

**MAG Solid Waste Advisory Committee
Chair and Vice Chair Letters of Interest
January 10, 2012**

Member Agency	Chair	Vice Chair
Christine Smith, Phoenix	yes	yes
Louis M. Andersen, Gilbert	no	yes
Elizabeth Biggins-Ramer, Buckeye	yes	no



City of Phoenix

PUBLIC WORKS DEPARTMENT
SOLID WASTE DISPOSAL MANAGEMENT DIVISION

December 27, 2011

Mayor Hugh Hallman
Chair, MAG Regional Council
302 N. 1st Ave, Ste. 300
Phoenix, AZ 85003

Re: Letter of Interest, MAG Solid Waste Advisory Committee

Mayor Hallman:

Please accept this letter as interest in serving as chair or vice chair of the MAG Solid Waste Advisory Committee.

The Committee will play a critical role in developing renewed awareness and dialogue focused on addressing the solid waste needs of our region, and I am truly excited to know that MAG is moving forward with this important endeavor.

I am currently the Deputy Public Works Director and responsible for managing the City of Phoenix diversion and disposal programs including; recycling, household hazardous waste, tire management, and green organics processing, as well as transfer station, active and closed landfill programs. The Public Works Department also works regularly with citizens who utilize our programs, and we have established working relations with other valley communities and industry providers that further enhance the success of our solid waste programs.

Mayor, I bring the committee my leadership experience, spirit of cooperation, and sincere interest in helping our region readdress this important program. I look forward to hearing from you and if you need any additional information please contact me at your earliest convenience.

Sincerely,

Christine Smith
Deputy Public Works Director
Disposal Management
City of Phoenix
200 W. Washington, 7th Floor
Phoenix, AZ 85003

602-256-5621

christine.smith@phoenix.gov



December 28, 2011

Maricopa Association of Governments
MAG Solid Waste Advisory Committee
302 N. 1st Avenue Suite 300
Phoenix, AZ 85003

Dear Mayor Hallman,

I am interested in a Solid Waste Management and environmental stewardship and I would like to be considered for Vice Chair of your MAG SWAC.

I have a MBA from City University. In addition, I am past president of the SWANA chapter in Washington State where I oversaw the Northwest Regional Solid Waste Symposium in Tacoma. I am currently the Solid Waste Superintendent with the Town of Gilbert where I oversee planning and budgeting for over 66,000 residential and 800 commercial accounts and I am currently the Town's liaison for the Energy and Environmental Conservation Advisory Board. My main focus currently is in evaluating Zero Waste initiatives that will benefit our region and make economic and environmental sense, which I've demonstrated through increased recycling revenues. I initiated a collaboration with other city directors to discuss issues with regional waste, waste energy, and various issues that weren't being met by other venues.

My resume, which is enclosed, contains additional information on my experience and skills. I would appreciate the opportunity to discuss the Vice Chair vacancy with you and to provide further information on my candidacy. I can be reached via my cell phone, 480-620-4311 or by email at Louis.Andersen@gilbertaz.gov.

Thank you for your time and consideration. I look forward to speaking with you about this exciting opportunity.

Sincerely,

A handwritten signature in cursive script that reads "Louis M. Andersen".

Louis M. Andersen

LOUIS M. ANDERSEN

21477 E Lords Way • Queen Creek, AZ 85242
Home: (480) 797-7130 • Cell: (480) 620-4311 • Email: LMAandersen@yahoo.com

MANAGEMENT PROFILE

Over 23 Years of Leadership Experience in Municipal, Private Industry, and Military Environments

Skilled in Managing Large Areas of Responsibility and Directing Cross-Functional Teams

**Proven Track Record of Success in Meeting Budget, Performance, and Quality Goals
MBA, In Progress -6credit hours; Earned B.S. in Business Administration, 2001**

Results-focused management professional skilled in using proactive, hands-on approach to organizational/ departmental growth, process and team improvements, and problem avoidance. Recent successes include leading turnaround within Solid Waste department for the Town of Gilbert, AZ, and achieving 6-figure revenue gain as Special Services Manager with the Seattle Housing Authority. Able to guide and motivate employees towards meeting and exceeding goals. Maintained high level of quality, safety, and customer satisfaction throughout career.

