

**Proposal to Conduct
An
Operations and Costs Assessment
Of
Collection Services**

Submitted by:

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Municipal Solid Waste & Recycling Advisors

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Updated April 18, 2016

SloanVAZQUEZ_{LLC}

Municipal Solid Waste Management & Recycling Advisors

April 18, 2016

Cliff Feldman
Recycling Programs Manager
RethinkWaste
610 Elm Street, Suite 202
San Carlos, 94070

RE: Proposal to Conduct and Operations and Costs Assessment of Collection Services

Dear Mr. Feldman:

We are pleased to submit this proposal to conduct an Operations and Costs Assessment of the collection services provided by Recology to the SBWMA's Member Agencies.

The purpose of this project, as we understand it, is to review and assess Recology's costs to provide all services related to solid waste and recycling collection to the SBWMA's member agencies, and to evaluate and identify opportunities for cost reduction including operational efficiency gains which can result in a reduction in the costs. To that end, we propose the development of a cost proforma to project the total costs to provide the services now provided by Recology. The total costs projections will be based on information obtained from Recology, our observations and analysis, known industry standards, and our own operational experience with similar operations. In addition, we will be reviewing and analyzing available operational data, conducting in-the-field observations and personnel interviews. Our findings will be submitted in a final report to the SBWMA.

We are ready and available proceed with this project upon authorization. We hope to have the opportunity to work with the SBWMA on this important project.

Cordially,



Joe Sloan
Sloan Vazquez, LLC

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1.0 PROJECT PURPOSE & APPROACH

The purpose of this project is to, (1) review and assess Recology's costs to provide all services related to municipal solid waste collection to the member agencies under its existing agreement with the SBWMA, and (2), to evaluate and identify opportunities for cost reduction including operational efficiency gains which can result in a reduction in the costs to provide the contracted collection services. For this proposal, contracted collection services means all services required under the agreement between Recology and SBWMA for the provision of municipal solid waste collection including, but not limited to; collection of municipal solid waste, recycling and organics from residential, multi-family, and commercial customers; roll-off collection services, bulky waste collection services, Etc.; and, all ancillary services and operations required to provide such services, for example, vehicle maintenance and repair, bin and container delivery and pick-up, customer service, etc.

The project will be completed in two phases. Phase 1 will be completed by June 30, 2016 and will include completion of tasks 1 through 4. Phase 2 will consist of completion of Tasks 5 and 6.

PHASE 1 – OPERATIONAL EFFICIENCY ANALYSIS AND COST OF SERVICE REPORT

Task 1: PROJECT INITIATION / DATA GATHERING

Sub-Task 1.1 Conduct Initial Kick-Off Meeting

Upon approval to begin, we will schedule a kick-off meeting with SBWMA staff and Sloan Vazquez (SV) to introduce participants, agree on project goals, solidify the project schedule and establish the communication protocol.

Sub-Task 1.2: Follow-up Meetings/Conference Calls as Needed

At the request of SBWMA, SV will periodically conduct project status meetings and/or conference calls with SBWMA staff to review progress, discuss obstacles, and to determine how to proceed.

Sub-Task 1.3: Gather all relevant information

SV will gather all recent, relevant solid waste and recycling collection operations data. SV will submit a detailed information request to SBWMA staff for review and agreement. This information will be used to produce a financial pro-forma. The pro-forma will be developed from the bottom up and therefore it is important to capture the cost of every known activity. The costs will be based the historical experience of the current operation, and, when necessary, assumptions based on industry practices. SV will work with SBWMA staff to determine the appropriate sources of information.

Task 2: COST OF SERVICE ANALYSIS

SV will prepare a financial pro-forma to independently project the total costs for delivery of services across all member jurisdictions. SV will work with SBWMA staff to allocate these costs to member agencies. To complete this task, SV will complete the following tasks.

Sub-Task 2.1 Review and analyze all relevant information

All the information collected for this project will be reviewed and analyzed to assess its usefulness and relevancy for inclusion in the pro-forma.

Sub-Task 2.2 Prepare a financial pro-forma in Excel format to present cost-of-service information

The pro-forma will be created in MS Excel and will be organized in multiple interactive worksheets. The pro-forma format and content will be agreed upon by SV and SBWMA staff in an effort to ensure a high ease of comparison with current contractor's compensation and with compensation and costs forms currently used by SBWMA and Recology.

