

MARIN COUNTY HAZARDOUS & SOLID WASTE
JOINT POWERS AUTHORITY

EXECUTIVE COMMITTEE MEETING

Wednesday, April 23, 2008
Suite 200-A Conference Room
65 Mitchell Blvd., San Rafael

10:00 -11:00 AM

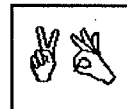
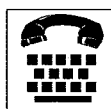
AGENDA

Call to Order.

1. Approval of Executive Committee Minutes from January 23, 2008. (Action)
2. Report on current staff activities and approve letter of support re: AB 2058, plastic bag diversion (Action)
3. FY 08-09 Budget, Budget Sub-Committee Recommendation and Fee Schedule. (Action)
4. Responses to Zero Waste Request for Information. (Action)
5. Redwood Landfill Presentation by Jessica Jones. (Information/Action)
6. JPA Audit and Financial Statements for year ending June 30, 2007. (Action)
7. AB939 Local Task Force Update. (Informational)
 - a) January 2, 2008, Local Task Force Meeting Minutes.
 - b) March 5, 2008, Local Task Force Meeting Minutes.
 - c) April 2, 2008, Local Task Force Meeting Minutes.
8. Open Time.
9. Next Executive Board Meeting to be held on Wednesday, July 23, 2008, 10:00 – 11:00 AM, 65 Mitchell Blvd., San Rafael.
Next JPA Board Meeting to be held on Thursday, May 22, 2008, 9:00 – 10:00 AM, MMWD, 220 Nellen Avenue, Corte Madera.
10. Adjourn.

The full agenda including staff reports can be viewed at
www.marinrecycles.org/mins_agendas.cfm

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American sign language interpreters and assistive listening devices may be requested by calling (415) 499-6172 (TDD) or (415) 499-6647 (voice) at least 72 hours in advance. Copies of documents are available in accessible formats upon request.

Contact the Marin County Department of Public Works, Division of Waste Management at 499-6647 for more information

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DRAFT

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT JOINT POWERS AUTHORITY**

Executive Committee
Wednesday, January 23, 2008
65 Mitchell Blvd., Suite 200-A
San Rafael, CA 94903

MINUTES

MEMBERS PRESENT

Debbie Stutsman, San Anselmo (Chair)
George Rodericks, Belvedere (Vice Chair)
Matthew Hymel, County of Marin
Dan Keen, Novato
Barbara Heller, San Rafael (Alternate)

STAFF PRESENT

Jeff Rawles, JPA
Michael Frost, JPA
Alex Soulard, JPA

OTHERS PRESENT

Judy Schriebman, LGVSD
Megan Clark, LGVSD
Bruce Baum, Green Coalition
Loretta Figueroa, Almonte Sanitary District
Katherine DaSilva Jair, Sustainable San Rafael
Kerry Mazzoni
Patty Garbarino, Marin Sanitary Service
Ruth Beckner, Master Gardener
Greg Brochbank, San Rafael City Council

Call to Order The Executive Committee meeting came to order at 10:02 AM.

1. Approve Executive Committee minutes from October 24, 2007. M/s Hymel, Keen to approve the October 24, 2007 Executive Committee minutes. Public commented the minutes were not verbatim to October meeting and the are not mentioned by name on the minutes. Staff stated the current process of keeping minutes as summary and meetings are captured by audio and archived. There was no further comment. The motion was unanimously approved.
2. 2008/2009 Budget: Staff reported for previous year the JPA Chair and Vice Chair met with staff to form a budget recommendation to the Committee. Additionally, it has been requested staff include an additional \$200,000 in the budget as an option for considering zero waste programs. M/s Hymel, Keen to approve the budget schedule and appoint Stutsman and Rodericks to the budget sub-committee. The motion was unanimously approved. No public comments received.
3. Zero Waste Request for Information. Staff reported on the Request For Information (RFI) drafted for the Committees review. Staff is requesting consultants return responses by March 31, 2008 in time for the next scheduled Executive Committee meeting in April. The Committee discussed the RFI and the process. Public commented on the need to move forward with a zero waste plan. M/s Keen, Rodericks to approve and direct staff to distribute the RFI. The motion was unanimously approved.

4. 2006 Annual Report – Staff presented the 2006 Annual Report highlighting the Planning Annual Report Information System, large venue of recycling events, a reduction in biomass tonnage and reduction in disposal reporting based on the Storm of December 2005/January 2006. Additionally the report indicates diversion rates are stable. Currently, staff is working with the LTF to come up with recommendations on improvements in some of our programs such as C&D, yardwaste composting and rate structure. The Committee discussed the Report. No comments from public.
5. JPA AB 939 Local Task Force Appointments. Staff discussed the environmental organization vacancy on the Local Task Force with the Committee. Committee member discussed the need to maintain balance of different environmental interests on the advisory committee. Committee discussed a letter from the JPA Oversight Committee concerning maintaining balance of interests. The Committee discussed the current membership composition with staff. Committee Members agreed to add two additional environmental organizations to the Task Force membership. Public stated concerns the Local Task Force has weighted too heavily with representatives of the waste industry. M/s Keen, Hymel to form a interview committee consisting of Dan Keen and George Rodericks and a member to be selected of the JPA Board and interview the applicants for the Local Task Force's Environment Organization positions. Further, the interview committee will place their recommendation on the April meeting agenda of the Executive Committee. Motion was unanimously approved.
6. Bay Area Recycling Outreach Coalition Contribution. Staff reported Bay Area Recycling Outreach Coalition (BAYROC) is expanding programs to include a single use bag elimination program in addition to the Junk Mail & Bag Reduction Program. BAYROC have requested an additional \$1,000 in funding. The Committee discussed the proposal with staff. M/s Hymel, Keen to increase funding and participation in the single use bag program. Motion was unanimous approved.
7. California Product Stewardship Council Contribution. Staff reported on ongoing extended producer responsibility efforts with the California Product Stewardship Council. Staff indicated to continue participation a request for a \$2,500 budget adjustment would be necessary to pay organizing dues. The Committee discussed the request and the opportunity to continue to pool resources with other public agencies. M/s Hymel, Keen to approve requested budget adjustment for funding to the California Product Stewardship Council. Motion approved unanimously.
8. Local Task Force Report. No Comments received.
9. Open Time. Bruce Baum representing Green Coalition asked that Board place a \$8/ton mitigation fee at Landfill on a future agenda. The Committee directed staff to place the concept on a Local Task Force agenda for discussion.
10. Adjourn.

MARIN COUNTY HAZARDOUS AND SOLID WASTE MANAGEMENT JOINT POWERS AUTHORITY

Belvedere:

George Rodericks

Date: April 23, 2008

Corte Madera:

David Bracken

To: Executive Committee

County of Marin:

Matthew Hymel

From: Michael Frost



Re: Report on Current Staff Activities and Approve Letter of Support
Re: AB 2058, Plastic Bag Diversion

Fairfax:

Michael Rock

Larkspur:

Jean Bonander

The JPA has many ongoing responsibilities and activities in addition to the state mandated reporting and roles as a regional entity. Staff is involved with regional and statewide groups, performs outreach, and is continuously working with our advisory committee.

Mill Valley:

Anne Montgomery

Staff will be participating in multiple Earth Day Activities. Free reusable cloth grocery bags will be handed out along with educational materials at the Samuel P. Taylor State Park Earth Day Event and two days at the Plastic Bag Free Marin Farmers Market.

Novato:

Daniel Keen

Ross:

Gary Broad

Staff has developed model single-use bag reduction and expanded polystyrene ordinances that are targeted to eliminate the associated waste streams. These ordinances will be brought to the Local Task Force for discussion, revision, and recommendations before being presented to this Committee. Additionally, the AB939 Local Task Force has formed three subcommittees to research and discuss foodwaste composting, solid waste rate structures, and construction and demolition diversion. The subcommittees meet intermittently, in addition to monthly Local Task Force Meetings. As the Local Task Force forms positions on different issues they will be presented to this Committee.

San Anselmo:

Debbie Stutsman

San Rafael:

Ken Nordhoff

Sausalito:

Adam Politzer

Tiburon:

Margaret Curran

As a result of statewide support of Extended Producer Responsibility (EPR) legislation is beginning to include EPR language. The JPA's EPR Resolution has permitted JPA staff to prepare multiple legislative support letters for bills in the State Assembly and Senate. Recently, letters of support have been sent for AB 2347, AB 501, AB 1860 that require manufacturers take responsibility for the safe disposal of mercury thermostats, recalled products, and sharps.

Additional legislation is moving through the State Assembly to build upon the California's In-Store Plastic Bag Recycling Law. The proposed legislation AB 2058 would require retailers to meet specified plastic bag diversion requirements. Specifically, retailers would be required to demonstrate 35% diversion by July 2011 and 70% diversion by July 2013. If goals are not met, retailers will be required to charge a 15 cent per bag fee, the proceeds of which are to be used for local litter clean-up. This approach is modeled after an Irish law that reduced plastic bag consumption by over 90%. Staff has prepared the attached letter of support for AB 2058, it is requested you authorize the JPA Board Chair to sign and approve submittal on behalf of the JPA Board.

Attachment

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MARIN COUNTY HAZARDOUS AND SOLID WASTE MANAGEMENT JOINT POWERS AUTHORITY

Belvedere:
George Rodericks

Corte Madera:
David Bracken

County of Marin:
Matthew Hymel

Fairfax:
Michael Rock

Larkspur:
Jean Bonander

Mill Valley:
Anne Montgomery

Novato:
Daniel Keen

Ross:
Gary Broad

San Anselmo:
Debbie Stutsman

San Rafael:
Ken Nordhoff

Sausalito:
Adam Politzer

Tiburon:
Margaret Curran

Date: April 15, 2008

To: Assemblymember Jared Huffman
State Capitol
P.O. Box 942849
Sacramento, CA 94249-0006

RE: AB 2058 (Levine) Plastic Bag Litter Reduction – Support

Dear Assembly Member Huffman:

The Marin County Hazardous and Solid Waste Joint Powers Authority urges your support of Assembly Bill 2058 by Assembly Member Lloyd Levine, which proposes to reduce plastic bag litter by requiring retailers who wish to continue to freely distribute plastic bags to meet a plastic bag reduction and recycling benchmark.

Plastic bag litter is a dangerous, costly and growing problem. Californians use an estimated 19 billion plastic bags annually, far too many of which are littered. Plastic bags have historically suffered from low recycling rates. Even when properly disposed of, plastic bags are often blown from receptacles and become litter. Because plastic bags are so lightweight and aerodynamic, they are quickly transported into the watershed.

Plastic bag litter is responsible for the deaths of thousands of birds, marine mammals, and endangered sea turtles which mistake them for food. Plastic bags essentially never biodegrade; instead they slowly photodegrade, attracting ambient toxins as they break into smaller pieces and overwhelming the local plankton food chain. In some of the worst affected areas of the Pacific, there is already 46 times more plastic than plankton by weight.

Local governments are incurring significant costs attempting to deal with plastic film litter. This is especially true of Southern California communities with impaired waterways that are required by US EPA Total Maximum Daily Loads (TMDLs) for trash to reduce litter. One study conducted by San Francisco concluded that every plastic bag costs the city over 20 cents in hidden cleanup expenses. Because of the costs

and environmental dangers associated with plastic bags, San Francisco, Oakland and Fairfax have all decided to ban plastic bags from large stores. Los Angeles County recently adopted a benchmark reduction program for unincorporated county retailers that require significant gains be made in plastic bag recycling or plastic bags will be banned. Dozens of other municipalities including the Marin County Hazardous and Solid Waste Management Joint Powers Authority are currently considering similar measures.

AB 2058 would require extended producer responsibility for plastic bags by requiring high volume retailers that wish to continue freely handing out plastic bags to demonstrate significant reductions in plastic bag distribution and increases in plastic bag recycling. AB 2058 will augment creating a state-wide solution to the growing problem of plastic bags and will give local governments a powerful resource to reduce local plastic litter.

The Marin County Hazardous and Solid Waste Management Joint Powers Authority supports AB 2058 and urges you to back this bill.

Sincerely,

Debra Stutsman
Chair

Cc: JPA Board Members

MARIN COUNTY HAZARDOUS AND SOLID WASTE MANAGEMENT JOINT POWERS AUTHORITY

Belvedere:
George Rodericks

Date: April 23, 2008

Corte Madera:
David Bracken

To: Executive Committee

County of Marin:
Matthew Hymel

From: Michael Frost

Re: Proposed JPA 2008/2009 Budget

Fairfax:
Michael Rock

Enclosed is the proposed FY 08-09 budget for the Hazardous and Solid Waste JPA. The budget has been reviewed and is recommended by your Budget Subcommittee Members Debbie Stutsman and George Rodericks. The proposed budget has two separate budget centers listed below:

Larkspur:
Jean Bonander

Mill Valley:
Anne Montgomery

- (6.1) The County contract for the JPA's Planning and Administration
- (6.2) The Household Hazardous Waste Program (HHWP) funded through the San Rafael Fire Department.

Novato:
Daniel Keen

Ross:
Gary Broad

As in prior years, budget reserves of 20 percent are targeted as prudent for both budget programs to accommodate cash "dry periods" because the JPA revenue stream is bi-annual. During the past several years, it has been necessary to draw on budget reserves to cover HHWP's costs. It is estimated that FY 07-08 HHWP will be within budget and the program will not need to draw from reserves to cover costs. This is a continuation of a leveling-off in HHWP costs that began in FY 05-06.

San Anselmo:
Debbie Stutsman

San Rafael:
Ken Nordhoff

Sausalito:
Adam Politzer

The proposed FY 08-09 budget expands core JPA program elements to include zero waste strategy development. The HHW Program is stable and program growth can be accomplished by shifting program cost and implementing a minimal 3% overall tipping fee increase of fourteen (14) cents per ton in the FY 08-09 Budget.

Tiburon:
Margaret Curran

However, the recently released amendment to Redwood Landfill's Final Environmental Impact Report (FEIR) includes a reassessment of Redwood Landfill's current permitted minimum site life estimate to less than the 15 year required minimum. The 15 year minimum disposal capacity requirement can be potentially satisfied by the mitigated alternative project proposed in Redwood's FEIR. If the FEIR is certified, it is anticipated the mitigated alternative project will be permitted by the end of this year. Nonetheless, the current estimate of less than 15 years capacity triggers the Siting Element requirement contained in Marin's

Integrated Waste Management Plan to initiate a process to develop a strategy to manage Marin's waste in the future. The first step in this process can be accommodated in the proposed budget and involves review of siting goals and policies with our Local Task Force. If the FEIR is not certified it may be necessary to accelerate planning strategies and move additional appropriations from reserves at a future JPA Board meeting.

Please note the following:

1. The County contract for JPA Administration Budget (6.1) proposes an increase of \$270,823 increase from FY 07-08 budget. The itemization of this proposed increase is as follows:
 - \$200,000 to fund development of zero waste strategies for countywide waste reduction program planning and implementation. Currently the JPA has circulated a Request For Information (RFI) and it is anticipated specific strategies will emerge from this process.
 - An increase in JPA insurance and auditing costs, \$5,000 for backyard composting, rent increase, and adjustments to staff salaries. Funds budgeted for salaries are fixed contract amounts.
 - Funding for staffing to accommodate the increased workload that has come with an increased schedule of Local Task Force meetings and emerging issues. In the current fiscal year, it is anticipated there will be up to 48 Local Task Force and subcommittee meetings.
2. HHWP budget (6.2) proposes a \$53,341.72 (4.2 percent) increase from last year's budget. This increase is primarily due to increased rent for the expanded HHW facility estimated to be occupied in September 2008. San Rafael Fire Department's letter (enclosed) outlines the other specifics of the HHWP budget request.
3. HHWP budget (6.2) per the Executive Committee's recommendation includes grant revenue \$33,503 for the Novato HHW program. The Novato HHW grant amount is equal to the Novato self-haul fee amount (\$18,500) levied on Redwood Landfill plus \$15,003 for JPA fees in past years. This is the sixth year of the Novato HHW grant.
4. As in previous years, included in the HHWP budget is funding for satellite HHW collection in West Marin. The budget includes \$18,000 for three 40 car-by-appointment-only HHW collection events.
5. County staff time is increased from three percent (3%) to ten (10%) to reflect increased time spent on 6.2 programs to manage the HHW Infrastructure Grant and facility expansion.
6. The proposed budget is funded by a \$4.19 per ton tipping fee (\$1.01 for program budget 6.1, \$0.48 for zero waste and \$2.70 for HHW program budget 6.2) charged

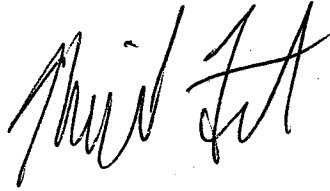
to Marin's solid waste haulers and facility operators. This proposed tipping fee is an increase of \$0.14 per ton from FY 07-08.

7. The JPA fees for FY 08-09 utilize calendar year 2007 tonnage.
8. Pursuant to Section II of the JPA's contract with the County, it is proposed that the existing contract and work program be extended for a one-year period.

It is requested your Committee approve and recommend the FY 08-09 Budget and related documents to JPA Board.

Enclosures

c: Farhad Mansourian
Bob Beaumont
Jeff Rawles
Bradley Mark



DRAFT BUDGET

JPA ADMINISTRATION
2009 96X-CWM BUDGET BY OBJECT COUNTYWIDE WASTE MANAGEMENT JPA

07/08 BUDGET	07/08 EXP THRU 3/11/2008	07/08 TOTAL EST EXPENDITURE	ACCOUNT NAME	OBJECT	08/09 BUDGET REQUEST	NARRATIVE
\$249,907	\$121,096	\$249,907	Salaries and Wages	5110110	\$312,303	Contract staff salaries and wages for 6.1 Programs.
\$249,907	\$121,096	\$249,907	Salaries and Wages Total		\$312,303	
\$4,000	\$0	\$1,000	Legal Expense	5210131	\$4,000	JPA legal counsel.
\$7,500	\$7,500	\$7,500	Outside Actg & Audit Fees	5210200	\$8,000	Financial review.
\$18,249	\$16,590	\$16,590	Insurance	5210500	\$17,420	JPA insurance 5% increase.
\$1,000	\$0	\$500	OFC Equip Rep & Maint.	5210900	\$1,000	Same as previous year.
\$15,147	\$15,147	\$15,147	Rent	5211200	\$15,904	Rent for space used.
\$603	\$603	\$1,000	Training	5211300	\$1,500	Training, Same as previous year.
\$0	\$0	\$200	Mileage & Routn Trvl Exp	5211400	\$600	Routine travel. Same as previous year.
\$16,280	\$16,280	\$25,000	Outreach	5211500	\$30,000	Compost Bins, Website, Phone Book Recycling Guide & Xmass Tree Advert.
\$0	\$0	\$0	Zero Waste Development	5211510	\$200,000	Development of zero waste strategies
\$1,000	\$0	\$400	Computer Supplies	5220100	\$1,000	Same as previous year.
\$1,200	\$1,200	\$1,000	Office Supplies	5220110	\$2,500	Same as previous year.
\$0	\$0	\$1,000	Document Reprod Costs	5220125	\$2,000	Composting guide, annual Report and other misc. printing costs.
\$5,850	\$0	\$5,850	County Financial Service	5510700	\$5,850	Pro-rate Auditor/Controller's cost plan.
\$81,346	\$57,320	\$75,187	Services & Supplies Total		\$289,774	
\$331,253	\$178,416	\$325,094	JPA 6.1 Program Total	Total	\$602,076	

2009 96X-CWM REVENUE BUDGET BY REVENUE SOURCE COUNTYWIDE WASTE MANAGEMENT JPA

07/08 BUDGET	07/08 REV THRU 3/11/2008	07/08 TOTAL EST REVENUE	ACCOUNT NAME	REVENUE SOURCE	08/09 REVENUE REQUEST	NARRATIVE
\$1,592	\$4,547	\$6,063	Interest	4410125	\$1,592	JPA funds in interest bearing account.
\$7,000	\$0	\$7,000	Other Aid State	4530000	\$0	
\$317,443	\$160,898	\$317,443	Solid Waste Man. Fees	4640910	\$632,342	Solid Waste Disposal Fees
\$0	\$0	\$0	Misc.	4710000	\$0	
\$83,469	\$83,469	\$83,469	Carry-Over		\$88,880	
\$409,503	\$248,914	\$413,974	Total Revenue		\$722,813	
\$71,250			GENERAL CONTINGENCIES			
			General Contingencies	9000010	\$120,737	
						20%

DRAFT BUDGET

4/14/2008

HOUSEHOLD HAZARDOUS WASTE PROGRAM
2009 96Y-NNO BUDGET BY OBJECT COUNTYWIDE WASTE MANAGEMENT JPA

07/08 BUDGET	07/08 EXP THRU 3/11/2008	07/08 TOTAL EST EXPENDITURE	ACCOUNT NAME	OBJECT	08/09 BUDGET REQUEST	NARRATIVE
\$7,729	\$3,865	\$7,729	Salaries and Wages	5110110	\$34,700	Contract staff salaries and wages for 6.2 Programs increased from 3% to 10%. Countywide HHW and BOP, includes West Marin HHW events, \$17,815 for Novato HHW Grant and \$15,003 (\$150,028/10 yr) for Novato fee reimbursement.
\$1,307,149	\$516,383	\$1,261,110	Contract SVC	5210100	\$1,361,355	
\$0	\$0	\$300,000	Contract SVC Misc.	5210110	\$0	
\$1,314,878	\$520,247	\$1,568,839	JPA 6.2 Program Total	Total	\$1,396,055	

2009 96Y-NNO REVENUE BUDGET BY REVENUE SOURCE COUNTYWIDE WASTE MANAGEMENT JPA

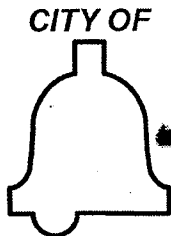
07/08 BUDGET	07/08 REV THRU 3/11/2008	07/08 TOTAL EST REVENUE	ACCOUNT NAME	REVENUE SOURCE	08/09 REVENUE REQUEST	NARRATIVE
\$9,052	\$26,745	\$35,660	Interest	4410110	\$9,052	JPA funds in interest bearing account.
\$0	\$0	\$300,000	Other Aid State	4530000	\$0	
\$1,200,937	\$600,469	\$1,200,937	Solid Waste Man. Fees	4640910	\$1,046,427	Fees charged to haulers and facility operators
\$0	\$0	\$0	Misc. Revenue	4710000	\$0	
\$694,545	\$694,545	\$694,545	Carry-Over		\$662,303	
\$1,904,534	\$1,321,759	\$2,231,143	Total Revenue		\$1,717,782	
GENERAL CONTINGENCIES						
\$589,657		\$662,303	General Contingencies	9000010	\$321,727	23%

Attachment A

JPA Tipping Fees

FY 2008 - 09

	2007 DISPOSAL (tons)			TOTAL TONS	Per Ton Disposal Fee			
					Zero Waste	Administration	HHW	Total
MSW Haulers					\$0.48	\$1.01	\$2.70	\$4.19
Bay Cities Refuse		8,430	N/A	8,430	\$4,046	\$8,514.03	\$22,760.27	\$35,320.57
Marin Sanitary Service (MSS)		63,777	N/A	63,777	\$30,613	\$64,414.32	\$172,196.69	\$267,223.74
Mill Valley Refuse		28,676	N/A	28,676	\$13,765	\$28,962.94	\$77,425.69	\$120,153.19
Novato (Redwood Empire Disposal)		36,825	N/A	36,825	\$17,676	\$37,193.07	\$0.00	\$54,868.98
Shoreline (Redwood Empire Disposal)		5,423	N/A	5,423	\$2,603	\$5,477.04	\$14,641.59	\$22,721.57
Tam. CSD		2,017	N/A	2,017	\$968	\$2,036.94	\$5,445.28	\$8,450.27
Total Franchised Hauler		145,147	N/A	145,147	\$69,670	\$146,598.33	\$292,469.51	\$508,738.33
Landfills								
Redwood	N/A		216,828	216,828	\$104,077	\$218,996.29	\$585,435.63	\$908,509.36
Total Landfills	N/A		216,828	216,828	\$104,077	\$218,996.29	\$585,435.63	\$908,509.36
Non-Disposal Facilities								
MSS Transfer Station	N/A		758	758	\$364	\$765.58	\$2,046.60	\$3,176.02
Marin Resource Recovery	N/A		61,657	61,657	\$29,596	\$62,274.02	\$166,475.12	\$258,344.72
Total Non-Disposal Facilities	N/A		62,415	62,415	\$29,959.42	\$63,039.60	\$168,521.72	\$261,520.74
TOTALS		145,147	279,243	424,390	\$203,707.35	\$428,634.22	\$1,046,426.85	\$1,678,768.43



San Rafael

Mayor
Albert J. Boro

Council Members
Greg Brockbank
Damon Connolly
Barbara Heller
Cyr N. Miller
Fire Chief
John Montenero

March 14, 2008

Marin County Hazardous and Solid Waste JPA
Attn: Jeff Rawles – JPA Administrator
P.O. Box 4186 – Room 401
San Rafael, CA 94913-4186

Re: Proposed 2008/2009 HHW Budget

Dear Mr. Rawles:

It is projected that Fiscal Year 2007/2008 will be under budget 3.6% by year end. The 2008/2009 budget proposal will be 1.33% over the 2007/08 budget mostly for the following reasons:

- 1) In the Non-personnel categories only, a 3.27% CPI increase was added to all objects except the Equipment Replacement Fund and the Advertising and Promotions categories.
- 2) For the life of the HHW program there have been two Marin Resource personnel coordinating the administrative and logistical responsibilities of the day to day operations. These two positions work 30% of their time each (60% total) on HHW duties and yet the position is underfilled.

Due to an increase in Marin Resource and HHW program personnel responsibilities, and the need for logistical continuity using one person, it is time for Marin Resource to hire 1 FTE position. This partnership will provide that 80% of this new position time is dedicated to the operations of the HHW program and 20% to Marin Resource

receptionist duties. As a receptionist at the MRR front office, the location will be strategic for the meeting and greeting of CESQG businesses as they make their appointments and payment arrangements.

In 2007/2008 \$27,076 was budgeted in this object code - 8291 Admin Allocation and was under funded. For the 2008/2009 budget \$17,924 has been added to this previously allocated amount for a total of \$45,000 for the new position.

The projected 2007/08 year end 8111 Classified Personnel and 8113 Overtime objects show discrepancies from what was budgeted. When these two objects are combined however it only reflects an overall 1.6% difference in budgeted and actual amounts. This is due to the following:

- 1) The projection of new hires did not take place as expected. This therefore lowered the overall Personnel Costs, the Holiday, Workers Comp and Retirement categories.
- 2) Overtime was increased due to not hiring additional personnel.
- 3) Personnel received an un-projected 5% pay increase in January.

Additionally, budget category 8121 Group Life/Health is difficult to project as these increases are only received mid way through the fiscal years. For 2007/08 we are projecting a 39% increase in this category.

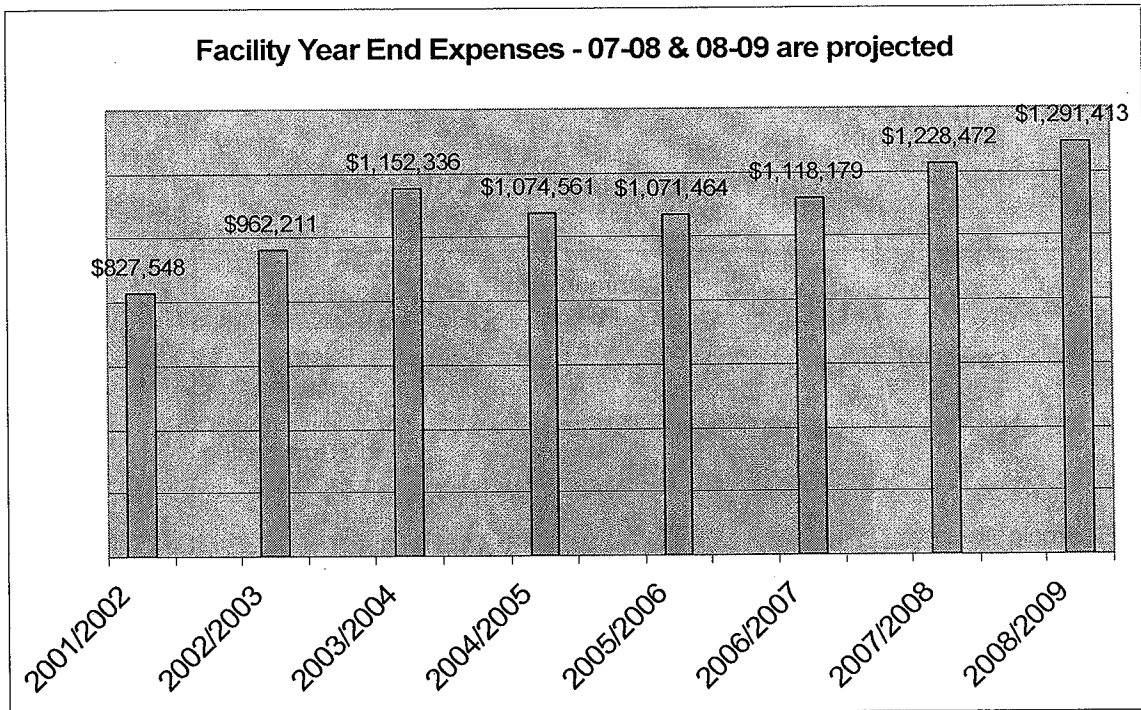
These projected object code changes have been carried over to the proposed 2008/09 budget.

CESQG Program (a lower cost alternative to waste disposal to Small Quantity Generator Businesses).

During fiscal 2006/07, 552 businesses participated in the CESQG waste disposal portion of the HHW facility.

At 6 months into the 07/08 budget completed, the CESQG business participation shows an unexpected revenue increase - the revenues collected for the CESQG program are already at the estimated \$51,000. The CESQG program provides a lower cost alternative for waste disposal to Small Quantity Generator Businesses. We will be exceeding the anticipated expected revenue and have added that anticipation to the 2008/2009 budget proposal.

		2007/2008 Budget	07/08 Year End Projection 6 months data	2008/2009 Budget
8111	Classified Personnel	\$274,420.41	\$222,239.14	\$233,351.14
8112	Temporary Help (into 8111)	\$ -	0	0
8113	Overtime Pay	\$18,674.14	\$75,514.00	\$75,500.00
8114	Holiday Pay	\$9,962.92	\$5,504.64	\$6,000.00
	Vacation	\$7,012.23	\$11,337.82	\$11,500.00
8121	Group Life/Health Insurance	\$33,402.22	\$43,275.76	\$43,000.00
8125	Worker's Compensation	\$35,000.00	\$29,001.22	\$30,000.00
8126	Retirement	\$17,427.41	\$8,481.78	\$8,500.00
8129	Payroll Taxes	\$28,004.50	\$22,490.36	\$22,500.00
	PERSONNEL SUBTOTAL	\$423,903.82	\$417,844.72	\$430,351.14
8130	Legal and Professional	\$2,550.00	0	\$2,633.39
8211	Travel & Conference	\$510.00	0	\$526.68
8212	Training Instruction & Medical	\$3,124.26	\$4,512.20	\$3,226.42
8216	Professional Dues and Subscriptions	\$510.00	0	\$526.68
8240	Rental/Land	\$51,888.00	\$51,888.00	\$97,816.19
8241	Equipment Replacement Fund	\$1,020.00	\$1,000.00	\$1,000.00
8242	Building and Structure Replacement	\$ -	0	0
8243	Equipment Rental	\$1,249.70	\$1,889.42	\$1,290.57
8260	Printing	\$1,530.00	\$5,685.92	\$1,580.03
8261	Duplication	\$1,530.00	\$166.66	\$1,580.03
8262	Books and Publications	\$765.00	0	\$790.02
8263	Audio/Video Materials	\$ -	0	0
8270	Contractual Services	\$20,000.00	\$18,000.00	\$20,654.00
8271	Waste Disposal Costs	\$524,708.42	\$520,365.38	\$541,866.39
8280	Advertising & Community Programs	\$9,372.78	\$4,719.88	\$9,000.00
8290	Insurance & Surety Bonds	\$3,967.00	\$5,380.66	\$4,096.72
8291	Admin. Allocation HHW Logistics	\$27,076.92	\$38,563.40	\$45,000.00
8310	Office Supplies	\$1,224.00	\$2,155.36	\$1,264.02
8330	Clothing & PPE Supplies	\$51,450.00	\$44,337.44	\$53,132.42
8360	Miscellaneous Supplies & Materials	\$90,799.53	\$98,088.88	\$93,768.67
8422	Maintenance Buildings & Improvements	\$ -	0	0
8523	Facility Closure Fund	0	0	0
	NON-PERSONNEL SUBTOTAL	\$793,275.61	\$796,753.20	\$879,752.23
	Total Operating Expenses	\$1,217,179.44	\$1,214,597.92	\$1,310,103.37
8361	Operating Ratio	126,902.15	125,609.73	125,088.57
	GRAND TOTAL:	\$1,342,850.21	\$1,340,207.65	\$1,435,191.93
	OUTSIDE FUNDING SOURCES:			
	BOP Grant Monies	(\$17,340.00)	(\$17,340.00)	(\$17,340.00)
	SQG Monies	(\$51,000.00)	(\$90,000.00)	(\$90,000.00)
	Net Amount:	\$1,274,510.21	\$1,232,867.65	\$1,327,851.93



40-Car-by-Appointment Events

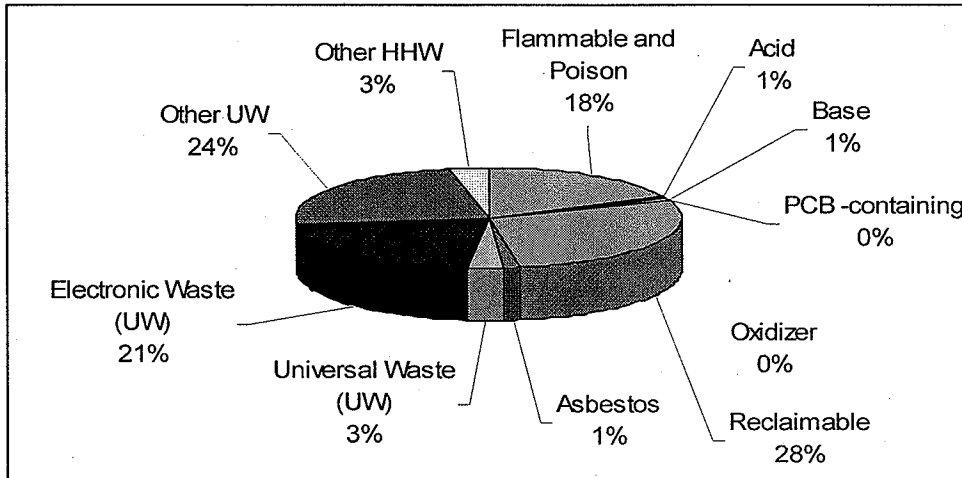
Regularly scheduled 40-Car-by-Appointment events are taking place every 4 months in West Marin: Bolinas Fire Station, Pt. Reyes Fire Station and Woodacre Fire Station. These multiple events have been well received.



Performance

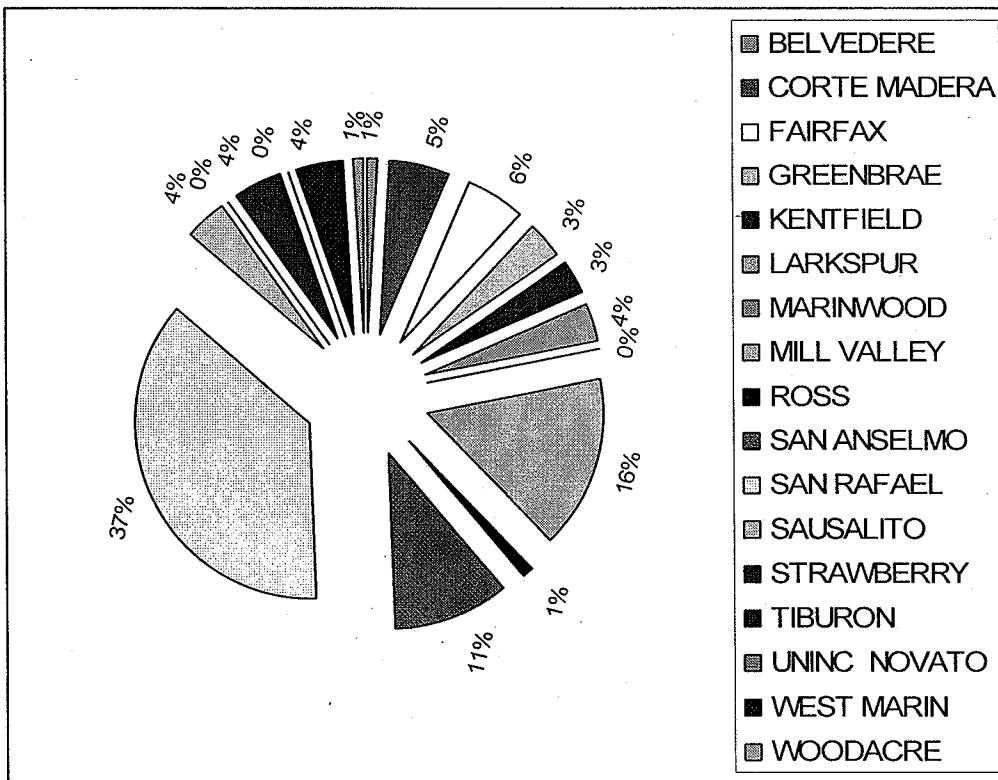
1,551,427 pounds of household hazardous waste was processed through the HHW Facility in 2006/07

Major Waste Categories Collected



Participation

For 2006/07 a total of 27,995 citizens participated in using the HHW Facility. 463 of these were businesses participating in the CESQG program.



Sharps and Pharmaceutical Programs

For 2007/08, there are now 26 locations collecting Sharps and 20 locations collecting pharmaceuticals. 7,642 pounds of sharps and 1180 pounds of pharmaceuticals were diverted from the garbage and waterways.

Should you have any further questions, I can be reached at 415-485-3309.

Sincerely,

A handwritten signature in black ink, appearing to read 'Bradley R. Mark', with a stylized flourish at the end.

Bradley R. Mark, Captain
HHWF Manager
San Rafael Fire Department

MARIN COUNTY HAZARDOUS AND SOLID WASTE MANAGEMENT JOINT POWERS AUTHORITY

Belvedere:

George Rodericks

Date: April 23, 2008

Corte Madera:

David Bracken

To: Executive Committee

County of Marin:

Matthew Hymel

From: Michael Frost

Fairfax:

Michael Rock

Re: Responses to Zero Waste Request for Information

Larkspur:

Jean Bonander

Three responses to the Zero Waste Request for Information were received by JPA staff (attached). Staff has reviewed the responses which detail the contractors' capabilities, methodologies, estimated costs, proposed programs, and technologies.

Mill Valley:

Anne Montgomery

Novato:

Daniel Keen

Each contractor describes a workplan that evaluates current programs, waste streams, facility operation, and franchise agreements then analyzes and prioritizes options, involves stakeholders in a set of meetings, and develops a plan based on findings and the best available options. Additionally, the proposals list staff qualifications, resumes and some potential options for increasing diversion. Staff has prepared a brief synopsis of the three proposals stating some of their main points.

Ross:

Gary Broad

San Anselmo:

Debbie Stutsman

HDR (Attachment A)

San Rafael:

Ken Nordhoff

Methodology: 1. Needs evaluation including: existing infrastructure, planned infrastructure, current and planned program services and generation projection. 2. Identify and evaluate options to address needs to reduce residual disposal and identify a range on diversion program options. 3. Develop a stakeholder participation workshops. 4. Refine options with JPA Board and staff. 5. Develop zero waste plan and integration of programs.

Sausalito:

Adam Politzer

Tiburon:

Margaret Curran

Timeline: April 2008 through November or December 2008

Cost: \$190,000

Related Work: Contracted work for Los Angeles Zero Waste Master Plan, Palo Alto Zero Waste Operation Plan, Resource Recovery Facility Plan for Santa Cruz, and assisting the City of San Francisco in implementing waste reduction programs, and technical assistance for Stopwaste.org.

