



Meeting Date: 10/23/2012

ACTION	TYPE OF ITEM
<input type="checkbox"/> Approved Recommendation	<input type="checkbox"/> Info/Consent
<input type="checkbox"/> Ord. No(s). _____	<input checked="" type="checkbox"/> Report
<input type="checkbox"/> Res. No(s). _____	<input type="checkbox"/> Public Hearing
<input type="checkbox"/> Other _____	<input type="checkbox"/> Other _____

Prepared By: Grant Dunne, Management Analyst III *Grant Dunne* Agenda Item No. 0-2

Reviewed By: City Manager *JRB* City Attorney *AT* Finance *JAC* Public Works _____

DATE: October 10, 2012

TO: City Council

FROM: Rob Roshanian, Interim Public Works Director
Public Works Department *s.k.*

SUBJECT: **Second Amendment to Agreement for Consulting Services with HF & H Consultants, LLC. (Agreement No. 5594-11-PW)**

RECOMMENDATION

That City Council:

1. Approve and authorize the Mayor to execute the Second Amendment to the Agreement for Consulting Services with HF & F Consultants, LLC. ("HFH") for the implementation, management and facilitation of the Request for Proposal (RFP) for the operation and maintenance of the Del Norte Regional Recycling and Transfer Station (Del Norte Facility) and to increase the value of the Agreement by \$168,866 from \$25,000 to \$193,866 and to extend the term from October 25, 2013 to December 31, 2013.
2. Approve a special budget appropriation in the amount of \$168,866 from the Solid Waste Enterprise Fund to provide funding for Second Amendment to Agreement with HFH.

DISCUSSION

On October 26, 2011 the City and HFH entered into Agreement No. 5594-11-PW (Agreement) for HFH to assist staff with the preparation, review and analysis of a one-year service agreement with Republic Services for the operation and maintenance of the Del Norte Facility. This work was completed by HFH and a one year service agreement was executed between the City and Republic Services with the option for additional (6) month extensions up to 18 months.

On May 8, 2012, the City Council directed staff to review the RFP for the operation and maintenance of the Del Norte Facility with the Utilities Task Force Committee (UTF). On August 23, 2012 the UTF approved issuing a new RFP. On August 28, 2012, the City and HFH entered into the First Amendment of Agreement for HFH to assist staff with the preparation of a RFP for the operation and maintenance of the Del Norte Facility. A draft RFP has been prepared and is currently being reviewed.

Second Amendment to Agreement for Consulting Services with HF & H Consultants, LLC.
(Agreement No. 5594-11-PW)
October 10, 2012
Page 2 of 2

On September 18, 2012, the City Council received a verbal report from the Interim Public Works Director regarding the status of the RFP. Comments received by staff from Council members included the RFP scheduled time-line, the procurement process between the methods of RFP and Request for Bid, transparency, waste and recycling technology relating to operations at the Del Norte Facility, and the feasibility of the City operating the Del Norte Facility.

Staff recommends a Second Amendment to Agreement for HFH to implement, manage, and facilitate the RFP process, to complete further revisions to the RFP document including the scheduled time-line, and to work with staff to evaluate the feasibility of the City operating the Del Norte Facility.

FINANCIAL IMPACT

The attached Special Budget Appropriation allocates \$168,866 from the Solid Waste Operating Fund Balance to provide funding for the Second Amendment to Agreement with HFH.

- Attachment #1 - Second Amendment to Agreement 5594-11-PW
- #2 - Special Budget Appropriation
- #3 HF&H Consultants, LLC Procurement Proposal

SECOND AMENDMENT TO AGREEMENT FOR CONSULTING SERVICES

This Second Amendment ("Second Amendment") to the Agreement for Consulting Services ("Agreement") is made and entered into in the County of Ventura, State of California, this 23th day of October, 2012, by and between the City of Oxnard, a municipal corporation ("City"), and HF & H Consultants, LLC ("Consultant"). This Second Amendment amends the Agreement entered into on October 26, 2011, by City and Consultant. The Agreement previously has been amended on August 28, 2012, by a First Amendment.

City and Consultant agree as follows:

1. In section 12 of the Agreement, the expiration date "October 25, 2013" is deleted and replaced with the date "December 31, 2013."
2. In section 14a of the Agreement, the figure "\$25,000" is deleted and replaced with the figure "\$193,866."
3. Exhibit A-1 of the Agreement is supplemented by Exhibit A-2, attached hereto and incorporated herein by reference.
4. Exhibit B-1 of the Agreement is supplemented by Exhibit B-2, attached hereto and incorporated herein by reference.
5. Exhibit C-1 of the Agreement is supplemented by Exhibit C-2, attached hereto and incorporated herein by reference.
6. As so amended, the Agreement remains in full force and effect.

CITY OF OXNARD

CONSULTANT

Dr. Thomas E. Holden, Mayor


Robert D. Hilton, President
HF & H Consultants, LLC

ATTEST:

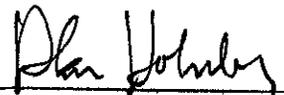
APPROVED AS TO INSURANCE

Daniel Martinez, City Clerk


James Cameron, Risk Manager

APPROVED AS TO FORM:

APPROVED AS TO AMOUNT:


Alan Holmberg, City Attorney


Karen R. Burnham, Interim City Manager

APPROVED AS TO CONTENT:

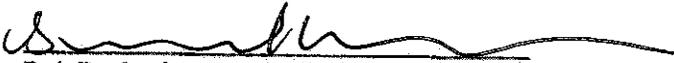

Rob Roshanian, Interim Public Works Director

Exhibit A-2: Scope of Work

The City of Oxnard's current Contract for the Operation and Maintenance of its Del Norte Regional Material Recycling and Transfer Station will expire on January 31, 2013 with the City's option to extend the term in six (6) month increments for not more than 18 months. Due to the complexity of the operations performed, assistance is required from a Consulting firm with expertise in the Solid Waste Industry to develop, implement, manage and facilitate the Request for Proposal, develop the Contract, and provide other related services as needed.

SCOPE OF WORK

PART I

TASK 1 COMPLETE AND RELEASE REQUEST FOR PROPOSAL (RFP) PACKAGE - \$10,864

- 1.1 Consultant shall conduct initial planning-level analysis of possible City operation of Material Recovery Facility (MRF), based on timely City provision of information and responses to questions; Consultant shall conduct initial planning-level analysis of transfer and/or MRF technology options.

Outcome/Product Delivery: Powerpoint presentation to Council
Meetings: 0

- 1.2 Consultant shall prepare and deliver Powerpoint presentation of approximately 20 slides covering procurement process integrity including City Council and staff roles and communication protocols, and possible use of an independent evaluation team; possible City operation of MRF (based on initial planning-level analysis) and structuring of a managed competition; the possible role of new transfer and/or MRF technology in the procurement; Consultant role in managing the process; key activities and schedule.

Outcome/Product Delivery: Powerpoint presentation to Council
Meetings: 1

TASK 2 FINALIZE RFP PACKAGE - \$15,374

- 2.1 Consultant shall revise final draft RFP, agreement and proposal forms to reflect City comments and any substantive changes in process, such as managed competition, more specified evaluation and selection process, etc; submit to City for final review.

Outcome/Product Delivery: Final revised RFP documents
Meetings: 0

Exhibit A-2: Scope of Work Continued

- 2.2 Consultant shall make final revisions to RFP, agreement and proposal forms, reflecting final City comments.

Outcome/Product Delivery: Final RFP documents
Meetings: 0

TASK 3 COUNCIL REVIEW OF FINAL RFP PACKAGE - \$10,647

- 3.1 Consultant shall prepare draft Council presentation of final RFP package for City staff review.

Outcome/Product Delivery: Draft Powerpoint
Meetings: 0

- 3.2 Consultant shall finalize presentation based on staff comments and presents draft RFP package to Council.

Outcome/Product Delivery: Final Powerpoint
Meetings: 1

- 3.3 Consultant shall finalize RFP package as necessary to reflect Council direction.

Outcome/Product Delivery: Final RFP package
Meetings: 0

TASK 4 DISTRIBUTE RFP AND CONDUCT PRE-PROPOSAL PROCESS - \$17,898

- 4.1 Consultant shall contact each Request for Qualified (RFQ) respondent and update information as necessary; Consultant shall prepare Consultant's website to host process using a password protected portal and making all applicable documents available as downloads; Consultant shall send email notification of RFP availability to all RFQ respondents.

Outcome/Product Delivery: Final RFP contact list and dedicated website page
Meetings: 0

- 4.2 Consultant shall prepare for, and facilitate pre-proposal conference.

Outcome/Product Delivery: Agenda, Powerpoint
Meetings: 1

- 4.3 Consultant shall facilitate receipt of proposer questions and Consultant shall respond with written RFP addenda posted to website; includes communication with specified City staff as questions dictate.

Outcome/Product Delivery: Up to two addenda
Meetings: 0

Exhibit A-2: Scope of Work Continued

PART II

TASK 5 EVALUATION PLANNING AND EVALUATION TEAM MEETING 1 - \$7,491

- 5.1** Consultant shall make initial contact with evaluation team members; Consultant shall develop description of evaluation process and materials for evaluation team use intended to ensure a full transparent process (budget assumes that City determines composition of evaluation team and obtains commitments to participate).

Outcome/Product Delivery: Agenda, process description, and team materials (scoring sheets, etc...)

Meetings: 0

- 5.2** Proposals submitted (budget assumes three, including City as applicable); Consultant shall facilitate 1st meeting of team soon after receipt of proposals to present guidelines, overview of RFP package, brief bullet point summary of proposals, distribute RFP and proposals, and discuss and distribute evaluation materials.

Outcome/Product Delivery: Agenda

Meetings: 1

TASK 6 INITIAL PROPOSAL EVALUATION (EVALUATION TEAM MEETING 2) - \$18,295

- 6.1** Consultant shall conduct an initial check of proposals for meeting minimum standards (pass/fail); instruct evaluation team to only review passing proposals.

Outcome/Product Delivery: High level matrix identifying proposals and their pass/fail status.

Meetings: 0

- 6.2** Consultant shall conduct an initial review of proposals, conduct a cost evaluation, and identify questions and issues requiring clarification.

Outcome/Product Delivery: List of issues for clarification and draft questions to proposers.

Meetings: 0

- 6.3** Consultant shall prepare draft proposal summaries and initial findings for evaluation team (and later City Council) use; evaluation team meets for 2nd time to discuss proposals in detail and prep for interviews.

Outcome/Product Delivery: Draft proposal summary matrix with initial comments/findings; meeting agenda; follow-up support for evaluation team as needed.

Meetings: 1

Exhibit A-2: Scope of Work Continued

TASK 7 PROPOSER INTERVIEWS AND FINAL MEETING (EVALUATION TEAM MEETINGS 3 AND 4) - \$16,832

- 7.1 Consultant shall prepare advance written questions for interviewees as well as verbal questions for during interviews; Consultant shall facilitate interviews and follow-up with proposers post-interview as necessary.

Outcome/Product Delivery: Budget assumes three interviews on one day
Meetings: 1

- 7.2 Consultant shall facilitate final meeting of evaluation team to score/rank proposals as provided by the Council-approved process.

Outcome/Product Delivery: Agenda, final evaluation materials for team use
Meetings: 1

TASK 8 PRESENT FINDINGS TO COUNCIL - \$14,866

- 8.1 Consultant shall prepare City Council presentation of evaluation team findings.

Outcome/Product Delivery: Powerpoint presentation
Meetings: 0

- 8.2 Consultant shall present evaluation team findings to City Council (remaining scope and budget assumes City Council selection of single proposer for negotiation).

