

**DATE:** January 5, 2010

**TO:** City Council

**FROM:** Development Services Director

**SUBJECT:** Authorize the City Manager to Negotiate and Execute a Contract with Quantum Energy Services & Technologies, Inc. to Provide Sustainability Coordinator Services

### **RECOMMENDATION**

That Council reads and comments on this report and adopts the attached resolution (Attachment I). The resolution authorizes the City Manager to negotiate and execute a contract with Quantum Energy Services & Technologies, Inc. (QuEST) for the provision of services as Hayward's Sustainability Coordinator in an amount not to exceed \$450,000.

### **BACKGROUND**

The Climate Action Plan (CAP), adopted by the Council on July 28, 2009, calls for a Sustainability Coordinator to implement the CAP related to the adopted City Council priority under *Land Use and Sustainability*. The staff report dated June 2, 2009, presenting the City's two-year budget to the Council, indicated the possibility of contracting for the services of a Sustainability Coordinator.

On June 3, 2009, the Council Sustainability Committee supported staff's proposal to use a portion of the City's \$1,361,900 Energy Efficiency and Conservation Block Grant (EECBG) funds to hire or contract for a Sustainability Coordinator for a three-year period. EECBG funds must be spent within three years from the date grant funds are awarded. Staff has requested \$150,000 for the first year of funding for the three-year position to the Department of Energy (DOE) and anticipates the award of those funds in the near future. DOE staff has indicated that once Hayward's Energy Efficiency and Conservation Strategy is submitted, which is anticipated to be done in February, the full \$450,000 will be awarded.

### **DISCUSSION AND STAFF ANALYSIS**

Scope of Services – As indicated in the attached request for qualifications (RFQ) (Attachment II), it was anticipated that the Sustainability Coordinator position could be filed by either a firm or an individual. In addition to the implementation of the CAP, the Coordinator will be responsible for the management of programs funded by EECBG funds. Services to be provided by the Sustainability Coordinator include the development of Residential and Commercial Energy Conservation

Ordinances (RECO and CECO), oversight of financing programs, coordinating the Climate Action Management Team, and tracking greenhouse gas emissions. The attached RFQ includes a comprehensive list of the responsibilities of the Sustainability Coordinator.

Selection Process – The request for qualifications was released on November 2, 2009. Staff received proposals from eleven consultant teams and one individual. Staff chose to interview the top five submittals., Interviews were held on December 14 and 15, 2009. Staff interviewed Michael Sandler, HDR, Greenpads, QuEST, and Beyond Compliance.

Consultant – As a result of the interviews, the top ranking consultant team is QuEST. QuEST presented the strongest team with respect to greenhouse gas emissions analysis and tracking, public outreach, green building codes, and energy conservation. QuEST has been administering the East Bay Energy Watch for PG&E for the last several years. QuEST will work with subconsultants CirclePoint and Gabel Associates. CirclePoint assisted the City of Oakland with public outreach and meeting facilitation for their climate action plan. Gabel Associates has worked for the cities of San Francisco and Berkeley on their RECOs and CECOs, and developed the cost-effectiveness study for Stopwaste.org that was utilized by Hayward in gaining recent approval from the California Energy Commission for its revised Green Building Ordinance for Private Development.

Rather than conducting greenhouse gas emissions inventories every few years, QuEST proposes to use their own web-based software that can be used for continuous “real time” tracking and monitoring of emissions. QuEST’s project manager, Amelia Schmale, will be available at City Hall two to three days per week and will be available by phone and e-mail five days per week.

## **ECONOMIC IMPACT**

The work to be completed by the Sustainability Coordinator, including implementation of the CAP, is expected to generate a positive economic impact on the community. Energy efficiency and renewable energy improvements that will be generated as a result of this work will generate jobs as well as savings on energy and water bills for residents and businesses.

## **FISCAL IMPACT**

As noted above, City’s Sustainability Coordinator contract will be funded with EECBG funds. The City has been allotted \$1,361,900 formula-based grant funds from the American Recovery and Reinvestment Act, to be administered by the Department of Energy (DOE).

Of that total amount, \$450,000 of the funds will be used to pay the Sustainability Coordinator for three years. At this time, the DOE can only allocate \$150,000 for the Sustainability Coordinator position. Staff expects to receive this money from the DOE in January 2010. The remainder of the grant funds is anticipated to be received from DOE in the first half of calendar year 2010, after the City submits its Energy Efficiency and Conservation Strategy to DOE. The attached resolution authorizes the City Manager to execute a contract initially for \$150,000 and to amend the contract for an additional two years for an amount up to \$300,000 once the remaining grant funds are awarded. No General Fund money will be used for the Sustainability Coordinator and the City Manager will not execute an initial contract with QuEST until grant funds are awarded from the Department of Energy.

## **PUBLIC CONTACT**

The creation a Sustainability Coordinator position for the purpose of implementing the CAP has been discussed at numerous public meetings, including the public workshops during the preparation of the CAP, Council Sustainability Committee meetings where presentations were made about the CAP and EECBG funds, and at the Council meeting when the current budget was adopted.

## **NEXT STEPS**

Staff anticipates receiving approval from the Department of Energy for the EECBG funds and executing the contract with QuEST in January 2010 and having QuEST begin work immediately thereafter.

*Prepared by:* Erik J. Pearson, AICP, Senior Planner

*Recommended by:* David Rizk, AICP, Development Services Director

Approved by:



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Gregory T. Jones, City Manager

### Attachments:

- Attachment I    Resolution (Authorizing a Contract with QuEST)
- Attachment II    (Request for Qualifications)
- Attachment III    (Response from QuEST)

12/21/2009

HAYWARD CITY COUNCIL

RESOLUTION NO. 10-

Introduced by Agency Member \_\_\_\_\_

RESOLUTION AUTHORIZING THE CITY MANAGER TO  
NEGOTIATE AND EXECUTE A PROFESSIONAL SERVICES  
AGREEMENT WITH QUANTUM ENERGY SERVICES &  
TECHNOLOGIES, INCORPORATED, TO PROVIDE  
SUSTAINABILITY COORDINATOR SERVICES

BE IT RESOLVED by the City Council of the City of Hayward that the City Manager is hereby authorized and directed to negotiate and execute a professional services agreement with Quantum Energy Services & Technologies, Incorporated (QuEST), to provide Sustainability Coordinator services for one year, in an amount not to exceed \$150,000, once such funds are received from the U.S. Department of Energy as part of City of Hayward's Energy Efficiency and Conservation Block Grant funds, in a form to be approved by the City Attorney. The City Manager is also authorized to amend the agreement with QuEST once additional funding is received from the Department of Energy for an additional amount not to exceed \$300,000, for two additional years of service, in a form to be approved by the City Attorney.

IN COUNCIL, HAYWARD, CALIFORNIA \_\_\_\_\_, 2009

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS:

MAYOR:

NOES: COUNCIL MEMBERS:

ABSTAIN: COUNCIL MEMBERS:

ABSENT: COUNCIL MEMBERS:

ATTEST:  
City Clerk of the City of Hayward

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney of the City of Hayward



November 2, 2009

## **REQUEST FOR QUALIFICATIONS – SUSTAINABILITY COORDINATOR**

### **Introduction**

The City of Hayward (the "City") is seeking an experienced and qualified consultant to assist City staff with the implementation of the City's recently adopted Climate Action Plan (CAP) and related programs. The CAP includes targets for reducing future greenhouse gas (GHG) emissions and the actions that must be taken to achieve those targets. The CAP, which was adopted by the Hayward City Council on July 28, 2009, is available on the City's website (<http://www.hayward-ca.gov/CAP08/CAP08.shtm> ). The Sustainability Coordinator will be party to a consulting services contract with the City for a term of approximately three years. The Sustainability Coordinator will be instrumental in identifying funding to extend the position beyond the three-year period. In addition to the implementation of the CAP, the Sustainability Coordinator will be responsible for coordinating energy efficiency projects funded by the American Recovery and Reinvestment Act (ARRA) and coordinating reports and presentations to the City Council Sustainability Committee. The Sustainability Coordinator may be an individual or a firm.

### **Objective**

Under general supervision, coordinate programs and reporting to implement the City's Climate Action Plan. Conduct research, analysis and public process to identify, develop and manage innovative and effective programs to improve the sustainability of the City organization and commercial and residential sectors.

The City of Hayward is committed to providing excellent customer service and our employees and consultants are expected to:

- Be effective communicators
- Provide leadership on environmental issues
- Act with a high level of integrity, and
- Be responsible and accountable for their works and actions.

### **Compensation**

The City's budget for the Sustainability Coordinator is a maximum of \$150,000 per year for three years. Funding is being provided by the Department of Energy's (DOE) Energy Efficiency and Conservation Block Grant (EECBG)

## Sustainability Coordinator Services

The Sustainability Coordinator will be the lead on sustainable activities/planning for the City, under the direction of the Development Services Director. The following list of services is not intended to be an all-inclusive list of responsibilities. An omission of a specific responsibility does not exclude it from being a requirement of the services to be provided.

Summary of services to be provided by the Sustainability Coordinator:

1. Development and administration of programs identified in the CAP (available in Section 5 of the CAP) in the timeframes indicated on the CAP timeline (Appendix E of the CAP) as well as the programs identified in the Strategy document (still under development) for the City's EECBG application. A preliminary summary of programs identified for EECBG funding are available in the October 7, 2009 report (<http://www.hayward-ca.gov/citygov/meetings/csc/ccsc/2009/CSC-CCSC100709.pdf>) to the Sustainability Committee.
2. Implement programs funded by EECBG and prepare reports/tracking as required by DOE.
3. Administration with Economic Development staff of the energy efficiency revolving loan program.
4. Liaison to PG&E for partnership programs.
5. Development and implementation of a Residential Energy Conservation Ordinance (RECO).
6. Development and implementation of a Commercial Energy Conservation Ordinance (CECO).
7. Coordination of reports/presentations to the City Council Sustainability Committee.
8. Attend most meetings of the City Council Sustainability Committee. The Committee meets the first Wednesday of each month from 4:30 to 6:00 p.m.
9. Oversight of development of financing programs for Hayward, such as a Countywide Property Assessed Clean Energy (PACE) program and/or a regional program for renewable energy and energy efficiency improvements.
10. Monitoring and reporting on the City's progress toward the greenhouse gas emissions reductions targets identified in the Climate Action Plan (CAP), including updating the emissions inventory.
11. Development and implementation of community outreach programs associated with the CAP, in coordination with other jurisdictions and entities, such as Stopwaste.org and PG&E.
12. Coordinating the Climate Action Management Team, whose formation is recommended by the CAP.
13. Identify and secure external funding opportunities, including funding from grants and incentive programs related to energy efficiency and sustainability.
14. Prepare internal and external communication materials regarding programs and initiatives. Work closely with the Director of Development Services for media responses and website updates.

15. Coordinate GHG reduction programs to achieve the City's goal to reduce community-wide GHG emissions by 80 percent by 2050. Take responsibility for implementation and outcomes, including cost-effectiveness, community equity, and tracking, including:
  - Developing project or program budgets and work plans, evaluating program performance, and determining areas for program expansion.
  - Performing policy analysis, and drafting potential GHG and energy policies.
  - Developing and maintaining partnerships with residential groups, business organizations, energy efficiency and renewable energy contractors, and local, state, and federal government agencies involved in energy efficiency and renewable energy.
  - Preparing plans, reports, memos and other materials to communicate GHG program strategies and results to City Council, Planning Commission and Sustainability Committee.
  - Researching, analyzing and reporting technical information on programs implemented elsewhere to improve program offerings.
  - Working with other team members for long-term program and strategic planning efforts for GHG and energy programs.
  - Working with interdepartmental staff and teams to reduce GHG emissions from City operations.
16. Coordinate education and outreach efforts related to GHG emissions reduction, energy efficiency and renewable energy programs, including:
  - Writing and editing materials including technical fact sheets, educational materials, news releases, correspondence, and presentation materials.
  - Coordinating development and maintenance of the GHG program web site.
  - Representing the City at regional meetings, conferences and workshops.
  - Communicating GHG program information to City staff, businesses and community.
17. Contributing to other projects of the Development Services Department, as needed.

**The Sustainability Coordinator must also excel in the skills and abilities below:**

1. Recommend comprehensive energy conservation planning policy and programs based upon community needs, available resources and overall City priorities and policies.
2. Administer and manage a variety of energy conservation projects and programs.
3. Organize, assign, direct, review, and evaluate the work of assigned staff.
4. Assess long and short term energy conservation and development needs, and design effective programs to meet these needs in a cost effective manner.
5. Deal tactfully and effectively with a wide variety of committee and commission members, government officials, civic groups, contractors, regulated industry representatives, students, the public and City staff.
6. Coordinate energy conservation programs with other departments and agencies and prepare sound, oral and written reports and recommendations.
7. Prepare clear, concise and accurate written studies, proposals and reports.