Sub-Task 2.3 Submit a Preliminary Pro-Forma

SV will submit a preliminary pro-forma to SBWMA to validate assumptions and confirm reasonableness. After review, adjustments may be made to the pro-forma. The preliminary pro-forma will then be resubmitted for review by SBWMA.

Sub-Task 2.4: Submit a Final Pro-Forma

SV will submit a final pro-forma in an MS Excel format. The pro-forma will be organized such as to facilitate the comparison of cost categories with currently used compensation and costs forms.

Task 3: Review and Assess the Collection Operational Efficiency

This will be accomplished by review of operational data and in-the-field reviews and observations.

Sub-Task 3.1 Review and Analyze Operational Data

Recology tracks and compiles comprehensive data related to solid waste collection operations. SV will review and determine which data may be useful for further analysis to determine opportunities for costs reductions and operational efficiencies.

Sub-Task 3.1.1 Assess Quality and Integrity of Operational Data

The quality and integrity of the data will be assessed by reviewing the procedure by which they are accumulated and summarized, and by consulting auditing reports previously completed by SBWMA such that SV's work will result in added value to prior auditing efforts.

Sub-Task 3.1.2 Identify Potential Areas for Further Investigation

SV will then use the data to identify opportunities for gains in operational efficiencies to achieve costs containment and reductions.

Sub-Task 3.2 Field Visits, Interviews and Inspections

SV will select specific field operations and conduct isolated (spot) operational efficiency reviews. These in-the-field reviews will be used to validate the operating conditions and costs that are provided by Recology. Field visits may include interviews of managers and route-supervisors to review current operating conditions and to identify opportunities for cost-containment. SV will submit a list of targeted field operations to SBWMA staff and will collaborate and obtain agreement with SBWMA staff to determine a final list before proceeding with the field work.

Task 4: Report Preparation

SV will prepare a draft report to include the finalized pro-forma and the findings of the operational efficiency review. Upon review and comment by SBWMA staff, SV will prepare a final report.

PHASE 2 – WORKING SESSIONS & PRESENTATIONS

Subsequent to the completion of the Operational Efficiency Study and Cost of Service Report, SV will participate in a series of work sessions as may be arranged by SBWMA staff and SV will attend meetings to present and respond to questions regarding the findings of the report.

Task 5: Work Sessions with SBWMA Staff and Presentations at Meetings

SV staff will participate work sessions at the SBWMA office or as may be determined by SBWMA staff to discuss, review, and support the findings of the report. SV Staff will participate at meetings to present the findings of the report and respond to questions and receive feedback. The number of works sessions and attendance at meetings will be determined by SBWMA staff.

Task 6: Amend and Finalize Report

SV will prepare a final report to include the any amendments necessary as a result of discussions at the various work sessions and feedback from SBWMA staff.

2.0 PROJECT TEAM

Joe Sloan – Principal

Mr. Joe Sloan will serve as the Project Principal. He will have the responsibility and authority for the engagement and act as the liaison between SBWMA and Sloan Vazquez. Mr. Sloan will participate in all aspects of the project, including review of product quality and integrity. Mr. Sloan will review the final report for quality and consistency.

As the founder of Sloan Vazquez, Joe Sloan has 25 years of professional experience in the environmental field working for the private and public sectors. He has advised numerous local governmental agencies and municipalities. His credentials and experience are more fully delineated in his resume provided in Appendix A, Professional Resumes.

Enrique Vazquez – Principal

Mr. Enrique Vazquez will serve as Project Manager and will oversee the coordination of the project to ensure its efficient and effective completion. Mr. Vazquez will participate in all aspects of the project but will take the lead completing the operations efficiency analysis including review of operational data and field visits. Mr. Vazquez has years of experience in the management and operations of municipal solid waste collection and has a thorough understanding of all the aspects related to their management including knowledge of cost of service analysis and rate setting and administration concepts and procedures. He has been responsible for the adoption of numerous municipal solid waste and recycling programs from conception and design to implementation. He is an expert the economics related to solid waste programs and specializes in financial modeling and review.

