review**
CITY OF SAN GABRIEL
- **MRF Contract Review**
CITY OF SOUTH PASADENA
- **MRF PERFORMANCE Testing**
CITY OF PHOENIX
- **MRF Facility Expansion**
CITY OF PHOENIX
- **MRF Feasibility Study**
COUNTY OF SANTA CRUZ
- **MRF Operating Review**
WESTERN PLACER WASTE MANAGEMENT
AUTHORITY

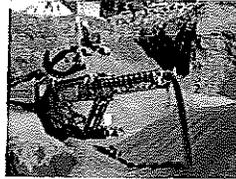
R3

R3 Team Members have assisted numerous jurisdictions with efforts to increase the diversion of Construction and Demolition (C&D) materials. Those efforts have included:

- Assessing contractor compliance with C&D diversion requirements;
- Evaluating C&D collection system design and contracting options;
- Drafting and revising C&D ordinances;
- Incorporating increased C&D diversion requirements into existing franchises;
- Field audits and facility monitoring; and
- Procurement of C&D collection service providers.



Our review of C&D ordinances and diversion programs throughout the State as well as our work assisting jurisdictions with developing and monitoring existing C&D diversion programs has highlighted the importance that the design of the collection system can have on increasing diversion. Effective collection system design in conjunction with effective C&D diversion facilities are the two most significant components of an effective C&D diversion program.



There are a variety of options for structuring a C&D collection system including:

- An unregulated open market system;
- A regulated open market permit system;
- A closed market with multiple non-franchised haulers; or
- Providing an exclusive contract with one hauler.

While there are pros and cons of each option, with the exception of an unregulated open market system, each of the above collection service options can be structured to provide a jurisdiction with the ability to maximize C&D diversion options.

R3 Team Members: Richard Tagore-Erwin, Project Manager
Ric Hutchinson, Project Manager
William Schoen, Project Manager
Carrie Baxter, Project Manager

Contact: Various contacts throughout California

Clients Include:

Cities of Rancho Santa Margarita, San Carlos, San José, Rohnert Park, the Town of Windsor, CA and the Marin County Hazardous and Solid Waste Management JPA



Maximizing C&D Diversion

C&D Collection System Design



R3

Clients include:

Alameda, Anaheim,
Atherton, Belmont,
Burlingame, Cotati, East
Palo Alto, Foster City,
Hillsborough, La Habra
Heights, Long Beach, Menlo
Park, Millbrae, Mill Valley,
Petaluma Rancho Palos
Verdes, Redlands, Redwood
City, Rolling Hills Estates,
San Carlos, San Mateo, San
Rafael, San Ramon,
Tiburon, Windsor, Central
Contra Costa Solid Waste
Authority, CA and Fort
Collins and Windsor, CO

Refuse Vehicle Street
Maintenance Impact Fees

Construction Vehicle
Street Maintenance
Impact Fees

Demolition Debris
Permitted Hauler Fees

Benefits:

- *Objective analysis of the cost impact of refuse and other vehicles on the jurisdiction's street system; and*
- *Additional revenue to the jurisdiction to offset the street maintenance cost impact of refuse and other vehicles.*

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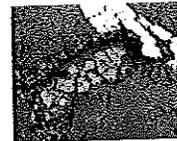


R3 team members have assisted numerous jurisdictions with determining potential fees to be charged to refuse collection service providers to recover street maintenance



costs associated with solid waste, recycling and yard waste vehicles (refuse vehicles). The studies involve analyzing the impacts of the refuse vehicles on the jurisdiction's streets as a percentage of total vehicle impacts and allocating a proportional share of street maintenance cost requirements to those vehicles. Studies involving the evaluation and quantification of fees for buses, construction vehicles and debris box services have also been conducted.

The damage to streets caused by vehicles increases much more than proportionally with size and weight, and a single large vehicle can cause as much damage as thousands of automobiles. The proportional impact of refuse vehicles is magnified on residential streets since they are typically the heaviest vehicles regularly operating on those streets. Accordingly, they contribute significantly to the cost of maintaining those streets, often as much as 10% or more of total residential street maintenance costs.