SCS Engineers (Attachment B)

Timeline: 21 weeks timeline to develop a Zero Waste Strategic Plan

Cost: \$111,230

Methodology: 1. Analysis of current infrastructure and volumes including:

facilities, programs and generation (diversion and disposal). 2. Overview and integration of strategies for designing and implementing a zero waste strategic plan including stakeholder input and workshops. 3. Plan development based on findings.

Related Work: Development of Solid Waste Management Plans for Spokane County, Benton County, and the City of Lakewood. Waste Characterization studies for the Orange County and Santa Barbara County.

R3 Consulting Group (Attachment C)

Timeline: None specified for plan development. It specifies that development of a Zero Waste Plan will include an implementation timeline.

Cost: \$60,000 to \$650,000 depending on the needs of the JPA.

Methodology: 1. Utilize waste composition data and track records of comparable jurisdictions to select program options to reach 80% diversion. 2. Work with stakeholders to define "zero waste". 3. Develop zero waste plan tailored to meet Marin's needs.

Related Work: Assisting with development of the San Jose Zero Waste Plan, identifying potential diversion for the City of Los Angeles, assisting the Cities of Piedmont, Windsor and Calabasas with procuring services to move towards diversion goals.

The responding firms all appear to be fully capable of developing a strategic plan to achieve zero waste for Marin. Therefore, based on the responses alone it is difficult to assess which contractor has the best response. Each contractor has a background in analyzing and assisting with environmental programs. However, HDR and R3 have more experience directly associated with Zero Waste Programs. Additionally, HDR's proposal addressed issues in Marin County, specific technologies, services, and contractual developments to be instituted. This level of detail in HDR's response made their proposal standout.

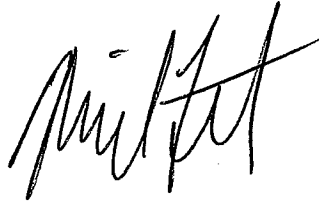
The following are some options for pursue the development of a Zero Waste Strategic Plan:

- Select a contractor and direct staff to negotiate a contract to begin the Zero Waste planning process based on the responses received.
- Select a contractor to begin a preliminary evaluation of our programs and direction towards zero waste. This approach will allow the JPA to move forward towards Zero Waste and more clearly define Marin's Zero Waste needs.
- Request additional presentation or backup material from the contractors.
- Direct staff to develop and release a Request for Proposal utilizing the information gathered from the RFI responses.

Staff recommends a combination of the above options. In order to gain a greater understanding of each company's capabilities, contractors should be interviewed by JPA staff and/or JPA members. Following the interviews, a contractor will be selected to proceed with program assessment. This is the first step in the development of a Zero Waste Strategic Plan.

Staff requests this Committee's direction on proceeding towards the development of a Zero Waste Strategic Plan.

Attachments

A handwritten signature in black ink, appearing to read "M. H. H.", is positioned to the right of the "Attachments" text.

F:\Waste\JPA\JPA Agenda Items\ExCom 080423\RFI Response.doc

March 28, 2008

Michael Frost, Program Manager
Marin County Hazardous and Solid Waste JPA
c/o Marin County Department of Public Works
P.O. Box 4186
San Rafael, CA 94913-4186

Subject: 1. Letter of Introduction for RFI for Zero Waste Strategic Plan Development

Dear Mr. Frost:

HDR is an architectural, engineering, and consulting firm that excels at complex projects and solving challenges for clients. More than 7,200 employee-owners, including architects, engineers, consultants, scientists, planners and construction managers, in 150 locations worldwide, pool their strengths to provide solutions. For more than 30 years, HDR has been an innovative leader in developing solid waste management systems and facilities to our public and private sector clients. We are uniquely qualified to assist the JPA in achieving its Zero Waste goals.

Experience. Since 1990, we have worked with communities throughout California to plan and implement programs to achieve high diversion rates. We have developed cutting edge programs to divert waste from disposal, including collection program design and procurement, food scrap composting and organics management, commercial technical assistance in waste prevention and recycling, and producer responsibility initiatives for products and packaging. We have been involved in all aspects of evaluating, planning, siting, designing and procuring trend-setting facilities, including material recovery facilities and composting facilities. We also are working closely with both our public sector and private sector clients in developing new technologies for managing residual waste, including anaerobic digestion and bio-separation.

Depth of Bench. Our San Francisco and Folsom-based staff have a broad range of expertise to draw upon to serve the JPA's needs. Our planners and engineers have a wide range of skills in AB 939 compliance, commercial technical assistance, program design and procurement, performance and rate review, facility development, green building, energy efficiency, renewable energy development, sustainability planning, and carbon management. Additionally, we are thrilled to provide a team of subconsultants with capabilities to complement those provided by HDR staff, including Cascadia Consulting, HF&H Consultants, Town-Green, and Richard Anthony & Associates. We have long working relationships with each of these firms, which we have selected because of their unique abilities and experience.

Very truly yours,
HDR Engineering, Inc.



Ruth C. Abbe
Project Manager

Contact Information

Ruth Abbe, Project Manager
Phone: (415) 814-6718
Fax: (415) 814-6801
E-mail: Ruth.Abbe@hdrinc.com
115 Sansome Street, Suite 800
San Francisco, CA 94104



HDR is committed to reducing our environmental impact through increased use of recycled post-consumer materials.

115 Sansome Street, Suite 800
San Francisco, CA 94104-3622

Phone (415) 814-6800
Fax (415) 814-6801
www.hdrinc.com

2. Current Users and References

HDR is a national leader in zero waste planning assisting communities that are ready for this bold move, including Los Angeles, Palo Alto, San Francisco, San Jose, Sonoma County, and Santa Cruz County, in identifying the programs and facilities that will be needed to achieve these ambitious goals. Following is a short list of current clients and contact information for zero waste plans that we have developed.

Solid Waste Integrated Resources Plan, Zero Waste Master Plan City of Los Angeles, California



The City of Los Angeles is striving to accelerate diversion goals to 70 percent diversion by 2015, to add materials and curbside collection programs, and to convert the City's 700+ collection trucks to clean-burning liquefied natural gas by 2010. HDR is assisting the City in developing its Solid Waste Integrated Resources Plan that is

envisioned to be the City's 20-year zero waste master plan. During Phase 1 we worked with LA stakeholders to develop the guiding principles for the 20-year zero waste master plan by conducting 36 public workshops, 3 citywide conferences, 75 business interviews, 100 key constituent meetings, and 36 grassroots house meetings. Phase 2 will include the development of the policy, programs and facility plan, financing plan, implementation plan and environmental documentation.

Reina Pereira
Project Manager
City of Los Angeles
213.485.3296
Population: 3.8 million
Housing units: 1.3 million
Diversion tons: 5.6 million
Disposal tons: 3.5 million

Zero Waste Operational Plan—City of Palo Alto, California

HDR has assisted the staff of the City of Palo Alto Solid Waste Management Program on a number of projects over the past ten years. The City manages its own landfill (now used primarily for construction and demolition waste and other heavy roll-offs), compost facility, recycling center and contracts for solid waste, recycling and green waste collection, with recyclables processing at the City of Sunnyvale's SMaRT Station. HDR developed a detailed zero waste operational plan identifying the policies, programs and facilities that the City will need to reach 73 percent diversion by 2011 and 90 percent diversion by 2022. Tasks include: waste characterization analysis, program and facility descriptions, regional facility capacity analysis, economic analysis, and implementation plan.

Russ Reiserer
Solid Waste Manager
City of Palo Alto
650.496.6951
Population: 57,000
Housing units: 26,000
Diversion tons: 114,000
Disposal tons: 70,000

Assessment of Short and Long-Term Solid Waste Management Plans— Sonoma County, California

Resulting from the closure of the County's Central Landfill, HDR evaluated the County's short- and long-term solid waste management plans to identify the most appropriate solutions for the County's diversion and disposal needs. HDR developed an action plan for Sonoma County based upon our findings of the study, which included: short-term out-of-County hauling of solid waste; working with the local Solid Waste Management Agency; maximizing reuse and recycling of waste; implementation of zero waste policies; development of mid-term landfill options; development of long-term landfill options; possible implementation of a Materials Recovery Facility; and possible implementation of commercial food waste collection.

Susan Klassen
Deputy Director
DOT and Public Works
707.565.2440
Population: 467,000
Housing units: 196,000
Diversion tons: 744,000
Disposal tons: 499,000

Long Term Resource Recovery Facility Plan—Santa Cruz, CA

HDR assisted the County in developing a strategy for long-term diversion planning and residuals management. Our work includes defining the long term resource recovery alternatives, evaluating sites in the County that would be suitable for these alternatives, developing economic models for each facility, developing an outreach strategy and conducting workshops in each supervisory district, and the formulation of an action plan for long-range resource recovery and waste management needs. As a result of this analysis, we developed the conceptual design, sizing, and siting requirements for the County's zero waste Eco-park.

Patrick Mathews
Recycling and Solid
Waste Manager
831.454.2160
Population: 250,000
Housing units: 102,000
Diversion tons: 325,000
Disposal tons: 244,000

3. Methodology

Our approach to providing technical assistance to the JPA is to work closely with JPA staff to understand the specific needs of the project and to develop a scope of work and team suitable to accomplishing the work in the most cost-effective and time-efficient manner possible. We are flexible in our approach and are very happy to work collaboratively with the JPA to undertake the task at hand and provide precisely the expertise needed for the project. Following is a summary of HDR's overall zero waste methodology.

Phase 1: Zero Waste Planning Tasks

- Needs Assessment
- Identify Options
- Stakeholder Outreach
- Refine/Analyze Options
- Draft Zero Waste Plan

Determine and Evaluate Needs

Identify Existing and Planned Infrastructure and Services and Project Generation, Disposal, and Diversion

HDR will project the quantity and composition of the County's residual waste stream and project the generation, disposal and diversion tonnages for the planning period.

Identify Service Voids and Identify Market Opportunities

HDR will document the materials, programs, or waste generator sectors that are un-addressed or under-served currently in the County. The assessment of opportunities will focus on identifying materials that possess a strong potential market demand and/or economic advantages associated with recycling or prevention.

Identify and Evaluate Options to Address Needs

Emerging Waste Treatment Options Could Include:

- Anaerobic digestion and subsequent energy recovery, primarily of wet wastes such as food and restaurant wastes
- Bio-separation for pre-treatment of mixed municipal solid waste streams for further composting or anaerobic digestion
- Autoclave treatment technology for enhanced fiber recovery of multifamily waste and selected commercial waste streams
- Catalytic conversion or biomass cracking of cellulosic materials into biofuels, syngas, or ethanol
- Hydrolysis and fermentation of wastes for CNG or LNG recovery

Guided by information about the quantities and locations of disposed and diverted materials, as revealed by our research and the models of the waste stream that we will develop, our team will research and assess the cost and viability of options for waste reduction, recycling, and other waste diversion and the options for management of residual materials.

Identify Range of Diversion Options to Reduce Waste and Increase Recycling

This initial list of options will be generated considering the targeted materials, the generators of those materials, the current infrastructure, and the local cost and pricing structure for solid waste and recycling services. The range of options could include providing new collection services, investing in infrastructure, providing price incentives, expanding or revising promotion, education and technical assistance services, and implementing new regulations.

Identify Range of Emerging Waste Treatment Options to Reduce Residual Waste Volumes prior to Disposal

The County may wish to explore alternative technologies for managing residual waste. Based on input from stakeholders and JPA staff, we will identify and evaluate residual waste treatment options that are appropriate for the County.

Developing a Stakeholder Participatory Decision-Making Process

HDR is a leader in public engagement strategies to advance public policy initiatives. We are currently applying the concept of the design charrette (a traditional planning tool for urban planners and architects) to public policy decision-making in the area of zero waste planning. We recommend that the JPA consider focusing its stakeholder involvement and policy development through a charrette process or series of workshops. This is detailed further in *Section 11. Additional Comments*.

Refine Options and Develop Zero Waste Plan

We anticipate working directly with the JPA staff and stakeholders to evaluate policy, program and facility options based on the goals and objectives established during the charrette or workshop series. We anticipate that this process will include:

- **Screening options** to develop a short list of high potential alternatives. Based on an interactive process during the charrette or workshop series, the initial list of options will be screened qualitatively to focus on those alternatives that have the highest potential for success, considering cost, impact, feasibility, and implementation requirements.
- **Analyzing the remaining options** to estimate the impacts and costs over the planning period. The projected impacts of these alternatives will be compared to baseline projections of waste generation and disposal to determine how much material could be diverted over time. The impacts of different programs will be combined to project overall progress toward the County's goals and the estimated total cost of reaching those goals.
- **Selecting a final package** of preferred options based on input about goals and priorities and also based on assessments about diversion potential, cost-effectiveness, and other community values.

4. Integration with Current Programs

Marin County has a relatively small number of solid waste collectors, with Bay Cities Refuse, Marin Sanitary Service, Mill Valley Refuse, the Redwood Empire Disposal (Northbay Corporation) and Tamalpais Community Services District active in the County. The small number of active collectors and the single facility may make it relatively simpler to engage these stakeholders in shaping a zero waste future, since the first components of that future will involve maximizing diversion that will be available through current and future franchises and collection systems. Marin Sanitary owns and operates the primary diversion-based facility within the County, and will likely be a central factor in additional processing of material.

Redwood Landfill plays a major role for in-County waste flows as the only remaining landfill in the County. The potential expansion of the facility would have both local and regional impacts. For jurisdictions within the County, a larger expansion would provide a relatively longer-term and lower-cost disposal option (compared to export), and affect the relative economics for alternatives to disposal that would create greater diversion on the way to a zero waste future. Regionally, an expansion would affect the complex interplay of waste flows now occurring in Marin, Sonoma, Solano, Alameda and Contra Costa counties. Other key pending factors in the regional waste flow picture include the ability of a private operator to resuscitate the Sonoma County Central Landfill so that entire County's waste stream is not exported, and the potential expansion of Republic's Potrero Hills Landfill in Solano County.

There is some interest in developing anaerobic digestion for food scrap diversion in cooperation with the waste water treatment plants. Collecting and creating feedstock for these systems will likely be a focus of the County's future zero waste efforts.



Getting the Most Diversion from Current Arrangements

To achieve 80 percent diversion, there are still some easily accessible options for future implementation within the County, including:

- Adding organics, including food scrap collection to the existing collection systems
- Expanding current recycling and organics programs to all multi-family and commercial businesses
- Enforcing current member agency contracts by collecting and tracking data, and ensuring compliance with contract terms
- Identifying the incentives and disincentives for enhanced diversion under current member agency contracts
- Identifying "best practices" for the member agencies to use in negotiating new contracts or contract extensions
- Maximum County Enforcement of the C&D ordinance and consideration of reducing exemption levels and increasing the diversion requirement
- Providing technical assistance to commercial, institutional and multi-family generators to maximize participation in recycling and organics programs.

Moving Beyond

To reach beyond 80 percent diversion and to strive for zero waste, the County will likely need to undertake major policy, program and facility initiatives, including:

- Leadership in manufacturer responsibility, requiring producers of products and packaging to take responsibility for the end of life of their products. Strategies could include recycling requirements, bans on non-recyclable, non-compostable products and packaging, takeback requirements, etc.
- Collection infrastructure changes, which might include wet/dry collection of every-other-week refuse collection (with every week organics - forcing food scraps into the yard debris container)
- Exploring options for restructuring rates to create the proper incentives and ensure adequate program funding as the disposal stream decreases. Recycling and organics services are not "free" and should have some charge; rates should decrease as the entire combined volume of generated material (disposal, recycling and organics) decreases - e.g., in response to true waste prevention. Would likely require a Proposition 218 noticing process, but would ultimately better reflect true cost of service and hence be more Prop 218 compliant.
- Exploring complementary options for contractor compensation. Like restructuring rates, this option could be more Prop 218 compliant
- Sustainable long-term funding
- Resource Recovery Parks for all 12 categories of discarded materials
- Restrictions on disposal of unprocessed material ("MRF first", new technologies for treating residual waste prior to disposal)

5. Implementation

We will produce a detailed implementation plan that includes all of the tasks, including the decision points, and detailed implementation steps necessary to implement the zero waste system, including all policies, programs and facilities.

The implementation plan will be a comprehensive roadmap to the County's zero waste future and will describe how all existing and planned policies, programs, and facilities will work together to achieve the County's goals. Iterations of this plan will be presented to the JPA staff and to the stakeholders.

The following implementation schedule is based on the goals and timelines described in the RFI and HDR's experience preparing zero waste plans and implementing zero waste programs in other jurisdictions.

Implementation Plan Components

- Waste models, waste flows and waste projections
- Existing programs and facilities analyses and service voids
- Zero waste system components
- Integrated facilities/program plan summary
- Financial plan summary
- Action plan and schedule

Task	Completion Date
Phase 1. Zero Waste Planning	
Refine scope and budget	April 2008
Authorization to proceed	May 2008
Needs assessment	June 2008
Identify options	August 2008
Stakeholder charrette	September 2008
Refine and analyze options	October 2008
Draft zero waste plan	November-December 2008
Phase 2. Zero Waste Implementation	
Institutional development and staffing	2009
Development of member agency programs (e.g., collection system enhancements, local ordinances)	2010
Development of regional programs (e.g., commercial technical assistance, organics technical assistance, social marketing, regional legislation)	2010
Development of new infrastructure (e.g., composting facility, construction and demolition, materials recovery, alternative technology)	2012
Achieve 80 percent diversion	2012
Phase 3. Future Zero Waste Planning	
Refine zero waste plan for 2025 based on new programs and technologies	2015
Achieve zero waste	2025



The HDR Team's greatest strength has been in using its multi-disciplined staff to develop successful strategic action plans including all of the critical implementation steps.

6. Staffing and Consultation

The following staffing and consulting cost estimates are provided for informational purposes only. Actual costs for these services would need to be refined based on the actual scope of work or program activity. These estimates are based on our experiences with other jurisdictions, implementing other similar programs.



<i>Task</i>	<i>Staff or Contractor Resources</i>
<i>Phase 2. Zero Waste Implementation</i>	
Institutional development and staff development	\$250,000/project
Development of member agency programs (e.g., collection system enhancements, local ordinances)	
Collection system procurement/negotiation	\$150-250,000/jurisdiction
Development of regional programs (e.g., commercial technical assistance, organics technical assistance, social marketing, regional legislation)	
Commercial and multifamily technical assistance	\$100,000/year
Organics technical assistance	\$100,000/year
Waste prevention social marketing and outreach	\$100,000/year
Development of new infrastructure (e.g., composting facility, construction and demolition, materials recovery, alternative technology)	
Feasibility and siting	\$150-250,000/project



Mr. Recycle meets some new recyclers.

7. Estimated Cost

The estimated costs presented in the table below are based on our list of preliminary tasks, described in Section 3. This is merely an estimated cost, which would need to be negotiated upon approval of actual scope of work.

<i>Task</i>	<i>Estimated Cost</i>
<i>Phase 1. Zero Waste Planning</i>	
Needs assessment	\$50,000
Identify options	\$30,000
Stakeholder charrette/stakeholder outreach/decision support	\$50,000
Refine and analyze options	\$30,000
Draft zero waste plan	\$30,000
<i>Total Phase 1</i>	<i>\$190,000</i>



8. Compliance with Regulations

Since the 1960s, federal and state governments have developed a regulatory framework to ensure that wastes are managed in an environmentally sound manner. Multiple agencies at the federal and state level have responsibility for regulating each component of the solid waste management system, including collection, processing, and final disposal. Generally, solid waste regulation and initiatives are driven by state and local governments; while the federal government sets basic requirements to ensure consistency among states and protect human health and ecosystems.

Federal Agencies and Regulations

The United States Environmental Protection Agency (US EPA) is responsible for hazardous and non-hazardous solid waste management through the Office for Solid Waste and Emergency Response. The Resource Conservation and Recovery Act (RCRA) of 1976 established landfill construction, management, and closure guidelines. The Office of Air and Radiation regulates the solid waste-related air emissions, enforcing the Clean Air Act (CAA) of 1976 and subsequent amendments. The US EPA traditionally used a three-prong approach to solid waste management oversight: (1) regulation, (2) voluntary programs, and (3) outreach. Regulation is generally used to set basic standards for waste transportation, handling, and disposal to ensure consistency and protect human health and ecosystems. Education and voluntary programs are used to increase recycling, reduction, and composting rates; and to promote producer responsibility.

State of California Agencies and Regulations

The State of California (State) has historically been more active than other states and the federal government in establishing the regulatory structure to promote zero waste; and is likely to continue down that path in the future, as it works toward a statewide goal of 75 percent diversion by 2020. The California EPA (CEPA) and the California Resources Agency both regulate hazardous and non-hazardous solid waste management within the State. Within CEPA, the California Integrated Waste Management Board (CIWMB) manages non-hazardous waste collection, processing, and disposal; the Department of Toxic Substances Control (DTSC) focuses on preventing exposure to humans and ecosystems of hazardous chemicals; and the California Air Resources Board (CARB) is responsible for maintaining healthy air quality, including developing the regulations to enforce the Global Warming Solutions Act (AB 32), enacted in 2006. Within the California Resources Agency, the Department of Conservation (DOC) administers the California Beverage Container Recycling and Litter Reduction Act (Bottle Bill) enacted in 1986. These agencies use a combination of mandates, financial incentives, and education to promote a zero waste California. As solid waste is one of the largest GHG contributors under the control of a municipality, it is likely to be directly impacted by any future regulation.

Highest and Best Use of Resources

The focus of solid waste management nationally has been shifting from disposing of waste to finding the highest and best use of resources through reuse, recycling, composting, and producer responsibility. The CIWMB has set a goal of 75 percent diversion by 2020. To reach this goal, the CIWMB is promoting programs and legislation that support the idea of a zero waste California to maximize the use of resources. Zero waste, according to the CIWMB, is based on the concept that “wasting resources is inefficient and that efficient use of our natural resources is what we should work to achieve.”¹ According to the CIWMB, meeting the diversion goal by 2020 “will require...maximizing jurisdiction diversion, pursuing producer responsibility, developing markets and infrastructure, and pioneering new technologies and strategies to divert waste.”²

As a result, the focus of legislation is not only on the downstream management of products and materials, but also on the upstream development of those products. The downstream management of products includes reuse, recycling, conversion technologies, composting, and disposal; which are traditional roles of local sanitation departments. The oversight of upstream development ensures that “products are designed for the environment and have the potential to be repaired, reused, or recycled.”³ Traditionally, communities and sanitation departments have not provided oversight of the upstream development of products with regard to product materials and design. One of the Strategic Directives approved by the CIWMB on February 13, 2008, is to seek statutory authority to foster ‘cradle-to-cradle’ producer responsibility. Upstream management would be the responsibility of the municipality and state; and would go beyond the local sanitation department. As part of its Directives, the CIWMB has pledged to work toward zero waste, through composting, recycling, and producer responsibility. It is important for the JPA to participate in the legislative and regulatory discussion to ensure that future legislation supports the County’s goals and does not oppose them. As CIWMB begins implementing its Strategic Directives, including reaching a 50 percent composting goal and achieving cradle-to-cradle authority, the JPA should be an active participant in development of those regulations. In addition to participating, the JPA should also find areas where JPA regulations could complement or enhance State regulations in working toward a zero waste goal.

¹ CIWMB website, accessed February 2008

² CIWMB website

³ *Ibid*

9. Support Services

HDR is an architectural, engineering, and consulting firm that excels at complex projects and solving challenges for clients. We have been involved in all aspects of evaluating, planning, designing and procuring both traditional and trend-setting facilities, including landfills, transfer stations, and material and energy recovery facilities. We have developed cutting edge programs to divert waste from disposal, including collection program design and procurement, food waste composting and organics management, commercial technical assistance in waste prevention and recycling, and producer responsibility initiatives for products and packaging. Municipal solid waste planning and implementation is our business. We have provided solid waste planning and engineering services to 18 of the 20 largest cities in the United States, including New York City, Chicago, Los Angeles, and San Francisco.

Engineering News Record rated HDR 18th of the Top 500 Design Firms and 2nd in Solid Waste in 2005. Since 1970, our waste management professionals have implemented projects that handle more than 50,000 tons of municipal waste each day. This means that 10 percent of the nation's waste is processed, transferred, disposed, converted to energy or otherwise managed in a facility that HDR helped to develop. Drawing from our vast experience, we help clients create efficient, environmentally sound, and publicly acceptable waste management projects.

Solid Waste Needs Assessment

The key element in evaluating solid waste systems and developing program plans is a realistic appraisal of the current system's capacity and the programs, policies, and facilities needed to meet future needs. HDR is nationally recognized in our ability to accurately assess the current situation and estimate the future needs of an existing solid waste system and recommending sustainable, cost effective solutions to address the limitations of the existing system capacities and efficiency. HDR has conducted needs assessments and waste characterization studies throughout the country and have

developed realistic future trends and projections for communities from New York to Hawaii.

Regulatory and Policy Planning

HDR's understanding of local, regional, and national environmental regulations has been instrumental in obtaining the required regulatory, administrative, and legislative approvals for solid waste projects throughout the U.S. We have successfully obtained permits for all types of facilities, including landfills, transfer stations, and diversion facilities.

Technology Evaluation

HDR is at the forefront of state-of-the-art and emerging technologies. Our professionals continually tour new facilities in Europe and Asia, and maintain an extensive library of information that allows us to assist clients throughout the world in assessing the broad range of technology alternatives to address their solid waste needs. We have unparalleled experience in emerging technology options (including gasification, anaerobic digestion, pyrolysis etc.), and can evaluate these options, taking into consideration the potential technical, economic, environmental, and operational issues of each. Currently, we are developing a pilot conversion technology project for the Salinas Valley Solid Waste Authority using an autoclave process to separate fibers from other materials for recycling, create biogas for energy production, and compostable products. We are also assisting the City of San Francisco in evaluating the use of anaerobic digestion for treating source-separated food waste and municipal solid waste.

Site Evaluation

HDR's nationally recognized environmental team has extensive experience in supporting the site selection and permitting process for solid waste projects nationwide. This environmental team has successfully sited and permitted solid waste facilities throughout the country.

HDR's Services Include:

- Sustainability services, including zero waste planning, energy management and energy efficiency, renewable energy, green house gas accounting, water conservation, and green building
- Independent engineering assessments of waste management technologies and projects
- Waste prevention, reuse, and recycling, including processing and recovery facilities and marketing recovered materials
- Local and regional integrated waste management master plans
- Siting, environmental assessment, and permitting for solid waste facilities
- Economic, environmental, and feasibility analyses
- System and facility procurements
- Facility planning, design, and development
- Organics management
- Refuse collection efficiency studies, rate review, and hauler procurements
- Diversion and disposal studies
- Waste composition and generation projections
- Waste reduction technical assistance to large commercial and institutional generators



Engineering News-Record has ranked HDR the second largest solid waste firm in the United States. (2005)

10. Additional Features

The HDR team is composed of specialists with the technical expertise to help the JPA meet its zero waste goals. Our project manager, **Ruth Abbe**, is HDR's national practice leader in Zero Waste Planning. For more than 18 years, Ms. Abbe has assisted California municipalities in developing innovated programs in waste prevention and recycling. She has provided zero waste planning services to Los Angeles, Palo Alto, San Francisco, San Jose, Santa Cruz County, Sonoma County, and the Salinas Valley Solid Waste Authority. She has expertise in organics and commercial technical assistance and stakeholder engagement. **Tim Raibley**, project director, serves both municipal and private clients in the development of Zero Waste infrastructure. He is completing a siting study and conceptual design of Santa Cruz County's Eco-Park, which will assist the County in meeting its zero waste goals. He is assisting the City of San Jose in evaluating Zero Waste infrastructure opportunities at the San Jose/Santa Clara Water Pollution Control Plant. He is also assisting Norcal Waste Systems in developing a business plan for its organics management facility development.



Cascadia Consulting, Inc. specializes in waste composition studies and waste generation projections for California municipalities. Cascadia has conducted the statewide waste characterization studies for the CIWMB and can develop community-specific profiles based on its data resources. Founded in 1993, the firm's mission is to make a difference both for the environment and its clients in areas as diverse as solid and hazardous waste management, recycling, and community sustainability, with a focus on toxic substances and waste prevention, reduction, and material reuse.

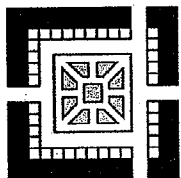
Cascadia's specific areas of expertise include:

- Modeling waste disposal, composting, and recycling flows to support numerous comprehensive solid waste management planning efforts
- Conducting assessments of recycling and composting programs to measure participation rates, track the progress of established programs and partnerships, and identify opportunities for growth
- Collaborating with commercial and industrial waste-generators to develop sustainable waste management options
- Developing economic and other incentives to encourage business participation in waste and recycling efforts (this research was presented at the national SWANA conference in September, 2006)

HF&H Consultants, LLC has extensive knowledge of solid waste and recycling conditions in Marin County and has completed a wide range of projects for jurisdictions throughout the County. HF&H specializes in program design and development and is currently working with several agencies on the next generation of programs and funding options for maximizing diversion. HF&H provides a comprehensive range of solid waste advisory services, including planning for maximum diversion; recycling and resource management; performance management; economic and cost-of-service studies; contractor selection and management; rate structure and fee studies; litigation consulting; and regulatory support. Through more than 1,000 engagements over the past 18 years, HF&H has served more than 250 municipal agencies in Northern, Central, and Southern California.

"Through HF&H's procurement and negotiation assistance, and HF&H's on-going assistance with AB 939 program implementation, contract and permit oversight, our city's residential diversion rate has increased from 16% in 2003 to 38% to date (2004)."

Eric Hassel
Acting City Manager
City of Lawndale



TOWN-GREEN

Town-Green Planners. Town-Green has extensive experience in public involvement processes, most notably the Charrette. Generally held on-site, Charrettes are social, political and business events. They provide a forum for ideas and feedback, and a venue for collaborating on developing a vision with a broad, community authorship. The public involvement process developed by Town-Green's Steve Coyle and former *Lennertz, Coyle and Associates'* partner Bill Lennertz culminated in their founding of the National Charrette Institute <www.charretteinstitute.org> to research and train organizations and professionals in this collaborative process. Town-Green team members have facilitated more than 200 Charrettes, and have the skills needed to overcome opposition through a supportive planning process. Through this process, Town-Green has achieved remarkable goals on bitterly contested projects that would have otherwise remained unattainable.

Richard Anthony Associates helps public and private sector clients on strategic policy and program analyses; develops public and private zero waste plans; evaluates and develops resource recovery parks; designs incentive-based solid waste and recycling RFPs, contracts and systems; evaluates garbage rates and services; and develops proposals and joint ventures for innovative reuse, recycling, and composting companies. Mr. Anthony has assembled the "zero waste dream team", which will assist the project team in identifying state of the art zero waste system components. They will assist HDR in the stakeholder outreach effort and will provide knowledge and expertise about zero waste programs and policies from across the country and around the world.

11. Additional Comments

Outreach/Public Involvement

Our municipal clients are aware of the many benefits of involving the public in major public projects and issues affecting taxpayers, ratepayers, and stakeholders. HDR's proven public involvement process has resulted in public and political support for our planning and system development work.

Community Consensus through Charrettes

A "charrette" is a public participatory process first used by design professionals to reach community consensus around a shared vision for urban planning and community development. "Charrette" is a French word for "little cart" and refers to the intense work of 19th century architecture students to finalize their drawings, which were carried away in little carts by their proctors. The most successful charrettes are intense, multi-day events, carefully managed by the multi-disciplinary charrette team, which works with the community members to transform rough concepts into a detailed plan. As a critical component, the team generally holds confidential stakeholder interviews with property and business owners, community groups, and public officials. Confidential interviews help build trust and allow stakeholders to express their thoughts freely. Several operational principles are essential for the intensification, transformation and integration phases to evolve. These include:

- Using a holistic approach to problem identification and solving
- Allowing diversity of participants
- Providing both an intense focus of effort and clear boundaries to stay within
- Creating both vision and implementation strategies
- Requiring at least three feedback opportunities between proposed plans, critiques, and revisions
- Using objective measures to gauge the performance of those plans

HDR staff are certified by the National Charrette Institute and are currently applying the charrette process to innovative zero waste planning projects. The charrette approach can assist the project team in efficiently evaluating the current solid waste system, identify state-of-the-art new programs and facilities and ensure that the final recommendations and guiding principles are truly a shared community vision.

Approach

We anticipate conducting outreach to a large number of potential stakeholders to engage them in the process, including:

- Residential and commercial generators and ratepayers
- Environmental and environmental justice groups
- Community groups, including homeowner associations
- Private sector haulers, facility operators, processors and recyclers
- Business groups, including grocers and restaurant associations, Building Owners and Managers Association, chambers of commerce, manufacturers and producers of goods and packaging, WRAP award winners, and Green Businesses

We would then conduct a series of workshops or a charrette to obtain stakeholder input on the follow topics:

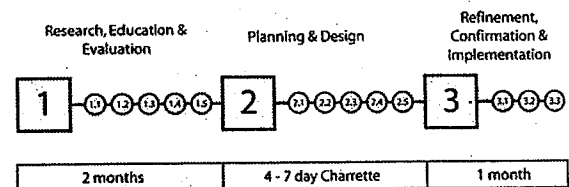
- Opportunities and constraints
- Goals and objectives
- Policies, programs, and facilities, focusing on: Producer responsibility, Reuse, Organics, C&D
- Evaluation and recommendations

The most successful charrettes are intense, multi-day events, carefully managed by the multi-disciplinary charrette team, which works with the community members to transform rough concepts into a detailed plan. The team takes the participants through a process of intensification of input, transformation, and integration of the output. Stakeholders see the immediate results of their input. The same process can be achieved through a series of workshops, but these take more calendar time, the immediacy of the results are lost, and interest in the process can wane over time.

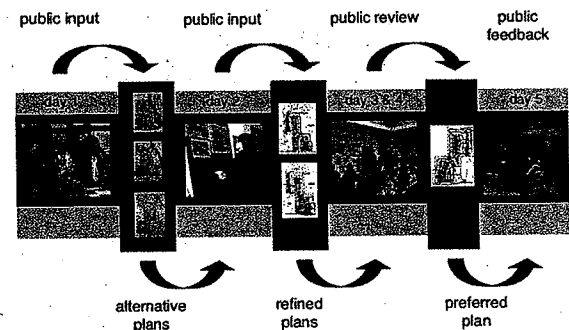


The HDR Team has demonstrated its effectiveness in working with stakeholder advisory committees to gain input in achieving community acceptance of numerous projects for cities across the country.

Phases of the Charrette Process



Charrette Work Cycles



12. Cost Savings

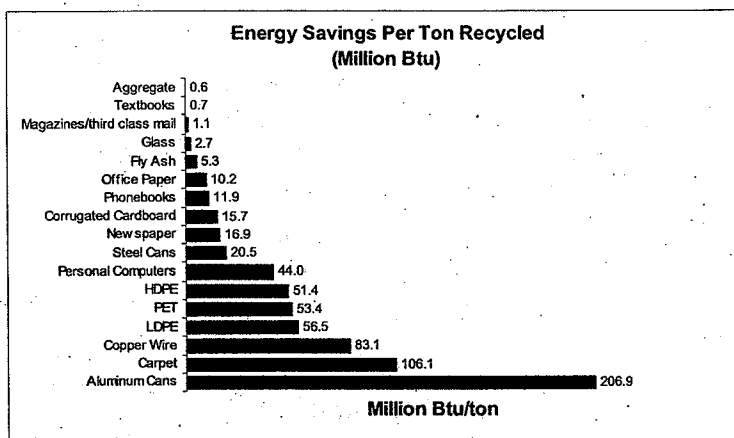
Financial Planning / Economic Evaluation

HDR has a successful track record of preparing accurate cost accurate estimates and financial analyses that are relied upon by our clients, rate setting bodies, and financial institutions. We have prepared evaluations of solid waste facilities for financial institutions, including the California Pollution Control Finance Authority, commercial and investment banks and the bond rating agencies that have supported the financing of more than \$3 billion for infrastructure improvements. In addition, HDR has conducted rate studies, efficiency studies, and developed business plans for municipalities, enabling them to provide cost effective and competitive services to their customers. We have also evaluated systems and facilities for privatization.

Conduct Greenhouse Gas Emissions Reduction Analysis

Some of the alternative waste treatment technologies provide power generation as a by-product of their process off-setting green house gas emissions by displacing petroleum-based fuel sources. Some of the emerging conversion technologies have the ability to convert previously disposed of municipal solid waste into renewable, green energy; alternative fuels, and valuable manufacturing feedstocks.

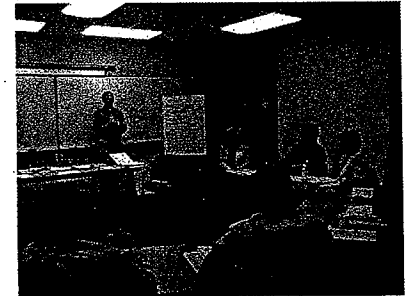
Waste prevention, recycling and composting also reduce green house gas emissions by saving energy and reducing creation of methane in landfills. The California Resource Recovery Association recently calculated that if all wastes



expertise in analyzing options for maximizing energy efficiency, alternative energy production, and green house gas emissions reductions. HDR is currently developing a supplement to the EPA's Waste Reduction Model (WARM) which will allow municipalities to adapt the WARM model to local characteristics.

We are also currently working with private investors in the voluntary carbon market to fund projects for municipalities (such as landfill gas-to-energy projects) by selling the carbon off-sets of the project. In addition to the financial analysis described below, and as part of the zero waste planning process, we propose to evaluate the opportunity for funding aspects of the plan through carbon off-sets through either the current voluntary market or the likely future regulated market.

Also, HF&H provides clients Economic and Cost-Of-Service Studies and Rate Structure and Fee Studies.



HDR assisted both Fresno and Sacramento counties in the competitive bidding of municipal solid waste services (collection and landfilling) against the private sector and completed an efficiency study/business plan for both counties, designed to close multi-million dollar budget gaps.

currently disposed in landfills in California were diverted through waste prevention, recycling, and composting, this would off-set all automobile greenhouse gas emissions in California. We recently performed the same calculation for the City of Palo Alto. Implementing the Zero Waste Operational Plan in Palo Alto would have the effect of eliminating 47,000 cars from the road (total number of cars in Palo Alto is estimated to be 38,000).

HDR's energy engineers, renewable energy experts, and climate change specialists have

"I would also like to express my appreciation for [HF&H's] innovative thoughts on implementing a Refuse Vehicle Impact Fee...We were able to recover \$196,000 during the first year of the assessment. These funds will assist us in stabilizing the funding needed for repairing and resurfacing San Rafael's streets."

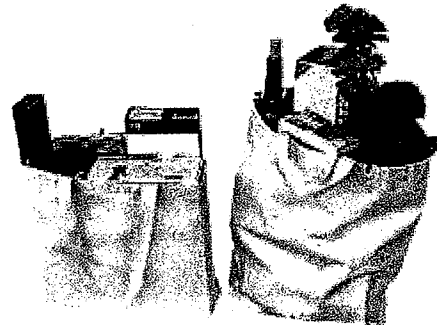
Ken Nordhoff
City Manager
City of San Rafael

13. Copies of Other Solicitations

In order to provide the JPA with as much information as possible to inform their Zero Waste Program goals, we have included copies of the following Requests for Qualifications (RFQ) and Requests for Proposals (RFP) as a separate electronic attachment. Because of the length of the sample RFPs, and in order to prevent waste, we have not provided these in the hardcopy submittal.

HDR has provided zero waste planning for each of these clients.

- **City and County of San Francisco, California**
RFP for Technical Assistance for Environmental Program Areas for the Department of the Environment
Zero Waste Component
- **City of Union City, California**
RFQ/P Solicitation to Assist in Preparation of a Strategic Plan for 75% Solid Waste Diversion
- **City of San José Environmental Services Department, California**
RFQ for Consultant Services for Integrated Waste Management (IWM) Zero Waste Plan Development
- **City of Los Angeles, California**
RFP for Consulting Services for the Development of a Solid Waste Integrated Resources Plan (SWIRP)



Examples

Our team is currently assisting several jurisdictions in implementing strategies that may be considered by the County in the future.