8. Represent the City in meetings with the public, media and government bodies to promote program goals.
9. Possess exceptional oral, written communication, analytical, and interpersonal skills.
10. Skill in developing, implementing, and evaluating policies and procedures.
11. Ability to interact and communicate with a variety of individuals and groups in an effective and efficient manner both in person, over the telephone and via e-mail in a clear and concise manner.
12. Exceptional skill in forecasting budgets and analyzing return on investments. Ability to coordinate, compute and analyze data relating to sustainability.

**The level of Knowledge and Abilities in the areas below should be noted in the submittal:**

1. Experience preparing documents pursuant to the California Environmental Quality Act (CEQA) and/or the National Environmental Policy Act (NEPA) is preferred.
2. Experience in the development or administration of programs for energy conservation or development and experience in a public agency setting are desirable.
3. Principles and practices of administrative management, including goals and objectives development, work planning, budgeting.
4. Principles and practices of program management, including development, planning, monitoring, evaluation and administration.
5. Experience seeking available funding sources for energy related and similar programs.
6. Basic principles and practices of energy conservation and development.
7. Principles and practices of education and public speaking, including the planning, preparation and evaluation of educational materials and outreach tools.
8. Ability to work with limited supervision.

**Describe how these minimum qualifications are met in your submittal:**

Bachelor's degree in Environmental Sciences, Environmental Policy or Management, Business or Public Administration, Economics, Architecture, Planning, Energy, Sustainability, Engineering, or a related field. Three to five years related professional experience including development and implementation of energy efficiency and renewable energy programs. Knowledge and experience in environmental management, climate change, energy efficiency, renewable energy and environmental sustainability principles.

Demonstrated ability to work independently with minimal supervision, to assume responsibility, to prioritize and resolve problems, to work under pressure, and to coordinate and manage complex projects. Excellent interpersonal skills, including the ability to maintain effective working relationships with business contacts, the general public, boards, consultants and with employees at all levels of the organization. Ability to research, analyze and synthesize complex information, develop and present recommendations and prepare concise written reports, correspondence and

recommendations. Experience in research, policy development, and report writing. Experience with or knowledge of Microsoft Word, Access, Excel and PowerPoint.

Also, the ability and willingness to attend evening meetings is necessary and the ability to travel to various locations within and outside the City of Hayward to meet the program needs and to fulfill the job responsibilities. When driving on City business, maintenance of a valid California driver's license and satisfactory driving record is required.

### **Consultant Selection Process and Contract Schedule**

The following schedule indicates the anticipated dates for steps in the consultant selection process. The City reserves the right to modify this schedule as circumstances may require.

1. Consultant candidates will submit written resumes/qualifications no later than 5:00 p.m. on **Tuesday, December 1, 2009**, in accordance with requirements set forth in this RFQ.
2. Resumes/qualifications shall be submitted via e-mail to [erik.pearson@hayward-ca.gov](mailto:erik.pearson@hayward-ca.gov).
3. Interviews will be held the week of December 14, 2009.
4. Notification of the City's final decision is anticipated within approximately seven days of interviews. A mutually acceptable contract will be negotiated between the City and the consultant. The consultant will be required to comply with the City's nondiscrimination and affirmative action provisions. The consultant will need to stipulate its noninvolvement in the development or production of nuclear weapons. The consultant will also be required to carry insurance in the amount of \$1,000,000 for each of the following: general liability, automotive liability, workers' compensation, and employers' liability. Professional liability insurance for errors and omissions will also be required.
5. If the City and the selected consultant cannot agree on a satisfactory contract, the City reserves the right to terminate negotiations. The City will then negotiate an agreement with the consultant which ranked second.
6. It is expected that the consultant will be able to **begin work early January of 2010**.

### **Evidence of Consultant Qualifications**

Submittals should contain information sufficient to permit the City to evaluate properly the qualifications of the consultant and any sub-consultants. A written submittal should be provided covering each of the following areas:

1. Identification of the Consultant. Specify the name, address, and telephone number of the individual or firm. If a firm, identify all members of the consultant's professional team proposed to perform work elements of the project, together with a brief description of the background and experience of each.
2. Evidence of Previous Experience. Information should be provided on similar climate action or energy efficiency work completed.

3. Evidence of Organizational Ability. If the applicant is a firm, submit an outline of the organizational structure that the consultant intends to employ, including staffing projections.
4. Billing Rates. The consultant should submit a rate sheet covering all personnel who will charge to the project and any relevant billing policies.
5. Conflict of Interest. The consultant should disclose any real or perceived conflict due to interest in real property development within the City of Hayward. These interests may include property ownership or current consulting contracts which affect the project area.

**Deadline for Submittal**

The deadline for submission is **Tuesday, December 1, 2009, at 5:00 p.m.** Submittals must be transmitted via e-mail before this deadline to:

Erik Pearson, AICP, Senior Planner  
City of Hayward  
(510) 583-4210  
[erik.pearson@hayward-ca.gov](mailto:erik.pearson@hayward-ca.gov)

**QUEST**

QUANTUM ENERGY SERVICES & TECHNOLOGIES, INC.

**A Request for Qualifications To  
THE CITY OF HAYWARD  
Sustainability Coordinator**

**Submitted to:**

**Erik Pearson, AICP, Senior Planner  
City of Hayward  
(510) 583-4210  
[erik.pearson@hayward-ca.gov](mailto:erik.pearson@hayward-ca.gov)**

**Prepared by:**

**QUANTUM ENERGY SERVICES & TECHNOLOGIES, INC.  
2001 Addison Street, Suite 300  
Berkeley, CA 94704**

**December 1, 2009**

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## 1. IDENTIFICATION OF THE CONSULTANT

### 1.1 FIRM INFORMATION

**Name of firm:** Quantum Energy Services & Technologies, Inc. (QuEST)

**Address:** 2001 Addison St., Suite 300, Berkeley, CA 94704

**Telephone number:** 510-540-7200

#### 1.1.1 Executive Summary

Quantum Energy Services & Technologies, Inc. (QuEST) has put together a team of experts uniquely suited to serve the needs of the City of Hayward as it takes the next step in its Climate Action efforts. The team will provide Hayward with the expertise it needs to (1) develop and implement vibrant programs to yield meaningful greenhouse gas reductions; (2) liaise with and leverage funding and resources through strategic partners such as PG&E and StopWaste.org; (3) implement innovative ordinances and funding mechanisms to facilitate community energy projects; and (4) manage the tracking, reporting, and communication necessary to satisfy regulatory requirements, evaluate progress towards climate action goals, and coordinate activities and status updates among varying City committees, staff, and departments.

The City will not find another energy service provider with as much experience coordinating energy efficiency with municipal governments. An integral part of the Oakland Energy Partnership in 2002, QuEST helped revolutionize the way the California Public Utility Commission supports municipal energy efficiency efforts through what has become known as the local government partnership. Since then, QuEST has continually implemented the state's most successful local governmental partnership, the East Bay Energy Watch. In this capacity, QuEST convenes city staff, community-based organizations, private industry, and the state's largest utility provider to provide direct-install energy programs, residential energy audit programs, municipal audit implementation, innovative 'pilot' programs, and strategic energy planning in the East Bay. This experience will directly inform our ability to understand the City's needs and convene an effective Climate Action Management Team.

With expertise in energy efficiency engineering and program management, QuEST's command and commitment to energy efficiency is demonstrated through our track record. We know what it takes to develop programs that yield real energy savings; QuEST has performed hundreds of energy studies leading to the identification and implementation of over 100,000,000 kWh savings - yielding more than 350,000 tons of CO2 reduction. QuEST's program management experience includes budget and contract management to the tune of \$40 Million. QuEST understands the vital importance of meaningful tracking and reporting of such efforts: Raising the bar, we have developed our own management database tool that concisely manages complex projects and program inputs and then reports out results in a concise, useful manner. Holding multiple contracts subject to utility and CPUC requirements, QuEST is comfortable navigating the complex world of reporting requirements. These connections also mean that we also have our finger on the pulse of the latest opportunities for grants, incentives and rebates, audit and implementation assistance, and other energy related resources.

These connections to the programs and municipal efforts in the East Bay mean that QuEST is connected to the players involved in the most innovative climate action efforts.

To the Sustainability Coordinator Team, QuEST will bring Gabel Associates to loan its expertise to the development and implementation of Residential and Commercial Energy Conservation and Green Building Ordinances. Gabel Associates is currently working with the City of Berkeley to implement RECO and CECO in 2010. The group is also consultant to the PG&E Codes and Standards division as the go-to expert for municipalities implementing green building ordinances with energy codes more stringent than California Building Standards Code Title-24.

Recognizing the variety of stakeholder buy-in and the high rates of program participation necessary for the successful implementation of Hayward's identified climate action goals, QuEST will also bring in communications and environmental planning firm CirclePoint to lead the community outreach and education efforts. CirclePoint's expertise in sustainability stems from its work across a wide range of sectors- from transportation to land use to greenhouse gas reduction. For 22 years, CirclePoint has developed and implemented communications strategies for public agencies by informing, educating, and engaging diverse interests to solve complex community challenges. CirclePoint's focus is to understand how to effectively communicate client needs, while providing a community interface that stresses meaningful input from stakeholders. CirclePoint takes the time to know the history of the communities we are working in, potential "hot-button" issues, and to identify strategies to bring all stakeholders to the table.

QuEST's strategy for managing the program design and implementation process is to ensure continuity of programs and to provide sufficient innovations to achieve the citywide goal to reduce greenhouse gas levels by 12.5% below 2005 emissions levels by the year 2020 and- the ultimate goal- by 82.5% below 2005 levels by 2050. Based on our understanding of the scope of work as laid out in this Request for Qualifications, we will draw upon our extensive program design and implementation experience including:

- Best Practices from QuEST's ongoing programs in California. Our experience in the implementation of residential and small and large commercial energy efficiency programs will significantly power our ability to reach program goals and objectives.
- QuEST's internal library of program marketing materials, established trade ally networks, program procedures and forms, and tracking and reporting systems.
- QuEST's experience collaborating with local governments, community organizations, and other community stakeholders. These networks are critical to the CAP programs' ability to be implemented effectively and in a timely manner.

Program implementation elements that QuEST has in place and ready for immediate program implementation include:

- Energy and Resource Conservation Program Coordination Plan. This will be a "living document" that will expand over the course of program implementation and will include energy, water, and solid waste utility and publicly funded programs available to county residents and property owners. The document will also provide direction on roles and responsibilities of all stakeholders, the City, and QuEST.
- Quality Assurance and Measure Verification Protocols. Existing protocols specify the quality assurance that will be implemented. It will be designed to ensure that

the projects are meeting all program requirements for overall quality, including project schedules, budget requirements, and GHG reduction goals.

- **Program Templates.** QuEST has a library of forms and templates for program implementation that will require only slight modification for use in CAP programs. All program documents will be available for download through the program website.

## 1.2 PROFESSIONAL TEAM

### **Derrick Rebello, QuEST, Director, Overall Project Management**

Mr. Rebello has fifteen years of experience in the implementation and evaluation of energy efficiency programs. He currently manages a program portfolio of more than \$30 Million in energy efficiency programs across a diverse set of market sectors including small commercial, large commercial, and industrial. Currently Mr. Rebello oversees a broader portfolio of programs focused on data centers and the high tech sector, wastewater treatment, hospitals, campus housing and on-bill financing. In addition to sector-focused energy efficiency programs, QuEST also manages some of the largest local government partnerships totaling some \$15M dollars. These partnerships leverage the resources and outreach of cities and non-profit groups to increase energy-efficiency for their constituents.

### **Patrick Piette, QuEST, General Manager, Transportation and Waste Management**

Mr. Piette is the Chief Financial Officer at QuEST. As such he is responsible for all aspects of accounting, information systems, human resources and general administration. Mr. Piette has overseen the substantial growth of both QuEST's client base and revenue over the past seven years. Mr. Piette has over 20 years of experience managing all activities related to finance, accounting, budgeting and business systems. He also has considerable experience in the negotiation of municipal and private sector contracts and subcontracts.

### **Amelia Schmale, QuEST, Project Manager, Day-to-day Project Oversight**

Ms. Schmale joined QuEST in 2008. She has provided program management and support to several California investor owned utility energy efficiency programs including local government partnerships in both the East Bay and Sonoma County. Currently, she is directly responsible for the overall management and implementation of municipal and medical building energy efficiency projects worth over \$2.5 million dollars. Before joining QuEST, Ms. Schmale managed a team of energy specialists to perform residential energy audits through the California Youth Energy Services (CYES) program; in this position she led North Bay youth in grassroots marketing, residential customer outreach, and community education. She has recently completed graduate level course work in Climate Change Policy and Planning, Community Economic Development, and Land Use Planning and Policy. In her graduate research, Ms. Schmale participated in the energy data collection, writing, and editing of two municipal greenhouse gas emissions inventories.