Outcome/Product Delivery: Make Council presentation
Meetings: 1

TASK 9 NEGOTIATE AND FINALIZE AGREEMENT - \$23,716

- 9.1 Consultant shall facilitate negotiations, preparing agenda, keep minutes and track status, and develop and analyze issues and options, etc. Budget assumes three sessions with one selected proposer.

Outcome/Product Delivery: Agenda, summary materials, minutes
Meetings: 3

- 9.2 Consultant shall revise the draft agreement, and final compensation materials to reflect the selected contractor's proposal and negotiated changes.

Outcome/Product Delivery: Revised draft, and final, signature-ready agreement
Meetings: 0

Exhibit A-2: Scope of Work Continued

TASK 10 FINAL RECOMMENDATION TO AWARD TO CITY COUNCIL - \$4,325

10.1 Consultant shall prepare draft City Council presentation of final agreement for City staff review.

Outcome/Product Delivery: Draft Powerpoint
Meetings: 0

10.2 Consultant shall finalize presentation based on staff comments and present final agreement to City Council.

Outcome/Product Delivery: Final Powerpoint
Meetings: 1

Engagement Management: Amount: \$5,432

Out-of-Pocket Expenses: Amount: \$7,982

Assumes 18 roundtrip flights at \$225 each, 12 overnight stays at \$125 per night, 36 meals at \$12 each, \$1,000 in printing and document related expenses, and incidental travel expenses (mileage to airport, parking, etc) of \$1,000.

Labor Expense for Task #1 through #10 to include Engagement Management	\$140,308
Engagement Management	\$ 5,432
Out-of-Pocket Expense	\$ 7,982
Subtotal Expense	\$153,722
Optional Task	\$ 15,144
Total Expense	\$168,866

OPTIONAL TASK - DETAILED EVALUATION OF CITY OPERATION OPTION \$15,144

Develop detailed analysis of the competitive feasibility of a City proposal to operate Del Norte. Assumes provision of requested labor, overhead, equipment and related data from the City; identification and discussion of key assumptions with City staff; development and review of the structure for a City pro forma for discussion with City staff; development of the pro forma; analysis of options such as variations in equipment replacement, possible options for new equipment or technology, and comparative public and private sector options for capital financing and expense amortization, and; review of sensitivity of analysis to key assumptions.

Outcome/Product Delivery: Draft and final pro formas, and summary discussion of results
Meetings: 0

Summary of Meetings: 12 – (4) City Council meetings, (1) Pre-Proposal meeting, (4) evaluation team meetings (including proposer interviews), 3 negotiation sessions.

Exhibit B-2: Schedule

This engagement shall commence on October 23, 2012 and is anticipated to be completed by the following preliminary schedule:

PART 1 COMPLETE AND RELEASE RFP PACKAGE: OCTOBER – JANUARY

Task 1 Prepare for, and Make Presentation at City Council Meeting

Task 1.1 October, 2012

Task 1.2 October 23, 2012

Task 2 Finalize RFP Package

Task 2.1 October – November, 2012

Task 2.2 December, 2012

Task 3 Council Review of Final RFP Package

Task 3.1 January, 2013

Task 3.2 January, 2013

Task 3.3 January, 2013

Task 4 Distribute RFP and Conduct Pre-Proposal Process

Task 4.1 December 2012 - January, 2013

Task 4.2 February, 2013

Task 4.3 February - March, 2013

PART 2 CONDUCT EVALUATION AND SELECTION PROCESS: MARCH – SEPTEMBER

Task 5 Conduct Evaluation and Selection Process

Task 5.1 March – April, 2013

Task 5.2 April – May, 2013

Exhibit B-2: Schedule (continued)

Task 6	Initial Proposal Evaluation (Evaluation Team Meeting 2)
Task 6.1	May, 2013
Task 6.2	May, 2013
Task 6.3	June, 2013
Task 7	Proposer Interviews and Final Meeting (Evaluation Team Meetings 3 and 4)
Task 7.1	June – July, 2013
Task 7.2	July
Task 8	Present Finding to City Council
Task 8.1	August, 2013
Task 8.2	August – September, 2013
PART 3	NEGOTIATE AND FINALIZE AGREEMENT: OCTOBER, 2013
Task 9	Negotiate and Finalize Agreement
Task 9.1	September – October, 2013
Task 9.2	October - November, 2013
Task 10	Final Recommendation to Award to City Council
Task 10.1	October - November, 2013
Task 10.2	November, 2013

Exhibit C-2 Compensation

The basis of compensation shall be time and materials not to exceed \$193,866.

Consultant shall invoice the City for progress payments on a monthly basis. Invoices are due and payable within thirty days of receipt.

A retainer of \$0 will be required in advance of start of work. This retainer will be credited against the last invoice on this project.

Consultant has established the following billing rates for professional consulting services:

CONSULTANT STANDARD HOURLY RATES AND BILLING ARRANGEMENTS (Effective January 1, 2012)

Professional Fees

Hourly rates for professional and administrative personnel are as follows:

<u>Position</u>	<u>Rates</u>
President	\$249
Senior Vice President & Vice President	\$210 - \$245
Senior Project Manager	\$195 - \$225
Senior Associate/Project Manager	\$165 - \$195
Associate Analyst	\$125 - \$165
Assistant Analyst	\$100 - \$105
Administrative Staff	\$ 95

Direct Expenses

Standard charges for common direct expenses are as follows:

Automobile Travel	Prevailing IRS mileage rate
Document Reproduction	15 cents per page (black & white) 75 cents per page (color)
Facsimile	No charge
Telephone	No charge
Public Conveyances	Actual
Postage	Actual
Overnight Mail and Couriers	Actual

REQUEST FOR SPECIAL BUDGET APPROPRIATION

Department: Public Works
Project/Program _____
Manager: Rob Roshanian

Date: October 23, 2012
Phone: 8281

Reason for Appropriation:

To provide funding for scope of work to be performed by HF & H Consultants through Second Amendment to Agreement No. 5594-11-PW for HF & H to implement, manage and facilitate RFP process for the operation and maintenance of the Del Norte Regional Recycling and transfer Station.

Accounts and Descriptions

AMOUNT

Fund: **SOLID WASTE OPERATING (631)**

Expenditures/Transfers Out

Solid Waste Operating Fund

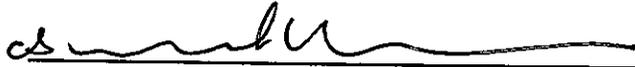
631-6301-842-8209 SOLID WASTE PLANNING - PROFESSIONAL SERVICES 168,866

Sub-total Expenditures 168,866

Net Change to Fund Balance (168,866)

Approvals

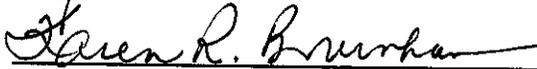
Department Director



Chief Financial Officer



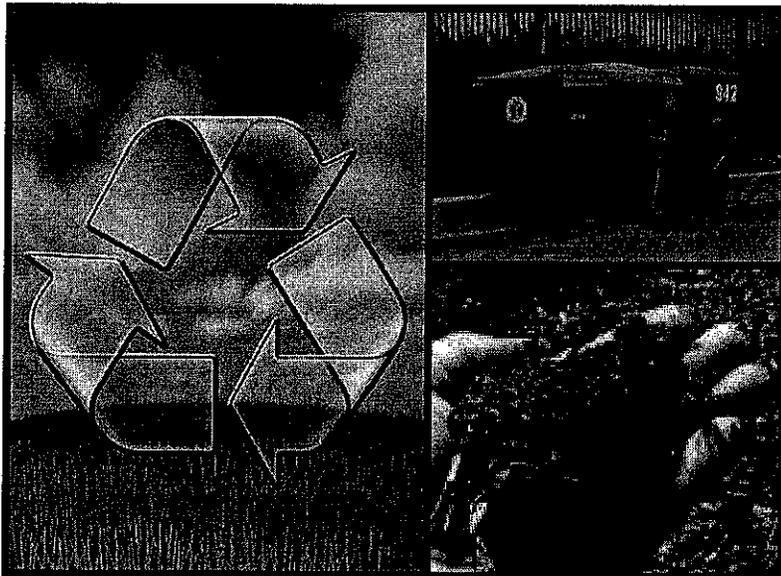
City Manager



REQUIRES CITY COUNCIL AUTHORIZATION

SBA# (Finance Use Only) _____
BA Doc# (Finance Use Only) _____
Revised : 2/23/2012

City of Oxnard Del Norte MRF Operator Procurement Proposal



HF&H Consultants, LLC

October 11, 2012



201 N. Civic Drive, Suite 230
Walnut Creek, California 94596
Telephone: 925/977-6950
Fax: 925/977-6955
www.hfh-consultants.com

Robert D. Hilton, CMC
John W. Farnkopf, PE
Laith B. Ezzet, CMC
Richard J. Simonson, CMC
Marva M. Sheehan, CPA

October 11, 2012

Mr. Grant Dunne
Management Analyst III
City of Oxnard
305 West Third Street, 3rd Floor, East Wing
Oxnard, CA 93030

Dear Mr. Dunne,

Thank you for asking HF&H to prepare a proposal to conduct a competitive procurement to select an operator for the Del Norte Materials Recovery Facility (MRF). We understand the importance of conducting a transparent and objective process that results in a successful outcome, and we appreciate the trust the City of Oxnard is placing in us.

OXNARD'S KEY OBJECTIVES

We have appreciated supporting your, as well as Messrs. Cameron and Holmberg in your efforts. Our proposal reflects what we learned through that process, our discussions with you, and from viewing the video of the September 18 City Council discussion of this topic. The following paragraphs highlight our understanding of the City's key objectives, and how our proposal addresses each of them.

The best value for the City. Ultimately, the selection process needs to result in the best value for the City from a highly-qualified firm. You can be assured of the achievement of that goal based on our selection process management experience; open, transparent and objective processes; independent expertise; and, negotiation skills.

Selection process management. HF&H has performed more than 100 solid waste/ recycling related service procurements on behalf of more than 100 municipal clients involving more than 30 different companies. In order to ensure there is no perception of partiality, as we've discussed, we propose that HF&H manage the process, host the procurement documents on our website, and serve as the primary point of contact with proposers. We have provided this service to a number of clients. Through all of those engagements, our integrity and objectivity has never been questioned by our clients or challenged by unsuccessful proposers.

Open, transparent and objective process. HF&H's procedures ensure an open, transparent and objective process. HF&H will invite all potential proposers to participate. Our request for proposals will provide quality conditions and the City's goals for the process, ensuring receipt of responsive proposals. Prior to their issuance, the procurement documents are presented to the Council in open session, inviting public and potential proposer comments and we have provided time to amend the documents based on Council direction. Standard and consistent forms, which proposers use to organize and submit



Mr. Grant Dunne
October 11, 2012
Page 2 of 6

their proposals and requests for comments, allows for an objective comparison of proposals. An independent and qualified evaluation team ensures objectivity in the evaluation of those proposals. Reporting the results of that evaluation to Council, inviting proposer comments, and receiving council direction prior to negotiations ensures transparency in the selection process.

Also, our total estimated budget includes an Optional Task 1 to conduct a detailed evaluation of the feasibility for the City to compete with the private sector to provide facility operations. Should the Council wish to include this task, and should the Council then determine that this is a favorable option, HF&H can assist in defining and conducting a managed procurement for which the City staff would develop and submit a proposal.

Independent expertise on behalf of the City. Our independence, expertise and objectivity ensures the City that it will receive the best value from this process. HF&H never works for private companies. Thus our municipal clients as well as private companies, who propose to provide services, are assured a fair and balanced assessment of the proposals. Our experience having conducted scores of similar agreements provides us with unsurpassed knowledge of commercial contract terms and prices against which to judge the reasonableness of the proposals.