Mr. Vazquez has a Bachelor's of Science in Business Administration from the University of Southern California. His resume is provided in Appendix A, Professional Resumes.

Larry McQuaide – Senior Associate

Larry McQuaide will serve as Lead Analyst and together with Mr. Vazquez will focus on conducting the operational efficiency review, including field visits, data requests, records reviews, and analysis.

McQuaide's background is perfectly suited for fulfilling the requirements of this Project. He has extensive experience; initially as an auditor for Price Waterhouse for 11 years followed by his entrance into the environmental services industry in 1984 primarily in financial and operational management. More specifically to the requirements of this RFP, Mr. McQuaide served as Waste Management's representative on the initial county task force that eventually resulted in the existing franchise system for both residential and commercial services in the unincorporated areas of Los Angeles County. In addition, Mr. McQuaide served as the United Pacific Waste's (UPW) point person including submission of reports required by the County for UPW's exclusive residential contract servicing residents of Rowland Heights and its non-exclusive commercial agreement with the County of Los Angeles. Mr. McQuaide was also responsible for all other reporting requirements of various agreements that UPW had with other governmental agencies. Mr. McQuaide has a Bachelor's degree in Business Administration from Loyola Marymount University.

McQuaide has over thirty years of experience in the waste management field, with an extensive background in financial analysis and strategy, financial modeling, process improvement and regulatory compliance. He has served in both operational and financial management within several solid waste companies, with roles including District Manager and Chief Financial Officer. His credentials and experience are more fully delineated in his resume, which is provided in Appendix A, Professional Resumes.

Charissa McAfee – Partner

Charissa McAfee will be responsible for preparation of the report in draft form and as a final report.

Charissa McAfee has extensive experience in securing and managing multi-million dollar, high profile municipal solid waste and recycling contracts, having had direct responsibility for managing numerous solid waste and recycling franchises. She has demonstrated success in designing and executing recycling education and outreach programs, developing and implementing organics recycling outreach and education programs, and has led teams at numerous hauling divisions in their development of documentation and reporting systems for submittal to CalRecycle. Ms. McAfee has also conducted in-depth regional infrastructure and economic feasibility studies, and authored numerous competitive proposals, applications and comprehensive reports. Her resume is provided in Appendix A, Professional Resumes.

3.0 PRICE PROPOSAL

SV will provide the services identified in the scope of service on a time and material basis for a total fee not to exceed Thirty-Nine Thousand Six-Hundred Thirty Dollars (\$39,640.00). The hours, rates and personnel classifications are provided below.

| Task | Description | Principal | Senior Associate | Total |
|------|--|-------------------|--------------------|--------------------|
| | PHASE I | | | |
| 1 | Project Initiation/Data Gathering | 18.0 | 34.0 | 52.0 |
| | Rates | \$195.00 | \$160.00 | |
| | Total Fees Task 1 | 3,510.00 | 5,440.00 | \$8,950.00 |
| 2 | Cost of Service Analysis | 36.0 | 36.0 | 72.0 |
| | Rates | \$195.00 | \$160.00 | |
| | Total Fees Task 2 | 7,020.00 | \$5,760.00 | \$12,780.00 |
| 3 | Review and Assess Collection Operational Efficiency | 36.0 | 44.0 | 80.0 |
| | Rates | \$195.00 | \$160.00 | |
| | Total Fees Task 3 | \$7,020.00 | \$7,040.00 | \$14,060.00 |
| 4 | Report Preparation | 0.0 | 24.0 | 24.0 |
| | Rates | \$195.00 | \$160.00 | |
| | Total Fees Task 4 | 0.0 | \$3,840.00 | \$3,840.00 |
| | TOTAL HOURS – PHASE 1 | 90.0 | 138.0 | 228.0 |
| | TOTAL FEES – PHASE 1 | \$17,550.0 | \$22,080.00 | \$39,630.00 |
| | PHASE 2 | | | |
| 5* | Work Sessions with SBWMA Staff and Presentations at Meetings | 30.0 | 30.0 | 60.0 |
| | Rates | \$195.00 | \$160.00 | |
| | Total Fees Task 5 | \$5,850.00 | \$4,800.00 | \$10,650.00 |
| 6 | Amend and Finalize Report | | 6 | 6 |
| | Rates | \$195.00 | \$160.00 | |
| | Total Fees Task 5 | 0.00 | \$960.00 | \$960.00 |
| | TOTAL HOURS – PHASE 2 | 30.0 | 6.0 | 36.0 |
| | TOTAL FEES – PHASE 2 | \$5,850.00 | \$5,760.00 | \$11,610.00 |

