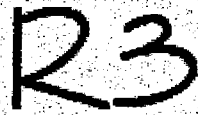


MEETING DATE: 04/17/06

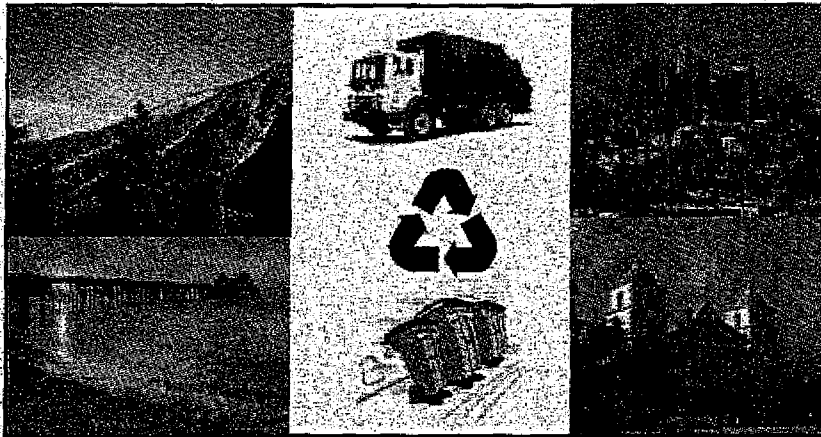
AGENDA ITEM: Authorization to a Award Professional Services Agreement for R3 Consulting Group, Inc. to support the Sanitation Division by providing an Interim Sanitation Manager

ATTACHMENTS

		<u>Pages</u>
1	R3 Consulting Group, Inc's. Statement of Qualifications	1 - 10
2	Resume of Sam Chandler	1 - 2



Statement of Qualifications



Solid Waste Management Consulting Services

2005

Section 1

Firm Information

R3 Consulting Group, Inc. ("R3") specializes in management consulting services for solid waste and water / wastewater utilities. We provide a range of services to our municipal clients, including competitive procurement of collection, processing and disposal services; development, implementation and monitoring of service contracts and franchise agreements; rate reviews and cost-of-service studies; AB 939 planning and compliance services; and planning, development and implementation of waste reduction and recycling programs. R3 was incorporated in California in 2002 and maintains offices in Rancho Cucamonga and Sacramento, California. Please contact us at the following address:

Mr. Sam Chandler, Senior Manager
R3 Consulting Group, Inc.
8440 Maple Place, Suite 104
Rancho Cucamonga, CA 91730
Phone: 866-437-3244
E-mail: schandler@r3cgi.com

Resources, Responsibility and Respect – these are the guiding principles of R3 Consulting Group. Our mission is to assist municipal clients in identifying challenges, evaluating alternatives, and implementing cost-effective, environmentally sound and "community-friendly" solutions. For more than 30 years, R3 team members have assisted municipal clients in the implementation of various programs, services and facilities.



Firm Qualifications

RFP Preparation and Management and Financial Analysis

ACWMA, CA	Rancho Palos Verdes, CA
Alameda, CA	Redlands, CA
Albuquerque, NM	Redwood City, CA
Barlett, TN	Rolling Hills Estates, CA
Bradbury, CA	Roseville, CA
CCCSWA, CA	Sacramento County, CA
Citrus Heights, CA	Sacramento, CA
Clovis, CA	San Anselmo, CA
Colton, CA	San Bernardino County, CA
Douglas County, NV	San Bernardino, CA
Duarte, CA	San Francisco, CA
Dublin, CA	San Gabriel, CA
El Cerrito, CA	San Jose, CA
El Dorado County, CA	San Leandro, CA
Fresno, CA	San Ramon, CA
Irwindale, CA	Santa Barbara, CA
Lexington County, SC	Santa Barbara County, CA
Livermore, CA	Santa Cruz County, CA
Manteca, CA	Santa Rosa, CA
Maricopa County, AZ	SBWMA, CA
Memphis, TN	Scottsdale, AZ
Millbrae, CA	South Kingstown, RI
Monrovia, CA	South Pasadena, CA
Montebello, CA	Tacoma, WA
Monterey County, CA	Tucson, AZ
Norfolk, VA	Union City, CA
Oakland, CA	Upland, CA
Oxnard, CA	Vallejo, CA
Phoenix, AZ	Waco, TX
Pleasanton, CA	WCCIMWA, CA
Puerto Rico	West Columbia, SC
Rancho Cordova, CA	Windsor, CA
Rancho Murieta CSD, CA	

