

**Request for Proposal (RFP) for
Cost of Service Study Consultant**

Addendum A

Solicitation Number: 10090098-24-K

Solicitation Issue Date: November 9, 2023

Pre-Proposal Conference: No pre-proposal will be held.

Questions and Comments Due: November 27, 2023 @ 12:00 p.m.

Proposal Due Date and Time ("Closing Date"): December 11, 2023 @ 2:00 p.m.

Contract Terms: Five (5) years from Effective Date, as defined in Article I, Section 1.2 of the City's General Contract Terms and Provisions.

City Contact: Kristine Kallek, Senior Procurement Contracting Officer
kkallek@sandiego.gov
(619)-236-6041

Submissions: Proposer is required to provide one (1) original hard copy and one (1) electronic copy (e.g., thumb drive or CD), **or** an electronic proposal via PlanetBids, of their response as described herein.

The City may require Proposers to submit original hard copies prior to execution of the contract if the PlanetBids electronic submission does not include an authorized electronic signature page (e.g., Adobe Sign, DocuSign).

Completed and signed RFP signature page is required, with most recent addendum listed as acknowledgement of all addenda issued.

DOCUMENT NO

PK-315407

FILED

MAR 12 2024

OFFICE OF THE CITY CLERK
SAN DIEGO, CALIFORNIA

**CONSULTANT RESULTING FROM REQUEST FOR PROPOSAL NUMBER
(10090098-24-K Cost of Service Study Consultant)**

This Consultant Services Contract (Contract) is entered into by and between the City of San Diego, a municipal corporation (City), and the successful proposer to Request for Proposal (RFP) # 10090098-24-K Cost of Service Study Consultant (hereinafter referred to as “Consultant” or “Contractor”).

RECITALS

On or about 11/09/2023, City issued an RFP to prospective proposers on services to be provided to the City. The RFP and any addenda and exhibits thereto are collectively referred to as the “RFP.” The RFP is attached hereto as Exhibit A.

City has determined that Contractor has the expertise, experience, and personnel necessary to provide the services.

City wishes to retain Contractor to provide a Cost of Service Study as further described in the Scope of Work, attached hereto as Exhibit B. (Services).

For good and valuable consideration, the sufficiency of which is acknowledged, City and Contractor agree as follows:

**ARTICLE I
CONTRACTOR SERVICES**

1.1 Scope of Work. Contractor shall provide the Services to City as described in Exhibit B which is incorporated herein by reference. Contractor will submit all required forms and information described in Exhibit A to the Purchasing Agent before providing Services.

1.2 General Contract Terms and Provisions. This Contract incorporates by reference the General Contract Terms and Provisions, attached hereto as Exhibit C.

1.3 Contract Administrator. The Environmental Services Department (Department) is the Contract Administrator for this Agreement. Contractor shall provide the Services under the direction of a designated representative of the Department as follows:

Rosa Elena Enriquez, Community Development Specialist IV
9601 Ridgehaven Ct. STE 200
San Diego, CA 92123
858-627-3337
renriquez@sandiego.gov

1.4 Written Authorization. City shall issue a written authorization to proceed before Consultant is authorized to perform Services.

**ARTICLE II
DURATION OF CONTRACT**

2.1 Term. This Contract shall be for a period of five (5) years beginning on the Effective Date. The term of this Contract shall not exceed five years unless approved by the City Council by ordinance.

2.2 Effective Date. This Contract shall be effective on the date it is executed by the last Party to sign the Contract, and approved by the City Attorney in accordance with San Diego Charter Section 40.

**ARTICLE III
COMPENSATION**

3.1 Amount of Compensation. City shall pay Contractor for performance of all Services rendered in accordance with this Contract in an amount not to exceed \$ 4,500,000.00.

Contractor must immediately inform the City when the cumulative value of work done under this Agreement exceeds eighty percent (80%) of the total compensation authorized in this paragraph, or when it reasonably appears to Contractor that the cumulative value of work done under this Agreement may exceed the total compensation authorized in this paragraph within forty-five (45) days. The City is not required to pay more than the maximum amount authorized.

3.2 Additional Services. City may require Consultant to perform additional Services beyond those described in the Scope of Services (Additional Services). Before Consultant commences such work, the Parties must agree in writing upon a fee for the Additional Services, including reasonably related expenses, in accordance with Section 3.3.

3.3 Manner of Payment. City shall pay Consultant in accordance with the Compensation and Fee Schedule. Consultant is not entitled to fees, including fees for expenses, that exceed the amounts specified in the Compensation and Fee Schedule. Consultant shall submit one invoice per calendar month in a form acceptable to City in accordance with the Compensation and Fee Schedule. Consultant shall include with each invoice a description of completed Services, reasonably related expenses, if any, and all other information, including but not limited to the progress percentage of the Scope of Services and/or deliverables completed prior to the invoice date, as required by the City. City will pay undisputed portions of invoices within thirty calendar days of receipt.

3.4 Additional Costs. Additional Costs are costs that can be reasonably determined to be related to Consultant's errors or omissions, and may include Consultant, City, or Subcontractor overhead, construction, materials, demolition, and related costs. Consultant shall not be paid for the Services required due to the Consultant's errors or omissions, and Consultant shall be responsible for any Additional Costs associated with such errors or omissions. These Additional Costs may be deducted from monies due, or that become due, to Consultant. Whether or not there are any monies due, or becoming due, Consultant shall reimburse City for Additional Costs due to Consultant's errors or omissions.

**ARTICLE IV
WAGE REQUIREMENTS**

4.1 Reserved.

ARTICLE V CONTRACT DOCUMENTS

5.1 Right to Audit. City retains the right to review and audit, and the reasonable right of access to Consultant's and any Subcontractor's premises, to review and audit Consultant's or Subcontractor's compliance with the provisions of this Agreement (City's Right). City's Right includes the right to inspect, photocopy, and retain copies of any and all books, records, documents and any other information (Records) relating to this Agreement outside of Consultant's premises if deemed necessary by City in its sole discretion. City shall keep these Records confidential to the extent permitted by law.

5.1.1 Audit. City's Right includes the right to examine Records of procedures and practices that City determines are necessary to discover and verify that Consultant or Subcontractor is in compliance with all requirements under this Agreement.

5.1.2 Cost Audit. If there is a claim for additional compensation or for Additional Services, the City's Right includes the right to Records that the City determines are necessary to discover and verify all direct and indirect costs, of whatever nature, which are claimed to have been incurred, or anticipated to be incurred.

5.1.3 Accounting Records. Consultant and all Subcontractors shall maintain complete and accurate Records in accordance with generally accepted accounting practices. Consultant and Subcontractors shall make available to City for review and audit all Records relating to the Services. Upon City's request, Consultant and Subcontractors shall submit exact duplicates of originals of all requested records to City.

5.1.4 City's Right Binding on Subcontractors. Consultant shall include City's Right as described in this Section 5.1 in any and all of their subcontracts, and shall ensure that these sections are binding upon all Subcontractors.

5.2 Subcontractors. Consultant's hiring or retaining of any third parties (Subcontractors) to perform Services (Subcontractor Services) is subject to City's prior written approval. Consultant shall list all Subcontractors known to Consultant on the Subcontractor List at the time this Agreement is entered. Consultant shall give written notice to the City of the need at least 45 days before entering into a contract for such Subcontractor Services. Consultant's notice shall include a justification, a description of the Scope of Services, and an estimate of all costs for Subcontractor Services. Consultant may request that City reduce the 45-day notice period. City agrees to consider such requests in good faith.

5.2.1 Subcontractor Contract. Consultant shall require Subcontractor to obtain and maintain insurance policies as required by City for the duration of this Agreement. Consultant shall determine Subcontractor policy limits and required endorsements proportionate to the services performed by Subcontractor.

5.2.1.1 Consultant is obligated to pay Subcontractor, for Consultant and City-approved invoice amounts, out of amounts paid by City to Consultant not later than fourteen working days from Consultant's receipt of payment from City. Nothing in this paragraph shall be construed to impair the right of Consultant and any Subcontractor to negotiate fair and reasonable pricing and payment provisions among themselves.

5.2.1.2 If Subcontractor's performance is deficient, Consultant shall notify City in

writing of any withholding of payment to Subcontractor, specifying: (a) the amount withheld; (b) the specific cause under the terms of the subcontract for withholding payment; (c) the connection between the cause for withholding payment and the amount withheld; and (d) the remedial action Subcontractor must take in order to receive the amount withheld. Once Subcontractor corrects the deficiency, Consultant shall pay Subcontractor the amount withheld within fourteen working days of the Consultant's receipt of City's next payment.

5.2.1.3 City shall not be made a party to any judicial or administrative proceeding to resolve any dispute between Consultant and Subcontractor. Consultant agrees to defend and indemnify the City as described in the City's General Terms and Provisions, attached hereto as Exhibit D, and incorporated by reference, in any dispute between Consultant and Subcontractor should City be made a party to any judicial or administrative proceeding to resolve the dispute in violation of this position.

5.2.1.4 Subcontractor must comply with the City's Equal Opportunity Contracting Program requirements.

5.2.1.5 City is an intended beneficiary of any work performed by Subcontractor for purposes of establishing a duty of care between Subcontractor and City.

5.3 Consultant Award Tracking Form. Consultant shall submit information to City as requested in Consultant Award Tracking Form. The information shall include the dollar amount awarded during the period covered by the Consultant Award Tracking Form.

5.4 Consultant and Subcontractor Principals for Consultant Services. This Agreement is for unique Services. City has retained Consultant based on Consultant's particular professional expertise as exhibited by the following members of the Consultant's organization: [List individuals by name and title] (the Project Team). Consultant may not delegate the performance of Services to other members of Consultant's organization or to Subcontractors without City's prior written consent. It is mutually agreed that the members of the Project Team are the principal persons responsible for delivery of all Services and may not be removed from the Project without the City's prior written approval. City may consider Consultant in default of this Agreement if any member of the Project Team is prevented from providing Services without City's prior written approval. Consultant must consult City as to any replacement if any member of the Project Team becomes unavailable. City may terminate this Agreement if City does not approve of a proposed replacement. Further, City reserves the right, after consultation with Consultant, to require any of Consultant's employees or agents to be removed from providing Services under this Agreement.

ARTICLE VI CONTRACT DOCUMENTS

6.1 Contract Documents. The following documents comprise the Contract between the City and Contractor: this Contract and all exhibits thereto, the RFP; the Notice to Proceed; and the City's written acceptance of exceptions or clarifications to the RFP, if any.

6.2 Contract Interpretation. The Contract Documents completely describe the Services to be provided. Contractor will provide any Services that may reasonably be inferred from the Contract Documents or from prevailing custom or trade usage as being required to produce the intended result whether or not specifically called for or identified in the Contract Documents. Words or phrases which have a well-known technical or construction industry or trade meaning and are used to describe Services will be interpreted in accordance with that meaning unless a definition has been provided in the Contract Documents.

6.3 Precedence. In resolving conflicts resulting from errors or discrepancies in any of the Contract Documents, the Parties will use the order of precedence as set forth below. The 1st document has the highest priority. Inconsistent provisions in the Contract Documents that address the same subject, are consistent, and have different degrees of specificity, are not in conflict and the more specific language will control. The order of precedence from highest to lowest is as follows:

1st Any properly executed written amendment to the Contract

2nd The Contract

3rd The RFP and the City's written acceptance of any exceptions or clarifications to the RFP, if any

4th Contractor's Pricing

5th Contractor's proposal

6.4 Counterparts. This Contract may be executed in counterparts which, when taken together, shall constitute a single signed original as though all Parties had executed the same page.

6.5 Public Agencies. Other public agencies, as defined by California Government Code section 6500, may choose to use the terms of this Contract, subject to Contractor's acceptance. The City is not liable or responsible for any obligations related to a subsequent Contract between Contractor and another public agency.

IN WITNESS WHEREOF, this Contract is executed by City and Contractor acting by and through their authorized officers.

CONTRACTOR

HDR Engineering, Inc.

Proposer

591 Camino de la Reina, Suite 300 /
401 B Street, Suite 1110

Street Address

San Diego

City

858.712.8400

anna.lantin@hdrinc.com

E-Mail

BY:



Signature of
Proposer's Authorized
Representative

Anna Lantin

Print Name

Vice President

Title

12/08/2023

Date

CITY OF SAN DIEGO
A Municipal Corporation

BY:



Print Name:

Claudia C. Abarca

Director, Purchasing & Contracting Department

March 25, 2024

Date Signed

Approved as to form this 26th day of

March, 20 24.
MARA W. ELLIOTT, City Attorney

BY:



Deputy City Attorney

R-315407

**EXHIBIT A
PROPOSAL SUBMISSION AND REQUIREMENTS**

A. PROPOSAL SUBMISSION

1. Timely Proposal Submittal. Proposals must be submitted as described herein to the Purchasing & Contracting Department (P&C).

1.1 Reserved.

1.2 Paper Proposals. The City will accept paper proposals in lieu of eProposals. Paper proposals must be submitted in a sealed envelope to the Purchasing & Contracting Department (P&C) located at 1200 Third Avenue, Suite 200, San Diego, CA 92101. The Solicitation Number and Closing Date must be referenced in the lower left-hand corner of the outside of the envelope. Faxed proposals will not be accepted.

1.3 Proposal Due Date. Proposals must be submitted prior to the Closing Date indicated on the eBidding System. E-mailed and/or faxed proposals will not be accepted.

1.4 Reserved.

1.4.1 Reserved.

1.5 Questions and Comments. Written questions and comments must be submitted electronically via the eBidding System no later than the date specified on the eBidding System. Only written communications relative to the procurement shall be considered. The City's eBidding System is the only acceptable method for submission of questions. All questions will be answered in writing. The City will distribute questions and answers without identification of the inquirer(s) to all proposers who are on record as having received this RFP, via its eBidding System. No oral communications can be relied upon for this RFP. Addenda will be issued addressing questions or comments that are determined by the City to cause a change to any part of this RFP.

1.6 Contact with City Staff. Unless otherwise authorized herein, proposers who are considering submitting a proposal in response to this RFP, or who submit a proposal in response to this RFP, are prohibited from communicating with City staff about this RFP from the date this RFP is issued until a contract is awarded.

2. Proposal Format and Organization. Unless electronically submitted, all proposals should be securely bound and must include the following completed and executed forms and information presented in the manner indicated below:

Tab A - Submission of Information and Forms.

2.1 Completed and signed Contract Signature Page. If any addenda are issued, the latest Addendum Contract Signature Page is required.

2.2 Exceptions requested by proposer, if any. The proposer must present written factual or legal justification for any exception requested to the Scope of Work, the Contract, or the Exhibits thereto. Any exceptions to the Contract that have not been accepted by the City in writing are deemed rejected. The City, in its sole discretion, may accept some or all of proposer's exceptions, reject proposer's exceptions, and deem the proposal non-responsive, or award the Contract without proposer's proposed exceptions. The City will not consider exceptions addressed elsewhere in the proposal.