Exceptional negotiation skills. HF&H is highly regarded and sought out to provide negotiations skills. Not only do we get the City the deal they bargained for, but our interest-based negotiation approach begins the process of building a relationship between the City and the contractor based on clarity of communication, documented mutual expectations, and a transparent and objective approach to identifying and resolving problems.

HIGHLY QUALIFIED TO MEET YOUR PARTICULAR NEEDS

HF&H was founded 23 years ago. Since then, we have provided leadership, expertise, independence, and support to more than 360 municipal agencies through more than 1,800 engagements. We have offices in both Northern and Southern California. As a result, our focus is on serving Northern, Central, and Southern California municipal clients, exclusively. Attachment A includes a comprehensive list of our clients. Below we discuss our RFP, franchising, and procurement expertise.

EXPERTS AT PREPARING RFPS AND MANAGING PROCUREMENTS

Solid waste contract development and negotiations are a core part of our business — approximately one third of our annual revenues. HF&H has performed more than 100 solid waste/ recycling collection and facility-related service procurements and contract development and negotiations projects. Through all of those engagements, our integrity and objectivity has never been questioned by our clients or challenged by unsuccessful proposers. We've negotiated agreements with over 30 companies through sole source or competitive processes on behalf of more than 100 municipal clients. These projects have



Mr. Grant Dunne
October 11, 2012
Page 3 of 6

included planning services, preparing RFPs, evaluating proposals, and drafting and negotiating agreements for collection, facility development and operations, processing, and disposal services.

Attachment B provides a summary of the results of 50 contractor selection projects we have completed since 1996. These projects involved evaluation of 220 company proposals. Descriptions of several HF&H projects are provided in Attachment C. More case studies are on our website at: www.hfh-consultants.com/contract-services.html (scroll to the bottom of the webpage and click on the municipal agency's name).

A HIGHLY QUALIFIED AND COST-EFFECTIVE TEAM

To assist the City, we will provide a team of HF&H consultants with 75 years of combined experience. The table below lists our team and their roles. Resumes are in Attachment D.

Team Member	Experience	Role
Bob Hilton President	30 years	<u>Engagement Director</u> : Oversees all project work and participates in all meetings.
Peter Deibler Senior Project Manager	22 years	<u>Engagement Manager</u> : Manages all tasks, serves as City's primary contact, coordinates team activities, and performs many project tasks.
Colleen Costine Senior Associate	21 years	<u>Financial Analyst</u> : Assist in financial tasks related to the feasibility of a City proposal, development of final proposal forms, proposal evaluation, and negotiations.
Lauren Barbieri Associate Analyst	2 years	<u>Analyst</u> : Assists with finalizing RFP documents, facilitating the evaluation team, evaluation of proposals, and negotiations.

A DISCIPLINED APPROACH TO IDENTIFY/ADDRESS YOUR NEEDS

A key objective of our approach to all projects is to recognize the unique needs of our client. With that objective in mind, we will work closely with City staff to complete the customized RFP documents to reflect the City's goals and objectives. Below we highlight unique aspects of our approach to managing a professional, high-quality procurement process.

Proven RFP Strategies

- HF&H has effective RFP documents that have proven successful through dozens of projects.
- We solicit sufficient information from proposers so we can provide an objective, thorough evaluation.



Mr. Grant Dunne
October 11, 2012
Page 4 of 6

- The evaluation criteria and methodologies we've used have been tested on dozens of procurements, helping to avoid accusations by unsuccessful companies.
- Our cost and rate proposal forms are unique. We solicit detailed operating statistics and costs from proposers because we believe this information is essential in order to evaluate the reasonableness of and objectively compare proposals.
- As proposed, HF&H will manage the process, create a webpage for RFP document distribution on our website, and serve as the primary point of contact for the process.

Agreement

- As we've discussed, we will include a complete draft of the operations agreement in the RFP for review by proposers.
- We will require that proposers each submit a redline version of the agreement identifying their exceptions and proposed modifications. This helps in understanding the number and nature of exceptions, which is a key in the evaluation phase, and greatly streamlines negotiations by limiting proposer issues to those identified in the redline.
- We offer a variety of compensation methods ranging from simple refuse rate index to more detailed, customized cost-based methods. Various strategies address transparency, cost management, the ability to objectively evaluate impacts of future changes and uncontrollable conditions that change over time, incentivizing contractor performance, and the effort of the City and contractor. We will work with City staff to finalize the compensation process defined in the draft agreement.
- The agreement will include proposal cost forms with detailed operating statistics, costs and other assumptions, to provide a basis for future negotiation of program and regulatory changes as necessary during the term.

Objective and Transparent Proposal Evaluation Process

- We have proposed a structured evaluation process that mirrors the process we used recently in facilitating successful commercial collection and organics processing procurements for the City of San José. Both of those procurements were managed by our proposed project manager, Peter Deibler.
- The process will feature use of an independent evaluation team, as in our San José work. HF&H will arrange and facilitate the team meetings, and compile the evaluation results for presentation to Council.



Mr. Grant Dunne
October 11, 2012
Page 5 of 6

Effective Negotiations Assistance

- HF&H has a reputation for win-win negotiations that result from our focus on important details, and on structuring an agreement that allows both parties to "benefit from what they bargained for".
- The request for the redline version of the franchise agreement as part of the proposal submittal process provides a great head start on the negotiations effort.

Professional Engagement Management

We are well known for delivering work products on time and within budget because we approach engagement management as a professional discipline. We prepare a detailed work plan and schedule and we provide timely status updates. This strategy will ensure you that we are focusing on your project, maintaining the schedule, and informing you of project matters in a timely way so there are no surprises.

RESPONSIVE SCHEDULE

We are prepared to commence this engagement immediately upon receiving a notice to proceed. We will consistently apply ourselves to perform all tasks in accordance with the schedule described in Exhibit E, with the goal of Council award of a new agreement in November 2013.

COMPREHENSIVE SERVICES AND NOT-TO-EXCEED BUDGET

Our proposed not-to-exceed total budget of \$168,866 (Attachment E) reflects our estimated 810 staff hours, 12 meetings, and numerous work products, and out-of-pocket costs to perform the tasks described. This total includes \$15,144 to conduct Optional Task 1 Detailed Evaluation of Option for City Operation.

We have discussed with you additional optional tasks that the City may find desirable as we proceed with the project. The necessity for, and specific scope of such assignments have not been determined. If such tasks are determined to be desirable, we will negotiate a mutually agreeable amendment to our contract to perform such services.

It is the practice with these kinds of procurements that the selected contractor will reimburse the City for the costs of this procurement, and the cost is amortized over the term of the new operator agreement.



Mr. Grant Dunne
October 11, 2012
Page 6 of 6

* * * *

Again, thank you for this opportunity to present our proposal. Please give me a call at (925) 977-6952 or email me at rhilton@hfh-consultants.com should you have any questions. I look forward to presenting to the Council on the 23rd.

Very truly yours,
HF&H CONSULTANTS, LLC

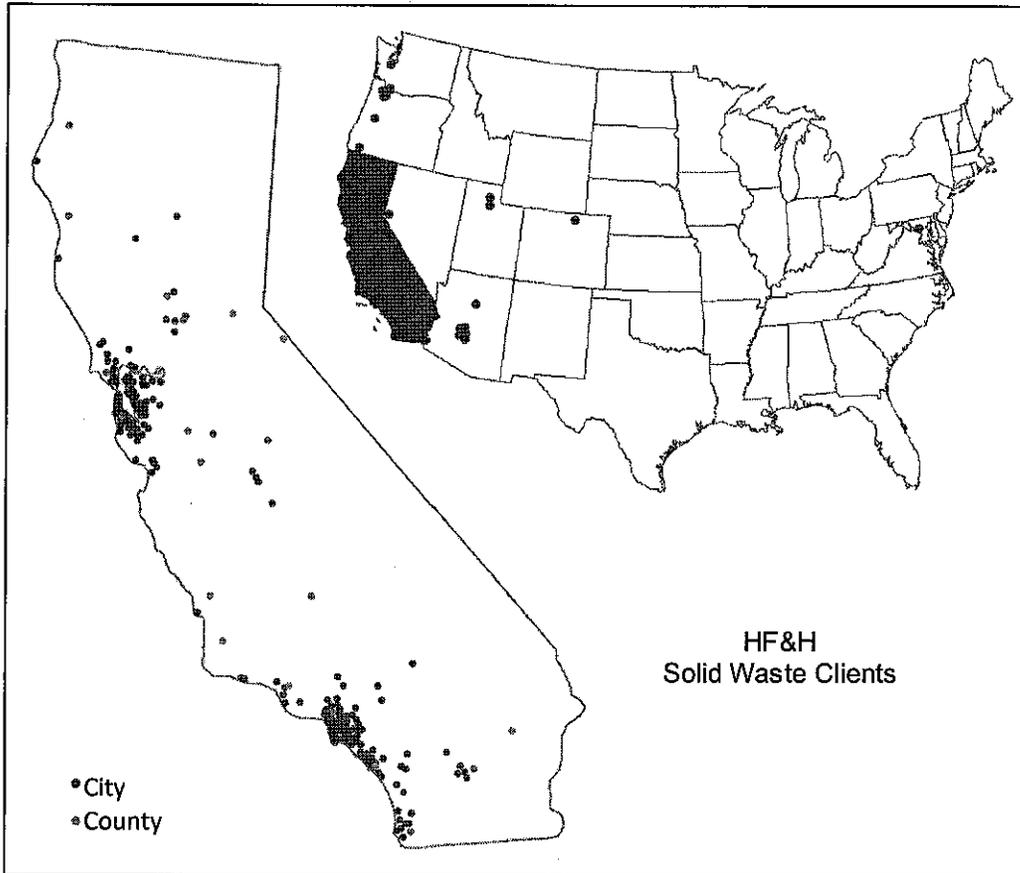
Robert D. Hilton, CMC
President

cc: Rob Roshanian, City of Oxnard
Jim Cameron, City of Oxnard
Alan Holmberg, City of Oxnard
Peter Deibler, HF&H
Kim Erwin, HF&H

Attachments:

- A HF&H Client List
- B Procurement Project Summary Chart
- C Project Descriptions
- D Resumes
- E Scope of Services and Fee Proposal

ATTACHMENT A: HF&H CLIENT LIST



CLIENT LIST

CalRecycle (formerly CIWMB)	Conservation Agency	City of Cerritos
City of Adelanto	City of Bellflower	City of Chandler
City of Alameda	City of Bell Gardens	Coachella Valley Association of Governments
County of Alameda	City of Belmont	City of Chula Vista
Alameda County Community Development Agency	City of Belvedere	City of Clovis
Alameda County Waste Management Authority	City of Benicia	City of Compton
Alameda County Water District	City of Beverly Hills	City of Corte Madera
Alameda Joint Refuse Rate Review Committee	City of Brentwood	City of Cotati
City of Albany	City of Burbank	City of Covina
City of Anaheim	City of Burlingame	City of Cudahy
City of Arcadia	City of Calabasas	City of Daly City
City of Atherton	City of Canyon Lake	City of Dana Point
City of Atwater	City of Carlsbad	City of Dana Point
City of Azusa	City of Carson	Delta Diablo Sanitation District
City of Bakersfield	City of Carson City, Nevada	City of Diamond Bar
City of Barstow	County of Contra Costa	City of Downey
Bay Area Water Supply &	Central Contra Costa Sanitary District	City of East Palo Alto
	Central Contra Costa Solid Waste Authority	City of El Cerrito
		City of Elk Grove