Solid Waste Planning and Operations

Calaveras County, CA	Monrovia, CA	Santa Cruz County, CA
Citrus Heights, CA	Monterey County, CA	Scottsdale, AZ
Contra Costa County, CA	Oakland, CA	Seminole County, FL
Dana Point, CA	Phoenix, AZ	State of Arizona
Laguna Beach, CA	Rancho Cordova, CA	State of California
Laguna Niguel, CA	Sacramento County, CA	State of New Mexico
Los Angeles County, CA	Sacramento, CA	Tucson, AZ
Manteca, CA	San Bernardino, CA	Tustin, CA
Marin County, CA	San Clemente, CA	U.S. Navy, San Diego
Mission Viejo, CA	San Jose, CA	

Firm Qualifications

Practice Areas

FINANCIAL AND RATE ANALYSIS

R3 staff members have broad experience in performing financial and rate structure analysis projects for municipalities, public utilities and regional authorities. As a result, we provide our clients with the financial information and comparative analysis required to make sound, informed decisions. In addition, our understanding of the fundamental challenge of local governments to balance complex services and programs with the realities of budget constraints allows us to provide effective and meaningful financial consulting services to our clients. Finally, our primary goal on financial and rate analysis projects is to strike a balance of representing the interests of our municipal clients with ensuring that the contractor(s) are compensated fairly and in accordance with the terms of their Contract.

Our financial and rate analysis services typically include the following:

- Rate audits and rate structure analysis;
- Cost-of-service and revenue requirement studies;
- Financial modeling and analysis of funding alternatives;
- Development of refuse vehicle impact fees;
- Audits of billing systems and franchise fee payments; and
- Budgeting and long-term financial planning.

PROCUREMENT ASSISTANCE SERVICES

R3 provides a range of procurement assistance services for our municipal clients, ranging from assisting jurisdictions with "sole-source" negotiations with an existing service provider to managing all aspects of a competitive procurement process for refuse collection, recycling, processing and disposal services. We typically provide "full-service" procurement assistance, meaning that we work closely with our client staff on all aspects of a competitive procurement project. R3 first works with staff and community members to develop the scope and design of programs, facilities and services. Once this is complete, R3 prepares the Request for Proposals package, drafts the franchise agreement or operating contract, conducts pre-proposal meetings with potential contractors and written responses to questions,

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assists the evaluation team with proposal evaluations, and prepares staff reports and presentations to support the committee recommendations. Finally, we typically prepare and conduct workshops and community forums to solicit direct input on program design from residents, business groups, and elected officials.

Our procurement services include the following:

- Development and evaluation of policy and programmatic alternatives that meet the specific needs of the community;
- Design of performance standards, incentives and penalties related to Contractor performance;
- Development of an annual adjustment mechanism to the Contractor compensation and user rates and fees;
- Preparation and distribution of the Request for Proposals package, including the franchise agreement and operating contracts;
- Assistance with the technical and financial evaluation of proposals; and
- Negotiation, development and monitoring of contracts and franchise agreements.

OPERATIONS AND PERFORMANCE REVIEWS

R3 staff has extensive experience both operating and evaluating solid waste management systems, and we use that experience to assist our clients with the review and analysis of both municipally operated and franchised solid waste operations. We understand the challenges associated with operating municipal systems, as well as administering franchised solid waste services. In either case, we strive to generate meaningful recommendations based on documented analysis with a focus on opportunities to improve safety and customer service, increase productivity and reduce costs.