Preventative maintenance is the single most important component of an effective pavement management program. Each dollar spent on preventative maintenance now saves as much as five dollars or more in future costs. The key is to

maintain streets in good condition rather than allowing pavement to deteriorate to the point where expensive rehabilitation or reconstruction is necessary.

Our approach is based on the premise that all vehicles, including refuse vehicles, impose a quantifiable impact on streets. That impact or "loading" can be expressed as an Equivalent Single Axle Load (ESAL), which is a function of the vehicle's weight and the distribution of that weight among the vehicle's axles. By projecting the total number and type of vehicles that will travel on a street over its useful life, and the average ESAL associated with each vehicle type, the total ESAL that street will experience can be calculated. Once this has been done the relative impact associated with a specific vehicle type can be calculated and the proportional street maintenance cost assigned.



R3 Team Members:

William Schoen, Project Manager
Richard Tagore-Erwin, Project Analyst
Carrie Baxter, Project Analyst

Contact:

Various — Available Upon Request

Appendix C

Staff Resumes

- ✓ William Schoen
- ✓ Sam Chandler
- ✓ Richard Tagore-Erwin

R3

Resume

Mr. Schoen has served as project manager or had significant involvement in the following projects:

OPERATIONS AND PERFORMANCE REVIEWS

California Communities: *Contra Costa Integrated Waste Management Authority, Folsom, Los Altos, Napa County, Orange, Plumas County, Pomona, Redlands, Sacramento, Salinas, San Bernardino County, San Leandro, Santa Cruz, South Bayside Waste Management Authority, Stanford University, Stanislaus County, Windsor, and Yuba Sutter Regional Waste Management Authority*

Washington Communities: *Olympia and Tacoma*

Performed operations and performance reviews of municipal and franchised solid waste collection, transfer, landfill and material recovery operations. Studies including time and motion analysis, evaluation of collection productivity, cost of service allocations, macro- and micro-routing of collection systems, variance analyses, baseline and benchmarking studies to identify key areas to target for operational improvements, route and billing audits and contract compliance reviews.

CONSTRUCTION AND DEMOLITION DEBRIS ORDINANCE, HAULING AND PROCESSING FACILITY SERVICES

California Communities: *Contra Costa County, Marin County, Napa County, Sacramento County Solid Waste Authority, San Carlos, and San Jose*

Mr. Schoen has provided a range of services related to diversion of construction and demolition (C&D) debris. Those services include drafting and revising C&D ordinances, providing technical assistance to staff responsible for administering ordinances, evaluating options for C&D collection systems, drafting permitted, non-exclusive and exclusive C&D hauler requirements, drafting mixed C&D processing facility certification standards and certifying mixed C&D processing facilities in conjunction with C&D diversion ordinance requirements.

CONTRACT COMPLIANCE, MONITORING AND REPORTING

California Communities: *Citrus Heights, Elk Grove, Rancho Cordova, Sacramento County Solid Waste Authority, Petaluma, Plumas County, West Sacramento, and Windsor*

Appendix C

Resumes

William Schoen

Education

Bachelor of Science
Bioengineering, University of
Pennsylvania

Professional Experience

Mr. Schoen is an engineer with more than 25 years of solid waste operational and consulting experience. He has managed recycling and landfill operations and assisted numerous jurisdictions with the review of both municipally operated and franchised solid waste management systems. His expertise lies in the areas of solid waste operations and financial analysis.

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Resumes

William Schoen

Training:

"Manager of Landfill Operations", Solid Waste Association of North America.

"How to Evaluate Landfill Operations", Blue Ridge Services Inc.

"40-Hour Hazardous Waste Operations and Emergency Response Course", Occupational Safety and Health Administration.

"California Compliance School, Hazardous Waste Generator Course, Modules I - V", California Department of Toxic Substances Control.

"Community Compost Trainer", City and County of San Francisco Recycling Program.

"Fundamentals of Finance and Accounting for Non-Financial Executives", American Management Association International.

Mr. Schoen prepared hauler monitoring and reporting programs requirements in support of permit collection systems as well as exclusive and non-exclusive collection systems. He has also reviewed and monitored hauler compliance with contractual requirements including tonnage tracking and reporting, customer service tracking and franchise and other fee payments.