2.3 The Contractor Standards Pledge of Compliance Form.

2.4 Equal Opportunity Contracting forms including the Work Force Report and Contractors Certification of Pending Actions.

2.5 Reserved.

2.6 Reserved.

2.7 Reserved.

2.8 Additional Information as required in Exhibit B.

2.9 Reserved.

Tab B - Executive Summary and Responses to Specifications.

2.10 A title page.

2.11 A table of contents.

2.12 An executive summary, limited to one typewritten page, that provides a high-level description of the proposer's ability to meet the requirements of the RFP and the reasons the proposer believes itself to be best qualified to provide the identified services.

2.13 Proposer's response to the RFP.

Tab C - Cost/Price Proposal (if applicable). Proposers shall submit a cost proposal in the form and format described herein. Failure to provide cost(s) in the form and format requested may result in proposal being declared non-responsive and rejected.

3. Proposal Review. Proposers are responsible for carefully examining the RFP, the Specifications, this Contract, and all documents incorporated into the Contract by reference before submitting a proposal. If selected for award of contract, proposer shall be bound by same unless the City has accepted proposer's exceptions, if any, in writing.

4. Addenda. The City may issue addenda to this RFP as necessary. All addenda are incorporated into the Contract. The proposer is responsible for determining whether addenda were issued prior to a proposal submission. Failure to respond to or properly address addenda may result in rejection of a proposal.

5. Quantities. The estimated quantities provided by the City are not guaranteed. These quantities are listed for informational purposes only. Quantities vary depending on the

demands of the City. Any variations from the estimated quantities shall not entitle the proposer to an adjustment in the unit price or any additional compensation.

6. Quality. Unless otherwise required, all goods furnished shall be new and the best of their kind.

6.1 Items Offered. Proposer shall state the applicable trade name, brand, catalog, manufacturer, and/or product number of the required good, if any, in the proposal.

6.2 Brand Names. Any reference to a specific brand name in a solicitation is illustrative only and describes a component best meeting the specific operational, design, performance, maintenance, quality, or reliability standards and requirements of the City. Proposer may offer an equivalent or equal in response to a brand name referenced (Proposed Equivalent). The City may consider the Proposed Equivalent after it is subjected to testing and evaluation which must be completed prior to the award of contract. If the proposer offers an item of a manufacturer or vendor other than that specified, the proposer must identify the maker, brand, quality, manufacturer number, product number, catalog number, or other trade designation. The City has complete discretion in determining if a Proposed Equivalent will satisfy its requirements. It is the proposer's responsibility to provide, at their expense, any product information, test data, or other information or documents the City requests to properly evaluate or demonstrate the acceptability of the Proposed Equivalent, including independent testing, evaluation at qualified test facilities, or destructive testing.

7. Modifications, Withdrawals, or Mistakes. Proposer is responsible for verifying all prices and extensions before submitting a proposal.

7.1 Modification or Withdrawal of Proposal Before Proposal Opening. Prior to the Closing Date, the proposer or proposer's authorized representative may modify or withdraw the proposal by providing written notice of the proposal modification or withdrawal to the City Contact via the eBidding System. E-mail or telephonic withdrawals or modifications are not permissible.

7.2 Proposal Modification or Withdrawal of Proposal After Proposal Opening. Any proposer who seeks to modify or withdraw a proposal because of the proposer's inadvertent computational error affecting the proposal price shall notify the City Contact identified on the eBidding System no later than three working days following the Closing Date. The proposer shall provide worksheets and such other information as may be required by the City to substantiate the claim of inadvertent error. Failure to do so may bar relief and allow the City recourse from the bid surety. The burden is upon the proposer to prove the inadvertent error. If, as a result of a proposal modification, the proposer is no longer the apparent successful proposer, the City will award to the newly established apparent successful proposer. The City's decision is final.

8. Incurred Expenses. The City is not responsible for any expenses incurred by proposers in participating in this solicitation process.

9. Public Records. By submitting a proposal, the proposer acknowledges that any information submitted in response to this RFP is a public record subject to disclosure unless the City determines that a specific exemption in the California Public Records Act (CPRA) applies. If the proposer submits information clearly marked confidential or proprietary, the City may protect such information and treat it with confidentiality to the extent permitted by

law. However, it will be the responsibility of the proposer to provide to the City the specific legal grounds on which the City can rely in withholding information requested under the CPRA should the City choose to withhold such information. General references to sections of the CPRA will not suffice. Rather, the proposer must provide a specific and detailed legal basis, including applicable case law, that clearly establishes the requested information is exempt from the disclosure under the CPRA. If the proposer does not provide a specific and detailed legal basis for requesting the City to withhold proposer's confidential or proprietary information at the time of proposal submittal, City will release the information as required by the CPRA and proposer will hold the City, its elected officials, officers, and employees harmless for release of this information. It will be the proposer's obligation to defend, at proposer's expense, any legal actions or challenges seeking to obtain from the City any information requested under the CPRA withheld by the City at the proposer's request. Furthermore, the proposer shall indemnify and hold harmless the City, its elected officials, officers, and employees from and against any claim or liability, and defend any action brought against the City, resulting from the City's refusal to release information requested under the CPRA which was withheld at proposer's request. Nothing in the Contract resulting from this proposal creates any obligation on the part of the City to notify the proposer or obtain the proposer's approval or consent before releasing information subject to disclosure under the CPRA.

10. Right to Audit. The City Auditor may access proposer's records as described in San Diego Charter section 39.2 to confirm contract compliance.

B. PRICING

1. Fixed Price. All prices shall be firm, fixed, fully burdened, FOB destination, and include any applicable delivery or freight charges, and any other costs required to provide the requirements as specified in this RFP. The lowest total estimated contract price of all the proposals that meet the requirements of this RFP will receive the maximum assigned points to this category as set forth in this RFP. The other price schedules will be scored based on how much higher their total estimated contract prices compare with the lowest:

$$\left(1 - \frac{\text{(contract price - lowest price)}}{\text{lowest price}}\right) \times \text{maximum points} = \text{points received}$$

For example, if the lowest total estimated contract price of all proposals is \$100, that proposal would receive the maximum allowable points for the price category. If the total estimated contract price of another proposal is \$105 and the maximum allowable points is 60 points, then that proposal would receive $(1 - ((105 - 100) / 100) \times 60 = 57$ points, or 95% of the maximum points. The lowest score a proposal can receive for this category is zero points (the score cannot be a negative number). The City will perform this calculation for each Proposal.

2. Taxes and Fees. Taxes and applicable local, state, and federal regulatory fees should not be included in the price proposal. Applicable taxes and regulatory fees will be added to the net amount invoiced. The City is liable for state, city, and county sales taxes but is exempt from Federal Excise Tax and will furnish exemption certificates upon request. All or any portion of the City sales tax returned to the City will be considered in the evaluation of proposals.

3. Escalation. An escalation factor is not allowed unless called for in this RFP. If escalation is allowed, proposer must notify the City in writing in the event of a decline in market price(s) below the proposal price. At that time, the City will make an adjustment in the Contract or may elect to re-solicit.

4. Unit Price. Unless the proposer clearly indicates that the price is based on consideration of being awarded the entire lot and that an adjustment to the price was made based on receiving the entire proposal, any difference between the unit price correctly extended and the total price shown for all items shall be resolved in favor of the unit price.

C. EVALUATION OF PROPOSALS

1. Award. The City shall evaluate each responsive proposal to determine which proposal offers the City the best value consistent with the evaluation criteria set forth herein. The proposer offering the lowest overall price will not necessarily be awarded a contract.

2. Sustainable Materials. Consistent with Council Policy 100-14, the City encourages use of readily recyclable submittal materials that contain post-consumer recycled content.

3. Evaluation Process.

3.1 Process for Award. A City-designated evaluation committee (Evaluation Committee) will evaluate and score all responsive proposals. The Evaluation Committee may require proposer to provide additional written or oral information to clarify responses. Upon completion of the evaluation process, the Evaluation Committee will recommend to the Purchasing Agent that award be made to the proposer with the highest scoring proposal.

3.2 Reserved.

3.3 Mandatory Interview/ Oral Presentation. The City will require proposers to interview and/or make an oral presentation if one or more proposals score within five (5) points or less of the proposal with the highest score. Only the proposer with the highest scoring proposal and those proposers scoring within Five (5) points or less of the highest scoring proposal will be asked to interview and/or make an oral presentation. Interviews and/or oral presentations will be made to the Evaluation Committee in order to clarify the proposals and to answer any questions. The interviews and/or oral presentations will be scored as part of the selection process. Additionally, the Evaluation Committee may require proposer's key personnel to interview. Interviews may be by telephone and/or in person. Multiple interviews may be required. Proposers are required to complete their oral presentation and/or interviews within seven (7) workdays after the City's request. Proposers should be prepared to discuss and substantiate any of the areas of the proposal submitted, as well as proposer's qualifications to furnish the subject goods and services. Proposer is responsible for any costs incurred for the oral presentation and interview of the key personnel.

3.4 Discussions/Negotiations. The City has the right to accept the proposal that serves the best interest of the City, as submitted, without discussion or negotiation. Contractors should, therefore, not rely on having a chance to discuss, negotiate, and adjust their proposals. The City may negotiate the terms of a contract with the winning proposal based on the RFP and the proposer's proposal, or award the contract without further negotiation.

3.5 Inspection. The City reserves the right to inspect the proposer’s equipment and facilities to determine if the proposer is capable of fulfilling this Contract. Inspection will include, but not limited to, survey of proposer’s physical assets and financial capability. Proposer, by signing the proposal agrees to the City’s right of access to physical assets and financial records for the sole purpose of determining proposer’s capability to perform the Contract. Should the City conduct this inspection, the City reserves the right to disqualify a proposer who does not, in the City’s judgment, exhibit the sufficient physical and financial resources to perform this Contract.

3.6 Evaluation Criteria. The following elements represent the evaluation criteria that will be considered during the evaluation process:

	MAXIMUM EVALUATION POINTS
A. Responsiveness to the RFP.	20
<ol style="list-style-type: none"> 1. Requested information included and thoroughness of response. 2. Understanding of the project and ability to deliver as exhibited in the Executive Summary. 3. Expertise and experience clearly conveyed and demonstrated in submission. 4. Required documents as stated in this RFP are complete and without omissions. 5. Approach aligns with City’s expected successful outcome. 6. Clearly defined approach indicated in proposal. 	
B. Community Engagement	20
<ol style="list-style-type: none"> 1. Approach and methods to develop a robust engagement process. 2. Depth of Community engagement plan and understanding of components necessary for a successful engagement process. 3. Creativity and understanding of the community member limitations to the access of information and their opportunity to provide feedback, including access to materials and public engagement sessions. 4. Timeliness of engagement effort and clearly defined engagement session and tools to meet city objectives. 	
C. Firm's Capability to Provide the Services and Expertise and Past Performance.	35
<ol style="list-style-type: none"> 1. Relevant experience of the Firm and subcontractors conducting cost-of-service studies for large municipalities in California and in developing solid waste management programs. 2. Experience developing and conducting community based public meetings. 3. Experience advising municipalities in developing fees for residential solid waste management services. 4. Other pertinent experience. 5. Location in the general geographical area of the project and knowledge of the locality of the Project. 6. Capacity/Capability to meet The City of San Diego needs in a timely manner. 7. References which support information demonstrated in proposal. 	
D. Price.	10

	MAXIMUM EVALUATION POINTS
E. Mandatory Interview/ Oral Presentation.	
1. Examples of final work products similar to deliverables listed in Exhibit B.	15
2. Timeline	
3. Thoroughness and Clarity of Presentation	
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SUB TOTAL MAXIMUM EVALUATION POINTS:	<hr/> 100 <hr/>
F. Participation by Small Local Business Enterprise (SLBE) or Emerging Local Business Enterprise (ELBE) Firms*	12
	<hr/>
FINAL MAXIMUM EVALUATION POINTS INCLUDING SLBE/ELBE:	<hr/> 112 <hr/>

*The City shall apply a maximum of an additional 12 percentage points to the proposer's final score for SLBE OR ELBE participation. Refer to Equal Opportunity Contracting Form, Section V.

D. ANNOUNCEMENT OF AWARD

1. Award of Contract. The City will inform all proposers of its intent to award a Contract in writing.

2. Obtaining Proposal Results. No solicitation results can be obtained until the City announces the proposal or proposals best meeting the City's requirements. Proposal results may be obtained by: (1) e-mailing a request to the City Contact identified on the eBidding System or (2) visiting the P&C eBidding System to review the proposal results. To ensure an accurate response, requests should reference the Solicitation Number. Proposal results will not be released over the phone.

3. Multiple Awards. City may award more than one contract by awarding separate items or groups of items to various proposers. Awards will be made for items, or combinations of items, which result in the lowest aggregate price and/or best meet the City's requirements. The additional administrative costs associated with awarding more than one Contract will be considered in the determination.

E. PROTESTS. The City's protest procedures are codified in Chapter 2, Article 2, Division 30 of the San Diego Municipal Code (SDMC). These procedures provide unsuccessful proposers with the opportunity to challenge the City's determination on legal and factual grounds. The City will not consider or otherwise act upon an untimely protest.

F. SUBMITTALS REQUIRED UPON NOTICE TO PROCEED. The successful proposer is required to submit the following documents to P&C **within ten (10) business days** from the date on the Notice to Proceed letter:

1. Insurance Documents. Evidence of all required insurance, including all required endorsements, as specified in Article VII of the General Contract Terms and Provisions.

2. Taxpayer Identification Number. Internal Revenue Service (IRS) regulations require the City to have the correct name, address, and Taxpayer Identification Number (TIN) or Social Security Number (SSN) on file for businesses or persons who provide goods or services to the City. This information is necessary to complete Form 1099 at the end of each tax year. To comply with IRS regulations, the City requires each Contractor to provide a

Form W-9 prior to the award of a Contract.

3. Business Tax Certificate. Unless the City Treasurer determines a business is exempt, all businesses that contract with the City must have a current business tax certificate.

4. Consultant Award Tracking Form.

5. Statement of Economic Interest, Form 700. In accordance with the City's Conflict of Interest Code, the selected recruiter may be included in the list of designated employees required to complete a statement of economic interest disclosing relevant financial interests with the scope as directed by the City.

6. Conflict of Interest Certification

The City may find the proposer to be non-responsive and award the Contract to the next highest scoring responsible and responsive proposer if the apparent successful proposer fails to timely provide the required information or documents.