- **Stopwaste.org:** Providing commercial technical assistance to large commercial generators through the Stopwaste Partnership. Assisting the Recycling Board in identifying sustainable long term funding for regional programs.
- **City and County of San Francisco:** Assisting City departments to model zero waste behavior through implementation of recycling and organics programs, analysis of litter reduction. Assisting the City in evaluating strategies for mandatory recycling and product and packaging reduction (fees and bans).
- **San Jose:** Analyzing options for zero waste infrastructure at the waste water treatment plant, including organics processing and anaerobic digestion.
- **South Bayside Waste Management Authority:** Evaluated best practices for collection system and franchising options to maximize diversion.
- **Salinas Valley Solid Waste Authority:** Developing strategies to achieve 75 percent diversion, including pilot autoclave technology and evaluation of conversion technologies.

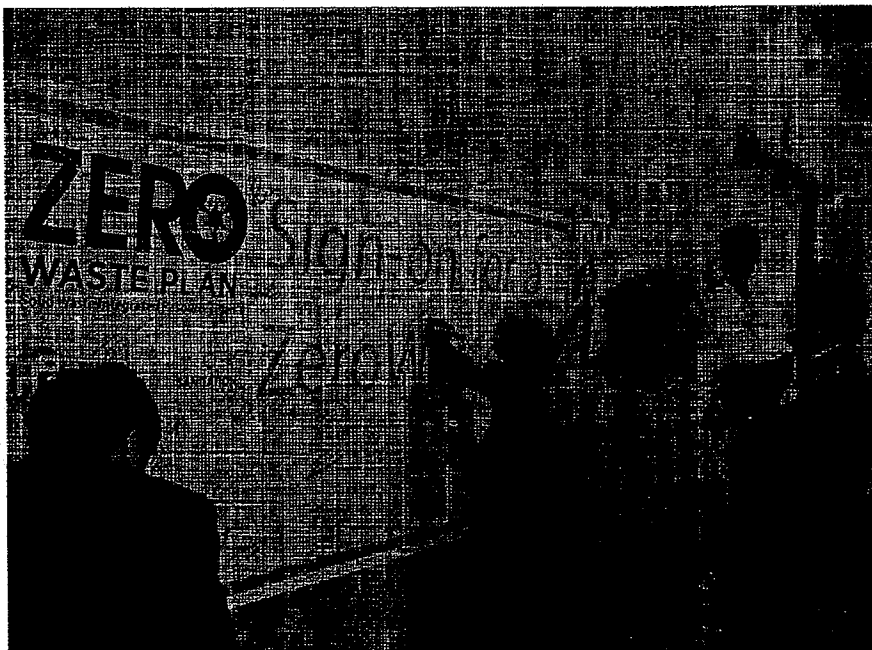
Individual Qualifications

Resumes for each individual proposed to provide service to the JPA are provided in the Appendix.



The littlest stakeholder.

Appendix: Resumes





Ruth C. Abbe

Vice President

National Practice Leader, Zero Waste Planning

Professional Experience

Ms. Abbe is a recycling and solid waste management specialist and project manager with more than 18 years of experience in facility and collection procurement, contract negotiation, program planning, and financial analysis. She is HDR's national practice leader in zero waste planning and heads up the sustainability services group which focuses on zero waste planning, toxics reduction, long term energy management and energy efficiency, renewable energy, green house gas accounting, water conservation, green building, and sustainable urban planning.

She has worked with more than 50 communities and private sector clients to plan and develop their recycling and solid waste management programs. She is familiar with state of the art collection and recovery equipment and specifications, collection routing methods, and financing plans. As a member of the City of Alameda Recycling Task Force, she developed one of the first citywide residential single-stream collection programs. She has assisted jurisdictions in planning and implementing residential single-stream collection and residential and commercial food waste collection programs, including; program planning, public outreach, technical assistance and employee training.

Relevant Project Experience

SOLID WASTE INTEGRATED RESOURCES PLAN

City of Los Angeles, California

Project Manager. Orchestrating a one-year stakeholder engagement process consisting of 100 key constituent meetings, 75 business meetings, 36 house meetings, 36 working group workshops, and 3 citywide conferences to obtain public input on the development of the stakeholder-driven Solid Waste Integrated Resources Plan (SWIRP). The SWIRP I plan will identify the policies, programs and facilities that will be necessary to reach the City's goal of 93 percent diversion. The SWIRP II planning process will include the development of an implementation plan, facilities plan, financial plan and Environmental Impact Report.

ZERO WASTE OPERATIONAL PLAN

City of Palo Alto, California

Project Manager. Conducting public meetings with zero waste task force, city council committees, and full city council. Developing a detailed operational plan identifying the policies, programs and facilities that the City will need to reach 73 percent diversion by 2011 and 90 percent diversion by 2022. Tasks include: waste characterization analysis, program and facility descriptions, regional facility capacity analysis, economic analysis, and implementation plan.

LONG RANGE RESOURCE RECOVERY FACILITY PLAN

County of Santa Cruz, California

Project Manager. Conducting stakeholder outreach process to engage public support for new "zero waste transfer station". Facilitating public meetings in each supervisorial district. Developing a long range plan for the development of resource recovery facilities for the County including: organics composting facility, construction and demolition facility, materials recovery facility and transfer station, and potential alternative

Education

Bachelor of Arts Degree in
Philosophy and Fine Arts,
Amherst College

Professional Affiliations

Past-President, Northern
California Recycling Association

Past-President, Alameda County
Source Reduction and Recycling
Board

Past-Chair, Alameda County
Local Task Force/Waste
Reduction Advisory Board

Past-Chair, City of Alameda
Recycling Task Force

Board Member, East Bay
League of Conservation Voters

Board Member, Californians
Against Waste

**Education**

Bachelor of Science, Civil
Engineering, California State
University, San Jose, 1980

Professional Registrations

Professional Engineer (Civil):
California, Arizona, Oregon

Timothy J. Raibley

Vice President

Mr. Raibley has more than 25 years of environmental and civil engineering experience, including extensive solid waste diversion based facilities such as single stream recycling facilities, organic/compost facilities, solid waste transfer, materials recovery and recycling facility engineering and development, landfill permitting and design, landfill operations efficiency evaluations, waste stream economic analysis and waste stream management. He has designed or provided project management services for solid waste facilities including landfill closures, environmental control facilities, transfer stations, and materials recovery facilities with project involvement ranging from conceptual planning, fatal flaw analysis, peer review, design of working plans, and specifications to construction management and construction quality assurance. Further, he has provided solid waste management services including closure design, economic analysis and operations review and training of solid waste facilities in the USA, Mexico, Jamaica, South America, Brunei, Morocco, Guyana, Bulgaria, Vietnam and Guam.

MSW ORGANICS PROCESSING MASTER PLAN, Bay Area, California. HDR is currently assisting a private client in the development of a business plan outlining the development of a mixed organics/food waste and potentially mixed municipal solid waste program as an alternative to transfer and disposal of these materials. We are currently working cooperatively with the client and a major university in the development of data and parameters of how the facility could function. The goal of the facility is to be capable of processing the mixed municipal waste materials in such a way as to allow for the extracting of a wide variety of potentially valuable materials including but not limited to syngas, volatile organic acids, fiber pulp, recyclable materials and compost feedstock. We will summarize the technical, environmental, operational and financial aspects of the program into a business plan which will be aimed toward business and political review and acceptance.

ECO RECOVERY REGIONAL TRANSFER STATION, COMPOSTING FACILITY AND MRF PLANNING STUDY, Santa Cruz County, California. HDR was retained to assist Santa Cruz County prepare for the future beyond landfilling when the existing county landfill is closed and a new solid waste regime is needed. Our efforts included preparing a variety of scenario's modeled various communities participating in a variety of waste stream processing/treatment facilities. Based on the need for achieving maximum diversion, we concluded two essential facilities will be needed after the closure of the landfill; 1) a regional Transfer Station, MRF and HHW facility, Buy-Back/Drop-Off facility, a used Construction materials retail facility, and 2) a combined Green-waste/Construction Demolition materials processing, staging area and composting facility. As the combination of these facilities is essential for the county to reach its Zero Waste goal, we refer to the facilities as an Eco Recovery Park. Our preliminary efforts were to determine the throughput quantities and corresponding sizes of facilities for various scenarios, depending upon which of the cities within the County wishes to participate. We evaluated several dozen potential sites, using site selection criteria which we developed. We identified four potential sites worthy of detailed consideration. Due to the nature of the sites, only two are suitable for both the regional Transfer Station/MRF and Compost facility, but some are suitable only for one of the two functions. We also prepared an economic model of the capital and operational cost of each component of the facility. The throughput quantities for each component was developed based on materials



Georgia A. Thompson

Environmental Regulatory Specialist

Professional Experience

Georgia Thompson has more than 20 years of experience as an environmental regulatory specialist with expertise in integrated waste management. Her experience includes AB 939 hauler compliance monitoring, hauler contract management, hauler rate reviews and auditing, development and implementation of public information and participation programs, performance of siting studies and market feasibility studies, and preparation of AB 939-related documents (e.g., Source Reduction and Recycling Elements, Household Hazardous Waste Elements, and Annual Reports). Ms. Thompson has extensive experience working with elected officials at the city, county, state, and federal levels, as well as extensive experience working with solid waste hauling vendors. Ms. Thompson has tracked and proposed legislation regarding solid waste management and other environmental issues.

Education

B.A., Environmental Studies,
California State University,
Hayward, 1983

A.S., Horticulture, San Francisco
City College, 1972

Certificates

Naturalist, U.S. Fish and Wildlife
Service, San Francisco Bay
National Wildlife Refuge

Docent, Coyote Point Museum,
Elizabeth S. H. Marine Reserve, San
Mateo County

Affiliations

California Resource Recovery
Association

Publications

"Hauler Monitoring for AB 939
Compliance" presented at Solid
Waste Association of America
(SWANA) Regional Symposium,
San Luis Obispo, California, May
2004

"Three Step Approach to AB 939
Compliance" published Brown,
Vence and Associates, Capital
Update, October 2003

HDR Project Experience

Franchise Hauler Rate Review – El Dorado County, California. Assisted in a review of rate applications for three franchise haulers. Reviewed financial statements and assisted in the preparation and analysis of pro forma rate models and the design of a Refuse Rate Index model. Conducted a peer community survey to determine whether existing rates were reasonable. Assisted in working sessions with the County and franchise haulers, prepared the reports, and assisted in the presentation before the County Board of Supervisors. The review resulted in a total savings to County ratepayers of \$1.4 million. Reviewed customer service logs for compliance with franchise agreement requirements. Conducted a mass balance verification of MRF diversion for both of the County's MRFs, verifying tonnages, diversion percentage, and the legitimacy of markets and end-uses to determine if franchise agreement terms were met.

AB 939 Annual Reports – Cities of Antioch, Pacifica, Greenfield, Gonzales, King City, and Soledad, California. Prepared the annual reports to the California Integrated Waste Management Board, documenting each jurisdiction's progress in implementing Source Reduction and Recycling and Household Hazardous Waste Element programs. Reviewed and compiled the yearly disposal and diversion tonnages and documented ongoing and planned programs.

Waste Diversion Studies and Site Assessments – Salinas Valley Solid Waste Authority, Cities of Antioch, Chowchilla and Madera and Montebello, California. Conducted waste diversion studies in response to a compliance order issued by the California Integrated Waste Management Board to establish new base years. Targeted sites for conducting site assessments and participated in the assessments. Directed surveys of all state, federal and local offices, residential and businesses. Compiled all data and formatted for CIWMB. Prepared forms, responded to comments and questions from CIWMB staff.

Business Waste Audit and Technical Support Program – City of Irwindale, California. Conducted 80 business waste audits to determine a feasible diversion rate mandate for the City's three commercial haulers. Identified diversion activities, materials that are disposed, and potential diversion programs. Compiled the data into a report that provided analysis and a recommendation regarding what the maximum and minimum diversion rates for the commercial haulers should be commercial.



Betsey N. Meyer

Senior Management Consultant

Professional Experience

Betsey has over 17 years of solid waste and recycling experience including hands on operational knowledge of waste hauling, processing and recovery facilities and the marketing of recovered materials. She also has extensive policy experience in the areas of extended producer responsibility, environmentally preferable purchasing, green building and universal waste regulations. She has worked with municipal, state and federal regulatory and legislative entities on recycling infrastructure development in seven Western states.

Project Experience

Aerosol Recycling Partnership. Ms. Meyer took a leadership role in obtaining regulatory relief from the California Department of Toxic Substances Control in the reclassification of empty aerosol cans as solid waste. This led to the recycling of empty aerosol containers via curbside collection and MRF operations throughout California. This action also allowed generators to increase their diversion under AB 939 by expanding metals recovery.

Betsey implemented a public outreach and educational campaign on aerosol recycling through a public/private partnership between consumer product manufacturers (S.C. Johnson, Sherwin Williams, Lysol, WD-40) and the Ventura County cities (Simi Valley, Thousand Oaks, Oxnard, Ventura), Long Beach, and Los Angeles reaching 10 million residents in Southern California.

Appliance Recycling Round-Ups. In collaboration with Southern California Edison and various metals recyclers and non-profits, Ms. Meyer organized and implemented community clean-up events to recycle energy intensive appliances. Events in San Diego, Solana Beach, Oakland, and Sacramento recovered over 7500 obsolete refrigerators, freezers and other house hold appliances from the waste stream.

Bay Area Shop Smart (San Francisco, Sonoma, Alameda, Napa, Marin, Santa Clara, and San Mateo Counties). Ms. Meyer was a strategic partner with the City of San Francisco in the planning and implementation of a region wide campaign to educate consumers on environmentally preferable purchasing behaviors. The message of reduce reuse and recycle was communicated through point of purchase displays at Safeway stores, posters on public transit, bus kiosks, and through incentive based contests in schools.

Design for Recycling, Grand Rapids, Michigan. As a Regional Manager with Cascade Engineering, a manufacturer of engineered plastic refuse and recycling carts, Ms. Meyer provided leadership and market development expertise to the materiel engineering, supply chain management, R&D, manufacturing and production teams in designing and launching a new recycled content product line. She acted as Project Manager tasked with identifying alternative post consumer resin feed stocks. Betsey coordinated the sourcing and processing of these feed stocks in the most expedient and cost effective manner resulting in a 35% reduction in raw material costs.

Education

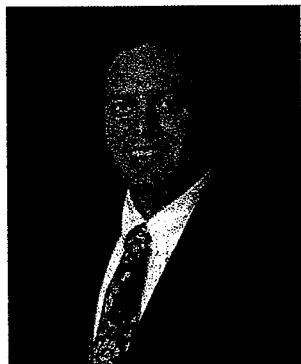
Bachelor of Arts, Pre-Law,
University of Florida, 1976

Professional Affiliations

National Recycling Coalition
(NRC), San Diego, Member,
1991-Present

Northern California Recycling
Association, San Diego,
Member, 1992-Present

Solid Waste Association of North
America (SWANA), San Diego,
Member, 2000-Present

**Education**

Master of Science, Pharmacy,
University of NE Medical Center,
1991

Bachelor of Science, Chemistry,
University of Nebraska Lincoln,
1987

Professional Registrations

Water Well Monitoring
Technician, Nebraska, No.
79506 Issued: 01/16/2007,
Expires: 01/16/2010

Nevada Certified Environmental
Manager, Nevada, No. EM-1924
Issued: 01/26/2007, Expires:
01/26/2009

Professional Affiliations

Society of American Military
Engineers (SAME), Omaha,
Member

Todd C. Wilson

Program/Project Chemist

Professional Experience

Mr. Wilson has 16 years of experience in providing advice on complex chemistry problems arising at, and management of hazardous toxic and radioactive waste (HTRW) sites across the country. He advises on or performs chemical sampling, testing, and analysis of wastes. He completes field audits and review of laboratory Chemical Quality Assurance and Health and Safety requirements. He recommends appropriate disposal, treatment, or processing requirements of materials based on the chemical properties of the waste to ensure compliance with all applicable laws and regulations. He prepares Quality Assurance Project Plans (QAPP), Sampling and Analysis Plans (SAP) and Field Sampling Plan (FSP) for HTRW Environmental Restoration Contracts. He provides onsite training and auditing of personnel to ensure adherence to the work plans. He investigates, analyzes, directs, and manages investigations of site operations to determine the presence and concentration of toxic and hazardous chemicals. He reviews sampling, testing, and analysis of reports to verify the accuracy and adequacy of the data; and to ensure compliance with contract requirements and conformance with accepted procedures to all applicable laws and regulations. He ensures accurate sampling and scientifically defensible data on which corrective action decisions are made. He interprets federal and state regulations, U.S. Army Corps of Engineers (USACE) and Department of Defense (DOD) manuals and directives. He conducts negotiations with contractors, customers, public, legal, and regulatory agencies. He evaluates innovative technologies (including natural attenuation and in situ technologies) for applications in the remediation of HTRW sites and assists in the design of bench- and pilot-scale remediation systems to determine applicability of the technology(ies) for full scale remediation of HTRW sites.

Mr. Wilson has been a primary decision maker in bench-scale, pilot studies, numerous remedial investigation/feasibility studies (RI/FS), interim remedial actions (IRA), remedial actions (RA), and has served as the Project Chemist for large sites with groundwater in multiple aquifers impacted by explosives; 2,4-dinitrotoluene (DNT), cyclotrimethylene trinitramine (RDX), nitrate, solvents; tetrachloroethylene (PCE), trichloroethene (TCE), dichloroethylene (DCE), and fuels; benzene, toluene, ethyl benzene and total xylenes (BTEX) due to gasoline, diesel, and jet fuel spills. He has designed and directed numerous soil gas surveys, direct push testing (DPT) surveys, HydroPunch sampling, and installation and sampling of numerous monitoring wells for site characterization. The following projects represent a sampling of Mr. Wilson's experience:

HDR Project Experience

Street Sweeping Analysis, City and County of San Francisco, CA. Developed testing protocols and interpreted test results to determine whether street sweepings can be diverted from disposal and beneficially reused. Prepare technical memo and advised City staff of test results.

Regulatory Experience. Project Chemist. Mr. Wilson has extensive experience in working with federal and state regulators in evaluating and negotiating cleanup criteria. He has 12 years of experience working with Resource Conservation and Recovery Act (RCRA), Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), Superfund Amendments and Reauthorization Act (SARA), Leaking

**Education**

Master of Science, Mechanical Engineering, University of Nevada Reno, 2005

Bachelor of Science, Mechanical Engineering, Jawaharlal Nehru Technical University, 2002

Anushaw Nambakam

Solid Waste Planning Specialist

Professional Experience

Anushaw Nambakam has expertise in solid waste planning, municipal solid waste treatment plant analysis, hydrogen fuel cells. Her project experience includes:

Class II Waste and Biomass Diversion, San Francisco, California. Documented tons of Class II waste disposed by San Francisco generators at Class II landfills. Documented tons of biomass diverted from disposal. Prepared biomass forms and disposal modification forms in support of the City's annual report for reporting years 2005 and 2006.

Los Angeles County Recycling Audit. Contacting the businesses in the unincorporated region of the Los Angeles County to identify the recycling performed in their facility. This would help the County to determine the recycling performed in the County. The recycling audit is to help the County meet the state mandated goal of 50% recycling.

Salinas Valley Solid Waste Authority. Prepared a draft for the initial permitting process (Monterey Air Control Board, EIR, CIWMB, and Water Resource Board) to move a single unit autoclave system (pilot plant) from Reno to Salinas, CA.

West County Transfer Station Assessment and Design. Analyzed the population growth in the Western Placer Region. Determined the need for a new Self-Haul transfer facility in West Placer Region of County. Identified three potential locations for a new Self-Haul transfer facility providing the scoping information for the facility to meet the needs. Also developed the conceptual site design of the facility.

Santa Cruz County. Analyzing and evaluating sites in the Santa Cruz County for the development of a Transfer Station and a Composting facility.

McCourtney Road Transfer Station Conceptual Site Plan Development Options. Assisted the County with remodeling the current Transfer Station to accommodate the growing population resulting in the increase in traffic.

Design Build Services for the Boulder County Resource Conservation Recycling Center. Analyzed the proposals sent by three vendors in selecting an appropriate one to convert Boulder County's dual stream recycling center to a single stream recycling center. This analysis involved the detailed study of the design parameters and cost comparison.

Elk Grove- Site identification and selection for a Transfer Station. Assisting the City of Elk Grove to identify and select candidate sites for the construction of a new Solid waste transfer station that would include Household Hazardous Waste (HHW) reuse location, materials Recovery facility, Residential drop off/ Reuse Area/Buy Back Center. Also, evaluating the sizing of this facility.

Emily Bedwell

Environmental Regulatory Specialist

Education

MPA, Environmental Policy and
Natural Resource Management,
Indiana University, 2001

B.A., English, Hanover College,
1997

Publications

Coauthor, "Low Carbon Solid
Waste Systems". MSW
Management
September/October 2007.

Professional Experience

Ms. Bedwell has been a Consultant for HDR's Environmental and Natural Resource Management Group for the past five years. She has an educational background in economic and policy analysis and public management. She has provided financial and planning support to many solid waste clients in addition to supporting environmental planning projects. The following projects represent Ms. Bedwell's experience:

HDR Project Experience

Single-Use Carryout Bags and Non-Recyclable Takeout Container Analysis, San Jose, California. Currently evaluating options for mitigating the environmental impacts of single-use carryout bags and non-recyclable takeout containers. Identified program and policy options, developed case studies based on model programs, evaluated the costs of litter clean-up and recycling of plastic bags and polystyrene containers.

Legislative and Regulatory Issues Related to Zero Waste Planning, Los Angeles, California. Currently, researching the likely future regulatory and legislative environment that will impact the City's development of its zero waste plan. Reviewed legislative history and conducted surveys of regulators, lobbyists, and program managers.

Recycling in Public Spaces Pilot Statistical Analysis, New York, New York. Ms. Bedwell was the project manager for this project and coordinated the weekly field survey, recycling sort and analysis of the data. The pilot project was designed to determine the percent contamination of the recyclables collected from six public parks and two ferry terminals, where paper and MGP receptacles were placed next to a refuse basket in each public location. A final report was developed which will include the expected contamination level of each stream and their associated confidence levels.

Consultant to the Department of Public Works, Mayors Office, Indianapolis, Indiana. Ms. Bedwell was hired to propose solid waste program alternatives that would increase the public participation rate in the recycling program. She performed a fiscal and statistical analysis of the current solid waste program and projected out expenses and revenues for three solid waste program improvement alternatives. In developing the policy proposals, she also interviewed current stakeholders, and researched solid waste policies in other similar size and character cities.

Solid Waste Gate Fee Market Survey, Board of Trustees, Alexandria/Arlington Waste to Energy Facility, Alexandria, Virginia. Ms. Bedwell helped complete a

Lauren A. Casey

Engineer I, LEED AP

Education

Master of Science,

Stanford University, California

Bachelor of Science,

Stanford University, California

Professional Experience

Ms. Casey's work reflects her interests in both engineering and policy efforts to address air quality and climate change. Her professional experience has focused primarily on energy policy and planning, renewable energy and energy efficiency, and greenhouse gas management. Ms. Casey has experience with preliminary energy system design and analysis, renewable energy incentives, building energy audits, sustainability planning, LEED certification, and greenhouse gas assessment. Ms. Casey worked for the Union of Concerned Scientists on policy analysis for the 2005 Energy Policy Act, as well as on efforts to model the greenhouse gas impacts of energy efficiency projects in the commercial, industrial, and residential building sectors in the United States through 2050. Ms. Casey's Master of Science in Civil & Environmental Engineering focused on energy systems, their impact on the atmosphere, energy efficiency projects, greenhouse gas management strategies, and energy policies. Her undergraduate degree incorporated interdisciplinary elements of business, economics, and engineering.

HDR Project Experience

RENEWABLE ENERGY

WIND POWER RESOURCE ASSESSMENT AND PRE-FEASIBILITY STUDY

Confederated Tribes of Warm Springs, Oregon

Reviewed meteorological data and market characteristics to conduct preliminary economic analysis for a proposed 100 MW wind farm. Researched development options and prepared next steps toward project implementation. Worked with Tribal Council and Tribal Power Enterprise to produce project report to US Department of Energy.

COMBINED HEAT AND POWER FEASIBILITY STUDY AND PRELIMINARY DESIGN

Green Dorm Project, Stanford University, California

Assessed the thermal and electrical demand of typical student housing projects at Stanford University. Compared technological options for providing combined heat and power in a student dormitory. Proposed design concept for building fuel cell. Analyzed performance and economics of proposed design.

ENERGY PLANNING

BERKELEY RESIDENTIAL ENERGY CONSERVATION ORDINANCE

City of Berkeley, California

Helped the cities of San Francisco, Berkeley, and Oakland to develop a residential time-of-sale energy efficiency ordinance for existing buildings. Evaluated cost-effectiveness of energy efficiency measures.

SEBASTOPOL RESIDENTIAL ENERGY CONSERVATION ORDINANCE

City of Sebastopol, California

Emily Leslie

Engineer I

Education

MS, Energy Engineering
Stanford University

BS, Energy Engineering
Stanford University

Professional Experience

Emily Leslie's work focuses on the crossover between technology and policy in improving the impacts of energy systems, from local effects to global climate change. Ms. Leslie has worked with a wide range of clients, from municipal governments and county agencies, to investor-owned utilities, tribal enterprise, private developers, and private equity investors. With bachelor's and master's degrees in Energy Engineering, from the Mechanical Engineering department at Stanford University, Ms. Leslie's graduate research focused on hydrogen internal combustion engines and solar thermal energy technologies. She uses this technical background to provide insight and strategy for project development, implementation, and commercialization of clean energy solutions: supply-side and end-use technology applications, as well as policy programs.

Project Experience

Renewable Energy Site Assessment, San Bernardino Waste Management Authority. Economic feasibility analysis and recommendations for solar and wind energy development on 50 sites in San Bernardino County.

Proposed 100 MW Wind Energy Project, Warm Springs Native American Reservation. Wind resource assessment and economic analysis for proposed 100 MW wind project on tribal lands.

Proposed Wind Energy Projects, China. Technical and economic feasibility analysis for three proposed wind energy facilities in China, on scales of 50-300 MW each, for private-sector US investor.

PG&E Energy Design Resources. Developed calculator to evaluate non-energy benefits as market drivers for energy efficiency (for example increased office worker productivity due to daylighting, increased tenant satisfaction and higher property value, increased equipment lifetime, reduced maintenance, etc.).

San Francisco Airport Energy Audit. Identified energy saving measures for SFO airport, including skylight analysis, motor control for escalators and moving walkways, regenerative braking for the Airtrain.

San Francisco Residential Energy Conservation Ordinance. Worked with the cities of San Francisco, Berkeley, and Oakland to develop residential time-of-sale energy efficiency ordinance, as model code, adaptable to any municipality.

Wind Power Project Preliminary Feasibility Study, Tamaulipas, Mexico. Worked in conjunction with North American Development Bank, a local Mexican university, and California Energy Commission to evaluate economic potential for proposed 21 MW wind power project in northern Mexico.

San Francisco Water System Improvement Program. Computer-aided optimization of pump sizing and scheduling, maximizing energy cost savings potential for the Lake Merced Pumping Station.

Student Representative, Woods Institute for the Environment Energy Committee. Designed curriculum, with a collaborative team of faculty and students, to institutionalize "Energy Engineering" as a standard engineering discipline at Stanford University.

Ian E. Monroe

Energy Engineer/Analyst; Bioenergy and Development Specialist

Education

Master of Science
Earth Systems: Energy & Natural
Resource Management
Stanford University

Bachelor of Science
Earth Systems:
Environmental Microbiology
Stanford University

Minor
International Relations:
International Economics
Stanford University

Honors, Awards & Professional Affiliations

Robert C. Byrd Honors Scholar

Northern California Scholarship
Foundation Recipient

Participant in the Stanford
University School of Biological
Sciences Field Studies Program

Vice Provost for Undergraduate
Education Grant Recipient

Stanford/Mellon Foundation
Grant Recipient

2005 MAP Sustainable Energy
Fellow

Member of the Society for
International Development

Member of Young Professionals
in Foreign Policy

Member of Young Professionals
in Energy

25x25 Electricity Working Group
Member

Contact

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San Francisco, CA 94104
Phone: 415.814.6723
Fax: 415.814.6801
ian.monroe@hdrinc.com

Professional Experience

Mr. Monroe's background represents his passion to counter global climate change through renewable energy implementation in the U.S. and the developing world. With general renewables experience, and particular expertise in sustainable biofuels, biomass energy, and carbon accounting, Mr. Monroe has worked with numerous domestic and international private and public sector clients, including USDOE, USEPA, USTDA, USAID, USDA Forest Service, California Department of Forestry and Fire Prevention, DFID, GTZ, SNV, DGIS, IADB, ADB, World Bank IFC, Worldwatch, FGV, Potlatch Corporation, Pacific Gas and Electric (PG&E), West African Portland Cement Company (WAPCO) / Lafarge Group, Wheelabrator Technologies / Waste Management, Chevron-Texaco, Shell, ESI, and EcoLogic. Previous to HDR, Mr. Monroe was working at Winrock International to pioneer terrestrial carbon accounting and expand sustainable biomass energy utilization worldwide, ensuring that bioenergy development incorporates sound economics, environmental protection and rural livelihood improvement, with extensive work in Africa and Latin America. He has experience both at conducting the fieldwork, laboratory analysis, data mining and modeling needed to generate results upon which decisions can be based, evaluating data in the context of international regulatory criteria, and at presenting results and recommendations to private sector CEOs, government officials, and international conferences of academics. Mr. Monroe's experience also includes economic modeling, GIS/GPS and remote sensing analysis, and water quality monitoring, all of which fit into effective waste management and bioenergy development. Mr. Monroe received Masters and Bachelors of Science from the interdisciplinary Earth Systems Program at Stanford University, where he helped teach graduate level courses entitled "Pathogens in the Environment" and "Biology and Global Change," and conducted research through Matson Biogeochemical Cycling, Boehm Environmental Pathogens, and Ackerly Plant Ecology laboratories.

Selected Project Experience

Biofuels and Biomass Energy

ANALYSIS OF TERRESTRIAL-GEOLOGIC CARBON SEQUESTRATION OPPORTUNITIES IN CALIFORNIA

USDOE; CA, USA

Conducted an initial analysis of opportunities to produce "carbon negative" energy by linking terrestrial sequestration with biomass energy production and geologic CO₂ injection, with particular attention to expanded ethanol production in California.

BIOMASS CO-FIRING WITH COAL IN THE SOUTHEASTERN US

Winrock International; Arlington, VA, USA

Created a model to assess the multi-emission impacts of co-firing biomass with coal at power plants in the southeastern US, including investment payback periods through emissions reductions and renewable energy tax credits.

BIOMASS ENERGY PROGRAM DEVELOPMENT

Winrock International; Arlington, VA, USA

Led an effort to consolidate and expand Winrock International's expertise in biomass energy, including biomass power, waste-to-energy, biogas, and biofuels, with the

Christy Shelton manages and conducts policy-oriented research projects, including strategic plans, program evaluations, survey research, focus groups, as well as best management practices and case studies for waste reduction, recycling, and HHW management. She brings more than a decade of experience in environmental analysis and decision-making. She is experienced in both quantitative and qualitative analysis and has strong writing and communication skills. At Cascadia and in her previous work, she has written dozens of reports and articles, accurately presenting complex information in clear language for policymakers and the public.

*Before joining Cascadia, Christy led projects at ECO Northwest, an environmental economics consulting firm, and served as an environmental policy analyst in the Clinton Administration's White House Office of Science and Technology Policy, where her work included extensive involvement in legislation and executive orders on the proper use of risk information in agency decision making. She previously worked for the Carnegie Commission on Science, Technology, and Government, where she co-authored the report of a blue-ribbon task force on risk-based priority setting for federal agencies, *Risk and the Environment: Improving Regulatory Decision Making* (1993). She earned her bachelor's degree from Stanford University and her M.S. from the University of Michigan's School of Natural Resources and Environment.*

Education

University of Michigan, Master of Science

Stanford University, Bachelor of Arts

Project Highlights

Household Hazardous Waste Priority Assessment, Oregon DEQ, 2006

Managing development of ranking tools to help DEQ address the highest-risk HHW situations, in terms of substances, geographic areas, and at-risk populations. Integrating results to help set priorities for HHW management.

Household Hazardous Waste Plan, Oregon DEQ, 2004-2005

Guided effort to update Oregon's HHW Plan. Developed and led online survey of stakeholders. Evaluated current Plan and HHW program, identified and assessed future options. Incorporated input and drafted final Plan.

Lead Hazards in Housing, WA Community, Trade & Econ. Dev., 2005

Analyzed the relative risk of lead exposure to children in Washington's housing stock. Mapped neighborhoods throughout Washington with a high presence of risk factors for child lead poisoning in housing.

Fluorescent Lamp Recycling Study, Ecology, 2006-07

Analyzed data on fluorescent lamp generation, recycling, and estimated mercury content. Conducted stakeholder research on barriers and benefits, and identified strategies for mercury reduction and increased recycling.

Comparison of HHW Programs, Portland Metro, 2005

Designed survey instrument and guided fielding of in-depth survey of 30+ HHW programs nationwide to obtain detailed program information. Evaluated programs and compared costs and services provided with Metro.

Beyond Waste Management Plan, WA Department of Ecology, 2002-03

Helped update Washington's solid and hazardous waste management plans to achieve vision for moving "Beyond Waste." Characterized existing data, identified gaps, and made recommendations for tracking material and waste flows. Analyzed trends and evaluated waste reduction strategies.

Evaluation of Waste Prevention & Recycling, King County, 2000-2002

Managed annual phone survey of 600 residents on attitudes and behavior regarding waste reduction and recycling. Managed phone survey of 300 mulching lawnmower buyers from Grasscycling events to assess satisfaction levels and behaviors. Led creation of evaluation report on multiple programs.

Household Hazardous Wastemobile Evaluation, King County, 2000-03

Evaluated HHW education and collection services provided to Wastemobile users. Also evaluated visitor use of Wastemobile, including distances traveled (GIS) and effectiveness of outreach strategies, including direct mail.

Charlie Scott is a principal and co-founder of Cascadia, brings more than 25 years of experience in resource management consulting to this project, including the management of major solid waste research, planning, and policy development efforts.

Charlie has participated in shaping recycling and waste management policy throughout the Northwest, California, and Hawaii over the past twelve years, including recent waste reduction and recycling plans for San Juan and Whatcom Counties and the state of Hawaii. He has managed more than 50 major waste composition studies, including projects for the California Integrated Waste Management Board, the City of Seattle, King County, the City and County of Los Angeles, LAX, the City of San Diego, the City of Phoenix, the City and County of Honolulu and statewide studies for Washington, California, Oregon, and Wisconsin. His experience also includes managing several operational projects such as Seattle's Back Yard Composting program and pilot food waste collections.

Charlie is past President of the Washington State Recycling Association (WSRA), which represents Washington's recyclers and haulers, and he served on the WSRA/Washington Department of Ecology committee to review and improve the State's methodology for establishing recycling rates.

Education

Master of Public Administration,
Graduate School of Public
Affairs, University of
Washington

Bachelor of Arts, Economics, Denison
University

Project Highlights

Solid Waste Integrated Resources Plan, City of Los Angeles, 2007

Served on a team charged with developing a Solid Waste Integrated Resources Plan (SWIRP) for the City of Los Angeles. Led the work of identifying existing and planned public and private infrastructure and services; summarizing the City's current waste management system and solid waste resources facilities; conducting surveys of public and private services to determine disposal rates, tipping fees, contractual arrangements, and existing and planned institutional structures; identifying opportunities for expanding public facilities to enhance overall services and efficiencies; identifying alternative waste diversion methods and opportunities for expansion; and developing generation, disposal, and diversion projections for a 20-year planning period.

Zero Waste Plan, City of Palo Alto, California, 2005

Examined existing waste streams in Palo Alto and identified opportunities for additional waste prevention, reuse, recycling, and composting. Managed research that included hand-sorting, visual characterization, and computer-based modeling. Analyzed results to produce detailed waste composition and quantity information and planning recommendations for residuals and four waste sectors.

Los Angeles County Residential Sector Program Effectiveness Study, Los Angeles County, 2000-2001

Managed this broad assessment of the effectiveness of the County's residential sector waste reduction and recycling programs. His responsibilities included overseeing the information gathering and data collection. The final report documents diversion rates from the residential sector and evaluates programs targeting both single-family and multi-family households and makes recommendations for future program enhancements.

Statewide Characterization of Targeted Waste Streams, California Integrated Waste Management Board, 2004-2006

Served as Principal-in-Charge for this four-part study to quantify and characterize certain waste streams that are believed to contain relatively large amounts of recoverable material, including: waste from specific industry types, including food stores, retail stores, and distribution centers; waste from MRFs; construction and demolition waste; and self hauled waste.

Statewide Waste Characterization Study, California Integrated Waste Management Board, 2003-04

Served as Principal-in-Charge for this statewide study to characterize California's disposed waste. Single-family and commercial garbage collection routes were obtained, as well as from randomly chosen self hauled vehicles. Waste sampling and characterization took place at 22 landfills and transfer stations distributed among five regions of the state and across four seasons. Multifamily waste at selected apartment building, condominiums, and housing projects were sampled.

Statewide Disposal Characterization Study, California Integrated Waste Management Board, 1999

Directed the design of this two-season study to determine the amounts

ROBERT HILTON, CMC, HF&H PRESIDENT

RANGE OF EXPERIENCE

Over 30 years of public management experience in county and city government and special districts, the past 20 years as a consultant. Mr. Hilton has been responsible for: cost of service studies; utility rate analysis; financial feasibility studies; policy studies; organizational/management studies; privatization studies; franchise bid processes and contract negotiation; rate process development; financial consulting and litigation consulting. He has provided expert solid waste advice to more than 150 agencies.



PROFESSIONAL AND BUSINESS HISTORY

HF&H Consultants, LLC: President, August 1989 to present
Price Waterhouse: Senior Manager/Manager, 1983 to 1985
City of San Francisco: Solid Waste Program Manager, 1982 to 1983
City of San Francisco: Clean Water Program, Assistant Executive Director, 1981 to 1982
County of Santa Clara: Director of the Office of Management and Budget; Budget Director; Management Analyst, 1973 to 1981

PROFESSIONAL ORGANIZATIONS

Institute of Management Consultants, Northern California Chapter
Solid Waste Association of North America

ARTICLES AND SPEECHES

"Creating Effective Franchises and Contacts," panelist, California Resource Recovery Association Conference, 2004
"Single Stream Recycling Challenges and Implementation Issues," panelist, Alameda County Waste Management Authority and Contra Costa County Solid Waste Authority Technical Advisory Committee Workshop, 2003
"Public Ownership of Solid Waste Facilities," Solid Waste Association of North America, Western Regional Symposium, 2002
"Choosing a Method for Regulating Refuse Collection," World Waste, January 1991
"Regulating Refuse Collection: A Utility Approach," World Waste, October 1990
"Fixed Asset Valuation," presented at Fixed Asset Valuation Seminar for Local Governments by Price Waterhouse, 1988
"Management Audits", presented to the League of California Cities, 1985
"Performance Auditing," presented to the County Engineers Association of California, March 1985

EDUCATION & PROFESSIONAL CERTIFICATION

M.A., Political Science, California State University, San Jose
B.A., Political Science, California State University, San Jose
Certified Management Consultant (CMC Professional Certification)

PETER DEIBLER, HF&H SENIOR PROJECT MANAGER

RANGE OF EXPERIENCE

Mr. Deibler has 25 years of experience in the waste management field, including a wide range of project direction and management responsibilities. He has a background in resource economics, and regularly manages financial and management projects including strategic planning for high diversion, service procurements, negotiations, performance review and contract compliance, rate analysis and reviews, budget projections and planning, and cost of service. He has managed or directed projects involving extensive public process, including workshops, study sessions, and other presentations and frequently facilitates decision making by client senior staff, city council, state and local task forces, and special district and joint power agency boards. Mr. Deibler has particular expertise in the legal, policy, and financial issues related to waste management program and facility procurements, and frequently drafts and negotiates service contracts.



He has recently managed several projects in Marin County including a franchise fee and diversion reporting review for Fairfax, a rate review and contractor procurement for San Anselmo and, sole source contract negotiations and several follow-up rate reviews for Sausalito.