### **Guadalupe Nodal, QuEST, Project Manager, Energy Efficiency Engineering**

Mr. Nodal has 20 years of mechanical engineering experience in the HVAC and energy fields. He has engineered complex HVAC systems for institutional, commercial and industrial facilities. In the energy field he has developed performance based projects, managed all technical aspects including conceptual design and the selection of applicable technologies. He has considerable experience in HVAC systems design and analysis, computer simulation project cost estimating, and energy savings calculations.

Mr. Nodal is currently the director of engineering associated with utility energy efficiency programs. These programs include high tech, health care, commercial and local government projects and applications. His position involves supporting the program marketing, creating, managing and delivering projects on time and on budget, leading efforts to identify savings strategies, trending parameters affecting system performance, collecting and analyzing the data and reporting the findings. Mr. Nodal has been a registered mechanical engineer in California since 1998 and has been published in trade publications.

**Bruce Murphy, Intelliwaste, Waste Management Consulting**

Mr. Murphy is responsible for directing financial and programmatic design and review of refuse and recycling systems, transfer stations and materials recovery facilities; financial reviews of collection, recycling and disposal facilities for cities, counties and private sector clients; performance audits of municipal systems and strategic planning for public/private partnership arrangements. Engagements include the Cities of Vacaville, Dixon, Fremont, San Anselmo, Avenal, (CA), Atlanta (GA) and Counties of San Diego and El Dorado (CA), Douglas (NV), King (WA), Tahoe JPA, and SWA San Diego. Directed and supervised design and development of new landfill sites, landfill expansions and closure, permitting and acquisition of major regional and metropolitan landfills, including Newby Island in San Jose, California 4,000 tons per day (tpd); proposed Aponolio Canyon (new site), San Mateo County, CA.; Corinda Los Trancos Landfill in San Mateo County, CA (2,500 tpd); Vasco Road in Livermore, CA (1,900 tpd), Sunshine Canyon City Landfill in Sylmar, CA (6,600 tpd); Sunshine Canyon County Landfill (new site), Sylmar, CA (17,000 tpd); Proposed Eagle Mountain Site Landfill, Riverside County, CA (20,000 tpd); Chateau Fresno Landfill, Fresno, CA (1,200 tpd); Chestnut Avenue Landfill, Fresno County, CA (1,000 tpd); Gerber Road Landfill (closed), Sacramento, CA; Redwood Landfill (800 tpd), Novato, CA; proposed Avenal Landfill site expansion, Avenal, CA; six regional landfill sites in Imperial County, CA, and La Paz County, Arizona. He has examined and reviewed disposal and recycling practices in Moscow and St. Petersburg, Russia and for several large cities in the Commonwealth of Independent States .

**Charles Gardiner, CirclePoint, Public Relations and Community Outreach**

Mr. Gardiner has more than 25 years of experience in strategic communications, stakeholder facilitation, program management, team building, and organizational capacity building for California public policy and infrastructure issues. He has managed public involvement and environmental review activities for public policy and infrastructure programs in climate change, water resources, wastewater, energy, hazardous waste, rail, transportation, and emergency preparedness throughout California and the United States. He has developed and implemented public awareness and engagement strategies leading to public support, engagement, and behavior change on some of California's most important and controversial environmental issues, including Delta water management, Central Valley fisheries management, and water conservation. Mr. Gardiner is trained in conflict mediation, facilitation, public decision-making, and behavioral change techniques. He facilitates program management teams, multi-agency coordination, public meetings, stakeholder workshops, advisory committees, and independent review processes. His technical and policy training helps clients integrate diverse issues and improve organization capabilities to reach program, stakeholder, and community goals.

**Michael Gabel, Gabel Associates, LLP, Building Codes and Policies**

Mr. Gabel is a building energy consultant with 30 years experience providing energy-efficiency design consulting on thousands of projects to architects, engineers, mechanical contractors, lighting designers, builders, building owners, utility companies

and local government agencies. He has been a principal of Gabel Associates (formerly Michael Gabel Associates and a division of Gabel Dodd Associates) since 1981; and is Residential and Nonresidential Certified Energy Analyst (CEA) and Certified Energy Plans Examiner (CEPE) under the 2008 Title 24 Standards. Since 2003 he has provided assistance to local governments developing green building and energy ordinances which exceed the requirements of the California energy code, and revised ordinances such as the City of Berkeley's RECO and CECO requirements set to take effect in 2010. He has worked with staff, other green building consultants, advisory committees, council members and other stakeholders in a variety of settings to help develop policies, write ordinance language, provide technical review, perform cost-effectiveness studies, prepare applications for approval by the California Energy Commission, and assist in implementation and enforcement of the energy requirements of local ordinances.

**Chris Kern, CK Environmental Consulting, Environmental Consulting**

Mr. Kern manages the preparation of environmental reports under the California Environmental Quality Act (CEQA) for the Major Environmental Analysis Division of the San Francisco Planning Department. In his 18 years of experience as an environmental and land use planner and regulator, he has prepared and managed the preparation of CEQA documents and agency staff reports on permit applications for a wide variety of projects and planning actions, appeals of local government land use decisions, land use plan and zoning ordinance updates and amendments, and regulatory enforcement actions.

**1.3 KNOWLEDGE AND ABILITIES**

Knowledge/Skill	Level of Ability	Team Member	Experience
Experience preparing documents pursuant to the California Environmental Quality Act (CEQA) and/or the National Environmental Policy Act (NEPA)	High	Chris Kern	Projects as CEQA Coordinator for San Francisco Planning Department: Calaveras Dam Replacement Project EIR SF Habitat Reserve Program EIR Alameda Watershed Habitat Conservation Plan EIR/EIS
Experience in the development or administration of programs for energy conservation or development and experience in a public agency setting	High	QuEST	Sonoma County Energy Watch East Bay Energy Watch Macy's Comprehensive Retrofit Energy Management Program Medical Building Tune-Up Program Municipal Implementation Team California Wastewater Process Optimization Program (CalPOP)
Principles and practices of administrative management, including goals and objectives development, work planning, budgeting	High	QuEST	QuEST's program management experience includes budget and contract management of \$40 Million. CPUC contract deliverables include program implementation planning and program management planning that delineate program goals and objectives as well as the plan for attaining set goals.
Principles and practices of program management, including development, planning, monitoring, evaluation and administration	High	QuEST	QuEST's best practices include monthly reporting to continually monitor program and projects. Annual and final program reporting involves summary and evaluation of program successes and challenges.
Experience seeking available funding sources for energy related and similar programs	High	QuEST	QuEST has assisted East Bay cities and community-based organizations apply for CPUC sponsored local government contract totaling \$14 Million.
Basic principles and practices of energy conservation and development	High	QuEST	QuEST staff includes program managers and executive staff with over 16 years of experience in energy efficiency and a full-time engineering team specializing in energy efficiency- audits, measure identification, savings calculations, and project implementation assistance.
Principles and practices of education and public speaking, including the	High	Circle Point	Energy and Climate Action Plan Public Involvement Program, City of Oakland Department of Public Works

**Q U E S T**

QUALITY ENERGY SERVICES & TECHNOLOGIES, INC.

City of Hayward Request for Qualifications – Sustainability Coordinator

<p>planning, preparation and evaluation of educational materials and outreach tools</p>			<p>Napa Transportation Management Plan Public Outreach Program, City of Napa Long-term Water Supply Plan and Conservation Communications Strategy, Marin Municipal Water District</p>
<p>Ability to work with limited supervision</p>	<p>High</p>	<p>All</p>	<p>The majority of the assembled team occupies senior level position such as principal, chairman, and president. The organizational structure of the team will provide supervision needed with little reliance on City staff.</p>

## **2. EVIDENCE OF PREVIOUS EXPERIENCE**

### **2.1 SUMMARY OF SERVICES TO BE PROVIDED BY THE SUSTAINABILITY COORDINATOR**

#### **2.1.1 Development and administration of programs identified in the CAP in the timeframes indicated on the CAP timeline as well as the programs identified in the Strategy document for the City's EECBG application**

The QuEST team has over a decade of experience developing and administering programs in various energy sectors. In this capacity, QuEST has coordinated with municipal governments, public agencies, community-based organizations, and utility companies to implement programs that promote sustainability. This coordination has led to successful campaigns in hard-to-reach sectors facing barriers such as socio-economic issues and language. QuEST has put together a team with the capacity to launch a variety of programs (from energy efficiency to waste management to green building ordinances) in the timeframe identified in the CAP in the optimum sequence or concurrence.

#### **2.1.2 Implement programs funded by EECBG and prepare reports/tracking as required by DOE**

Implementation.

QuEST will apply our extensive expertise in the management of energy efficiency programs and projects that require meaningful tracking and reporting to the programs funded by EECBG. We have a decade of experience implementing California Public Utility Commission Energy Efficiency programs; currently managing 7 seven contracts with California investor-owned utility companies including PG&E and Southern California Edison. Employing the in-house expertise of its mechanical and HVAC engineering team, QuEST has performed hundreds of engineering studies across a broad cross-section of industries from the highly regulated (hospitals and wastewater) to the completely unregulated (retail and convenience stores). In total QuEST has identified and implemented over 100,000,000 kWh savings yielding more than 350,000 tons of CO2 reduction. As discussed above, QuEST's management of the municipal program component of the East Bay Energy Watch has brought QuEST meaningful experience working with local governments to identify and implement energy improvements on their own buildings.

Tracking and Reporting.

Using the extensive tracking and reporting experience gained through the management of these various programs, QuEST has developed its own program database management tool, currently in use to track all programs being implemented. QuEST will maintain and use its program management database tool to track all relevant activity as well as identified energy projects. The database tracks individual conservation measures as well as the energy savings associated with each. The data base is capable of including savings associated with calculated savings as well as estimated reductions in water consumption and solid waste reductions. GHG reductions will be calculated based on locally appropriate conversion factors of kWh, therms, gallons of water, and tons of solid waste to lbs of CO2; in this vein, QuEST will work closely with ICLEI and others

involved in local greenhouse gas inventories and action planning to ensure that calculation methods are as transparent and congruent as possible.

### **2.1.3 Administration with Economic Development staff of the energy efficiency revolving loan program**

The QuEST team is fully prepared to coordinate with the Economic Development staff in the administration of an energy efficiency revolving loan program in Hayward. QuEST will manage the application process and employ CirclePoint to coordinate with Economic Development staff on marketing to make sure that the program is fully subscribed. We will ensure that applications are submitted accurately and will provide support to applicants requiring it. We will ensure that funding is available and that the project meets the Program's renewable or energy efficiency standards. QuEST will make sure that the project is located entirely within the city of Hayward.

QuEST can coordinate the technical components to the application process to help identify appropriate program participants. Applicants will need an energy load profile, or audit, of its facility and operations to determine all potential energy efficiency measures that will lower energy use and allow for proper sizing of renewable energy systems. QuEST will encourage applicants to work with qualified contractors and renewable energy systems experts.

By providing a revolving loan fund, the funds themselves have the opportunity to be expansive in effect. Money recaptured through loan payments will be used for the same purpose of energy efficiency improvements. Like other sustainable financing mechanisms this may equate to more jobs and more greenhouse gas reduction while creating more productive work environments, eliminating deferred maintenance concerns, lowering the annual operating costs and reducing maintenance costs.

In order to exceed expectations, QuEST will develop procedures and guidelines in conjunction with Economic Development Office to allow the Hayward Revolving Loan Program to demonstrate that the financed energy retrofits would pay for themselves. Quality controls for the program will include:

- development of a technical energy assessment report guideline
- training of energy engineering consulting firms on audit techniques and the program guidelines;
- development of protocols to have each project metered and monitored to track pre- and post-retrofit energy consumption; and
- creation of methods of analyzing energy savings from retrofits

### **2.1.4 Liaison to PG&E for partnership programs**

QuEST's long term relationship with PG&E will foster partnership and coordination. QuEST has been the implementer for the first and longest running local government partnership in CPUC energy efficiency program history. Starting as the Oakland Energy Partnership and then broadening to include Berkeley and now open to all cities in the East Bay, the East Bay Energy Watch Partnership coordinates the relationship between municipal governments, PG&E, and local community-based organizations. QuEST, in fact, has renewed its contract to manage EBEW and its program to assist municipal governments with audits and implementation through at least 2012.