INTEGRATED SOLID WASTE MANAGEMENT PLANNING

California Communities: Carlsbad, Fresno County, Kern County, Oakland, Palo Alto, Paso Robles, Sacramento County, San Francisco, San Jose, San Luis Obispo County and its seven incorporated cities, Sonoma County, and South Bayside Waste Management Authority

Colorado Communities: Fort Collins and Windsor

Managed the development of integrated solid waste management plans for jurisdictions throughout the State. Assisted the cities of Oakland, Palo Alto, Paso Robles and San Jose with zero waste planning efforts. Managed the development of AB 939 Source Reduction and Recycling Elements for the City and County of San Francisco and San Luis Obispo County and its seven incorporated jurisdictions and assisted with the drafting of AB 939 Plans for the counties of Fresno and Sonoma. Managed the development of a long-range solid waste management plan for the South Bayside Waste Management Authority (SBWMA) and its 12 member agencies. Assisted the County of Sacramento with an economic analysis of long-term solid waste diversion and disposal alternatives.

RATE REVIEWS

California Communities: Alameda, Amador County, American Canyon, Carlsbad, Central Contra Costa Integrated Waste Management Authority, Fresno, Contra Costa County, El Cerrito, El Dorado County, Elk Grove, Gridley, Hercules, Livermore, Mill Valley, Millbrae, Novato Sanitary District, San Francisco, South Bayside Waste Management Authority, Stanislaus County, Sunnyvale, Tracy, Vallejo, West Contra Costa Integrated Waste Management Authority, and Yuba-Sutter Regional Waste Management Authority

Managed and assisted with numerous rate reviews involving divisions of Waste Management, Allied, Republic, Norcal and other regional and local franchised haulers. Responsibilities included reviewing revenue and expense projections, variance analysis, allocations among franchise and non-franchised operations and lines of business, performance, tonnage projections, balancing account calculations, recyclable material processing costs and material revenues.

R3

RATE MODELING / RATE STUDIES / COST OF SERVICE STUDIES

California Communities: *Amador County, Berkeley, Downey, El Cerrito, Folsom, Fresno, Livermore, Los Altos, Los Angeles, Merced County, Merced, Millbrae, Palo Alto, Redlands, Sacramento, Santa Monica, Tracy, and Ventura County*

Evaluated current and historical budgets, projected capital and operating costs, developed financial and rate models, performed cost of service analysis, evaluated and designed rate structures, and evaluated various rate adjustment scenarios.

SOLID WASTE AND RECYCLING PROCUREMENT SERVICES

California Communities: *Contra Costa Solid Waste Management Authority, Elk Grove, Fresno, Gridley, Livermore, Merced County, Millbrae, Oakland, Petaluma, San Bernardino County, San Diego, South Bayside Waste Management Authority, Sunnyvale, Tamalpais, and Union City*

Oregon Communities: *Sandy and West Linn*

Managed or assisted with sole source and competitive procurement of collection, materials processing, transfer and landfill services. Drafted Request for Proposal documents and detailed franchise agreements incorporating performance incentives and rate adjustment guidelines involving various profit bases including detailed rate reviews and indexed adjustments. Evaluated proposals, prepared and presented award recommendations, and assisted with contract negotiations. Mr. Schoen also reviewed numerous proposals for new or expanded franchised services.

REFUSE VEHICLE IMPACT FEE STUDIES

California Communities: *Anaheim, Atherton, Belmont, Burlingame, Cotati, Dublin, Elk Grove, East Palo Alto, Foster City, Hillsborough, La Habra Heights, Long Beach, Menlo Park, Mill Valley, Millbrae, Petaluma, Redlands, Redwood City, San Carlos, San Mateo, San Rafael and San Ramon*

Colorado Communities: *Fort Collins and Windsor*

Assisted more than two-dozen jurisdictions with determining a potential fee to be charged to their franchised haulers to recover residential street maintenance costs associated with solid waste, recycling and yard waste vehicles. The studies involve analyzing the impacts of the vehicles on the City's residential streets and allocating a portion of street maintenance funding requirements to those vehicles based on their relative impacts.

Resumes

William Schoen

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Resumes

William Schoen

OPERATIONAL EXPERIENCE

Area Manager, Reynolds Aluminum Recycling Company, Managed Reynolds Aluminum Company's recycling operations in San Francisco and San Mateo counties.