SAMPLE ARTICLES & PRESENTATIONS

"Contracting for Service: Using a Peer Review Panel to Enhance Service Agreements" Paper presented at SWANA 37 Annual International Solid Waste Exposition, Reno, October 1999

"Objective Measurement of a Household Hazardous Waste Program's Performance and Cost Effectiveness" Paper presented at the Hazardous Materials Management Conference, Kansas City, September 1998

"What's It Really Costing? - Tools for Making Refuse, Recycling, and Yard Waste Collection and Disposal Cost-Effective" Paper presented at the SWANA Western Regional Symposium, Lake Tahoe, May 1996

"Contracting for Recycling Services" Paper presented at the California Resource Recovery Association Workshop: Beyond Flow Control, Lake Tahoe, March 1995

"Trends in Green Waste Composting in California" Paper presented at the SWANA Western Regional Symposium, Lake Tahoe, May 1994

"Flow Control and Policy Issues" Paper presented at the Pacific Recycler's Expo, Trade Show, and Conference, San Jose, April 1993

"Effective Performance and Rate Reviews" *Public Works Magazine*, May 1993

EDUCATION

Master of Arts Degree in Energy and Resources, University of California, Berkeley
Bachelor of Arts Degree in Economics, Phi Beta Kappa, Beloit College

TRACY SWANBORN, P.E., HF&H DIRECTOR OF RECYCLING & SOLID WASTE CONTRACT SERVICES

RANGE OF EXPERIENCE

Tracy Swanborn, a Senior Manager with HF&H, has 18 years of experience in civil and solid waste engineering. Her expertise is in collection, disposal, transfer station, and materials recovery facility procurement, contract development, and negotiations. She has managed over 11 collection, transfer, and disposal service procurements including competitive procurements for Petaluma, Alameda, Livermore, Union City, Fremont, Windsor, Citrus Heights, Salinas, Colusa, Chula Vista, and several other California municipalities. Her procurement experience includes planning future programs and services, RFP preparation, proposal evaluation, franchise agreement preparation, contractor selection and negotiations.



Through her procurement experience she has also reviewed and revised municipal code language and developed a non-exclusive franchise agreement for collection of construction and demolition debris and commercial recyclable materials.

Ms. Swanborn recently completed a draft of a best practices guide for diversion program language for franchise agreements, which involved research of various approaches to regulating construction and demolition debris diversion activities. She has assisted the Cities of Newark and Union City with implementation of commercial and multi-family recycling services.

PROFESSIONAL AND BUSINESS HISTORY

HF&H Consultants, LLC: October 2000 to Present

Brown, Vence & Associates: January 1990 to September 2000

PROFESSIONAL ORGANIZATIONS

Solid Waste Association of North America (SWANA)

ARTICLES AND SPEECHES

"Best Practices for Regulating Haulers through Permit and Non-Exclusive Franchise Systems",
SWANA Western Regional Symposium, 2007

"Multi-Family Recycling: Effectively Implementing and Monitoring Recyclables Collection,"
SWANA Western Regional Symposium, 2005

"Contract Enforcement: Tools for Managing Franchise Agreements Efficiently and Effectively,"
SWANA Western Regional Symposium, 2004

"Procurements: Public Entities Competing with Private Companies," SWANA, 1999

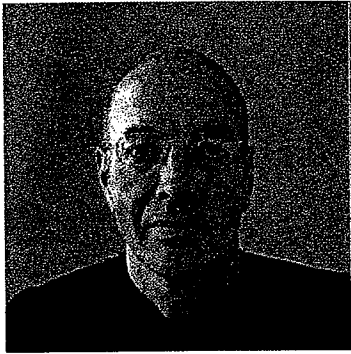
EDUCATION AND PROFESSIONAL CERTIFICATION

B. S., Civil Engineering, Bucknell University, Pennsylvania



Steve Coyle, AIA, LEED AP, CNU

Principal-In-Charge, Town Planning



Curriculum Vitae

Registration

Licensed Architect in Oregon, No. 3346; California license pending

Professional Memberships

National Council of Architectural Registration Board, Member
American Institute of Architects, Member.
Congress of New Urbanism, Member

Professional Endeavors

HDR/Town Planning, Principal
LCA Town Planning & Architecture, Principal
The National Charrette Institute, Co-Founder and Board Member

Honors and Awards

Grand Award - Best in the West - Gold
Nugget Awards - Fairview Village
Governor's Livability Award 1998 - Fairview Village, Oregon
Governor's Livability Award 1999 - Village Weistoria, Oregon
APA Oregon - Special Achievement in Planning, Smart Development Code Handbook
The Builders Award - 1000 Friends of Oregon - Fairview Village
APA National Award 2001 for the Portland Hollywood-Sandy Plan
CELSOC 2006 Excellence in Engineering Merit Award for Capital Village, the Preserve at Sunridge, and Sun Creek Charrettes

Stephen Coyle, AIA, CNU has over 30 years of experience as an architect, urban designer, and public facilitator in a wide range of public and private projects around the nation. His specialty is managing and planning new and redeveloping transit-oriented public and private developments. Steve has worked at multiple scales and levels - from single buildings to regions, from new transit and waterfront facilities to redeveloped transit-oriented villages. He has synthesized his experiences in both design and development into an approach that maximizes design by fully integrating architecture, circulation, codes, engineering, finance, and the project approval process. He is a national leader in the Charrette process that is often used to facilitate this management approach to a project. Steve is co-founder of the National Charrette Institute (NCI), a non-profit organization that trains professionals in the art and practice of facilitating Charrettes - a collaborative process that empowers people with diverse interests regarding a project to work together and support the results, and co-author of the "Charrette Handbook," published in 2006 by the APA.

Relevant Experience

Abbott Town Center, Anchorage, Alaska

Steve's team led a four-day Charrette in Anchorage, Alaska, working with area residents and city officials to generate concepts for revitalizing the Abbott neighborhood with a Town Center concept plan. The Abbott neighborhood, southeast of downtown Anchorage, occupies a transition area between extensive auto-oriented retail areas and vacant, industrially zoned parcels adjacent to the Seward Highway and older single-family neighborhoods interspersed with large schools, churches, and parks. The Abbott Town Center plan included proposed zoning changes, form-based codes and design standards for the entire project area. The Abbott Town Center plan responded to several key forces: high population growth, new job creation, increased traffic, diminishing natural open space, and the need for locally serving businesses and public services. New commercial developments in the area - grocery stores, services, offices and recreational facilities - offered opportunities to connect to better mix of transportation connections in a walkable setting with well-designed public spaces, and a diverse mix of housing types.

Florence Downtown Plan, Florence, Oregon

In 1998, Steve's team designed the Florence Downtown Plan, a catalyst for positive change in this diverse coastal Oregon community. The Downtown Plan restores the connection severed by Highway 101 in the late 1930s between the historic Old town district on the Siuslaw River, and the rest of the town. Realigned cross-streets, improved pedestrian crossings, and reconnections in the local street network help to knit the city fabric together. Mixed-use design guidelines for Highway 101 through downtown help transform this portion into a pedestrian-friendly Main Street, with a new central public green beside the highway. The plan preserved the historic character of Old town, upgraded access from Highway 101, and restored building facades along the historic Main Street. Steve assisted the city and a private developer on a new mixed-use storefront design in the Main Street area.

Mercer Island Town Center and Station, Mercer Island, Washington

The City of Mercer Island hired Steve's firm to design a 10 acre transit oriented Town Center Redevelopment that included a new light rail station that terminated at the



Relevant Experience
(continued)

Plaza Amistad, Santa Paula, California

The City of Mercer Island hired Steve's firm to design a 10 acre transit oriented Town Center Redevelopment that included a new light rail station that terminated at the newly designed main street. In a six day design Charrette, Steve's team successfully developed the site master plan, urban regulations as a form-based code, and the transportation/inter-modal, and parking plan.

North City Subarea Plan, City of Shoreline, Washington

Steve Coyle's team created a conceptual plan and architectural designs for a number of demonstration sites in collaboration with property owner in North City Subarea, the commercial core of Shoreline's North City. The Subarea is surrounded by established residential neighborhoods, has great view opportunities of the Olympic Mountains and sufficient traffic count to support a healthy retail environment. However, the existing development pattern is indistinguishable from other suburban, auto-oriented commercial strips dominated by parking lots and substandard structures, and uninviting to pedestrians. The team held a 4-day public Charrette to develop a vision and identify specific measures to improve the physical and economic environment of the North City Subarea. The Charrette resulted in 5 and 15-year visions, proposed zoning and development code changes to achieve the vision, and transportation recommendations. City Council adopted the North City Subarea Plan in 2001.

St. Johns/Lombard Plan, City of Portland, Oregon

Steve's team worked with the City of Portland to develop the St. Johns/Lombard Plan, a planning effort designed to articulate the community's vision for the area over the next twenty years. The planning effort focused on issues such as land use, transportation, housing, and commercial economic vitality. The team created an Urban Development Concept, a big-picture vision for future land use, transportation, and open space within the area that also identifies places of special interest for the community. The team then developed various land-use alternatives for the different parts of the project area and evaluated each alternative based on its economic feasibility, compliance with the Development Concept's directives, and the extent to which it achieves the project goals. The project culminated in a recommended plan that was adopted by the Portland City Council in May 2004.

New Affordable Neighborhood, Teton County, Wyoming

Steve led an intense public Charrette to design two new 'Affordable Neighborhoods' to address the serious lack of affordable housing in Teton County. The project adhered to the principles of Smart Growth and advocated a sustainable development model for the Jackson area to enable local workers to live close to their jobs. The project employed a unique financing strategy that minimized public funding while maximizing market-driven subsidies to create a substantial quantity of affordable housing, but in the form of complete, walkable, and diverse neighborhoods. The weeklong Charrette generated a plan for two connected neighborhoods. Of the potential 1100 dwelling units, almost 70% complied with the affordable or attainable cost categories as defined by the local Teton County Housing Authority. The design process aimed to achieve the community's policies for mixed-use villages by organizing future development into complete neighborhoods while reflecting the history, values and character of the County. The New Affordable Neighborhood comprised a responsible model for affordable housing that leveraged private investment from a minimal amount of public funds.



Relevant Experience
(continued)

density housing (about 54 units per acre) by substituting smaller scale housing for big apartments. Exchanging privatized space for the public realm, the surrounding area includes several nearby parks, retail shopping, numerous Tri Met bus stops, and a MAX Light Rail Station two blocks away. Ash Court includes a mix of flats, town houses and accessory units, offering tenants from a range of incomes, ages, and family types an opportunity to live affordably and efficiently. The plan included the building designs in a traditional craftsman style typical of the historic Hazelwood Neighborhood.

Home Depot, Portland, Oregon

The design represented the first mixed-use urban Home Depot in the country, on a four acre site in the Hollywood District of Portland. The 104,000 sq. ft. Home Depot store design was screened by a traditional streetscape of ground floor retail stores, including a garden center, with offices on the second floor, and 26 apartments on the third and fourth floors. The design included two floors of roof-mounted structured parking.

Mill Pond, Astoria, Oregon

On the site of the first 'Brownfield' neighborhood redevelopment in Oregon, Steve designed Mill Pond Village, a mixed use neighborhood surrounding a 3.7 acre pond, is located between Marine Drive and the Columbia River. The award-winning plan consists of a mix of housing in a "fishing village" style waterfront cottages, alley-accessed single family homes and duplexes, live/work units, and apartments above retail. Unique to the northwest coast, the plan includes cottages built out on piers, public parks, and viewing areas around the pond that overlook the Columbia River, the Astoria-Megler Bridge and the Astoria hills. Commercial uses buffer the residential core from Marine Drive, creating an attractive, pedestrian oriented environment.

Deschutes River Bridge, Bend, Oregon

The participation of many stakeholders and citizens informed the design and helped resolve many of the concerns and skepticism. Despite initially widespread opposition to the project, the citizens of Bend approved the project in a referendum in September 2001, and the bridge was opened in October of 2003 to acclaim and awards.

Chico Downtown Plan, Chico, California

Steve's team created a new plan for Downtown Chico that preserved the historic city fabric, addressed pedestrian, bike, and motor vehicle access and parking, a transit center, and proposed redevelopment of the underutilized and architecturally blighted downtown blocks into lively mixed use street walls with parking enclosed within the blocks. The plan, developed in collaboration with Chico State University, includes an implementation plan and policies.

Richard V. Anthony, Principal

Richard Anthony Associates

3891 Kendall Street, San Diego, CA 92109

(858) 272 2905 ~ (858) 272 3709 (fax)

Ricanthony@aol.com ~ richardanthonyassociates.com

Richard V. Anthony began his career in Public Administration in 1971 as a manager of the California State University Long Beach Recycling Center. He received a MS in Public Administration in 1974. Mr. Anthony has worked his entire career in environmental program management positions. He is an internationally recognized and published expert in the area of resource management using the Zero Waste Systems approach.

Current Projects include;

- Resource Assessment for Carroll County Maryland
- Zero Waste Plan, City of Los Angeles
- Austin Texas, Zero Waste Plan
- Central Vermont Zero Waste Plan
- San Luis Obispo IWMA, Principal Resource Management Consultant
- Vons/Safeway

Recent Projects include;

- San Diego County Public Works Consultant on Organic Resource Management working with Farmers and planners to develop best practices for on the farm composting and land application
- Palo Alto Zero Waste Plan
- Oakland Zero Waste Plan
- State of Delaware Resource Management Plan (DNREC)
- Suffolk Connect Study Consultant to determine the parameters for a Resource Recovery Park in east England.
- Member of the Board of Directors for the Zero Waste International Alliance www.ZWIA.org, Grassroots Recycling Network www.grrn.org, California Resource Recovery Association www.crra.com, and Keep California Beautiful.
- Chair of the Citizen Advisory Committee on Integrated Waste Management for the County of San Diego.

Mr. Anthony helped San Bernardino County with Waste Reduction and Recycling from July 2001-04, provided Imperial County assistance in preparing their recycling plans. (1999-2000). He was CAO of the San Diego Urban Corps a youth conservation group in 2000. He assisted Del Norte County develop one of the first US zero waste plans in 1998 and the Del Mar Fairgrounds reduce their sewage bill by composting food discards.

Mr. Anthony has nearly 20 years of experience working inside County Public Works Agencies as Program Manager for the Fresno (79-87) and San Diego County Public Works Department (87-98). He has implemented waste reduction and recycling programs prescribed by the United States and the California Environmental Protection Agencies, the California Integrated Waste Management Board and the Department of Conservation for private and public clients recognized by State and National peer groups as best of the class.

Neil Seldman, Ph.D.
President

Neil Seldman, Ph.D., co-founded the Institute for Local Self-Reliance in 1974 and is currently ILSR's President. An economic development planner and former manufacturer, Dr. Seldman specializes in approaches to municipal and commercial solid waste management that emphasize environmental quality and create economic development opportunities for small businesses, community organizations, and other targeted populations.

Dr. Seldman has consulted with city and state governments, citizen groups, and private industry across the nation. His work includes assistance with the formulation and implementation of recycling, solid waste management, and economic development initiatives for numerous municipalities; recruiting environmentally sound businesses for government agencies and community organizations; managing government and foundation research projects encompassing pollution prevention, economic development, recycling, and resource efficiency considerations, and; arranging financial packages, preparing feasibility studies and business plans, and conducting staff training and site assessments for environmentally sound businesses. He is a building deconstruction specialist.

Dr. Seldman is currently coordinating ILSR's work with the Camden Housing Authority to deconstruct select public housing units. He also serves on the planning committee for the Used Building Materials Recycling Coalition's annual conference. In DC, Dr. Seldman serves on the District of Columbia Environmental Planning Commission (at the request of DC Councilwoman Carol Schwartz) and is actively working in the District to increase landfill diversion. He continues to work with local deconstruction enterprises – Second Chance, Inc. (Baltimore) and Deconstruction Services (Arlington) – to expand their business opportunities.

Dr. Seldman has worked with national and international agencies such as the National Science Foundation, the U.S. Environmental Protection Agency, the U.S. Department of Energy, the World Bank, the National Center for Appropriate Technology, and the U.S. Office of Technology Assessment. He has performed contract work for the cities of Philadelphia, PA; Los Angeles, CA; Cleveland, OH; Newark, NJ; St. Paul, MN; and Paterson, NJ. His consulting clients include the city councils of New Haven, CT; Louisville, KY; Chattanooga, TN; Bell and Duarte, CA; Austin, TX; Baltimore, MD; Washington, DC; and the counties of Camden, NJ; Kauai, HI; King, WA; San Diego, CA; and Alachua, FL.

Dr. Seldman has addressed more than 500 conferences, forums, and town meetings in over 25 states and more than 100 cities. He is the author of dozens of technical reports and hundreds of articles on sustainable development.

Seldman holds degrees from Cornell University School of Industrial and Labor Relations and the Institute of Sino-Soviet Studies at George Washington University, where he also served as Associate Professorial Lecturer of Political Theory.



J. Michael Huls, REA

California Registered Environmental Assessor #01832

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Environmental Management and Media Executive

J. Michael Huls is current Chairman/CEO of Huls Environmental Media, Inc. (HEMI), an environmental outreach solutions company established on Earth Day 2007. Mr. Huls directs the practices of the firm in the environmental field, including, but not limited to, developing unified and comprehensive solutions designed to address societal needs for zero waste, product stewardship, environmental management, and education among the public and private sectors. Among his project duties includes the task of establishing a statewide collection network for the free, local and convenient return of spent products containing hazardous constituents, as well as promoting education and awareness of a variety of simple but effective solutions to important environmental issues.

Mr. Huls is well known in California for his environmental consulting practice (Huls Environmental Management) through which he has established award-winning environmental programs in several cities. His work includes development of the base planning documents (SRREs) for over 60 California cities, development of zero waste programs for industry and communities, and establishment of unified integrated environmental programming that has been recognized by the US EPA, the State of California, and Keep California Beautiful through funding, grants, and awards.

Mr. Huls is a creative and dynamic, and out of the box thinker, who is also a noted team builder, with hands-on experience in the environmental industry and education since 1970, when he participated in the first Earth Day. He was a co-founding Board Member of the US National Recycling Coalition, and a co-founder of the California Resource Recovery Association. He is a trainer and educator, and for the California Resource Recovery Association, he is currently instructing public and private sector personnel to master zero waste concepts, principles and practices (101C – Introduction to Resource Management and Advanced Course – Moving Business to Clean Production).

Professional Experience 1970 - Present

Huls Environmental Media, Inc.
Co-founder, Chairman, and CEO

04/07 – Present
Covina, CA

- Co-created media brand **Green Street Scene iMagazine**, a convergent media, environmental educational out reach solution for California municipalities and businesses.
- Developed co-branded environmental **iMagazine** for the cities of Fresno, El Monte, Rancho Cucamonga, and Walnut, and a co-branded special edition for the County of San Bernardino featuring a zero waste tool kit.
- Currently working on a special co-branded edition for Los Angeles County Department of Public Works to be distributed to all 210,000 single and multifamily households in the unincorporated areas of the County.

Resource Integration Consultants, Ltd.
Manager, California Division of International Consultancy

1990 – 1995
Los Angeles, CA

- Prepared 60 SRREs for California municipalities.
- Conducted feasibility study for MRF in Bell, California.

Harding Lawson Associates
Senior Environmental Associate

1984 – 1988
Los Angeles, CA

- Led an R&D project to develop the US hazardous waste management facility permit system.
- Conducted over 300 industrial facility assessments for the purpose of compliance with the Resource Conservation and Recovery Act of 1976.
- Advised the Chemical Manufacturers' Association on environmental control technologies.
- Consulted to the National Science Foundation on recycling technologies.
- Performed state-of-the-art research for the US Congress on Glass and Plastic Recycling.

Secondary Resource Development Consultants
Co-founder and President

1979 – 1984
Alexandria, VA

- Conducted world wide assessments of municipal recycling for the World Bank and United Nations that markedly influenced grant and loan strategies world wide.
- Counseled the State of Nebraska on market development.
- Directed and supervised four season waste composition and quantity assessment for Atlantic County NJ.
- Directed feasibility analysis for nation's first materials recovery facility in Atlantic County, NJ.

SCS Engineers
Staff Engineer

06/76 – 1979
Long Beach, CA

- Research and development activities in the field of environmental management.
- Conducted waste sort in Oakland, California for State Solid Waste Management Board.
- Worked on gas extraction system for local landfill.

California State University, Dominguez Hills Recycling Program
Co-founder and Manager of CSUDH Recycling Program

01/75 – 06/76
Long Beach, CA

- Established inaugural recycling program including paper recycling effort.
- Created education and outreach program.

JEFFREY MORRIS

Economist

Sound Resource Management - Olympia

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Olympia, WA 98502

360-867-1033

Mobile: 360-319-2391

jeff.morris@zerowaste.com

www.zerowaste.com

Current research and consulting interests – Economic cost/benefit valuation of pollutant emissions, life cycle assessment emissions impact categories (e.g., global warming, acidification, eutrophication, criteria air pollutants, human toxicity and ecological toxicity), natural capital, and nonmarket services (e.g., litter control, graffiti control, illegal dumping cleanup, watershed ecological management, and recycling) that often are bundled with traditional market-based services such as water supply, wastewater management, and garbage collection. Particular expertise and interest in accounting for externalities and nonmarket products & services in decision-making.

Clients include the US Department of Justice, Washington State Department of Ecology, Washington State Clean Washington Center, Massachusetts Executive Office of Environmental Affairs, Seattle Public Utilities, New York City, San Francisco, Toronto, Halifax (Nova Scotia), Tacoma (WA), Bellevue (WA), King County (WA) Department of Natural Resources, San Luis Obispo County (CA) Integrated Waste Management Authority, Massachusetts Public Interest Research Group, Rhode Island Clean Water Fund, Pollution Probe (Toronto), and New Jersey Environmental Federation.

Employment History

1987 - Present Principal, Sound Resource Management Group, Inc., Olympia, WA

1985 - 2001 Chief Forecaster, PhotoWorks (previously Seattle FilmWorks), Seattle, WA

1978 - 1984 Self-employed, Advocacy Econometrics, Bellingham, WA

1975 - 1977 Assistant Professor of Economics, University of Colorado, Denver, CO

1971 - 1973 Assistant Professor of Economics, University of Washington, Seattle, WA

1972 Project Director, US NIE grant on Educational Training and Careers of Ph.D.s

1969 - 1970 Research Analyst, Ford Foundation Program for Research in University Administration

1964 - 1966 Financial Analyst, Price Analysis and Programming/Production Scheduling Departments, Finance Staff, Ford Motor Company, Dearborn, MI

Peer-Reviewed Articles

Measuring environmental value for natural lawn and garden care practices, with co-author Jennifer Bagby, *International Journal of Life Cycle Assessment* (Online First July 2007, print publication forthcoming)

A hedonic model for evaluating the effect of illegal dumping on residential home prices, with co-author Gregory M. Duncan, *Journal of Risk and Uncertainty* (invited submission 2006)

Comparative LCAs for curbside recycling versus either landfilling or incineration with energy recovery, *International Journal of Life Cycle Assessment*, Vol. 10, No. 4, July 2005, pp. 273-284

Recycling versus incineration: An energy conservation analysis, *Journal of Hazardous Materials*, Vol. 47, Issues 1-3 (Special Issue on Energy-from-Waste), May 1996, pp. 277-293

Inside the Standard Industrial Classification codes: How many paper mills are there in Washington? with coauthor Frank Ackerman, *Structural Change and Economic Dynamics*, December 1993

Source separation vs. centralized processing: An avoided-cost optimization model provides some intriguing answers, *Journal of Resource Management and Technology*, Vol. 19, No. 1, March 1991, pp. 37-46

Some simple tests of the direct effect of education on preferences and nonmarket productivity, *The Review of Economics and Statistics*, Vol. LVIII, No. 1, February 1976, pp. 112-117

Reviewed Studies

The Washington State Consumer Environmental Index (CEI) – A Summary of the Development of a Tool to Understand and Support Consumer Choices That Have Preferable Environmental Outcomes, prepared for the Washington State Department of Ecology, July 2007

Economic & Environmental Benefits of a Deposit System for Beverage Containers in the State of Washington, with coauthors Rick Hlavka and Bill Smith, City of Tacoma Solid Waste Management, Tacoma, WA 2005

Selected Conference Presentations

The environmental impacts of discards. Informational presentation to the Environmental Review Tribunal of Ontario (Canada). 2007

The perils of public health and ecosystems – can a Cyclops see 3D? Washington State Recycling Association Annual Conference. 2007

The environmental economics of discards. Keynote address for the Recycling Council of Ontario Energy From Waste Forum. 2006

Life cycle analysis of yard, food and wood waste management options. Biocycle West Coast Conference. 2006

The economics of backyard composting revisited: Accounting for participant time, compost produced, and ecological benefits, with Jennifer Bagby. 3rd Biennial Conference of the US Society for Ecological Economics. 2005

Disposal by whatever name still stinks of wasted resources. Keynote address for the Solid Waste Association of North America Winter 2005 Technical Symposia. 2005

Zero waste economics – global benefits, local costs. International Dialog on Proper Discards Management. 2004

Preventing pollution and conserving resources by turning trash into jobs: Sustainable economic development for Washington. Pacific Northwest Region Economic Conference. 2004

Collection fees for single-family discards: characteristics and impacts on waste generation and diversion in King County, WA. Rural Community Assistance Program Conference. 2004

Energy conservation and pollution prevention/biodiversity enhancing benefits of curbside recycling versus landfill disposal or waste-to-energy incineration disposal. International Life Cycle Analysis and Life Cycle Management Conference. 2003

What will it take to make diversion of recyclables and organics profitable? BioCycle West Coast Conference. 2003

Recycling & recycling markets: what will it take to make recycling profitable? Solid Waste Association of North America Waste Reduction, Recycling and Collection Symposium. 2003

Zero waste economics: prices for garbage vs. recycling are telling the wrong story. Pennsylvania Department of Environmental Protection Professional Recyclers of Pennsylvania Certification Training. 2002

Making pilot projects sustainable. Recycling Association of Minnesota/Solid Waste Association of North America Annual Conference. 2002

Zero waste economics: Think globally, pay locally. 6th World Congress on Integrated Resources Management, Geneva, Switzerland, 2002

The future of recycling. Closing plenary session panel discussion for 20th National Recycling Coalition Congress, 2002

Three empirical studies on collection/diversion system effectiveness: Residential refuse, recyclables, & yard debris collection; commercial refuse collection. 20th National Recycling Coalition Congress, 2002

Tracking standards for reporting diversion. California Resource Recovery Association Annual Conference, 2001

The waste prevention vs. recycling trade-off in variable rates. 19th National Recycling Coalition Congress, 2000

Comparative analysis of internet sites for trading recycled materials. 19th National Recycling Coalition Congress, 2000

Picking the best recycling program for your community. 18th National Recycling Coalition Congress, 1999

Economic & environmental benefits of recycling. 17th National Recycling Coalition Congress, 1998

The economics of recycling and zero waste perspective. California Resource Recovery Association Annual Conference, 1997

Mechanisms for hedging against recycled paper price fluctuations. Pulp and Paper Week's Annual International Paper Recycling Conference, 1997

Energy conservation from recycling. Catalonian (Spain) Conference on Energy & Wastes, 1997

Recycling market prices and recycling economics. Western States Legislative Conference, 1995

Economics of recycling in full perspective. 13th National Recycling Coalition Congress, 1994

Prices, prices, prices – Will the future bring the same old roller coaster ride? Solid Waste Association of North America Northwest Regional Solid Waste Symposium, 1994

Economics of recycling and recycled materials. 12th National Recycling Coalition Congress, 1993

Calculating economic markets for recyclables. New York State Legislative Committee on Solid Waste Management's 8th Annual Conference on Solid Waste Management and Materials Policy, 1992

Source separation vs. centralized processing. Journal of Resource Management and Technology's 6th International Conference on Solid Waste Management and Secondary Materials, 1990

Integrated waste management program planning. 9th National Recycling Coalition Congress, 1990.

Source separation vs. centralized processing. EPA's 1st U.S. Conference on MSW Management, 1990.

Markets today vs. the past decade and the need for a recyclables commodity exchange. Washington State Recycling Association Annual Conference, 1989

Daniel Knapp, Ph.D

A SHORT NOTE TO A LONG RESUME:

Since my career is intertwined
with the emerging science of zero waste and total recycling,
I have lately striven for scholarly completeness.
Thank you for your patience and interest.

DANIEL LEO KNAPP, recycling company executive, entrepreneur, applied social scientist and social engineer. Born December 27, 1939. Married to Mary Lou Van Deventer; two daughters; five grandchildren.

EDUCATION: BA in Asian Studies with honors; also graduated Phi Beta Kappa, University of Oregon, 1963; MA in Interdisciplinary Studies, 1965; Ph.D. in Sociology, 1969.

WORK HISTORY: Field Experience Coordinator, regional VISTA Volunteer Training Center, University of Oregon, 1965-66; Community Organizer, Lane County Youth Project, Eugene, Oregon, 1966-67; Research Associate, Office of Juvenile Delinquency, Washington D.C., 1967-69; Assistant Professor, University of Oregon, 1969-71; Assistant Professor, Sangamon State University, 1971-76; Director of Lane County Office of Appropriate Technology, 1977-78; President, Oregon Appropriate Technology, 1978-79; Founder and Chief Executive, Urban Ore, Inc., 1980-2007.

PROFESSIONAL HONORS: first listed in Marquis *Who's Who in Science and Engineering* in 1992. Several terms on board of directors of Northern California Recycling Association, two terms as Treasurer. Urban Ore, Inc. has been chosen as Best in the San Francisco Bay Area by staff and readers of several publications, including the *East Bay Express*, *Bay Guardian*, *San Francisco Chronicle Magazine*, *The Montclarion*, and 7. In 2006, we were selected to a list of "110 Best Things to Do in San Francisco" and named "Best Place to Recycle" by *SF Magazine*.

MEMBERSHIPS: American Sociology Association; California Chamber of Commerce; Northern California Recycling Association; California Resource Recovery Association; National Recycling Coalition; Architects, Designers, and Planners for Social Responsibility.

SELECTED SPEAKING TOPICS AND TITLES:

1979: "The Function of Reuse Within the Recycling Industry; Materials Recovery and Incineration are Competing Technologies," National Science Foundation Research Agenda for the '80s, San Francisco and Washington, DC.

1981: "The Importance of Source Separation for Materials Recovery Businesses," Workshop on Solid Waste Management for Rural and Small Communities, Tempe, Arizona.

for Resource Protection. Television interview at proposed dump site; afternoon workshop to about 25 leaders; evening presentation to over 100 citizens. Proposed dump site was withdrawn from consideration by Island Waste Management Corporation September 20, 1999. Charlottetown, Prince Edward Island.

2000: "Zero Waste." Annual Conference of the Washington State Recycling Association. Sponsor: Seattle Public Utilities.

2000: "Steps to Developing Successful Resource Recovery Centres and Ecoparks." Speaker at three workshops: Second Annual Zero Waste Conference, Kaitiaia, New Zealand. Sponsor: New Zealand Zero Waste Trust. Spent the following week speaking on zero waste before various councils and council staffs, and touring materials recovery centers in Whangarei, Auckland, Palmerston North, Masterton, Christchurch, Ashburton, Amberle, and Waiheke Island.

2001: "Envisioning Resource Recovery Parks: Twelve Strategic Imperatives," (with Mary Lou Van Deventer). Keynote speech delivered to delegates attending the Waste and Recycle 2001 Conference in Perth, Western Australia. Perth has adopted a zero waste by 2020 goal and is aggressively pursuing a development strategy emphasizing resource recovery parks. Sponsors were Western Australia Municipal Association, the Department of Industry and Technology, and the Department of Environmental Protection.

2001: "From Waste to Resources: Alchemy for the New Millennium." Environmental Master Class for senior managers, Water Corporation of Perth, Australia. Following this, traveled to New Zealand and presented resource recovery ideas to Mayors, key Council members, and staff in Auckland City, Whakatane, and Palmerston North.

2002. Travelled with six other USA recycling experts (Rick Anthony, Bill Sheehan, Bill Worrell, P.E., Dr. Jeffrey Morris, Dr. Paul Connett, and Joan Edwards) to an international conference in Geneva, Switzerland, where we presented papers on various topics related to Zero Waste and organized a zero waste workshop attended by representatives from 19 countries. Then travelled to Sussex University in England where we did an all-day workshop on Zero Waste for 200 activists and government people from England, Scotland, Ireland, and Wales.

2002. With Gary Liss, provided two days' onsite consultations, workshops, and presentations to senior Sarasota County, Florida, solid waste and recycling staff and local consultant Michelle Harvey of Solid Resources regarding next steps for resource recovery at the County's new landfill site.

2003. "Building Supply and Demand Markets into Zero - Waste Resource Development Parks." Keynote speech delivered to the annual conference of the California Resource Recovery Association. Summarized zero waste theory and resource recovery park design principles and practice; explained how to use service void analysis to choose the next incremental steps to take while "growing into zero waste" within an already-functioning urban recovery system. This speech was delivered July 21, 2003 in Ontario, California.

"Staking a Claim to the Urban Ore," This article presented plans for a labor-intensive urban transfer station organized on total recycling principles. Our subsequent transfer station work derives from this early piece. *Sierra* magazine, June-July, 1982.

"Resource Recovery: What Recycling Can Do." This technology review, commissioned by the California State Office of Appropriate Technology, positioned recycling as a major competitor with the waste industry for the entire discard supply. Materials World Publishing, 1982.

"Urban Plant Waste Composting," This article summarized operations at Urban Ore's innovative Compost Farm, where tipping fees collected from haulers were the largest income source. We believe that we invented the modern compost business model with this pioneering facility, which at its peak turned about 14,000 tons per year of clean plant trimmings into compost. *Biocycle: Journal of Waste Recycling*, November/December 1985.

"Implementing Reuse at Berkeley Exchange," *Biocycle: Journal of Waste Recycling*, February, 1992.

"Give Recycling a Chance" and "We Have to Decide Total Recycling is the Only Goal Worth Working For," *Waste Not: The Weekly Reporter for Rational Waste Management*, Issues #204 and 205, August, 1992.

"Reuse Before Recycling, Recycling Before Garbage," This essay summarized design principles for a phased transition to zero waste discard management facilities. *Facts to Act On*, Institute for Local Self-Reliance, March 1993.

"Processing Discards Sequentially Using Serial MRFs," (with David Stern and Mary Lou Van Deventer), *MSW Management*, March/April 1994.

"Reuse, Recycling, Refuse and the Local Economy," David Stern was lead author. This study compared six large public or privately-owned resource recovery enterprises with wasting in Berkeley, California, and found that the two sectors were nearly even in jobs, annual income, and throughput tonnage. *Opportunities in Neighborhood Technology*, Chicago, September 1994.

"Let's Hold Conservatives to a High Environmental Standard," *Terrain: The Monthly Publication of the Ecology Center of Berkeley, CA*. January, 1995. Reprinted in Georgia and New Hampshire *Sierrans* during 1995.

Generic Designs and Projected Performance for Two Sizes of Integrated Resource Recovery Facilities, a Report to the West Virginia Solid Waste Management Board, with co-authors Mary Lou Van Deventer, Mark Gorrell, and David Stern. This was a comprehensive training manual on designing and building zero waste transfer stations. Urban Ore, Inc., January 1995.

"What's Perking Down Under? Key Recycling Initiatives in Australia and New Zealand." This article summarized zero waste developments underway in various cities and councils. *BioCycle: Journal of Composting and Recycling*, June, 1997.

1993. Study of employment and economic impacts of Berkeley's decentralized serial materials recovery facility (serial MRF). Published report is "Reuse, Recycling, Refuse and the Local Economy," David Stern lead author, shown above. Contact person: Bill Eyring, P.E., Center for Neighborhood Technology, Chicago, Illinois, phone 773/278-4800.

1994. Construct a model of the physical and economic characteristics of Integrated Resource Recovery Facilities for the State of West Virginia. Published report is *Generic Designs and Projected Performanc for Two Sizes of Integrated Resource Recovery Facilities*. With large team including architect Mark Gorrell and Mary Lou Van Deventer. Contact person: Dr. Robert Diener, P.E., Chair, Agricultural and Environmental Technology, Division of Resource Management, PO Box 6108, West Virginia University, Morgantown, WV 26506-6108, phone 304/293-4832.

1997. Site design and traffic plan for Integrated Resource Recovery Centre, Pooraka, Adelaide, Australia. With architect Mark Gorrell. Contact person: John Nolan, Nolan-ITU Pty Ltd., PO Box 393, East Kew, Victoria, Australia, 3102, phone 61-3-9859-3344.

1997. Site design, traffic plan, and customer interface for front-end reuse and recycling retrofit of an existing refuse transfer station, County of Kauai. With architect Mark Gorrell. Contact person: William Bess, Architect, Architects Kauai, PO Box 753, Kilauea, Hawaii 96754, phone 808/828-2880.

2000. Urban Ore Ecopark. Member of a working team including a general contractor, a seismic engineer, two architects, and a project management specialist. Tasks included interim and final site design and layout for comprehensive reuse facility; seismic retrofit design and construction for two-story warehouse building formerly used as a pipe manufacturing facility; design for renovating building to create new spaces suitable for other businesses to co-locate; finding tenants and working on subleases; assisting City staff to amend zoning rules to permit Materials Recovery Enterprises to occupy lands zoned mixed-use/light industrial.

2007. Berkeley Zero Waste Transfer Station upgrade study. With Mary Lou Van Deventer and architects Greg VanMechelen and Mark Gorrell. Building upon a consultant's study completed two years previously that was then effectively tabled by Berkeley's Refuse and Public Works Divisions, Urban Ore financed an internal design charrette to carry the community's design work forward using the company's most experienced team members. This effort, which was peer-reviewed as it went along, created a new set of drawings and architectural images. The work was put into a PowerPoint document to display the study in graphic form showing 1) how the current Berkeley recycling and refuse transfer station complex works as a practical matter; and 2) why the current layout wastes space, limits recycling, and prevents the City from reaching its ambitious goal of Zero Waste by 2020. The show then moves on to an exploration of a new, purpose-built facility that generates its own power and treats its own greywater and surface runoff. The new materials recovery building features a subdividable 85,000 square foot sawtooth structure with no internal posts; natural lighting; a large photovoltaic system; and a five-part phasing plan that allows demolition of existing structures and rebuilding on the same site while all current recycling operators and materials recovery functions continue in business.

Gary Liss

Gary Liss has over 32 years of experience in the **solid waste and recycling** field. Mr. Liss helps public and private sector clients on strategic **policy and program analyses**; develops public and private **Zero Waste Plans**; evaluates and develops **Resource Recovery Parks**; designs **Incentive-based** solid waste and recycling **RFPs, Contracts and Systems**; evaluates **garbage rates and services**; and develops **proposals and joint ventures** for innovative reuse; recycling and composting companies.

Mr. Liss helped write and edit the nation's first local government **Zero Waste Plan** for Del Norte County, California. Mr. Liss co-authored the **Zero Waste Action Plan** for Nelson, British Columbia in Canada and wrote **Zero Waste Strategic Plans** for Palo Alto and Oakland, California. He drafted the **Zero Waste Communities Strategy** adopted by the Zero Waste Task Force of Santa Clara, San Mateo and San Benito Counties. He also conducted a technical review for **The Citizens Plan for Zero Waste** in New York City.

Mr. Liss wrote fact sheets for the GrassRoots Recycling Network on **Zero Waste Communities** and **Zero Waste Businesses** and developed new criteria for evaluating the performance of businesses in achieving Zero Waste. Mr. Liss conducted a Feasibility Study for a small scale **Resource Recovery Park** in Del Norte County, California, and a small-scale **Zero Waste Centre** in Waveney, UK. Mr. Liss wrote a case study on a wide variety of Resource Recovery Parks in 2000 for the California Integrated Waste Management Board and the website for the US EPA on Resource Recovery Parks.

Mr. Liss was **Solid Waste Manager for the City of San Jose, CA** and developed their recycling programs into **national models**, currently diverting over 62% of the overall waste stream. Mr. Liss worked to stimulate competition and harness the forces of the marketplace to achieve the City's policy goals. He structured solid waste fees and taxes to provide clear price signals to the marketplace so that generators, haulers, recyclers and landfill operators would all benefit economically by preventing waste and recycling. Through a comprehensive Solid Waste Strategy, Mr. Liss **saved San Jose more than \$77 million** over the next 30 years through competitive awards of a \$200 million 30 year Disposal Contract and a \$200 million 7 year Collection Contract.