EXHIBIT B SCOPE OF WORK

A. Introduction

The City of San Diego (City) is seeking a highly qualified Consultant(s) to develop and present comprehensive data and recommendations necessary for the San Diego City Council to make an informed decision on behalf of their constituents, regarding City-provided residential solid waste management services and fees, as authorized by voter approval of Measure B in 2022. Measure B amended the People's Ordinance (Attachment 1), San Diego Municipal Code Section 66.0127, to allow, among other things, the City to charge a cost-recovery fee for City-provided residential solid waste management services. The Consultant(s) will be tasked with providing all services, at a minimum, as listed in Section D of this Scope of Work. All recommendations on fees and fee implementation are subject to California Proposition 218 as well as City Council review and approval.

B. Background:

About San Diego

The City of San Diego is located in the southwest corner of California and is adjacent to the City of Tijuana, Baja California, Mexico to the south and the Pacific Ocean to the west. The City has a population of approximately 1,420,000 people within its 326 square mile area, stretching for almost 50 miles north and south from the Mexican border to the City of Escondido. The City has over 100 identified neighborhoods and 52 Community Planning Areas serviced by over 2,800 miles of City streets.

About the Environmental Services Department

The Environmental Services Department (ESD) provides a broad range of services to reliably manage solid waste, conserve resources, and support the City's environmental stewardship responsibilities. The FY 2024 Adopted Budget includes 585 budgeted positions in five divisions/programs: Collection Services, Disposal & Environmental Protection, Clean San Diego, Support Services, and Waste Reduction. The \$182.3 million budget includes funds from three funding sources: the General Fund, the Recycling Enterprise Fund, and the Refuse Disposal Enterprise Fund.

The Collection Services Division currently provides residential refuse, organic waste, and recycling collection services to approximately 285,000 residences. The City performs over 37,000,000 collection stops a year.

The Disposal & Environmental Protection Division operates the City's Miramar Landfill and Greenery and maintains eight closed landfills and eight inactive burn sites. The Environmental Protection section ensures regulatory compliance by the City's underground fuel storage tanks and manages the City's Lead Ordinance; Lead Safety and Healthy Homes Program; the Asbestos, Lead and Mold Program; the Hazardous Materials Management Program; and the City's Household Hazardous Waste Transfer Station.

The Clean SD Division administers the Clean SD Program which is a citywide effort to remove waste in public right-of-ways, enforce solid waste codes, conduct illegal dumping abatements, and perform community cleanup events.

The Waste Reduction Division manages the City's Non-Exclusive Solid Waste Collection Franchise System, zero waste planning, SB 1383 reporting and compliance, recycling

education and technical assistance, and recycling programs for residential properties and businesses.

The Support Services program includes department management, customer services, financial services, information technology, safety, training, and employee development.

C. Context for Cost-of-Service Study and Other Measure B Implementation Services

On November 8, 2022, City of San Diego voters approved Measure B amending the 104-year-old People's Ordinance, San Diego Municipal Code Section 66.0127, which governs City-provided solid waste management services. The amendment included establishing properties eligible for City-provided collection services as residential properties with four or less units that meet requirements for City-provided service. Properties with five or more units; commercial, industrial, governmental, non-profit, and mixed-use facilities; and hotels, motels, inns, and gated communities are ineligible to receive City-provided solid waste management services. In total, recent reports identify approximately 545,000 housing units throughout the City of San Diego, many of which may require evaluation for eligibility under the new Ordinance.

Under Measure B, the City may charge eligible residential properties serviced by the City a cost-recovery fee for the first time in over 100 years. If cost-recovery fees are implemented, it would allow the City to provide enhanced service levels to eligible properties such as providing weekly recyclable materials collection, regular bulky item collection, and containers. If a fee for these services is adopted, it could relieve the General Fund of any portion of the \$73 million in annual costs currently spent for City force collection of eligible residential properties. Ineligible properties such as commercial properties and large multi-family complexes already pay a non-exclusive franchise hauler for collection services and those fees will not be included in this study as they are not set by the City.

Since 1919, the City has provided residential solid waste management services with no direct fee to the user of the services, so the cost of the services has been paid from the City's General Fund and Recycling Fund. As a result, the City does not have an accurate count of the number of residential properties served, the name of the property owner/occupant, the number of automated containers in service at each address, or the number of existing customers that may be ineligible for continued City force collection services based on the definition of eligibility in the amended Municipal Code Section 66.0127.

City forces collect approximately 430,000 tons of refuse, recyclable materials, and organic waste annually. Currently, materials are delivered to the closest appropriate facility based on efficiency for routing and to reduce drive time and vehicle miles traveled. Refuse and organic wastes are delivered primarily to the City's Miramar Landfill and Greenery with some refuse and organic wastes delivered to Republic Services' Sycamore and Otay landfills. Currently, recyclable materials are delivered, via contract, to three facilities for processing and recycling.

D. Scope of Services

The City is seeking the services of a highly experienced, multi-disciplinary consulting team to assist in developing a user fee system for consideration by the City Council for City-

provided residential solid waste management services. The City has identified eight core domains necessary for successful completion of this Scope of Services:

1. Project Initiation and Management
2. Research Regional Solid Waste Management Services and Costs
3. Community Engagement and Outreach
4. Conduct Comprehensive Cost-of-Service Study
5. Prepare Cost-of-Service Study Report
6. Recommend Fee Schedule for City-provided Residential Solid Waste Management Services
7. Proposition 218 Support
8. Operational Efficiency Analysis

The Proposer must prioritize the order in which the following tasks, and any other tasks necessary to complete the full scope of work, will be completed, and will provide a timeline, including milestones throughout, for completion. Each category below contains a set of deliverables, which are established as a minimum expectation and should not be considered exhaustive. The City expects Proposers to deliver comprehensive, reliable, and state-of-the-art expertise and services when performing the duties outlined herein. As City customers will be a significant driving force in implementation, the Proposer should be prepared and able to accommodate unexpected scenarios/outcomes as a result of community engagement activities. The Proposer shall take into consideration the dependency of each task's objectives and deliverables to successfully fulfill the obligations outlined within this RFP.

PROJECT INITIATION AND MANAGEMENT

Project Initiation

1. Provide data request necessary for Consultant to initiate work to City two weeks prior to project kick-off meeting.
2. Schedule conference call one-week prior to project kick-off meeting to review and clarify data request items.
3. Attend in-person kick-off meeting between City and Consultant's key project staff to discuss:
 - a. Project scope and schedule
 - b. Roles, responsibilities, and expectations
 - c. Review of existing documents and other data and materials
 - d. Communication protocols and contacts
 - e. Stakeholder groups and eligible customer identification protocols
 - f. Website and promotional materials
 - g. Stakeholder engagement and feedback plan
 - h. Final report format
4. Become familiar with all relevant background information including, but not limited to:
 - a. Measure B adopted by San Diego Voters in 2022 together with the ballot materials
 - b. Current City-provided solid waste management services and operations
 - c. San Diego Municipal Code, Chapter 6, Article 6, Divisions 1 – 7. (Attachment 1)
 - d. Environmental Services Department Website & Get it Done application
 - e. Fiscal Year 2023 Adopted Budget and Fiscal Year 2024 Adopted Budget
 - f. Office of the Independent Budget Analyst Report 21-23

- g. Preliminary Customer Eligibility Identification Options
- h. Waste Management Regulation 009-10 (Attachment 2)
- i. City of San Diego Climate Equity Index Tool and historically underserved communities.
- j. Council Policy 000-03 People with disabilities (Attachment 3)
- k. Council Policy 100-05 User Fee Policy (Attachment 4)
- l. Council Policy 100-20 Reserve Policy (Attachment 5)
- m. Council Policy 300-07 Consultant Services Selection (Attachment 6)
- n. Council Policy 900-06 Solid Waste Recycling (Attachment 7)
- o. Contracts for Processing, Transporting and Marketing Commingled Curbside Recyclables Collected by City Forces (Attachment 8)
- p. Council District Boundaries
- q. Existing Software utilized to support solid waste management services including; Routeware, EasyRoute, Salesforce, Get It Done, and GIS

Project Management:

1. Provide timely invoices in the City's prescribed format.
2. Schedule regular meetings with the City's Project Manager.
3. Attend and present at regular executive governance meetings.
4. Ensure stakeholder meetings are scheduled and conducted in a manner to maximize public opportunity and input. Submit draft summaries and key findings from stakeholder meetings to City's Project Manager after completion of each round of meetings.
5. Provide staff to assist with internal cross-department working groups tasked with identifying eligible customer base, billing software and implementation components and timeline.
6. Develop a project delivery schedule to include milestones and deliverable dates to ensure the project remains on schedule.
7. Set up a document retention protocol for communications and documents developed during the project.
8. Review budget and deliverables on a monthly basis and compare with the project schedule.
9. Promptly notify the City's Project Manager of potential budget, schedule or other issues that could adversely impact the project.
10. Review findings with City's Project Manager on a monthly basis.
11. Schedule meetings, Zoom or in-person, as needed to facilitate project tasks.
12. Identify deficiencies that need to be resolved, cost savings that could be used on other project tasks, or potential overages which may require a request for additional funding.
13. Conduct internal review and quality control checks on all drafts and deliverables prior to submission to the City for review.
14. Collaborate with City staff on the design of collateral materials and provide deliverables in a digital format for posting to the City's website and social media.
 - a. Content may include, but is not limited to, project schedule, PowerPoint presentations, public meeting notices and agendas, and draft reports.
 - b. Posting of materials and maintenance of the website and social media shall be the City's responsibility.

Deliverables:

1. Project Charter: In collaboration with the City to define the project's objectives, scope, stakeholders, and overall approach.

2. Stakeholder Analysis: An assessment of the project's stakeholders, their roles, interests, and potential impact on the project.
3. Project Plan: A comprehensive plan outlining the project's activities, milestones, timelines, resources, and dependencies.
4. Work Breakdown Structure (WBS): A hierarchical breakdown of the project's deliverables and tasks.
5. Risk Management Plan: A plan that identifies potential risks to the project and outlines strategies to mitigate or respond to them.
6. Communication Plan: A plan that outlines how project information will be communicated to the City, taking into consideration the governance structure, working groups, and additional consultants that will need information to complete their work/decisions.
7. Project Schedule: A detailed timeline that includes all project activities, milestones, and dependencies.
8. Quality Management Plan: A plan that defines the project's quality objectives, standards, and processes.
9. Project Governance Structure Draft: A defined structure that outlines the roles, responsibilities, and decision-making processes within the project.
10. Project Status Reports: Regular reports that provide updates on project progress, milestones achieved, issues, risks, and upcoming activities suitable for both governance and updates to council offices etc.

RESEARCH REGIONAL RESIDENTIAL SOLID WASTE SERVICES AND COSTS

The Consultant shall conduct a survey of designated San Diego County and California cities' residential solid waste management systems to determine the services, service levels, and associated monthly fees. The survey will be used to provide a baseline of potential services and service levels to be presented in community/engagement group meetings to determine customer input on services and service levels desired and expected costs.

Cities to be surveyed include, but are not limited to:

San Jose	Oceanside	Santa Clarita
Carlsbad	Poway	Oxnard
Chula Vista	Los Angeles	Pasadena
El Cajon	Long Beach	Fresno
Escondido	Riverside	Bakersfield
San Francisco	Sacramento	

Information to be gathered shall include, but is not limited to:

- | | | |
|-------------------------------------|-----------------------------------------|---------------------|
| • City Name | • Area | • Population |
| • Residences Served (Type/Quantity) | • Services Provided/Provider | • Service Levels |
| • Staffing/Budget | • Monthly/Special Fees | • System of Billing |
| • Fee Assistance Programs | • Frequency Customer can change service | |

Deliverables:

The Consultant will provide a comprehensive survey report on designated San Diego County and California cities' residential solid waste management systems. The survey will encompass various aspects of these systems, including services, service levels, associated monthly fees, staffing, budget, billing, and fee assistance programs. The survey results will serve as a baseline for community/engagement group meetings to gather resident input on desired services, service levels, and expected costs.

The Consultant shall develop a report of their findings and prepare PowerPoint Presentations which capture the following as a minimum requirement of this deliverable. Materials will be used for subsequent community engagement and sharing specific comparable data with key internal and external stakeholders, including City Council and policy advisors.

1. City Information:
 - City Name
 - Geographic Area
 - Population
2. Residences and Services:
 - Number of Residences Served
 - Types of Services Provided (e.g., curbside collection, recycling, composting, bulky waste)
 - Service Provider(s) for Waste Management
3. Service Levels:
 - Description of Different Service Levels (e.g., basic, standard, premium)
 - Frequency of Waste Collection (e.g., weekly, bi-weekly)
 - Services Provided at Each Level (e.g., trash, recycling, organic waste)
4. Staffing and Budget:
 - Staffing Levels for Collection Operations
 - Budget Allocation for Solid Waste Management
5. Fees and Billing:
 - Monthly/Special Fees for Solid Waste Services
 - System of Billing (e.g., tax roll billing, utility bill, separate invoice)
 - Entity administering billing methods (e.g., City forces, consultant, other)
6. Fee Assistance Programs:
 - Description of Programs to Assist Low-Income Customers with Fees
 - Eligibility Criteria for Fee Assistance
 - Application Process for Fee Assistance
7. Service Change Frequency:
 - How Often Customers Can Change or Modify Their Service Levels

COMMUNITY ENGAGEMENT AND OUTREACH

The Consultant shall lead in the formation and execution of a detailed, forward-thinking community engagement process to assess eligible customer desires for City-provided residential solid waste management services and service levels and understanding of the costs involved in providing such services. The process shall be developed in consultation with the Department of Race and Equity, Sustainability & Mobility, and other key City departments to ensure the City's objectives of inclusive community engagement, advancing equitable outcomes, and reducing disparities are achieved.

The community engagement process should include public meetings in each Council District, with the initial meetings in the City's "Promise Zone" which includes portions of Council Districts 4, 8, and 9. The location and timing of the public meetings will be coordinated with each Council member's office. The Consultant shall ensure the community engagement process prioritizes participation that is accessible, inclusive and representative, collects input from eligible customers of the demographics of San Diego. Accessible engagement protocols must include having appropriate translators at each public meeting (where appropriate). Surveys and other printed communications shall be in a minimum of four languages to include English, Spanish, Tagalog, and Vietnamese.

The Consultant shall present a summary of the input received during the public meetings to the Executive Oversight Committee, and at the City Council and/or Council Committee meetings.