**2.1.5 Development and implementation of a Residential Energy Conservation Ordinance (RECO) and a Commercial Energy Conservation Ordinance (CECO)**

The QuEST team draws upon the building energy regulation expertise of Gabel Associates- a building energy consulting firm with 28 years of experience- currently working as consultant to the City of Berkeley in the development of its new RECO and CECO ordinances scheduled to take effect in 2010.

Gabel Associates is consultant to PG&E Codes & Standards division assisting local governments develop and pass green building ordinances which exceed the Title 24 standards. Gabel Associates has also provided consultant services to Alameda County's StopWaste.org in the development of energy cost-effectiveness studies used by Alameda County local governments, including the City of Hayward, in their application to the California Energy Commission for state approval of local green building ordinances.

Other local governments working with Gabel Associates in support of local green building ordinances under the 2008 Building Energy Efficiency Standards include: Berkeley, Richmond, San Francisco, San Jose, Santa Clara County, Sonoma County, Marin County, Palo Alto, Chula Vista, Santa Barbara, and San Rafael.

**2.1.6 Coordination of reports/presentations to the City Council Sustainability Committee**

QuEST's program and project management experience has fostered our skills in preparing and presenting comprehensive reports. Our experience managing the Municipal Implementation Team means that we have held countless meetings and presentations to city staff.

**2.1.7 Attend most meetings of the City Council Sustainability Committee. The Committee meets the first Wednesday of each month from 4:30 to 6:00 p.m.**

The QuEST Program Manager assigned to this program will be available for this meeting each month. QuEST Program Managers regularly attend these types of meetings and often assist in the preparation of documents or presentations prior to them. This has been the case on multiple occasions especially when working with local governments and specifically when seeking approval for capital expenditure projects from city councils on large municipal wastewater facility energy efficiency retrofits.

**2.1.8 Oversight of development of financing programs for Hayward, such as a Countywide Property Assessed Clean Energy (PACE) program and/or a regional program for renewable energy and energy efficiency improvements**

The QuEST team understands that the City of Hayward will be participating with Alameda County in the CaliforniaFirst pilot program. As Sustainability Coordinator, the QuEST team will help facilitate the implementation of the financing program at the local level, acting as point of contact to the pilot implementation team (including Renewable Funding and the California Statewide Communities Development Authority) and coordinating with appropriate City staff. QuEST has been in contact with Renewable Funding which has agreed to be available as necessary for advice and assistance as QuEST takes on the Sustainability Coordinator role.

**2.1.9 Monitoring and reporting on the City’s progress toward the greenhouse gas emissions reductions targets identified in the Climate Action Plan (CAP), including updating the emissions inventory**

QuEST will combine its understanding of organizational missions and goals with our deep sector expertise and experience to evaluate what works in the design and implementation of resource conservation programs. This is critically important when tracking GHG reductions as the combined effects of program activity impact our GHG reduction objectives. This will require working closely with stakeholders as CAP ideas and objectives are transformed into fully-deployed projects and processes. QuEST will manage stakeholder engagement, project outcomes, and CAP objectives so that as a group, we can make better decisions that will ultimately result in better solutions, better use of resources, and strategies to meet the GHG reduction challenge.

Monitoring and reporting the results of energy savings and other program activities will be handled through our on-line, web-based, program tracking database. Conversions to GHG reductions from program activity (e.g. energy efficiency, renewables, etc.) will be performed automatically. Stakeholders will be able to access GHG reduction status in real time.

By making this real time data available, The City, QuEST, and stakeholders will be able to evaluate program effectiveness and shift resources as needed to improve outcomes.

**2.1.10 Development and implementation of community outreach programs associated with the CAP, in coordination with other jurisdictions and entities, such as Stopwaste.org and PG&E**

The QuEST team will employ the expertise of CirclePoint in developing community outreach programs. CirclePoint will develop a tailored strategy that ensures coordination of all programs and integrates and supports programs of organizations such as Stopwaste.org and PG&E. Program Manager Ivy Morrison will apply her 15 years of experience in a variety of communications, community relations, and public information to the CAP outreach initiatives in a way that seamlessly integrates multiple moving parts and a variety of partners. The resulting CAP outreach programs will address diverse audiences, including City staff, elected officials, environmental groups, the business community, and non-English speakers, and will therefore call upon a variety of tactics for successfully engaging them in the implementation of the Climate Action Plan.

Recognizing the variety of stakeholder buy-in and widespread participation necessary for the successful implementation of Hayward’s identified climate action goals, CirclePoint will employ a coalition-building approach to outreach and engagement. This approach will build upon existing organizational coordination efforts in the City and in the community to create a core coalition of motivated community leaders to promote climate change and sustainability actions.

**2.1.11 Coordinating the Climate Action Management Team, whose formation is recommended by the CAP**

QuEST will combine its expertise in concise, coherent, and user-friendly reporting with CirclePoint’s skills and experience developing and implementing management teams and task forces similar to the Climate Action Management Team. As Coordinator, the QuEST team will act as permanent staff member to coordinate and implement the CAM team’s activities and recommendations. We recommend initiating the Climate Action Management (CAM) Team through facilitated planning sessions with the City

departments to refine the CAM Team's vision, goals, and purpose and develop the team's charter. The ultimate success of the Climate Action Plan and sustainability actions is dependent upon the development of a community-wide coalition, which would include key community leaders from varied interest groups to support the planning, communication, and motivation of sustainability actions. There are several organizational models for establishing this coalition that can be reviewed and discussed with the CAM Team. As such, the CAM Team can be the beginning of a city-wide coalition effort to promote change and motivate action.

**2.1.12 Identify and secure external funding opportunities, including funding from grants and incentive programs related to energy efficiency and sustainability**

To build upon current success and leverage relevant existing resources for energy projects, QuEST will integrate existing public and private programs into CAP recommended programs' design. QuEST's decade of experience implementing California Public Utility Commission Energy Efficiency programs and experience with municipal energy projects provide us with a unique understanding of resources available to augment CAP and EECBG programs. QuEST is able to navigate the dozens of third party, local government partnership, and utility rebate programs currently available to Hayward residents and property owners. We can quickly determine eligibility and comply with program requirements.

QuEST will draw from utility; state, local, and federal government; industry; and financial resources to ensure that every available resource is maximized as possible to minimize costs to program participants. Programs available to commercial and residential customers will vary by location and will be tailored on a customer-by-customer basis. We will identify possible rebates and incentives available through the Department of Energy, PG&E energy efficiency programs, and local city governments for the following end-use categories: Appliances, Building Envelope, HVAC, Lighting, Water Efficiency, and others.

A small sample of utility, government, and financial resources include the following:

- DOE Energy Efficient Home Improvements program
- DOE Weatherization Assistance Program
- PG&E Energy Efficiency Rebates for Your Home
- PG&E Energy Efficiency Rebates for Your Business
- PG&E Small Commercial Comprehensive Refrigeration (Cool Biz) Program
- PG&E AirCare Plus Program

**2.1.13 Prepare internal and external communication materials regarding programs and initiatives. Work closely with the Director of Development Services for media responses and website updates**

CirclePoint will lead the communications efforts, applying its 22 years of experience developing and implementing communications strategies for public agencies to prepare meaningful and effective communications materials. CirclePoint works seamlessly with clients as an extension of their team and would likewise work closely with the Director of Development Services to advise on and coordinate response to media and public information. CirclePoint has led communications efforts for hundreds of Bay Area projects from local transportation planning projects such as the Fremont Grade Separation and the Oakland Energy and Climate Action Plan to regional projects such

as the Bay Bridge construction and regional emergency preparedness and security initiatives.

**2.1.14 Coordinate GHG reduction programs to achieve the City’s goal to reduce community-wide GHG emissions by 80 percent by 2050. Take responsibility for implementation and outcomes, including cost-effectiveness, community equity, and tracking, including:**

- Developing project or program budgets and work plans, evaluating program performance, and determining areas for program expansion.
- Performing policy analysis, and drafting potential GHG and energy policies.

QuEST’s program management experience includes budget and contract management to the tune of \$40 Million. CPUC contract deliverables include program implementation planning, program management planning, and monthly reporting. Annual and final program reporting involves summary and evaluation of program successes and challenges, including cost effectiveness and community benefits. QuEST’s team includes experts in environmental regulatory review and the development of municipal ordinances pertaining to building energy use codes and standards.

- Developing and maintaining partnerships with residential groups, business organizations, energy efficiency and renewable energy contractors, and local, state, and federal government agencies involved in energy efficiency and renewable energy.

As discussed above, QuEST has unique experience managing partnerships between various sectors. Our experience managing the East Bay Energy Watch means that QuEST coordinates a network of community based organizations (such as Rising Sun Energy Center and Community Energy Services Corporation), private companies and contractors (KEMA, Inc. and their wide pool of energy contractors), local and county governments, and utility companies.

- Preparing plans, reports, memos and other materials to communicate GHG program strategies and results to City Council, Planning Commission and Sustainability Committee.

The QuEST team has the experience and ability necessary to effectively prepare communication materials necessary to keep the City counterparts informed of GHG program planning and activities. As discussed above, coordination among City committees, departments, and staff will be a top priority, particularly keeping these players abreast of Climate Action Management Team efforts and program activities.

- Researching, analyzing and reporting technical information on programs implemented elsewhere to improve program offerings.

The QuEST team has excellent research and analysis skills, in addition to the reporting expertise discussed else where in this response. As the implementer of the East Bay Energy Watch and the Silicon Valley Leadership Group’s Energy Efficiency Program, QuEST has a finger on the pulse of the most cutting edge sustainability practices piloted in cities such as Oakland and Berkeley and San Jose. QuEST’s technical expertise and intimate knowledge of the mechanics of program development and implementation will help us to identify and adapt promising programs to Hayward.

- Working with other team members for long-term program and strategic planning efforts for GHG and energy programs.

QuEST has a lot of experience in strategic energy planning through the local government partnerships. Program Implementation Planning deliverables require QuEST to coordinate with municipal and CBO partners to plan the short term objectives and activities as well as the long term goals of the energy watch partnership.

- Working with interdepartmental staff and teams to reduce GHG emissions from City operations.

QuEST has been managing municipal energy efficiency projects since the Oakland Energy Partnership in 2002. Our concurrent management of the East Bay's municipal program will facilitate the latest in available technical assistance and financial incentives.

**2.1.15 Coordinate education and outreach efforts related to GHG emissions reduction, energy efficiency and renewable energy programs, including:**

- Writing and editing materials including technical fact sheets, educational materials, news releases, correspondence, and presentation materials.
- Coordinating development and maintenance of the GHG program web site.
- Representing the City at regional meetings, conferences and workshops. Communicating GHG program information to City staff, businesses and community.

CirclePoint will employ a variety of tools and tactics for achieving the goals of the CAP community outreach programs including:

- Presentations
- Educational materials
- Social media tools,
- Website content/development