Principal, Resource Recovery Services, Established and operated a multi-material commercial recycling business in the San Francisco Bay Area.

Operations Manager, Acme Landfill, Served as the onsite Operations Manager for the landfill's leachate treatment plant handling hazardous (F039) leachate.

Interim Director of Operations, Acme Landfill, Served as the landfill's Director of Operations, responsible for the management of operations and regulatory compliance.

PUBLICATIONS AND PRESENTATIONS

"Performance Benchmarking: Measuring Success", W. Schoen, S. Chandler, presented to the Municipal Solid Waste Manager's Association; 2005 Fall Summit; Portland, OR.

"Performance Benchmarking: Validate, Diagnose, Improve", presented to the Municipal Solid Waste Management Association; Lexington, KY.

"GIS Routing Options", presented to the California Resource Recovery Association, San Francisco, CA.

"Improving Solid Waste Collection Productivity", Solid Waste Association of North America, Western Regional Conference, Springs, CA.

"Effective Performance and Rate Reviews", M. Kent, M. Brown, P. Deibler, W. Schoen, M. Moyer-Angus, Public Works Magazine.

"Building from the Ground Up: Collection Systems, the Foundation of an Integrated Solid Waste Management System", Solid Waste Association of North America, Western Regional Conference, Lake Tahoe, CA.

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Resume

Consulting Experience

R3 CONSULTING GROUP, INC. *Roseville, California*

Senior Manager (2006, 2013). Mr. Chandler had a major role in a range of projects while at R3 including solid waste efficiency and performance audits for the cities of Redlands, San Bernardino and Tacoma, Washington. Mr. Chandler's responsibilities as part of those audits included review of safety policies, programs and procedures, routing and vehicle maintenance. He also served as interim solid waste manager for the City of Culver City, and provided AB 939 planning services for San Bernardino County.

CLAMWOOD & ASSOCIATES, LLC

Principal Partner (Current since 1994). As Principal Partner of his own company (Clamwood & Associates, LLC), Mr. Chandler has provided a variety of solid waste management consulting services to private and public sector clients with a focus on state legislative issues, regulatory compliance; permit applications, SWIP and pollution prevention programs. Clients include Waste Management, Inc., Tucson Recycling and Waste Services, SCD, Santa Monica and DSBMX, Tucson.

Public Sector Solid Waste Management Experience

MERCED, CALIFORNIA; DIRECTOR OF WASTE MANAGEMENT *Merced, California*

Director, Merced County Regional Waste Management Authority (2009 to 2013). With three key managers, (General Manager, Environmental Manager, and Financial Services Manager) directed an enterprise fund activity with 43 FTE and a \$20.5M budget (\$10.5M operations, \$10M CIP) that provided regional waste management services with two landfills, a household hazardous waste depot and two ABOP's, and recycling commodity transfer systems to 7 local member jurisdictions, 3 private businesses and 2 regional governments.

Under Mr. Chandler's leadership the enterprise established financial stability by writing and implementing a business plan, working with bond counsel, and building a balanced budget, the first for the enterprise in 4 years, without raising rates. Managed the installation of software programs for increased point of sale velocity, improved cash controls, and proposed payroll processing and system changes to improve bottom line results.

Resumes

Sam Chandler

Education

Bachelor of Arts in Political Science, Grinnell College, Iowa

Master of Arts in Public Administration, University of Iowa

Professional Experience

Mr. Chandler has extensive experience managing municipal solid waste management systems, and analyzing the safety and operational performance of those systems. He also has extensive experience successfully negotiating with unions in support of improved operational and financial performance.

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Resumes

Sam Chandler

Projects completed under his direction included two expansion permits, a new lined cell, a new gas control and collection system, gas to energy planning, scale house software upgrades, recycling materials negotiations and regional cooperative agreements with adjacent counties. Mr. Chandler worked closely with private and public waste haulers under six franchise agreements and handled all negotiations with major account customers in the region.

SNOHOMISH COUNTY, WASHINGTON; PUBLIC WORKS DEPARTMENT

Everett, Washington

Utility Director, Solid Waste Division (2006 to 2008). With four key managers, (Planning & Programs, Environmental Services, Operations and Administration) Mr. Chandler directed an enterprise fund activity with 162 FTE and a \$60M budget (\$53M operations, \$7M CIP) that provided integrated waste management services, household hazardous waste services, urban/ag/farm recycling systems and litter abatement to 21 local governments.