- NOTE: For Task 5, the amounts budgeted represent all costs including travel expenses for two SV staff to attend three work sessions and three meetings. Travel costs, such as airfare, lodging, etc., will be billed at actual costs with the total fees not to exceed the proposed amount. Should additional meetings be required, each session will be billed based on the fee schedule provided for Task 5.

APPENDIX A - PROFESSIONAL RESUMES

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JOE M. SLOAN

Sloan Vazquez, LLC – 3002 Dow Ave., Suite 116, Tustin, CA 92780

Over the course of his career, Mr. Sloan has directed residential and commercial recycling, municipal contract development, commercial market development, comprehensive recycling programs, solid waste facility development, efficiency studies, rate adjustment process and public policy analysis. Mr. Sloan's

Education

B.S., Political Science, Wyoming University

Professional Affiliations

Southern California Waste Management Forum

Southern California Conference on Environment and Development

Greater Los Angeles Solid Waste Management Association

National Task Force on Progressive Environmentalism

California Polytechnic University – Lecturer, Waste Management Certification

University of Southern California – Lecturer, Environmental Engineering Graduate Program

Publications

Streamlining the Solid Waste Facility Permitting Process, with Michelle Leonard, Pacific Research Institute, 1994

Solving the Trash Crisis, The Valley Republican, 1992

Progressive Environmentalism, National Center for Policy Analysis, 1991, contributor

Contracting for Municipal Solid Waste Management Services, with Lynn Scarlett, Reason Foundation

Recycling: Is it always good for the environment? Le Déchets, France - 2004.

One Way Bottle Leads to Dead End – Waste News 2005

success in waste management can be attributed to his ability to rally diverse, sometimes adversarial groups of investors, corporate and public leaders, grass roots activists, managers and employees towards the accomplishment of a common goal.

EXPERIENCE:**RESIDENTIAL AND COMMERCIAL RECYCLING**

Mr. Sloan designed, implemented and operated residential recycling and green waste programs for many municipalities. He directly managed numerous municipal contracts serving over 3,000,000 people and 1,000,000 households. Mr. Sloan was responsible for the program design, equipment selection, cost analysis of collection alternatives, promotion, community education program, detailed reporting and evaluation of program performance and, the sale of all recyclable commodities. Mr. Sloan has also prepared city, county and State reports and documentation of recovery and waste diversion for regulatory purposes. The following is a partial listing of municipal program development and management:

- | | |
|--------------------------|---|
| 1. Whittier | curbside recycling |
| 2. West Covina | automated green waste |
| 3. Glendora | curbside recycling and green waste |
| 4. Alhambra | curbside recycling and green waste |
| 5. Montebello | curbside recycling and green waste |
| 6. Monterey Park | curbside recycling and green waste |
| 7. La Mirada | automated recycling and green waste |
| 8. Covina | automated recycling |
| 9. San Gabriel | curbside recycling |
| 10. Temple City | curbside recycling and green waste |
| 11. South Pasadena | backyard recycling and green waste |
| 12. San Marino | backyard recycling and green waste |
| 13. Norwalk | automated trash, manual recycling-green waste |
| 14. Bell | automated trash, recycling-manual green waste |
| 15. Lawndale | automated trash, recycling-manual green waste |
| 16. Maywood | automated trash, recycling-manual green waste |
| 17. Cudahy | automated trash, manual green waste |
| 18. Avalon | material recovery facility and compost site |
| 19. L. A. Unincorporated | manual recycling and green waste |
| 20. South Gate | automated refuse and recycling |

MUNICIPAL CONTRACT DEVELOPMENT

Mr. Sloan managed dozens of municipal contracts. In response to municipalities inviting proposals for comprehensive waste management services, Mr. Sloan developed successful turnkey proposals to thoroughly address the residential, commercial, industrial, recycling and hazardous waste elements of the solid waste stream.

