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July 31, 2017

Robin Wilson, Public Works Program Administrator
City of Carson
701 East Carson Street
Carson, California 90745

Subject: Request for Proposal RFP NO. P17-18 for Consultant to Review the Solid Waste Hauler's Proposal for Citywide Solid Waste Management and Recycling Services

Dear Robin and other Selection Committee Members,

HR Green Pacific, Inc. (HR Green) will provide a seasoned team of in-house municipal consultants to assist with the selection process of a qualified solid waste hauler for the City of Carson. Working with your City, our proposed staff will design and oversee an orderly process for reviewing competitive solid waste hauler proposals and make official recommendations for consideration by the City of Carson.

Our team possesses all of the necessary qualifications and experience required to successfully complete a thorough review of proposals submitted. Our in-house team is made up of accomplished professionals that have led municipal organizations from the executive level and **bring a successful track record in selecting solid waste haulers, negotiating a cost structure that benefits the city/constituents, and overseeing ongoing integrated solid waste management operations.**

Bringing a unique, holistic, "city" perspective can serve the City of Carson well in efforts to establish a contractual arrangement that values the service that waste haulers provide, while appreciating the long term vision of the City.

The HR Green Consultant Team will consist of **Jim Smith, PE** (Project Manager), **Sean McGovern**, and **Bob Makowski, QSP, CPESC, CESSWI**. In aggregate, the consultant team will bring a blended perspective with backgrounds in city management, public works, engineering, and program oversight.

For questions regarding this proposal, please contact Jim Smith, PE, Senior Management Advisor, by phone at either 855.900.4742 or 951.760.8496 or by email at jlsmith@hrgreen.com.

Sincerely,

Jim L. Smith, PE
Senior Management Advisor

George A. Wentz, PE
Vice-President



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City of Carson
July 31, 2017

Firm Background / Profile

HR Green Pacific, Inc. (HR Green) maintains multiple offices in Southern California; is a sister company of Green Companies, Inc. which was **founded in 1913**; and ranks among the **Top 500 Design Firms** and **Top 100 Construction Management Firms** in the United States on *ENR's* list with **450+ employees**. Exclusively serving public agencies in a staff augmentation and departmental management capacity, we are ideally suited to protect your interests. Our staff provides multi-faceted consulting services to nearby agencies, including Lomita, Palos Verdes Estates, Rancho Palos Verdes, Rolling Hills Estates, and Anaheim, as well as other cities and counties throughout Southern California. Our unique blend of civil project management, holistic city management, and contract oversight will prove valuable to the City of Carson.

Our Full Range of Services

Building and Safety

- Code Interpretations
- Building Plan Review
- Organizational Review
- Building Inspection
- II Chief Building Official
- II Permit and Counter Staffing
- II CASp Assessment and Consulting
- Public Education and Outreach
- Staff Training
- Standards and Procedures Development

Program Management

- Departmental Management
- Interim Staff Support
- II Staff Augmentation / Shared Services
- II Organizational Reviews / Analysis
- II Fee and Rate Reviews
- CIP Funding and Administration

Public Agency Consulting

- Alternative Service Delivery
- Master Planning
- Strategic Planning
- Broadband/ Fiber Optics Consulting
- Grant Writing and Administration
- III Stormwater Quality Management
- II Geographic Information Systems (GIS)
- Operations/Maintenance Management

Civil Engineering

- Entitlement Processing
- III Grading Design /Review
- Drainage Design /Review
- NPDES /Water Quality Compliance
- LID/Hydromodification
- Sewer Design /Review
- Water Design /Review
- Transportation Planning/ Traffic Review
- Map Review
- Standards and Procedures Development

Police

- Establish Processes
- II Investigations
- Reports
- II Automated Tracking System
- Staff Augmentation
- Cost Recovery Analysis

Construction Management

- Constructability Review
- Construction Administration
- Inspection
- II Quality Assurance / Quality Control
- II Claims Management
- III Resident Engineering
- Owner's Representative
- II Site Management



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Related Qualifications

From a **solid waste consulting perspective** our firm and proposed staff members have:

- ii Reviewed solid waste hauler's proposals including but not limited conducting pre-proposal conferences, evaluating proposals, requesting clarification from proposers, analyzing rate structures and verifying compliance with Proposition 218, assisting in the interview process, and presenting evaluation results,
- m Provided regulatory compliances services for solid waste and water quality programs, including oversight of solid waste collection, transportation, recycling, disposal services along with the potential development of solid waste facilities within cities.