Objectives:

1. Develop a timeline for community engagement plan that ensures robust opportunities for stakeholder engagement throughout the process.
2. In collaboration with the Department of Race and Equity, Consultant shall develop a thorough and meaningful community engagement plan with an Equity Lens that solicits input from customers, stakeholders, and community groups. Consultant shall use an iterative approach where initial feedback results are presented back to stakeholders and eventually rough costs of the enhanced services stakeholders have prioritized as highly desired. The City envisions at least 3 rounds of public meetings soliciting input in alternative forms on the enhanced services desired and service levels to be provided by City forces if a cost-recovery fee for residential solid waste management services is implemented. Consultant is required to attend additional public meetings as requested by the City.
3. Develop a plan to measure and report on qualitative and quantitative aspects of the stakeholder process that includes plans to mitigate bias in data collection and analysis.
4. In consultation with the City, evaluate and present to stakeholders, bulky item collection programs, curbside household hazardous waste collection programs, and life-line discount rate programs from a sample of other California or commensurate cities and provide a summary report of the optional approaches to providing those services and their relative costs.
5. Present informational update(s) to City Council/Committees during the stakeholder process

Deliverables:

1. Community Engagement Plan: A comprehensive plan that outlines the objectives, strategies, and activities for engaging with the target community.

2. Stakeholder Analysis Report: An assessment of the community stakeholders, their interests, needs, and potential impact on the project.
3. Outreach Materials: In consultation with City staff and communication consultant, creation of various materials such as brochures, flyers, posters, and social media content to promote the engagement meetings.
4. Public Meetings/Workshops: Organizing in-person and virtual public meetings and workshops to provide information about the project, address concerns, and gather feedback from the target community. Consultant shall conduct a minimum of one (1) in-person public engagement session, per Council District, each month throughout the duration of the Community Engagement and Outreach effort.
5. Surveys and Questionnaires: Developing and administering surveys or questionnaires to gather quantitative data and opinions from the target community.
6. Focus Group Discussions: Conducting focus group discussions with a representative sample of the target community to gather qualitative insights, opinions, and suggestions related to the project.
7. Community Presentations: Delivering presentations to community organizations, local associations, and relevant stakeholders to raise awareness about the project and engage in direct dialogue.
8. Community Liaison/Representative: Designating a community liaison or representative who serves as a point of contact between the project team and the target community.
9. Social Media Engagement: Establishing and managing social media accounts (under the guidance of the Communications Department and the City's Administrative Regulation 90.61) to share project updates, engage with the community, and respond to inquiries and comments.
10. Website or Online Portal: Developing a dedicated website or online portal that provides project information, resources, and opportunities for community engagement.
11. Community Events: Organizing community events such as open houses, volunteer activities, or public forums to foster a sense of ownership, participation, and collaboration.
12. Partnerships with Local Organizations: Collaborating with local community organizations, non-profits, or educational institutions to leverage their networks, resources, and expertise in reaching out to the target community.
13. Progress Reports: Providing regular updates and progress reports to the community, highlighting key achievements, addressing concerns, and informing about upcoming activities.
14. Evaluation and Feedback Mechanism: Establishing mechanisms to collect feedback from the target community on the effectiveness of engagement efforts.
15. Documentation and Reporting: Compiling a comprehensive report documenting the community engagement process, outcomes, challenges, and lessons learned.

CONDUCT A COMPREHENSIVE COST-OF-SERVICE STUDY

The Consultant shall conduct a comprehensive cost-of-service study to determine both the costs of providing the current services and level of services and the estimated costs of

providing the enhanced service levels if a user fee is implemented. The study must develop revenue requirements and recommend an equitable billing structure and rates to meet revenue requirements and fully comply with Proposition 218 requirements. Additionally, the cost-of-service study shall incorporate an approach that does not prevent consideration or adoption of a user fee in an amount below cost recovery.

Objectives:

1. Assist the City and its IT consultants in developing and validating an accurate count of the number of existing and future eligible customers, addresses, and owner (or occupant) information in Salesforce.
2. Develop options for a bulky item collection program, curbside household hazardous waste collection program, life-line discount rates for low-income customers, and other programmatic options the stakeholder process determines are desired.
3. Conduct a cost-of-service study of the City's existing residential solid waste management services and any enhanced residential solid waste management services requested through stakeholders that could be implemented under Measure B.
4. Develop and recommend revenue requirements to cover operational costs and appropriate reserves and funding methodologies for consideration by Department of Finance and City Council.
5. Forecast rates needed to meet revenue requirements for a five-year period.
6. Develop alternative transition methodologies for going from no fee for City-provided solid waste management service to a fee for service, such as phased in rates, etc.

PREPARE A COST-OF-SERVICE STUDY REPORT

Based upon the financial analysis of historic residential solid waste management costs, input from community engagement and outreach meetings, comparative costs for similar services by other public agencies, the Consultant will prepare a comprehensive written report documenting the cost-of-services to provide the desired residential solid waste management services and proposed package(s) of user fees for City Council consideration. The City envisions several fee scenarios to be initially proposed for consideration by the City Council; however, the public engagement process may reduce the need to propose multiple fee options if there is overwhelming desire to maintain services levels.

Deliverables:

Preparation and ongoing refinement based upon City staff engagement, City Council/Committee recommendations, and ultimately delivery of final report and presentation to include but not be limited to:

1. Executive Summary: A concise summary of the key findings, recommendations, and conclusions of the cost-of-service study.
2. Introduction: An introduction to the purpose and objectives of the cost-of-service study.
3. Background and Context: A section that provides background information about the City's waste management services, customer base, regulatory environment, and any relevant historical or industry context.
4. Cost Analysis: A detailed analysis of the costs associated with providing services. This includes a breakdown of different cost categories and an examination of cost drivers and trends.

5. Revenue Analysis: An analysis of the City's revenue sources, including customer rates, fees, and any other impacted revenue streams. This section may also include an evaluation of revenue adequacy and the City's financial sustainability.
6. Rate Design Options: An exploration of different rate design options (including tax roll billing options) based on the cost analysis. This may include a discussion of rate structures and potential changes to pricing methodologies to align with cost recovery objectives.
7. Cost Allocation Methodology: A description of the methodology used to allocate costs to different customer classes or service categories.
8. Customer Impact Analysis: An assessment of the potential impact of rate changes on different customer groups. This analysis may include an evaluation of affordability, fairness, and the distributional effects of rate adjustments.
9. Regulatory and Policy Considerations: A discussion of relevant regulatory and policy factors that may influence the cost-of-service study and the City's ability to adjust rates in the future. This may include considerations related to rate-setting procedures, legal requirements, and stakeholder engagement.
10. Risk and Sensitivity Analysis: An evaluation of the potential risks and uncertainties associated with the cost-of-service study, including sensitivity analyses on key assumptions or variables.
11. Recommendations: Clear and actionable recommendations based on the findings of the cost-of-service study. These recommendations may relate to rate adjustments, revenue enhancement strategies, cost containment measures, or other areas of improvement.
12. Fee Implementation Plan: A detailed plan outlining the steps and timeline for implementing the approved fee structure. This includes considerations for stakeholder engagement, regulatory approvals, communication strategies, and any necessary system or process updates.
13. Appendices: Supplementary information, data, and supporting documentation that provide additional context or detail for the cost-of-service study. This may include financial statements, data tables, rate models, or other technical information.
14. Glossary of Terms: A list of key terms and definitions used throughout the report to ensure clarity and understanding.
15. References and Sources: A list of references, data sources, and citations used in the cost-of-service study report.
16. PowerPoint Presentations for Executive Oversight Committee, and Committee and Council meetings

RECOMMEND FEE SCHEDULE FOR CITY-PROVIDED RESIDENTIAL SOLID WASTE MANAGEMENT SERVICES

On completion of the analysis, the Proposer will provide a report with recommendations for alternative billing systems, frequency of billing, alternative rates for pay-as-you throw and flat rates, reserve funds to be accumulated and a timeline for its accumulation, and annual escalation methods.

The Consultant will develop at least two alternative rate structures that will support revenue requirements and demonstrate that the proposed rates reasonably reflect the actual costs of providing the services and are fair, equitable to all customers, and comply with Proposition 218 requirements. One rate structure should be full cost recovery and a second should include rates subsidized by the General Fund.

Deliverables:

1. Executive Summary: A concise summary of the recommended fee schedule for City-Provided Residential Solid Waste Management Services.
2. Introduction: An introduction to the purpose and objectives of the fee schedule recommendations.
3. Cost-of-Service Analysis: A detailed analysis of the City's costs associated with providing residential solid waste management services. This includes a breakdown of different cost components, such as collection, disposal, recycling, processing, equipment, labor, and administrative overhead. Should include weekly refuse, recyclables, and organics collection, automated collection container replacements at no extra charge, bulky item pick-up, and ADA services in developing residential solid waste rates.
4. Revenue Requirements Assessment: An assessment of the revenue requirements to cover the costs of providing the solid waste management services. This involves analyzing the funding gap, if any, between the existing revenue and the projected costs.
5. Rate Design Options: A presentation of various rate design options for the fee schedule. This may include different pricing structures, such as flat rates, variable rates based on container size or household waste generation, or a combination of all of these.
6. Affordability Considerations: An evaluation of the affordability of the proposed fee schedule for customers. This assessment takes into account factors such as household income distribution, potential impacts on low-income households, and options for financial assistance or programs with a clear proposed criterion.
7. Equity Analysis: An analysis of the fairness and equity implications of the recommended fee schedule. This involves assessing the distributional effects across different demographic groups and considering any potential disparities or burdens placed on specific communities. The Equity Analysis should include an overlay of all neighborhoods with median household income and households eligible for solid waste management services to directly provide information for specific neighborhoods based on US Census data. This information will be used to determine the fiscal impact for the creation of a financial assistance program.
8. Cost Allocation Methodology: A description of the methodology used to allocate costs to residential customers. This section explains the rationale behind the cost allocation approach, taking into account factors such as service utilization patterns, waste generation rates, and customer characteristics.

9. Comparison with Peer Cities: A benchmarking analysis comparing the recommended fee schedule with fees charged for comparable services in similar cities listed in the Research Regional Residential Solid Waste Services and Costs Section.
10. Risk and Sensitivity Analysis: An evaluation of potential risks and uncertainties associated with the recommended fee schedule. This analysis may include sensitivity testing of key assumptions or variables to assess the resilience and financial viability of the proposed fees.
11. Implementation Analysis: An evaluation of the City's ability to implement the proposed Fee Schedule using existing software and standard operating procedures. This analysis should identify areas that will require significant new software(s), systems, procedures, etc.

PROPOSITION 218 SUPPORT

The Consultant will fully support the City in complying with all Proposition 218 requirements by:

1. Developing proposed fees and fee schedule(s) in strict compliance with Proposition 218.
2. Assisting the City in developing the required Proposition 218 notification(s), ensuring the notifications are sent to all appropriate persons as required by Proposition 218, and participating in all rate setting hearings.
3. Demonstrating the proposed rate structure and rates comply with Proposition 218.
4. Attending the Public Hearing(s) on Solid Waste Rate recommendations and being prepared to respond to questions.

OPERATIONAL EFFICIENCY ANALYSIS

The Department has taken strides to improve collections operations, address known customer service issues, and leverage technology to bring about operational efficiencies. For example, the Department is implementing a new program to bring about improvements in its street litter collection program which will optimize City resources by shifting from inefficient waste collection to needs-based, data-driven, proactive waste collection and asset placement. The Department has also partnered with Routeware to rebalance existing collection routes and bring new tools to drivers to report issues in the field and collect routes in sequential order to improve safety, reduce missed collections, and generally enhance customer service and route efficiency. In an effort to identify additional opportunities to improve operations, the Department is requesting the Proposer to conduct an impartial, outside assessment of solid waste management operational components and identify opportunities for improved efficiency and effectiveness in City collection-related operations.

Deliverable:

1. Organization Review:
 - Conduct a detailed review of the existing ESD organizational structure, alignment, and solid waste management functions;
 - Assess the functional assignments and staffing levels required to perform current duties;
 - Identify current supervisory ratios and, based on industry best practices and organizational needs, develop recommendations for appropriate supervisory ratios;

- Assess interdepartmental collaboration, Service Level Agreements, and data-sharing with other City departments that support service delivery, primarily with the Fleet Services Division of the Department of General Services; and
 - Assess root causes for missed collections.
2. Operations Review:
- Review ESD's operational functions and workflow processes;
 - Assess the staffing level required to collect and deliver the City's residential refuse, recycling, and organic waste streams;
 - Evaluate staff schedule for the most efficient staffing and management of budgeted resources;
 - Review the Collection Division's scheduling, routing, and dispatching systems;
 - Review the Collection Division's current technology, and identify areas to improve usage and effectiveness;
 - Evaluate the current vehicle fleet, including number of units, condition, replacement schedule, maintenance and repair schedules, and costs based on industry standards;
 - Evaluate existing Collection Division's facilities for adequacy and need for capital improvements or additional facilities.
 - Identify current industry performance measures/benchmarks and compare City performance to best management practices/benchmarks; and
 - Review other operational areas such as collection vehicle in/out times at landfills and recycling facilities.
3. Recommendations:
- Recommend operational changes to increase efficiency and/or reduce costs;
 - Make recommendations regarding the composition of the collection fleet and specific vehicle types that should be considered to improve collection efficiencies;
 - Identify best practices and performance measures that should be adopted by the Collection Division, including those for addressing customer complaints such as missed collections;
 - Recommend an organizational model;
 - Provide recommendations to streamline procedures and processes for current and required functions;
 - Provide recommendations for data that should be captured and analyzed to support data-driven decisions;
 - Provide recommendations to reduce missed collections and/or resolve the missed collection at the front-line supervisor/first touch level;
 - Identify cost saving technologies to support current and future programs and operations;
 - Provide training recommendations to improve operations;
 - Identify staffing recommendations and industry standard ratios to consider; and
 - Identify performance metrics/benchmarks that should be implemented.

The Consultant will assist the Department in submitting the Cost-of-Service Study Report for review by the Office of the Independent Budget Analyst before being published by:

1. Preparing materials for the City's Office of the Independent Budget Analyst to evaluate the completed cost-of-service study and recommended rates.
2. Participating in up to two (2) Zoom or conference calls to address issues or questions.
3. Submitting written responses if required.
4. Providing feedback to ESD regarding IBA comments and findings.
5. Attending one, on-site meeting, if needed.

UNANTICIPATED SERVICES

Proposer will also provide any additional Consultant Services ("Unanticipated Services"), as authorized by the City's Contract Administrator, which will be charged at the rates provided in Section G, Table 2. Unanticipated Services includes all Consultant Services other than the Base Services that are identified necessary for accomplishing the objectives of this RFP. Unanticipated Services shall not be performed without prior written authorization from the City's Contract Administrator, and failure to secure such prior written authorization may be grounds for the City to refuse to pay for such services.

E. Proposers Minimum Qualifications:

For a Proposal to be considered responsive to the Request for Proposal (RFP), consultant team must be multi-disciplinary, with a minimum of five years of experience in each of the following areas:

1. Project management and administration of public projects.
2. Conducting operational reviews of large solid waste management operations and designing solid waste management programs.
3. Inclusive community engagement including developing presentations for and conducting public meetings with community groups.
4. Conducting solid waste management cost-of-service studies for large California public agencies (50,000 plus customers).
5. Conducting Proposition 218 compliant cost-of-service studies for residential solid waste management services.
6. Developing Proposition 218 compliant unit cost rate structures for residential solid waste management services.
7. Preparing Proposition 218 compliant documents and participating in rate hearings and legal challenges to Proposition 218 compliance.
8. Developing and presenting reports for City Council meetings.
9. Capacity to accomplish project tasks within the allotted timeframes.
10. Experience in working with governmental agencies.