COMPREHENSIVE RECYCLING PROGRAM

In response to State and Federal waste reduction and recycling mandates, Mr. Sloan developed comprehensive recycling programs for many cities. The Program includes:

- The use of Centralized Processing Facility (CPF)
- Selected commercial recycling
- Yard waste recycling program
- Drop-off program (redemption center development)
- Residential curbside recycling
- Quantification of source reduction and third party recycling

SOLID WASTE AND RECYCLING FACILITY DEVELOPMENT

Mr. Sloan is an expert in conceptual facility design and equipment selection for “clean” and “dirty” material recovery facilities (MRF’s) and transfer stations. He has managed zoning, building and solid waste permitting, construction and start-up operation and facilities. Mr. Sloan’s facility development projects include:

1. Concept design, equipment selection, solid waste facility permitting, construction management, start-up management and material marketing for Los Angeles County’s largest and most successful MRF. The facility has a design capacity of over 8,000 tons per day. Mr. Sloan recovered and marketed approximately 10,000 tons per month of residential and commercial recyclables, including steel, wood products and organic recyclables.
2. Concept design, equipment acquisition, operations management and material marketing for recycling, sorting, and plant serving ten Los Angeles County cities and approximately 100,000 households
3. Project development, equipment selection and acquisitions for a unique recycling and solid waste composting operation on Catalina Island. The Project developed in response to AQMD’s requirement to close the solid waste incinerator on the island.
4. Concept design, financing, equipment acquisition and installation, day-to-day operations management, marketing of all commodities for 200 ton per day single-stream recycling plant , in Wilmington, (L.A. Harbor) CA.
5. Machinery installation and facility start-up management for 250 ton per day single-stream recycling plant, in Oakland, CA.
6. Construction management, equipment installation, hiring and training management personnel, start-up operation management including equipment maintenance and safety programs for 500 ton per day single-stream recycling plant in San Jose, CA.
7. Machinery installation and start-up operations management, including the training of managers and supervisors, and equipment maintenance and safety programs for 300 ton per day single-stream recycling plant in San Diego County, CA.

EFFICIENCY STUDIES

1. Refuse, Recycling and Yard Waste Collection – Mr. Sloan has completed studies to improve routing to reduce the number of vehicles or overtime payroll required to perform services, reduce vehicle down-time and lower maintenance costs, improve worker safety and reduce Workers Compensation and other

insurance costs, best use of third party facilities and services (material recovery facilities and transfer stations), reduce disposal costs, maximize recycling commodity sales revenue and improve fuel efficiency.

2. Solid Waste Facilities – Mr. Sloan designed or modified facilities for greatest productivity. This involved incorporating new technologies and improved machinery including; conveyors, screens, baler, loading systems, etc. He also compared labor and operating cost savings to the cost of capital investment.

RATE ADJUSTMENT PROCESS

Mr. Sloan prepared and presented rate adjustment proposals to regulatory agencies (city, county, etc.). He negotiated rate adjustment criteria, rate support documentation and presentation to municipal staff and council

PUBLIC POLICY ANALYSIS

Mr. Sloan provides analysis of Federal, State and local waste management laws, regulations and pending legislation. He has written issue papers and position statements on public waste management policy and its impact upon local government agencies, industry and individuals.

RECYCLABLE COMMODITY SALES

Joe has developed market relationships and delivered thousands of tons of commodities recovered through municipal recycling programs to brokers and end-users around the globe. In addition to selling into longstanding markets for newspaper, old corrugated cardboard, mixed paper, office paper, color and white ledger, old computer paper, old magazine, all plastic grades, all container glass, and, ferrous and non-ferrous metals, Mr. Sloan has developed specialty markets for municipal organics and for materials recovered in C&D operations.

ENRIQUE VAZQUEZ

Sloan Vazquez, LLC – 3002 Dow Ave., Suite 116, Tustin, CA 92780

Mr. Vazquez is a broadly experienced municipal solid waste and recycling advisor providing a wide range of consultative services to municipalities. Mr. Vazquez has proven experience in executive decision-making, policy direction, strategic business planning, financial management and labor relations. He is a strategist experienced in developing, presenting, and guiding projects through to closure. He offers excellent interpersonal skills with ability to interact with a range of personalities and styles.