Our operations and performance review services include the following:

- Review of Contract compliance by a private operator;
- "Time and motion" analysis of collection and transfer operations;

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- Development of "target-productivity" standards and performance enhancement strategies;
- Analysis of vehicle routing systems;
- Review customer service and billing functions; and
- Development of "performance benchmarking" metrics to measure system performance and improvements.

MANAGEMENT CONSULTING

R3 provides management consulting services to public agencies and local governments charged with implementation of business practices and public/private partnerships. The primary objective of our management consulting service is to maximize our clients return on the investment of financial and human resources. R3's management consulting practice provides objective assessments geared towards helping our clients arrive at effective business decisions in a timely and informed manner.

Our management consulting services include the following:

- Strategic and long-range planning services;
- Organizational design and information flow analysis;
- Management audits and "process-mapping" exercises;
- Consensus building and decision-making techniques;
- Allocation of resources to meet stated objectives;
- Tracking and monitoring of performance metrics; and
- Information system assessments and design.

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SOLID WASTE PLANNING

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

Our solid waste management planning services include the following:

- Evaluation, design and implementation of collection, processing, marketing and disposal programs and facilities;
- Design and implementation of public education and outreach programs, community workshops and public opinion surveys;
- Development of local ordinances to support contract requirements and new programs, including Construction and Demolition ordinances;
- Preparation and adoption of AB 939 planning documents, including SRRE's and HHWE's, new base-year studies and annual reports ; and

R3 Provides Solutions

We are committed to completing our work assignments in an objective and comprehensive manor. By following this principal, our work products result in the best combination of programs and price that best meets the needs of the customer and our public sector clients. ***As a result of a recent competitive procurement project completed by R3, one Los Angeles area community will receive an additional \$1.5 million in franchise fee payments over the contract term. Automation collection***

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was implemented, and diversion was increased from 39% to over 50%.

Conflict of Interest

R3 understands the sensitive nature of conducting competitive procurement projects for public agencies. We are strongly committed to providing our clients with unbiased opinions and recommendations. Accordingly, R3 only provides services to public agencies. ***R3 does not have any relationship and/or employment agreement with any private waste haulers, and R3 does not provide services to any private waste haulers.***

Project Summary Table

The following summary table cross-references the services that R3 team members have provided for public agencies over the past 30 years. This is followed by project descriptions of selected projects.

	Financial & Rate Analysis	Procurement Services	Operations & Performance Review	Management Consulting	Solid Waste Planning
Alameda County Waste Management Authority, CA	✓	□	✓	□	✓
Albuquerque, NM	□	□	□	□	✓
Amador County, CA	✓	□	□	✓	□
Arlington, TX	✓	□	□	✓	□
Atherton, CA	✓	□	□	□	□
Bell Gardens, CA	✓	□	✓	✓	□
Belmont, CA	✓	□	□	□	□
Bradbury, CA	✓	✓	✓	□	□
Brevard County, FL	✓	✓	□	✓	□
Burlingame, CA	✓	□	□	□	□
Central Contra Costa County Solid Waste Authority, CA	✓	□	□	□	□
Citrus Heights, CA	✓	✓	✓	□	□
CIWMB	□	□	□	□	✓
Clayton, CA	□	□	□	□	✓
Clovis, CA	✓	□	□	□	□