Under Mr. Chandler's leadership the Division established financial and regulatory accountability for the enterprise by writing a business plan, a continuity of operations plan, (COOP), a disaster plan, executing a rate review and building financial modeling programs. The cost of service study led to the creation of a new integrated financial reporting process that followed transactions from the point of sale all the way through to the final posting.

Mr. Chandler introduced programs that brought the Fund into regulatory and legal compliance with cash balance, reserve fund requirements, bond fund management concepts and debt management standards. He proposed programs for improved cash reconciliation, payroll accountability and market studies to improve procurement strategies. This year his team submitted a balanced budget for the first time in six years by using a combination of creativity, new revenues, efficiencies and common sense. Mr. Chandler aggressively promoted diversity and comparable worth programs for his staff.

CITY OF TUCSON; ENVIRONMENTAL SERVICES (UTILITY DEPARTMENT)

Tucson, Arizona

Deputy Director, Operations (1996 to 2004). Under Mr. Chandler's direction his five managers, (including the GIS/GPS Information and Data Systems Manager, the Finance Officer, the Collections Manager and the Administrative Manager) with a work force of 252 employees, and a \$33M operating budget and a \$3.6M CIP, managed the daily business operations of a fully integrated solid waste enterprise system for 147,000 residential customers, 3400 commercial customers, a 1500 tpd landfill and a

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single stream recycling collection system. Elected President of Tucson Clean & Beautiful, a local non-profit that expanded the original Keep America Beautiful idea to other current environmental concerns, where Mr. Chandler helped organize the first Hot Topics, Cool Solutions Conference that addressed climate and energy issues in 2001 by exploring white roofs, tree planting, CNG power, solar power and energy conservation techniques that reduced utility costs to local businesses as well as the City.

CITY OF SANTA MONICA; PUBLIC WORKS & ENVIRONMENTAL SERVICES DEPARTMENT
Santa Monica, California

Operations Manager (1995 to 1996). With a staff of 95, Mr. Chandler managed the street sweeping section, directed the activities of a solid waste enterprise fund with a \$9M budget, maintained the Santa Monica Beach, six parking garages and provided custodial care for the 3rd Street Promenade. The development of the new waste diversion facility began and was built in 2009. The City introduced CNG powered collection vehicles and improved post collection diversion from less than 4 percent to over 29 percent within six months. During Mr. Chandler's tenure, he assisted in improved customer service, a balanced budget, stopped employee theft and reduced cash shortages from \$300 per day to zero.

METRO REGIONAL GOVERNMENT; SOLID WASTE MANAGEMENT DEPARTMENT
Portland, Oregon

Operations Senior Manager (1988 to 1995). This enterprise was a unique start-up business operation created to be in compliance with Oregon law that became a mix of private and public employees providing regional environmental services to 27 local governments in the Portland, Oregon region. Mr. Chandler's team of nine division managers, including Engineering, Facility Services, HHW/CEG/TSD, Budget, Customer Services and Contract Management, delivered a comprehensive integrated public service to a population of nearly one million residents with a \$87M budget (\$19M operations, \$3M CIP, \$45M contracts and \$20M transfers) through four franchised and two publicly owned geographically distributed facility sites in the Portland Metro area. The team issued the first long-haul contract, managed transfer station design build projects and recycling education programs. He assisted in the successful close of a \$21M garbage compost operation inherited with no loss of revenue to Metro. He also assisted in building the first successful latex paint re-processing center in the country where over 750,000 GCE's are now blended and sold (profitably).