City of Jurupa Valley

The City of Jurupa Valley (pop. 101,000) contracts with HR Green for city management, engineering, public works, code enforcement, and economic development services. Since 2011, HR Green has provided contract staff to fulfil the roles of Assistant City Manager, Public Works Director/City Engineer, Chief Building Official, Senior Management Analyst, staff engineers, code enforcement and building safety personnel, and various support-level staff.

In June of 2017, HR Green oversaw the contract renegotiation process between the City and the City's primary contract solid waste hauler. HR Green conducted an **in-depth rate analysis** to compare service costs and proposal benefits with other municipal agencies in the region. The extended agreement contained **innovative financial considerations** that provide **excellent value** to the City while maintaining a healthy working relationship with the contract solid waste hauler. On an ongoing basis, HR Green provides Jurupa Valley with regulatory compliances services for solid waste and water quality programs.

City of Palos Verdes Estates

The City of Palos Verdes Estates (pop. 13,000) contracts with HR Green for ongoing civil engineering, traffic management, building inspection, and plan check services. Additionally, HR Green provides Palos Verdes Estates with **regulatory compliance services for solid waste and water quality programs**.

City of San Bernardino

The City of San Bernardino (pop. 216,000) received help from Jim Smith, PE of HR Green to outsource **solid waste collection** during the municipal bankruptcy process. The in-house service was outsourced with several unique caveats, including agreements to hire former City employees, establishment of a MRF, and a comprehensive list of financial benefits for the City.

City of Lake Elsinore

The City of Lake Elsinore (pop. 55,000) hired HR Green to assist the organization during a major transitional period. HR Green staff served as the Public Works Director, City Engineer, and various staff-level engineering positions.

Assigned Staff

Jim Smith, PE, our proposed Project Manager, brings 30+ years of municipal management engineering experience as the Public Works Director/City Engineer for 10+ cities, including Yorba Linda, Indio, San Bernardino, Norwalk, and Jurupa Valley. While serving in his executive capacity, Jim successfully led efforts in Indio to develop an agreement between the Cities of Indio and Coachella, and Burrtec Industries to establish a local MRF. In San Bernardino, he developed proposer interview questions, an evaluation matrix for panel review and comments, analyzed financial impacts, requested clarification from proposers, designed the panel discussion format, and oversaw the RFP process for recommending a solid waste hauler. While under municipal bankruptcy proceedings, Jim successfully led the waste hauler negotiation efforts to provide maximum value for the financially distressed city. Most recently, he oversaw the negotiation and extension of a complex franchise solid waste hauler agreement for the City of Jurupa Valley. The Jurupa Valley agreement contains a unique rate and service structure that provides **significant value** to the City and continues the stable working relationship with the contract solid waste hauler. In Jurupa Valley, residential rates were frozen until 2018 and raised by a maximum of 4% per year over 4 years while the City received substantial upfront cash and nearly doubled the franchise fee rate over 20 years.

Sean McGovern and Bob Makowski will support Jim.

Sean brings 6 years of municipal experience, serving as a department director and senior support for a municipal chief officer and Senior Analyst for HR Green's Governmental Services business line. While serving the City of Jurupa Valley, Sean assisted in the creation of a complex franchise solid waste hauler agreement by providing analytical support and financial analysis. He will assist in developing a comprehensive rate analysis strategy, preparing interview questions, and documenting the entire proposal review process,

Bob brings over 10 years of municipal experience with an emphasis on water quality management, solid waste and recycling program management, and regulatory compliance. Currently, he provides all regulatory (EAR reporting, AB 939, AB 1826, and AB 341) compliance for the Cities of Palos Verdes Estates and Jurupa Valley.

Our staff **reside in Southern California** and work out of both our **Orange** (1100 Town & Country Road, Suite 1250, Orange, CA 92868) and **Corona** (1260 Corona Pointe Court, Suite 305, Corona, CA 92879) **offices**, based upon their public agency assignment locations.