Proposer shall provide a statement of qualifications that includes, but is not limited to, the following:

1. List the project team and provide each team member's qualifications and experience, including the resumes of key staff who will be assigned directly to the project, their proposed area(s) of responsibility, relevant professional qualifications and experience, and indicate who will be the primary point of contact for the project. Project leaders and key staff shall not be changed during the duration of the project without prior notification to and consent from the City.

Since a minimum of five years of experience in providing municipal solid waste management rate and cost of service studies is required, please ensure this requirement is addressed:

1. List at least three recent similar projects Proposer completed for other municipal solid waste management agencies, including at least one large California public agency with 50,000 or more customers. Include a description of the work performed, the total project cost, the time for the work to be completed, and if each listed project met schedule and budget targets.
2. Provide a copy of a final report developed as the result of a recent cost-of-service and rate study for a California municipal government solid waste management system.
3. Provide at least three, but not more than five, references (name, agency, title, address, e-mail, telephone number, and a brief project description) for recent, similar or related work. At least one project must have been for a large California municipality with a solid waste management system serving 50,000 or more customers.

F. Project and Measure B Implementation Schedule

The implementation of a user fee for City-provided residential solid waste management services has the potential to relieve the City’s General Fund of over \$70 million in annual costs and allow the saved funds to be applied toward a variety of City-wide projects and programs. Therefore, it is essential that the requested services be performed within the implementation schedule.

The duration of the project is anticipated to be two years with the potential for an additional year to assist in the implementation of the user fee, billing system, and enhanced services should the City Council adopt the fee. The projected schedule for Measure B implementation is:

Description	Start – Finish
Award for Cost-of-Service Study Consultant(s)	March 2024
Stakeholder/Community Input Meetings (at least 3 rounds)	July 2024 – Dec 2024
Draft Cost-of-Service Study Release & IBA Review	Dec 2024
Proposition 218 Process & Council Informational Item	Dec 2024 – Jul 2025
Presentation of Fee Schedule to Council	Jul 2025 – Aug 2025
Transition Planning and Implementation	Aug 2025-Dec 2027

Proposers shall submit with their Proposals an Implementation Timeline that encompasses all significant milestones within this RFP from beginning to final implementation. The City requires the Selected Proposer to maintain a project schedule as well throughout the duration as stated in Section D.

G. Price Schedule

Costs for Services provided in Table 1 (Base Services) and Table 2 (Unanticipated Services) below will be used to calculate pricing for this proposal. This will be a multi-year engagement.

For each Task, the Proposer shall submit the estimated time required to accomplish the identified tasks and the total costs for all tasks to be performed as listed in Table 1. For

Table 2, Proposers shall provide applicable hourly rates per classification and any desired rate adjustment structure to establish a baseline for costs related to tasks outside of those anticipated within Table 1. Prior to performance of tasks under Pricing Table 2, the Proposer will be required to submit a cost estimate to the City for approval before commencing any Unanticipated Services. Cost estimates must include, but not be limited to, 1) Detailed explanation of task to be performed and why it is not covered under the Base Services; 2) Working hours Unanticipated Services are to be performed; 3) Personnel assigned to task; 4) Total number of hours; and 5) Total cost to complete the Unanticipated Services.

Proposers shall submit cost proposals in the form and format described herein. Failure to provide costs in the form and format requested below shall result in the proposal being declared non-responsive and rejected.

Proposers shall provide the total cost for the Base Services and hourly rates for all Unanticipated Services identified herein. Invoicing shall include all project-related costs and be submitted to the City in accordance with the City’s General Contract Terms and Provisions, Article 3.2.2, Service Contracts. When invoicing charges associated with Table 2, Contractor shall submit task, staff names and titles, and hours worked along with invoice.

All cells for each category must be filled out. If no cost, enter a zero (0). Failure to fill-in all costs shall be cause for rejection of proposal.

Pricing Table 1 – Base Services

	Tasks	Total Hours	Total Costs
1.	Project Initiation and Management		\$
2.	Research Regional Solid Waste Management Services and Costs		\$
3.	Community Engagement and Outreach		\$
4.	Conduct Comprehensive Cost-of-Service Study		\$
5.	Prepare Cost-of-Service Study Report		\$
6.	Recommend Fee Schedule for City-Provided Residential Solid Waste Management Services		\$
7.	Proposition 218 Support		\$
8.	Operational Efficiency Analysis		\$
TOTAL			\$

Pricing Table 2 – Unanticipated Services

Title	Hourly Rate	*Annual Escalator
<i>Ex. Managing Director</i>	\$395	1.5%

***Annual escalation will be subject to Section 3.4 Price Adjustments as detailed in the City’s Contract Terms and Provisions.**

Price Schedule

Pricing Table 1 - Base Services

Tasks		Total Hours	Total Costs
1.	Project Initiation and Management	1,667	\$569,427
2.	Research Regional Solid Waste Management Services and Costs	448	\$116,326
3.	Community Engagement and Outreach	7,018	\$1,698,324
4.	Conduct Comprehensive Cost of service Study	686	\$201,407
5.	Prepare Cost of service Study Report	416	\$126,532
6.	Recommend Fee Schedule for City-Provided Residential Solid Waste Management Services	396	\$117,208
7.	Proposition 218 Support	248	\$84,403
8.	Operational Efficiency Analysis	3,150	\$671,386
TOTAL		14,029	\$3,585,013

Pricing Table 2 - Unanticipated Services

Title	Hourly Rate	Annual Escalator
Principal-in-Charge	\$404	5%
Project Manager	\$418	5%
Senior Solid Waste Engineer	\$328	5%
Solid Waste Engineer	\$180	5%
Organizational Advisor	\$390	5%
Equity Advisor	\$323	5%
Senior Communications Specialist	\$312	5%
Communications Specialist	\$190	5%
Communications Coordinator	\$121	5%
Creative Manager	\$203	5%
Senior Economist	\$330	5%
Economist	\$233	5%
Senior Solid Waste Planner	\$273	5%
Solid Waste Planner	\$119	5%
Senior GIS Specialist	\$215	5%
GIS Specialist	\$187	5%
GIS Technician	\$97	5%
Senior Project Accountant	\$172	5%
Project Accountant	\$140	5%
Project Coordinator	\$100	5%



THE CITY OF SAN DIEGO
GENERAL CONTRACT TERMS AND PROVISIONS
APPLICABLE TO GOODS, SERVICES, AND CONSULTANT CONTRACTS

ARTICLE I SCOPE AND TERM OF CONTRACT

1.1 Scope of Contract. The scope of contract between the City and a provider of goods and/or services (Contractor) is described in the Contract Documents. The Contract Documents are comprised of the Request for Proposal, Invitation to Bid, or other solicitation document (Solicitation); the successful bid or proposal; the letter awarding the contract to Contractor; the City's written acceptance of exceptions or clarifications to the Solicitation, if any; and these General Contract Terms and Provisions.

1.2 Effective Date. A contract between the City and Contractor (Contract) is effective on the last date that the contract is signed by the parties and approved by the City Attorney in accordance with Charter section 40. Unless otherwise terminated, this Contract is effective until it is completed or as otherwise agreed upon in writing by the parties, whichever is the earliest. A Contract term cannot exceed five (5) years unless approved by the City Council by ordinance.

1.3 Contract Extension. The City may, in its sole discretion, unilaterally exercise an option to extend the Contract as described in the Contract Documents. In addition, the City may, in its sole discretion, unilaterally extend the Contract on a month-to-month basis following contract expiration if authorized under Charter section 99 and the Contract Documents. Contractor shall not increase its pricing in excess of the percentage increase described in the Contract.

ARTICLE II CONTRACT ADMINISTRATOR

2.1 Contract Administrator. The Purchasing Agent or designee is the Contract Administrator for purposes of this Contract, and has the responsibilities described in this Contract, in the San Diego Charter, and in Chapter 2, Article 2, Divisions 5, 30, and 32.

2.1.1 Contractor Performance Evaluations. The Contract Administrator will evaluate Contractor's performance as often as the Contract Administrator deems necessary throughout the term of the contract. This evaluation will be based on criteria including the quality of goods or services, the timeliness of performance, and adherence to applicable laws, including prevailing wage and living wage. City will provide Contractors who receive an unsatisfactory rating with a copy of the evaluation and an opportunity to respond. City may consider final evaluations, including Contractor's response, in evaluating future proposals and bids for contract award.

2.2 Notices. Unless otherwise specified, in all cases where written notice is required under this Contract, service shall be deemed sufficient if the notice is personally delivered or deposited in the United States mail, with first class postage paid, attention to the Purchasing Agent. Proper notice is effective on the date of personal delivery or five (5) days after deposit in a United States postal mailbox unless provided otherwise in the Contract. Notices to the City shall be sent to:

Purchasing Agent
City of San Diego, Purchasing and Contracting Division
1200 3rd Avenue, Suite 200
San Diego, CA 92101-4195

ARTICLE III COMPENSATION

3.1 Manner of Payment. Contractor will be paid monthly, in arrears, for goods and/or services provided in accordance with the terms and provisions specified in the Contract.

3.2 Invoices.

3.2.1 Invoice Detail. Contractor's invoice must be on Contractor's stationary with Contractor's name, address, and remittance address if different. Contractor's invoice must have a date, an invoice number, a purchase order number, a description of the goods or services provided, and an amount due.

3.2.2 Service Contracts. Contractor must submit invoices for services to City by the 10th of the month following the month in which Contractor provided services. Invoices must include the address of the location where services were performed and the dates in which services were provided.

3.2.3 Goods Contracts. Contractor must submit invoices for goods to City within seven days of the shipment. Invoices must describe the goods provided.

3.2.4 Parts Contracts. Contractor must submit invoices for parts to City within seven calendar (7) days of the date the parts are shipped. Invoices must include the manufacturer of the part, manufacturer's published list price, percentage discount applied in accordance with Pricing Page(s), the net price to City, and an item description, quantity, and extension.

3.2.5 Extraordinary Work. City will not pay Contractor for extraordinary work unless Contractor receives prior written authorization from the Contract Administrator. Failure to do so will result in payment being withheld for services. If approved, Contractor will include an invoice that describes the work performed and the location where the work was performed, and a copy of the Contract Administrator's written authorization.

3.2.6 Reporting Requirements. Contractor must submit the following reports using the City's web-based contract compliance portal. Incomplete and/or delinquent reports may cause payment delays, non-payment of invoice, or both. For questions, please view the City's online tutorials on how to utilize the City's web-based contract compliance portal.

3.2.6.1 Monthly Employment Utilization Reports. Contractor and Contractor's subcontractors and suppliers must submit Monthly Employment Utilization Reports by the fifth (5th) day of the subsequent month.

3.2.6.2 Monthly Invoicing and Payments. Contractor and Contractor's subcontractors and suppliers must submit Monthly Invoicing and Payment Reports by the fifth (5th) day of the subsequent month.

3.3 Annual Appropriation of Funds. Contractor acknowledges that the Contract term may extend over multiple City fiscal years, and that work and compensation under this Contract is contingent on the City Council appropriating funding for and authorizing such work and compensation for those fiscal years. This Contract may be terminated at the end of the fiscal year for which sufficient funding is not appropriated and authorized. City is not obligated to pay Contractor for any amounts not duly appropriated and authorized by City Council.

3.4 Price Adjustments. Based on Contractor's written request and justification, the City may approve an increase in unit prices on Contractor's pricing pages consistent with the amount requested in the justification in an amount not to exceed the increase in the Consumer Price Index, San Diego Area, for All Urban Customers (CPI-U) as published by the Bureau of Labor Statistics, or 5.0%, whichever is less, during the preceding one year term. If the CPI-U is a negative number, then the unit prices shall not be adjusted for that option year (the unit prices will not be decreased). A negative CPI-U shall be counted against any subsequent increases in the CPI-U when calculating the unit prices for later option years. Contractor must provide such written request and justification no less than sixty days before the date in which City may exercise the option to renew the contract, or sixty days before the anniversary date of the Contract. Justification in support of the written request must include a description of the basis for the adjustment, the proposed effective date and reasons for said date, and the amount of the adjustment requested with documentation to support the requested change (e.g. CPI-U or 5.0%, whichever is less). City's approval of this request must be in writing.

ARTICLE IV SUSPENSION AND TERMINATION

4.1 City's Right to Suspend for Convenience. City may suspend all or any portion of Contractor's performance under this Contract at its sole option and for its convenience for a reasonable period of time not to exceed six (6) months. City must first give ten (10) days' written notice to Contractor of such suspension. City will pay to Contractor a sum equivalent to the reasonable value of the goods and/or services satisfactorily provided up to the date of suspension. City may rescind the suspension prior to or at six (6) months by providing Contractor with written notice of the rescission, at which time Contractor would be required to resume performance in compliance with the terms and provisions of this Contract. Contractor will be entitled to an extension of time to complete performance under the Contract equal to the length of the suspension unless otherwise agreed to in writing by the Parties.

4.2 City's Right to Terminate for Convenience. City may, at its sole option and for its convenience, terminate all or any portion of this Contract by giving thirty (30) days' written notice of such termination to Contractor. The termination of the Contract shall be effective upon receipt of the notice by Contractor. After termination of all or any portion of the Contract, Contractor shall: (1) immediately discontinue all affected performance (unless the notice directs otherwise); and (2) complete any and all additional work necessary for the orderly filing of

documents and closing of Contractor's affected performance under the Contract. After filing of documents and completion of performance, Contractor shall deliver to City all data, drawings, specifications, reports, estimates, summaries, and such other information and materials created or received by Contractor in performing this Contract, whether completed or in process. By accepting payment for completion, filing, and delivering documents as called for in this section, Contractor discharges City of all of City's payment obligations and liabilities under this Contract with regard to the affected performance.

4.3 City's Right to Terminate for Default. Contractor's failure to satisfactorily perform any obligation required by this Contract constitutes a default. Examples of default include a determination by City that Contractor has: (1) failed to deliver goods and/or perform the services of the required quality or within the time specified; (2) failed to perform any of the obligations of this Contract; and (3) failed to make sufficient progress in performance which may jeopardize full performance.

4.3.1 If Contractor fails to satisfactorily cure a default within ten (10) calendar days of receiving written notice from City specifying the nature of the default, City may immediately cancel and/or terminate this Contract, and terminate each and every right of Contractor, and any person claiming any rights by or through Contractor under this Contract.