Mr. Liss also worked for the US Conference of Mayors to document the ties between economic development and resource recovery and helped develop the **Industrial Recycling Park** concept pursued by the Port Authority of New York and New Jersey in the 1970s.

Mr. Liss has also been active professionally throughout his career. He taught "**Economics of Solid Waste and Recycling**" at both San Jose State University and the University of California at Santa Cruz, Extension Certificate Programs in Integrated Waste Management and has lectured extensively at other universities and professional association meetings and conferences. He was **Secretary to the California State Senate Task Force on Waste Management** in 1989 that led to the adoption of key state recycling legislation. He assisted in the development of the CRRRA's **State Recycling Policy**, CRRRA's **Recycling Agenda for the 1990s**, CRRRA's **Agenda for the New Millennium**, and the National Recycling Coalition's **National Policy on Recycling**. Mr. Liss was also a founder and past President of the **National Recycling Coalition**. He was the Coordinator of the **Zero Waste International Alliance** (www.zwia.org), and remains on the ZWIA Planning Group. He is on the Executive Committee of the CRRRA Recyclers Global Warming Council, CRRRA Global Recycling Council, CRRRA Independent

SUSAN KINSELLA

4 Cielo Lane #1B Phone - 415/883-6264

Novato, CA 94949 E-mail: seek@susankinsella.com Fax - 509/756-6987

Internationally Recognized Leader in
**Environmental Paper Sustainability Issues,
Recycling Policy and
Environmentally Preferable Procurement**

EMPLOYMENT HISTORY

Executive Director, CONSERVATREE 1998–present

San Francisco, California

Nonprofit education and advocacy organization dedicated to converting paper markets to environmental papers (e.g. recycled, tree free, chlorine free, sustainable forest fibers) in order to facilitate paper industry conversion to environmentally and socially sustainable production systems. Nonprofit grew out of formerly for-profit company that developed the markets for recycled paper in North America.

- Advises government, business and organizational purchasers on policies and specifications appropriate for their environmental goals. Develops tools, strategies and technical assistance for policy executives and paper buyers, including workshops and presentations.
- Publishes ground-breaking research on recycling and environmental paper issues.
- Strategizes approaches for greatest leverage in changing paper industry to environmentally sustainable production practices.
- Acts as bridge between environmental organizations and paper industry, provides technical expertise to environmental campaigns, creates coalitions for unified approaches and success.
- Networks with paper industry, recycling, corporate, procurement, environmental and government officials on environmental, recycling and paper issues.

Conservatree Programs, Partnerships and Consulting Projects

- **Single Stream Recycling Best Practices Manual and Implementation Guide** (January 2007), developed with support from all sectors of the recycling system – manufacturers, collectors, processors, and governments: Outlines new orientation for recycling programs based on Resource Management concepts in order to better maintain and expand domestic and international recycled product manufacturing, optimize local governments' recycling programs, and conserve natural resources. Articles published in industry journals in 2007-2008. Best Practices workshop, keynote speeches presented at recycling conferences in 2006.
- **Single Stream Recycling Roundtable** (May 2005) brought together 175 recycling leaders from all parts of the California recycling system to seek whole-system solutions to the problems increasingly undermining recycled product manufacturing.
- Internet website (www.conservatree.org) includes the **most comprehensive and indepth information on environmentally preferable papers** available in North America, continually updated, for both professional purchasers and individual paper buyers. (2000–current)
- **Take Charge** project, initiating a viral public information campaign to empower individuals to convert their spheres of influence to environmental papers, including workplaces, schools, spiritual centers, and daily life. (2006 - Current)
- Initiated the **Environmental Paper Network (EPN)** (2003–current), including the **Environmental Paper Summit** (2002), an unprecedented collaboration of virtually all the U.S. and Canadian environmental paper campaigns that is now expanding globally, with affiliated Networks in Europe and developing in Indonesia, Australasia, and South America. Serves on the EPN Steering Committee.
- **Listening Study**, funded by U.S. EPA, to create dialogue among opposing sides on controversial environmental paper issues and analyze ways to resolve them. Published breakthrough documents on questions regarding papers with recycled, tree free and sustainable forest fiber contents. (2001–2004)
- Frequent collaborations with environmental groups, including:

- Directed California **statewide Buy Recycled Campaign**, including recycled content plastic, glass, paper, aluminum and steel products - produced consumer manuals identifying everyday recycled-content choices, conducted press events, developed business and government recycled products procurement guide, produced packaging waste reduction manual that included the first source reduction guide for purchasers, published database of California recycled products, conducted training workshops for governments and businesses.

University Lecturer 1987–1988

SAN FRANCISCO STATE UNIVERSITY, San Francisco, California

Designed and taught speech communication classes.

Director, Communications and Research 1985–1990

CONSERVATREE PAPER COMPANY, San Francisco, California

Presented policy issues in speeches to environmental groups, legislatures, conferences; advised government officials on procurement, market development, legislation and implementation; researched and reported on recycled paper issues and technical questions; wrote brochures, newsletters and articles; networked with nonprofits and media. Key participant in national debates on recycled product contents, definitions and labeling.

CREDENTIALS

Board of Directors, **National Recycling Coalition** (1991–1993),

Executive Committee (1991–1992), NRC Member (1985–present)

Scientific Advisory Board, **Scientific Certification Systems** (1991–1993)

Advisory Board, **Recycled Products Guide** (1990–present)

Advisory Board, **Recycled Paper News** (1990–1994)

Member, **Technical Assn. of the Pulp & Paper Industry (TAPPI)** (1990–present)

Member, **California Resource Recovery Association** (1990–present)

Member, **Northern California Recycling Association** (1996–present)

Member, **ASTM D06.40, Recycled Paper** (1991–1993)

Co-Founder and Member, **Paper Definitions Working Group** (1991–1993)

EDUCATION

B.S., Psychology and Sociology, **Purdue University**, 1972

M.A., Speech Communication Studies/Diffusion of Innovations, **San Francisco State University**, 1991

CURRICULUM VITAE

Richard B. Flammer
1770 Evergreen Street, Suite 20
San Diego, CA 92106
(619) 758-0726
www.compostingconsultant.com
hiddenresources@sbcglobal.net

SUMMARY OF EXPERIENCE

- Eighteen years of composting experience in seven U.S. states and Mexico.
- Design, permitting, management, evaluation, consultation, and/or remediation of approximately seventy large-scale composting facilities for both private and public sector clients.
- Lecturer and educator on composting, organic resource management, resource conservation, sustainable landscaping and farming, and toxic-free gardening.
- Design and implementation of university and public sector composting research projects.
- Design and construction of permanent home composting demonstration exhibits.
- Participation on committees for establishing composting regulations and ensuring sustainable regional recycling strategies are achieved.
- Author of educational guides, articles for trade magazines, and workshop and certification program manuals and curricula.

PROFESSIONAL EXPERIENCE

Owner, Hidden Resources, San Diego, California (1998-Present)

- Consultant for assessment of administrative, marketing, regulatory compliance, and technical process practices of large-scale yard trimmings compost facility in Woodbine, Maryland.
- Consultant and researcher for regional assessment of organics processing infrastructure in San Diego County, California.
- Lead researcher on County of San Diego's organic resource management program, targeting development of on-farm composting strategies, direct land application, and manure management programs.
- Organizer of regional composting conference for County of San Diego, California.
- Consultant for large-scale composting facility in San Diego, California, handling permitting, regulatory compliance, finished product marketing, and business development.
- Consultant for large-scale composting facility in Tijuana, Mexico, handling business development, regulatory compliance, and finished product marketing.
- Consultant for large-scale composting facility in Ladue, Missouri, handling operational process and monitoring protocol, and odor control management.
- Concept development and design of series of educational signs promoting and teaching vermiculture, composting, and finished product use for Shipley Nature Center in Huntington Beach, California.
- Design and processing protocol development for small-scale composting site at Shipley Nature Center, Huntington Beach, California.
- Public educator for series of composting/toxic-free gardening workshops for City of Chula Vista, California.
- Designed curriculum, authored manual, and taught master composter certification program for city of Chula Vista.
- Designed and supervised construction of the permanent exhibit, "Chula Vista Home Composting Discovery Tour and Field Lab."

Public Educator Teaching Composting Principles

- Home composting workshop delivered to residents of La Mesa, California.
- Series of home composting workshops taught at the Home Depot, Chula Vista, California.
- Developed curriculum and taught a series of home composting workshops to residents of Stamford, Connecticut.
- Designed and constructed permanent home composting demonstration exhibit at Stamford Museum and Nature Center, Stamford, Connecticut.
- Editorial consultant and personal appearance in video, "Turning your Spoils into Soil," produced by State of Connecticut, Department of Environmental Protection.

Regional Studies Planner and Consultant

- Inspected, evaluated and compiled a countywide profile of 26 municipal composting facilities in Monmouth County, New Jersey. Made recommendations on potential for facility expansions, inter-municipal regional facilities, and role of county in supporting local and regional efforts.
- Inspected and evaluated 14 existing and proposed municipal composting facilities and programs in Rockland County, New York. Provided program and facility design recommendations to optimize regional composting strategies.
- Inspected and evaluated 16 municipal composting programs in St. Louis County, Missouri. Made recommendations to individual jurisdictions and St. Louis County Department of Health on facility improvement and regional strategy improvement.

RESEARCH PROJECTS

- Working with Richard Anthony Associates and the San Diego County Farm Bureau, assessed regional on-farm composting infrastructure for the County of San Diego. Purpose of study was to determine the viability of expanding agricultural options for the utilization of discarded organic materials. Four existing and one proposed on-farm composting projects were studied in detail. October 2005-April 2006
- Working with Richard Anthony Associates and the San Diego County Farm Bureau, identified and brought together regional stakeholders for a series of six workshops and a plenary conference to develop a draft on-farm composting policy for presentation to the San Diego County Board of Supervisors. April-October 2005
- Growth trials for a private client developing a compost-based potting soil blend for tomato and cucumber shadehouse growers in Baja California, Mexico. April-August, 2005
- Project coordinator and technical advisor for fifteen-month, commercial and institutional generated food organics pilot project funded by the Illinois department of Energy and Natural Resources and conducted at the University of Illinois at Urbana-Champaign. February 1994 – May 1995.
- Protocol development and implementation of State of Connecticut's first pilot, large-scale grass composting project, conducted for the State of Connecticut, Department of Environmental Protection, at the City of Stamford, Connecticut, Summer/Autumn 1990.
- Protocol development and pilot project management for co-composting and bioremediation of contaminated (high E. coli) road sweepings, conducted for the State of Connecticut, Department of Environmental Protection, at the City of Stamford, Connecticut, Spring 1990.

PUBLICATIONS

Flammer, R., Williams, W., "San Diego County Targets Agriculture for Sustainable Resource Management," *Biocycle, Journal of Composting & Organics Recycling*, March 2007

Flammer, R., "Composting Comes Back to the Big Apple," *Biocycle, Journal of Composting & Organics Recycling*, September 2005

Flammer, R., "Large-Scale Composting Facility Thrives in St. Louis Suburbs," *Biocycle, Journal of Composting & Organics Recycling*, June 2005

Flammer, R., "A Guide for Less Toxic Yard & Garden Care," San Diego Regional Household Hazardous Waste Partnership, January 2005, San Diego County, California

Flammer, R., "The Fundamentals of Composting," Master Composter Certification Program, June 2004, San Diego, California

Flammer, R., "*Smart Choices, Great Returns...* Sensible, Sustainable, Best Environmental Practices for Landscapers," Best Environmental Practices: A Free Workshop for Landscape Professionals, November 10, 2005, Water Conservation Garden, Cuyamaca College, El Cajon, California

Flammer, R., "What's So Important about Sustainable Discarded Organic Resource Management in San Diego County?" Countywide Organic Resource Management Conference, November 3, 2005, San Diego California

Flammer, R., "Less-Toxic Yard and Garden Care," June 9, 2004, City of Carlsbad, Carlsbad

Flammer, R., "Backyard Composting," San Diego Zoo, May 22, 2004, San Diego, California

Flammer, R., "Composting Basics," Sea World of California, Green/Recycling Week, April 24, 1997, San Diego, California

Flammer, R., "Greenwaste, Regional Challenges/Regional Solutions: Recycling and Waste Management in San Diego and California," San Diego-Tijuana Binational Planning and Coordination Committee, July 16, 1996, San Diego, California

Flammer, R., "Composting Technology Options," 20th Annual Conference, California Resource Recovery Association, June 17, 1996, Newport Beach, California

Flammer, R. "Composting-Adding Foodwaste and Other Organics," Looking to the Future, Recycling '94, 14th Annual State of Illinois Conference and Exposition, Illinois Recycling Association, Illinois Department of Energy and Natural Resources, July 27, 1994, St. Charles, Illinois

Flammer, R., "Composting Helps," Earth Day Celebration 1992, "Stamford Environmental Education Coalition, April 25, 1992, Stamford, Connecticut

Flammer, R., "Basic Principles of Home Composting," Spring on the Farm, Stamford Museum and Nature Center, May 19, 1991, Stamford, Connecticut

Flammer, R., "Potential Environmental Health Risks in Yard Waste Composting," 88th Annual Yankee Conference, Connecticut Environmental Health Association, September 21, 1990, Mystic, Connecticut

MULTIMEDIA

- Editorial consultant and personal appearance in video, "Home Composting, Turning Your Spoils to Soil," produced by the Connecticut Department of Environmental Protection Recycling Program, 1991
- Compost consultant and personal appearance in video, "How to Manage Manure: Composting for Horse Owners," produced by The Country Television Network and the San Diego County Recycling and Watershed Protection Departments, 2007

EDUCATION

Bachelor of Arts, Communications, with concentration in Public Relations, University of Dayton, Dayton, Ohio, April 1985

PAST AND PRESENT AFFILIATIONS

- San Diego County Farm Bureau
- Integrated Waste Management Citizens Advisory Committee, San Diego Association of Governments
- Compost Quality Standards Technical Advisory Committee, Illinois Environmental Protection Agency
- California Resource Recovery Association
- Illinois Composting Council
- Illinois Recycling Association

Executive Director

GrassRoots Recycling Network, a national nonprofit that advocates for Zero Waste communities, Zero Waste businesses, and Zero Waste campuses. Recent GRRN research and advocacy campaigns include Garbage is not Renewable Energy, and Compostable Organics out of Landfills.

Program Director

The Materials for the Future Foundation 1998-2004

Implemented recycling projects that linked sustainable development, economic development, recycling market development, and job creation.

Education Director

Garbage Reincarnation, Inc., Santa Rosa 1989-1998

Managed the advocacy, education, and outreach programs including marketing programs, influencing decision makers, and assisting communities in implementing recycling programs.

Recycling Coordinator

Sonoma State University 1988-1989

Established SSU Recycling Program. Planned and developed program, obtained funding for capitalization, staffing, and operations. Hired as first staff recycling coordinator in January 1989. Developed, implemented, and marketed program. Managed operations. Supervised three paid assistants and 50 part-time volunteers.

Education and Training

Sonoma State University, Rohnert Park, California.

Environmental Studies and Planning; Energy Management and Design

Cabrillo College, Aptos, California. Certificate Solar Energy Technology

Financial Management for Recycling Entrepreneurs — National Development Council

Leadership Santa Rosa — One-year program sponsored by Santa Rosa Chamber of Commerce

Community Involvement

Member Sonoma County Local Task Force 2001-present

Serve in an advisory capacity to the Sonoma County Board of Supervisors regarding solid waste and recycling issues.

Board Member/President Northern California Recycling Association 1996-2006

Supervised NCRA staffer, coordinated production of monthly newsletter, organized and conducted annual board retreats, responded to legislation, and developed leadership and initiative in other board members.

Commissioner/Chair

City of Cotati, Community & Environment Commission 1996-2006

Organize community events and the annual commission planning retreat, manage a \$10,000 annual budget, conduct meetings, develop leadership, and help develop community and environmental programs such as Creek Habitat Restoration.

SCS ENGINEERS



Response to
Request for Information
for
**Zero Waste Strategic
Plan Development**

Presented to:

Marin County JPA
c/o Marin County Department of Public Works
PO Box 4186
San Rafael, CA 94913-4186

Presented by:

SCS ENGINEERS
3843 Brickway Boulevard
Suite 208
Santa Rosa, CA 95403
(707) 546-9461

March 31, 2008
File No. 01492207

Offices Nationwide
www.scsengineers.com

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A Timeline

1 LETTER OF INTRODUCTION

March 31, 2008
File No. 01492207

Mr. Michael Frost, Program Manager
Marin County Hazardous and Solid Waste JPA
c/o Marin County Department of Public Works
PO Box 4186
San Rafael, CA 94913-4186

Subject: Request for Information (RFI) for Zero Waste Strategic Plan, Marin County, CA

Dear Mr. Frost:

In response to the subject RFI (dated January 24, 2008), **SCS Engineers (SCS)** is pleased to present our qualifications, cost estimates, and supportive documents to help develop and implement Zero Waste in Marin County. As requested in the RFI, we provide one electronic and three hard copies of our response.

SCS is one of the oldest and largest privately held environmental service firms in the US, and is a recognized world leader in solid waste engineering. Founded in 1970, the firm employs over 550 professional and support staff located in 41 offices throughout the nation. SCS is independently owned by its employees, all of whom are committed to providing objective, responsive, and superior services to clients. Recently, for the fourth year in a row, SCS was named the **top solid waste firm in the United States** (*ENR*, 2004, 2005, 2006, and 2007).

SCS offers comprehensive solid waste planning services to assist in achieving waste reduction goals. Our planning practice includes waste generation studies; waste characterization studies; waste management plans and reports; program design, implementation, and monitoring; grant writing; ordinance preparation and implementation; business waste assessments and technical assistance; rate studies; collection service and facility development procurements; privatization studies; and hauler audits.

SCS is an innovative force in new waste diversion programs. We designed one of the first e-waste collection events in California, and studied the feasibility of a diaper recycling facility—the first in the United States. We are also leading the charge to sustainability through innovative programs, green building design and specifications, construction and demolition debris recycling programs, and procurement policies.

SCS has included Mr. David A. Langer on our team. Mr. Langer is President and founder of DAL Dimensions, and has more than 15 years of practical experience in solid waste and recycling management. He is very familiar with waste collection practices and public agencies in Northern California, including Marin County.

Thank you for inviting us to submit this information about our firm. We share the County's commitment to achieving zero waste goals in the near future.

Very truly yours,



Michelle P. Leonard
Vice President
SCS ENGINEERS



Martin Hazardous and
Solid Waste, Inc.

SCS ENGINEERS

2 CURRENT USERS AND REFERENCES

Exhibit 1. Users and References

Client/Project	Project Data			Baseline Determination			Project Experience				
	Population (in millions)	Housing Units (in millions)	Tons Recycled/ Tons Disposed	Identify and Classify Waste Systems	Evaluate Existing SW Management Facilities	Quantity Baseline	Identify Opportunities for Improvement	Identify Business Opportunities and Job Creation	Develop and Implement SW Management Plan	Implement SW Management Plan	Implement SW Management Plan
City of Irvine Michael J. Byrne, Management Analyst (949) 724-6357	145K	49K	628,286/ 339,286*	X	X	X	X	X	X	X	X
Solid Waste Authority of Central Ohio, Expo Center Irm Shubert (614) 871-5100	1.4M	N/A	9540/ 7,100	X	X	X	X	X	X	X	X
City of Lakewood Solid Waste Planning Lisa Rapp, Director of Public Works (562) 866-9771, x2500	81K	8K	126,879/ 57,247*	X	X	X	X	X	X	X	X
LA County Waste Generation Study Mr. Wilson Fong (626) 458-3581	9.8M	3.3M	2,995M/ 1,580M*	X	X	X					
Orange Co. Waste Char., Gen., & Facility Studies Sue Gordon, Mgr., Environmental Programs (714) 834-4118	3M	97K	236,001/ 86,159*	X	X	X	X	X	X	X	X
Santa Barbara Co. Waste Characterization Ms. Jody Rundle (805) 882-3602	400K	142K	445,369/ 279,443*	X	X	X	X	X	X	X	X
Spokane County SWMP Suzanne Tresko, Recycling Coordinator (509) 625-6580	196K	88K		X	X	X	X	X	X	X	X
Benton County SWMP Keith Martin, Solid Waste Manager (509) 786-5611	80K	35K		X	X	X	X	X	X	X	X

*Figure obtained from the California Integrated Waste Management Board 2004 Annual Report.

3 METHODOLOGY

The methodology for developing the County's Zero Waste Strategic Plan has been structured into three phases, as described below:

Phase 1: Current Infrastructure and Volumes. SCS will analyze the waste and recyclable and organic materials taken to MRFs, recycling centers, transfer stations, C&D facilities, organic processing centers, reuse stores, landfills, and other diversion sources. We will review waste handling capacities (current and future), materials processed, expansion capabilities, material processing operations, residuals in recyclables, recyclables disposed, and processing locations for residential, commercial, and industrial waste streams. Materials analyzed will include both single-stream and source-separated recyclables, organic plant and food scrap, C&D materials, and electronic material recycling. Additional markets will be researched for hard-to-recycle items, including film and rigid plastics. SCS will review reuse opportunities, such as large-scale reuse stores, donation facilities, bulky item pick-ups, and drop-off facilities. Hauler and processing contracts will also be reviewed to determine programs to capture additional materials for diversion.

Phase 2: Overview and Integration. SCS will identify strategies for designing and implementing the Zero Waste Strategic Plan. The Implementation Plan will include financial impacts and options, behavioral changes (i.e., environmentally preferred purchasing, program participation, etc.), facility expansion options, new technology options, contract adjustment options, and routing and travel impacts for various commodity types. Existing contractors and facilities will be integral to developing future infrastructures to achieve zero waste. Residents and business groups will also be involved in the process of design and integration of the zero waste design. SCS plans to ensure that stakeholders provide input into this process.

Phase 3: Plan Development. Based on findings from Phases 1 and 2, as well as from Tasks 1 through 7 (see Section 5), SCS will prepare and develop the Zero Waste Strategic Plan. The following list outlines sections of the plan:

- Baseline volumes and extrapolation projections.
- Public process and roll-out.
- Facility expansion and new processing development.
- Permit requirements and environmental compliance.
- New technology analysis and recommendations.
- Financial impacts and options.
- Greening improvements.
- Phased goals to zero waste in 2025.
- MCJPA's responsibilities and roles.

4 INTEGRATION WITH CURRENT PROGRAMS

The SCS team approach will include extensive interaction with MCJPA staff to ensure that proposed options are responsive to the needs and conditions of cities within the MCJPA. SCS will evaluate policies and programs to improve or expand recycling, resource recovery, and waste reduction, with emphasis on feasibility, cost effectiveness, and consistency with the County's goals. SCS will rely on in-house data and our team's ongoing and recent work in analyzing municipal waste streams, assessing markets, and identifying and analyzing program options for recycling and waste prevention. Staff qualifications and project descriptions that highlight our experience in these areas are available upon request. Key steps in the program analysis are as follows:

Identify Alternatives to Reduce Waste and Increase Recycling or Resource Recovery, Appropriate for the MCJPA. SCS will develop a list of diversion options by considering materials that are currently disposed, viable markets for materials not being diverted, generator needs and ability to change, current recycling infrastructure, cost and pricing structure for solid waste and recycling services, and expansion options for facilities or for siting new processing facilities. The team will rely on its expertise in developing comprehensive waste reduction and reuse strategies to generate the list of options, and will obtain input from service providers and other core stakeholders in the MCJPA. Examples of our work in completing these activities include the Solid Waste Authority of Central Ohio Expo Center, where we conducted a waste characterization study and identified the potential recyclables; and the Art Center College of Design in Pasadena, CA, where we identified recyclables generated from all aspects of the college, including studios, cafeteria, and administrative offices, and evaluated the potential for diversion of these materials.

Screen Options to Develop a Short List of High-Potential Alternatives. The initial list of options will be screened qualitatively, in coordination with MCJPA staff, to focus on alternatives that have the highest potential for success. Criteria for determining success will include cost, impact, feasibility, permitting, and implementation requirements. Examples of past projects involved in making this kind of determination include the recent solid waste management plans completed in the State of Washington, such as Benton, Spokane, and Mason Counties.

Analyze Remaining Alternatives to Estimate Impacts and Costs Over a 5- to 17-Year Planning Period. The projected impacts of selected alternatives will be compared to baseline projections of waste generation and disposal to determine how much material could be diverted over time. The impacts of various programs will be evaluated to determine their ability to achieve MCJPA goals, and the estimated total cost of reaching these goals. Estimates of overall program capital and operating costs will be calculated along with revenues to estimate net program costs. The relative cost effectiveness of each program will be established, and a "return on investment" will be calculated to inform the final decision making process. SCS has conducted many projects involving cost analysis, including the SWACO Expo Center project, Spokane Solid Waste Management Plan, and Sonoma County Alternatives Analysis.

Select Final Group of Recommended Alternatives, Based on MCJPA Goals, Priorities, and Cost Effectiveness. A final group of options will be selected based on the qualitative analyses described above. All recommendations for implementation and integration with County programs will be thoroughly reviewed with MCJPA staff. SCS has conducted various related projects, including the Washington Solid Waste Plans.

The final product of this waste reduction, recycling, and resource recovery assessment will be a report documenting existing conditions, needs and alternatives, and recommended high-potential opportunities for reducing waste and increasing recovery or recycling. The report will clearly and concisely present findings and recommendations in a manner designed to gain the support of key stakeholders.

5 IMPLEMENTATION

The approach to implementing the above-described methodology is summarized below, and includes estimated time frames for completing work. The timeline is presented graphically in **Appendix A**.

Task 1 – Baseline Analysis: This task will establish the baseline from which the Zero Waste Strategic Plan will be developed. SCS will identify existing collection contractors, facilities, and volumes related to handling solid and hazardous waste materials and recycling. Existing volumes and diversion levels will be determined using reporting from collection companies, disposal-based reporting information from the County that was submitted to the CIWMB, and other data provided by MCJPA (**6 weeks**).

Task 2 – Identify and Classify Collection Systems: SCS will research and analyze existing solid waste, recycling, and hazardous waste material generation. Information regarding types, quantities, diversion, and residue levels of residential, commercial, and industrial volumes will be gathered. Each waste type will be divided into categories such as organics, recyclables, household hazardous waste, C&D materials, and mixed MSW (**6 weeks**).

Task 3 – Evaluate Existing Solid Waste and Recycling Facilities: Based on results from Tasks 1 and 2, SCS will identify existing local and regional facilities, including public and private transfer stations, MRFs/recyclables processing, composting, yard waste, C&D, biosolids, and landfills. Detailed information will be gathered for each facility, including, but not limited to, existing volumes, permitted and design capacities, existing usage, expansion plans, and ability for expansion. SCS will also determine if any other planned or proposed facilities exist in Marin County and surrounding areas (**5 weeks**).

Task 4 – Quantify and Extrapolate Baseline: SCS will prepare waste generation projections for the project planning period, based on population and employment projections. Projections for population and employment will be based on prior consensus, projections from the state, county, and cities, and other pertinent sources. SCS will establish a method to measure the amount of solid waste generated on an annual basis. These data will be used to provide goals for the long-range Zero Waste Plan (**4 weeks**).

Task 5 – Facility and Operation Expansion: SCS will determine expansion options and estimated costs for expanded resource management programs to achieve the zero waste goal in 2025. Programs will include collection, processing, and diversion enhancements for recycling, organic and food waste materials, and C&D materials. Recommendations for procurement changes, ordinances, and other program aspects will be determined and included in the Zero Waste Strategy Plan. SCS will also evaluate and provide proven, sustainable alternative technology options for handling various streams to achieve final diversion and to eliminate landfill use (**3 weeks**).

Task 6 – Involving Stakeholders: Input on the strategic plan from a diverse group of stakeholders is critical to the success of achieving zero waste in the MCJPA. Stakeholders include, but are not limited to, residents, business representatives, environmental groups, academia, recycling and waste service providers, economic and community development groups and agencies, city officials, and public and private purchasing departments. These stakeholders will be included in meetings and discussions to provide direction for specific programs to incorporate in the Zero Waste Strategic Plan (**11 weeks**).

Task 7 – Develop Zero Waste Strategic Plan: Short-, intermediate, and long-term goals and objectives will be developed to achieve zero waste and reduce GHG emissions. After analysis of data gathered from Tasks 1 through 6, SCS will identify opportunities for infrastructure improvement, including business opportunities, job creation, regulatory reform, permitting requirements, public process, siting, fee structure, incentives, and contract revisions. Periodic goals will be established as part of the plan, including a range of alternatives to reduce waste and increase recycling or resource recovery appropriate for the MCJPA. Staffing requirements within the MCJPA, facility operations, and consulting support will be incorporated in the plan (**8 weeks**).



6 STAFFING AND CONSULTATION

Additional staffing and consultation needs to implement the Zero Waste Strategic Plan will be analyzed as part of the study. The level of additional staffing and consultation will depend on which programs are selected from the plan. It is anticipated the MCJPA will hire a full-time individual to manage zero waste programs outlined in the plan. The plan would be prepared so that the MCJPA could implement program alternatives internally.

7 ESTIMATED COST

Exhibit 2 shows estimated costs for the analysis of MCJPA's waste stream and current programs, and the drafting of the Zero Waste Strategic Plan. These costs to implement the strategic plan will be included in the final plan. These may include staffing, facility siting, training, maintenance, support services, fees, and proposed methods for payment of program implementation.

Exhibit 2. Estimated Costs				
SCS PERSONNEL	Analysis of Current Programs and Waste	Preparation of Zero Waste Plan	Total	Amount, \$
Project Director	30	27	57	11,970
Project Manager – Planning	85	80	165	18,150
Project Manager – Operations	85	75	160	24,000
Senior Professional	50	95	145	18,850
Staff Professional	200	130	330	31,350
Administrative	4	5	9	585
Total Personnel (Hours)	454	412	866	
Total Personnel Per Task (\$)	54,160	50,745	104,905	
Amount, \$				
Travel/Per Diem	3,450	2,375		\$5,825
Reproduction/Printing	0	500		\$500
Subtotal ODC (\$)	3,450	2,375	\$5,500	
Total Cost Per Task (\$)	\$57,610	\$53,620	\$111,230	

8 COMPLIANCE WITH REGULATIONS

SCS is very familiar with local, state, and federal regulations related to solid waste planning, permitting of solid waste and recycling facilities, air quality and greenhouse gas emissions, landfills, and environmental compliance. Our staff has extensive experience in these specialty areas.

As part of the review of MCJPA programs, SCS will determine facility expansion operations, new facility siting requirements, and potential new technologies. Each of these alternatives will include a review of environmental compliance and regulatory requirements. Local, state, and federal laws and regulations will be identified and discussed as part of the presentation of options in the Zero Waste Strategy Plan. Costs for permitting will be estimated and included in the plan.

With focus by many jurisdictions on reduction of landfill volume, environmental regulations are changing, and these changes will be identified during the review and included in the plan. Our assumption is that future regulations will be developed that would support zero waste goals.

The plan will be flexible enough to accommodate adjustments and adaptations related to market conditions, the MCJPA's infrastructure, and public attitudes toward established zero waste goals. Attaining zero waste goals will be realized by taking into consideration changes in perception related to recycling, future state mandates for recycling, quantities of materials consumed, markets for reusable products, etc. We believe that adaptability must be part of the plan for making technological improvements to facilities and for the development of efficient reuse.

9 SUPPORT SERVICES

As stated above, SCS is a full-service environmental firm specializing in solid waste and hazardous waste engineering. For the MCJPA, our public venue recycling, facilities planning and design, and informational (public outreach/educational) services are considered most relevant:

Public Venue Recycling Programs. SCS specializes in the design of site-specific diversion programs for public venues, including convention centers, arenas, fairgrounds, stadiums, theme parks, and zoos. Due to the nature of large public gatherings held at these facilities, a tremendous amount of waste is generated annually. Our expertise in developing and implementing diversion programs not only has significant environmental value, but also saves money in waste hauling services while generating revenue. Our Public Venue Planning Practice provides the following: design and implementation of diversion programs; waste characterization and generation studies; program monitoring and evaluation; grant writing and administration; promotional material and brochure design; equipment recommendation; and program recognition through awards and media articles.

Facilities Planning and Design. Solid waste transfer stations and material recovery facilities are solving the problems that arise from local landfill closure and limited landfill airspace. Efficiency and dollars are lost when packer-truck drivers spend more time on the road to the landfill than they do on their routes. In addition, recyclables that can be economically separated from the waste stream rapidly consume landfill airspace. SCS's Facilities Engineering Group provides planning, design, and construction management needed to develop cost-effective facilities for handling the transfer of refuse from commercial trucks and self-haulers to long-haul transfer vehicles. We're helping communities remove recyclable materials from the waste stream. Our Planning and Facilities Practice offers the following: siting concept planning and design; feasibility studies and economic analyses; site planning and development; on-site traffic circulation; architectural and engineering design; environmental analysis and permitting; construction quality assurance or full construction management; and post-construction services and client representation.

Public Outreach and Education. SCS can help firms find creative ways to implement and publicize its recycling programs. We work hand in hand with municipalities and private industry to create and execute public awareness programs using a variety of methods to "get the word out." SCS has developed a wide variety of public outreach materials, including recycling guides, informational brochures, promotional and event flyers, street banners, truck signs, posters, bill inserts, calendar magnets, and doorhangers. SCS has also written press articles discussing the benefits of reducing yard waste, composting and grass recycling, the use of native plants in landscaping, and informational pamphlets regarding construction and demolition waste for a number of municipal clients. We can help coordinate recycling events including obtaining event sponsors and volunteers, recycling vendor selection, site evaluation and selection, site logistics for event day, participant survey design, public outreach and media contact, and post-event reports. We also understand material markets to help in determining options and their financial impacts.

Other Services. SCS professionals include environmental, civil, mechanical, electrical, and chemical engineers; chemists, soil scientists, biologists, and environmental scientists; geologists, hydro-geologists, and geotechnical engineers; Certified Asbestos Consultants; permitting and regulatory specialists; graphic artists and designers; and database/GIS specialists; and specialists in other technical disciplines. Many of our professionals have interdisciplinary backgrounds, as well as multidisciplinary training and experience. We offer Phase I services, Phase II investigations, groundwater investigations, remedial design and cleanup, Remedial Investigation/Feasibility Studies (RI/FS), design and construction engineering, construction and operations, Resource Conservation and Recovery Act (RCRA) closure, permitting, and compliance, corrective actions, expert testimony, and many other environmental services.



10 ADDITIONAL FEATURES

SCS offers a comprehensive group of solid waste planners, engineers, and system operators that distinguishes our approach to program development from that of other firms. SCS can access this group of specialists and expertise internally, in response to complex demands of a given project. In considering the needs of the MCJPA, SCS is working with our subconsultant, DAL Dimensions, to further enhance our response to the County's RFI. DAL is a consulting firm with considerable experience in program design and implementation, a strong background in solid waste management and diversion program development, recyclable materials marketing experience, and facility development and permitting.

11 ADDITIONAL COMMENTS

SCS's clients are served by over 260 staff based in 8 offices located throughout California, and over 550 staff nationwide. SCS is thoroughly familiar with solid waste management issues and with regional landfill operations. Named the top solid waste consulting firm in the nation by McGraw Hill's *Engineering News Record* (ENR) for 4 years in a row, SCS's solid waste experience is unsurpassed in the industry.

The Top 10 Design Firms in Solid Waste (in \$ mil.)	
1 SCS ENGINEERS	70.9
2 HDR	64.8
3 AECOM TECHNOLOGY CORP.	38.8
4 THE SHAW GROUP INC.	37.9
5 CH2M HILL COS.	36.1
6 URS	34.8
7 THE LOUIS BERGER GROUP	34.0
8 GEOSYNTEC CONSULTANTS	25.8
9 GOLDER ASSOCIATES INC.	22.5
10 EARTH TECH INC.	18.0

BASED ON SUPPLEMENTAL MARKET REVENUE DATA FROM 2009 PROVIDED BY INDUSTRY FIRMS PARTICIPATING IN ENR'S SOURCEBOOK MARKET SURVEY. FIGURES HAVE BEEN ROUNDED UP OR DOWN.

SCS is a corporation independently owned by its employees, all of whom are committed to providing objective, responsive, and superior services to clients. We do not make decisions that affect our clients based on our stock value or exterior forces. We are financially strong, have not been purchased by another firm, and our company and staff have significant longevity. We offer not only technical expertise, but also the economic and regulatory experience to help program managers to develop effective integrated waste management programs while keeping an eye on the bottom line.



12 COST SAVINGS

SCS designed and implemented a comprehensive diversion program at the Los Angeles Convention Center (LACC). Diversion programs included fiber, bottle, and can recycling, construction and demolition diversion, carpet and carpet padding recycling and reuse, and weekly donations of unwanted food and materials left over from the convention shows. Site-specific recycling programs were developed for the administration offices, maintenance shops, catering group, and exhibition halls. During the first year of program implementation, the LACC saved over \$52,500 in hauling fees and generated more than \$8,500 in recycling revenues.

SCS also developed and implemented a comprehensive diversion program at the Los Angeles Zoo. Over the first year of program implementation, the zoo diverted 45% of the waste stream, and over the second year diverted over 62% of the waste stream. During that second year, the zoo disposed of 1,457 tons of waste, and recycled and composted 2,333 tons of materials. This equated to a \$60,000 cost savings and revenue to the zoo.



13 COPIES OF OTHER SOLICITATIONS

SCS has no solicitations from government agencies to offer the MCJPA at this time.

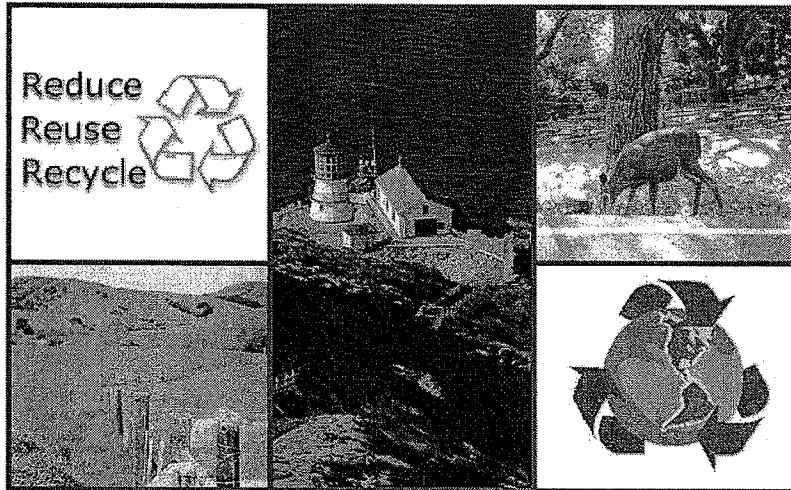


Appendix A

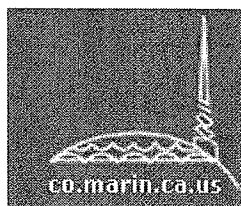
Timeline

[illegible]

Proposal for Zero Waste Strategic Plan Development



Marin County Hazardous and Solid Waste Management Joint Powers Authority



March 31, 2008



Consulting Group, Inc.

Resources, Respect, Responsibility

Information for Zero Waste Strategic Plan Development

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Attachment 1

City of Union City - Request for Proposals to Assist in Preparation of a Strategic Plan for 75% Solid Waste Diversion

Attachment 2

City of San Jose - Request for Proposals to Assist with Strategic Planning and Provide Consultation Services to Develop, Implement, and Document an Integrated Waste Management Zero Waste Plan for all Waste Generated in the City

R3

Information for Zero Waste Strategic Plan Development

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R3

1) Letter of Introduction

R3 Consulting Group, Inc. (R3) in conjunction with California Waste Associates, Environmental Planning Associates and Action Works (the R3 Project Team) are pleased to submit the Requested Information to the Marin County Hazardous and Solid Waste Management Joint Powers Authority (JPA) to assist it with efforts to develop a Zero Waste Strategic Implementation Plan. A brief overview of R3 follows.