Full resumes of these staff members are included in the Appendix.



References

Gary Thompson, City Manager
City of Jurupa Valley
8930 Limonite Ave.
Jurupa Valley, CA 92509
(951) 332-6464
gthompson@jurupavalley.org

Anton Dahlerbruch, City Manager
City of Palos Verdes Estates
340 Palos Verdes Dr. West
Palos Verdes, Estates, CA 90274
(310) 378-0383 x2251
adahlerbruch@pvestates.org

Christopher Lopez, Chief of Staff
City of San Bernardino
290 North D St.
San Bernardino, CA 92401
(909) 384-5133
Lopez_ch@sbcity.gov

Grant Yates, **City** Manager
City of Lake Elsinore
130 South Main St.
Lake Elsinore, CA 92530
(951) 674-3124
gyates@lake-elsinore.org

Bill Manis, City Manager (*personal reference for Jim Smith*)
City of Rosemead
8838 East Valley Blvd.
Rosemead, CA 91770
(626) 565-2106
bmanis@cityofrosemead.org

Proposed Project Implementation Plan and Scope

- I. **Project "kick-off meeting"**
 - a. Meet with City staff to develop a more in-depth understanding of City goals, objectives, and service expectations related to solid waste collection.
 - b. Discuss project timeline and hard due dates for individual items.
 - c. Establish communication plan between consultant team and City staff.
- II. **Proposal review guidelines**
 - a. Develop draft proposal review guidelines based on "kick-off" meeting with City staff.
 - b. Receive comments from City staff on draft proposal review guidelines.
 - c. Finalize proposal review guidelines.
- III. **Pre-proposal conference**
 - a. Coordinate with City staff to set pre-proposal conference at City Hall.
 - b. Provide information on proposal review process, establish dates, and establish lines of communication as approved by City staff.
 - c. Present Q&A with pre-proposal conference attendees.
- IV. **Review and analyze Proposals Received**
 - a. Perform initial review of proposals received.
 - b. Contact proposers as-needed for clarifications.
 - c. Complete initial evaluation based on pre-established proposal review guidelines.
- V. **Proposal interviews**
 - a. Establish proposal interview format and standard list of questions with approval from City staff.
 - b. Schedule interview time slots for select proposers.
 - c. Accurately document (meeting minutes) the entire interview process.
 - d. Meet with City staff after interviews have been completed to debrief and communicate next steps.
- VI. **Draft Final Report**
 - a. Combine proposal evaluation criteria with interview performance to establish an effective rating of each proposal.
 - b. Conduct assessment on the operational and legal feasibility of each proposal.
 - c. Present draft final report to City staff and invite feedback. Make clarifications as needed.
- VII. **Final Report**
 - a. Submit an official Final Report to City staff.
 - b. Communicate timeline for public presentation of the Final Report at City Council meeting and other meetings as required by City staff.
 - c. Communicate presentation strategy before City Council or any other meeting which requires the presentation of the Final Report.
 - d. Present Final Report at City Council meeting.

Statement Regarding City Contract Compliance

HR Green requests the opportunity to discuss the following considerations. We have included below each item to which we are recommending change, including the suggested rewording of the contractual obligations. These comments deal primarily with those being raised by our insurance carriers.

1.1 Scope of Services: Request replacement of last sentence with: *"In providing services under this Agreement, the Consultant shall perform in a manner consistent with that degree of care and skill ordinarily exercised by members of the same profession currently practicing under similar circumstances at the same time and in the same or similar locality.."*

3.1. Time of Essence: Request replacement of section with: *"The City and Consultant are aware that many factors outside the Consultant's control may affect the Consultant's ability to complete the services to be provided under this Agreement. The Consultant will perform these services with reasonable diligence and expediency consistent with sound professional practices. Agreed upon schedules shall include reasonable allowances for review and approval times required by the City, performance of services by the City's consultants, and review and approval times required by public authorities having jurisdiction over the project. This schedule shall be equitably adjusted as the project progresses, allowing for changes in scope, character, or size of the project requested by the City, or for delays or other causes beyond the Consultant's reasonable control."*