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	Financial & Rate Analysis	Procurement Services	Operations & Performance Review	Management Consulting	Solid Waste Planning
Colton, CA	☐	☐	☒	☒	☐
Cooper City, FL	☒	☒	☐	☐	☒
Dania Beach, FL	☒	☒	☐	☐	☒
Deerfield Beach, FL	☒	☒	☐	☐	☒
Douglas County, NV	☒	☒	☐	☐	☒
Duarte, CA	☒	☒	☒	☐	☒
Dublin, CA	☒	☒	☒	☐	☒
East Palo Alto, CA	☒	☐	☐	☐	☐
El Centro, CA	☒	☐	☐	☐	☐
El Dorado County, CA	☒	☒	☒	☐	☒
El Dorado Hills Community Services District, CA	☒	☐	☐	☐	☐
Elk Grove, CA	☒	☒	☐	☐	☐
Folsom, CA	☒	☒	☒	☒	☒
Foster City, CA	☒	☐	☐	☐	☐
Fresno	☒	☐	☐	☐	☐
Garden Grove, CA	☒	☐	☒	☒	☒
Gilbert, AZ	☐	☐	☒	☐	☐
Guam EPA	☐	☐	☐	☐	☒
Hillsborough, CA	☒	☐	☐	☐	☐
Irwindale, CA	☒	☒	☒	☐	☒
Kansas City, MO	☒	☒	☒	☐	☐
Laguna Nigel, CA	☐	☐	☐	☐	☒
Lake County, FL	☒	☒	☒	☒	☐
Lake Forest, CA	☐	☒	☐	☐	☐
Livermore, CA	☒	☒	☐	☐	☒
Los Angeles, CA	☐	☐	☐	☐	☒
Lubbock, TX	☒	☒	☒	☐	☐
Manteca, CA	☒	☐	☒	☒	☒
Mariopa County, AZ	☐	☐	☒	☐	☒
Marin County, CA	☒	☐	☒	☒	☒
Martin County, FL	☒	☒	☐	☐	☒
Menlo Park, CA	☒	☐	☐	☐	☐
Merced, CA	☒	☐	☒	☐	☒
Monrovia, CA	☒	☒	☒	☐	☒
Montebello, CA	☒	☒	☐	☐	☒
Monterey County, CA	☒	☒	☐	☐	☒
Novato, CA	☒	☐	☒	☐	☒

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	Financial & Rate Analysis	Procurement Services	Operations & Performance Review	Management Consulting	Solid Waste Planning
Oakland, CA	✓	□	□	□	□
Oakley, CA	✓	□	□	□	✓
Palm Beach County, FL	✓	✓	□	✓	□
Phoenix, AZ	✓	✓	✓	✓	✓
Placer County, CA	✓	✓	✓	□	□
Pleasanton, CA	✓	□	✓	□	□
Puerto Rico Infrastructure Finance Authority	✓	✓	✓	✓	□
Rancho Cordova, CA	✓	✓	✓	□	✓
Rancho Murieta CSD, Ca	✓	✓	□	□	□
Rancho Palos Verdes, CA	✓	✓	✓	□	✓
Redlands, CA	✓	✓	□	□	□
Redwood City, CA	✓	□	□	□	□
Rolling Hills Estate, CA	✓	✓	□	✓	□
Roseville, CA	✓	□	□	✓	□
Sacramento County, CA	✓	✓	✓	✓	✓
Sacramento, CA	✓	✓	✓	□	✓
San Bernardino County, CA	✓	□	✓	✓	✓
San Bernardino, CA	✓	✓	✓	✓	✓
San Carlos, Ca	✓	□	□	□	✓
San Clemente, CA	□	□	□	□	✓
San Gabriel, CA	✓	✓	✓	✓	□
San Jose, CA	✓	✓	□	□	✓
San Leandro, CA	✓	□	✓	□	✓
San Mateo County, CA	✓	□	□	□	✓
San Mateo, CA	✓	□	□	□	✓
San Rafael, CA	✓	□	□	□	✓
San Ramon, CA	✓	✓	□	□	✓
Santa Barbara County, CA	✓	✓	□	□	✓
Santa Barbara, CA	✓	✓	✓	□	□
Santa Rosa, CA	✓	✓	✓	□	✓
Scottsdale, AZ	✓	□	✓	✓	✓
Seminole County, FL	✓	✓	□	✓	□
South Lake Tahoe Basin JPA, Ca	✓	□	✓	□	□
South Pasadena, CA	✓	□	□	□	✓
State of Arizona	✓	□	□	✓	✓
State of California	□	✓	□	□	✓
State of New Mexico	□	□	□	□	✓