4.3.2 If City terminates this Contract, in whole or in part, City may procure, upon such terms and in such manner as the Purchasing Agent may deem appropriate, equivalent goods or services and Contractor shall be liable to City for any excess costs. Contractor shall also continue performance to the extent not terminated.

4.4 Termination for Bankruptcy or Assignment for the Benefit of Creditors. If Contractor files a voluntary petition in bankruptcy, is adjudicated bankrupt, or makes a general assignment for the benefit of creditors, the City may at its option and without further notice to, or demand upon Contractor, terminate this Contract, and terminate each and every right of Contractor, and any person claiming rights by and through Contractor under this Contract.

4.5 Contractor's Right to Payment Following Contract Termination.

4.5.1 Termination for Convenience. If the termination is for the convenience of City an equitable adjustment in the Contract price shall be made. No amount shall be allowed for anticipated profit on unperformed services, and no amount shall be paid for an as needed contract beyond the Contract termination date.

4.5.2 Termination for Default. If, after City gives notice of termination for failure to fulfill Contract obligations to Contractor, it is determined that Contractor had not so failed, the termination shall be deemed to have been effected for the convenience of City. In such event, adjustment in the Contract price shall be made as provided in Section 4.3.2. City's rights and remedies are in addition to any other rights and remedies provided by law or under this Contract.

4.6 Remedies Cumulative. City's remedies are cumulative and are not intended to be exclusive of any other remedies or means of redress to which City may be lawfully entitled in case of any breach or threatened breach of any provision of this Contract.

ARTICLE V ADDITIONAL CONTRACTOR OBLIGATIONS

5.1 Inspection and Acceptance. The City will inspect and accept goods provided under this Contract at the shipment destination unless specified otherwise. Inspection will be made and acceptance will be determined by the City department shown in the shipping address of the Purchase Order or other duly authorized representative of City.

5.2 Responsibility for Lost or Damaged Shipments. Contractor bears the risk of loss or damage to goods prior to the time of their receipt and acceptance by City. City has no obligation to accept damaged shipments and reserves the right to return damaged goods, at Contractor's sole expense, even if the damage was not apparent or discovered until after receipt.

5.3 Responsibility for Damages. Contractor is responsible for all damage that occurs as a result of Contractor's fault or negligence or that of its' employees, agents, or representatives in connection with the performance of this Contract. Contractor shall immediately report any such damage to people and/or property to the Contract Administrator.

5.4 Delivery. Delivery shall be made on the delivery day specified in the Contract Documents. The City, in its sole discretion, may extend the time for delivery. The City may order, in writing, the suspension, delay or interruption of delivery of goods and/or services.

5.5 Delay. Unless otherwise specified herein, time is of the essence for each and every provision of the Contract. Contractor must immediately notify City in writing if there is, or it is anticipated that there will be, a delay in performance. The written notice must explain the cause for the delay and provide a reasonable estimate of the length of the delay. City may terminate this Contract as provided herein if City, in its sole discretion, determines the delay is material.

5.5.1 If a delay in performance is caused by any unforeseen event(s) beyond the control of the parties, City may allow Contractor to a reasonable extension of time to complete performance, but Contractor will not be entitled to damages or additional compensation. Any such extension of time must be approved in writing by City. The following conditions may constitute such a delay: war; changes in law or government regulation; labor disputes; strikes; fires, floods, adverse weather or other similar condition of the elements necessitating cessation of the performance; inability to obtain materials, equipment or labor; or other specific reasons agreed to between City and Contractor. This provision does not apply to a delay caused by Contractor's acts or omissions. Contractor is not entitled to an extension of time to perform if a delay is caused by Contractor's inability to obtain materials, equipment, or labor unless City has received, in a timely manner, documentary proof satisfactory to City of Contractor's inability to obtain materials, equipment, or labor, in which case City's approval must be in writing.

5.6 Restrictions and Regulations Requiring Contract Modification. Contractor shall immediately notify City in writing of any regulations or restrictions that may or will require Contractor to alter the material, quality, workmanship, or performance of the goods and/or services to be provided. City reserves the right to accept any such alteration, including any resulting reasonable price adjustments, or to cancel the Contract at no expense to the City.

5.7 Warranties. All goods and/or services provided under the Contract must be warranted by Contractor or manufacturer for at least twelve (12) months after acceptance by City, except automotive equipment. Automotive equipment must be warranted for a minimum of 12,000 miles or 12 months, whichever occurs first, unless otherwise stated in the Contract. Contractor is responsible to City for all warranty service, parts, and labor. Contractor is required to ensure that warranty work is performed at a facility acceptable to City and that services, parts, and labor are available and provided to meet City's schedules and deadlines. Contractor may establish a warranty service contract with an agency satisfactory to City instead of performing the warranty service itself. If Contractor is not an authorized service center and causes any damage to equipment being serviced, which results in the existing warranty being voided, Contractor will be liable for all costs of repairs to the equipment, or the costs of replacing the equipment with new equipment that meets City's operational needs.

5.8 Industry Standards. Contractor shall provide goods and/or services acceptable to City in strict conformance with the Contract. Contractor shall also provide goods and/or services in accordance with the standards customarily adhered to by an experienced and competent provider of the goods and/or services called for under this Contract using the degree of care and skill ordinarily exercised by reputable providers of such goods and/or services. Where approval by City, the Mayor, or other representative of City is required, it is understood to be general approval only and does not relieve Contractor of responsibility for complying with all applicable laws, codes, policies, regulations, and good business practices.

5.9 Records Retention and Examination. Contractor shall retain, protect, and maintain in an accessible location all records and documents, including paper, electronic, and computer records, relating to this Contract for five (5) years after receipt of final payment by City under this Contract. Contractor shall make all such records and documents available for inspection, copying, or other reproduction, and auditing by authorized representatives of City, including the Purchasing Agent or designee. Contractor shall make available all requested data and records at reasonable locations within City or County of San Diego at any time during normal business hours, and as often as City deems necessary. If records are not made available within the City or County of San Diego, Contractor shall pay City's travel costs to the location where the records are maintained and shall pay for all related travel expenses. Failure to make requested records available for inspection, copying, or other reproduction, or auditing by the date requested may result in termination of the Contract. Contractor must include this provision in all subcontracts made in connection with this Contract.

5.9.1 Contractor shall maintain records of all subcontracts entered into with all firms, all project invoices received from Subcontractors and Suppliers, all purchases of materials and services from Suppliers, and all joint venture participation. Records shall show name, telephone number including area code, and business address of each Subcontractor and Supplier, and joint venture partner, and the total amount actually paid to each firm. Project relevant records, regardless of tier, may be periodically reviewed by the City.

5.10 Quality Assurance Meetings. Upon City's request, Contractor shall schedule one or more quality assurance meetings with City's Contract Administrator to discuss Contractor's performance. If requested, Contractor shall schedule the first quality assurance meeting no later than eight (8) weeks from the date of commencement of work under the Contract. At the quality assurance meeting(s), City's Contract Administrator will provide Contractor with feedback, will note any deficiencies in Contract performance, and provide Contractor with an opportunity to address and correct such deficiencies. The total number of quality assurance meetings that may be required by City will depend upon Contractor's performance.

5.11 Duty to Cooperate with Auditor. The City Auditor may, in his sole discretion, at no cost to the City, and for purposes of performing his responsibilities under Charter section 39.2, review Contractor's records to confirm contract compliance. Contractor shall make reasonable efforts to cooperate with Auditor's requests.

5.12 Safety Data Sheets. If specified by City in the solicitation or otherwise required by this Contract, Contractor must send with each shipment one (1) copy of the Safety Data Sheet (SDS) for each item shipped. Failure to comply with this procedure will be cause for immediate termination of the Contract for violation of safety procedures.

5.13 Project Personnel. Except as formally approved by the City, the key personnel identified in Contractor's bid or proposal shall be the individuals who will actually complete the work. Changes in staffing must be reported in writing and approved by the City.

5.13.1 Criminal Background Certification. Contractor certifies that all employees working on this Contract have had a criminal background check and that said employees are clear of any sexual and drug related convictions. Contractor further certifies that all employees hired by Contractor or a subcontractor shall be free from any felony convictions.

5.13.2 Photo Identification Badge. Contractor shall provide a company photo identification badge to any individual assigned by Contractor or subcontractor to perform services or deliver goods on City premises. Such badge must be worn at all times while on City premises. City reserves the right to require Contractor to pay fingerprinting fees for personnel assigned to work in sensitive areas. All employees shall turn in their photo identification badges to Contractor upon completion of services and prior to final payment of invoice.

5.14 Standards of Conduct. Contractor is responsible for maintaining standards of employee competence, conduct, courtesy, appearance, honesty, and integrity satisfactory to the City.

5.14.1 Supervision. Contractor shall provide adequate and competent supervision at all times during the Contract term. Contractor shall be readily available to meet with the City. Contractor shall provide the telephone numbers where its representative(s) can be reached.

5.14.2 City Premises. Contractor's employees and agents shall comply with all City rules and regulations while on City premises.

5.14.3 Removal of Employees. City may request Contractor immediately remove from assignment to the City any employee found unfit to perform duties at the City. Contractor shall comply with all such requests.

5.15 Licenses and Permits. Contractor shall, without additional expense to the City, be responsible for obtaining any necessary licenses, permits, certifications, accreditations, fees and approvals for complying with any federal, state, county, municipal, and other laws, codes, and regulations applicable to Contract performance. This includes, but is not limited to, any laws or regulations requiring the use of licensed contractors to perform parts of the work.

5.16 Contractor and Subcontractor Registration Requirements. Prior to the award of the Contract or Task Order, Contractor and Contractor's subcontractors and suppliers must register with the City's web-based vendor registration and bid management system. The City may not award the Contract until registration of all subcontractors and suppliers is complete. In the event this requirement is not met within the time frame specified by the City, the City reserves the right to rescind the Contract award and to make the award to the next responsive and responsible proposer of bidder.

ARTICLE VI INTELLECTUAL PROPERTY RIGHTS

6.1 Rights in Data. If, in connection with the services performed under this Contract, Contractor or its employees, agents, or subcontractors, create artwork, audio recordings, blueprints, designs, diagrams, documentation, photographs, plans, reports, software, source code, specifications, surveys, system designs, video recordings, or any other original works of authorship, whether written or readable by machine (Deliverable Materials), all rights of Contractor or its subcontractors in the Deliverable Materials, including, but not limited to publication, and registration of copyrights, and trademarks in the Deliverable Materials, are the sole property of City. Contractor, including its employees, agents, and subcontractors, may not use any Deliverable Material for purposes unrelated to Contractor's work on behalf of the City without prior written consent of City. Contractor may not publish or reproduce any Deliverable Materials, for purposes unrelated to Contractor's work on behalf of the City, without the prior written consent of the City.

6.2 Intellectual Property Rights Assignment. For no additional compensation, Contractor hereby assigns to City all of Contractor's rights, title, and interest in and to the content of the Deliverable Materials created by Contractor or its employees, agents, or subcontractors, including copyrights, in connection with the services performed under this Contract. Contractor

shall promptly execute and deliver, and shall cause its employees, agents, and subcontractors to promptly execute and deliver, upon request by the City or any of its successors or assigns at any time and without further compensation of any kind, any power of attorney, assignment, application for copyright, patent, trademark or other intellectual property right protection, or other papers or instruments which may be necessary or desirable to fully secure, perfect or otherwise protect to or for the City, its successors and assigns, all right, title and interest in and to the content of the Deliverable Materials. Contractor also shall cooperate and assist in the prosecution of any action or opposition proceeding involving such intellectual property rights and any adjudication of those rights.

6.3 Contractor Works. Contractor Works means tangible and intangible information and material that: (a) had already been conceived, invented, created, developed or acquired by Contractor prior to the effective date of this Contract; or (b) were conceived, invented, created, or developed by Contractor after the effective date of this Contract, but only to the extent such information and material do not constitute part or all of the Deliverable Materials called for in this Contract. All Contractor Works, and all modifications or derivatives of such Contractor Works, including all intellectual property rights in or pertaining to the same, shall be owned solely and exclusively by Contractor.

6.4 Subcontracting. In the event that Contractor utilizes a subcontractor(s) for any portion of the work that comprises the whole or part of the specified Deliverable Materials to the City, the agreement between Contractor and the subcontractor shall include a statement that identifies the Deliverable Materials as a “works for hire” as described in the United States Copyright Act of 1976, as amended, and that all intellectual property rights in the Deliverable Materials, whether arising in copyright, trademark, service mark or other forms of intellectual property rights, belong to and shall vest solely with the City. Further, the agreement between Contractor and its subcontractor shall require that the subcontractor, if necessary, shall grant, transfer, sell and assign, free of charge, exclusively to City, all titles, rights and interests in and to the Deliverable Materials, including all copyrights, trademarks and other intellectual property rights. City shall have the right to review any such agreement for compliance with this provision.

6.5 Intellectual Property Warranty and Indemnification. Contractor represents and warrants that any materials or deliverables, including all Deliverable Materials, provided under this Contract are either original, or not encumbered, and do not infringe upon the copyright, trademark, patent or other intellectual property rights of any third party, or are in the public domain. If Deliverable Materials provided hereunder become the subject of a claim, suit or allegation of copyright, trademark or patent infringement, City shall have the right, in its sole discretion, to require Contractor to produce, at Contractor’s own expense, new non-infringing materials, deliverables or works as a means of remedying any claim of infringement in addition to any other remedy available to the City under law or equity. Contractor further agrees to indemnify, defend, and hold harmless the City, its officers, employees and agents from and against any and all claims, actions, costs, judgments or damages, of any type, alleging or threatening that any Deliverable Materials, supplies, equipment, services or works provided under this contract infringe the copyright, trademark, patent or other intellectual property or proprietary rights of any third party (Third Party Claim of Infringement). If a Third Party Claim

of Infringement is threatened or made before Contractor receives payment under this Contract, City shall be entitled, upon written notice to Contractor, to withhold some or all of such payment.

6.6 Software Licensing. Contractor represents and warrants that the software, if any, as delivered to City, does not contain any program code, virus, worm, trap door, back door, time or clock that would erase data or programming or otherwise cause the software to become inoperable, inaccessible, or incapable of being used in accordance with its user manuals, either automatically, upon the occurrence of licensor-selected conditions or manually on command. Contractor further represents and warrants that all third party software, delivered to City or used by Contractor in the performance of the Contract, is fully licensed by the appropriate licensor.

6.7 Publication. Contractor may not publish or reproduce any Deliverable Materials, for purposes unrelated to Contractor's work on behalf of the City without prior written consent from the City.