ATTACHMENT A: HF&H CLIENT LIST

City of Emeryville
City of Encinitas
City of Eugene
Town of Fairfax
City of Fair Oaks
City of Folsom
City of Fort Bragg
City of Fort Collins, CO
City of Foster City
City of Fremont
City of Fresno
City of Fullerton
City of Garden Grove
City of Glendale, Arizona
City of Glendale, California
Glenn County Public Works
City of Goodyear
City of Greenfield
City of Gridley
City of Hawthorne
City of Hayward
City of Hercules
City of Hermosa Beach
City of Hesperia
City of Hillsborough
City of Hollywood
County of Humboldt
City of Imperial Beach
City of Indian Wells
City of Indio
City of Industry
City of Inglewood
City of Irvine
City of Kensington
Kensington Police Protection
County of Kern
City of La Canada-Flintridge
City of La Habra
City of La Palma
City of La Puente
City of La Verne
City of Laguna Beach
City of Laguna Hills
City of Laguna Niguel
City of Lake Forest
City of Lancaster
City of Larkspur
City of La Quinta
Las Gallinas Valley Sanitary District
City of Lawndale
City of Litchfield Park, Arizona
City of Live Oak
City of Livermore
City of Lompoc
City of Long Beach
City of Los Alamitos
City of Los Altos

City of Los Angeles
County of Los Angeles
Los Angeles County Sanitation
District
City of Los Banos
City of Lynwood
City of Manhattan Beach
County of Marin
Marin County Community
Development Agency
County of Mariposa
City of Martinez
County of Mendocino
City of Menlo Park
County of Merced
City of Mill Valley
City of Millbrae
City of Milpitas
City of Mission Viejo
City of Modesto
County of Mono
City of Monrovia
City of Montclair
City of Monterey Park
Monterey Regional Waste
Management District
City of Montgomery
City of Moreno Valley
City of Mountain View
Mountain View Sanitary District
City of Murrieta
City of Napa
County of Napa
City of Newark
City of Newport Beach
County of North San Diego
City of Norwalk
Novato Sanitary District
City of Oakland
City of Oceanside
Town of Old Sacramento
City of Orange
City of Oroville
City of Oxnard
City of Pacifica
City of Palm Desert
City of Palm Springs
City of Palmdale
City of Palo Alto
City of Palos Verdes Estates
Town of Paradise
City of Paramount
City of Pasadena
City of Peoria, AZ
City of Petaluma
City of Pico Rivera
City of Pinole

City of Pomona
City of Portola Valley
City of Poway
City of Rancho Palos Verdes
City of Rancho Santa Margarita
City of Redondo Beach
City of Redwood City
Regional Waste Management
Authority
City of Ridgecrest
City of Riverside
County of Riverside
Riverside County Waste Resource
Management District
City of Rohnert Park
Ross Valley Sanitary District
City of Sacramento
County of Sacramento
City of San Bernardino
County of San Bernardino
City of San Bruno
City of San Buenaventura
City of San Carlos
City of San Clemente
City of San Diego
City & County of San Francisco
San Gabriel Valley Council of
Governments
City of San Gabriel
County of San Joaquin
City of San Jose
City of San Juan Capistrano
City of San Luis Obispo
County of San Luis Obispo
City of San Mateo
County of San Mateo
City of San Rafael
City of San Ramon
City of Sandy
City of Santa Ana
Santa Anita Associates, LLC
City of Santa Barbara
County of Santa Barbara
City of Santa Clarita
City of Santa Cruz
City of Santa Monica
City of Santa Rosa
City of Santee
City of Sebastopol
City of Sedona, AZ
City of Selma
Sharon Heights Gold & Country
Club
Silicon Valley Animal Control
Authority
County of Sonoma
South Bayside Waste Management

ATTACHMENT A: HF&H CLIENT LIST

Authority
South County Fire
City of South Gate
City of South San Francisco
StopWaste.Org
City of Sunnyvale
County of Sutter
Stanislaus County
City of Temecula
Town of Tiburon
City of Torrance
City of Tustin
City of Union City
City of Upland
City of Vallejo
City of Vernon
County of Ventura
City of Victorville
City of Visalia
City of Walnut Creek
City of Watsonville
West Contra Costa Integrated
Waste Management District
Western Riverside Council of
Government
City of West Hollywood
West Valley Solid Waste
Management Authority
City of Whittier
City of Woodland

This page intentionally left blank

ATTACHMENT B: PROCUREMENT PROJECT SUCCESS CHART

Jurisdiction	Completion Year	Number of Proposers	Base Contract Term	Contract Value over Base Term (millions)		% Increase or (% Savings)	Changes in Service
				Old	New		
Northern California							
Albany	2003	Sole Source	7 Years	\$16.3	\$15.0	(\$1.3) (8%)	<ul style="list-style-type: none"> Bi-weekly recycling and bi-weekly yard waste to weekly recycling and weekly organics Backyard to curbside solid waste collection Require a basic level of recycling and organic collection for businesses C&D non-exclusive
Alameda (City of)	2002	4	10 Years	\$95.9	\$81.4	(\$14.5) (15%)	<ul style="list-style-type: none"> Contractor provided carts for solid waste collection Commingled recycling collection Pilot food waste program Manual to automated collection services C&D non-exclusive
Central Contra Costa Solid Waste Authority	2004	Sole Source	10 Years	\$283.8	\$279.7	(\$4.2) (1%)	<ul style="list-style-type: none"> Pilot residential food waste program Commingled recycling collection Initiate commercial food waste program Use of low emission fuels/vehicles Enhanced recovery of materials at transfer station and landfill Enhanced customer service
Elk Grove	2004	4	7 Years	\$47.1	\$37.6	(\$9.5) (20%)	<ul style="list-style-type: none"> Free Dump Day Free pick-up of illegally dumped materials Increased Cart Size Increased bulky waste pickup program
Fresno (City of) - Commercial	2010	5	10 Years	\$208.0	\$208.0	\$0.0 0%	<ul style="list-style-type: none"> Transition from municipally-provided collection service to exclusive franchise system with two haulers serving separate districts Commercial organics Commercial tech assist (1x/yr) Multi-family tech assist (2x/yr) Free City facilities service Free City events service various public education enhancements
Gridley	2000	2	7 Years	\$4.3	\$4.4	\$0.1 2%	<ul style="list-style-type: none"> Initiate residential curbside recycling collection and processing Initiate residential yard waste collection and processing Initiate C&D processing
Livermore	2000	4	7 Years	\$82.4	\$60.9	(\$21.5) (26%)	<ul style="list-style-type: none"> Contractor provides carts for solid waste collection Commingled recycling collection instead of three tub system Pilot food waste program Manual to automated collection C&D non-exclusive
Livermore	2009	3	10 Years	\$165.6	\$192.2	\$26.6 16%	<ul style="list-style-type: none"> Larger recycling carts Universal commercial recycling and organics collection with one cart at no cost Curbside phone and battery collection multi-family universal recycling Multi-family technical assistance CNG vehicles
Mendocino County	2003	Sole Source	7 Years	\$26.1	\$25.0	(\$1.1) (4%)	<ul style="list-style-type: none"> Require collection of public cans in two Cities within the County Require recyclable and yard waste collection from most residents
Mountain View	2011	Sole Source			In process		

ATTACHMENT B: PROCUREMENT PROJECT SUCCESS CHART

Jurisdiction	Completion Year	Number of Proposers	Base Contract Term	Contract Value over Base Term (millions)		% Increase or (% Savings)	Changes in Service
				Old	New		
Northern California							
Pacifica	2009	Sole Source	8 Years	\$56.0	\$61.1	\$5.1	10% ~\$1,000,000 one-time payment to City Expanded list of recyclable materials Food scrap collection for residents and businesses Increased capacity by provision of wheeled carts for recyclables and green waste Compost giveaways with City opportunity to use compost
Palo Alto	2006	2	8 Years	n.a.	\$115.5	n.a.	11% Expanded single stream Mandatory commercial recycling High diversion clean-up program Expanded commercial organics
Paradise	2006	4	10 Years	\$34.7	\$37.1	\$2.4	7% Included bi-weekly yard waste service with company-provided carts Initiated bi-weekly curbside single stream recycling in company-provided carts Enhanced customer service Added local HHW drop-off site
Petaluma	2005	4	10 Years	\$67.7	\$92.9	\$25.1	37% Initiate commingled recyclables collection New residential recycling carts Initiate weekly residential organics collection (rather than bi-weekly) Initiate food scraps program Additional City services
Piedmont	2000	5	7 Years	\$8.6	\$8.9	\$0.3	3% No significant changes
Ridgecrest	2011	5	7 Years	\$27.3	\$14.2	(\$13.1)	(48%) Sharps drop-off Container exchange program SFD/Com recycling rewards program RecyOrg dropoff On-site newspaper collection at largest generator Green business certification Additional seasonal recycling Builder's direct desk Com wet/dry pilot program Workplace recycling incentives Unlimited community reuse dropoff City Hall greening a MED recy toolkit
Rohnert Park	2001	5	7 Years	\$191.1	\$99.5	(\$91.6)	(48%) Contractor-provided carts for solid waste Commingled recycling collection instead of 3-tubs Pilot food waste program Manual to automated collection services C&D non-exclusive
Ross Valley Sanitary District	2002	2	7 Years	n.a.	n.a.	n.a.	1% No significant changes
San Jose - Commercial	2010	5	15 Years	n.a.	\$699.0	n.a.	n.a. Transition from non-exclusive system with more than 20 haulers to an exclusive system with 1 or 2 haulers
San Jose - Organics Processing	2010	3	15 Years	n.a.	\$90.0	n.a.	n.a. Contracting for commercial organics processing will be new for San Jose; it is a component of the new exclusive collection system
Sandy, OR	2004	4	7 Years	\$5.8	\$5.6	(\$0.2)	(2%) No significant changes
Sunnyvale MRF/ITS	1999	4	7 Years	\$126.1	\$102.8	(\$23.2)	(19%) No significant changes
Union City	2005	2	10 Years	na	\$76.0	na	16% Initiate weekly residential yard and food waste collection (rather than bi-weekly) Initiate commercial organics collection Initiate commercial recyclable collection

ATTACHMENT B: PROCUREMENT PROJECT SUCCESS CHART

Jurisdiction	Completion Year	Number of Proposers	Base Contract Term	Contract Value over Base Term (millions)		% Increase or (% Savings)	Changes in Service
				Old	New		
Northern California							
Visalia - Recyclables Processing	1989	2	n.a.	\$6.0	\$4.9	(\$1.2)	(19%) No significant changes
West Linn, OR	2000	3	8 Years	na	na	na	(1%) Initiate residential yard waste collection and processing Initiate commercial recycling collection Initiate automated collection service
West Valley Solid Waste Authority	2006	5	7 Years	\$128.3	\$132.2	\$3.9	3% Initiated single stream in company-provided carts Initiate automated collection
Southern California							
Bellflower	2004	5	8 Years	\$49.7	\$38.4	(\$11.3)	(23%) Added free commercial recycling, tonnage transformation minimums, and new AB 939 fee.
El Centro	2007	4	8 Years	\$34.2	\$39.1	\$4.9	14% Free commercial recycling; multi-family bulky item collection; e-waste collected with bulky items
Imperial Beach	1999	4	7 Years	\$13.7	\$13.2	(\$0.5)	(4%) Not readily available
Lake Forest	1996	5	7 Years	\$29.5	\$22.8	(\$6.7)	(23%) Not readily available
Lancaster	2006	3	5 Years	\$3.4	\$2.5	(\$0.9)	(26%) Not much change.
Lawndale - Residential	1997	5	5 Years	\$6.2	\$5.5	(\$0.7)	(11%) Not readily available
Lawndale - Residential	2002	5	7 Years	\$7.5	\$6.3	(\$1.2)	(16%) Not readily available
Lawndale	2010	7	7 Years	\$23.8	\$18.8	(\$5.0)	(21%) Required 75% of bin refuse to be processed; established 50% hauler-collected diversion goal; lowered commercial AB 939 fee from 18% to 15% (and recently again to 12%).
Manhattan Beach	2011	4	7 Years	\$24.2	\$27.1	\$2.9	12% New fee for biennial audits at \$50,000 to \$80,000 each; new services - automation of remaining 1/3 of city; minimum diversion requirement for hauler collected waste; and mixed waste processing of a portion of bin waste.
Manhattan Beach	2002	7	7 Years	\$22.4	\$21.8	(\$0.6)	(3%) Not readily available
Mission Viejo	2000	6	8 Years	\$54.8	\$48.4	(\$6.4)	(12%) Not readily available
Orange (City of)	2009	4	8 Years	\$140.0	\$82.8	(\$57.2)	(41%) Minor extra services and minor fee increases.
Palm Desert	2000	5	7 Years	\$46.3	\$40.6	(\$5.7)	(12%) Not readily available
Rancho Palos Verdes	2009	7	7 Years	\$36.5	\$28.4	(\$8.1)	(22%) Residential changed to volume-based three cart automated system with other services added (was manual); added environmental program fee and increased recycling fee.
Rancho Palos Verdes	1999	7	7 Years	\$22.0	\$20.6	(\$1.4)	(6%) Not readily available
Rancho Santa Margarita	2004	5	8 Years	\$26.7	\$20.9	(\$7.8)	(27%) Not readily available