5.2 General Insurance Requirements: Suggest deletion of last sentence

5.3 Indemnification: Suggest changing the section to: *"To the full extent permitted by law, Consultant agrees to indemnify and hold harmless the City, its officers, and employees ("Indemnified Parties") against, and will hold and save them and each of them harmless from damages, liabilities, and costs whether actual or threatened (herein "claims or liabilities") that may be asserted or claimed by any person, firm or entity caused by the negligent performance of the work, operations or activities provided herein of Consultant, its officers, employees, subcontractors, invitees, or any individual or entity for which Consultant is legally liable ("indemnitors"), caused by Consultant's or indemnitors' negligent performance of or failure to perform any term, provision, covenant or condition of this Agreement, except claims or liabilities occurring as a result of City's negligence or willful acts or omissions. The indemnity obligation shall be binding on successors and assigns of Consultant and shall survive termination of this Agreement."*

6.3 Confidentiality and Release of Information: Suggest replacement of subsection (a) and (b) with *"The Consultant agrees to keep confidential and not to disclose to any person or entity, other than the Consultant's employees, subconsultants, and the general contractor and subcontractors, if appropriate, any data or information not previously known to and generated by the Consultant or furnished to the Consultant and marked CONFIDENTIAL by the City. These provisions shall not apply to information in whatever form that is in the public domain, nor shall they restrict the Consultant from giving notices required by law or complying with an order to provide information or data when such an order is issued by a court, administrative agency, or other legitimate authority, or if disclosure is reasonably necessary for the Consultant to defend itself from any legal action or claim."* Also, suggest deletion of subsection (d) as a benefit to City in order to keep insurance coverage intact.

6.4 Ownership of Documents: Suggest either deletion of this section or re-wording to *"All contract deliverables prepared by Consultant in the performance of this Agreement shall be the property of the City and shall be delivered to the City upon request of the Contract Officer or upon the termination of this Agreement, and Consultant shall have no claim for further employment or additional compensation as a result of the exercise by the City of its full rights of ownership use, reuse, or assignment of the documents and materials hereunder. The*



City agrees, to the fullest extent permitted by law, to indemnify and hold harmless the Consultant from any damages, liabilities, or costs, including reasonable attorneys' fees and costs of defense, arising out of the use or modification by the City to any reports, plans, specifications, or other documents, including electronic files, prepared by the Consultant if such use or modification has not been explicitly approved in writing by the Consultant and its subconsultants (if any). This indemnification provision shall survive the termination of this Agreement."

7.5 Termination for Default of Consultant: Suggest deletion of this section.

Appendix: Consultant Team Resumes

Jim Smith, PE - *Project Manager*

Education / Registration

Masters, Business Administration

Bachelor of Science, Civil Engineering

Registered Civil Engineer, CA #42977

Residing in Riverside, CA

./	29 Years Municipal Management and Project Management Experience
./	Extensive On-Site Staff Augmentation Experience
./	Public Works Director/City Engineer, 10+ Southern California Cities

For nearly 30 years Jim has served as Public Works Director/City Engineer for nearly 10 Southern California cities. He has established design and construction standards for capital projects, reducing overall public construction costs 20%; analyzed and implemented municipal information management systems; guided the preparation of grant applications for capital projects, realizing subsequent revenues in excess of \$3 million per year from external sources; administered multi-year Capital Improvement Programs, completing municipal improvements for large projects totaling in excess of \$800 million; planned and organized special ballot elections, generating annual revenues for parks, landscaping, police services, street lighting, and other infrastructure; and negotiated engineering and real property contracts for agencies.

Jim is recognized for his "big-picture" approach to maximize alternative financing (e.g., bonds, grants, development impact fees, special districts, etc.) that fund capital projects to enhance the quality of life, public safety, mobility, and recreation. He conceptualizes projects that can be leveraged beyond filling basic operations and maintenance needs to generate greater value to constituents.