R3 is a management consulting firm established in 2002 specifically to serve municipal agencies responsible for solid waste management. Our three partners have more than 70 years of solid waste management and consulting experience. R3 is on the leading edge of Zero Waste Planning, Universal Waste, and Sharps Management Systems. We are currently assisting the City of San Jose with a comprehensive Zero Waste Management Plan and have more experience than any of our competitors assisting jurisdictions with procuring collection systems that support "Zero Waste". We recently assisted the City of Piedmont with procuring services in support of its 75 percent diversion goal, the Town of Windsor with procuring services to move the Town toward goal of Zero Waste and we are currently assisting the City of Calabasas with procuring services in support of its 75 percent "Zero Waste" diversion goal. ***R3 will be the prime contractor for this engagement with staff servicing in either primary or technical support positions on all project tasks.***

The R3 Project Team provides benefits and experience that no other firm participating in this process can match!

- R3 is the ONLY firm whose project team has successfully integrated concepts of "Zero Waste" into franchise agreements and has effectively transitioned many communities from a "disposal" based collection system to a "diversion" based collection system.
- R3 is the ONLY firm whose project team has extensive experience inside and outside of California. As a result, we have experience in developing and implementing solid waste programs in a variety of situations and environments.
- R3 is the ONLY firm that will assign a firm Principal as the day-to-day project manager.
- R3 is the ONLY firm with a billing rate structure that allows the Principals to participate in this project on a day-to-day basis. This provides the JPA with the advantage of extensive experience at an economical cost.

Additional information about the R3 Project Team is located on Page 9.

Information for Zero Waste Strategic Plan Development

Contact Information:

R3 Consulting Group, Inc.
Richard Tagore-Erwin, Principal
4811 Chippendale Drive
Suite 708
Sacramento, CA 95841
Phone: 916 576-0306
Fax: 916 331-9600
Email: rterwin@r3cgi.com

R3

Information for Zero Waste Strategic Plan Development

2) Current Users and References

CITY OF SAN JOSE, CA

Strategic Planning to Develop, Implement, and Document an Integrated Waste Management Zero Waste Plan

Contact:

Ms. Jo Zientek, Deputy Director
City of San José
Environmental Services
200 East Santa Clara Street, 10th Floor
San José, CA 95113
(408) 535-8557

Project Description:

R3 was recently retained by the City to assist in the development of a comprehensive Zero Waste Plan. R3's assistance will focus on analyzing programs that the City can consider to reach its Zero Waste goal. The analysis will include estimated diversion tonnage, and program costs, the impact on energy recovery, jobs, infrastructure, and the time frame for implementation.

Staff Assignments:

Richard Tagore-Erwin, Project Manager
Ric Hutchinson, Project Analyst
Susan Collins, Project Analyst

CITY OF LOS ANGELES, CA

Strategic Program Planning to Increase Diversion Rate To 70%, Other Projects to Support 70% Strategy

Contact:

Ms. Karen Coca, Manager of Commercial Recycling Programs and Market Development
422 S. Spring Street, Los Angeles, CA 90013
(213) 485-3698
Other City contact for 70% plan:
Ms. Lupe Vela, Senior Manager, (213) 485-2997

Project Description / Results:

Researched amounts that could potentially be diverted from the waste stream from various diversion programs in order to prepare a strategic plan to increase the City's diversion rate from 50% in 2000 to 70% in 2020. Subsequent projects provided more detailed research on individual programs, in order to do more thorough program planning.

Staff Assignments:

Susan Collins, Project Manager

R3

Information for Zero Waste Strategic Plan Development

3) Methodology

Based on our experience on similar projects, our methodology is to provide the JPA with a ***practical strategic plan that can be implemented***. In doing so, we will use sound waste composition data and information on the experiences of other jurisdictions to select program options that will actually result in 80 percent diversion by 2012 for the JPA. We have experience with both the selection process for new programs, and with the implementation and monitoring phases. We can provide a realistic perspective on how challenging it can be to increase a jurisdiction's diversion rate above 50 percent.

Our experience also includes writing and negotiating for dozens of solid waste and recycling collection contracts for jurisdictions throughout the State of California. We are aware of the costs of various contract provisions, as well as the difficulties that haulers may face while attempting to implement new and innovative programs. We understand that program implementation delays are common, and we will use this knowledge to assist the JPA with selecting programs and the most appropriate sequencing of program implementation.

One of the key components of our methodology and approach to this engagement for Zero Waste Planning is to define what "Zero Waste" means to the JPA so that the plan is structured accordingly. At its most detailed level, Zero Waste can be defined as:

- Zero Waste of Energy, Materials and Human Resources;
- Zero Solid Waste;
- Zero Hazardous Waste;
- Zero Emissions to Air, Water or Soil;
- Zero Waste in Production Activities;
- Zero Waste in Product Life Cycle; and
- Zero Toxics.

Depending on the JPA's focus for this engagement our approach and the plan that is developed will provide for each of the above items. We have established the R3 Project Team to provide us with the capabilities to address each of these items at whatever level the JPA deems appropriate. Our approach will also provide for coordination with the County's current Sustainability and Climate Action Planning in support of the above Zero Waste components.

R3

Information for Zero Waste Strategic Plan Development

4) Integration with Current Programs

Our approach is designed to build upon and maximize the effectiveness of existing programs while developing specific Action Plan components to address the needs and potential of each:

- Waste Stream (residential; commercial, roll-off); and
- Waste Type (e.g., C&D, E-waste, U-waste).

With consideration of the following types of options:

- Operational / Programmatic;
- Regulatory;
- Contractual; and
- Financial

One of the first steps, when considering the integration of the Zero Waste Plan (Plan) with existing programs, is to determine the effectiveness of existing programs and the potential for additional diversion. We typically use Internal Diagnostic Benchmarking as a means for evaluating performance and additional potential. A key aspect of our planning efforts is to provide a mechanism for Internal Diagnostic Benchmarking of key Plan components so that progress can be measured, potentially projected, steps taken to realize that potential and review undertaken to evaluate the effectiveness of those steps.

With respect to examples of successful integrations, we believe the extensive hands-on experience of our staff working with jurisdictions to improve existing programs and implementing new programs through competitive Zero Waste and other high diversion focus procurements is unmatched in the Industry.

Specific recent successful examples include:

- City of Piedmont;
- Town of Windsor; and
- City of Calabasas (current project).

We would be happy to provide additional information upon request.

R3

5) Implementation

We offer the following six (6) general tasks as an example of the general tasks necessary to develop and implement an effective Zero Waste Plan:

- Task 1 Develop Stakeholder Participatory Decision-Making Process;
- Task 2 Determine and Evaluate Needs;
- Task 3 Identify Options to Address Needs;
- Task 4 Develop Guiding Principles, Screen Options and Identify Final Options;
- Task 5 Assist with Preparation of the IWM Zero Waste Plan Document; that includes an Action Plan / Implementation Plan with specific roles, responsibilities and schedules; and
- Task 6 Assist with contract negotiations with haulers and facility operators to increase recycling, green waste and food waste compost, and public education efforts. Work with retailer associations, local special districts, City Councils and Board of Supervisors to develop and adopt extended producer responsibility ordinances, buy recycled strategies and climate change plans and programs.

Time Line

We will develop a timeline as part of the Zero Waste Plan to support the JPA's efforts to meet its diversion goals. The timeline will include step by step instruction for execution of each selected program, with realistic goals for plan approval that will incorporate the public process and compliance with Local, State, and Federal Regulations.

Information for Zero Waste Strategic Plan Development

R3

Information for Zero Waste Strategic Plan Development

6) Staffing and Consultation

Additional JPA staffing needs will depend upon the specifics of the Zero Waste Plan that has yet to be developed. What is important when considering potential staffing needs is to determine the best means for providing any necessary staffing. It may make sense for certain staffing needs to be taken on by the franchised hauler(s) rather than the JPA or visa versa. What is critical is that regardless of the mechanism for providing the required staffing, that staff have the necessary authority, responsibility and accountability to effectively implement the Zero Waste Plan.

7) Estimated Cost

The cost for this engagement can vary considerably depending on the specific needs of the JPA and the responsibilities assigned to the Consultant. While the details necessary to provide an accurate budget have yet to be determined, as a reference point the City of San Jose budgeted approximately \$650,000 for their current Zero Waste Planning Effort that R3 is assisting with. However, Zero Waste Plans can be produced for significantly less. For example, Union City budgeted approximately \$60,000 for a scaled down Zero Waste Plan.

Regardless of the extent to which the JPA chooses to support the development of its Plan none of our competitors can match the Experience, the Level of Documented Success and the Local Knowledge that our Project Team brings to this engagement, all of which are critical to its success. That coupled with our billing rates, which are well below that of our competitors, allows us to spend more quality time developing a plan that will produce action and results, drawing a clear and unmistakable distinction between the R3 Project Team and our competitors.

One aspect of the R3 team that we believe sets us apart from most, if not all, of our competitors is the value the JPA receives from our billing rates, which are among the lowest in the industry for the level of experience provided. R3's Principal billing rate (\$155 per hour) is approximately half that of some of our larger competitors (HDR 2008 Rate Schedule; Principal/Vice President \$260-\$280 per hour). We also bill expenses at cost, unlike many of our competitors which mark up their expenses.

We are able to keep our billing rates low because we are a small focused consulting firm without the overhead associated with our larger competitors, and with the specific goal of providing our clients with the "Best Value and Best Quality of Service" available in the industry.

The experience of our Principals is also specific to that required for this engagement so not only do you get a lower billing rate, but you get the specific experience.

R3

8) Compliance with Regulations

Until the specific systems, siting processes, fees and service changes are identified it is not possible to address specific issues related to compliance with regulations. With that said, we have experience assisting jurisdiction with contracting for a wide range of Zero Waste services. Those contracts have undergone legal review by both the contracting jurisdictions and the service provider. Additionally, the R3 Project Team is intimately familiar with regulatory issues specific to the County and its existing facilities. As part of the Plan that is developed we will clearly identify any siting or regulatory issues that must be addressed to effectively implement the components of the Plan.

Information for
Zero Waste
Strategic Plan
Development

Information for Zero Waste Strategic Plan Development

9) Support Services

Procurement Services - R3 provides a range of procurement assistance services for our municipal clients, ranging from assisting jurisdictions with "sole-source" negotiations with an existing service provider to managing all aspects of a competitive procurement process for refuse collection, recycling, processing and disposal services. We typically provide "full-service" procurement assistance, meaning that we work closely with our client staff on all aspects of a competitive procurement project. R3 first works with staff and community members to develop the scope and design of programs, facilities and services. Once this is complete, R3 prepares the Request for Proposals package, drafts the franchise agreement or operating contract, conducts pre-proposal meetings with potential contractors and written responses to questions, assists the evaluation team with proposal evaluations, and prepares staff reports and presentations to support the committee recommendations. Finally, we typically prepare and conduct workshops and community forums to solicit direct input on program design from residents, business groups, and elected officials.

Solid Waste Planning - R3 staff have designed and implemented numerous solid waste collection, recycling, composting and disposal programs and facilities for cities, counties and regional authorities in California and throughout the United States. Our broad experience has allowed R3 to address a variety of issues that typically confront our municipal clients during the implementation of programs and facilities, including regulatory compliance, community outreach and public education, land-use planning and permitting, inter-jurisdictional coordination, AB 939 planning requirements and diversion mandates, labor issues and customer service and billing functions.

Operations and Performance Reviews - R3 staff has extensive experience both operating and evaluating solid waste management systems, and we use that experience to assist our clients with the review and analysis of both municipally operated and franchised solid waste operations. We understand the challenges associated with operating municipal systems, as well as administering franchised solid waste services.

Financial and Rate Analysis - R3 staff members have broad experience in performing financial and rate structure analysis projects for municipalities, public utilities and regional authorities. We provide our clients with the financial information and comparative analysis required to make sound, informed decisions. Our understanding of the fundamental challenge of local governments to balance complex services and programs with the realities of budget constraints allows us to provide effective and meaningful financial consulting services to our clients.

R3

10) Additional Features

R3 Project Team

Additional overview of the R3 Project Team Members follows.

California Waste Associates

Jim Greco, Principal of California Waste Associates, is an engineer with more than 33 years of experience in the solid waste management field. Mr. Greco has been involved in numerous projects for municipal clients that have included the development of comprehensive diversion programs. Mr. Greco is very familiar with the local conditions in Marin County and conducted two significant engagements for the JPA in the late 1990's; a comprehensive solid waste management program review regarding meeting and exceeding the CIWMB's 50 percent diversion requirement and a waste characterization study. ***Mr. Greco is expected to serve in both primary and technical support positions for various engagement tasks as appropriate.***

Environmental Planning Consultants

Richard Gertman, Principal of Environmental Planning Consultants, has extensive experience both analyzing and procuring systems to achieve diversion rates beyond 50 percent. Mr. Gertman co-authored "*Single Stream Recycling Best Practices Manual and Guide*" and assisted the Town of Portola Valley with procuring a solid waste management system that increased diversion rate from 30 percent to more than 75 percent. ***Mr. Gertman is expected to serve in both primary and technical support positions for various engagement tasks as appropriate.***

Action Works

Abigail Abrash Walton, Principal of Action Works, is on faculty at Antioch University New England's (ANE) Department of Environmental Studies. She chairs ANE's Sustainability and Social Justice Committee, which recently completed the schools first ever Social Justice Audit which inventoried greenhouse gas emissions, setting a target of 2020 for ANE to achieve carbon neutrality. She is currently working with ANE senior management and others to implement the audit Action Plan. ***Ms. Abrash Walton will serve in a primary / advisory role related to the Zero Waste Plan sustainability components.***

11) Additional Comments

Not Applicable.

R3

Information for Zero Waste Strategic Plan Development

12) Cost Savings

Generally Cost savings resulting from implementations plans and policies can be calculated from reducing short and long term operating costs. For example, in our "Zero Waste" procurement projects, the cost savings is directly related to the increased revenue associated with increasing recycling. Other cost savings relate to lower costs associated with increasing green waste and food waste composting due to lower processing tip fees for these materials in comparison to landfill disposal.

13) Copies of Other Solicitations (Optional)

Attachment 1

Request for Proposals to Assist in Preparation of a Strategic Plan for 75% Solid Waste Diversion

Roberto Muñoz
City of Union City
Solid Waste and Recycling Coordinator
34009 Alvarado-Niles Road
Union City, CA 94587

Attachment 2

Request for Proposals to Assist with Strategic Planning and Provide Consultation Services to Develop, Implement, and Document an Integrated Waste Management Zero Waste Plan for all Waste Generated in the City

Heidi Melander
City of San José
Environmental Services
200 East Santa Clara Street, 10th Floor
San José, CA 95113

Solid Waste Planning - R3 staff have designed and implemented numerous solid waste collection, recycling, composting and disposal programs and facilities for cities, counties and regional authorities in California and throughout the United States. Our broad experience has allowed R3 to address a variety of issues that typically confront our municipal clients during the implementation of programs and facilities, including regulatory compliance, community outreach and public education, land-use planning and permitting, inter-jurisdictional coordination, AB 939 planning requirements and diversion mandates, labor issues and customer service and billing functions.

R3

Attachment 1

**City of Union City - Request for Proposals to Assist in Preparation of
a Strategic Plan for 75% Solid Waste Diversion**



34009 ALVARADO-NILES ROAD
UNION CITY, CALIFORNIA 94587
(510) 471-3232

LA
JAN 10 2008
CITY OF UNION CITY
CITY CLERK
CITY CLERK

Solicitation to Assist in Preparation of a Strategic Plan for 75% Solid Waste Diversion

Dear Consultant,

The City of Union City, CA is soliciting qualifications and proposals from interested parties to be considered for selection as consultant to assist in the preparation of a Strategic Plan for achieving a 75% waste diversion goal by the year 2010.

Background:

On May 22, 2007, the City Council adopted Resolution No. 3367-07 establishing a goal of 75% reduction of waste going to landfills by 2010 for Union City. This was in accordance with Measure D, approved by voters in Alameda County in 1990, which established a 75% or higher diversion goal for all Alameda County agencies by the year 2010. While the City anticipates that existing and newly-implemented programs will increase diversion, moving from the current 62% diversion level to 75% diversion level will be a challenge.

Anticipated Consultant Service Components:

The scope of work associated with this project includes:

- Preparation of a strategic plan to increase diversion through enhanced recycling (especially commercial general/organics, multi-family general, and SFR organics), and attendance at various meetings
- Preparation of specific action plans for each segment, and estimated resource requirements; estimated "payoff" for each plan segment also required (i.e., how much diversion to be achieved from each segment)
- Attendance at two Council meetings (one to present draft plan and a possible 2nd follow-up meeting if needed), plus up to three City staff meetings (kickoff, draft plan, final draft plan)
- Detailed cost quote on "Not to Exceed" basis

Schedule

Duration of project is 90 days from Notice to Proceed. The City will provide all data it has to consultant.

(more)

Qualifications

Interested firms should submit a proposal describing your qualifications (or the qualifications of the team of consultants). Example of previous similar plan is required, as is a list of references from other Bay Area (or NorCal) cities.

To Apply

Interested parties should submit by ~~October 26, 2007 at 5:00 pm~~ a proposal addressing the above requirements to:

Roberto Munoz
City of Union City
34009 Alvarado-Niles Road
Union City, CA 94587

If there are questions, please call me at (510) 675-5466 or submit written questions and comments by e-mail to the following address: robertom@ci.union-city.ca.us

We look forward to receiving your firm's qualifications and proposal.

Sincerely,



Roberto Munoz
Solid Waste and Recycling Coordinator

cc: Tony Acosta / Deputy City Manager

Attachment 2

**City of San Jose - Request for Proposals to Assist with Strategic Planning
and Provide Consultation Services to Develop, Implement, and Document
an Integrated Waste Management Zero Waste Plan for all Waste Generated
in the City**



REQUEST FOR QUALIFICATIONS

RFQ# 070804 ESD

CONSULTANT SERVICES FOR INTEGRATED WASTE MANAGEMENT (IWM) ZERO WASTE PLAN DEVELOPMENT

The City of San José Environmental Services Department seeks a consultant/firm to assist with strategic planning and provide consultation services to develop, implement, and document an IWM Zero Waste Plan for all waste generated in the City. The IWM Zero Waste Plan will establish policy as it relates to the City's waste management program through the year 2030.

The City's objectives are to provide resource conservation, waste reduction, pollution prevention and a healthy economy. The Zero Waste Plan development process will address the following key components for achieving Zero Waste: strengthening recycling programs, identifying infrastructure requirements for reuse, recycling and composting; and establishing effective waste prevention programs, incentives and fee structures.

Timeline:

RFQ RELEASE DATE	October 17, 2007
CONTACT NAME ADDRESS TELEPHONE # FAX # E-MAIL ADDRESS	Heidi Melander City of San José - Environmental Services 200 East Santa Clara St., 10 th Floor San José, CA 95113 (408) 975-2544 (408) 292-6211 heidi.melander@sanjoseca.gov
Mandatory Pre-Proposal Conference	October 26, 2007, 10 AM – 12PM
DEADLINE FOR QUESTIONS	October 31, 2007, 11:59 PM
RFQ DUE DATE TIME LOCATION	November 13, 2007 10 AM At the address listed above

See Exhibit I for more detailed RFQ process timeline.

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ATTACHMENTS

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- C: Request for Local and Small Business Preference
- D: City Agreement Standard Terms and Conditions; Exhibit E Insurance Requirements
- E: Previous Client Reference Worksheet
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1. INTRODUCTION

The City's Environmental Services Department (ESD) is seeking a qualified consultant to assist the City with strategic planning and provide consultation services to develop, implement, and document an IWM Zero Waste Plan for all waste generated in the City. The IWM Zero Waste Plan will establish policy as it relates to the City's waste management program through the year 2030.

The City's objectives are to promote resource conservation, waste reduction, and pollution prevention and to reduce emissions of carbon dioxide and other greenhouse gases (GHG) from within the City or that result from consumption of resources produced elsewhere. The Zero Waste Plan development process will address the following key components for achieving Zero Waste:

- Strengthening recycling programs
- Identifying infrastructure requirements for reuse, recycling and composting, and
- Establishing effective waste prevention programs.

2. BACKGROUND

The City of San José's goal is to remain in the forefront of environmental stewardship. The Mayor's Green Vision for San José is intended to reduce the City's carbon footprint by more than half. Among the ten goals outlined in the Green Vision, San José plans to Achieve Zero Waste by 2022. This will be accomplished by reducing waste generation, increasing recycling, reusing products, and adopting cutting-edge technologies that transform waste into usable energy. Through partnerships with innovative companies, San José plans to convert solid waste and biosolids into biodiesel, methanol, biogas, and electricity that power municipal operations to help support its goal of 100% renewable energy by 2022.

San José's policy requirements and infrastructure challenges have created the need for an Integrated Waste Management (IWM) Zero Waste Plan with a planning horizon to 2030.

In 1989, with the passage of AB 939, all California cities were required to divert 50 percent of waste from landfills by January 1, 2000. San José surpassed the required 50 percent waste diversion requirement by 14 percent; however, the year 2000 marked the City's highest recycling rate of 64 percent. Currently, the State estimates San José's diversion rate at 61 percent. Nevertheless, San José has set aggressive waste diversion goals for the future as it still landfilled over 700,000 tons of material in 2005.

The City Council adopted the Urban Environmental Accords (Accords) in November 2005, which address a comprehensive range of sustainability factors, including energy, waste reduction, urban design, urban nature, transportation, environmental health and water resources. Adoption of the Accords encouraged the City to pursue an increased waste diversion goal from the State-mandated goal of 50 percent to Zero Waste. The Green Vision goal of zero waste to landfills by 2022 is well ahead of the Accords deadline of zero waste by 2040.

It is estimated that the City will have adequate landfill capacity until 2023 at current waste generation levels, while all Santa Clara County landfills are predicted to close by 2034. The

Santa Clara County Integrated Waste Management Plan, approved by the County Board of Supervisors and all 15 Cities in the County in 1995, suggested that capacity would be available through 2022 based on the assumed successful implementation of all 16 jurisdictions' Source Reduction and Recycling Elements. Despite the success of San José's diversion programs, landfill capacity remaining in San José and Santa Clara County is now insufficient to meet the City's and County's goals. Implementation of the 75 percent diversion and Zero Waste goals could extend the life of the existing sites beyond current projections. Additional information on landfill capacity is included in the *San José Disposal Capacity* report.

The City intends to work with CDM under an existing contract to review the three Candidate Solid Waste Disposal Sites identified in the General Plan and to evaluate the remaining capacity and plans of the five existing landfills. The results will inform both this planning effort and the General Plan Update.

The Candidate Solid Waste Disposal Sites may be unusable due to nearby faults or for other regulatory or engineering reasons—CDM's work may allow us to rule them out for technical reasons. If they are determined to be potentially suitable, it is likely that they will remain in the updated General Plan for future consideration.

The existing five landfills have gross and net disposal capacities based on their contours and geology and also on the operators' business decisions and contractual arrangements, including existing disposal agreements and land leases. CDM will provide better data to help us determine what risks we have of running out of capacity during the planning period (through 2030), and what to do about it. While increased diversion would prolong landfill life expectancy, it would also require more solid waste processing infrastructure capacity. A report on the infrastructure requirements needed to increase diversion was completed in September 2007 and is included in *Resource Management Infrastructure Requirements Assessment* report.

The City will need to evaluate impacts to revenue reduction as a result of increased diversion, and thus will need to consider fee restructuring options in the IWM Zero Waste Plan to take advantage of emerging revenue opportunities.

In 2005, the General Plan was amended to include the following Level of Service Policy:

20. For solid waste management, the City should seek to exceed 50 percent diversion of waste from disposal, maintain 20 years of landfill capacity, and provide for storage and collection of recyclables from every location where solid waste is generated.

The City of San José is in the initial stages of the General Plan 2040 Update. The *Envision San José 2040, General Plan Update Work Program* describes the major strategies and guiding principles that will represent the appropriate framework for the future growth of the City. The Sustainability Guiding Principle acknowledges and incorporates the City's ongoing efforts to implement the Urban Environmental Accords. The IWM Zero Waste Plan will inform the General Plan update process on the City's zero waste goals.

Another component of the IWM Zero Waste Plan is an evaluation of any opportunities to further develop San José's waste management infrastructure as part of the San Jose-Santa Clara Wastewater Treatment Plant land and operations, such as: use of WPC buffer lands for

infrastructure, biosolids management and beneficial reuse, and /or the use of plant equipment like digesters for processing of food waste. The City is in the process of selecting a contractor for its WPC Master Plan.

Additional significant Integrated Waste Management documents, including a description of current programs, are located in the *August 2006 Study Session Agenda*, accessible on the City website at www.sanjoseca.gov/clerk/Agenda/081106/081106ssa.pdf.

Reports referenced in this document and their locations are listed in Exhibit IV.

3. SCOPE OF WORK

The selected consultant shall provide the services as outlined below and as specified in detail in this Request for Qualifications (RFQ).

The IWM Zero Waste Plan envisioned by the City has six distinct but interdependent tasks:

- Task I. Assist with Project Management
- Task II. Assist City Staff in Developing a Stakeholder Participatory Decision-Making Process
- Task III. Determine and Evaluate Needs
- Task IV. Identify Options to Address Needs
- Task V. Develop Guiding Principles, Screen Options and Identify Final Options
- Task VI. Assist with Preparation of the IWM Zero Waste Plan Document

Exhibit I lists the RFQ timeline, Exhibit II provides more detail on the scope of work, and Exhibit III provides background information.

4. DESIRED QUALIFICATIONS

The successful RFQ submittal shall demonstrate that the consultant/firm has the appropriate professional and technical background as well as access to adequate resources to fulfill the stated scope of services.

Desirable experience, knowledge and skills may include, but not be limited to the following:

- Integrated waste management planning
- Integrated waste facilities planning
- Financial rate modeling and strategic financial planning
- Demonstrated knowledge of solid waste management developments in technologies.

5. TERM OF AGREEMENT

Assuming a contract start date of December 17, 2007, it is anticipated that the term of this agreement will be effective through December 31, 2009.

6. COMPENSATION AND WORK HOURS

The budget for the project is \$250,000. The City encourages joint ventures and may award multiple contracts for different elements of the project. The approach for payment for

services will be defined during the contract negotiations, and specific tasks and deliverables will be identified and assigned a budget at that time.

Consultant work hours shall be established prior to the commencement of any services.

7. SUBMITTAL REQUIREMENTS

All information contained in the submittal should be concise and responsive to the content of this request. Respondents are to:

- Submit one (1) original and five (5) copies of the proposal and clearly label the outside of the box, package or envelope with “**RFQ# 070804 ESD, IWM Zero Waste Plan**”. The original signature version is to be clearly identified as “Original” and copies are to be clearly identified as such.
- Include one (1) electronic copy of the proposal on a CD or DVD in PDF format.
- Copies shall be double-sided on 8-1/2” x 11” recycled paper.
- All pages shall be sequentially numbered and a table of contents shall be provided.
- Do not use hard cover loose-leaf binders for proposals.

7.1 PROPOSAL CONTENTS

Required documents include the following:

7.1.1 COVER LETTER

Cover letter describing your firm, its history, number of years in business, general qualifications and ability to perform the scope of services shall not exceed 2 pages. The letter should be signed by the individual authorized to contractually bind the firm. Resumes for the proposed team and sub-consultants, if any, should be provided as an appendix.

7.1.2 EXECUTIVE SUMMARY

A summary highlighting the Proposer’s expertise, qualifications and its understanding of the services is required.

7.1.3 PROJECT APPROACH

Describe the firm’s approach to developing the Zero Waste Plan. Specify the resource expectations and how work would be allocated between City staff and the consultant’s firm to complete this project within the specified budget and timeline.

7.1.4 PROJECT ORGANIZATION CHART AND DESCRIPTION

List key personnel who will be working on the project and relevant education, training and experience.

7.1.5 PROJECT EXPERIENCE

Provide a brief description of projects for which the consultant has provided similar service such as developing and implementing an integrated planning document for the solid waste management industry during the past 5 years. Experience working on a similar project for a municipality with a population of 500,000 or more is preferred, but not required. Include the following information:

1. Project description and location
2. Description of services provided
3. Total value of services provided
4. Budget performance
5. Schedule performance
6. Key personnel involved

Attachment E referred to in Section 7.2.5 additionally requires three of these projects be listed on the Previous Client Reference Worksheet.

7.1.5 PROJECT SAMPLE

A single set of documents of past and prior projects may be submitted in any convenient format, such as Word documents, printed brochures, photographs, design drawings or electronic models (Excel or Access compatible) submitted via CD.

7.1.6 RATE SCHEDULE

Submit one (1) copy of a detailed rate schedule in a sealed envelope clearly marked "RFQ# 070804 ESD, IWM Zero Waste Plan Rate Proposal". Include hourly rates for all staff members who would be involved in the performance of the tasks outlined in the Scope of Work, along with expected expenses, sub-consultant costs and markups and other pertinent costs.

The sections below outline standard forms to be included in the submittal.

7.2 ATTACHMENTS

The attachments below are available in Microsoft Word 2003 format upon request. Attachment B is optional. One original copy of all other attachments is required.

7.2.1 Attachment A: Proposal Certification

7.2.2 Attachment B: Consultant Firm Information

7.2.3 Attachment C: Request for Contracting Preference for Local and Small Businesses

7.2.3.1 Submit this form with your proposal only if you wish to be considered for this preference. It may not be submitted late.

7.2.4 Attachment D: City's Terms and Conditions; Exhibit E, Insurance Provisions

7.2.4.1 Selected consultant will be required to enter into an agreement with the City containing the terms and conditions and insurance provisions set forth in Attachment D with Exhibit E. If you have any exceptions to the standard terms and conditions you must note them in your submittal. If there are no exceptions, submit the first page of each Attachment stating "No Exceptions".

7.2.5 Attachment E: Previous Client Reference Worksheet

Three (3) references are required from the proposer. The three references must meet the following criteria:

- Information to meet the reference requirements is to be provided using Attachment E, Previous Client Reference Form. The form may be copied as required.
- At least one reference must be from a government entity (city, county, state, federal or political sub-division of a public agency).

The City also reserves the right to rely on information from sources other than the information provided by the respondents.

7.2.6 Attachment F: Conflict of Interest Form

8. SELECTION PROCESS

8.1 SELECTION PROCESS

City staff will evaluate proposal submissions according to the criteria listed in the table below.

DESCRIPTION	WEIGHT
Proposal Responsiveness	Pass/Fail
Solid waste management planning experience	90%
Solid waste facilities planning	
Financial rate modeling/Strategic financial planning	
Project approach	
Customer Satisfaction/Firm Reputation	
Fee Structure/Cost/Cost realism	
Local Business Enterprise	5%
Small Business Enterprise	5%

A qualified Local Business Enterprise (LBE) will be given 5% and a qualified Small Business Enterprise (SBE) will be given an additional 5% of the total points in the scoring. To qualify as a SBE, you must qualify as a LBE. See **Attachment C** for additional information.

9. PROCESS INTEGRITY GUIDELINES

9.1 In accordance with Procurement and Contract Process Integrity and Conflict of Interest Council policy adopted on 2/07/07, proposers may be disqualified from the procurement without further consideration for any of the following:

- 9.1.1** Evidence of collusion, directly or indirectly, among Proposers in regard to the amount, terms, or conditions of this proposal.
- 9.1.2** Failure to direct all questions/inquiries through the contact listed in this document.
- 9.1.3** Offering gifts or souvenirs, even of minimal value, to City officers or employees.
- 9.1.4** Any attempt to improperly influence any member of the selection staff.
- 9.1.5** Existence of any lawsuit, unresolved contractual claim or dispute between Proposer and the City.
- 9.1.6** Evidence of submitting incorrect information in the response to a solicitation or misrepresentation or failure to disclose material facts during the evaluation process.

10. CONFLICT OF INTEREST

10.1 In order to avoid a conflict of interest or the perception of a conflict of interest, proposer(s) selected to provide services under this RFQ will be subject to the following requirements:

- 10.1.1** The proposer(s) selected under this RFQ will be precluded from submitting proposals or bids as a prime contractor or subcontractor for any future procurement with the City if the specifications for such procurements were developed or influenced by the work performed under the agreement(s) resulting from this RFQ.
- 10.1.2** Proposer(s) may not have any interest in any potential proposer for future City procurements that may result from the work performed under the agreement resulting from this RFQ.
- 10.1.3** In order to determine whether such interest may exist, all proposers must complete **Attachment E: Conflict of Interest Form**.

11. GENERAL INFORMATION

- 11.1** Responses will be evaluated as outlined in Section 8.
- 11.2** Final award shall be contingent upon selected firm (Consultant) negotiating Terms and Conditions in substantial conformity to the terms listed in **Attachment D** of this RFQ.
- 11.3** City reserves the right to accept an offer in full, or in part, or to reject all offers.
- 11.4** You must respond to this RFQ by the due date and time as stated on the cover sheet of this document in order for your submittal to be considered. Submittals

must be addressed to the attention of the contact listed on the cover sheet of this document, clearly labeled **RFQ# 070804 ESD, IWM Zero Waste Plan**.

- 11.5 The successful proposer will be required to demonstrate evidence of insurance in accordance with the insurance provisions listed in **Attachment D, Exhibit E**.
- 11.6 All questions/inquiries must be made through the contact listed on the cover sheet of this document, via e-mail. Contact with representative(s) other than the name listed in this RFQ is grounds for disqualification. The City will provide a written response to all questions in the form of an Addendum.
- 11.7 All costs associated with responding to this request are to be borne by the respondent.
- 11.8 It is the City's policy that the selected firm shall not discriminate, in any way, against any person on the basis of race, sex, color, age, religion, sexual orientation, actual or perceived gender identity, disability, ethnicity, or national origin in connection with or related to the performance of City of San José contracts.

12. PUBLIC NATURE OF PROPOSAL MATERIAL

- 12.1 All correspondence with the City including responses to this RFQ will become the exclusive property of the City and will become public records under the California Public Records Act (Cal. Government Code section 6250 seq.). All documents that you send to the City will be subject to disclosure if requested by a member of the public. There are a very limited number of narrow exceptions to this disclosure requirement.
- 12.2 Therefore, any proposal which contains language purporting to render all or significant portions of their proposal "Confidential", "Trade Secret" or "Proprietary", or fails to provide the exemption information required as described below will automatically be considered a public record in its entirety and shall be disclosed to the requesting party without further consideration or notice.
- 12.3 Do not mark your entire proposal as "confidential".
- 12.4 The City will not disclose any part of any proposal before it announces a recommendation for award, on the grounds that there is a substantial public interest in not disclosing proposals during the evaluation process. After the announcement of a recommended award, all proposals received in response to this RFQ will be subject to public disclosure.
- 12.5 If you believe that there are portion(s) of your proposal which are exempt from disclosure under the Public Records Act, you must mark it as such and state the specific provision in the Public Records Act which provides the exemption as well as the factual basis for claiming the exemption. For example, if you submit trade secret information, you must plainly mark the information as "Trade Secret" and refer to the appropriate section of the Public Records Act which provides the exemption as well as the factual basis for claiming the exemption.

- 12.6** Although the California Public Records Act recognizes that certain confidential trade secret information may be protected from disclosure, the City of San José may not be in a position to establish that the information that a Proposer submits is a trade secret. If a request is made for information marked “Confidential”, “Trade Secret” or “Proprietary”, the City will provide Proposers who submitted the information with reasonable notice to seek protection from disclosure by a court of competent jurisdiction.

13. OBJECTIONS AND PROTESTS

13.1 OBJECTIONS

- 13.1.1** Any objections to the structure, content or distribution of this RFQ must be submitted in writing to the Department Director listed below. Objections must be as specific as possible, and identify the RFQ section number and title, as well as a description and rationale for the objection.

13.2 PROTESTS

- 13.2.1** If an unsuccessful Proposer wants to dispute the award recommendation, the Protest must be submitted in writing to the Department Director no later than ten (10) calendar days after the announcement of the successful Proposer, detailing the grounds, factual basis and providing all supporting information. Protest will not be considered for disputes of proposal requirements and specifications, which must be addressed in accordance with the above Section. Failure to submit a timely written Protest to the contact listed below will bar consideration of the Protest.

- 13.2.2** The address for submitting objections or protest is:

Attention: John Stufflebean
City of San José
Environmental Services Dept.
200 East Santa Clara St., 10th Floor
San José, CA 95113

Exhibit I: RFQ PROCESS TIMELINE

DATE	KEY TASK
10/16/07	RFQ# 070804 ESD released
10/26/07 10 AM – 12 PM	<p>Mandatory Pre-Proposal Conference</p> <p>San José City Hall Tower, 5th floor, Room T-550</p> <p>The purpose of this conference is to present an overview of the project and answer questions. Questions are encouraged ahead of time by email or may be brought to the conference. Email questions to Heidi Melander preferably by Tuesday, October 23 at 3 pm.</p> <p>ALL POTENTIAL RESPONDENTS ARE REQUIRED TO ATTEND THIS MEETING. Failure of respondents to attend the meeting will result in rejection of their submittal without further consideration.</p> <p>City staff reserves the right to not answer questions that are not applicable or inappropriate. At its direction, staff may defer certain questions and respond in writing.</p>
10/31/07 11:59 PM	Deadline for submitting inquiries and/or clarifications to contact named below.
11/6/07	Deadline for City to respond to inquiries and/or clarifications in writing and posted on the ESD website via an addendum.
11/13/07 10:00 AM	<p>RFQ RESPONSE DUE DATE:</p> <p>The submittal shall be addressed to:</p> <p>Heidi Melander City of San José Environmental Services Dept. 200 E. Santa Clara St., 10th Floor San José, CA 95113 Attn: RFQ# 070804 ESD, IWM Zero Waste Plan</p>
11/19/07	Short-listing and Interview Notifications
11/27-11/29	Tentative Interview Date(s) (if needed)
11/30/07	Consultant Selection Notification

Exhibit II: SCOPE OF WORK

The tasks listed in this **Scope of Work** are described below. Additional background information can be found in Exhibit III.

Task I. Assist with Project Management

Manage the IWM Zero Waste Plan process to include:

1. Working with City to develop a master plan work plan.
2. Providing and/or coordinating quality assurance and/or quality control during the work plan development.
3. Assist the City to monitor progress toward the work plan development.

Task II. Assist City Staff in Developing a Stakeholder Participatory Decision-Making Process

The community participation element of the IWM Zero Waste Plan will be carried out by City staff with support from the selected consultant. It is anticipated that community input will be given in conjunction with the San José/Santa Clara Water Pollution Control Plant Master Plan stakeholder meetings.

1. Assist City staff in developing a participatory decision-making process for the community and various stakeholders, including defining the participants, the number of necessary workshops, and the location, schedule and content of the workshops.

Task III. Assist the City to Determine and Evaluate Needs

Consultant will review and address the findings contained in the *Resource Management Infrastructure Requirements Assessment*. This report will serve as a starting point for the IWM Zero Waste Plan needs assessment. A waste characterization study is expected to be conducted in 2008 by a separate consultant in order to provide additional data for this evaluation. A separate landfill capacity study is also expected to be completed in 2008.

Deliverable

- Needs Assessment Findings/Report

Task IV. Assist the City to Identify Options to Address Needs (see section on Background Information for additional detail for each category)

1. Waste Prevention Goals

Identify options to address the City's waste prevention goals identified in the *Zero Waste Goals* memo, including strengthening recycling programs, identifying infrastructure requirements for reuse, recycling and composting and establishing effective waste prevention programs. Consultant shall provide data to show how results of the zero waste planning recommendations will affect greenhouse gas emission reductions.

Additional approaches to consider are zero waste at events, strategies to increase the current Multi-Family Dwelling (MFD) diversion rate, and exploring the possibility of integrating buffer land and treatment processes for recycling residential, commercial, and civic organic waste with digesters at the Water Pollution Control Plant, currently undergoing its own Master Plan effort.

2. Commercial Program

Assist in identifying opportunities for increased waste diversion, resource conservation and pollution prevention in the commercial redesign process.

3. Residential and Multi-Family Dwelling Programs

Assist in identifying opportunities for increased waste diversion, resource conservation and pollution prevention in the residential and multi-family sectors.

4. Land Use

Evaluate current resources and existing infrastructure to reduce future land use impacts. Assess whether the San José/Santa Clara Water Pollution Control Plant may provide opportunities to resolve some of the complex solid waste issues before the City through its long term facilities and operation master plan, now underway. Opportunities include, but are not limited to, food waste digestion, co-composting yard trimmings with biosolids, or energy production with wood waste and biosolids.