ATTACHMENT B: PROCUREMENT PROJECT SUCCESS CHART

Jurisdiction	Completion Year	Number of Proposers	Base Contract Term	Contract Value over Base Term (millions)		% Increase or (% Savings)	Changes in Service
				Old	New		
Southern California							
Redondo Beach	2011	5	8 Years	\$48.1	\$45.1	(\$3.0)	(6%)
Riverside (City of) - Commercial	2001	6	7 Years	\$97.6	\$64.4	(\$33.2)	(34%)
Riverside (City of) - Residential	2001	7	7 Years	\$20.3	\$16.8	(\$3.5)	(17%)
San Bernardino County	2001	10	7 Years	\$144.9	\$118.6	(\$26.3)	(18%)
Santa Clarita - Residential	2003	6	7 Years	\$100.2	\$70.4	(\$29.8)	(30%)
Santa Clarita - Commercial	2003	6	9 Years	\$39.3	\$34.1	(\$5.2)	(13%)
Tustin	2000	8	7 Years	\$42.4	\$25.0	(\$17.4)	(41%)
West Hollywood	2003	9	8 Years	\$42.4	\$33.5	(\$8.9)	(21%)
Total for Northern and Southern California		217		\$2,639	\$3,289	(\$637)	(10%)

Processing of all refuse, residential and restaurant food scraps programs; 75% hauler collected waste diversion goal; \$250,000 vehicle impact fee.

Not readily available

ATTACHMENT C: PROJECT DESCRIPTIONS

City of Sunnyvale

SMaRT Station Operator Procurement (2000, 2006-07)

Project Description

On behalf of a Joint Powers Authority (JPA) that includes Sunnyvale, Mountain View, and Palo Alto, the City of Sunnyvale manages an agreement with a company for operation of a publicly-owned transfer station and materials recovery facility (the SMaRT Station). In 2000, HF&H assisted Sunnyvale with the procurement of the facility operator and that operating agreement was to expire December 31, 2007. Neither the City nor the current operator was in favor of an extension due to labor difficulties related to interpretation of the prevailing wage requirement of the existing operating agreement. In addition, the City was seeking to design and install new mixed waste processing equipment for the SMaRT Station in a separate, concurrent process, in order to replace aging equipment, improve efficiency, and increase diversion. The JPA's member agencies were also interested in considering new services such as use of alternative fuel vehicles, single-stream recyclables processing and transfer of residential and commercial food scraps to a composting facility.

City of Sunnyvale

Mark Bowers
Solid Waste Program Manager
(408) 730-7421
mbowers@ci.sunnyvale.ca.us

HF&H Solution

HF&H managed the 2000 operator selection process that resulted in a \$3.3 million annual savings. When the 2000 operating contract was nearing expiration, HF&H retained to assist with the next operator procurement. In 2006, we drafted the RFP and managed the RFP process. We tailored cost proposal forms to reflect the clarified prevailing wage and benefit language included in the new operating agreement. We solicited cost proposals assuming use of: (a) existing mixed waste processing equipment; and, (b) proposed mixed waste processing equipment. We assisted the City and its legal counsel in determining how operator's compensation would be adjusted during transition from the existing to the new equipment. HF&H assisted in evaluating the proposers' responses, and analyzing their effects upon the JPA's overall costs given the agreement's innovative revenue sharing / operator's diversion incentive mechanism and the JPA's put-or-pay disposal agreement.

Project Results

- An estimated rate increase of only 2.7%, despite the required increases in wages and benefits;
- The guaranteed minimum diversion level increased from 14.5% to 17.5%;
- Agreed-upon compensation rates for use of the existing equipment, use of the proposed equipment, and the interim demolition/construction phase; and,
- Agreed-upon compensation should the JPA wish to implement the several new services proposed by member agencies such as food waste collection and processing.

ATTACHMENT C: PROJECT DESCRIPTIONS

City of San Diego

Long Term Resource Management Options

Project Description

The City of San Diego Environmental Services Department is responsible for collection services to residents, a variety of recycling programs and disposal services at the Miramar Landfill which at the beginning of the project was scheduled to close between 2012 and 2016. The City is seeking to develop a strategic plan for its long term waste management options.

Client Contact

Chris Gonaver
Environmental Services Director
(858) 573-1212
CGonaver@sandiego.gov

HF&H Solution

During Phase I of the project, HF&H with Bryan A. Stirrat & Associates projected demand and evaluated alternatives as part of preparing a 25-year strategic plan for the City that addresses the City's recycling, diversion and disposal needs. The planning process included forming and working with a solid waste advisory committee. Phase I evaluated the City's waste management needs, current financial programs and key regulatory requirements and identified a range of alternative solutions. The alternatives were evaluated using a Goal Achievement Matrix. HF&H was responsible for developing the system demand and available capacity analyses, and evaluating the financial condition of the City's current operations as well as participating with the solid waste advisory committee.

Phase II involves updating the projected system demand and capacity analysis through 2045, preparing a financial model through 2045 for the City to evaluate the various zero waste programs to extend the life of Miramar Landfill, and evaluating potential funding strategies for the alternative programs.

Among HF&H's assignments are:

- Population and waste stream projections by waste shed
- Facility permitted capacities and planned expansions
- The projection of program and facility needs to address future waste stream requirements
- Financial model to evaluate various zero waste programs.

Project Results

After the completion of Phase I, it was determined Miramar Landfill had an additional 7-10 years of capacity. Alternative zero waste programs were identified and presented to the solid waste advisory committee.

Phase II of this engagement is currently in process.

ATTACHMENT C: PROJECT DESCRIPTIONS

City of Manhattan Beach

Competitive Procurement (2002, 2011)

Project Description

HF&H had assisted the City in competitively procuring its existing exclusive residential and commercial solid waste agreement in 2002. This agreement was expiring and the City once again retained HF&H to obtain a new collection agreement. HF&H assisted the City in considering its contracting options of negotiations versus competitive contracting.

Client Contact

Jim Arndt
Public Works Director
(310) 802-5302
jarndt@citymb.info

The City established an Environmental Task Force to assist in designing an environmentally-sustainable solid waste collection agreement.

As a result of the previous competitive procurement, HF&H obtained a rate reduction and a freeze on disposal cost increases for the term. This resulted in stable rates, with the City's rates being among the lowest in Los Angeles County. Disposal costs in the region have increased significantly during the prior contract term and are anticipated to continue to do so. The City was therefore seeking to retain rate stability, with protection from large disposal cost increases, under the new agreement.

HF&H Solution

HF&H worked with the City's Environmental Task Force to decide upon future solid waste programs to be requested in the City's request for proposals. HF&H assisted the City in obtaining the company's best offer from the existing service provider and presenting it to Council, which opted to seek competitive proposals. HF&H drafted an RFP and agreement to address the City's concerns, soliciting long term disposal options and innovative diversion programs.

The City received four proposals from solid waste companies. HF&H assisted the City in soliciting best-and-final offers from, and negotiating agreements with, three of the proposers for Council consideration.

Project Results

HF&H secured an agreement increasing hauler diversion from the existing 38% to 62%, to be phased in over the agreement term. Disposal cost increases are capped at the change in CPI or 5% per year, whichever is lower, with guaranteed disposal and processing capacity for the agreement term. All bin refuse is required to be processed to recover recyclables prior to disposal. All residential cart customers will receive on-call, door-to-door HHW collection. The new agreement included City-wide automation of residential collection (previously only a portion was automated), which facilitated the implementation of a volume-based residential rate structure.

Additionally, significant improvements to public education and outreach to multi-family and commercial customers (and to the school district) were included.

ATTACHMENT C: PROJECT DESCRIPTIONS

City of Redondo Beach Competitive Solid Waste Contract Procurement (2011)

Project Description

The City's exclusive residential and commercial solid waste agreement was expiring and the City retained HF&H to conduct a competitive procurement process for a new collection agreement. The City had previously been under a compliance order and was concerned about maintaining its diversion rate. The City was considering changes to its collection services and was planning on conducting extensive public outreach. Long-term disposal costs and options were of concern to the City. The City's rates were already relatively low compared to other rates in Los Angeles County, and the City wanted to retain its low rates and improve services.

Client Contact

Mike Witzansky
Public Works Director
(310) 318-0686 x4172
mike.witzansky@redondo.org

HF&H Solution

HF&H assisted the City in conducting 13 public outreach meetings to enable the City Council to decide upon future solid waste programs. HF&H drafted an RFP and agreement to address the City's concerns, soliciting long term disposal options and innovative diversion programs.

The City received five quality proposals from solid waste companies. HF&H assisted the City in completing agreements with two of the proposers for Council consideration.

Project Results

HF&H secured rates for the City's ratepayers that were 6% lower than the rates paid under the previous contract. Over the 8-year term of the agreement, this represented a savings of over \$3 million dollars for ratepayers. The costs to the City associated with the procurement were reimbursed by the new contractor.

Additional new contract terms include 75% diversion of hauler-collected solid waste, both residential and restaurant food waste programs, limitations on disposal cost increases and guaranteed disposal and processing capacity for the agreement term.

ATTACHMENT C: PROJECT DESCRIPTIONS

City of Lawndale

Competitive Procurement (1997, 2002, 2005, 2010)

Project Description

For over ten years, the City of Lawndale has turned to HF&H to manage its solid waste contract procurement process. As we work with the City on each subsequent procurement, we continue to focus our efforts on the City's commitment to augmenting its recycling programs while providing competitive rates to its residents.

Client Contact

Contact is retired

HF&H Solution

Our procurement services included preparing the RFP and franchise agreement, evaluating the proposals, and negotiating the final agreement.

We have continued to assist the City by developing a commercial hauler permit system, preparing municipal code text revisions and contract compliance, and auditing reported tonnage and remitted fees.

Project Results

In 1997, HF&H assisted the City with a competitive procurement process for residential collection services. Through this process the City transitioned from manual collection to a 3-cart automated system, and residential rates were reduced by 11%, saving ratepayers \$651,000 over the 5 year term.