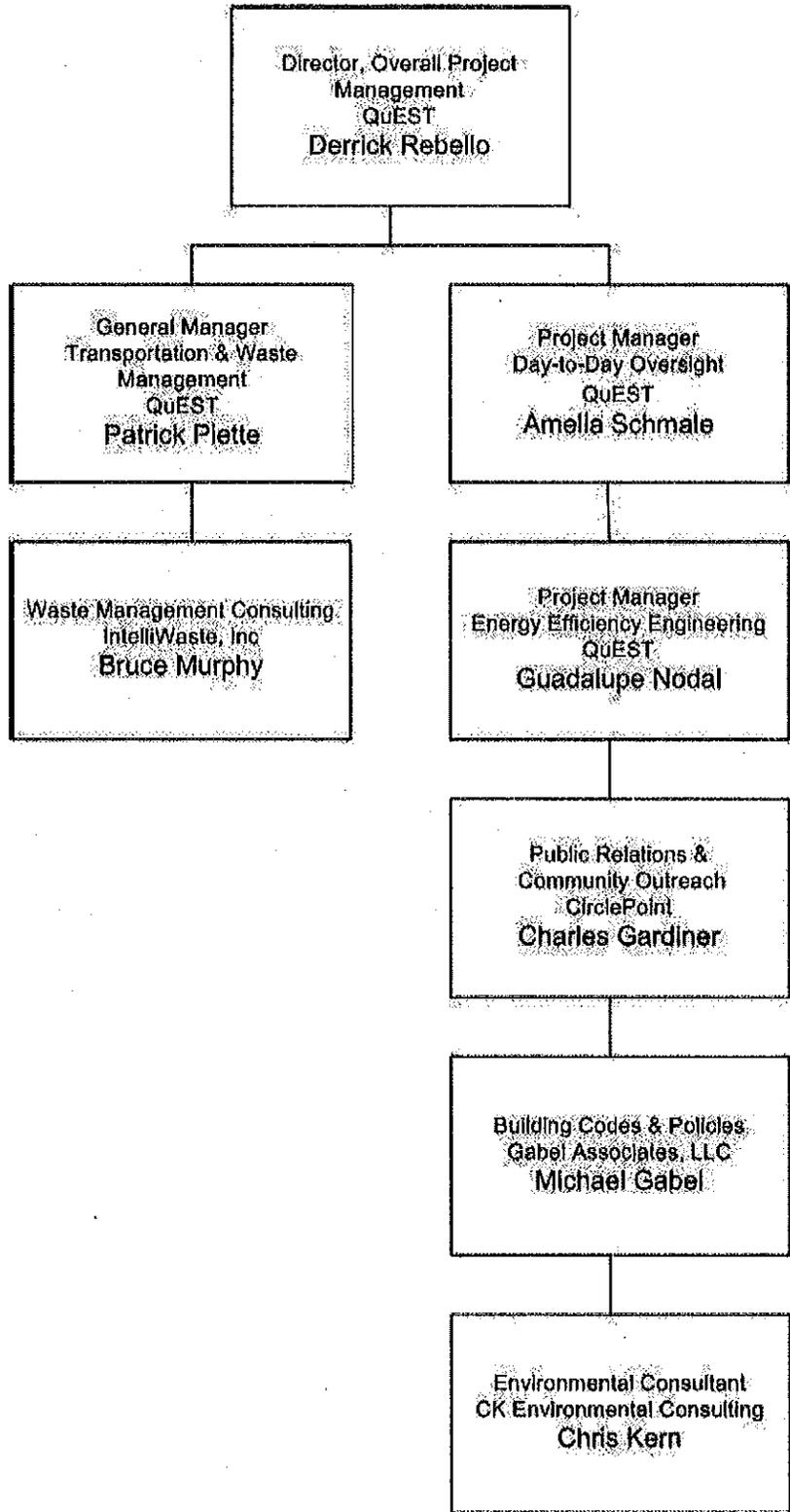
CirclePoint will draw on its established team of talented writers and graphic designers, as needed, to develop (write, edit, design, program, print) these tools. The community outreach programs will also include strategies to promote coalition building around greenhouse gas emissions reduction, energy efficiency, and renewable energy programs to facilitate their successful implementation. Activities to promote coalition building include identifying community leaders and educating and inducting them as the City's "ambassadors" for reaching out to their own constituents. CirclePoint's experience with municipal outreach and education in sustainability and climate change include campaigns with the City of Oakland and Sustainable New Jersey.

CirclePoint has experience working both behind the scenes to advise on communications strategies and develop materials or in a communications leadership role as the face of the program as needed.

**2.1.16 Contributing to other projects of the Development Services Department, as needed**

The QuEST team acknowledges that the services listed here are not inclusive and that other reasonably related projects may be considered the responsibility of the Sustainability Coordinator.

### 3. EVIDENCE OF ORGANIZATIONAL ABILITY



**4. BILLING RATES**

Billing Rates for City of Hayward - Sustainability Coordinator		
Derrick Rebello	QuEST	\$210
Patirck Piette	QuEST	\$195
Guadalupe Nodal	QuEST	\$195
Amelia Schmale	QuEST	\$100
Bruce Murphy	Intelliwaste	\$195
Charles Gardiner	Circle Point	\$240
Michael Gabel	Gabel Associates, LLP	\$120
Chris Kern	CK Environmental Consulting	\$100

## 5. CONFLICT OF INTEREST

Quantum Energy Services & Technologies, Inc. has no real or perceived conflict of interest that would preclude the unbiased execution of the work outlined in the RFQ. QuEST has no conflict due to interest in real property development, owns no property or has any consulting contracts within the City of Hayward.

**APPENDIX: RESUMES**

# QUANTUM ENERGY SERVICES & TECHNOLOGIES, INC.

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## **Derrick Rebello, Ph.D.**

Chief Executive Officer

### **Qualifications**

Mr. Rebello has fifteen years of experience in the implementation and evaluation of energy efficiency programs. He currently manages a program portfolio of more than \$30 Million in energy efficiency programs across a diverse set of market sectors including small commercial, large commercial, and industrial. Currently Mr. Rebello oversees a broader portfolio of programs focused on data centers and the high tech sector, wastewater treatment, hospitals, campus housing and on-bill financing. In addition to sector-focused energy efficiency programs, QuEST also manages some of the largest local government partnerships totaling some \$15M dollars. These partnerships leverage the resources and outreach of cities and non-profit groups to increase energy-efficiency for their constituents.

### **Project Experience**

**East Bay Energy Watch Partnership, PG&E Territory, 2006-2008, 2009** East Bay Energy Watch partnership (EBEW) is a coalition of local governments, non-profits, PG&E, and energy service providers that aim to plan, support, and implement programs that reduce the energy use of residents and businesses in Alameda, Contra Costa and Solano Counties. Quantum Energy Services & Technologies, Inc. is the prime contractor and is responsible for overall program administration and oversight, marketing, outreach, and assistance with training/workshops facilitation.

**Data Center Controls Optimization Program, PG&E Territory, 2006-2008, 2009** DCCCP combines a strong implementation approach with innovative controls technology to reduce the costs of data center cooling. The program offers financial incentives for the installation of wireless temperature sensors, variable frequency drives, and the implementation of Best Practices for data centers. The program goal is to reduce energy usage and costs related to data center cooling.

**Silicon Valley Leadership Group Local Government Partnership, PG&E Territory, 2006-2008, 2009.** The Silicon Valley Leadership Group (SVLG) Energy Watch Partnership (EWP) is one of PG&E's partnerships with local governments and organizations. This program assists businesses, nonprofits, hospitals, and local governments, ranging from small to large energy users, to find, fund, and implement energy efficiency improvements. A combination of monitoring-based retro-commissioning, retrofitting, and best practice workgroups deliver no-cost and low-cost energy savings through high levels of incentives. In addition, an integrated strategy for energy management that includes demand response measures, self-generation options, climate change emissions strategies, and innovative approaches has been pursued. The program is administered by SVLG, with assistance from Quantum Energy Services & Technologies, Inc (QuEST) and Sustainable Silicon Valley (SSV).

**California Wastewater Process Optimization Program, PG&E Territory, 2006-2008, 2009**, CalPOP delivers cost-effective, long-lasting energy savings by offering audit and engineering services along with program incentives based on installed energy savings to wastewater treatment facilities. CalPOP works with plant personnel to perform free process audits, install new equipment, and provide operator training to work with optimized systems. CalPOP has served more than 50 facilities across California since its deployment in 2001.

**Hospital Pilot Program PG&E Territory. 2006-2008**, The Hospital Pilot Program delivers cost-effective, long-lasting energy and demand savings by offering hospital-focused engineering services, including building retro-commissioning analysis, energy efficiency measure implementation assistance, and program rebates. QuEST provides a team of engineering experts to interview building operators, collect system data, troubleshoot problem areas, assess system operations and performance, and recommend measures that improve system operations and reduce energy consumption. During the most recent 2006-2008 program cycle the Hospital Pilot Program achieved over 3.8 million net kilowatt hours in energy savings and continues to work under the 2009 Medical Building Tune-Up Program (MBTU).

**Sonoma Country Energy Watch partnership (SCEW), PG&E Territory 2006-2008.** Sonoma County Energy Watch partnership is a coalition of local governments, non-profits, PG&E, and energy service providers that aim to plan, support, and implement programs that reduce the energy use of residents and businesses in Sonoma County. Quantum Energy Services & Technologies, Inc. (QuEST) is the prime contractor and is responsible for overall program administration and oversight, marketing, outreach, and assistance with training/workshops facilitation.

**Constant Volume Retrofit Pilot Program, Southern California Gas Company, 2006-2008.** CVRP is included here because it combines a high-tech wireless solution to address the conversion from constant air volume air handlers to variable air volume. A detailed engineering analysis is conducted and wireless sensors with real time controls are added to existing EMS systems to automatically run the VAV systems based immediate conditions. The pilot program demonstrates QuEST's ability and commitment to implementing innovative programs and improving upon existing models of commercial retrofit and retro-commissioning programs.

**Campus Housing Energy Efficiency Retrofit Program, SCE Territory. 2006-2008,** The Campus Housing Energy Efficiency Retrofit program delivers cost-effective, long-lasting energy and demand savings by offering college campus housing focused engineering services, including building retro-commissioning analysis, energy efficiency measure implementation assistance, and program rebates. QuEST provides a team of engineering experts to interview building operators, collect system data, troubleshoot problem areas, assess system operations and performance, and recommend measures that improve system operations and reduce energy consumption. CHEER includes exemplary student led energy efficiency initiatives that include student auditing, Green Residence Halls, and campus-wide stakeholder "Sustainability" events.

**On-Bill Financing Program, SCE Territory, 2006-2008,.** For Southern California Edison, QuEST implements a small commercial energy efficiency program targeted at convenience and grocery stores. QuEST manages the administration, marketing, and quality assurance activities for this contractor driven effort. Subcontractors include lighting, refrigeration, and HVAC specialists. Program direct implementation budget is approximately 2.2 million dollars of which 1.9 million is earmarked for energy conservation measure implementation.

**California Wastewater Process Optimization Program, PG&E and SDG&E Territory, 2004-2005.** CalPOP delivered cost-effective, long-lasting energy savings by offering audit and engineering services along with program incentives based on installed energy savings to wastewater treatment facilities.

**East Bay Energy Partnership.** The East Bay Energy Partnership (EBEP) is a local government partnership that includes 6 energy efficiency programs designed specifically for the residents and businesses in Alameda and Contra Costa counties. Quantum Energy Services & Technologies, Inc. is serving as the prime contractor responsible for \$4.5M program budget of this \$5.3M contract with PG&E. The total savings forecast for this program is 14.3M kwh and approximately 291,000 therms. The program coordinates delivery of both residential and non-residential direct install programs with a combination of audit programs, new construction assistance, and a large commercial building retro-commissioning program. The retro-commissioning program, Building Tune-Up (BTU) is managed by Quantum Energy Services & Technologies and comprises the bulk of the electric and gas savings. The BTU savings goal relies on a program approach similar to the QuEST statewide BTU program and will provide approximately 7.4M kwh and 265,000 therms of savings by identifying and implementing cost-effective energy savings measures in the buildings existing systems and equipment.

**Building Tune-Up™ Program (2004-05).** PG&E, Southern California Edison Territories. The Building Tune-Up (BTU) program is a retro-commissioning program delivered by QuEST in the Pacific Gas and Electric and Southern California Edison territory and sponsored by the California Public Utility Commission. BTU focuses on building commissioning. Participants also receive assistance with longer range operations and maintenance as well as an energy management capital plan. The BTU Program's approach uses established retro-commissioning (r-Cx) processes to identify and implement cost-effective and long-life energy savings measures on the building's existing systems and equipment. The BTU Program focuses on HVAC, lighting and controls. Measures identified by the program tend to be low cost, no-cost thus easing some barriers to implementation. The BTU Program provides a scoping audit to determine if there is sufficient savings to warrant a more detailed investigation of r-Cx measures. The BTU Program provides 100% funding to the participants for measures with short economic paybacks, and offers partial funding for measures with longer paybacks. Participants also receive implementation assistance in the form of design specifications, review of contractor bids, and measure inspections. Additionally, BTU can assist with project management of installation measures. The \$3.5M Tune-Up Program is targeting 18 Mft<sup>2</sup> of occupied commercial space (or 75 buildings of 100,000 square feet or more) to obtain 18.6 GWh of net energy savings.

**Wastewater Retro-commissioning, CPUC Third Party Local Program.** Quantum Energy Services & Technologies, Inc. was selected by the CPUC to provide two optimization or 'retro-commissioning' programs for municipal wastewater treatment facilities (WWTFs) in California. The goal of these programs was to achieve significant energy savings and demand reduction at these facilities. In general, WWTF 'retro-commissioning' is fairly simple and is predicated on two points:

- Municipal WWTFs are generally over-engineered (i.e. use too much aeration, and therefore too much energy).
- With proper monitoring equipment, aeration equipment can be cycled to achieve significant demand reduction and energy savings without compromising system integrity or jeopardizing permit compliance.

The program is currently involved with over 100 sites across the State and is hoping to meet or exceed their planned energy impact goal before the end of the year.

**CEC Municipal Wastewater Retro-Commissioning Program.** Quantum Consulting completed the Municipal Wastewater Retro-Commissioning Program for the California Energy Commission. Aggressive implementation of retro-commissioning was implemented in eight facilities. Following walk-through audits, comprehensive monitoring and process control systems were installed at these facilities, with expected peak demand reduction of 25 to 75 percent per facility. At an additional 100 facilities, energy conservation measures were recommended to facility staff along with the technical assistance and training to implement these recommendations. Project staff actively sought out funding for implementations.