Consider the regional implications of any planning effort, especially solid waste management infrastructure, as it relates to overall land uses whether at the Plant, Alviso, other parts of the City, or the region.

Assess the feasibility of establishing a technologically advanced processing facility at the Nine Par Landfill Site. Approximately 40 acres of usable land is within an approximate 96-acre property owned by the Plant. A recent study helped identify redevelopment opportunities and constraints on the former landfill site and evaluated a range of commonly employed strategies for redevelopment.

4. CDDD Program

Assist in identifying opportunities for increased waste diversion through the CDDD program.

5. Fee Restructuring Alternatives and Financial Strategy

Prepare an analysis for the Zero Waste Plan of alternative financing and revenue generating mechanisms to offset revenue reductions resulting from increased diversion, including opportunities for new revenue sources within the City's integrated waste management system. Alternatives addressed must include both fees and taxes on waste disposal and handling, as authorized in the California Public Resources Code (e.g., Sections 41901, 41903, and 43213) and in the City Charter and Municipal Code (e.g., franchise fees, the Disposal Facility Tax, and other business taxes). The analysis shall also address revenue risks and constraints, such as those imposed by Proposition 218 (Article XIII C and D of the California Constitution).

6. Alternative Technologies

- Provide an overview and survey of applicable alternative solid waste processing technologies that will increase landfill diversion in an environmentally sound manner, while emphasizing options that are economical, energy efficient, acceptable to stakeholders, and allow for highest and best use of materials. Discuss job opportunity implications of each alternative.
- Assist the City by strategizing and assessing which technologies are reasonable for San José. Consultant may help provide data to the Plant Master Plan process and participate in related stakeholder discussions as appropriate. Consultant will assist City staff to calculate the approximate amount of greenhouse gas emissions associated with each of the alternatives based on transportation and tonnage estimates and to quantify the energy production implications of the technologies.

Task V. Develop Guiding Principles, Screen Options and Identify Final Options

Develop with City staff, stakeholders and others guiding principles to achieve the Zero Waste Plan's goals and objectives. Provide a summary of issues, options, opportunities and constraints. Identify final options.

Deliverables

- Zero Waste Plan Guiding Principles
- Summary of issues, options, opportunities and constraints.
- Discuss final options.

Task VI. Assist with Preparation of the IWM Zero Waste Plan Document

Establish the IWM Zero Waste Plan document format and contents using Microsoft Word. Use tables and figures to enhance pertinent information and provide a format suitable for the City to reproduce all documents. All deliverables must be available in electronic and hard copy format.

Deliverables

- Zero Waste Plan document format, contents, tables and figures in electronic/hard copy format.

Please note:

- **Environmental Impact Analysis**

The consultant hired to develop the IWM Zero Waste Plan will not be responsible for completing CEQA analysis.

Exhibit III: SUPPLEMENTAL BACKGROUND INFORMATION

Listed below is additional background information for Task IV: Assist the City to Identify Options to Address Needs. (See page 14.)

- **Waste Prevention Goals**

It is important to emphasize that the IWM Zero Waste Plan will inform the General Plan update process on land use issues that pertain to the City meeting its waste management requirements and objectives. It is assumed that the selected consultant(s) will review the most appropriate and relevant strategies in other jurisdictions' Zero Waste plans, and use these to inform San José's Zero Waste planning effort. These source documents include plans from the California Integrated Waste Management Board, the Alameda County Solid Waste Management Authority, Oakland, Palo Alto, and Los Angeles. Cities outside of California with Zero Waste Master Plans include New York, Seattle and Chicago.

- **Commercial Program**

The City's commercial solid waste recyclables collection system is a non-exclusive system whereby hauling companies may apply for a Commercial Solid Waste and Recyclables Collection Franchise to provide collection services to San José business customers. Alternative fuel vehicles and other efficiencies should be considered along with franchise terms, routing and incentives.

Prior to 1995, the City of San José had an exclusive system for the collection of recyclables and rubbish (solid waste that does not contain putrescibles) from businesses, institutions and other non-residential properties. In 1995, the City began to allow open competition for the collection of commercial garbage (solid waste that contains putrescibles). Implementation of system improvements has been an ongoing process since then. The City currently has approximately twenty-five (25) franchised commercial haulers; two of the franchises, Allied Waste and Stevens Creek Disposal, have about 80 percent of front load bin service. A significant system evaluation is now underway.

During March 2006, the Council approved a consultant contract with HF&H Consultants, LLC to evaluate and propose redesign options for the City's commercial solid waste collection system. Phase I of the Commercial Redesign, scheduled for the period of July 2006 to 2009, includes minor improvements to the system and limited enforcement tools. Implementation of Phase II may begin July 2010 with increased impact.

The City and HF&H are developing various options to redesign the commercial solid waste collection system. HF&H will prepare a "White Paper" addressing how the City's commercial franchise system will work and include evaluation of options such as, but not limited to:

1. Establishment of one exclusive downtown service district with enhanced franchise controls of the remaining non-exclusive commercial area.
2. Multiple exclusive commercial service districts (in addition to the downtown district).
3. One City-wide exclusive commercial franchise. HF&H will assist the City in identifying a range of options, evaluating the merits and concerns of each strategy.

This white paper is scheduled to be presented to the City Council Transportation and Environment Committee on December 3, 2007. HF&H will continue to support implementation of the selected redesign option and this effort will be incorporated into the IWM Zero Waste Plan.

- **Residential and Multi-Family Dwelling Programs**

San José's IWM Residential program is the largest privatized system in the US. Through an ongoing commitment to diversion of recyclable materials from the waste stream, and of highest and best use of resources, San José residents can now recycle up to 80 percent of their solid waste in the comprehensive Recycle Plus curbside Recycling and Solid Waste Collection program. Three contractors provide weekly service to 202,000 single-family dwellings (SFD) and as-scheduled service to 93,000 multi-family dwellings (MFD) in 3,200 complexes. On a weekly basis, there are 91 garbage and recycling routes and 21 yard trimmings routes completed. There are also 5 Street sweeping routes per day to complete a city-wide sweeping cycle once per month. The City implemented a single-stream recyclables program in 2002. More information about the residential services can be found at <http://www.sjrecycles.org>.

In Fiscal Year 2004-05, the residential system collected and processed approximately 510,600 tons of Garbage, Recyclables, and Yard Trimmings. The largest portion of the waste stream is garbage, followed by yard trimmings and recyclables. The MFD compostable program collects garbage from MFDs and sorts it for further reclamation of recyclables and compostables.

RESIDENTIAL SOLID WASTE STREAM (Fiscal Year 2004-2005, July 1, 2004 – June 30, 2005)			
Material Collected	Tonnage		Percent of Total
FY 2004-05 garbage collected	221,100		43%
FY 2004-05 yard trimmings collected	146,700		29%
FY 2004-05 recyclables collected	124,100		24%
FY 2004-05 MFD compostables collected	18,700		4%
Totals	510,600		100%

Currently GreenTeam of San José (Waste Connections) collects garbage and recyclables from 46,000 single-family households in west San José and from multi-family dwellings Citywide. GreenTeam's current agreements with the City for expire in July 2013 if all contract extensions are exercised. GreenWaste Recovery collects and processes yard

trimmings from single and multi-family dwellings Citywide. GreenWaste's current agreements with the City expire in July 2013 if all contract extensions are exercised. Garden City Sanitation collects garbage from 156,000 single-family households in Collection Districts A and C; current agreement with the City expires in July 2013 with an optional two year extension to 2015. California Waste Solutions collects and processes recyclables from all single-family households in Collection Districts A and C; current agreement with the City expires in July 2013 with an optional two year extension to 2015. The City provides and pays for disposal at Newby Island Landfill for residential garbage collected by Garden City and GreenTeam under a separate agreement with International Disposal Corporation (Allied Waste); this agreement expires in 2020.

Because San José implemented curbside recycling in 1993, the program is mature, with residents who are committed to participating in source separation at the curb. Data from the City's biennial resident survey shows that 70% of San José residents feel that they are recycling 75% or more of all materials that can be recycled. They also express an interest in getting more information about what is recyclable, and feel that recycling is an important priority. Ongoing and direct education to the residents about how to participate in the program has been critical to creating residential diversion of 52% and overall satisfaction rates with Recycle Plus services of 90%. The biennial resident survey provides feedback on the program status, as well as guiding the need for future education or program changes.

Education pieces are distributed through the Recycle Plus garbage bill, direct mail, events, and information centers throughout the City. The Guide to Garbage and Recycling is a comprehensive piece that was distributed to every SFD during the transition to new contractors in July 2002.

MFD Compostable Program

During the first year of the new Recycle Plus Program, increasing diversion at multi-family dwellings (MFDs) proved more difficult than anticipated. However, multi-family diversion has increased significantly since then due to the implementation of the MFD compostable program, approved by Council on a pilot basis in September 2003 and permanently in December 2004. Since the new Recycle Plus contracts began in July 2002, diversion at multi-family properties has increased over 240%, from 10.5% to 36%. Half of the multi-family diversion is from traditional recycling, while the remaining diversion is generated from the recycling and composting of multi-family garbage under the MFD compostable program. The compostable program has proven to be a unique solution enabling the City to achieve a high diversion rate at multi-family complexes. The City is currently evaluating implementing a pilot to process more MFD waste through a solid waste processing facility.

- **Land Use**

Identifying suitable solid waste facilities is a significant challenge for any community. The CEQA process will address impacts to neighborhoods and the community including Alviso and the Southern-most tip of the San Francisco Bay where a number of solid waste facilities are located.

The work of the IWM Zero Waste Plan must be closely coordinated with the Plant Master Plan to identify solutions that can provide multiple benefits to the City's solid waste handling and the Plant's future operations and land use. However, it is important to note that the Plant is operated by the City's Environmental Services Department on behalf of the City of Santa Clara, a co-owner of the Plant, and the Plant's tributary agencies, which include the City of Milpitas, West Valley Sanitation District, Cupertino Sanitary District, County Sanitation District 2-3, Burbank Sanitary District, and Sunol Sanitary District. All decisions concerning the future of the Plant and the Plant lands must be approved by representatives of these organizations as represented by the Treatment Plant Advisory Committee (TPAC) and the City of San José Council.

- **CDDD Program**

The City of San José's Construction and Demolition Diversion Deposit (CDDD) program was conceived in 1998 as a means to divert construction and demolition (C&D) materials from the landfills in San José through economic incentives. C&D materials were determined to make up more than 30% of the waste disposed in San José landfills, with self-haul contractors as major source. In June 2000, the City Council approved staff's recommendation to develop an incentive-based deposit system that requires an assessment of a deposit for contractors before issuance of a building permit.

The key components of the CDDD program that drive diversion are the Deposit/Transaction System and the Certified Facilities, enhanced by C&D Infrastructure Grants. The program began assessing deposits July 1, 2001. To receive a refund, the contractor must either reuse the material or deliver it to a City-certified recovery facility.

The certified facilities are the heart of the C&D diversion system. There are two types of certification:

Full Certification

- Accepts mixed C&D loads
- Subject to qualitative and quantitative analysis
- 50% or better diversion required
- Phase out of ADC (see below)

Administrative Certification

- Accepts inert loads
- Subject to qualitative analysis only
- 90% or better diversion required
- Phase out of ADC (see below)

Using City-developed methodology, facilities may become City-certified after demonstrating through a City audit that the above conditions can be met. Facilities are not required to participate in the CDDD program. However, a facility's incentive to be certified is competition; C&D material generators take their loads to certified facilities for receipts (documentation), which are necessary for their refunds. The City has certified 21 facilities.

An important distinguishing characteristic of the program is the emphasis on highest and best use and the phasing out of Alternate Daily Cover (ADC). The phase out of ADC began in

2001 and, as of July 1, 2004, use of ADC is not counted toward a certified facility's diversion rating. The acceptable percentage of ADC was adjusted incrementally to give the facilities time and opportunities to find alternatives for ADC use. C&D ADC use has declined significantly since the start of the CDDD Program.

- **Fee Restructuring Alternatives and Financial Strategy**

Although future City revenues related to disposal (the Disposal Facility Tax, Solid Waste Enforcement Fee, and Countywide Integrated Waste Management Fee) are tied to the remaining capacity in tons, increased diversion rates will result in these revenues declining on an annual basis, but spread collection out over additional years. If the recommended diversion targets are achieved, annual receipts will begin to decline by 2013, with a significant decline by 2022.

Recent reports from other California local governments on fee issues and opportunities are available. For example, Alameda County Waste management Authority (Stopwaste.org) is expected to release a report, *5 Year Program Assessment of Regional Solid Waste Programs*, in December 2007. It will include an analysis of alternative funding mechanisms and options available or currently implemented regionally in the Bay Area. In addition, the City is participating in a joint grant project with Alameda County Waste Management Authority, the City of Palo Alto, and the Grassroots Recycling Network to report on local government disposal fee and revenue issues and opportunities. The project will evaluate alternatives to city and county reliance on landfill fees and identify restructuring strategies to mitigate declining revenues as landfilled waste decreases.

The *Development and Analysis of San Jose Commercial Tonnage Flows and Fees (CFF)/Franchise Model System* report analyzed the City's current financial model for collection, processing, and landfilling of solid waste. This report incorporates material and revenue flows to be used in evaluating alternate financial structures.

- **Alternative Technologies**

The alternative technologies assessed may include, but not be limited to, digestion of food waste, fats, oils and grease (already being addressed by the Plant); wood waste gasification; recovery of restaurant waste for alternative fuels; other emerging technologies. Any possible use of technologies based upon using Plant lands will require collaboration with the Plant.

Relevant technology and land-use reports already in existence or underway by the City include:

- City Council Policy on Use of San Jose/Santa Clara Water Pollution Control Plant Lands (October 2000)
- Plant Lands, Opportunities and Constraints Assessments (January 2007)
- Land Use Study for Nine Par Landfill Site (March 2007)
- San José General Plan 2020
- Biomass-to-Energy Technology Evaluation (in development 2007)
- Master Plan for Water Pollution Control Plant operations including needs and technology assessment for beneficial processing of biosolids and other locally generated biomass material and appropriate land-use of Plant bufferlands. (underway in FY 2008-2011)

By the end of 2008, as part of its Master Plan process, the Plant intends to identify and develop project alternatives which may include methods to reuse or remediate the old biosolids lagoons and alternatives to optimize biosolids treatment processes and operations, including use of alternative technologies where changes will result in higher energy efficiency, higher reliability, lower residual volume and/or lower odor impact. One survey in the City's recent Biomass-to-Energy draft report shows that available biomass streams in San José total 183,000 dry tons per year of which 48 percent is construction and demolition (C&D) wood debris, 36 percent is yard debris, 13 percent is biosolids, 3 percent is fats/oils/grease and less than 0.1 percent is mixed plastics that are not readily recyclable.

Los Angeles has conducted research on municipal solid waste technologies. The report is available at http://www.lacity.org/san/solid_resources/strategic_programs/alternative_tech/PDF/final_report.pdf.

EXHIBIT IV: REFERENCE MATERIAL

Listed below are the reports cited in this RFQ and their location. Some of these documents are electronically linked in this RFQ. Others are available with the RFQ on the City's BidLine webpage.

1. City of San José General Plan 2040 Update
 - *Envision San José 2040, General Plan 2040 Update Work Program*
http://www.sanjoseca.gov/clerk/Agenda/062607/062607_04.03.pdf
2. IWM's Current Program Description
 - *August 2006 Study Session Agenda*
www.sanjoseca.gov/clerk/Agenda/081106/081106ssa.pdf
3. Financial Model – City of San José
 - *Development and Analysis of San Jose Commercial Tonnage Flows and Fees(CFF)/Franchise Model System*
 This incorporates material and revenue flows to be used in evaluating alternate financial structures.
4. Landfill Capacity
 - *Santa Clara County Integrated Waste Management Plan*
 - *San Jose Disposal Capacity*; located as Attachment B of Zero Waste Goals
5. Fee Opportunities
 - *5 Year Program Assessment of Regional Solid Waste Programs*; estimated to be available December 2007 from Alameda County Waste Management Authority; includes analysis of fee opportunities; <http://www.Stopwaste.org>
6. Alternative Technologies
 - City of Los Angeles report on municipal solid waste technologies:
http://www.lacity.org/san/solid_resources/strategic_programs/alternative_tech/PDF/final_report.pdf
7. City of San José Zero Waste Goals
 - *Zero Waste Goals, City of San José Memorandum to the Transportation and Environment Committee; September 2007*
http://www.sanjoseca.gov/clerk/CommitteeAgenda/TE/100107/TE100107_02.pdf
 - *Attachment A: Resource Management Infrastructure Requirements Assessment*
 Completed in 2007, this describes the eight main types of facilities that need to be considered for the City to achieve its Zero Waste Goals. These include reuse centers, collection company corporation yards, compost facilities, materials recovery facilities, construction and demolition processing facilities, hard to recycle materials facilities, transfer stations and residual facilities or landfills.
 - *Attachment B: San Jose Disposal Capacity*

8. San Jose/Santa Clara Water Pollution Control Plant

- *Water Pollution Control Master Plan Request for Proposal*
<http://www.sanjoseca.gov/esd/plantmasterplan/>
- San José/Santa Clara Water Pollution Control Plant/Pond A18 Master Planning *Plant Lands Opportunities and Constraints Assessment (January 2007)*
http://www.sanjoseca.gov/esd/pub_res.asp
- *City Council Policy on Use of San Jose/Santa Clara Water Pollution Control Plant Lands (October 2000)*
- *Nine Par Field Investigation and Site Development Feasibility Summary Report.*
Identifies redevelopment opportunities and constraints that may affect a project due to the landfill presence. Also evaluates a range of commonly employed mitigation strategies that would allow redevelopment.

PROPOSAL CERTIFICATION	
FIRM NAME	
ADDRESS	
TELEPHONE #	
FAX #	
CONTACT NAME AND TITLE	

PROPOSER REPRESENTATIONS

1. Proposer did not, in any way, collude, conspire or agree, directly or indirectly, with any person, firm, corporation or other Proposer in regard to the amount, terms, or conditions of this proposal.
2. Proposer additionally certifies that neither proposer nor its principals are presently disbarred, suspended, proposed for disbarment, declared ineligible or voluntarily excluded from participation in this transaction by any federal department or agency, any California State agency, or any local governmental agency.
3. Proposer acknowledges that all requests for deviations, exceptions, and approved equals are enclosed herein and that only those deviations, exceptions and approved equals included in the RFQ document or permitted by formal addenda are accepted by the City.
4. Proposer did not receive unauthorized information from any City staff member of City Consultant during the Proposal period except as provided for in the Request for Proposals package, formal addenda issued by the City, or the pre-proposal conference.
5. Proposer hereby certifies that the information contained in the proposal and all accompanying documentation is true and correct.
6. Please check the appropriate box below:
 - ☐ If the proposal is submitted by an individual, it shall be signed by him or her, and if he or she is doing business under a fictitious name, the proposal shall so state.
 - ☐ If the proposal is submitted by a partnership, the full names and addresses of all members and the address of the partnership shall be stated and the proposal shall be signed for all members by one or more members thereof.
 - ☐ If the proposal is submitted by a corporation, it shall be signed in the corporate name by an authorized officer or officers.
 - ☐ If the proposal is submitted by a limited liability company, it shall be signed in the corporate name by an authorized officer or officers.
 - ☐ If the proposal is signed by a joint venture, the full names and addresses of all members of the joint venture shall be stated and it shall be signed by each individual.

By signing below, the submission of a proposal with all accompanying documents shall be deemed a representation and certification by the Proposer that they have investigated all aspects of the RFQ, that they are aware of the applicable facts pertaining to the RFQ process, its procedures and requirements, and that they have read and understand the RFQ.

Authorized Representative Name (Sign name)	
Authorized Representative Name (Print name)	
Authorized Representative Title (Print title)	
Complete additional signatures below as required per # 6 on the previous page.	
Authorized Representative Name (Sign name)	
Authorized Representative Name (Print name)	
Authorized Representative Title (Print title)	
Authorized Representative Name (Sign name)	
Authorized Representative Name (Print name)	
Authorized Representative Title (Print title)	

CONSULTANT FIRM INFORMATION

All information requested in the Questionnaire shall be furnished by the Proposer, and shall be submitted with the Proposal. Statement shall be complete and accurate and in the form requested. Omission, inaccuracy or misstatement may be cause for the rejection of the proposal.

Legal Name of Firm _____

Name of Parent Company (If Applicable) _____

Where was the Firm Established and the Date _____

Authorized to do Business in CA? List Date. _____

Type of Organization

☐

Corporation

☐

General Partnership

☐

LLC

☐

LLP

☐

Sole Proprietorship

☐

Other (Explain)

Please provide an explanation in a separate attachment to any YES responses below.	
1. Have you ever had a bond or surety denied, canceled or forfeited? If yes, also state name of bonding company, date, amount of bond and reason for such cancellation or forfeiture in an attached statement.	<input type="checkbox"/> YES <input type="checkbox"/> NO
2. Have you ever declared bankruptcy or been declared bankrupt? If yes, also state date, court jurisdiction, docket number, amount of liabilities and amount of assets.	<input type="checkbox"/> YES <input type="checkbox"/> NO
3. Has your company ever had any agreements cancelled?	<input type="checkbox"/> YES <input type="checkbox"/> NO
4. Has your company ever been sued by any organization for issues pertaining to fee payment, performance or other related issues?	<input type="checkbox"/> YES <input type="checkbox"/> NO
5. Are you currently engaged in merger or acquisition negotiations, or do you anticipated entering into merger or acquisition negotiations within the time period of this Request for Proposal? If yes, please provide details and attach copy of such agreement(s).	<input type="checkbox"/> YES <input type="checkbox"/> NO
6. Are you now engaged in any litigation which does now or could affect your ability to pay fees or perform under this Agreement?	<input type="checkbox"/> YES <input type="checkbox"/> NO

Authorized Representative Signature: _____

Authorized Representative Name: _____

Authorized Representative Title: _____

Date: _____

City of San Jose

Request for Contracting Preference for Local and Small Businesses

Chapter 4.06 of the San Jose Municipal Code provides for a preference for Local and Small Businesses in the procurement of contracts for supplies, materials and equipment and for general and professional consulting services. The amount of the preference depends on whether the vendor qualifies as a Local Business Enterprise* or Small Business Enterprise** and whether price has been chosen as the determinative factor in the selection of the vendor.

In order to be a Local Business Enterprise (LBE) you must have a current San Jose Business Tax Certificate Number and have an office in Santa Clara County with at least one employee. If you qualify as an LBE, you can also qualify as a Small Business Enterprise (SBE) if the total number of employees (*regardless of where they are located*) of your firm is 35 or fewer.

There are two ways in which the preference can be applied. In procurements where price is the determinative factor (*i.e. there are not a variety of other factors being considered in the selection process*) the preference is in the form of a credit applied to the dollar value of the bid or quote. For example, a non-local vendor submits a quote of \$204 per item. The LBE receives a 2.5% credit on the quote, which equals approximately \$5 and thus the LBE will win the award because the quote is evaluated as if it had been submitted as \$199.

The following determinations have been made with respect to this procurement: (for official use only)

Type of Procurement	<input type="checkbox"/> Bid	<input type="checkbox"/> Request for Quote	<input checked="" type="checkbox"/> Request for Proposal
Type of Preference	<input type="checkbox"/> Price is Determinative		<input checked="" type="checkbox"/> Price is Not Determinative
Amount of Preference	LBE preference = 2.5% of Cost SBE preference = 2.5% of Cost		LBE preference = 5% of Points SBE preference = 5% of Points

In order to be considered for any preference you must fill out the following statement(s) under penalty of perjury.

Business Name			
Business Address			
Telephone Number			
Type of Business	<input type="checkbox"/> Corporation	<input type="checkbox"/> LLC	<input type="checkbox"/> LLP
	<input type="checkbox"/> General Partnership	<input type="checkbox"/> Sole Proprietorship	<input type="checkbox"/> Other (explain)

***LOCAL BUSINESS ENTERPRISE (LBE) PREFERENCE**

In order to qualify as an LBE you must provide the following information:

Current San Jose Business Tax Certificate Number	
Address of Principal Business Office or Regional, Branch or Satellite Office with at least one employee located in Santa Clara County	

****SMALL BUSINESS ENTERPRISE (SBE) PREFERENCE**

In order to qualify as an SBE you must qualify as an LBE and have 35 or fewer employees. The number is for your entire business – NOT just local employees, or employees working in the office address given above.

Please state the number of employees that your Business has:

Based upon the forgoing information I am requesting that the Business named above be given the following preferences (please check): ☐ Local Business Enterprise ☐ Small Business Enterprise

I declare under penalty of perjury that the information supplied by me in this form is true and correct.

Executed at: _____, California

Date: _____

Signature: _____

Print name: _____

**CITY OF SAN JOSE
CONSULTANT AGREEMENT
STANDARD TERMS AND CONDITIONS**

(Referred exhibits not attached will be added to final agreement)

SECTION 1. SCOPE OF SERVICES.

CONSULTANT shall perform those services specified in detail in EXHIBIT B, entitled "SCOPE OF SERVICES", which is attached hereto and incorporated herein.

SECTION 2. TERM OF AGREEMENT.

The term of this AGREEMENT shall be from _____ to _____, inclusive, subject to the provisions of SECTION 11 of this AGREEMENT.

SECTION 3. SCHEDULE OF PERFORMANCE.

The services of CONSULTANT are to be completed according to the schedule set out in EXHIBIT C, entitled "SCHEDULE OF PERFORMANCE", which is attached hereto and incorporated herein. Time is of the essence in this AGREEMENT.

SECTION 4. COMPENSATION.

The compensation to be paid to CONSULTANT, including both payment for professional services and reimbursable expenses, shall not exceed _____ Dollars (\$_____). The rate and schedule of payment is set out in EXHIBIT D, entitled "COMPENSATION," which is attached hereto and incorporated herein.

SECTION 5. METHOD OF PAYMENT

Each month, CONSULTANT shall furnish to the CITY a statement of the work performed for compensation during the proceeding month. Such statement shall also include a detailed record of the month's actual reimbursable expenditures.

SECTION 6. INDEPENDENT CONTRACTOR.

It is understood and agreed that CONSULTANT, in the performance of the work and services agreed to be performed by CONSULTANT, shall act as and be an independent contractor not an agent or employee of CITY; and as an independent contractor; CONSULTANT shall obtain no right to retirement benefits or other benefits which accrue to CITY's employees, and CONSULTANT hereby expressly waives any claim it may have to any such rights.

SECTION 7. ASSIGNABILITY.

The parties agree that the expertise and experience of CONSULTANT are material considerations for this AGREEMENT. CONSULTANT shall not assign or transfer any interest in this AGREEMENT nor the performance of any of CONSULTANT's obligations hereunder, without the prior written consent of CITY, and any attempt by CONSULTANT to so assign this AGREEMENT or any rights, duties or obligations arising hereunder shall be void and of no effect.

SECTION 8. INDEMNIFICATION.

CONSULTANT shall defend, indemnify and hold harmless CITY, its officers, employees and agents against any claim, loss or liability arising out of or resulting in any way from work performed under this AGREEMENT due to the willful or negligent acts (active or passive) or omissions by CONSULTANT's officers, employees or agents. The acceptance of said services and duties by CITY shall not operate as a wavier of such right of indemnification.

SECTION 9. INSURANCE REQUIREMENTS.

CONSULTANT agrees to have and maintain the policies set forth in EXHIBIT E, entitled "INSURANCE," which is attached hereto and incorporated herein. All policies, endorsements, certificates and/or binders shall be subject to approval by the Director of Finance or the Director's authorized designee ("Risk Manager") of the City of San Jose as to form and content. These requirements are subject to amendment of wavier if so approved in writing by the Risk Manager. CONSULTANT agrees to provide CITY with a copy of said policies, certificates and/or endorsements before work commences under this AGREEMENT.

SECTION 10. NONDISCRIMINATION.

CONSULTANT shall not discriminate, in any way, against any person on the basis of race, sex, color, age, religion, sexual orientation, actual or perceived gender identity, disability ethnicity, or national origin, in connection with or related to the performance of this AGREEMENT.

SECTION 11. TERMINATION.

- A. CITY shall have the right to terminate this AGREEMENT, without cause, by giving not less than seven (7) days' written notice of termination.
- B. If CONSULTANT fails to perform any of its material obligations under this AGREEMENT, in addition to all other remedies provided by law, CITY may terminate this AGREEMENT immediately upon written notice.
- C. CITY's _____ is empowered to terminate this AGREEMENT on behalf of CITY.
- D. In the event of termination, CONSULTANT shall deliver to CITY copies of all reports, documents, and other work performed by CONSULTANT under this AGREEMENT, and upon receipt thereof, CITY shall pay CONSULTANT for services performed and reimbursable expenses incurred to the date of termination.

SECTION 12. GOVERNING LAW.

CITY and CONSULTANT agree that the law governing this AGREEMENT shall be that of the federal, state and local governments.

SECTION 13. COMPLIANCE WITH LAWS.

CONSULTANT shall comply with all applicable laws, ordinances, codes and regulations of the federal, state and local governments.

SECTION 14. CONFIDENTIAL INFORMATION.

All data, documents, discussions or other information developed or received by or for CONSULTANT in performance of this AGREEMENT are confidential and not to be disclosed to any person except as authorized by CITY, or as required by law.

SECTION 15. OWNERSHIP OF MATERIALS.

All reports, documents or other materials developed or discovered by CONSULTANT or any other person engaged directly or indirectly by CONSULTANT to perform the services required hereunder shall be and remain the property of CITY without restriction or limitation upon their use.

SECTION 16. WAIVER.

CONSULTANT agrees that waiver by CITY of any breach or violation or any term or condition of this AGREEMENT shall not be deemed to be a waiver of any other term or condition contained herein or a waiver of any subsequent breach or violation of the same or any other term or condition. The acceptance by CITY of the performance of any work or services by CONSULTANT shall not be deemed to be a waiver or any term or condition of this AGREEMENT.

SECTION 17. CONSULTANT'S BOOKS AND RECORDS.

- A. CONSULTANT shall maintain any and all ledgers, books of account, invoices, vouchers, cancelled checks, and other records or documents evidencing or relating to charges for services, or expenditures and disbursements charged to CITY for a minimum period of three (3) years, or for any longer period required by law, from the date of final payment to CONSULTANT pursuant to this AGREEMENT.
- B. CONSULTANT shall maintain all documents and records which demonstrates performance under this AGREEMENT for a minimum period of three (3) years, or for any longer period required by law, from the date of termination or completion of this AGREEMENT.
- C. Any records or documents required to be maintained pursuant to this AGREEMENT shall be made available for inspection or audit at no cost to CITY, at any time during regular business hours, upon written request by the City Attorney, City auditor, City Manager, or a designated representative of any of these officers. Copies of such documents shall be provided to CITY for inspection at City Hall when it is practical to do so. Otherwise, unless an alternative is mutually agreed upon, the records shall be available at CONSULTANT's address indicated for receipt of notices in this AGREEMENT.
- D. Where CITY has reason to believe that such records or documents may be lost or discarded due to dissolution, disbandment or termination of CONSULTANT's business, CITY may, by written request by any of the above-named officers, require that custody of the records be given to CITY and that the records and documents be maintained in City Hall. Access to such records and documents shall be granted to any party authorized by CONSULTANT, CONSULTANT's representative, or CONSULTANT's successor-in-interest.

SECTION 18. CONFLICT OF INTEREST.

CONSULTANT shall avoid all conflict of interest or appearance of conflict of interest in performance of this AGREEMENT.

[Certain consultant may have to comply with the following provisions as well]

CONSULTANT shall file an ASSUMING Office Disclosure Statement of Economic Interests (Form 700) as specified in EXHIBIT F, entitled "DISCLOSURE STATEMENT", which is attached hereto and incorporated herein. Such statement shall be filed within thirty (30) days of the date of this AGREEMENT and annually thereafter by the first of April. Upon termination of this AGREEMENT, CONSULTANT shall file a Leaving Office Disclosure Statement of Economic Interest (Form 700).

SECTION 19. GIFTS.

- A. CONSULTANT is familiar with CITY's prohibition against the acceptance of any gift by a CITY office or designated employee, which prohibition is found in /chapter 12.08 of the San Jose Municipal code.
- B. CONSULTANT agrees not to offer any CITY officer or designated employee any gift prohibited by said chapter.
- C. The offer or giving of any gift prohibited by chapter 12.08 shall constitute a material breach of this AGREEMENT by CONSULTANT. In addition to any other remedies CITY may have in law or equity, CITY may terminate this AGREEMENT for such breach as provided in SECTION 11 of this AGREEMENT.

SECTION 20. DISQUALIFICATION OF FORMER EMPLOYEES.

CONSULTANT is familiar with the provisions relating to the disqualification of former officers and employees of CITY in matters which are connected with former duties or official responsibilities as set forth in Chapter 12.10 of the San Jose Municipal Code ("Revolving Door Ordinance"). CONSULTANT shall not utilize either directly or indirectly any officer, employee, or agent of CONSULTANT to perform services under this AGREEMENT, if in the performance of such services, the officer, employee, or agent would be in violation of the Revolving Door Ordinance.

SECTION 21. SPECIAL PROVISIONS.

Special provisions, if any, to this AGREEMENT are specified in EXHIBIT F (or G, if applicable), entitled, "SPECIAL PROVISIONS", which is attached hereto and incorporated herein.

SECTION 22. NOTICES.

All notices and other communications required or permitted to be given under this AGREEMENT shall be in writing and shall be personally served or mailed, postage prepaid and return receipt requested, addressed to the respective parties as follows:

To CITY:

To CONSULTANT:

Notice shall be deemed effective on the date personally delivered if, if mailed, three (3) days after deposit in the mail.

SECTION 23. VENUE.

In the event that suit shall be brought by either party to this contract, the parties agree that venue shall be exclusively vested in the state courts of the County of Santa Clara, or if federal jurisdiction is appropriate, exclusively in the United States District Court, Northern District of California, San Jose, California.

SECTION 24. PRIOR AGREEMENTS AND AMENDMENTS.

This AGREEMENT, including all Exhibits attached hereto, represents the entire understanding of the parties as to those matters contained herein. No prior oral or written understanding shall be of any force or effect with respect to those matters covered hereunder. This AGREEMENT may be modified only by a written amendment duly executed by the parties to this AGREEMENT.

EXHIBIT E**INSURANCE**

CONSULTANT, at CONSULTANT'S sole cost and expense, shall procure and maintain for the duration of this AGREEMENT insurance against claims for injuries to persons or damages to property which may arise from, or in connection with, the performance of the services hereunder by CONSULTANT, its agents, representatives, employees or subcontractors.

A. Minimum Scope of Insurance

1. The coverage described in Insurance Services Office Commercial General Liability coverage ("occurrence") Form Number CG 0001 including products and completed operations; and
2. The coverage described in Insurance Services Office Form Number CA 001 covering Automobile Liability, Code 1 "any auto", or Code 2 "owned autos" and Endorsements CA 0025. Coverage shall also include Code 8 "hired autos" and code 9 "non-owned autos"; and
3. Workers' Compensation insurance as required by the California Labor Code and Employers Liability insurance.
4. Professional Liability Errors & Omissions.

B. Minimum Limits of Insurance

CONSULTANT shall maintain limits no less than:

1. Commercial General Liability: \$1,000,000 per occurrence for bodily injury, personal injury and property damage. If Commercial Liability Insurance or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to this project/location of the general aggregate limit shall be twice the required occurrence limit; and
2. Automobile Liability: \$1,000,000 combined single limit per accident for bodily injury and property damage; and
3. Worker's Compensation and Employers' Liability: Workers' Compensation limits as required by the California Labor and Employers Liability limits of \$1,000,000 per accident; and
4. Professional Liability Errors & Omissions \$1,000,000 Aggregate Limit.

C. Deductible and Self-Insured Retentions

Any deductibles or self-insured retentions must be declared to, and approved by CITY's Risk Manager. At the option of CITY, either; the insurer shall reduce or eliminate such deductibles or self-insured retentions as respects CITY, its officer, employees, agents and contractors; or CONSULTANT shall procure a bond guaranteeing payment of losses and related investigations. Claim administrations and defense expenses in an amount specified by the CITY's Risk Manager.

D. Other Insurance Provisions

The policies are to contain, or be endorsed to contain, the following provisions:

1. Commercial General Liability and Automobile Liability Coverages
 - a. The City of San Jose, its officers, employees, agents and contractors are to be covered as additional insureds as respects: Liability arising out of activities performed by or on behalf of, CONSULTANT; products and completed operations of CONSULTANT; premises owned, leased or used by CONSULTANT; and automobiles owned, leased, hired or borrowed by CONSULTANT. The coverage shall contain no special limitations on the scope or protection afforded to CITY, its officers, employees, agents and contractors.
 - b. CONSULTANT's insurance coverage shall be primary insurance as respects CITY, its officers, employees, agents and contractors. Any insurance or self-insurance maintained by CITY, its officers, employees, agents or contractors shall be excess of CONSULTANT's insurance and shall not contribute with it.
 - c. Any failure to comply with reporting provisions of the policies by CONSULTANT shall not affect coverage provided CITY, its officers, employees, agents or contractors.
 - d. Coverage shall state that CONSULTANT's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.
2. All Coverages

Each insurance policy required by this AGREEMENT shall be endorsed to state that coverage shall not be suspended, voided, canceled, or reduced in limits except after thirty (30) days' prior written notice has been given to CITY.

E. Acceptability of Insurers

Insurance is to be placed with insurers acceptable to CITY's Risk Manager.

F. Verification of Coverage

CONSULTANT shall furnish CITY with certificates of insurance and with original endorsements affecting coverage required by this AGREEMENT. The certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage in its behalf.

Proof of insurance shall be mailed to the following address or any subsequent addressed as may be directed in writing by the Risk Manager:

CITY OF SAN JOSE – Human Resources
Risk Management
200 East Santa Clara St., 3rd Floor Wing
San Jose, California 95113-1905
Attn: Andrea Orinion

G. Subconsultants

CONSULTANT shall include all subcontractors as insured under its policies or shall obtain separate certificates and endorsements for each subcontractor.

PREVIOUS CLIENT REFERENCE WORKSHEET

Provide reference information for the services you are proposing in a manner and environment similar in size and scope to the requirements of this proposal. Copy this form as appropriate.

Name of Customer	
Customer Address	
Customer Contact Name(s), Title and Phone number(s)	
Term of the Agreement	Start Date (mm/dd/yy) End Date (mm/dd/yy)
Annual Dollar Value of Contract	
Type of Contract	<input checked="" type="checkbox"/> Firm fixed price <input checked="" type="checkbox"/> Time and Material <input type="checkbox"/> Not to exceed <input type="checkbox"/> Cost plus fixed fee <input type="checkbox"/> Other (Please explain)
Brief description of work performed for this client (use additional sheets if necessary):	

To be completed by consultants making proposals.

NAME: _____ DATE: _____

PROPOSED ASSIGNMENT: RFQ# 070804 ESD, IWM Zero Waste Plan

In order for the City to assess whether the personnel proposed to be assigned by the successful Proposer to work on the Proposed Assignment have a conflict of interest, this form must be completed by each person that the Proposer intends to assign.