Mr. Vazquez is proficient and qualified to provide many services including the following;

- Productivity and Improvement Audits,
- Operational Performance Review and Assessment,
- Financial Modeling and Analysis,
- Revenue Requirements Development,
- Allocation of Costs,
- Cost of Service and Rate Analysis,
- Costs/Benefit Analysis,
- Benchmarking Analysis,
- Routing and Billing Audits,
- Fleet Maintenance
- Rate Adjustment Review and Assessment
- Customer Service Procedures

Summary of Qualifications

Over the course of his career, Mr. Vazquez has years of experience as a project manager and in all the aspects of municipal waste management including collection, recycling and disposal. Mr. Vazquez has planned, organized and introduced new waste collection and recycling services to numerous municipalities in the Los Angeles County area. With over fifteen years of extensive experience with day-to-day operations, Mr. Vazquez has expertise in the various functions related to waste management as more fully described below.

Residential and Commercial Waste Collection

Mr. Vazquez’s experience spans a wide range of waste collection functions including oversight of drivers and helpers, routing, customer service, dispatch, safety, training, sales and billing. Mr. Vazquez has directly responsible for the introduction of services to new service areas, the transition from manual to automated collection, the introduction of recycling and green waste collection programs, equipment selection, and driver hiring and training.

Maintenance Shop Operations and Management

Mr. Vazquez is well versed in refuse collection equipment including front-end loaders, rear-end loaders, automated side-loaders, scout trucks, roll-off trucks, automated carts, commercial bins, roll-off and debris boxes, wheel loaders, and forklifts. He is competent with fleet management and operations maintenance shop functions including staffing with mechanics and welders, repair and maintenance of trucks and equipment, preventative maintenance programs, parts purchasing, parts inventory

management (computerized and manual), container repair and management, tire shop operations, truck wash operations, and paint shop operations.

Equipment Selection and Procurement

Mr. Vazquez is knowledgeable in equipment evaluation and acquisition, including refuse trucks, pick-up trucks, automated containers, bins, recycling equipment, MRF/TS equipment, transfer tractors and trailers. He is experienced in procurement management and procedures and has developed and implemented purchasing procedures for several operating firms.

Recycling Programs

Mr. Vazquez has overseen the introduction of numerous residential curbside recycling programs including development of promotional materials, conducting community education workshops, container selection and distribution, vehicle selection and acquisition, driver hiring and training, routing and recycling materials processing.

Solid Waste Facility Development & Operations

Mr. Vazquez designed, sited and operated a curbside recycling processing center with a buyback operation. Subsequently, he provided general oversight of a large volume MRF operation. He has had responsibility over a small island landfill including all operations functions as well as permitting and compliance.

Municipal Contract

Mr. Vazquez managed dozens of municipal contracts. He has prepared numerous proposals in response to RFPs issued by municipalities; negotiated new contracts and renegotiated existing contracts; served as a liaison to city officials and staff; negotiated rate adjustment criteria, prepared and managed rate adjustment proposals including rate support documentation and presentation to municipal staff and council.

Efficiency Studies & Financial Analysis

Mr. Vazquez has completed studies to improve operations including routing and rerouting to reduce operating costs; maintenance operations reviews and driver training to reduce vehicle down-time and lower maintenance costs, improve worker safety and reduce workers compensation and other insurance costs.

Management

Mr. Vazquez has vast experience with human resources and labor relations. He has recruited key personnel, developed employee compensation and benefit programs, including wages, benefits, training, career path development and management trainee programs. He has established communication programs to manage the workforce through times of change due to mergers and integration of workforces, and consolidation of functions.

Education

Mr. Vazquez is a graduate of the University of Southern California having earned a Bachelor of Science degree in Business Administration, 1981.