**PG&E Cross-cutting Demand Wastewater Retro-commissioning Project, Phase I.** The WRP Team implemented the Wastewater Retro-commissioning Project (WRP) in PG&E service territory. This project identified eight (8) municipal wastewater treatment facilities of which four (4) were selected for full implementation, including the installation of a wastewater monitoring and process control system. Facilities were selected following a rigorous screening process involving hundreds of preliminary phone audits and dozens of subsequent on-site audits. Monitoring and process control systems installed at selected facilities have resulted in 40 to 75 percent energy reduction, depending on the facility. WRP was installed to help PG&E meet its summer demand reduction goals.

**PG&E Cross-Cutting Demand Wastewater Retro-commissioning Project, Phase II.** This project is a continuation of the Cross-Cutting Demand Wastewater Retro-commissioning Project Phase I. Ten (10) additional municipal wastewater treatment facilities were selected for Phase II. These facilities were selected based on audit data collected during Phase I. Retro-commissioning efforts at these ten facilities will provide approximately 1262 kW reduction between Noon and 8:00 P.M. and should achieve 2,704,650 annual kWh savings. Site access and installation agreements are completed at three (3) of the ten Phase II facilities and installation in those facilities will be completed by the end of 2001 with the remainder of the ten to be completed by March 2002.

**California Energy Commission Municipal Wastewater Retro-Commissioning Program.** Quantum Consulting currently operates the Municipal Wastewater Retro-Commissioning Program for the California Energy Commission. Twenty (20) facilities will be selected for aggressive implementation of retro-commissioning. Following walk-through audits, comprehensive monitoring and process control systems will be installed at these facilities, with expected peak demand reduction of 25 to 75 percent per facility. At an additional one hundred (100) facilities, energy conservation measures will be recommended to facility staff along with the technical assistance and training to implement these recommendations. Project staff will actively seek funding for implementations. This program will deliver an expected 6 MW of peak demand reduction.

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## Education

Ph.D., Economics, University of Washington, Seattle, WA.

Fields of Concentration: Econometrics, Applied Microeconomics

Dissertation: The Effects of Learning in Time-of-Use Models

MA, Economics, University of Washington, Seattle, WA

BA, Business, Washington State University, Pullman, WA

# QUANTUM ENERGY SERVICES & TECHNOLOGIES, INC.

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## **Patrick J. Piette**

Chief Financial Officer

### **Qualifications**

Mr. Piette is the Chief Financial Officer at QuEST. As such he is responsible for all aspects of accounting, information systems, human resources and general administration. Mr. Piette has overseen the substantial growth of both QuEST's client base and revenue over the past seven years. Mr. Piette has over 20 years of experience managing all activities related to finance, accounting, budgeting and business systems. He also has considerable experience in the negotiation of municipal and private sector contracts and subcontracts.

### **Relevant Project Experience**

#### **Chief Financial, Quantum Energy Services & Technologies**

Mr. Piette is the Chief Financial Officer at QuEST. As such he is responsible for all aspects of accounting, information systems, human resources and general administration. Mr. Piette has overseen the substantial growth of both QuEST's client base and revenue over the past seven years.

#### **Division Vice President and Controller Waste Management of Alameda County (WMAC)**

As a district controller, Mr. Piette was responsible for management of all activities related to finance, accounting, budgeting, and business systems for collection, hauling, and landfill services for over 275,000 commercial and residential customers. He coordinated, prepared, and monitored \$140 million in annual budget, and implemented and executed district budgetary requirements for staffing, leasing or purchase of capital and contracting of outside services. Mr. Piette's sphere of management included the finance and payroll departments, the information systems group, and the district administrative staff. Some of his other responsibilities are highlighted as follows:

- Managed and implemented hardware upgrades and software conversions on the AS 400, PCs, telephone, electronic time clocks and security systems.
- Provided financial modeling and analysis aiding in new growth opportunities and the expansion of services within existing contracts.
- Managed financial compliance on 21 major municipal service contracts, ranging for \$700,000 to \$54 million annually.
- Coordinated and directed customer service and sales manager, plus 40 customer services representatives.
- Maintained customer relations by taking an active role in community outreach and municipal events, such as Budget and Finance Advisory Board for the Oakland Unified School District, city council meetings, summer youth programs, and mentor programs.

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### **Education**

BS, Accounting, San Francisco State University.

**Amelia Schmale**  
Program Manager

**Qualifications**

Ms. Schmale joined QuEST in 2008. She has provided program management and support to several California investor owned utility energy efficiency programs including local government partnerships in both the East Bay and Sonoma County. Currently, she is directly responsible for the overall management and implementation of municipal and medical building retro-commissioning energy efficiency programs worth over \$2.5 million dollars. In this capacity, Ms. Schmale manages program budgets and marketing, energy audit projects, subcontractors, customer support, and program savings tracking and reporting.

**Experience**

**Site Manager, California Youth Energy Services.** CYES is a program of the Rising Sun Energy Center in Berkeley that provides training to youth energy specialists for residential energy audits and measure installation. The purpose of this program is to provide East Bay and Marin County youth facing barriers to employment with skills to succeed in the green economy. As a manager, Ms. Schmale trained specialists in energy audit procedures, provided marketing and grassroots outreach, and implemented the measure inventory tracking system.

**Sustainability Planning Graduate Intern, County of Marin.** Ms. Schmale completed her graduate internship with the County of Marin's Sustainability Team. The Sustainability Team is housed in the County Community Development Agency and manages the County's programs for climate protection, energy efficiency, green building, green business practices, and renewable energy. The Team also facilitates the sustainability elements of the Countywide (General) Plan. At this position, Ms. Schmale co-authored and edited the County Greenhouse Gas Re-Inventory Report (ICLEI CCP Milestone 5), researched indicators and targets in preparation for the adoption of the Countywide Plan, conducted research in preparation of a Countywide Green Building Ordinance, and surveyed sustainable practices in internal government operations and drafted the County Operations Report.

**Relevant Coursework**

Ms. Schmale recently completed graduate level coursework in Climate Change Policy and Planning, Clean Energy Technology and Policy, and Transportation Policy and Planning. In her graduate research at Tufts University, Ms. Schmale investigated climate impacts and local adaptation strategies for coastal communities and participated in the energy data collection, writing, and editing a greenhouse gas emissions inventory for the City of Somerville, Massachusetts.

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**Education**

MA, Urban and Environmental Policy and Planning, Tufts University.

**QUANTUM**  
ENERGY SERVICES & TECHNOLOGIES, INC.

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**Guadalupe Nodal, P.E.**  
Director of Program Engineering

**Qualifications**

Mr. Nodal has 20 years of mechanical engineering experience in the HVAC and energy fields. He has engineered complex HVAC systems for institutional, commercial and industrial facilities. In the energy field he has developed performance based projects, managed all technical aspects including conceptual design and the selection of applicable technologies. He has considerable experience in HVAC systems design and analysis, computer simulation project cost estimating, and energy savings calculations. Mr. Nodal is currently the director of engineering associated with utility energy efficiency programs. These programs include high tech, health care, commercial and local government projects and applications. His position involves supporting the program marketing, creating, managing and delivering projects on time and on budget, leading efforts to identify savings strategies, trending parameters affecting system performance, collecting and analyzing the data and reporting the findings. Mr. Nodal has been a registered mechanical engineer in California since 1998 and has been published in trade publications.

**Relevant Project Experience**

**SVLG Silicon Valley Leadership Program**

Direct and manage the engineering efforts associated with the SVLG third party program. Assist the program manager in the program marketing efforts. Work with PG&E to secure approval on the proposed projects and estimated energy savings. Provide technical assistance to help customers implement the approved projects. Inspect, verify and report installation of projects. The delivered energy savings to date amount to 3,940 kW, 17,326,991 kWh and 383,474 therms.

**DCCCP Data Center Cooling Optimization Program**

Direct and manage the engineering efforts associated with the DCCOP third party program. Manage the engineering efforts to deliver the expected performance measured in secured energy savings. Assist the program manager in the program marketing efforts. Work with PG&E to secure approval on the proposed projects and estimated energy savings. Provide technical assistance to help customers implement the approved projects. Inspect, verify and report installation of projects. The secured energy savings from January 2006 to date amount to 264 kW and 3,960,000 kWh.

**CREMP Commercial Retail Energy Management Program**

Direct and manage the engineering efforts associated with the CREMP third party program. Manage the engineering efforts to deliver the expected performance measured in secured energy savings. Assist the program manager in the program marketing efforts. Work with PG&E to secure approval on the proposed projects and estimated energy savings. Provide technical assistance to help customers implement the approved projects. Inspect, verify and report installation of projects. The secured energy savings from January 2006 to date amount to 2581 kW and 16,900,024 kWh.

**MBTU Medical Building Tune-Up Program**

Direct and manage the engineering efforts associated with the MBTU third party program. Manage the engineering efforts to deliver the expected performance measured in secured energy savings. Assist the program manager in the program marketing efforts. Work with PG&E to secure approval on the proposed projects and estimated energy savings. Provide technical assistance to help customers implement the approved projects. Inspect, verify and report installation of projects. The secured energy savings from January 2006 to date amount to 509 kW, 5,417,970 kWh and 137,437 therms.

**EBEW East Bay Energy Watch Program**

Direct and manage the engineering efforts associated with the EBEW third party program. Assist the program manager in the program marketing efforts. Work with PG&E to secure approval on the proposed projects and estimated energy savings. Provide technical assistance to help customers implement the approved projects. Inspect, verify and report installation of projects. The approved energy savings to date amount to 15,922 kW and 77,539,892 kWh.

**DCOP Data Center Optimization Program in the Silicon Valley Power (SVP) Commercial Sector**

Direct and manage the engineering efforts associated with the EBEW third party program. Assist the program manager in the program marketing efforts. Work with SVP to secure approval on the proposed projects and estimated energy savings. Provide technical assistance to help customers implement the approved projects. Inspect, verify and report installation of projects. The approved energy savings from October 2008 to date amount 2,000,000 kWh.

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**Education and Certifications**

California Polytechnic State University, San Luis Obispo, CA  
Bachelor of Science – Mechanical Engineering, with a concentration in HVAC  
Mechanical Professional Engineer Registered in California, May 1998



## RESUME - BRUCE J. MURPHY, PRINCIPAL

### Selected Consulting Experience

**Various Solid Waste Management Projects:** Responsible for directing financial and programmatic design and review of refuse and recycling systems, transfer stations and materials recovery facilities; financial reviews of collection, recycling and disposal facilities for Cities, Counties and private sector clients; performance audits of municipal systems and strategic planning for public/private partnership arrangements. Engagements include the Cities of Vacaville, Dixon, Fremont, San Anselmo, Avenal, (CA), Atlanta (GA) and Counties of San Diego and El Dorado (CA), Douglas (NV), King (WA), Tahoe JPA, and SWA San Diego. Directed and supervised design and development of new landfill sites, landfill expansions and closure, permitting and acquisition of major regional and metropolitan landfills, including Newby Island in San Jose, California 4,000 tons per day (tpd); proposed Aponolio Canyon (new site), San Mateo County, CA.; Corinda Los Trancos Landfill in San Mateo County, CA (2,500 tpd); Vasco Road in Livermore, CA (1,900 tpd), Sunshine Canyon City Landfill in Sylmar, CA (6,600 tpd); Sunshine Canyon County Landfill (new site), Sylmar, CA (17,000 tpd); Proposed Eagle Mountain Site Landfill, Riverside County, CA (20,000 tpd); Chateau Fresno Landfill, Fresno, CA (1,200 tpd); Chestnut Avenue Landfill, Fresno County, CA (1,000 tpd); Gerber Road Landfill (closed), Sacramento, CA; Redwood Landfill (800 tpd), Novato, CA; proposed Avenal Landfill site expansion, Avenal, CA; six regional landfill sites in Imperial County, CA, and La Paz County, Arizona. Examined and reviewed disposal and recycling practices in Moscow and St. Petersburg, Russia and for several large Cities in the Commonwealth of Independent States (CIS).

**Closure and Post-Closure Plans and Financial Assurance Reports, Class III Landfills, California:** Directed and supervised preparation of 28 closure and post-closure (C/PC) financial assurance reports for numerous clients in the state since 1988. Engagements involved preparation of detailed preliminary C/PC reports in accordance with CAC Title 14, Chapter 3, Article 3.4, and submittal of financial responsibility applications in accordance with CAC Title 14, Chapter 3, Article 3.5. GASB No. 18 financial audit analysis for public sector clients. Submitted financial means testing to demonstrate availability of financial resources including corporate letters of credit, surety bonds, and other pledges of revenue. Assisted clients in set-up of depository trust fund mechanisms.