Core Competencies:

Multi-Function Supervision ■ Diverse Responsibilities Management ■ Strategic Business Planning & Execution
Staff Training, Mentoring & Motivation ■ Continuous Quality Improvement ■ Time & Resource Optimization
Management Accountability ■ Technology Integration/Maintenance ■ Equipment/Fleet Maintenance
Community & Media Relationships ■ Quality & Safety Standards ■ Escalated Problem Resolution

PROFESSIONAL EXPERIENCE

TOWN OF GILBERT – GILBERT, AZ – 2003-Present

Municipality within fastest-growing region in the U.S., with over 1,000 new residents added per month

Solid Waste Superintendent (Division Director)

Recruited to plan and direct all functions within Solid Waste operations (\$22 million in annual revenues) servicing 64,000 residential accounts with 230,000 population. Managed team of 83 (5 part-time), planned/administered \$20 million annual budget, and oversaw 650 commercial accounts. Coordinate and prioritize activities, negotiate and administer disposal contracts, and ensure department's compliance with local codes and regulations.

Challenges: Direct turnaround for operations with under-performance in several areas, including safety, quality, logistics, costs, and training (problems included high accident rates, lack of accountability, inefficiencies in addressing staff issues, and unacceptable levels of customer dissatisfaction). Losses estimated at \$200,000 annually.

KEY CONTRIBUTIONS & ACCOMPLISHMENTS:

- **Presented plan for correcting problems within commercial operations to Gilbert Town Council.** Established business plan with goals and benchmarks, reorganized section and routes, and redirected staff to focus on sales efforts. Preserved 6 staff positions through

commercial collections plan. Established replacement fund and 5-year vehicle replacement schedule for both residential and commercial collections.

Today operation is in the black from over \$700,000 deficit, with replacement fund at over \$1.2M commercial and 5.1M residential/commercial roll off business increasing 50% each year.

- **Achieved \$38,000 loss reduction from FY2002 to FY2003 by implementing safety program**, as well as driver training program, procedures manual, and awards program that recognized employees with zero accidents and/or injuries. Reduced risk liability by 50% as a result.
- **Increased recycling revenues from under \$100,000 to \$850,000 annually through new contract**. Improved contracts for disposal significantly on both recycle and refuse, \$42 paid per ton without residual penalties, four year contract. Continue to increase recycle outreach and diversion rates annually.
- **Demonstrated strong HR management skills; hired 12+ positions within 12-month time frame**. Developed the Solid Waste leadership team drilling collaboration and planning decisions to the front line. Quality circles were created to further implement a participative leadership environment.
- **Developed Gilbert's first Solid Waste Management Plan.**

(Continued)

LOUIS M. ANDERSEN – PAGE 2

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TOWN OF GILBERT, CONTINUED

- **Established and maintained 2nd highest customer satisfaction rating throughout tenure**. Reversed initially high degree of customer dissatisfaction through direct communications.
- **Mentored 5 direct supervisors in the process of transitioning to the next level of management**. Decreased employee turnover and improved departmental morale through active management of performance standards and 360 reviews with all staff members to identify areas for improvement.
- **Earned Employee of the Year nomination for securing SRPMIC contract**, negotiating with organization on contract and reducing required volume at \$150,000 annual savings. Currently working on renegotiations and further reductions.
- **Planned and designed Household Hazardous Waste Collection Facility (Opened to Public July 2007)** for the Town of Gilbert residents to divert and recycle household waste. Recruited and hired for position, developed SOPs for facility operation, and wrote job description for additional staffing. Due to open July 2007. Applied for an ADEQ grant and was awarded for HHW disposal.
- **Met and exceeded goals for PR, media relations, and community outreach**. Participated in interviews with reporters from local Channel 11 news and Republic/Tribune newspapers on various events in solid waste and environmental programs. Led development of 2 full-length waste and recycle education videos.
- **SWANA Arizona Solid Waste Municipality of the Year 2008**

SEATTLE HOUSING AUTHORITY – SEATTLE, WA – 1993-2003

Full-service housing authority with 800 employees.

Special Services Manager/Fleet Manager (1997-2003)
Solid Waste Supervisor (1995-1997)
Assistant Solid Waste Supervisor (1993-1995)

Earned performance-based promotions through increasingly responsible positions, leading to Special Services position with responsibility for team of 25 and all special services programs (e.g. Vehicle Maintenance with fleet of 300, Solid Waste, Lead/ Asbestos). As Solid Waste Supervisor, coordinated recycling and garbage disposal functions with Solid Waste Utility, supervising/coaching staff and working directly with solid waste contractors. As Assistant Supervisor, oversaw programs, services, and teams, assuming full authority for operations during supervisor's periods of absence.