Municipal Programs Listing

The following is a partial list of municipal programs for which Mr. Vazquez was responsible.

| Municipality | Responsibilities |
|--------------------|--|
| Avalon | Residential & commercial refuse collection; curbside recycling; landfill operations, MRF & compost site design. |
| Azusa | Residential & commercial refuse collection; curbside recycling & green waste collection. |
| Bell | Residential & commercial refuse collection; curbside recycling. |
| Covina | Automated residential & commercial refuse collection; curbside recycling & green waste collection. |
| Cudahy | Residential & commercial refuse collection; curbside recycling. |
| Glendora | Residential & commercial refuse collection; green waste collection. |
| Hawaiian Gardens | Automated residential & commercial refuse collection; curbside recycling & green waste collection; AB939 annual reporting. |
| Irwindale | Commercial refuse collection. |
| La Mirada | Residential & commercial refuse collection, curbside recycling & green waste collection. |
| Los Angeles County | Residential & commercial refuse collection & recycling. |
| Maywood | Automated residential & commercial refuse collection; curbside recycling & green waste collection; street sweeping. |
| Montebello | Residential & commercial refuse collection; curbside recycling, green waste collection. |
| Monterey Park | Residential & commercial refuse collection; curbside recycling, green waste collection. |
| Norwalk | Automated residential & commercial refuse collection; curbside recycling & green waste collection. |
| Riverside | Commercial refuse collection. |
| Rosemead | Automated residential & commercial refuse collection; curbside recycling & green waste collection. |
| San Gabriel | Automated residential & commercial refuse collection; curbside recycling & green waste collection. |
| San Marino | Residential back-yard refuse, recycling & green waste collection; commercial refuse collection. |
| Santa Fe Springs | Residential & commercial refuse collection; recycling center operation, curbside recycling processing facility. |
| South El Monte | Residential & commercial refuse collection; curbside recycling & green waste collection. |
| South Pasadena | Residential back-yard refuse, recycling & green waste collection; commercial refuse collection. |
| Temple City | Automated residential & commercial refuse collection; curbside recycling & green waste collection. |
| Whittier | Residential refuse collection & curbside collection. |
| West Covina | Automated residential & commercial refuse collection; curbside recycling & green waste collection. |

LARRY MCQUAIDE

Sloan Vazquez, LLC – 3002 Dow Ave., Suite 116, Tustin, CA 92780

QUALIFICATIONS

- Highly successful executive with over 30 years of expertise in the waste management field
- Results-oriented, decisive leader with proven success in the strategic thinking and problem solving
- Excellent track records in accomplishing goals by working with company employees and outside entities
- High quality of written and oral communication skills
- Thrived in several different work environment

AREAS OF EXPERTISE

- Financial Analysis and Strategy
- Risk Assessment
- Various Debt Funding
- Budget Management
- Financial Modeling
- Process Improvement
- Regulatory Compliance
- Scenario Building
- Executive Presentation

EXPERIENCE

ENVIRONMENTAL & FINANCIAL CONSULTING SERVICES

November 2013 – Present

- Provide primary environmental services to private environmental companies and governmental entities
- Assist in preparation of Request for Proposal (RFP)
- Assist private companies responses to RFP
- Three clients were awarded contracts by governmental agencies
- Provide assistance to small and medium sized companies seeking to restructure their debt or obtaining a line of credit

UNITED PACIFIC WASTE

CHIEF FINANCIAL OFFICER

September 2006 – November 2013

- Responsible for all financial aspects of this relatively young waste management company
- Served role as point person for all contracts company had or was awarded with various cities in Southern California and Los Angeles County
- Responsible contract compliance including submission of all reports
- Successfully navigated company through a restructuring after economic downturn off 2008 including negotiating sale of non-performing assets, refinancing of debt and reduction of cost structure
- Significantly improve cash flow and company had first profitable years beginning in 2010 through the 2013

MISSION FIBER

SITE MANAGER

May 2004 – September 2006

- Responsible for all aspects of running operations for broker of recycled products
- Coordinated all incoming and outgoing shipments of recycled materials; majority of outgoing shipments were to overseas markets

WASTE RESROUCES, INC.

OWNER AND VICE PRESIDENT

April 2002 – September 2004

- Start –up waste management company utilizing a unique partnership concept with cities
- Research legal issues, prepared marketing materials, made presentation to staff and elected officials, prepared responses to RFP, obtained City support, negotiated partnership agreement, developed and implemented operational plan
- Key liaison between City, community and the company

API, INC

PRESIDENT AND MEMBER OF BOARD

September 2002 – September 2006

- Developed strategic alternatives
- Identified potential partners, conducted meetings, developed and monitored business plan including annual budgets

WASTE MANAGEMENT, INC.