Resumes

Sam Chandler

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Resumes

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Mr. Tagore-Erwin has served as project manager or had significant involvement with the following projects:

PERFORMANCE AND OPERATIONS REVIEW

California Communities: Amador County, Bell Gardens, Colton, Cotati, El Dorado County, Fairfield, Folsom, Garden Grove, Hemet, Irwindale, Lincoln, Lomita, Manteca, Monrovia, Napa County, Paso Robles, Petaluma, Rancho Palos Verdes, Redlands, Rohnert Park, Sacramento, Salinas, San Bernardino, San Fernando, San Leandro, Santa Rosa, Upland, West Hollywood, Western Placer Solid Waste Authority, Windsor, Woodland, Yuba-Sutter Regional Waste Management Authority

National Communities: Gilbert, Glendale, Phoenix, Scottsdale, and Maricopa County, AZ; Tacoma, WA

Mr. Tagore-Erwin reviewed management structures, job classifications and qualification requirements, and billing and customer service systems. He also conducted on-site inspections of collection operations and maintenance procedures, and reviewed routing and route efficiency. He analyzed operational and financial impacts of implementing automated collection systems, single-stream recycling programs, and variable can rates for residential and commercial customers.

ZERO WASTE PLANNING, EPR AND SUSTAINABILITY

California Communities: Calabasas, California Department of Resources Recycling and Recovery (Formerly Integrated Waste Management Board and Department of Conservation), Humboldt Waste Management Authority, Marin County JPA, Oakland, Paso Robles, San José, Santa Monica, Sonoma County, Sunnyvale, and Yuba-Sutter Regional Waste Management Authority

Nationwide Communities: State of Arizona, Fort Collins, CO, Tucson, AZ and Actlink USA Corp., AZ

Mr. Tagore-Erwin led the project team in developing the project concept and strategic planning to develop and implement Zero Waste Plans for all cities and regional agencies. He incorporated waste composition data, recycling and organics diversion programs, sustainable building programs, Extended Producer Responsibility (EPR) policies, land use, cutting edge processing facilities and progressive customer rate structures. This included working with diverse stakeholder groups such as elected officials, haulers, facility operators, environmental groups, and the general public.

Resumes

Richard Tagore-Erwin

Education

Bachelor of Arts in Political Science, University of Hawaii, Manoa

Master of Arts in Political Science, University of Hawaii, Manoa

Professional Experience

Over the past 25 years, Mr. Tagore-Erwin has worked with public agencies to design, evaluate, and implement solid waste collection, processing, disposal, and administrative operations. His work focuses on procurement, financial analysis, operational review, and sustainable development.

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Resumes

Richard Tagore-Erwin

Mr. Tagore-Erwin evaluated program options and policy direction to maximize collection and proper disposal of Universal Waste (U-waste) and sharps and incorporate EPR. He has also identified options for financing various waste streams in California such as plastic bags, U-Waste, sharps and Household Hazardous Waste including determining the feasibility of possible programs through stakeholder feedback.

CONTRACT COMPLIANCE, MONITORING AND REPORTING

California Communities: Calabasas, Irwindale, Marin County, Monrovia, Montebello, Rancho Santa Margarita, Sacramento, Sacramento County, San Bernardino County, Santa Rosa, Western Placer Solid Waste Authority, and Woodland

Nationwide Communities: Phoenix, AZ

Mr. Tagore-Erwin prepared hauler monitoring and reporting programs for single jurisdictions and regional agencies. He conducted on-site audits of hauler financial and operational records. He also developed and implemented reporting databases by jurisdiction, facility used, material type and tonnage.

SOLID WASTE AND RECYCLING PROCUREMENT AND NEGOTIATION SERVICES

California Communities: Arcadia, Benicia, Bradbury, Burbank Sanitary District, Calabasas, Castro Valley Sanitary District, Citrus Heights, Colton, Duarte, Dublin, Elk Grove, Emeryville, Irwindale, Lomita, Los Altos, Merced County, Monrovia, Montebello, Monterey County, Novato Sanitary District, Oakland, Piedmont, Rancho Cordova, Rancho Murieta Community Services District, Rancho Palos Verdes, Rohnert Park, Rolling Hills Estates, San Bernardino, San Fernando, San Jose, San Ramon, Santa Barbara County, Santa Rosa, Sonoma County, South Bayside Waste Management Authority (made up of 12 jurisdictions), Upland, West Hollywood, Windsor, Woodland, and Yuba-Sutter Regional Waste Management Authority (made up of 6 jurisdictions)

Nationwide Communities: Windsor, CO

Mr. Tagore-Erwin developed and designed service terms and conditions, franchise agreements and contracts, and cost proposal forms for the solid waste and recycling programs. He assisted in the preparation of the solid waste and recycling procurement documents, conducted pre-proposal conferences and interviews, prepared RFP addenda, negotiated final franchise agreements and contracts, and presented recommendations to City Councils and County Boards of Supervisors.