QUESTIONS	YES (Provide details.)	NO
1. Do you have any official, professional, financial or personal relationships with any person or firm that might affect your judgment or your ability to provide services to the City that are fair and impartial?		<input type="checkbox"/>
2. Stock and Investments a. Do you own any stock in any company likely to be affected by or involved in the Proposed Assignment? b. Does your spouse or a dependent own any stock in a company likely to be affected by or involved in the Proposed Assignment? c. Do you hold any investments in any entity (e.g. Partnership, limited liability company, or a trust) likely to be affected by or involved in the Proposed Assignment? d. Does your spouse or a dependent hold any investments in any entity (e.g. Partnership, limited liability company, or a trust) likely to be affected by or involved in the Proposed Assignment? If the answer is YES to any of the above questions, please provide the name of the company and the amount of stock or investment.		<input type="checkbox"/>

QUESTIONS	YES (Provide details.)	NO
<p>3. Employment & Consulting</p> <p>a. Is your spouse or a dependent employed/retained by anyone likely to be affected by or involved in the Proposed Assignment?</p> <p>b. Has your spouse or dependent been previously employed/retained by anyone likely to be affected by or involved in the Proposed Assignment?</p> <p>c. Have you been employed/retained by anyone likely to be affected by or involved in the Proposed Assignment?</p> <p>If the answer is YES to any of the above questions, please provide the name of the employer, nature of services provided and the dates employed or retained.</p>		<input type="checkbox"/>
<p>4. Payments or Gifts</p> <p>a. Within the past 12 months, have you received any payments or gifts from anyone likely to be affected by or involved in the Proposed Assignment?</p> <p>b. Within the past 12 months, has your spouse or a dependent received any payments or gifts from anyone likely to be affected by or involved in the Proposed Assignment?</p> <p>If the answer is YES, please provide the amount the payment or value of the gift, the name and position of the payer/donor and the receipt date.</p>		<input type="checkbox"/>
<p>5. Real Estate</p> <p>a. Do you own real property that is likely to be affected by or involved in the Proposed Assignment?</p> <p>b. Does your spouse or dependent own real property that is likely to be affected by or involved in the Proposed Assignment?</p> <p>If the answer is YES, please provide the location of this property.</p>		<input type="checkbox"/>

QUESTIONS	YES (Provide details.)	NO
<p>6. Positions</p> <p>a. Do you currently hold a position (e.g. member of a board of directors) of any entity (e.g. a company, partnership, association, nonprofit) that is likely to be affected by or involved in the Proposed Assignment?</p> <p>b. Do you currently hold a position (e.g. member of a board of directors) of any entity (e.g. a company, partnership, association, nonprofit) that is likely to be affected by or involved in the Proposed Assignment?</p> <p>If the answer is YES, please provide the name of the entity and the title of the position held.</p>		<input type="checkbox"/>

If during the course of the evaluation, any personal, external, or organizational impairments occur that may affect your ability to do the work and report findings impartially, notify the Program Manager immediately.

Signature: _____ DATE: _____

Print Name: _____

MARIN COUNTY HAZARDOUS AND SOLID WASTE MANAGEMENT JOINT POWERS AUTHORITY

Belvedere:

George Rodericks

Date: April 23, 2008

Corte Madera:

David Bracken

To: Executive Committee

County of Marin:

Matthew Hymel

From: Michael Frost

Fairfax:

Michael Rock

Re: Redwood Landfill Mitigated Alternative Presentation by Jessica Jones

Larkspur:

Jean Bonander

Mill Valley:

Anne Montgomery

The Amendment to Redwood Landfill's Final Environmental Impact Report (FEIR), released in March, includes a reassessment of Redwood Landfill's current permitted minimum site life estimate to by 2016. The previous estimate of minimum site life was 2024. The shorter minimum life expectancy of the landfill means that Marin now has less than the required 15 years of permitted landfill capacity.

Novato:

Daniel Keen

Ross:

Gary Broad

The disposal capacity estimate of less than 15 years triggers Marin's Siting Element requirement contained in the Integrated Waste Management Plan to initiate a process to develop a strategy to manage Marin's waste in the future. The first step in this process is to develop goals and policy with our Local Task Force. The siting process continues with analysis of potential new landfill sites, the expansion of existing sites, and strategies to export waste outside of Marin.

San Anselmo:

Debbie Stutsman

San Rafael:

Ken Nordhoff

Sausalito:

Adam Politzer

Tiburon:

Margaret Curran

However, proposed in Redwood's FEIR is a mitigated alternative project that will satisfy this 15 year capacity requirement. If certified, it is anticipated the mitigated alternative project could be permitted by the end of this year. The Marin County Planning Commission is expected to come to a decision on recommending certification of the FEIR at their May meeting.

In addition to meeting Marin's disposal capacity needs, Redwood's proposed mitigated alternative proposes implementing programs to advance reduction of waste, recycling, reuse, and composting in Marin. Jessica Jones, the District Manager of Redwood Landfill has asked to speak with the Committee regarding Redwood's proposed mitigated alternative project and its potential to further the goals of the JPA to reduce Marin's waste.

It is the Committees option to make any recommendation, direct staff, or take action regarding this information.

F:\Waste\JPA\JPA Agenda Items\ExCom 080423\Redwood Landfill Capacity.doc

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MARIN COUNTY HAZARDOUS AND SOLID WASTE MANAGEMENT JOINT POWERS AUTHORITY

Belvedere:
George Rodericks

Corte Madera:
David Bracken

County of Marin:
Matthew Hymel

Fairfax:
Michael Rock

Larkspur:
Jean Bonander

Mill Valley:
Anne Montgomery

Novato:
Daniel Keen

Ross:
Gary Broad

San Anselmo:
Debbie Stutsman

San Rafael:
Ken Nordhoff

Sausalito:
Adam Politzer

Tiburon:
Margaret Curran

Date: April 23, 2008

To: Executive Committee

From: Michael Frost

Re: 2007 Financial Statements and Auditors Report

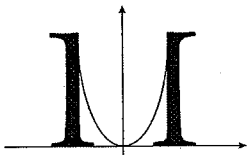


Attached for your Committee's review are the JPA's Financial Statement and Auditor's Report for the year ending June 30, 2007. Also attached is a letter from John Maher's CPA management firm for year ending June 30, 2007.

Mr. Maher notes that the City of San Rafael Fire Department invoices for household hazardous waste collection from October 2006 through June 2007 were submitted significantly after year end and required an adjustment of records for year end. This delay occurs annually and is due to time lag between receipt of invoice from vendor to Marin Sanitary Service to City of San Rafael Fire to County of Marin. To accommodate this delay, JPA staff in counsel with Mr. Maher, encumbers remaining appropriations in the household hazardous waste budget at close of year. However, a recent change in accounting standards require this delay to be reported as a material weakness. Staff will continue to work with Marin Sanitary Service and San Rafael Fire to ensure invoices are submitted more promptly. No other financial highlights are noted in Mr. Maher's audit and management letter.

It is requested you recommend the full JPA Board accept the attached financial statements and auditor's report for the year ending June 30, 2007 at their May meeting.

Attachments



January 2, 2008

Board of Directors
Marin County Hazardous and Solid Waste
Management Joint Powers Authority

In planning and performing our audit of the financial statements of the Marin County Hazardous and Solid Waste Management Joint Powers Authority (Authority) as of and for the year ended June 30, 2007, in accordance with auditing standards generally accepted in the United States of America, we considered the Authority's internal control over financial reporting as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control. Accordingly, we do not express an opinion on the effectiveness of the Authority's internal control.

Our consideration of internal control was for the limited purpose described in the first paragraph and would not necessarily identify all deficiencies in internal control that might be significant deficiencies or material weaknesses. However, as discussed below, we identified a deficiency in internal control that we consider to be a material weakness.

A control deficiency exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis. A significant deficiency is a control deficiency, or a combination of control deficiencies, that adversely affects the entity's ability to initiate, authorize, record, process, or report financial data reliably in accordance with generally accepted accounting principals such that there is more than a remote likelihood that a misstatement of the entity's financial statements that is more than inconsequential will not be prevented or detected by the entity's internal control.

A material weakness is a significant deficiency or combination of significant deficiencies that results in more than a remote likelihood that a material misstatement of the financial statements will not be prevented or detected by the entity's internal control. Recently issued auditing standards require us to communicate such matters in writing even though such matters have been communicated previously. We believe that the following deficiency constitutes a material weakness.

- **Condition:** Generally accepted accounting principles require that expenditures/expenses be recorded as incurred (accrual basis) rather than when paid. We noted that the Authority received invoices for services provided by the City of San



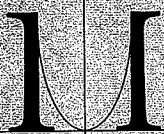
Rafael Fire Department for collection of household hazardous waste for October 2006 through June 2007 significantly after year end. Those invoices were posted in the subsequent fiscal year and required an adjustment of \$827,000 to the records for the year ended June 30, 2007.

Recommendation: We recommend that the Authority record estimates of the cost of services for periods for which invoices are not available in order to comply with accounting standards and to provide meaningful, internally-prepared interim financial statements for management and the Board.

Management Response: Management agrees that the annual audited financial statements should include all expenditures/expenses for the year reported. However, since the Executive Committee (the users of interim financial statements) have access to reasonable estimates of accrued expenses prior to the issuance of the audited financial statements, it is managements assessment that the effort required to formally record estimates of accrued expenditures prior to the issuance of the audited annual financial statements outweighs the benefits of so doing. Accordingly, management intends to not implement the recommendation.

This communication is intended solely for the information and use of the Board of Directors, management, and others within the organization and is not intended to be and should not be used by anyone other than these specified parties.

Maier Accountancy



Financial Plumb Line

MAHER ACCOUNTANCY 1101 FIFTH AVENUE • SUITE 200 • SAN RAFAEL, CA 94901

MARIN COUNTY HAZARDOUS & SOLID WASTE MANAGEMENT AUTHORITY

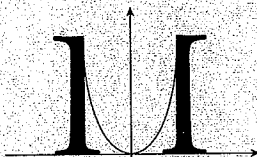
FINANCIAL STATEMENTS AND AUDITORS' REPORT YEAR ENDED JUNE 30, 2007

TEL 415.459.1249
FAX 415.459.5406
WEB www.mahercpa.com



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Financial Plumb Line

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INDEPENDENT AUDITORS' REPORT

To the Board of Directors
Marin County Hazardous & Solid Waste
Management Authority

We have audited the accompanying basic financial statements of the Marin County Hazardous & Solid Waste Management Authority as of and for the year ended June 30, 2007, as listed in the table of contents. These financial statements are the responsibility of the management of the Authority. Our responsibility is to express an opinion on these basic financial statements based on our audit.

We conducted the audit in accordance with auditing standards generally accepted in the United States of America and the California State Controller's *Minimum Audit Requirements for California Special Districts*. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the basic financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Marin County Hazardous & Solid Waste Management Authority as of June 30, 2007, and the results of its operations for the year then ended, in conformity with accounting principles generally accepted in the United States of America as well as accounting systems prescribed by the State Controller's Office and state regulations governing special districts.

The management's discussion and analysis on pages 2 through 4 and required supplemental information on pages 15 and 16 are not a required part of the basic financial statements, but are supplementary information required by accounting principles generally accepted in the United States of America. We applied limited procedures, consisting principally of inquiries of management regarding the methods of measurement and presentation of the supplementary information. We did not audit the information and express no opinion on it.

Maher Accountancy

January 2, 2008

TEL 415.459.1249
FAX 415.459.5406
WEB www.mahercpa.com



**Marin County Hazardous & Solid Waste
Management Authority**
P.O. Box 4186
San Rafael, CA 94913

MANAGEMENT'S DISCUSSION AND ANALYSIS

The Management's Discussion and Analysis provides an overview of the Marin County Hazardous & Solid Waste Management Authority (Authority) financial activities for the fiscal year ended June 30, 2007. Please read it along with the Authority's financial statements, which begin on page 5.

FINANCIAL HIGHLIGHTS

The Authority's net assets are \$778,014, an increase of \$156,180 over the prior year. Total revenues increased by \$22,372 and total expenses increased by \$6,204.

Budgetary comparison schedules are found starting on page 15. Those schedules indicate we had a favorable variance of \$19,415 in Countywide Waste Management and a favorable variance of \$227,509 in Household Hazardous Waste Management when comparing actual activity with budgeted.

USING THIS ANNUAL REPORT

This annual report consists of financial statements for the Authority as a whole. The statement of net assets and the statement of activities provide information about the activities of the Authority as a whole and presents a long-term view of the Authority's finances. The fund financial statements present a short-term view of the Authority's activities (they include only current assets expected to be collected in the very near future and liabilities expected to be paid in the very near future). Presently, the Authority does not have any differences between the basic financial statements (statement of net assets and statement of activities) and the fund financial statements (balance sheet and statement of revenues, expenditures and changes in fund balance).

THE AUTHORITY AS A WHOLE

One important question asked about the Authority's finances is, "Is the Authority better or worse off as a result of the year's activities?" The information in the government-wide financial statements helps answer this question. These statements include *all* assets and liabilities using the *accrual basis of accounting*, which is similar to the basis of accounting used by most private-sector companies.

The change in *net assets* (the difference between total assets and total liabilities) over time is one indicator of whether the Authority's financial health is improving or deteriorating. However, one must consider other nonfinancial factors in making an assessment of the Authority's health, such as changes in the economy and changes in the Authority's boundaries, etc. to assess the *overall* health of the Authority.

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT AUTHORITY**

Changes in the Authority's net assets were as follows:

	<u>2007</u>	<u>2006</u>	<u>Increase (decrease)</u>
Total assets	\$ 1,615,251	\$ 1,161,779	\$ 453,472
Total liabilities	<u>837,237</u>	<u>539,945</u>	<u>297,292</u>
Net assets:			
Designated	694,545	540,998	153,547
Undesignated	<u>83,469</u>	<u>80,836</u>	<u>2,633</u>
Total net assets	<u>\$ 778,014</u>	<u>\$ 621,834</u>	<u>\$ 156,180</u>

The Authority's total assets grew as a result of fees charged related to the household waste program (NNO) that were in excess of related costs. Total liabilities (accrued contractor fees related to the Household Hazardous Waste Program) represent unbilled charges based on the volume of waste processed during January through June.

Changes in the Authority's revenues were as follows:

	<u>2007</u>	<u>2006</u>	<u>Increase (decrease)</u>
General revenues:			
Investment earnings	\$ 9,836	\$ 5,730	\$ 4,106
Program revenues:			
Solid waste management fees	1,534,690	1,535,750	(1,060)
Grant revenue	1,492	9,659	(8,167)
Investment earnings	<u>47,608</u>	<u>20,115</u>	<u>27,493</u>
Total program revenue	<u>1,583,790</u>	<u>1,565,524</u>	<u>18,266</u>
Total revenues	<u>\$ 1,593,626</u>	<u>\$ 1,571,254</u>	<u>\$ 22,372</u>

Investment earnings increased due to an increase in interest rates experienced in the general economy.

Changes in the Authority's expenses and net assets were as follows:

	<u>2007</u>	<u>2006</u>	<u>Increase (decrease)</u>
Contract staff and support	\$ 249,681	\$ 242,406	\$ 7,275
Services and supplies	<u>1,187,765</u>	<u>1,188,836</u>	<u>(1,071)</u>
Total expenses	<u>1,437,446</u>	<u>1,431,242</u>	<u>6,204</u>
Less program revenues	<u>1,583,790</u>	<u>1,565,524</u>	<u>18,266</u>
Net revenue (expenses)	<u>146,344</u>	<u>134,282</u>	<u>12,062</u>
General revenues	<u>9,836</u>	<u>5,730</u>	<u>4,106</u>
Change in net assets	<u>\$ 156,180</u>	<u>\$ 140,012</u>	<u>\$ 16,168</u>

MARIN COUNTY HAZARDOUS & SOLID WASTE MANAGEMENT AUTHORITY

Personnel costs increased due to normal wage inflation.

FUND FINANCIAL STATEMENTS

The fund financial statements provide detailed information about the Authority's funds - the general fund and special revenue fund.

The fund financial statements provide a short-term view of the Authority's operations. They are reported using an accounting basis called *modified accrual* which measures amounts using only cash and other short-term assets and liabilities (receivables and payables) that will soon be converted to cash or will soon be paid with cash.

Total governmental fund balance increased by \$156,180, as shown on page 8.

CAPITAL ASSET AND DEBT ADMINISTRATION

The Authority does not own any capital assets, nor does it have any debt. The Authority shares office space with other county government departments. It does not incur debt, because it has no need to finance capital or to use financing for any other purpose.

THE FUTURE OF THE AUTHORITY

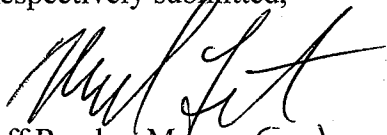
The public's participation in solid and hazardous waste reduction efforts has grown substantially over the last many years. While the demand for household hazardous waste services has continued to stabilize, the expanding definition of what is hazardous could lead to additional growth in demand for future services. Further, the growing pursuit of "zero waste" is expected to increase the need for the Authorities services.

REQUESTS FOR INFORMATION

This financial report is designed to provide our citizens, taxpayers and creditors with a general overview of the Authority's finances and to demonstrate the Authority's accountability for the funds under its stewardship.

Please address any questions about this report or requests for additional financial information to the address on our letterhead.

Respectively submitted,



Jeff Rawles, Manager (for)

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT AUTHORITY**

**STATEMENT OF NET ASSETS
AS OF JUNE 30, 2007**

ASSETS

Cash	\$ 1,613,759
Receivables:	
Grants	<u>1,492</u>
Total assets	<u>1,615,251</u>

LIABILITIES

Accrued expenses	837,237
------------------	---------

NET ASSETS

Restricted for household hazardous waste disposal	694,545
Unrestricted	<u>83,469</u>
Total net assets	<u><u>\$ 778,014</u></u>

The accompanying notes are an integral part of these financial statements.

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT AUTHORITY**

**STATEMENT OF ACTIVITIES
YEAR ENDED JUNE 30, 2007**

	Countywide Waste Management (General Fund)	Hazardous Waste (Special Revenue Fund)	Total
EXPENDITURES:			
Contract staff and support	\$ 242,191	\$ 7,490	\$ 249,681
Services and supplies	69,586	1,118,179	1,187,765
Total expenditures/expenses	<u>311,777</u>	<u>1,125,669</u>	<u>1,437,446</u>
PROGRAM REVENUES:			
Waste management fees	303,082	1,231,608	1,534,690
Operating grant - State of California	1,492	-	1,492
Investment earnings		47,608	47,608
Total program revenue	<u>304,574</u>	<u>1,279,216</u>	<u>1,583,790</u>
Net program revenue (expense)	<u>\$ (7,203)</u>	<u>\$ 153,547</u>	146,344
GENERAL REVENUES:			
Investment earnings			<u>9,836</u>
Excess (deficiency) of revenues over expenses			156,180
NET ASSETS:			
Net Assets at June 30, 2006			<u>621,834</u>
Net Assets at June 30, 2007			<u>\$ 778,014</u>

The accompanying notes are an integral part of these financial statements.

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT AUTHORITY**

**BALANCE SHEET
YEAR ENDED JUNE 30, 2007**

	Countywide Waste Management (General Fund)	Household Hazardous Waste (Special Revenue Fund)	Total
ASSETS			
Cash	\$ 49,863	\$ 1,563,896	\$ 1,613,759
Receivables:			
Grants	1,492	-	1,492
Due from other funds	42,103	-	42,103
Total assets	<u>\$ 93,458</u>	<u>\$ 1,563,896</u>	<u>\$ 1,657,354</u>
LIABILITIES			
Accrued expenses	\$ 9,989	\$ 827,248	\$ 837,237
Due to other funds	-	42,103	42,103
Total liabilities	9,989	869,351	879,340
FUND BALANCES			
Fund balances:			
Designated for household hazardous waste disposal		694,545	694,545
Undesignated	83,469		83,469
Total fund balance	83,469	694,545	778,014
Total liabilities and fund balances	<u>\$ 93,458</u>	<u>\$ 1,563,896</u>	<u>\$ 1,657,354</u>

The accompanying notes are an integral part of these financial statements.

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT AUTHORITY**

**STATEMENT OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES
YEAR ENDED JUNE 30, 2007**

	Countywide Waste Management (General Fund)	Hazardous Waste (Special Revenue Fund)	Total
REVENUES:			
Solid waste management fees	\$ 303,082	\$ 1,231,608	\$ 1,534,690
Operating grant - State of California	1,492	-	1,492
Investment earnings	9,836	47,608	57,444
	<hr/>	<hr/>	<hr/>
Total revenues	314,410	1,279,216	1,593,626
EXPENDITURES:			
Contract staff and support	242,191	7,490	249,681
Services and supplies:			
Rent	15,147		15,147
Training	410		410
Office supplies	2,304		2,304
Business meals	26		26
Contract services	1,094	1,118,179	1,119,273
Legal	750		750
Accounting and audit fees	7,500		7,500
Marketing services	12,311		12,311
Miscellaneous services	7,604		7,604
Insurance	16,590		16,590
Indirect county fees	5,850		5,850
	<hr/>	<hr/>	<hr/>
Total services and supplies	69,586	1,118,179	1,187,765
Total expenditures	311,777	1,125,669	1,437,446
	<hr/>	<hr/>	<hr/>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	2,633	153,547	156,180
Fund balance at June 30, 2006	80,836	540,998	621,834
	<hr/>	<hr/>	<hr/>
Fund balance at June 30, 2007	\$ 83,469	\$ 694,545	\$ 778,014
	<hr/>	<hr/>	<hr/>

The accompanying notes are an integral part of these financial statements.

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT AUTHORITY**

**NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2007**

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

REPORTING ENTITY

The Marin County Hazardous & Solid Waste Management Authority was formed under a joint powers agreement between the County of Marin and eleven cities and towns within Marin County. The purpose of Authority is to administer and enforce hazardous waste and solid waste management plans, as mandated by State Law.

The governing board of the Authority consists of one appointed official from each of the member agencies. The Authority has contracted with Marin County Department of Public Works for administrative services and the City of San Rafael for Hazardous Waste management services.

INTRODUCTION

The Authority's financial statements are prepared in accordance with generally accepted accounting principals (GAAP). The Governmental Accounting Standards Board (GASB) is responsible for establishing GAAP for state and local governments through its pronouncements (Statements and Interpretations.). Governments are also required to follow the pronouncements of the Financial Accounting Standards Board (FASB) issued through November 30, 1989 (when applicable) that do not conflict with or contradict GASB pronouncements.

**BASIC FINANCIAL STATEMENTS
GOVERNMENT-WIDE STATEMENTS**

The Authority's basic financial statements include both government-wide (reporting the Authority as a whole) and fund financial statements (reporting the Authority's major funds).

In the government-wide Statement of Net Assets, the Authority's activities are reported on a full accrual, economic resource basis, which recognizes all long-term assets and receivables as well as long-term debt and obligations. The Authority's net assets are reported in two parts: (1) invested in capital assets, net of related debt, and (2) unrestricted net assets. Since the Authority does not own any capital assets and there is no debt, only unrestricted assets are shown.

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT AUTHORITY**

**NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2007**

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

BASIC FINANCIAL STATEMENTS

GOVERNMENT-WIDE STATEMENTS (Continued)

The government-wide Statement of Activities reports both the gross and net cost of the Authority's function. The function is supported by general government revenues. The Statement of Activities reduces gross expenses by related program revenues.

The net costs (by function) are normally covered by general revenues.

The government-wide focus is more on the sustainability of the Authority as an entity and the change in the Authority's net assets resulting from the current year's activities.

FUND FINANCIAL STATEMENTS

The financial transactions of the Authority are reported in individual funds in the fund balancing accounts that comprise its assets, liabilities, reserves, fund equity, revenues and expenditures.

The Authority uses the following fund type:

Governmental fund:

The focus of the governmental funds' measurement (in the fund statements) is upon determination of financial position and changes in financial positions (sources, uses, and balances of financial resources) rather than upon net income. The following is a description of the governmental funds of the Authority:

General fund accounts for the Authority's general operations.

Special revenue fund accounts for hazardous waste disposal to households through a contract with the City of San Rafael Fire Department and Novato Sanitary District.

BASIS OF ACCOUNTING

Basis of accounting refers to the point at which revenues or expenditures/expenses are recognized in the accounts and reported in the financial statements. It relates to the timing of the measurement made regardless of the measurement focus applied.

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT AUTHORITY**

**NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2007**

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

ACCRUAL:

The governmental activities in the governmental-wide financial statements are presented on the accrual basis of accounting. Revenues are recognized when earned and expenses are recognized when incurred.

MODIFIED ACCRUAL:

The government fund financial statements are presented on the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual; i.e., both measurable and available. "Available" means collectible within the current period or within 60 days after year-end. Expenditures are generally recognized when the related liability is incurred. The exception to this general rule is that principal and interest on general obligation long-term debt, if any, is recognized when due.

There were no differences between the two bases of accounting for the year ended June 30, 2007.

FINANCIAL STATEMENT AMOUNTS

CASH AND CASH EQUIVALENTS:

The Authority has defined cash and cash equivalents to include cash on hand, demand deposits, and short-term investments with fiscal agent (County of Marin).

Equipment and infrastructure

It is the Authority's policy to record purchases of items of furniture and equipment costing \$1,000 or less as office supplies. Items in excess of \$1,000 are classified as capital outlay or capitalized. As of June 30, 2007, no equipment purchases have met the capitalization criteria.

BUDGET

Both the original budget and the final budget (if changes were adopted) are included in these financial statements as approved by the Board of Directors. The budgetary basis is the modified accrual basis of accounting.

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT AUTHORITY**

**NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2007**

2. CASH

The Authority maintains all of its cash in the County of Marin pooled investment fund for the purpose of increasing interest earnings through pooled investment activities. Interest earned on the investment pool is allocated quarterly to the participating funds using the daily cash balance of each fund. This pool, which is available for use by all funds, is displayed in the financial statements as "Cash."

The County Pool includes both voluntary and involuntary participation from external entities. The State of California statutes require certain special districts and other governmental entities to maintain their cash surplus with the County Treasurer.

The County's investment pool is not registered with the Securities and Exchange Commission as an investment company. Investments made by the Treasurer are regulated by the California Government Code and by the County's investment policy. The objectives of the policy are in order of priority, safety, liquidity, yield, and public trust. The County has established a treasury oversight committee to monitor and review the management of public funds maintained in the investment pool in accordance with Article 6 Section 27131 of the California Government Code. The oversight committee and the Board of Supervisors review and approve the investment policy annually. The County Treasurer prepares and submits a comprehensive investment report to the members of the oversight committee and the investment pool participants every month. The report covers the types of investments in the pool, maturity dates, par value, actual costs and fair value.

INTEREST RATE RISK

In accordance with its investment policy, the County manages its exposure to declines in fair values by limiting the weighted average maturity of its investment pool to 540 days, or 1.5 years. At June 30, 2007, the County's investment pool had a weighted average maturity of 238 days.

For purposes of computing weighted average maturity, the maturity date of variable rate notes is the length of time until the next reset date rather than the stated maturity date.

CREDIT RISK

State law and the County's Investment Policy limits investments in commercial paper, corporate bonds, and medium term notes to the rating of "A" or higher as provided by Moody's Investors Service or Standard & Poor's Corporation. The County's Investment Policy limits investments purchased by Financial Institution Investment Accounts, a type of mutual fund, to United States Treasury and Agency obligations with a credit quality rating of "AAA."

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT AUTHORITY**

**NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2007**

2. CASH (continued)

CONCENTRATION OF CREDIT RISK

The following is a summary of the concentration of credit risk by investment type as a percentage of each pool's fair value at June 30, 2007.

Investments in Investment Pool	<u>Percent of Portfolio</u>
U.S. Agency	53%
U.S. Treasury	22%
Local Agency Investment Fund	5%
Money market funds	3%
Certificates of deposits	10%
Commercial paper	7%
	<u>100%</u>

CUSTODIAL CREDIT RISK

For investments and deposits held with safekeeping agents, custodial credit risk is the risk that, in the event of the failure of the counterparty, the County will not be able to recover the value of its investments or deposits that are in the possession of an outside party. At year end, the County's investment pool had no securities exposed to custodial credit risk.

LOCAL AGENCY INVESTMENT FUND

The County Treasurer's Pool maintains an investment in the State of California Local Agency Investment Fund (LAIF), managed by the State Treasurer. This fund is not registered with the Securities and Exchange Commission as an investment company, but is required to invest according to California State Code. Participants in the pool include voluntary and involuntary participants, such as special districts and school districts for which there are legal provisions regarding their investments. The Local Investment Advisor Board (Board) has oversight responsibility for LAIF. The Board consists of five members as designated by State statute.

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT AUTHORITY**

**NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2007**

3. RISK MANAGEMENT

The Authority is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; and errors and omissions. During the year, the Authority purchased liability insurance with limits of \$2,000,000 and a deductible of \$1,000.

4. RELATED PARTY TRANSACTIONS

The County of Marin is a member of the Authority. The County Public Works Department provided staffing for the Authority for a fee of \$242,191 for the year. Additionally, the Authority paid the County of Marin \$15,147 for rent and \$5,850 for indirect overhead.

The Authority incurred expenditures of \$1,118,179 under a contract with the City of San Rafael (a member government) to operate its household waste program. As of June 30, 2007, accrued expenses to the City of San Rafael amounted to \$827,248. The Authority has budgeted \$1,300,000 for these services for the 2007-08 fiscal year.

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT AUTHORITY**

**BUDGET COMPARISON SCHEDULE
COUNTYWIDE WASTE MANAGEMENT PROGRAM
GENERAL FUND (CWM)
YEAR ENDED JUNE 30, 2007**

	Original Budget	Final Budget	Actual	Variance Favorable (Unfavorable)
REVENUES:				
Waste management fees	\$ 303,083	\$ 303,083	\$ 303,082	\$ (1)
Operating grant - State of California	-	7,000	1,492	(5,508)
Investment earnings	1,664	1,664	9,836	8,172
Total revenues	304,747	311,747	314,410	2,663
EXPENDITURES:				
Contract staff and support	242,191	242,191	242,191	-
Services and supplies:				
Equipment repairs & maintenance	1,000	1,000	-	1,000
Document reproduction	2,000	2,000	-	2,000
Computer supplies	1,000	1,000	-	1,000
Outreach	20,000	20,000	12,311	7,689
Rent	15,147	15,147	15,147	-
Training	1,500	1,500	410	1,090
Office supplies	2,500	2,500	2,304	196
Business meals	-	-	26	(26)
Mileage and routine travel	600	600	-	600
Contract services	-	-	1,094	(1,094)
Legal	4,000	4,000	750	3,250
Accounting and audit fees	7,500	7,500	7,500	-
Miscellaneous services	-	7,000	7,604	(604)
Insurance	18,241	18,241	16,590	1,651
Indirect county fees	5,850	5,850	5,850	-
Total services and supplies	79,338	86,338	69,586	16,752
Total expenditures	321,529	328,529	311,777	16,752
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$ (16,782)	(16,782)	2,633	\$ 19,415
Fund balance as of June 30, 2006			80,836	
Fund balance as of June 30, 2007			<u>\$ 83,469</u>	

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT AUTHORITY**

**BUDGET COMPARISON SCHEDULE
HOUSEHOLD HAZARDOUS WASTE PROGRAM (NNO)
SPECIAL REVENUE FUND
YEAR ENDED JUNE 30, 2007**

	Original and Final Budget	Actual	Variance Favorable (Unfavorable)
REVENUES:			
Solid waste management fees	\$ 1,231,608	1,231,608	\$ -
Investment earnings	<u>9,052</u>	<u>47,608</u>	<u>38,556</u>
Total revenues	1,240,660	1,279,216	38,556
EXPENDITURES:			
Contract services and support	7,490	7,490	-
Contract services	<u>1,307,132</u>	<u>1,118,179</u>	<u>188,953</u>
Total expenditures	<u>1,314,622</u>	<u>1,125,669</u>	<u>188,953</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	<u><u>\$ (73,962)</u></u>	153,547	<u><u>\$ 227,509</u></u>
Fund balance June 30, 2006		<u>540,998</u>	
Fund balance June 30, 2007		<u><u>\$ 694,545</u></u>	

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT JOINT POWERS AUTHORITY**

AB 939 Local Task Force Meeting
Wednesday, January 2, 2008
Suite 200-A Conference Room
65 Mitchell Blvd., San Rafael

MINUTES

MEMBERS PRESENT

Tom Gaffney, Ross Valley Cities
Greg Christie, Bay Cities Refuse
Jon Elam, Tamalpais CSD
Patricia Garbarino, Marin Sanitary
Loretta Figueroa, Almonte Sanitary District
Kim Huff, Southern Marin Cities

MEMBERS ABSENT

Terry Cosgrove, San Rafael
Ramin Khany, Redwood Landfill
Matt McCarron, Novato
Tania Levy, Unincorporated Area

STAFF PRESENT

Michael Frost, JPA Staff
Alex Soulard, JPA Staff
Jeff Rawles, JPA Staff

OTHERS PRESENT

Tamara Hull, Sustainable San Rafael
Bruce Baum, Green Coalition
Marilyn McConnell, Public
David Haskell, Public
Judy Schriebman, Las Gallinas San Dist.
Fred Grange, Grange Debris Box
Jim Iavarone, Mill Valley Refuse
Dave Della Zappa, Mill Valley Refuse

1. Call to Order. The Local Task Force (LTF) meeting came to order at 9:00 AM.
2. Approval of JPA Local Task Force Meeting Minutes from December 5, 2007. Tom Gaffney requested correction to minutes. M/s, Gaffney, Garbarino to approve the December 5, 2007 meeting minutes. Motion approved unanimously.
3. Open Time for Public Comment. David Haskell stated that the JPA passed a Zero Waste Resolution 14 months ago, and the public has seen no action taken on developing an RFI or appointing new LTF Members.
4. Subcommittee Development. LTF members discussed that there would be three subcommittees, Construction and Demolition, Progressive Can Rates, and Foodwaste Composting. Task Force members discussed the need for the groups to prioritize work needed to be done, signing up tasks and bringing a report back to the meetings. An email would be sent out to members not present allowing them to pick a subcommittee and develop an email list serve for all staff, members and public.
5. Progressive Can Rates. Loretta Figueroa reported on Almonte District's rate structure and on a Seattle rate structure study. The Task Force members discussed the report and on how many bins are given for green waste, recycling and garbage and if progressive can rates are truly the effective way to cut down waste.

6. Construction and Demolition Materials. Staff reported on C & D materials and the problem with enforcement ordinances within the County. Staff also reported on a C&D guide being developed using CIWMB grant funds.
7. Foodwaste Composting. Staff reported on gathering data from various sites and companies and finding who would be able to accept Marin's foodwaste. Redwood Landfill is looking to expand and Marin Sanitary Service is looking toward food waste composting.
8. Adjourn. Next meeting is February 6 at 10:30am in 65 Mitchell Blvd.

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**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT JOINT POWERS AUTHORITY**

AB 939 Local Task Force Meeting
Wednesday, March 5, 2008
Suite 200-A Conference Room
65 Mitchell Blvd., San Rafael

MINUTES

MEMBERS PRESENT

Tom Gaffney, Ross Valley Cities
Terry Cosgrove, San Rafael
Jon Elam, Tamalpais CSD
Patricia Garbarino, Marin Sanitary
Loretta Figueroa, Almonte Sanitary District
Kim Huff, Southern Marin Cities
Tania Levy, Unincorporated Area
Ramin Khany, Redwood Landfill
Matt McCarron, Novato

STAFF PRESENT

Michael Frost, JPA Staff
Alex Soulard, JPA Staff

OTHERS PRESENT

Steve McCaffrey, Redwood Empire Disp.
Tamara Hull, Sustainable San Rafael
Judy Schriebman, Las Gallinas San Dist.
Ed Mainland, Sustainable Novato
Marilyn McConnell, Public
Dee Johnson, Novato Disposal

1. Call to Order. The Local Task Force (LTF) meeting came to order at 9:04 AM.
2. Approval of JPA Local Task Force Meeting Minutes from January 2, 2008. M/s, Elam, Figueroa to approve the January 2, 2008 meeting minutes. Motion approved unanimously.
3. Open Time for Public Comment. Ed Mainland stated that the presentation from Debra Kaufman was helpful, the LTF should have presentations from Kevin Miller and Robert Haley, and that a JPA work to reform the franchise agreements to get to zero waste. Members requested staff invite Kevin Miller of Napa to present at the next meeting.

Staff reported interviews are taking place March 5th and final appointment will be made by the JPA. Staff also reported that the RFI will receive responses by end of the month.

4. Waste Management Infrastructure Description. Staff reported on the current waste infrastructure in Marin listing the four private and one community haulers, nineteen franchising agencies, recycling and buyback centers, household hazardous waste facilities and three composting facilities within Marin County. Members requested staff prepare a flowchart that would show the waste flow of Marin from franchise agencies to haulers and disposal or recovery facilities used. Local Task Force Members discussed possibilities to regulate non-franchised haulers.

5. Subcommittee Reports.

- Construction and Demolition Materials The subcommittee reported they had met twice and discussed that all cities should adopt identical C and D ordinances and that the JPA could develop a streamline reporting form that can be easily verified at the landfill to meet diversion requirements. Members stated there was concern that there are not enough enforcement.
- Progressive Can Rates Subcommittee members met one time and discussed looking at who has developed variable rates, and how different rate structures work. The Task force members discussed how proportional rates give a subsidy to small cans, which can be balanced by fining small can users who overfill their cans. The group discussed changing the frequency of pickups for different can types.
- Foodwaste Composting The subcommittee reported on Marin Sanitary's pilot foodwaste composting program, that there is not much room at permitted composting facilities, there is a potential to work with the sanitary district to digest these materials, and there would be a potential fieldtrips to Berkeley that would be helpful. PG&E gave a grant to the City of San Rafael to work with the Central Marin Sanitation Agency and Marin Sanitary to develop a program to generate energy from foodwaste. They are looking into the use of modular anaerobic digesters. Staff stated they are working with the Master Gardener's and the Marin Art and Garden Center to consider developing a backyard composting program.

6. Adjourn. Next meeting is April 2, 2008 in 65 Mitchell Blvd.

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**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT JOINT POWERS AUTHORITY**

AB 939 Local Task Force Meeting
Wednesday, April 2, 2008
Suite 200-A Conference Room
65 Mitchell Blvd., San Rafael

MINUTES

MEMBERS PRESENT

Tom Gaffney, Ross Valley Cities
David Haskell, Environmental
Jon Elam, Tamalpais CSD
Patricia Garbarino, Marin Sanitary
Loretta Figueroa, Almonte Sanitary District
Tamara Hull, Environmental
Tania Levy, Unincorporated Area
Ramin Khany, Redwood Landfill

MEMBERS ABSENT

Kim Huff, Southern Marin Cities
Matt McCarron, Novato
Terry Cosgrove, San Rafael
Trip Allen, Environmental
Greg Christie, Bay Cities (Alternate)

STAFF PRESENT

Michael Frost, JPA Staff
Alex Soulard, JPA Staff

OTHERS PRESENT

Bruce Baum, Green Coalition
Jim Iavarone, Mill Valley Refuse Service
Judy Schriebman, Las Gallinas San Dist.
Ellen Hopkins, Zero Waste CAC
Kevin Miller, City of Napa
Dee Johnson, Novato Disposal
Dave Della Zappa, Mill Valley Refuse
Steve McCaffrey, Redwood Empire Disp.
Joe Garbarino, Marin Sanitary Service

1. Call to Order. The Local Task Force (LTF) meeting came to order at 9:05 AM.
2. Environmental Local Task Force Member Update. Staff announced that the JPA Board approved three new environmental members to the Local Task Force. The three additional members are Tamara Hull, David Haskell and Trip Allen. The Local Task Force welcomed the new members.
3. Open Time for Public Comment. Bruce Baum stated that the Local Task Force falsified a Report to the California Integrated Waste Management Board by not include the 2016 closure date of Redwood Landfill. He stated that the JPA is not above public records act requests and that he received worthless information that was not electronic.

Staff responded that the public records act request is being handled County Council and is a legal process. Additionally, staff noted if subcommittee meetings will be attended by enough members to constitute a quorum they should notify staff to publically notice the meeting.

The Task Force requested that they take a collusion ethics course.

4. Waste Management Infrastructure Flowchart. Staff presented two flowcharts, requested by the Task Force, which show the flow of disposal from franchising areas to haulers then treatment facilities. Task Force members requested a few changes to make the chart more clear and asked questions regarding operations of the haulers. Patty Garbarino and Ramin Khany answered questions regarding their facilities.
5. Rate Structure Presentation by Kevin Miller of the City of Napa. Staff introduced Kevin Miller, the Materials Diversion Administrator for the City of Napa. Kevin described Napa's process for contracting with a waste hauler and facility operator for the Materials Diversion Facility (MDF). The City of Napa acquired ownership of their MDF and developed a contracting process that allowed the city to operate the weigh stations and collect all revenues. The city then paid the contractor a three percent profit margin, shared the sales of recyclables, and could financially reward or penalize based on amount of material processed, diversion performance, and innovation.

The Task Force asked questions on specific material recovery, types of public education done by the contractor, and updates to the contract.
6. Adjourn. The Task Force agreed to have all additional agenda items moved to the next meeting held on May 7, 2008 in 65 Mitchell Blvd.

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