Contract City Engineer/Public Works Director, City of Jurupa Valley, CA. City Engineer/Public Works Director responsible for CIP project administration; the overview and approval for transportation, land development, and maintenance activities; grant preparation and administration; interfacing with state, federal, and County agencies for project approvals, entitlements, and cooperative agreements; and special district formation and administration (e.g., CFDs, LLMDs, etc.). **Oversaw the negotiation and extension of a complex franchise solid waste hauler agreement.** The agreement contains a unique rate and service structure that provides **significant value** to the City and continues the stable working relationship with the contract solid waste hauler. In Jurupa Valley, residential rates were frozen until 2018 and raised by a maximum of 4% per year over 4 years while the City received substantial upfront cash and nearly doubled the franchise fee rate over 20 years.

Public Works Director, City of San Bernardino, CA. Interim Public Works Director responsible for CIP project administration and multi-agency and stakeholder coordination. A primary focus was to identify cost-saving opportunities. Developed proposer interview questions, an evaluation matrix for panel review and comments, analyzed financial impacts, requested clarification from proposers, designed the panel discussion format, and oversaw the RFP process for recommending a **solid waste hauler. Saved \$2 million/year** by diverting the hauling of waste to regional landfills. This was accomplished by establishing agreements with waste management companies to haul waste to local material re-use facilities. Money was saved by shorter haul trips, recycling of some material, and avoidance of landfill fees.

City Engineer/Public Works Director, City of Indio, CA. City Engineer/Public Works Director responsible for CIP project administration, permit counter support, and multi-agency and stakeholder coordination. Was at City for five years during period of \$3 billion economic growth and doubling of population. Coordinated preparation of

\$500 million Development Impact Fee, oversaw construction of community buildings (e.g., city hall, teen center, community center). Increased water tank storage from 6 to 70 million gallons. Oversaw \$5.6 million citywide street rehabilitation and improvements to Highway 111, involving drainage facilities, roadway widening, and congestion relief elements that required extensive coordination with CVAG, Caltrans and Bureau of Reclamation. Secured \$10 million in grant funding through RCTC, ISTEA, and CVAG sources/programs. Also, oversaw the design and construction of the 1-10/Jefferson Street Interchange. **Led efforts in Indio to develop an agreement between the Cities of Indio and Coachella, and Burrtec Industries to establish a local MRF.**

Contract City Engineer, City of Lake Elsinore, CA. City Engineer responsible for CIP project administration, permit counter support, and multi-agency and stakeholder coordination. Oversaw the prioritization, programming, and delivery of a \$100+ million CIP program from planning, through design and construction. Also, oversaw the preparation of grant applications and staff reports to City Council, as well as land development/development review, permit processing, and utility coordination.

Contract City Engineer/Public Works Director, City of Placentia, CA. City Engineer/Public Works Director responsible for CIP project administration, permit counter support, and multi-agency and stakeholder coordination. Oversaw \$6.5 million in street rehabilitation improvements citywide through gas tax funding.

City Engineer/Public Works Director, City of Yorba Linda, CA. City Engineer/Public Works Director responsible for CIP project administration, land development, and multi-agency and stakeholder coordination. Oversaw construction of \$25 million Black Gold Golf Club and adjacent 2,100 unit development. Golf course generates \$2 million annually in net income to General Fund. Also, secured \$27 million in regional funding sources to construct four-mile long Imperial Highway project.

City Engineer, City of Garden Grove, CA. City Engineer responsible for CIP project administration, land, development, and multi-agency and stakeholder coordination. Expansion of Disney facilities brought extensive development street improvements to area, including construction of 10,000 hotel rooms and Harbor Boulevard corridor beautification and enhancement. Secured \$10 million to fund these streetscape enhancements. Member of the Orange County Flood Control Advisory Committee and obtained \$8 million in grant funding to widen and improve the Balsa Chica Channel, thereby eliminating flooding in the immediate area. Member of the State Route 22 Advisory Committee tasked with recommendations to widen the freeway, interchange improvements, and addition of auxiliary lanes. Was instrumental in shepherding these improvements while avoiding the elimination of revenue producing properties, such as the Auto Mall, adjacent to SR 22.

Contract City Engineer/Public Works Director, City of Norwalk, CA. City Engineer/Public Works Director responsible for CIP project administration, permit counter support, and multi-agency and stakeholder coordination. Focused on coordinating City's interests associated with the 1-5 widening and proposed high-speed train to Anaheim. Attended Caltrans and MTA meetings to coordinate 1-5 widening project approvals.