In 2002, prior to the expiration of the residential solid waste collection agreement, the City again retained HF&H to lead the procurement and negotiation process. The results of this negotiated agreement included: the contractor reimbursing the City for the procurement costs; a residential rate reduction of 16%, saving ratepayers \$1.2 million over the 7 year term; an increase in City compensation of \$30,000; and design and implementation of new diversion programs

In 2005, HF&H assisted the City by drafting and negotiating an exclusive franchise agreement to provide multi-family and commercial recycling services in the City at no additional charge to the customers. The program is fully funded by AB 939 fees paid by the permitted waste haulers.

In 2010, HF&H assisted the City with the development and negotiation of a City-wide exclusive franchise agreement. Through this process the City transitioned from a commercial permit system with nine haulers to an exclusive system incorporating residential, commercial and roll-off collection services. The new agreement included additional diversion services, further rate reductions, and an implementation of a volume-based residential rate structure.

ATTACHMENT C: PROJECT DESCRIPTIONS

City of San José Commercial Solid Waste System Redesign (2007 – Ongoing)

Project Description

In 2007, the City of San José adopted a set of "Green Vision Goals" designed to transform San José over 15 years into a center of clean technology innovation and sustainable practices. Among the goals was a Zero Waste goal of diverting 100% of municipal solid waste from landfills and of converting waste to energy. The City quickly realized that to achieve such a goal required significantly increasing commercial diversion performance. The non-exclusive commercial collection system, with about 20 haulers, was yielding a diversion level of about 26% (excluding construction and demolition debris and third party recycling efforts). San José was interested in redesigning the system with a focus on supporting higher diversion levels, providing expanded and more-efficient collection services, and stabilizing City revenues of over \$14 million per year.

HF&H Solution

The City of San José chose HF&H to assist them in identifying options for redesigning the commercial solid waste management system in a two phase process. For the first phase, HF&H analyzed the existing collection system to better understand the level of each hauler's involvement and their role in diversion. The City was also interested in examining opportunities to improve the quality of commercial collection and the stabilization of rates. As part of our evaluation of options for improving the commercial solid waste system, HF&H surveyed operations in five major U.S. cities, identified and evaluated a range of commercial system options in participation with the City's commercial team, prepared a report documenting the commercial team's evaluation process and recommendations for the future commercial system. This phase of the commercial redesign process resulted in the City Council's approval of a plan to implement an exclusive franchise system granting two or three haulers with the right to collect in two or three individual service districts, and to conduct separate competitive procurements for collection and organics processing services.

For the second phase, HF&H worked closely with the City's commercial team to prepare the organics processing and collection RFP's, which were released in February and April 2010, respectively. HF&H assisted the City in defining the scope requiring proposers to offer collection and processing programs to commercial customers in order to obtain a minimum 75% diversion, with required proposals for three stream and two stream (wet/dry) systems, and the option to propose innovative alternatives. The organics processing RFP encouraged a range of processing options from composting to innovative processes. The City received five collection proposals and three organics processing proposals.

Project Results

HF&H staff served as an integral part of the City's team for this multi-year project on a day-to-day basis, playing a lead role in planning and managing the contractor evaluation and selection process with staff from Environmental Services, City Attorney's Office and Purchasing, including facilitating two rating

Client Contacts

Jeff Anderson
Commercial Program Manager
(408) 975-2518
Jeff.Anderson@sanjoseca.gov

Michele Young
Organics Manager
(408) 975-2519
Michele.Young@sanjoseca.gov

Jo Zientek
Deputy Director, Environmental
Services
(408) 535-8557
Jo.Zientek@sanjoseca.gov

ATTACHMENT C: PROJECT DESCRIPTIONS

panels consisting of City staff, staff from Santa Clara County cities, and the business community in evaluating and scoring the proposals.

In April 2011, the Council chose the staff recommendation and selected Allied to provide collection services using the "One Bin Plus" system, a variant of two-sort collection, and Zero Waste Energy Development (an affiliate of Green Waste Recovery) to provide dry anaerobic digestion using a German technology. The anaerobic digestion facility will be developed on leased City land adjacent to the waste water treatment plant. New services are scheduled to commence July 1, 2012. HF&H assisted in negotiating final agreements with the two companies and is assisting during the transition in anticipating issues and developing means to avoid them or to minimize their impact.

CalRecycle

Commercial Recycling Cost Study (2008-10)

Project Description

HF&H worked with the Department of Resources Recycling and Recovery (CalRecycle) to understand the costs and cost savings of commercial recycling in support of the development of a statewide commercial recycling policy.

Client Contact

Howard Levenson, Ph.D.
Director of Sustainability Program
(916) 341-6311
howard.levenson@calrecycle.ca.gov

The CIWMB is an active member of the multi-agency Climate Action Team. This team was created by the Governor to develop strategies to meet the climate change emission reduction targets of the California Global Warming Solutions Act of 2006 (AB 32). The AB 32 scoping plan has identified zero waste/high recycling as one of its primary greenhouse gas (GHG) reduction strategies, with particular focus on the substantial opportunities available in the commercial recycling area. The "Commercial Recycling Measure" to be adopted by the CIWMB to affect this change would consist of a regulatory structure mandating recycling of certain materials by commercial generators, subject, as usual, to certain thresholds and exemptions.

HF&H Solution

HF&H was hired by CalRecycle to estimate the costs, cost savings, and net costs to haul, process, and market varying amounts of the targeted, high lifecycle GHG materials generated by large businesses. Through this process, HF&H developed two main deliverables:

1. **Cost Assessment Model:** A sophisticated economic model to estimate the range of costs, savings, and net costs associated with an expansion of commercial recycling on a regional and statewide basis. The results of this cost assessment model facilitates rulemaking at the CIMWB for statewide commercial recycling, provides regulators with information on cost-effectiveness, and information on reasonable exemptions (e.g. generator thresholds, rural generators, material types, etc.). Additionally, this provides the CIWMB, local governments, and the waste management and recycling industries with information on the costs and savings associated with developing or expanding commercial recycling programs.
2. **Commercial Diversion Tool:** HF&H, in cooperation with Cascadia Consulting Group, developed a web-based calculator tool that individual businesses use to make decisions regarding whether to reduce, recycle, or dispose of materials and the estimated costs and GHG reductions associated with

ATTACHMENT C: PROJECT DESCRIPTIONS

that decision. CalRecycle staff, local jurisdictions, and others also use this tool to help businesses explore commercial diversion options and provide technical assistance.

Project Results

HF&H has submitted a final copy of the Commercial Diversion Tool along with a Final Report of the Commercial Recycling Cost Study. The Final Cost Study Report is available upon request or through the CalRecycle website.

CalRecycle

Franchise Agreement Training (2010)

Project Description

The California Department of Resources Recycling and Recovery (formerly CIWMB) was interested in training some of their staff on the effect of franchise agreement language on program effectiveness and diversion results. The Materials Marketing and Local Assistance branch of CalRecycle is responsible for ensuring local government compliance with AB939 requirements. CalRecycle wanted their staff to understand the way in which franchise language inhibits and/or facilitates program effectiveness in communities throughout the state. The training took place in August 2010.

Client Contact

Kyle Pogue
Manager

(916) 341-6246

Kyle.Pogue@CalRecycle.ca.gov

HF&H Solution

Many topics were covered by the all-day training seminar. The day began with discussion about why local jurisdictions regulate waste and recycling and how those motivations lead to several common regulatory structures. HF&H talked about different systems and contracts and how they impact program efficacy, including regional agencies, disposal issues, and materials recovery and processing facilities. HF&H explained some of how politics play into the solid waste industry, how elected officials play into the industry, and how politics affect competition and market dynamics. Representatives from the City of Napa and the City of Rancho Cordova prepared presentations that laid out how their current franchising arrangements work well for them. The training ended with HF&H going into detail about the different program options available for each service sector (e.g. single-family, multi-family, and commercial).

Project Results

CalRecycle management and staff were pleased with the training program and HF&H has received numerous compliments from the attendees. CalRecycle recorded the training and will use the DVD to train new employees.

ATTACHMENT C: PROJECT DESCRIPTIONS

City of Fresno Commercial and Multi-Family Solid Waste Procurement (2010)

Project Description

After having cut more than \$80 million and 600 employees from the general fund budget in two years, the City was faced with another \$12 million gap as it planned the fiscal year 2011 budget. The City Manager's office, working with the Mayor, identified "franchising" of the commercial solid waste activities as a potential opportunity to help close the budget gap.

Client Contact

Bruce Rudd
Assistant City Manager
(559) 621-7784
bruce.rudd@fresno.gov

In April 2010, HF&H was engaged by the City of Fresno to conduct a procurement for commercial and multi-family solid waste, recycling, and organics collection and processing services. Fresno had historically provided these services with municipal forces through its Department of Public Utilities.

HF&H Solution

In order to help the City determine whether or not a "franchised" commercial system would serve the City, HF&H developed a procurement process to meet Fresno's unique needs. The procurement was comprised of the following major tasks;

1. Developing the program and service requirements of the desired system;
2. Preparing the RFP and drafting a franchise agreement;
3. Managing the pre-proposal process;
4. Evaluating proposals;
5. Negotiating final agreements with the top ranking proposers; and,
6. Presenting recommendations to the City Council.

Project Results

HF&H's RFP resulted in proposals from five companies. Each proposal expanded the programs and services offered to multi-family and commercial customers. The proposals included the purchase of City equipment (\$8 million) and will provide approximately \$2.5 million annually in franchise fees. The top three proposals received also offered (3% to 11%) lower rates to customers than the rates charged by the City.

Ultimately, two companies were selected to provide collection services in two districts.

ATTACHMENT C: PROJECT DESCRIPTIONS

WVSWMA

Solid Waste Collection Advisory Services (1997- Present)

Project Description

Executive Director

The West Valley Solid Waste Management Authority (Authority) is comprised of the cities of Campbell, Monte Sereno, and Saratoga; and, the Town of Los Gatos. We have provided the Executive Director for the Authority since its inception. In that capacity, we have provided the guidance and leadership to the Board on solid waste issues, including the competitive procurement for new collection and sole source negotiations for processing services and a new disposal agreement in 2005, implementation of services, and annual rate adjustments.

Client Contact

Kirsten Powell, Esq.
Board Attorney
(408)402-9542
kpowell@loganspowell.com

Procurement

The franchise agreements between the individual members of the Authority and their current service provider had not been competitively bid in decades. The Authority felt it was its fiduciary responsibility to the ratepayers to do so. Having made that decision, the Board took the opportunity to request new services and create one agreement with a new hauler and the Authority.

HF&H Solution

With the assistance of the Authority, HF&H managed the competitive contractor selection process. This process included meeting with Authority staff to discuss its goals and objectives; preparing the RFP, drafting a collection agreement; soliciting cost proposals; evaluating the cost proposals for reasonableness with industry standards; selecting the contractor; and, negotiating the final terms of the new collection agreement.

WVSWMA's procurement process resulted in receipt of five proposals. After review of the evaluation results and presentations by the proposers, the Board selected the low-cost collection provider.

Project Results

The Board took this opportunity to: add fully-automated collection programs; add single-stream residential recyclable materials collection; increase the jurisdiction's franchise fees and add other jurisdictional fees; and restructure customer rates. The final negotiated revenue requirement resulted in different rate adjustments in different cities. For example, the 35-gallon residential rate increased between 2.3% and 5.8% depending on the jurisdiction.

Since there were significant service changes and the selected hauler was new to the service area, the Board asked HF&H to monitor the implementation of the new contract. Some of the tasks HF&H performed included: 1) attending all the transition team meetings; 2) monitoring the new hauler's progress against timelines (purchase of equipment; training of personnel, etc) ; 3) reviewing the public education materials; 4) reviewing the customer billing data; and 5) addressing issues as they became known.