DISTRICT MANAGER

July 1999 – January 2002

- Responsible for facilities covering entire San Gabriel Valley which included two collection operations and two landfills representing over \$100 million in annual revenue
- One collection operation consisted of approximately 300 employees, over 100 pieces of rolling stock and 19 municipal contracts
- Maintained high standards of safety and maintenance
- Implemented and expanded existing residential and commercial recycling programs.
- Annual budget preparation, developed strategies to increase market share, improve efficiency, reduce cost
- Worked closely with staff, elected officials and community members
- Made presentations at City meeting and community organizations

USA WASTE

VICE-PRESIDENT MARKETING DEVELOPMENT

May 1997 – July 1999

- Responsible for maintaining existing city contracts in Los Angeles County (25 contracts) and seeking new ones
- Participated in preparation of annual business and marketing plan preparation
- Private company acquisition including financial analysis, negotiation and subsequent integration
- Developed and made presentations to cities and senior management

WESTERN WASTE

VICE-PRESIDENT – FINANCE

October 1984 – May 1997

- Responsible for all accounting, financing, shareholder and investment community relations for this national New York Stock Exchange Company
- Key executive in growing revenue from approximately \$30 million to over \$300 million
- Assets included landfills, transfer stations and over 75 municipal contracts
- Negotiated bank lines of credit facility and equipment leases, contracts including municipal
- Prepared annual business plan including budgets, made presentations to Board of Directors, stockholders, investment community
- Conducted company seminars and training

EDUCATION

Loyola Marymount University, Los Angeles, Bachelor of Business Administration

CHARISSA MCAFEE

Sloan Vazquez, LLC – 3002 Dow Ave., Suite 116, Tustin, CA 92780

Innovative executive with demonstrated success in securing and managing multi-million dollar, high profile contracts; proposal and contract evaluation; technical writing; results-based performance coaching; increasing customer and employee engagement; designing and executing public relations campaigns; and, leading change. Future-focused and able to position the organization to maximize long-term growth opportunities while effectively overseeing day-to-day operations. Influential motivator who is able to effectively communicate the vision of an organization and garner stakeholder support and involvement. Excellent verbal and written communication skills as well as considerable media relations and spokesperson expertise.

SLOAN VAZQUEZ, LLC

Senior Associate

Provides public relations and strategic consulting services to municipal and private sector clients; recycling educational campaign development and evaluation; contract compliance and implementation reviews, presentations to city councils and other key stakeholders; proposal preparation; and, contract negotiation.

WASTE MANAGEMENT

Director of Community Relations and Public Affairs

Member of Senior Leadership Team responsible for the growth and operational management of a \$400M region for a Fortune 200 Company. Managed 12 direct reports, with responsibility for 25 municipal contracts and numerous government, school and military contracts representing over \$250M in annual revenue and employing more than 1,000 Waste Management service delivery and support professionals. Managed community relations and communications including crisis communication, brand management and marketing.

Area Community Affairs Manager

Identified and implemented continuous improvement processes for all customer touching aspects of the business. Led inter-departmental team of 8 senior managers and 30 mid-level managers to optimize operations, conduct root cause analysis of customer issues, improve communication and collaboration, increase employee engagement and recognize outstanding performance.

MOTHERS AGAINST DRUNK DRIVING

Executive Director

Responsible for the development, management and funding of all programs and initiatives necessary to promote the mission of MADD in San Diego County. Managed all internal and external employees and volunteers; built relationships with volunteer Board of Directors, donors and sponsors. Increased visibility and brand awareness through proactive media campaigns.

VISTA COMMUNITY CLINIC

Assistant Director, Health Promotion Center

Managed program development and implementation, contract compliance and budget development and oversight for 17 federal, state and foundation grant programs. Authored major reports and co-wrote multi-year, multi-million dollar funding proposals. Oversaw departmental marketing and promotional activities including media relations, event planning, material design and presentation delivery. Provided direct and indirect management of over 80 employees including staff development and strategic planning.

EDUCATION

California State University San Marcos, Masters in Business Administration

Covenant College, Bachelor's Degree in Sociology