Challenges: Improve City's recycling numbers based on high contamination and lack of participation in low income communities with over 9,000 homes. Additional challenges included improving workflow and eliminating duplicity of tasks, low levels of productivity, and lack of performance in key areas.

KEY CONTRIBUTIONS & ACCOMPLISHMENTS:

- **Brought in \$500,000 in new revenues by developing highly successful Enterprise Fund.** Ended 2001 with \$250,000 in overall revenues and 100% ratings on Customer Satisfaction Survey.
- **Developed multi-pronged action plan to correct problems with recycling totals.** Designed and coordinated construction of recycle centers at each building, adhering to ADA requirements; conducted 3 one-site outreach and education meetings to ensure low contamination rates.
- **Negotiated successful disposal contract with the City of Seattle.** Controlled costs and optimized revenues while managing bottom line, increasing reserves of solid waste program as a result.
- **Led solid waste program to achieve highest standards of performance,** customer service and operational efficiency. Provided services to customers (many not available from City of Seattle) that met and surpassed expectations.
- **Directed HAZMAT function towards several accomplishments, including:** (1) reorganized assignments of specialists to strengthen performance, (2) structured programs to increase responsiveness to customer demands, and (3) increased enterprise work to such areas as LBP interim management.

LOUIS M. ANDERSEN – PAGE 3

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SEATTLE HOUSING AUTHORITY, CONTINUED

- **Upheld 3-year incident-free record following implementation of new safety program.** Resolved multiple non-compliance issues with regards to comp grant construction programs and HAZMAT crews.
- **Teamed with SHA accounting staff to correct several issues with Direct billing system.** Negotiated with Seattle Public Utility to service non-SHA homes during HUD redevelopment (with several homes within the community available for sale to the public).
- **Reached series of goals in role as SWANA Evergreen Chapter Officer with 8 years of service.** Conducted several chapter trainings, developed system for tracking all financial activities, established Washington Chapter scholarship fund and program, and organized highly

successful 2001 NW Regional Symposium (New Directions), with \$40,000 profit and all-time high attendance/vendor representation.

PRIOR POSITION: UNITED STATES AIR FORCE

- **Positions/roles included Sergeant of Ground Fuels Accounting, Dispatcher, and Expediter.**
- **Awarded as Airman of the Year and Fuels Technician of the Year.**

PROFESSIONAL DEVELOPMENT

Masters of Business Administration

CITY UNIVERSITY – Seattle, WA

Bachelor of Science in Business Administration, 2001

CITY UNIVERSITY – Seattle, WA

Certifications

Solid Waste Association of North America- Certified Collection Manager

Solid Waste Association of North America- Certified Transfer Manager

Professional Affiliations

Member, Solid Waste Association of North America

Certified Member, Environmental Industry Association

Washington Evergreen Chapter: President (2001-2002); Vice President (1999-2000); Treasurer (1997-1998)

**VISIONARY LEADERSHIP / COMMUNICATION / DECISION-MAKING
RELATIONSHIP BUILDING / STRATEGIC, BIG-PICTURE PLANNING
HUMAN RESOURCE MANAGEMENT / PROGRAM COORDINATION**



Town of Buckeye

Office of the Town Manager

December 19, 2011

Mayor Hugh Hallman, MAG Chair
Maricopa Association of Governments
302 N. 1st Ave., Suite 300
Phoenix, Arizona 85003

Dear Mayor Hallman:

Please accept this letter as my request for consideration of the appointment of Ms. Elizabeth (Beth) Biggins-Ramer, SC to represent the Town of Buckeye as the Chair on the Maricopa Association of Governments Solid Waste Committee. Ms. Biggins-Ramer's contact information is as follows:

Elizabeth Biggins-Ramer, SC
Solid Waste Manager
Public Works Department
530 E. Monroe Ave.
Buckeye, AZ 85326
(623) 349-6805
eramer@buckeyeaz.gov

I believe that you will find that Ms. Biggins-Ramer is highly qualified for this position and would represent the interests of the MAG region well in matters of solid waste. She has a wealth of experience in this field and currently sits on the Board of Directors for the Arizona Chapter of the Solid Waste Association of North America (SWANA).

Sincerely,

Stephen S. Cleveland
Town Manager

Acting for Stephen S. Cleveland