6.8 Royalties, Licenses, and Patents. Unless otherwise specified, Contractor shall pay all royalties, license, and patent fees associated with the goods that are the subject of this solicitation. Contractor warrants that the goods, materials, supplies, and equipment to be supplied do not infringe upon any patent, trademark, or copyright, and further agrees to defend any and all suits, actions and claims for infringement that are brought against the City, and to defend, indemnify and hold harmless the City, its elected officials, officers, and employees from all liability, loss and damages, whether general, exemplary or punitive, suffered as a result of any actual or claimed infringement asserted against the City, Contractor, or those furnishing goods, materials, supplies, or equipment to Contractor under the Contract.

ARTICLE VII INDEMNIFICATION AND INSURANCE

7.1 Indemnification. To the fullest extent permitted by law, Contractor shall defend (with legal counsel reasonably acceptable to City), indemnify, protect, and hold harmless City and its elected officials, officers, employees, agents, and representatives (Indemnified Parties) from and against any and all claims, losses, costs, damages, injuries (including, without limitation, injury to or death of an employee of Contractor or its subcontractors), expense, and liability of every kind, nature and description (including, without limitation, incidental and consequential damages, court costs, and litigation expenses and fees of expert consultants or expert witnesses incurred in connection therewith and costs of investigation) that arise out of, pertain to, or relate to, directly or indirectly, in whole or in part, any goods provided or performance of services under this Contract by Contractor, any subcontractor, anyone directly or indirectly employed by either of them, or anyone that either of them control. Contractor's duty to defend, indemnify, protect and hold harmless shall not include any claims or liabilities arising from the sole negligence or willful misconduct of the Indemnified Parties.

7.2 Insurance. Contractor shall procure and maintain for the duration of the contract insurance against claims for injuries to persons or damages to property which may arise from or

in connection with the performance of the work hereunder and the results of that work by Contractor, his agents, representatives, employees or subcontractors.

Contractor shall provide, at a minimum, the following:

7.2.1 Commercial General Liability. Insurance Services Office Form CG 00 01 covering CGL on an “occurrence” basis, including products and completed operations, property damage, bodily injury, and personal and advertising injury with limits no less than \$1,000,000 per occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location (ISO CG 25 03 or 25 04) or the general aggregate limit shall be twice the required occurrence limit.

7.2.2 Commercial Automobile Liability. Insurance Services Office Form Number CA 0001 covering Code 1 (any auto) or, if Contractor has no owned autos, Code 8 (hired) and 9 (non-owned), with limit no less than \$1,000,000 per accident for bodily injury and property damage.

7.2.3 Workers' Compensation. Insurance as required by the State of California, with Statutory Limits, and Employer’s Liability Insurance with limit of no less than \$1,000,000 per accident for bodily injury or disease.

7.2.4 Professional Liability (Errors and Omissions). For consultant contracts, insurance appropriate to Consultant’s profession, with limit no less than \$1,000,000 per occurrence or claim, \$2,000,000 aggregate.

If Contractor maintains broader coverage and/or higher limits than the minimums shown above, City requires and shall be entitled to the broader coverage and/or the higher limits maintained by Contractor. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to City.

7.2.5 Other Insurance Provisions. The insurance policies are to contain, or be endorsed to contain, the following provisions:

7.2.5.1 Additional Insured Status. The City, its officers, officials, employees, and volunteers are to be covered as additional insureds on the CGL policy with respect to liability arising out of work or operations performed by or on behalf of Contractor including materials, parts, or equipment furnished in connection with such work or operations. General liability coverage can be provided in the form of an endorsement to Contractor’s insurance (at least as broad as ISO Form CG 20 10 11 85 or if not available, through the addition of both CG 20 10, CG 20 26, CG 20 33, or CG 20 38; and CG 20 37 if a later edition is used).

7.2.5.2 Primary Coverage. For any claims related to this contract, Contractor's insurance coverage shall be primary coverage at least as broad as ISO CG 20 01 04 13 as respects the City, its officers, officials, employees, and volunteers. Any insurance or self-insurance maintained by City, its officers, officials, employees, or volunteers shall be excess of Contractor's insurance and shall not contribute with it.

7.2.5.3 Notice of Cancellation. Each insurance policy required above shall provide that coverage shall not be canceled, except with notice to City.

7.2.5.4 Waiver of Subrogation. Contractor hereby grants to City a waiver of any right to subrogation which the Workers' Compensation insurer of said Contractor may acquire against City by virtue of the payment of any loss under such insurance. Contractor agrees to obtain any endorsement that may be necessary to affect this waiver of subrogation, but this provision applies regardless of whether or not the City has received a waiver of subrogation endorsement from the insurer.

7.2.5.5 Claims Made Policies (applicable only to professional liability). The Retroactive Date must be shown, and must be before the date of the contract or the beginning of contract work. Insurance must be maintained and evidence of insurance must be provided for at least five (5) years after completion of the contract of work. If coverage is canceled or non-renewed, and not replaced with another claims-made policy form with a Retroactive Date prior to the contract effective date, Contractor must purchase "extended reporting" coverage for a minimum of five (5) years after completion of work.

7.3 Self Insured Retentions. Self-insured retentions must be declared to and approved by City. City may require Contractor to purchase coverage with a lower retention or provide proof of ability to pay losses and related investigations, claim administration, and defense expenses within the retention. The policy language shall provide, or be endorsed to provide, that the self-insured retention may be satisfied by either the named insured or City.

7.4 Acceptability of Insurers. Insurance is to be placed with insurers with a current A.M. Best's rating of no less than A-VI, unless otherwise acceptable to City.

City will accept insurance provided by non-admitted, "surplus lines" carriers only if the carrier is authorized to do business in the State of California and is included on the List of Approved Surplus Lines Insurers (LASLI list). All policies of insurance carried by non-admitted carriers are subject to all of the requirements for policies of insurance provided by admitted carriers described herein.

7.5 Verification of Coverage. Contractor shall furnish City with original certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause. All certificates and endorsements are to be received and approved by City before work commences. However, failure to obtain the required documents prior to the work beginning shall not waive Contractor's obligation to provide them. City reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time.

7.6 Special Risks or Circumstances. City reserves the right to modify these requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances.

7.7 Additional Insurance. Contractor may obtain additional insurance not required by this Contract.

7.8 Excess Insurance. All policies providing excess coverage to City shall follow the form of the primary policy or policies including but not limited to all endorsements.

7.9 Subcontractors. Contractor shall require and verify that all subcontractors maintain insurance meeting all the requirements stated herein, and Contractor shall ensure that City is an additional insured on insurance required from subcontractors. For CGL coverage, subcontractors shall provide coverage with a format at least as broad as the CG 20 38 04 13 endorsement.

ARTICLE VIII BONDS

8.1 Payment and Performance Bond. Prior to the execution of this Contract, City may require Contractor to post a payment and performance bond (Bond). The Bond shall guarantee Contractor's faithful performance of this Contract and assure payment to contractors, subcontractors, and to persons furnishing goods and/or services under this Contract.

8.1.1 Bond Amount. The Bond shall be in a sum equal to twenty-five percent (25%) of the Contract amount, unless otherwise stated in the Specifications. City may file a claim against the Bond if Contractor fails or refuses to fulfill the terms and provisions of the Contract.

8.1.2 Bond Term. The Bond shall remain in full force and effect at least until complete performance of this Contract and payment of all claims for materials and labor, at which time it will convert to a ten percent (10%) warranty bond, which shall remain in place until the end of the warranty periods set forth in this Contract. The Bond shall be renewed annually, at least sixty (60) days in advance of its expiration, and Contractor shall provide timely proof of annual renewal to City.

8.1.3 Bond Surety. The Bond must be furnished by a company authorized by the State of California Department of Insurance to transact surety business in the State of California and which has a current A.M. Best rating of at least "A-, VIII."

8.1.4 Non-Renewal or Cancellation. The Bond must provide that City and Contractor shall be provided with sixty (60) days' advance written notice in the event of non-renewal, cancellation, or material change to its terms. In the event of non-renewal, cancellation, or material change to the Bond terms, Contractor shall provide City with evidence of the new source of surety within twenty-one (21) calendar days after the date of the notice of non-renewal, cancellation, or material change. Failure to maintain the Bond, as required herein, in full force

and effect as required under this Contract, will be a material breach of the Contract subject to termination of the Contract.

8.2 Alternate Security. City may, at its sole discretion, accept alternate security in the form of an endorsed certificate of deposit, a money order, a certified check drawn on a solvent bank, or other security acceptable to the Purchasing Agent in an amount equal to the required Bond.

ARTICLE IX CITY-MANDATED CLAUSES AND REQUIREMENTS

9.1 Contractor Certification of Compliance. By signing this Contract, Contractor certifies that Contractor is aware of, and will comply with, these City-mandated clauses throughout the duration of the Contract.

9.1.1 Drug-Free Workplace Certification. Contractor shall comply with City's Drug-Free Workplace requirements set forth in Council Policy 100-17, which is incorporated into the Contract by this reference.

9.1.2 Contractor Certification for Americans with Disabilities Act (ADA) and State Access Laws and Regulations: Contractor shall comply with all accessibility requirements under the ADA and under Title 24 of the California Code of Regulations (Title 24). When a conflict exists between the ADA and Title 24, Contractor shall comply with the most restrictive requirement (i.e., that which provides the most access). Contractor also shall comply with the City's ADA Compliance/City Contractors requirements as set forth in Council Policy 100-04, which is incorporated into this Contract by reference. Contractor warrants and certifies compliance with all federal and state access laws and regulations and further certifies that any subcontract agreement for this contract contains language which indicates the subcontractor's agreement to abide by the provisions of the City's Council Policy and any applicable access laws and regulations.

9.1.3 Non-Discrimination Requirements.

9.1.3.1 Compliance with City's Equal Opportunity Contracting Program (EOCP). Contractor shall comply with City's EOCP Requirements. Contractor shall not discriminate against any employee or applicant for employment on any basis prohibited by law. Contractor shall provide equal opportunity in all employment practices. Prime Contractors shall ensure that their subcontractors comply with this program. Nothing in this Section shall be interpreted to hold a Prime Contractor liable for any discriminatory practice of its subcontractors.

9.1.3.2 Non-Discrimination Ordinance. Contractor shall not discriminate on the basis of race, gender, gender expression, gender identity, religion, national origin, ethnicity, sexual orientation, age, or disability in the solicitation, selection, hiring or treatment of subcontractors, vendors or suppliers. Contractor shall provide equal opportunity for subcontractors to participate in subcontracting opportunities. Contractor understands and agrees that violation of this clause shall be considered a material breach of the Contract and may result

in Contract termination, debarment, or other sanctions. Contractor shall ensure that this language is included in contracts between Contractor and any subcontractors, vendors and suppliers.

9.1.3.3 Compliance Investigations. Upon City's request, Contractor agrees to provide to City, within sixty calendar days, a truthful and complete list of the names of all subcontractors, vendors, and suppliers that Contractor has used in the past five years on any of its contracts that were undertaken within San Diego County, including the total dollar amount paid by Contractor for each subcontract or supply contract. Contractor further agrees to fully cooperate in any investigation conducted by City pursuant to City's Nondiscrimination in Contracting Ordinance. Contractor understands and agrees that violation of this clause shall be considered a material breach of the Contract and may result in Contract termination, debarment, and other sanctions.

9.1.4 Equal Benefits Ordinance Certification. Unless an exception applies, Contractor shall comply with the Equal Benefits Ordinance (EBO) codified in the San Diego Municipal Code (SDMC). Failure to maintain equal benefits is a material breach of the Contract.

9.1.5 Contractor Standards. Contractor shall comply with Contractor Standards provisions codified in the SDMC. Contractor understands and agrees that violation of Contractor Standards may be considered a material breach of the Contract and may result in Contract termination, debarment, and other sanctions.

9.1.6 Noise Abatement. Contractor shall operate, conduct, or construct without violating the City's Noise Abatement Ordinance codified in the SDMC.

9.1.7 Storm Water Pollution Prevention Program. Contractor shall comply with the City's Storm Water Management and Discharge Control provisions codified in Division 3 of Chapter 4 of the SDMC, as may be amended, and any and all applicable Best Management Practice guidelines and pollution elimination requirements in performing or delivering services at City owned, leased, or managed property, or in performance of services and activities on behalf of City regardless of location.

Contractor shall comply with the City's Jurisdictional Urban Runoff Management Plan encompassing Citywide programs and activities designed to prevent and reduce storm water pollution within City boundaries as adopted by the City Council on January 22, 2008, via Resolution No. 303351, as may be amended.

Contractor shall comply with each City facility or work site's Storm Water Pollution Prevention Plan, as applicable, and institute all controls needed while completing the services to minimize any negative impact to the storm water collection system and environment.

9.1.8 Service Worker Retention Ordinance. If applicable, Contractor shall comply with the Service Worker Retention Ordinance (SWRO) codified in the SDMC.

9.1.9 Product Endorsement. Contractor shall comply with Council Policy 000-41 which requires that other than listing the City as a client and other limited endorsements, any advertisements, social media, promotions or other marketing referring to the City as a user of a product or service will require prior written approval of the Mayor or designee. Use of the City Seal or City logos is prohibited.

9.1.10 Business Tax Certificate. Unless the City Treasurer determines in writing that a contractor is exempt from the payment of business tax, any contractor doing business with the City of San Diego is required to obtain a Business Tax Certificate (BTC) and to provide a copy of its BTC to the City before a Contract is executed.

9.1.11 Equal Pay Ordinance. Unless an exception applies, Contractor shall comply with the Equal Pay Ordinance codified in San Diego Municipal Code sections 22.4801 through 22.4809. Contractor shall certify in writing that it will comply with the requirements of the EPO.

9.1.11.1 Contractor and Subcontract Requirement. The Equal Pay Ordinance applies to any subcontractor who performs work on behalf of a Contractor to the same extent as it would apply to that Contractor. Any Contractor subject to the Equal Pay Ordinance shall require all of its subcontractors to certify compliance with the Equal Pay Ordinance in its written subcontracts.

ARTICLE X CONFLICT OF INTEREST AND VIOLATIONS OF LAW

10.1 Conflict of Interest Laws. Contractor is subject to all federal, state and local conflict of interest laws, regulations, and policies applicable to public contracts and procurement practices including, but not limited to, California Government Code sections 1090, *et. seq.* and 81000, *et. seq.*, and the Ethics Ordinance, codified in the SDMC. City may determine that Contractor must complete one or more statements of economic interest disclosing relevant financial interests. Upon City's request, Contractor shall submit the necessary documents to City.

10.2 Contractor's Responsibility for Employees and Agents. Contractor is required to establish and make known to its employees and agents appropriate safeguards to prohibit employees from using their positions for a purpose that is, or that gives the appearance of being, motivated by the desire for private gain for themselves or others, particularly those with whom they have family, business or other relationships.

10.3 Contractor's Financial or Organizational Interests. In connection with any task, Contractor shall not recommend or specify any product, supplier, or contractor with whom Contractor has a direct or indirect financial or organizational interest or relationship that would violate conflict of interest laws, regulations, or policies.