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Firm Qualifications

	Financial & Rate Analysis	Procurement Services	Operations & Performance Review	Management Consulting	Solid Waste Planning
Tacoma, WA	✓	☐	✓	✓	☐
Tucson, AZ	✓	✓	✓	☐	✓
Tustin, CA	☐	☐	☐	☐	✓
Upland, CA	✓	✓	☐	☐	✓
US Navy	☐	☐	☐	☐	✓
Windsor, CA	✓	☐	✓	☐	☐

Project Experience

SOLID WASTE MANAGEMENT CONSULTANT

2004 – Present

Mr. Chandler recently joined R3 as a Senior Manager, and is involved in a number of our current projects including our review of the solid waste management operations for the cities of Redlands, San Bernardino and Tacoma, Washington. Prior to joining R3 he ran his own solid waste management consulting business providing services to both public and private clients in Arizona, California and Washington.

SOLID WASTE DEPUTY DIRECTOR; City of Tucson, AZ

1996-2004

Mr. Chandler served as the Solid Waste Deputy Director for the City of Tucson for eight years. His responsibilities included the daily operation of a vertically integrated municipal solid waste enterprise with 150,000 residential customers, 4,500 commercial customers, a subtitle D landfill and recycling systems that generated \$34 million in annual revenues. During this period Tucson deployed a single-stream recycling program, developed a 5-year strategic operations plan and designed a Pay-As-You-Throw system under Mr. Chandler's guidance.

ENVIRONMENTAL SERVICES MANAGER, City of Santa Monica, CA

1995-1996

Mr. Chandler served as the Environmental Services Manager for the City of Santa Monica. In that capacity he managed the street sweeping section, directed the activities of a solid waste enterprise fund including residential and commercial collections, recycling, green waste programs, transfer station operations and bulky collections, maintained the Santa Monica Beach, operated six parking garages in the downtown shopping district and provided custodial care for the 3rd Street Promenade.

SENIOR OPERATIONS MANAGER, Portland Metro,

Portland, OR

1988-1995

Mr. Chandler served as Senior Operations Manager for Portland Metro. His responsibilities included direction of an \$85 million per year enterprise fund with two transfer stations, two hazardous waste depots, compost operations, numerous franchise operations and \$36 million in annual contract service management agreements. During his tenure he successfully created a new municipal Operations Division by designing a merger of several ad-hoc functions; he subsequently recruited, hired, trained a professional staff of 55 management employees and contracted operational services for a new vertically integrated solid waste management system with revenues of \$85M that assumed regional responsibilities in 1989. He also planned, bid, managed the construction of, and operated two permanent hazardous waste facilities that were industry standards where more than a million pounds of material is diverted annually.

Professional Organizations

SOLV (Member, an Oregon volunteer waste management group)

CRRA (Member)

Southern California Waste Forum (member)

Solid Waste Association of North America (SWANA)

Tucson Clean & Beautiful (Member, Past President)

American Society for Quality (Member)

Publications, Presentations, and Workshops

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

"Successful Curbside Collection Recycling Programs." Presented at SWANA's 26th Annual International Solid Waste Exposition, Chicago.

"Single Stream Automated Recycling Collection; Do's and Don't." Presented to the Alamo Regional Council of Governments Conference, San Antonio, March 2003.

"Solid Waste Strategic Plan 2003-2008." Tucson, Arizona Mayor & Council Study Session, February 2003.

"The Bug Book", Editor, Metro Regional Government publication for household hazardous and pesticide waste reduction programs.

"OWL and PAYT – A Strategic Implementation Plan", draft Mayor & Council Report September 2004, Tucson, Arizona.

Education

Bachelor of Arts in Political Science, Grinnell College, Iowa

Master of Arts in Public Administration, University of Iowa