Contract City Engineer/Public Works Director, City of Calimesa, CA. City Engineer/Public Works Director responsible for CIP project administration, land development, permit counter support, and multi-agency and stakeholder coordination. Coordinated permitting and approvals for large development projects north of 1-10 homes and associated infrastructure tied to City facilities.

Municipal Management / Engineering, City of Moreno Valley, CA. Deputy City Engineer/Deputy Public Works Director/Capital Projects Manager responsible for managing all facets of \$95 million, 5-year CIP program. Formed and administered special districts. Hired and managed various consultants to successfully deliver the CIP program.



Sean McGovern - ***Sr. Management Analyst***

Education

Master, Public Administration

Specialization in City Management

Residing in Anaheim, CA

- ✓ **6+ Years Municipal Management**
- ✓ **Assistant to City Manager and Human Resources Director**
- ✓ **Comprehensive Management Analyses for Various Southern California Cities**
- ✓ **Extensive Implementation of Alternative Service Delivery Strategies**

Sean brings more than 6 years of senior city administration experience associated with financial analysis, City Council liaising, organizational studies, budgeting, report writing, human resource management, utility rate studies, collective bargaining, contractor management, citizen engagement, and policy development. A core focus has been the development and implementation of alternative service delivery strategies to address budget shortfalls and streamline operations.

Municipal Management, City of Jurupa Valley, CA. Senior Management Analyst for a city of nearly 100,000, responsible for financial analysis and negotiation of two refuse hauling contracts. Reports directly to the Assistant City Manager. Regularly provides extensive research on various public works and infrastructure-related contracts and identifies strategies to restructure scope and service delivery methods to reduce costs and improve efficiencies. **Assisted in the creation of a complex franchise solid waste hauler agreement by providing analytical support and financial analysis.** Coordinates with Caltrans on various street improvement projects within Caltrans right-of-way. Drafts Ordinances and City Council staff reports. Serves as liaison between City and various state and local agencies. Updates and enhances City's website (e.g., coding, HTML5, CSS, basic content updates, etc.). Provides input on compliance with prevailing wage requirements and contract language review and interpretation. Implementing web-based document management, permit processing, and electronic plan checking system, SMARTGov. Developed and implemented city-wide social media policy.

Municipal Management, City of Palos Verdes Estates, CA. Sr. Management Analyst assisting with the implementation of a web-based document management, permit processing, and electronic plan checking system.

Municipal Management, Village of Carpentersville, IL. Assistant to the Village Manager and Director of Human Resources for a city of 38,000 northwest of Chicago. Senior staff liaison to the Village Manager and Board of Trustees. Assisted in the planning and implementation of the organizational restructuring of Finance, Human Resources, and Administration departments. Served as Human Resources Director, which required oversight of all collective bargaining, employee recruitment, discipline, development, and performance review. Completed advanced collective bargaining training with the Illinois Public Employer Labor Relations Association (NPELRA Affiliate). Primary liaison between legal corporation attorney, labor counsel, and Village Manager. Lead editor and manager of the quarterly municipal newsletter. Oversaw the Village's cost-reducing outsourcing program, which included bid specification preparation and in-house cost comparisons. Developed and assisted in managing the *overall* budget process. Managed the organization's response and new healthcare plan implementation to comply with the Patient Protection and Affordable Care Act Staff Liaison to the Parks Commission, which included drafting agendas, providing oversight in the development of a new comprehensive plan, giving presentations on how to improve current programs, and recommending the adoption of new policies. Secured intergovernmental grant funding for ten different projects to improve the efficiency of municipal buildings and replenish the community tree canopy. Successfully drafted and submitted an EPA Revolving Loan application for over \$2 million dollars. Coordinated and presented a cross-departmental research project that analyzed current water and sewer rate structures and compared them to future asset maintenance liabilities. Provided research and analysis for economic development incentive packages and new development agreements. Outreach coordinator to federal, state, and local elected officials.