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RATE REVIEW, FINANCIAL ANALYSIS AND FEE STUDIES

California Communities: Capitola, Garden Grove, Mill Valley, Piedmont, Rancho Palos Verdes, Redlands, Rohnert Park, Rolling Hills Estates, Roseville, Sacramento, Santa Barbara, Windsor, El Dorado County, Kern County, Sonoma County, Novato Sanitary District, Rancho Murieta Community Services

Nationwide Communities: Scottsdale, AZ and Douglas County, NV

Mr. Tagore-Erwin assisted in reviewing rate applications for franchise haulers. As part of his efforts, he reviewed financial statements and assisted in the preparation and analysis of pro-forma rate models. He also conducted Peer Community Surveys to determine if proposed rates were consistent with surrounding market rates. He assisted in working sessions with the Cities and Counties and their franchised haulers, prepared the reports, and assisted in the presentations to City Councils and County Boards of Supervisors.

SOLID WASTE FACILITY EVALUATION AND DEVELOPMENT

California Communities: Irwindale, Sacramento, Santa Cruz, San Gabriel, South Pasadena, Sacramento County, Marin County, and Western Placer Solid Waste Authority

Arizona Communities: Phoenix and Tucson, AZ

Mr. Tagore-Erwin prepared feasibility plans, conducted performance testing, and evaluated processing equipment and facility layouts. He administered procurement processes for MRF and compost equipment and operators, reviewed operating contracts, provided contract language amendments, prepared secondary markets analyses, developed marketing agreements, and reviewed protocol for material acceptance. Mr. Tagore-Erwin also conducted facility tours, made presentations to community groups, City Councils, and Boards of Supervisors.

AB 939 PLANNING DOCUMENTS

California Communities: Carlsbad, Citrus Heights, Clayton, Irwindale, Los Angeles, Madera, Manteca, Montebello, Paso Robles, Rancho Cordova, Rancho Santa Margarita, Sacramento, San Jose, Santa Barbara, Santa Rosa, South Gate, Inyo County, Marin County, Monterey County, Napa County, Nevada County, Sacramento County, San Bernardino County, Sonoma County Waste Management Authority, West Contra Costa Integrated Waste Management Authority and State of California

Resumes

Richard Tagore-Erwin

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Resumes

Richard Tagore-Erwin

Mr. Tagore-Erwin led project teams in preparing over 100 solid waste management plans, waste characterization studies, base year studies and resource and planning manuals. He prepared state-wide, regional and local solid waste management plans, conducted multi-jurisdiction waste characterization studies, and worked with individual municipal agencies to develop in-house recycling programs. He has also prepared planning manuals and conducted workshops for jurisdictions throughout California, Arizona and New Mexico, and has advised the California and Arizona state legislatures on solid waste policies.

CONSTRUCTION AND DEMOLITION DEBRIS FRANCHISE AND ORDINANCE SERVICES

California Communities: Calabasas, Dublin, Los Altos, Piedmont, Rohnert Park, Rolling Hills Estates, San Carlos, San Jose, Santa Rosa, San Ramon and Windsor

Nevada Communities: Douglas County

Mr. Tagore-Erwin prepared non-exclusive franchise documents for several cities and counties. As part of this process, he developed the franchise application form, the franchise agreement, and the franchise fee payment form and process. He also met with local contractors and officials during the development of the franchise agreement. Mr. Tagore-Erwin worked closely with the municipalities and their attorneys to develop the required C&D ordinance and assisted in the public hearing process.

PUBLICATIONS, PRESENTATIONS, AND WORKSHOPS

"Greening Your Franchise Agreement", presented June 2008 to the California Contract Cities Association, Indian Wells, CA.

"Creating Effective Local Partnerships," presented to the League of California Cities Annual Conference, San Francisco, CA.

"Linking Solid Waste Management to Sustainable Development," presented to the Commission on Sustainable Development, Washington, D.C.

"Implementing Source Reduction and Recycling Programs," presented to regional groups in Flagstaff, Phoenix and Tucson, Arizona.

"Economic Impact of Recycling," presented to the Southwest Public Recycling Association, Tucson, Arizona.

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