**Review of Capital Improvement Fund Budget, Environmental Compliance, Operating and Maintenance Budget, Financial and System Analysis in support of a \$100 million Municipal Bond Issuance for the San Diego Solid Waste Authority (SWA) JPA:** Reported directly to the general manager, and provided financial and technical review of five-year capital improvement budgets, closure/post-closure funding, staffing and organization performance, operational review of landfills, expansion plans, regional flow control issues and strategies, decommissioning and salvage asset evaluation of the NCRRA facility and prepared reports indicating areas of potential cost savings to the system and increases in staff/management efficiency and support. Deloitte & Touche Supervising Director for the initial financial feasibility study of the \$100 million Municipal Bond Issuance project, including sensitivity



analyses of projected fixed and variable costs, five-year forecasting of revenues under various system tipping fee scenarios, regional competitor studies, analysis of landfill assets and worth, and strategic planning.

**Confidential Client, San Diego County, CA:** Provided a variety of consulting services including preparation of a private/public partnership plan, strategic planning and business development advisor services, submittal of a detailed landfill financial pro-forma for the proposed Gregory Canyon site, and preparation of a financial feasibility study for the proposed transfer station/materials recovery facility in Ramona, CA.

**Close-Out Audit, City of Fremont:** Project Supervisor on a final close-out audit of the franchise agreements for garbage and recycling services for the City of Fremont. This engagement involved detailed testing of revenue and expense accounts as the basis for determining the current size of the balancing account. Results were presented in a final adjusted balancing account for the Fremont portion of 13 jurisdiction joint powers authority. In this audit, we identified opportunities for improvement of existing accounting procedures and other operational efficiencies.

**Performance Audit, King County, Washington:** As Director, completed an objective third-party performance audit of the King County Solid Waste Division. The engagement involved evaluating the organizational structure, identifying and assessing the operational efficiency, and evaluating financial reserve and replacement funds and a request for a system wide rate review. Conducted interviews with management as well as key groups, and performed a benchmark comparison analysis. Following this analysis, reported on the efficiency and effectiveness of the Solid Waste Division and identified potential areas for improvement including organizational revisions and process issues. An audit identified 42 areas requiring improvements, all of which were approved by the County Board of Supervisors.

**Rate Review, Town of San Anselmo:** Project Manager for the Town of San Anselmo to evaluate the rate application of the local waste hauler. A comprehensive analysis of financials, policies, processes, and cost allocation methodologies for refuse collection and recycling rates is currently being performed. The impact of costs of unincorporated areas and services provide by affiliated companies was reviewed. This engagement also involved a review of the Town of San Anselmo's yardwaste program, recycling program, and debris box service, designed to improve compliance with AB 939.

**Regulatory Rate Review, Evaluation of Automated Collection and Yard Waste Programs, Materials Recovery Facility RFP Development, City of Vacaville:** Principal and lead consultant providing comprehensive financial and programmatic services to conduct a review of the proposed rate increase being submitted to the City by its franchised refuse collector. Tasks included conducting a focused operating ratio survey, evaluation of landfill closure/post-closure accounting revisions, audit of both disposal and collection financial statements, analysis of new collection and recycling programs, presentations and negotiations. Also providing financial and technical consultation to the City for the selection of a vendor to construct a 450 tpd Materials Recovery Facility (MRF) and Contract Agreement advisory services.



**Rate Review, Douglas County, El Dorado County, and Tahoe JPA:** Principal and lead consultant to develop and document a standard regulatory rate-setting process to be applied by these Counties in establishing refuse collection, MRF and disposal rates. Provided recommendations for the County and franchises that were fair and equitable.

**Acquisition Valuation, Permitting and Design Services, Confidential Client, Fresno, CA:** Assisted in conducting a technical and financial pro-forma including negotiations in acquiring the operational contract for this site; remediation planning of contaminated groundwater, site O&M operation review; operational grading and drainage retrofitting; design of Subtitle D containment systems, final closure design and permitting, negotiated change in operator permit with the CIWMB, LEA, and RWQCB.

**Acquisition Valuation Activities for Five Existing Landfill Facilities in California and Arizona:** Conducted an engineering and environmental site assessment and environmental risk analysis over a three-year period for acquisition of large volume, existing landfills. Duties included landfill airspace capacity valuation; waste stream market analysis; estimated proposed capital improvement and operations budgets; negotiations with seller and permitting.

**Acquisition Valuation, Permitting and Design Services, Vasco Road Sanitary Landfill:** Assisted the client in acquisition of a 200+ acre, 15 million ton site in 1989. Work included landfill valuation and financial pro-forma analysis; negotiations with seller; land use planning and title searches; revision of airspace calculations and landfill capacity design; analysis of site groundwater hydrology and active fault delineation; negotiations of a revised facility and Waste Discharge Permits.

**Site Development and Purchase, San Mateo County, California:** Retained by a private developer to assess the feasibility of using the closed landfill site as a golf driving range course. Duties included closure cost analysis, site purchase plans, and preparation of final grading plan; groundwater analysis; and end-use design plans; negotiations between seller and client.

**Acquisition Valuation, Permitting and Design, Gerber Road Sanitary Landfill, Sacramento, California:** Provided comprehensive acquisition and financial pro-forma analysis; landfill redesign, and water and air quality monitoring services at this closed site in Sacramento.

**Privatization Studies, Tomahawk, Landfill, City of Apache Junction, Arizona:** Conducted a site audit of the landfill to assess the viability of a vertical expansion. Work included calculation of remaining capacity, review of operation plans, analysis of liquid waste disposal on-site, analysis of daily soil cover requirements, reconfiguration for additional site equipment purchase. Also conducted an analysis of the impact of Subtitle D regulations on increasing the costs of site operations, and a proposal for the City to examine alternative solid waste disposal options, including privatization of the facility.

**Environmental Risk Assessment, Hillside Landfill, Colma, California:** Conducted a detailed risk management site audit for a national insurance carrier. Reviewed the current state of environmental impacts from the landfill to the surrounding



environment, reviewed site operation, health and safety issues, compliance records, and approvals to operate the site.

**Landfill Expansion and Airspace Valuation Contract, Newby Island Sanitary Landfill, San Jose, California:** Technical and financial assistance in a successful major program to develop a 25 year, 30 million ton sale of airspace to the City of San Jose at this 356 acre, 3500 tpd landfill. As principal in charge, responsible for all landfill design and permitting activities which included redesign and retrofitting of major deep excavations in Bay mud, operations review, design and installation of several Subtitle D liners and ancillary leachate containment systems; closure/post-closure financial planning, and site development engineering for The Recyclery MRF. Directed the successful completion of over 150 technical, permitting and capital improvement projects from 1984 to 1995.

**Sunshine Canyon Landfill, Sylmar, California:** Principal engineering consultant in charge from 1984-1994 developing expansion plans, permitting with City, County and State officials, capital improvement projects, and air and water environment monitoring reports. Directed and completed over 250 technical projects.

**Proposed Eagle Mountain Landfill, Riverside County, California:** Principal consultant in charge during 1992-1993 to develop a major regional rail-haul facility able to accept 20,000 tpd. Responsible for all phases of landfill design, permitting, and technical presentations to the public and approval agencies.

**Proposed Expansion and Privatization, Avenal Landfill, Avenal, California:** Principal in charge of development plans to turn this 30 tpd rural landfill into a major regional disposal site in the Central Valley. Responsible for all engineering development, permitting, financial pro-forma, and public funding planning; on behalf of the City, explored obtaining a private company to finance and operate the expanded site.

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Mr. Murphy has also been involved with many nationally recognized projects including the Waste Isolation Storage projects for the Department of Energy at the Nevada Test Site (DOE/NTS) where he held a top secret Q clearance; site selection and design of 17 solution mined petroleum and gas storage caverns in salt, Strategic Petroleum Reserve Department of Energy (SPR-DOE) in Texas and Louisiana; site characterization of 5 geothermal powerplants and ancillary facilities at the Geysers Geothermal Field, California.

**Employment History**

1996-Present	Principal, IntelliWaste, Inc., Novato, CA
1995-1996	Director, Waste Management Services, Public Auditing, Deloitte & Touche LLP, Oakland, CA
1984-1995	Director, Waste Management Services, Principal, The PRA Group, Hayward, CA
1983-1984	Senior Engineering Geologist, Cooper - Clarke Engineers, Richmond, CA
1980-1983	Senior Engineering Geologist, Harding Lawson Associates, Reno, NV, Houston, TX, Anchorage, AK, and Novato, CA



1979-1980      Engineer, D' Appolonia Consulting Engineers, Houston, TX

1977-1978      Geologist, Fenix and Scisson Inc., USGS, Nevada Test Site, Mercury, NV

1975-1977      Assistant Field Geologist, Arizona Bureau of Mines and Mineral Technology, Tucson,  
AZ

**Education**

B.S., Geological Engineering, College of Mines, University of Arizona



#### Expertise

- Strategic Communications
- Stakeholder Outreach and Facilitation
- Coalition Building
- Organizational Capacity Building
- Program Management
- Public Involvement Strategies
- Conflict Mediation
- Environmental Review

#### Education

- Bachelor of Arts, Chemistry and Political Science, University of North Carolina at Chapel Hill
- Mediation and Conflict Management Training, PennACCORD

#### Profile

Charles Gardiner has more than 25 years of experience in strategic communications, stakeholder facilitation, program management, team building, and organizational capacity building for California public policy and infrastructure issues. He has managed public involvement and environmental review activities for public policy and infrastructure programs in climate change, water resources, wastewater, energy, hazardous waste, rail, transportation, and emergency preparedness throughout California and the United States. He has developed and implemented public awareness and engagement strategies leading to public support, engagement, and behavior change on some of California's most important and controversial environmental issues, including Delta water management, Central Valley fisheries management, and water conservation. Mr. Gardiner is trained in conflict mediation, facilitation, public decision-making, and behavioral change techniques. He facilitates program management teams, multi-agency coordination, public meetings, stakeholder workshops, advisory committees, and independent review processes. His technical and policy training helps clients integrate diverse issues and improve organization capabilities to reach program, stakeholder, and community goals.

#### Selected Project Experience

##### **Principal-in-Charge, Energy and Climate Action Plan Public Involvement Program, City of Oakland Department of Public Works**

The City of Oakland is currently developing an Energy and Climate Action Plan to identify, evaluate, and prioritize opportunities to reduce energy consumption and greenhouse gas emissions in its own government operations and throughout the Oakland community. CirclePoint is supporting the city's efforts in developing the Energy and Climate Action Plan by providing a process for community and expert inclusion and input, including a series of facilitated public workshops. Mr. Gardiner is providing counsel to the city on outreach strategies to energy and technical specialists, business leaders, and the general public to gain input on the development of an energy conservation and carbon reduction policy for adoption by the Oakland City Council. He also is developing the community engagement strategy and facilitating workshops for this project.

##### **Principal-in-Charge, Sustainable Jersey, New Jersey Mayors' Committee for a Green Future**

CirclePoint developed the communications strategy and is leading efforts to promote Sustainable Jersey, a new certification and incentive program for New Jersey municipalities that want to go green. Mr. Gardiner is providing strategic counsel to the outreach program, which provides a comprehensive package of tools, guidance materials, training, and financial incentives to institute programs that address global warming, pollution, biodiversity, land use, air and water quality, buying locally, community outreach, green building, and sustainable agriculture. The program is establishing a national model for engagement, action, and measurement in community-based sustainability.

##### **Principal-in-Charge, Recycle Batteries and Cardboard Boxes Public Awareness Campaign, Fairfax County Division of Solid Waste Collection and Recycling**

To achieve the county's mission of practicing environmental stewardship and long-term waste management and pollution prevention goals, the county is committed to a number of recycling goals. CirclePoint developed the public awareness campaigns for the two recycling programs and managed the pilot phase of the recycle rechargeable batteries public awareness campaign. For the recycle rechargeable batteries public awareness campaign, Mr. Gardiner directed overall communications and development

of campaign materials and tracked the program's effectiveness. The team created a "recycle bag" that supported the county's curbside recyclable collection program. A high-impact message and identifiable look were developed and used in a display ad, educational brochure, and other promotional materials to educate the county's residents about the proper methods to recycle cardboard and the benefits of recycling.

**Principal-in-Charge, Bay Area Regional Biosolids Project Community Outreach Services, Delta Diablo Sanitation District**

Bay Area wastewater agencies executed a Joint Exercise of Powers Agreement to plan a regional biosolids processing facility to produce renewable energy. CirclePoint is developing a robust public outreach program during site selection and through the environmental review for the regional processing facility. Mr. Gardiner is directing a comprehensive public outreach program, including close coordination with stakeholders in all locations under consideration for a regional facility, media relations, development of informational and outreach materials, and community workshops.