Bob Makowski, QSP, CPESC, CESSWI - *Environmental Compliance Manager*

Education /Certification

Peace Officer Standard Training P.C.832
Construction Inspection Review, American Public Works Association
CAL EPA Basic Inspector Academy
Storm Water Program Manager Training,-County of Orange
Industrial/Commercial Inspector, County of Orange
Advanced Environmental Crimes, Federal Environmental Protection Agency
NPDES, AQMD and OSHA Trained
Certified Erosion, Sediment, and Storm Water Inspector (CESSWI), #0242, EnviroCert International
Certified Professional in Erosion and Sediment Control #5450, EnviroCert International
Certified Qualified SWPPP Practitioner, CA #24743
Residing in Orange, CA

./ **10+ Years Environmental Management**
./ **Oversees Citywide Environmental Compliance**
./ **Turnkey Water Quality Expertise**

Bob brings more than 10 years of comprehensive environmental management and water quality compliance for various cities and land developers. This includes managing all facets of NPDES and MS4 Permit Compliance, including plan review, documentation, inspection, report preparation, and audits.

NPDES Compliance and Solid Waste/Recycling Program Management, City of Jurupa Valley, CA. Provides NPDES Management services for the newly incorporated City. Oversees the WQMP, WPCP, and SWPPP process from planning to final construction, including conditions of approval, plan check, and BMP inspection. Responsible for inspection of industrial and commercial facilities as well as preparation and submittal of annual report. Also, **oversees the City's solid waste/recycling program**, responsible for attending all related meetings, working with franchise haulers to ensure the contract with haulers is being executed appropriately, completing and submitting the Electronic Annual Report to CalRecycle, acting as jurisdictional liaison with CalRecycle, and representing the city during annual CalRecycle audit and site visit.

NPDES Compliance and Solid Waste/Recycling Program Management, City of Palos Verdes Estates, CA. Provides NPDES Management services for affluent, coastal City on the peninsula of southern Los Angeles County. Oversees the WQMP, WPCP, and SWPPP process from planning to final construction, including conditions of approval, plan check, and BMP inspection. Responsible for providing input on water quality and environmental-related grant applications. Also, oversaw the City's solid waste/recycling program. Also, **oversees the City's solid waste/recycling program**, responsible for attending all related meetings, working with franchise haulers to ensure the contract with haulers is being executed appropriately, completing and submitting the Electronic Annual Report to CalRecycle, acting as jurisdictional liaison with CalRecycle, and representing the city during annual CalRecycle audit and site visit.

Water Quality Review, County of Orange, CA. Review of WQMPs, WPCPs, and SWPPPs for compliance with Regional and State Water Quality Control Board requirements associated with multiple phases of the 23,000-acre Ranch Plan (Rancho Mission Viejo).

Water Quality Review, City of Lake Elsinore, CA. Review of WQMPs, WPCPs, and SWPPPs for compliance with Regional and State Water Quality Control Board requirements associated with residential, commercial, and industrial developments.



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NPDES Compliance Program Management, City of Placentia, CA. Environmental/Police Services Supervisor responsible for successfully managing the City's Water Quality Program. Spearheaded all City Capital Improvement Projects from inception to completion (established schedules and coordinated methods to meet target deadlines). Effectively performed all site inspections. Implemented continuous improvement strategies that facilitate cost effective solutions, saving the City a significant amount of money (implemented "green" initiatives). Provided effective training and leadership for new hires regarding code enforcement practices and procedures. Developed and coordinated fiscal budget preparation for the Code Enforcement Division and Environmental programs (monitored revenues and expenditures and prepared analysis reports and forecasts)

Water Quality Compliance, Corona, CA. Manager of Environmental Compliance/Land Development Superintendent for Pulte Homes. Effectively performed all site inspections, overseeing all aspects of land development at a 100 acre master planned residential community (Pulte Homes). Successfully minimized risk by overseeing and providing training to field staff in NPDES, AQMD and OSHA procedures

Water Quality Compliance, City of Fontana, CA. Environmental Control Technician responsible for generating and maintaining all reporting requirements of Sanitary Sewer Overflows (for management to review).



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July 31, 2017

Robin Wilson
Public Works Program Administrator
City of Carson
701 East Carson Street
Carson, California 90745

Subject: Request for Proposal RFP NO. P17-18 for Consultant to Review the Solid Waste Hauler's Proposal for Citywide Solid Waste Management and Recycling Services (Cost/Timeline Proposal)

Dear Robin and other Selection Committee Members,

Please see the attached cost proposal that is hereby submitted separately from our primary proposal in response to City of Carson's RFP NO. P17-18.