ATTACHMENT C: PROJECT DESCRIPTIONS

StopWaste.Org (ACWMA)

Franchise Data Gathering (2010)

Project Description

As part of its recently adopted strategic plan, the Alameda County Waste Management Authority (StopWaste.Org) established a "Franchise Task Force" to review the recycling and solid waste franchise agreements of its 17 member agencies and develop recommendations for future franchising activities. HF&H was engaged to develop a database and to document into that database the relevant provisions of each of nearly 40 contract documents (including franchise, processing, and disposal agreements) that govern recycling and solid waste activity in Alameda County. This database is to be used by the Franchise Task Force Steering Committee to understand the current conditions, requirements, and limitations of the existing agreements as well as to identify "best practices" which might be recommended for use in other communities.

Client Contact

Meghan Starkey
Senior Program Manager
(510) 891-6513
mstarkey@stopwaste.org

HF&H Solution

HF&H developed a Microsoft Access database to document key data for each of the contract documents. The database was configured to house the following information for each document: key contract terms (e.g. start dates, parties to the contract, etc.), direct services (e.g. service descriptions, materials accepted, materials prohibited, customer incentives, etc.), other services included in the contract, compensation and rate adjustment methodology, performance standards, and rates. Once the database was configured and the design was approved by the client, HF&H gathered all relevant documents from each of the member agencies and input the information into the database.

Project Results

StopWaste.Org now has a complete and current database that documents the key provisions of their member agencies' solid waste and recycling related contracts. This database catalogues thousands of data points included in the nearly 40 contract and municipal code documents that regulate recycling and solid waste activities and services in the County.

ATTACHMENT C: PROJECT DESCRIPTIONS

SBWMA

Solid Waste Procurement – Phases 1 and 2 (2006-07)

Project Description

The South Bayside Waste Management Authority (SBWMA), a Joint Powers Authority comprising twelve member agencies in southern San Mateo County, needed a consultant's assistance with a process for competitively selecting new solid waste collection and transfer station and MRF operation contractor(s). HF&H was retained to complete Phases 1 and 2 of the contractor selection process.

Client Contact

Kevin McCarthy
Executive Director
(650) 802-3505
kmccarthy@rethinkwaste.org

- Phase 1 involved planning the future programs, services, contract terms and conditions, and procurement strategy. During Phase 1, HF&H, directing a team of consultants, prepared 45 technical memoranda dealing with a wide range of program and contract issues. HF&H presented these memoranda at 16 public workshops resulting in a consensus among the 12 member agencies for the key services and contract terms that were the basis for the agencies' request for proposal.
- Phase 2 of the SBWMA's Contractor Selection Process encompassed the activities associated with preparing the RFP and contracts for collection and facility operations; and, presenting the RFP documents to the Board. In late 2006 and early 2007, HF&H assisted SBWMA staff with Phase 2. We drafted the RFP that solicited proposals from qualified companies for collection services and the Shoreway Facility transfer station and recycling center operations. The RFP contained extensive information about the current service conditions in the 12 Member Agencies and at the Shoreway Facility; a comprehensive description of the future collection and processing needs of the Member Agencies; the future agreements for collection and operations; specifications for the content of the companies' proposals; and cost proposal forms.

Project Results

The RFP documents reflected the decisions made by the Programs and Facilities Committee and Process and Contract Committees in Phase 1 of the Contractor Selection Process. HF&H worked with SBWMA staff and a Board subcommittee to seek input and review of the RFP documents.

ATTACHMENT C: PROJECT DESCRIPTIONS

MRWMD

Regional Franchising Opportunities (2009)

Project Description

Local franchise agreements for the member agencies of the District had not been competitively bid in 15 years or longer. Each city and unincorporated Monterey County had their own individual franchise agreements, each of which were due to expire in 2015. The agreements in place had been extended several times and contained little in the way of prescribing: expected customer service levels; routine and meaningful reporting to local cities regarding tonnage of materials collected and trends; proactive outreach and education activities; the nature of the relationship with the District; uniform franchise fee agreements among local jurisdictions, etc.

Client Contact

William Merry, P.E., DEE
General Manager
(831) 384-5313
wmerry@mrwmd.org

The District believed there were significant opportunities to lower costs to ratepayers, enhance revenue generation for local cities, and improve contract management through an updated, consolidated and competitively-bid or negotiated solicitation of a new "master" franchise agreement encompassing all or some District jurisdictions.

HF&H Solution

The District had a Strategic Planning Task Force in place to address issues such as regional franchising. In an effort to provide more comprehensive information for that discussion, the District approved HF&H's scope of work including: 1) review of each of the existing franchise agreements and compare to "state of the industry agreements; 2) identify and document the advantages and disadvantages associated with different cooperative procurement approaches; 3) identify common and leading edge franchise fee and revenue enhancement mechanisms used in California franchise agreements and solid waste systems; and, 4) work with District staff to identify additional approaches that could be used as part of a regional procurement process.

Project Results

HF&H found that the aging franchise agreements were not consistent with the state of the industry in terms of either programmatic or contractual elements. HF&H presented a range of options for the District regarding regional franchising. This presentation focused on developing a system which maximizes the existing infrastructure, anticipates pending regulatory and legislative requirements, and developing a system that will result in high levels of diversion and customer service while maintaining cost-effectiveness. HF&H prepared a model franchise agreement that can be used and tailored by each city. The District Board has approved the next phase of work which includes more comprehensive strategic planning for the districts funding and procurement concerns.

This page intentionally left blank

ATTACHMENT D: KEY STAFF RESUMES

Robert D. Hilton, CMC, President

Range of Experience



Bob Hilton is the President of HF&H and one of five firm owners. Bob has over 35 years of public management experience in county and city government and special districts, the past 30 years as a consultant. Mr. Hilton has been responsible for: policy studies; strategic planning studies; financial feasibility studies organizational/management studies; privatization studies; franchise bid processes and contract negotiation; cost of service studies; utility rate analysis; and litigation consulting. Bob has provided expert solid waste advice to more than 160 agencies through nearly 800 projects.

Mr. Hilton has directed all of the competitive contractor selection and negotiation processes in Northern California for HF&H including, but not limited to, those for the cities of Alameda, Brentwood, Cotati, Daly City, Fresno, Livermore, Milpitas, Union City, Pacifica, Palo Alto, Petaluma, San Bruno, San Jose, and Sunnyvale, as well as the Ross Valley Sanitary District, Central Contra Costa Solid Waste Authority, South Bayside Waste Management Authority and the West Valley Solid Waste Management Authority.

Professional and Business History

HF&H Consultants, LLC: President, August 1989 to present

Price Waterhouse: Senior Manager/Manager, 1983 to 1989

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

California Resource Recovery Association

Solid Waste Association of North America

Articles and Speeches

"The Buck Stops Here: Zero Waste Funding and Financing," speaker, Solid Waste Association of North America, Austin Texas, 2012

"Zero Waste Funding at the Retail and Wholesale Level," California Resource Recovery Association Conference, San Diego, CA, 2011

ATTACHMENT D: KEY STAFF RESUMES

Robert D. Hilton, CMC, President

"Creating Effective Franchises and Contracts," 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

M.A., Political Science, California State University, San Jose

B.A., Political Science, California State University, San Jose

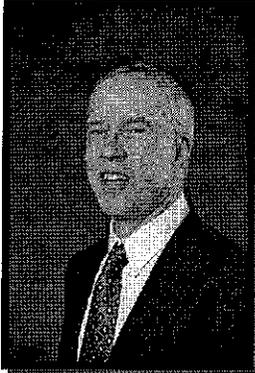
Professional Certification

Certified Management Consultant (CMC Professional Certification)

ATTACHMENT D: KEY STAFF RESUMES

Peter M. Deibler, Senior Project Manager

Range of Experience



Mr. Deibler is a Senior Manager with HF&H Consultants, LLC, with 30 years of experience in the waste management field. He has a background in resource economics and has assisted dozens of public sector clients. Mr. Deibler specializes in the legal, policy, and financial issues related to diversion programs and waste management program and facility procurements and negotiations. He frequently drafts and negotiates service contracts and is well versed in the role of Propositions 218 and 26 in local government setting of fees and rates. His work often involves extensive public process, including workshops, study sessions, and facilitating decision making by client senior staff, city councils, state and local task forces, and special district and joint power agency boards.

His current and recent clients include StopWaste.Org (Alameda County), the cities of San Jose, Mountain View, Sunnyvale, San Jose, Palo Alto, and the West Valley Solid Waste Management Authority (four Santa Clara County cities). Key current and recent responsibilities include a review of future HHW options for StopWaste.Org; developing a Zero Waste plan, new service agreement, and negotiation process for the City of Mountain View; and the City of San Jose's commercial redesign procurement including collection and anaerobic digestion of organics. In recent years he managed the City of Sunnyvale's SMaRT Station operator procurement and the City of Palo Alto's Zero Waste Procurement.

Peter Deibler has managed numerous contractor collection, and facility development and/or operation procurements for agencies ranging in population from 5,000 to 1 million. This experience includes projects for Napa, Riverside, San Bernardino, and Sonoma counties, the Alameda County Waste Management Authority, the Central Contra Costa County Solid Waste Authority, the Salinas Valley Waste Management Authority, the SMaRT Station partners (Sunnyvale, Mountain View and Palo Alto), the Western Placer Waste Management Authority, and the cities of Mountain View, San Jose, Palo Alto, Fremont, Salinas, Fairfield, San Ramon, San Anselmo, Fort Bragg, Healdsburg, Windsor, and Oceanside. He is currently assisting the City of Mountain View in negotiating a new service contract addressing key service issues from the City's Zero Waste Plan that HF&H is developing for the City under Mr. Deibler's management. From 2008-11 he managed a commercial procurement for the City of San José to assist the city in reaching a city wide 75% diversion rate by 2013 and zero waste by 2022, and he is now assisting with the transition. San Jose is converting from a nonexclusive system with 20 collection companies to an exclusive system with two service providers for "one bin plus" collection and recyclables processing, and anaerobic digestion of organics. Other recent project highlights include the City of Palo Alto's Zero Waste procurement and preparation of the 2007 StopWaste.Org "5-year Audit" Program Assessment, which included analysis of key policies and programs that StopWaste.Org is considering in its plan for meeting and exceeding its 75% diversion goal.

ATTACHMENT D: KEY STAFF RESUMES

Peter M. Deibler, Senior Project Manager

Professional and Business History

HF&H Consultants, LLC: Senior Project Manager, 2006 to Present

Brown, Vence & Associates: Senior Associate, 1989 - 2006

Recent Articles and Speeches

"Zero Waste – the Mountain View Experience," with Lori Topley, City of Mountain View, California Resource Recovery Association Conference, Oakland, August 6, 2012. Pending

"The Role of Household Hazardous Waste in Zero Waste," California Resource Recovery Association Conference, Oakland, August 8, 2012. Pending

"Procurements and Contracting for Zero Waste Services," Consultants Panel, Zero Waste Brain Trust, EPA Offices, San Francisco, CA September 24, 2010 (by invitation)

"High Diversion with a Redesigned Commercial Program," with Kristina Gallegos, City of San José, California Resource Recovery Association Conference, Sacramento, August 9, 2010

"Moving Beyond Disposal - Funding Options for High Diversion", Presentation to the Alameda County Source Reduction and Recycling Board, July 10, 2008.

"Rethinking Rate Structures - Rate Setting for High Diversion", Presentation to the Alameda

Education

Master of Arts Degree in Energy and Resources, University of California, Berkeley

Bachelor of Arts Degree in Economics, Phi Beta Kappa, Beloit College

ATTACHMENT D: HF&H STAFF RESUMES

Colleen Costine, Senior Associate

Range of Experience



Colleen Costine, Senior Associate, has over 28 years of financial and accounting experience, with over 20 years in the solid waste industry. Ms. Costine works in our northern California recycling and solid waste practice. She has been assigned many projects including: operational reviews; detailed rate application reviews; billing service reviews; contract compliance reviews; landfill rate analysis; and, procurement of new services.