**Principal-in-Charge, Long-term Water Supply Plan and Conservation Communications Strategy, Marin Municipal Water District**

Mr. Gardiner is leading a team supporting the water district's long-term water supply plan decision process and conservation promotion. He has provided strategic direction on synthesizing and presenting more than 18 years of analysis and debate into a cohesive problem statement and package of potential solutions for consideration by the public and the Board of Directors. He and the team have developed a comprehensive communications program to inform and involve ratepayers and opinion leaders in the decision process and the Board's rate-setting activities. The team is developing a conservation communications campaign to support the District's leading-edge conservation program. The communications strategy includes both traditional promotional materials and events and new media and social networking tools to increase conservation and water use efficiency.

**Principal-in-Charge, Napa Transportation Management Plan Public Outreach Program, City of Napa**

The City of Napa's Transportation Management Plan aims to minimize the impacts of traffic congestion and delay; promote public safety; and maintain mobility, access, and circulation during the construction of public improvement projects. Mr. Gardiner directed the public outreach program for the joint Caltrans, U.S. Army Corps of Engineers, and Napa County Flood Control & Water Conservation District project for four bridge construction projects as well as the Highway 29/Trancas Street interchange project. The outreach program took a proactive approach to potential traffic impacts using a wide range of media, including a speaker's bureau, Website, weekly fax and e-newsletters, public meetings and presentations, brochures, direct mail, signage, and local media relations. CirclePoint also organized special events, including several groundbreaking and ribbon-cutting ceremonies.



**MICHAEL GABEL, CEPE, CEA, Principal**  
**Gabel Associates, LLC**

Michael Gabel is a building energy consultant with 30 years experience providing energy-efficiency design consulting on thousands of projects to architects, engineers, mechanical contractors, lighting designers, builders, building owners, utility companies and local government agencies. He has been a principal of Gabel Associates (formerly Michael Gabel Associates and a division of Gabel Dodd Associates) since 1981; and is Residential and Nonresidential Certified Energy Analyst (CEA) and Certified Energy Plans Examiner (CEPE) under the 2008 Title 24 Standards.

Mr. Gabel received a Bachelor of Arts from Brandeis University in Massachusetts, a Bachelor of Science from Columbia University in New York, and a Master of Architecture from the University of California in Berkeley. He has taught numerous seminars on California's Title 24 Building Energy Efficiency Standards to the building industry and to building departments. Most recently (November, 2009) has been an instructor in advanced trainings on the 2008 standards sponsored by the non-profit California Association of Building Energy Consultants (CABEC). He is twice a past State Chair of CABEC, currently Chair of the CABEC Standards Committee and also serves on the CABEC Board of Directors.

Since 2003 he has provided assistance to local governments developing green building and energy ordinances which exceed the requirements of the California energy code; and revised ordinances such as the City of Berkeley's RECO and CECO requirements set to take effect in 2010. He has worked with staff, other green building consultants, advisory committees, council members and other stakeholders in a variety of settings to help develop policies, write ordinance language, provide technical review, perform cost-effectiveness studies, prepare applications for approval by the California Energy Commission, and assist in implementation and enforcement of the energy requirements of local ordinances. Mr. Gabel has provided this type of assistance to many government agencies and local jurisdictions: County of Alameda (StopWaste.org), City of Berkeley, City of Chula Vista, County of Marin, City of Mill Valley, City Palm Desert, City of Palo Alto, City of Richmond, City of Rohnert Park, City & County of San Francisco, City of San Jose, City of San Rafael, City of Santa Barbara, County of Santa Clara, City of Santa Rosa, County of Sonoma. In addition, he is currently a consultant to the Pacific Gas & Electric Company Codes & Standards section in their efforts to support new "reach codes" (i.e., local ordinances).

Gabel Associates' experience and qualifications include:

- Consultant to over 2000 clients since 1981, including architects, builders, designers, mechanical contractors, engineers and homeowners. Gabel Associates educates and assists design professionals in analyzing, demonstrating and documenting compliance with and exceeding California's Building Energy Efficiency Standards (Title 24) for hundreds of residential and nonresidential buildings each year.
- Currently a consultant to the City of Berkeley in the development of its new RECO and CECO ordinances scheduled to take effect in 2010
- Currently a consultant to PG&E Codes & Standards division assisting local governments develop and pass green building ordinances which exceed the Title 24 standards; and providing energy cost-effectiveness studies to local governments and the California Energy Commission in support of these local ordinances
- Consultant to Alameda County's StopWaste.org (2008 – 2009) in the development of energy cost-effectiveness studies used by Alameda County local governments – such as Hayward –

in their application to the California Energy Commission for state approval of local green building ordinances

- Currently a consultant to local governments in support of local green building ordinances under the 2008 Building Energy Efficiency Standards, including: Berkeley, Richmond, San Francisco, San Jose, Santa Clara County, Sonoma County, Marin County, Palo Alto, Chula Vista, Santa Barbara, San Rafael
- Energy Coordinator for the West Contra Costa Unified School District (WCCUSD) for its upgrade of 51 schools as part of the Measure M and Measure D bonds. (2003 to 2006). WCCUSD has received approximately \$1.0 million in energy grant funding.
- Consultant to the Marin County Community Development Agency (2002, 2005) and the City of Mill Valley (2006) in the development of a new local energy ordinance for large homes, and assisting the county in obtaining the required approval by the California Energy Commission.
- Instructor at more than one hundred seminars on the residential and nonresidential energy standards since 1984 including trainings sponsored by the City of Berkeley, U.C. Berkeley Department of Architecture, Pacific Gas and Electric Company's Pacific Energy Center, Southern California Edison's CTAC, the Association of Bay Area Governments (ABAG), the California Energy Commission (CEC), the California Association of Building Energy Consultants (CABEC), Golden Gate and San Jose ASHRAE chapters, Gabel Dodd Associates (COMPLY 24 classes), Sonoma State University Department of Energy Management, and the Western Hydronics Association (1984 to present).
- Energy Review Consultant (ERC) to the Division of the State Architect as an energy plan reviewer of modular portable classrooms, and of new schools applying for the Proposition 47 Energy Grant program (2003).
- Project Manager and primary author of a new version of PG&E's Savings By Design Track "B" report format and Guidelines (2002).
- Designer and developer of the Daylighting Prospector under contract with Pacific Gas and Electric Company. The Daylighting Prospector is a computer program which helps determine potential money and energy savings as a result of replacing electrical lighting with natural daylighting through the use of dimming controls (2000).
- Energy Consultant to C.W. Fentress J.H. Bradburn and Associates for the City of Oakland Administration Buildings (1995 to 1997). One of the first projects to implement the innovative Performance Contracting concept, in which the design team commits to meeting a target energy cost per square foot both in the project design and in its actual operation. Consulting services included detailed DOE-2.1E energy analyses of project, evaluating the proposed building envelope, lighting and mechanical system. Analyzed and documented the building's compliance with California Energy Efficiency Standards (Title 24), and calculated the potential energy conservation rebate available from the Pacific Gas & Electric Company.
- Consultant to Pacific Gas & Electric Company's (PG&E) nonresidential energy incentive program (1994 to 1996). Performed major lighting retrofit studies for California School for the Deaf (CSD) in Fremont (34 buildings) and University of California at Santa Cruz (over 100 buildings). Both projects involved evaluating existing lighting systems and proposing energy efficient alternatives. CSD project included life cycle cost analysis of energy conservation options. UCSC project included a detailed site survey of existing lighting.
- Worked with the City of San Jose, Office of Environmental Management, to perform DOE-2.1D computer energy analyses of buildings in support of the Innovative Design and Energy Analysis Service (I.D.E.A.S.) (1990 to 1992).
- Members of the California Association of Building Energy Consultants (CABEC).
- CABEC Certified Energy Plans Examiners for the Residential and Nonresidential Energy Standards.
- CABEC Certified Energy Analysts for the Residential and Nonresidential Energy Standards.

Chris Kern  
Senior Environmental Planner  
Coastal Zone Management Specialist

#### Education

B.A., Rhetoric, University of California, Berkeley, 1988

Chris Kern manages the preparation of environmental reports under the California Environmental Quality Act (CEQA) for the Major Environmental Analysis Division of the San Francisco Planning Department. In his 18 years of experience as an environmental and land use planner and regulator, he has prepared and managed the preparation of CEQA documents and agency staff reports on permit applications for a wide variety of projects and planning actions, appeals of local government land use decisions, land use plan and zoning ordinance updates and amendments, and regulatory enforcement actions.

#### Current Projects

##### Calaveras Dam Replacement Project EIR

CEQA Coordinator – San Francisco Planning Department

The San Francisco Planning Department is preparing an Environmental Impact Report (EIR) for the San Francisco Public Utilities Commission's (SFPUC) proposed replacement of the Calaveras Dam near the Town of Sunol in Alameda and Santa Clara Counties. The project involves the replacement of an existing dam to improve the seismic safety and reliability of the SFPUC's regional water supply system. The project site is located in and adjacent to sensitive biological and recreational resources and would involve the excavation, handling, transportation and disposal of a total of approximately six million cubic yards of rock, sand, gravel, and earth fill over a four-year construction period. The Draft EIR is currently under public review. Key issues identified in the Draft EIR include construction-related impacts on special-status species, traffic, air quality including greenhouse gas emissions, scenic resources and water quality, and long-term operational impacts of the dam and reservoir on migratory fish. Certification of the Final EIR is anticipated in the spring of 2010.

##### Habitat Reserve Program EIR

CEQA Coordinator – San Francisco Planning Department

The San Francisco Planning Department is preparing an EIR for the SFPUC's proposed Habitat Reserve Program. The Habitat Reserve Program would provide compensatory mitigation for significant impacts on special-status species and sensitive habitats resulting from the construction and operation of 22 water supply system facilities projects under the SFPUC's Water System Improvement Program. The Habitat Reserve Program would involve approximately 45 separate habitat creation, restoration, enhancement and preservation projects in the Crystal Springs watershed on the San Francisco Peninsula, Alameda Creek watershed in rural Alameda and Santa Clara Counties and the San Joaquin Valley. The Draft EIR is currently under preparation and is scheduled to be published in the spring of 2010.

Alameda Watershed Habitat Conservation Plan EIR/EIS  
CEQA Coordinator – San Francisco Planning Department

The San Francisco Planning Department is preparing a joint EIR and Environmental Impact Statement (EIS) with the U.S. Fish and Wildlife Service and the National Marine Fisheries Service for the SFPUC's proposed Alameda Watershed Habitat Conservation Plan (HCP). The HCP would address the SFPUC's activities within the Alameda Creek Watershed – a 47,800-acre area in Alameda and Santa Clara Counties that encompasses 36,816 acres of land owned by the SFPUC as well as an additional 9,900 acres of private land adjacent to SFPUC lands. The purpose of the proposed HCP is to authorize incidental take of threatened and endangered species that may result from SFPUC activities in the Alameda Creek Watershed. The Draft EIR/EIS is anticipated to be published in the spring of 2011.

Prior Projects

California Offshore Oil and Gas Leasing and Development Status Report  
Coastal Program Analyst – California Coastal Commission

The California Coastal Commission and the California State Lands Commission jointly prepared a report to the California Secretary of Resources on the status of state and federal offshore oil and gas leasing and development activities. The Coastal Commission asserted authority to review the proposed renewal of 36 undeveloped outer continental shelf tracts by the U.S. Mineral Management Service for consistency with the state's Coastal Zone Management Program. The State's assertion of review authority was upheld by the federal courts under challenge by the Clinton and Bush administrations and is now established law.

City of Half Moon Bay Mobile Home Park Local Coastal Program Amendment  
North Central Coast District Manager – California Coastal Commission

The California Coastal Commission certified proposed amendments to the City of Half Moon Bay's local coastal program land use plan, zoning ordinance, and zoning district maps to establish a new land use category and zoning district for mobile home parks, adopt implementing regulations for the new zoning district and rezone two sites within the city as Mobile Home Park. The staff report identified issues related to storm water pollution, sensitive habitat, visual resources, and conformity with State Department of Housing and Community Development regulations. The Commission certified the proposed amendments with modifications suggested by staff addressing the identified issues.

Pacifica Bowl Subdivision Project Local Coastal Development Permit Appeal  
North Central Coast District Manager – California Coastal Commission

The California Coastal Commission denied a coastal development permit application for the Pacifica Bowl Subdivision development project on appeal from the City of Pacifica. In its action denying the permit application, the Commission determined that the proposed development would conflict with policies of the City of Pacifica Local Coastal Program addressing wetlands, water quality and sensitive habitat. The Commission's action was upheld in subsequent legal challenges brought by the developer.