Sincerely,

A handwritten signature in black ink, appearing to read 'JL Smith'.

Jim L. Smith, PE
Senior Management Advisor

Cell: 951.760.8496
jlsmith@hrgreen.com

Fee Proposal & Bill Rates

Solid Waste Proposal Review Process – Fee Proposal			
Task	Description	Hourly Rates (by Professional)	Total
1	Meet with City staff to develop a more in-depth understanding of City goals, objectives, and service expectations. Establish project timeline and contacts with City staff.	Smith: 5 hr x \$195 McGovern: 5 hr x \$140 Makowski: 5 hr x \$149	\$2,420
2	Provide draft proposal review guidelines. Receive comments and additional guidance from City staff. Finalize guidelines.	Smith: 12 hr x \$195 McGovern: 12 hr x \$140	\$4,020
3	Pre-proposal conference. Provide logistical support for pre-proposal conference. Provide information on proposal review process, establish dates, and establish lines of communication as approved by City staff. Facilitate Q&A	Smith: 14 hr x \$195 McGovern: 14 hr x \$140 Makowski: 8 hr x \$149	\$5,882
4	Analyze proposals received. Contact proposers for clarification as-needed. Perform initial evaluation utilizing pre-established proposal review guidelines. (Budget based on estimated receipt of five (5) proposals)	Smith: 30 hr x \$195 McGovern: 30 hr x \$140 Makowski: 20 hr x \$149	\$13,030
5	Conduct proposer interviews. Establish interview format and standard list of questions with City staff input. Accurately document interview process. Meet with City staff to debrief.	Smith: 12hrx\$195 McGovern: 16 hr x \$140 Makowski: 4 hr x \$149	\$5,176
6	Prepare draft final report after detailed evaluation of each proposal and interview result. Present draft final report to City staff.	Smith: 10 hr x \$195 McGovern: 16 hr x \$140	\$4,190
7	Publish final report and make City Council presentation alongside City staff. Provide clarifications as needed.	Smith: 8 hr x \$195 McGovern 8 hr x \$140	\$2,680
Expenses	Reimbursable expense account for charges related to travel, lodging, and miscellaneous materials. Expenses to be deducted from total estimated cost. IRS standard mileage rate and reasonable lodging accommodations. Not to exceed amount.		\$4,000
Estimated Total			\$41,398

Billing Rates		
Consultant Team Member	Expertise	Hourly Rate
Jim Smith, PE	Executive Consultant, Engineering & Public Works	\$195
Sean McGovern	Senior Analyst, City Management & Public Works	\$140
Bob Makowski, QSP, CPESC, CESSWI	Regulatory Compliance, Waste Collection & Environmental Compliance	\$149

Fee Proposal Disclaimer

HR Green Pacific Inc.'s fee proposal has been calculated based on the estimated receipt of five (5) or less proposals from solid waste haulers. In the event that more than five (5) proposals from solid waste haulers are received, HR Green will engage in good-faith negotiations with the City to adjust our fee schedule accordingly.

Professional Reimbursement/ Hourly and Overtime Rates:

The hourly billing rates include the cost of salaries of the HR Green employees, plus sick leave, vacation, holiday and other fringe benefits. The percentage added to salary costs includes indirect overhead costs and fee (profit). All employees classified as "non-exempt" by the U.S. Department of Labor will be compensated at 1-1/2 times salary, as per state and Federal wage and hour for overtime hours. Billing rates will be calculated accordingly for overtime hours.

Direct Expenses:

Reimbursement for direct expenses, as listed below, incurred in connection with the work, will be at cost plus ten (10) percent for items such as:

- Maps, photographs, reproductions, printing, equipment rental and special supplies related to the work.
- Consultants, soils engineers, surveyors, contractors, and other outside services.
- Specific telecommunications and delivery charges.
- Special fees, insurance, permits, and licenses applicable to the work.
- Outside computer processing, computation, and proprietary programs purchased for the work.

The foregoing Schedule of Charges is incorporated into the agreement for the services. Pricing provided shall remain firm through December 31, 2017.