Prior to joining HF&H, Ms. Costine was an Assistant District Controller, with Allied Waste Industries. Ms. Costine was responsible for implementing the company's accounting policies and procedures at the Division level. Quarterly she reviewed all balance sheet accounts for four Transfer Stations, two Landfills, one Recycling Facility and seven Hauling Companies. Ms. Costine collaborated with division personnel in becoming SOX "compliant" and continued testing controls to ensure on-going compliance in the areas of General Ledger, Accounts Payable, Fixed Assets, Payroll, Accounts Receivable, Security and Landfill. As a Regional Finance Manager, Ms. Costine reviewed monthly division variance reports, statistical analysis and prepared consolidated reports for a Region of five districts with annual revenue of \$778 Million.

Ms. Costine has been involved in the review and evaluation of hauler solid waste, recyclable material, and organic material processing proposals for the cities of San José and Livermore. Her analyses included presentation of financial and statistical data for the comparison of proposed costs and operational efficiencies to industry standards.

Professional and Business History

HF&H Consultants, LLC: Senior Associate 2008 to Present, Associate Analyst 2007 - 2008

Allied Waste Industries: Assistant District Controller, Regional Finance Manager and District Controller 2000-2007

Colleen A. Costine: Consultant; 1999-2000

Browning Ferris Industries: Manager of Financial Services Payroll and Staff Accountant, 1991-1999

New Zealand Milk Products: Product Supply Assistant, 1987-1988

Zidell Explorations, Inc: Lead Accounts Payable Clerk, 1985-1986

Red Lion Inn Lloyd Center: Assistant Office Manager, 1982-1985

Education and Professional Certification

B.A., Emphasis in Accounting, Rutgers University, Camden, New Jersey

ATTACHMENT D: KEY STAFF RESUMES

Lauren Barbieri, MBA, Associate Analyst

Range of Experience



Ms. Barbieri brings several years of contract procurement and environmental business experience to her role as an Associate Analyst in HF&H's Northern California office. She began working with HF&H as an Assistant Analyst in 2008 and returned as an Associate in 2011 after earning an MBA from the UCLA Anderson School of Management.

At Alcatraz Cruises, Lauren facilitated the partnership between the company, the National Park Service, and the National Parks Conservancy, with a general focus on the government's role in environmental responsibility and preservation for land-use. She developed and maintained environmental operating programs, green procurement policies and environmental education activities and events for visitors to Alcatraz Island. During her time with Alcatraz Cruises, the company became the first of its kind to achieve ISO 9001:2000, ISO 14001:2004 and OHSAS 18001:1999 (international standards of quality management, environmental management and health and safety management systems) and developed the first hybrid ferryboat to be used on the San Francisco Bay.

Since Ms. Barbieri began at HF&H, she has participated in a wide range of procurement and contract negotiation projects including several competitive and sole source service procurements as well as operations reviews. Most recently, she drafted new agreement language and collaborated in a MRF agreement extension for the City of Oxnard. She has also aided in RFP and Franchise revisions for the Cities of Livermore and Palo Alto, contributed to building a solid waste business plan for the City of Sacramento, and assisted in new agreement terms and negotiations for the City of Mountain View.

Professional and Business History

HF&H Consultants: Associate Analyst, 2011 to Present; Assistant Analyst, 2008-2009

Hornblower Yachts, Inc: Marketing and Operations Analyst, 2006 -2008; Executive Assistant to CEO, 2005 -2006

Education and Professional Certification

Master of Business Administration, University of California, Los Angeles

Bachelor of Arts, Legal Studies, University of California, Berkeley

ATTACHMENT E: SCOPE OF SERVICES AND FEE PROPOSAL

	Meetings					Total Hours	Proposed Cost	Work Products	Preliminary Schedule
	R. D. Hilton \$249	P. Deibler \$215	C. Costine \$179	L. Barbieri \$129	K. Ervin \$95				
PART 1 COMPLETE AND RELEASE RFP PACKAGE									
Task 1 Prepare for, and Make Presentation at Council Meeting									
HF&H conducts initial planning-level analysis of possible City operation of MRF, based on timely City provision of information and responses to questions; HF&H conducts initial planning-level analysis of transfer and/or MRF technology options	4	8	0	8	0	20	\$3,748	Powerpoint presentation to Council	October
HF&H prepares Powerpoint presentation of approximately 20 slides covering procurement process integrity including City Council and staff roles and communication protocols, and possible use of an independent evaluation team; possible City operation of MRF (based on initial planning-level analysis) and structuring of a managed competition; the possible role of new transfer and/or MRF technology in the procurement; HF&H role in managing the process; key activities and schedule	16	8	0	8	4	36	\$7,116	1 Powerpoint presentation to Council	October
Task 1	20	16	0	16	4	56	\$10,864		
Task 2 Finalize RFP Package									
HF&H revises final draft RFP, agreement and proposal forms to reflect City comments and any substantive changes in process, such as managed competition, more specified evaluation and selection process, etc; submits to City for final review	4	16	8	32		60	\$9,996	Final revised RFP documents	October- November
HF&H makes final revisions to RFP, agreement and proposal forms, reflecting final City comments	2	8	4	16	4	34	\$5,378	Final RFP documents	December
Task 2	6	24	12	48	4	94	\$15,374		

ATTACHMENT E: SCOPE OF SERVICES AND FEE PROPOSAL

PART 2	CONDUCT EVALUATION AND SELECTION PROCESS	Meetings					Total Hours	Proposed Cost	Work Products	Preliminary Schedule
		R. D. Hilton	P. Delbler	C. Costine	L. Barbieri	K. Erwin				
Task 5	Evaluation Planning and Evaluation Team Meeting 1	1	8	4	4	13	\$2,349	Agenda, process description, and team materials (scoring sheets, etc)	March-September	
Task 5	HF&H makes initial contact with eval team members; HF&H develops description of evaluation process and materials for evaluation team use intended to ensure fully transparent process (budget assumes that City determines composition of eval team and obtains commitments to participate) Proposals submitted (budget assumes three, including City as applicable); HF&H facilitates 1st meeting of team soon after receipt of proposals to present guidelines, overview of RFP package, brief bulletpoint summary of proposals, distribute RFP and proposals, and discuss and distribute evaluation materials	2	12	16	16	30	\$5,142	1 Agenda	April-May	
Task 5		3	20	0	16	43	\$7,491			
Task 6	Initial Proposal Evaluation (Evaluation Team Meeting 2)	2	20	0	16	36	\$11,474	High level matrix identifying proposals and their pass/fail status List of issues for clarification and draft questions to proposers	May	
Task 6	HF&H conducts an initial check of proposals for meeting minimum standards (pass/fail); instructs evaluation team to only review passing proposals HF&H conducts initial review of proposals, conducts cost evaluation, and identifies questions and issues requiring clarification HF&H prepares draft proposal summaries and initial findings for evaluation team (and later Council) use; evaluation team meets for 2nd time to discuss proposals in detail and prep for interviews	2	12	2	16	32	\$5,332	1 Draft proposal summary matrix with initial comments/findings; meeting agenda; followup support for evaluation team as needed	June	
Task 6		4	34	20	46	109	\$18,295			

ATTACHMENT E: SCOPE OF SERVICES AND FEE PROPOSAL

	R. D. Hilton	P. Deblor	C. Costine	L. Barbieri	K. Erwin	Total Hours	Proposed Cost	Meetings	Work Products	Preliminary Schedule
PART 2 CONDUCT EVALUATION AND SELECTION PROCESS										
Task 7 Proposer Interviews and Final Meeting (Evaluation Team Meetings 3 and 4)										
HF&H prepares advance written questions for interviewees as well as verbal questions for during interviews; HF&H facilitates interviews, and follow-ups with proposers post-interview as necessary	8	24	8	12	2	54	\$10,322	1	Budget assumes three interviews on one day	June-July
HF&H facilitates final meeting of evaluation team to score/rank proposals as provided by the Council-approved process	8	12	4	8	2	34	\$6,510	1	Agenda, final evaluation materials for team use	July
Task 7	16	36	12	20	4	88	\$16,832			
Task 8 Present Findings to Council										
HF&H prepares Council presentation of evaluation team findings	4	16	4	24	2	50	\$8,438		Powerpoint presentation	August
HF&H presents evaluation team findings to Council (remaining scope and budget assumes Council selection of single proposer for negotiation)	12	16	0	0	0	28	\$6,428	1	Make Council presentation	August-September
Task 8	16	32	4	24	2	78	\$14,866			
PART 2 TOTAL	39	122	36	106	15	318	\$57,484			

ATTACHMENT E: SCOPE OF SERVICES AND FEE PROPOSAL

	R. D. Hilton	P. DeBlair	C. Costine	L. Barbieri	K. Ervin	Total	Proposed	Meetings	Work Products	Preliminary Schedule
PART 3 NEGOTIATE AND FINALIZE AGREEMENT										
Task 9 Negotiate and Finalize Agreement										
HF&H facilitates negotiations, preparing agenda, keeping minutes and track of status, and developing and analyzing issues and options, etc. Budget assumes three sessions with one selected proposer	24	40	4	16		84	\$17,356	3	Agenda, summary materials, minutes	September-October
HF&H revises the draft agreement, and final compensation materials to reflect the selected contractor's proposal and negotiated changes	4	8	2	24	2	40	\$6,360		Revised draft, and final, signature-ready agreement	October-November
Task 9	28	48	6	40	2	124	\$23,716			
Task 10 Final Recommendation to Award to Council										
HF&H prepares draft Council presentation of final agreement for City staff review	1	8			2	11	\$2,159		Draft Powerpoint	October-November
HF&H finalizes presentation based on staff comments and presents final agreement to Council	4	5			1	10	\$2,166	1	Final Powerpoint	November
Task 10	5	13	0	0	3	21	\$4,325			
PART 3 TOTAL	33	61	6	40	5	145	\$28,041			
Engagement Management										
	8	16	0	0	0	24	\$5,432			

ATTACHMENT E: SCOPE OF SERVICES AND FEE PROPOSAL

	R. D. Hilton	P. Deibler	C. Costine	L. Barbieri	K. Erwin	Total Hours	Proposed Cost	Meetings	Work Products	Preliminary Schedule
OPTIONAL TASKS										
Optional Task 3										
Site Visits to Proposer Facilities										
Optional Task 3	0	0	0	0	0	0	\$0	TBD	TBD	
Conduct site visits of proposer facilities.										
Optional Task 3	0	0	0	0	0	0	\$0	TBD	TBD	
Optional Task 4										
Conduct Best and Final (BAFO) Process										
Optional Task 4	0	0	0	0	0	0	\$0	TBD	TBD	
Design and conduct a BAFO, as needed.										
Optional Task 4	0	0	0	0	0	0	\$0	TBD	TBD	
Optional Task 5										
Negotiation with Multiple Proposers										
Optional Task 5	0	0	0	0	0	0	\$0	TBD	TBD	
Negotiate with multiple proposers and possibly take multiple final agreements to Council for final selection.										
Optional Task 5	0	0	0	0	0	0	\$0	TBD	TBD	
Optional Task 6										
Assist with Managing Transition										
Optional Task 6	0	0	0	0	0	0	\$0	TBD	TBD	
TBD										
Optional Task 6	0	0	0	0	0	0	\$0	TBD	TBD	
Optional Task 7										
Assist in Monitoring Compliance										
Optional Task 7	0	0	0	0	0	0	\$0	TBD	TBD	
TBD										
Optional Task 7	0	0	0	0	0	0	\$0	TBD	TBD	