10.4 Certification of Non-Collusion. Contractor certifies that: (1) Contractor's bid or proposal was not made in the interest of or on behalf of any person, firm, or corporation not identified; (2) Contractor did not directly or indirectly induce or solicit any other bidder or proposer to put in a sham bid or proposal; (3) Contractor did not directly or indirectly induce or

solicit any other person, firm or corporation to refrain from bidding; and (4) Contractor did not seek by collusion to secure any advantage over the other bidders or proposers.

10.5 Hiring City Employees. This Contract shall be unilaterally and immediately terminated by City if Contractor employs an individual who within the twelve (12) months immediately preceding such employment did in his/her capacity as a City officer or employee participate in negotiations with or otherwise have an influence on the selection of Contractor.

ARTICLE XI DISPUTE RESOLUTION

11.1 Mediation. If a dispute arises out of or relates to this Contract and cannot be settled through normal contract negotiations, Contractor and City shall use mandatory non-binding mediation before having recourse in a court of law.

11.2 Selection of Mediator. A single mediator that is acceptable to both parties shall be used to mediate the dispute. The mediator will be knowledgeable in the subject matter of this Contract, if possible.

11.3 Expenses. The expenses of witnesses for either side shall be paid by the party producing such witnesses. All other expenses of the mediation, including required traveling and other expenses of the mediator, and the cost of any proofs or expert advice produced at the direct request of the mediator, shall be borne equally by the parties, unless they agree otherwise.

11.4 Conduct of Mediation Sessions. Mediation hearings will be conducted in an informal manner and discovery will not be allowed. The discussions, statements, writings and admissions will be confidential to the proceedings (pursuant to California Evidence Code sections 1115 through 1128) and will not be used for any other purpose unless otherwise agreed by the parties in writing. The parties may agree to exchange any information they deem necessary. Both parties shall have a representative attend the mediation who is authorized to settle the dispute, though City's recommendation of settlement may be subject to the approval of the Mayor and City Council. Either party may have attorneys, witnesses or experts present.

11.5 Mediation Results. Any agreements resulting from mediation shall be memorialized in writing. The results of the mediation shall not be final or binding unless otherwise agreed to in writing by the parties. Mediators shall not be subject to any subpoena or liability, and their actions shall not be subject to discovery.

ARTICLE XII MANDATORY ASSISTANCE

12.1 Mandatory Assistance. If a third party dispute or litigation, or both, arises out of, or relates in any way to the services provided to the City under a Contract, Contractor, its agents, officers, and employees agree to assist in resolving the dispute or litigation upon City's request. Contractor's assistance includes, but is not limited to, providing professional consultations,

attending mediations, arbitrations, depositions, trials or any event related to the dispute resolution and/or litigation.

12.2 Compensation for Mandatory Assistance. City will compensate Contractor for fees incurred for providing Mandatory Assistance. If, however, the fees incurred for the Mandatory Assistance are determined, through resolution of the third party dispute or litigation, or both, to be attributable in whole, or in part, to the acts or omissions of Contractor, its agents, officers, and employees, Contractor shall reimburse City for all fees paid to Contractor, its agents, officers, and employees for Mandatory Assistance.

12.3 Attorneys' Fees Related to Mandatory Assistance. In providing City with dispute or litigation assistance, Contractor or its agents, officers, and employees may incur expenses and/or costs. Contractor agrees that any attorney fees it may incur as a result of assistance provided under Section 12.2 are not reimbursable.

ARTICLE XIII MISCELLANEOUS

13.1 Headings. All headings are for convenience only and shall not affect the interpretation of this Contract.

13.2 Non-Assignment. Contractor may not assign the obligations under this Contract, whether by express assignment or by sale of the company, nor any monies due or to become due under this Contract, without City's prior written approval. Any assignment in violation of this paragraph shall constitute a default and is grounds for termination of this Contract at the City's sole discretion. In no event shall any putative assignment create a contractual relationship between City and any putative assignee.

13.3 Independent Contractors. Contractor and any subcontractors employed by Contractor are independent contractors and not agents of City. Any provisions of this Contract that may appear to give City any right to direct Contractor concerning the details of performing or providing the goods and/or services, or to exercise any control over performance of the Contract, shall mean only that Contractor shall follow the direction of City concerning the end results of the performance.

13.4 Subcontractors. All persons assigned to perform any work related to this Contract, including any subcontractors, are deemed to be employees of Contractor, and Contractor shall be directly responsible for their work.

13.5 Covenants and Conditions. All provisions of this Contract expressed as either covenants or conditions on the part of City or Contractor shall be deemed to be both covenants and conditions.

13.6 Compliance with Controlling Law. Contractor shall comply with all applicable local, state, and federal laws, regulations, and policies. Contractor's act or omission in violation of applicable local, state, and federal laws, regulations, and policies is grounds for contract

termination. In addition to all other remedies or damages allowed by law, Contractor is liable to City for all damages, including costs for substitute performance, sustained as a result of the violation. In addition, Contractor may be subject to suspension, debarment, or both.

13.7 Governing Law. The Contract shall be deemed to be made under, construed in accordance with, and governed by the laws of the State of California without regard to the conflicts or choice of law provisions thereof.

13.8 Venue. The venue for any suit concerning solicitations or the Contract, the interpretation of application of any of its terms and conditions, or any related disputes shall be in the County of San Diego, State of California.

13.9 Successors in Interest. This Contract and all rights and obligations created by this Contract shall be in force and effect whether or not any parties to the Contract have been succeeded by another entity, and all rights and obligations created by this Contract shall be vested and binding on any party's successor in interest.

13.10 No Waiver. No failure of either City or Contractor to insist upon the strict performance by the other of any covenant, term or condition of this Contract, nor any failure to exercise any right or remedy consequent upon a breach of any covenant, term, or condition of this Contract, shall constitute a waiver of any such breach of such covenant, term or condition. No waiver of any breach shall affect or alter this Contract, and each and every covenant, condition, and term hereof shall continue in full force and effect without respect to any existing or subsequent breach.

13.11 Severability. The unenforceability, invalidity, or illegality of any provision of this Contract shall not render any other provision of this Contract unenforceable, invalid, or illegal.

13.12 Drafting Ambiguities. The parties acknowledge that they have the right to be advised by legal counsel with respect to the negotiations, terms and conditions of this Contract, and the decision of whether to seek advice of legal counsel with respect to this Contract is the sole responsibility of each party. This Contract shall not be construed in favor of or against either party by reason of the extent to which each party participated in the drafting of the Contract.

13.13 Amendments. Neither this Contract nor any provision hereof may be changed, modified, amended or waived except by a written agreement executed by duly authorized representatives of City and Contractor. Any alleged oral amendments have no force or effect. The Purchasing Agent must sign all Contract amendments.

13.14 Conflicts Between Terms. If this Contract conflicts with an applicable local, state, or federal law, regulation, or court order, applicable local, state, or federal law, regulation, or court order shall control. Varying degrees of stringency among the main body of this Contract, the exhibits or attachments, and laws, regulations, or orders are not deemed conflicts, and the most stringent requirement shall control. Each party shall notify the other immediately upon the identification of any apparent conflict or inconsistency concerning this Contract.

13.15 Survival of Obligations. All representations, indemnifications, warranties, and guarantees made in, required by, or given in accordance with this Contract, as well as all continuing obligations indicated in this Contract, shall survive, completion and acceptance of performance and termination, expiration or completion of the Contract.

13.16 Confidentiality of Services. All services performed by Contractor, and any sub-contractor(s) if applicable, including but not limited to all drafts, data, information, correspondence, proposals, reports of any nature, estimates compiled or composed by Contractor, are for the sole use of City, its agents, and employees. Neither the documents nor their contents shall be released by Contractor or any subcontractor to any third party without the prior written consent of City. This provision does not apply to information that: (1) was publicly known, or otherwise known to Contractor, at the time it was disclosed to Contractor by City; (2) subsequently becomes publicly known through no act or omission of Contractor; or (3) otherwise becomes known to Contractor other than through disclosure by City.

13.17 Insolvency. If Contractor enters into proceedings relating to bankruptcy, whether voluntary or involuntary, Contractor agrees to furnish, by certified mail or electronic commerce method authorized by the Contract, written notification of the bankruptcy to the Purchasing Agent and the Contract Administrator responsible for administering the Contract. This notification shall be furnished within five (5) days of the initiation of the proceedings relating to bankruptcy filing. This notification shall include the date on which the bankruptcy petition was filed, the identity of the court in which the bankruptcy petition was filed, and a listing of City contract numbers and contracting offices for all City contracts against which final payment has not been made. This obligation remains in effect until final payment is made under this Contract.

13.18 No Third Party Beneficiaries. Except as may be specifically set forth in this Contract, none of the provisions of this Contract are intended to benefit any third party not specifically referenced herein. No party other than City and Contractor shall have the right to enforce any of the provisions of this Contract.

13.19 Actions of City in its Governmental Capacity. Nothing in this Contract shall be interpreted as limiting the rights and obligations of City in its governmental or regulatory capacity.

Purchasing & Contracting Department

February 9, 2024

VIA EMAIL TO: John.Carlton@hdrinc.com

Mr. John Carlton
HDR Engineering, Inc.
591 Camino De La Reina, Suite 300
San Diego CA, 92108

Subject: RFP No., 10090098-24-K Cost of Service Study Consultant
City's Response to Consultant's Requested Exceptions

Dear Mr. Carlton:

This letter confirms our agreement to modify certain terms of the Contract relating to the above-referenced solicitation. Any exception not specifically addressed below is deemed rejected. In addition, the Parties agree as follows:

1. Exhibit A, – Article 3.4 Additional Costs..

Exception Requested by Consultant: Add the term “negligent” before the phrase “errors and omissions” in Article 3.4 Additional Costs.

City's Response: Accepted.

2. Exhibit A, – Article 5.2.1.3 Subcontractor Contract.

Exception Requested by Consultant: Delete Section 5.2.1.3 in its entirety.

City's Response: Rejected. This is standard language in City contracts.

3. Exhibit A – Article 6.1 Contract Document.

Exception Requested by Consultant: Delete the sentence “the RFP; the Notice to Proceed; and the City's written acceptance of exceptions or clarifications to the RFP, if any” from Article 6.1.

City's Response: Rejected. The RFP, the Notice to Proceed, and the City's written acceptance of any exceptions or clarification to the RFP are standard documents included in City contracts.

4. Exhibit A, –Article 6.3 Precedence.

Letter Responding to Exceptions
Effective: October 15, 2014
OCA Document No. 884843

Exception Requested by Consultant: Delete the sentence next to the 3rd order of preference which reads “The RFP and the City’s written acceptance of any exceptions or clarifications to the RFP, if any.” Replace deleted language with “The General Contract Terms and Provisions attached to the Contract.”

City’s Response: Rejected. See response to No. 3 above.

5. Exhibit C,- The City’s General Terms and Provisions- Article 1.1 Scope of Contract.

Exception Requested by Consultant: Delete “Request for Proposal, Invitation to Bid, or other solicitation document (Solicitation)” and “city’s written acceptance of exceptions or clarifications to the Solicitation, if any” from Article 1.1.

City’s Response: Rejected. See response to No. 3 above.

6. Exhibit C,- The City’s General Terms and Provisions- Article 4.1 City’s Right to Suspend for Convenience.

Exception Requested by Consultant: Add “If the suspension impacted Contractors cost of performance, Contractor will also be entitled to an equitable adjustment to Contractors Compensation” to the end of Article 4.1.

City’s Response: Rejected.

7. Exhibit C,- The City’s General Terms and Provisions- Article 5.5.1

Exception Requested by Consultant: Add “epidemics, pandemics, or quarantine restrictions” to the third sentence in Article 5.5.1, as follows, “The following conditions may constitute such a delay: war ... inability to obtain materials, equipment, or labor; **epidemics, pandemics, quarantine restrictions**”

City’s Response: Rejected in part. The City rejects adding “epidemics” and “pandemics” as these terms are overly broad. The City accepts adding the term “quarantine restrictions.”

8. Exhibit C,- The City’s General Terms and Provisions- Article 5.7 Warranties.

Exception Requested by Consultant: Delete section in its entirety.

City’s Response: Accepted.

9. Exhibit C,- The City’s General Terms and Provisions- Article 6.1 Rights in Data.

Exception Requested by Consultant: Add “Any modification or reuse of the Deliverable Materials for purposes other than those intended by this contract shall be at City’s sole risk and without liability to Contractor” after the 1st sentence in Article 6.1, as follows,

“If, in connection with the services performed under this Contract, Contractor or its employees, agents, or subcontractors, create artwork, audio recordings, blueprints, designs, diagrams, documentation, photographs, plans, reports, software, source code, specifications, surveys, system designs, video recordings, or any other original works of authorship, whether written or readable by machine (Deliverable Materials), all rights of Contractor or its subcontractors in the Deliverable Materials, including, but not limited to publication, and registration of copyrights, and trademarks in the Deliverable Materials, are the sole property of City. **Any modification or reuse of the Deliverable Materials for purposes other than those intended by this contract shall be at City’s sole risk and without liability to Contractor.**”

City’s Response: Rejected.

10. Exhibit C,- The City’s General Terms and Provisions- Article 6.2 Intellectual Property Rights Assignment.

Exception Requested by Consultant: Delete “power of attorney” from the second sentence in Article 6.2, as follows, “Contractor shall promptly execute and deliver, and shall cause its employees, agents, and subcontractors to promptly execute and deliver, upon request by the City or any of its successors or assigns at any time and without further compensation of any kind, any assignment, application for copyright, patent, trademark or other intellectual property right protection, or other papers or instruments which may be necessary or desirable to fully secure, perfect or otherwise protect to or for the City, its successors and assigns, all right, title and interest in and to the content of the Deliverable Materials.”

City’s Response: Accepted.

11. Exhibit C,- The City’s General Terms and Provisions- Article 7.1 Indemnification.

Exception Requested by Consultant: Delete “incidental and consequential” and “directly or indirectly, in whole or in part, any goods provided or performance of services under this contract by” from the first sentence in Article 7.1 and add “the negligence, recklessness or willful misconduct of,” as follows, “To the fullest extent permitted by law, Contractor shall defend (with legal counsel reasonably acceptable to City), indemnify, protect, and hold harmless City and its elected officials, officers, employees, agents, and representatives (Indemnified Parties) from and against any and all claims, losses, costs, damages, injuries (including, without limitation, injury to or death of an employee of Contractor or its subcontractors), expense, and liability of every kind, nature and description (including, without limitation, damages, court costs, and litigation expenses and fees of expert consultants or expert witnesses incurred in connection therewith and costs of investigation) that arise out of, pertain to, or relate to, **the negligence, recklessness, or willful misconduct of** Contractor, any subcontractor, anyone directly or indirectly employed by either of them, or anyone that either of them control.

And also add “,active negligence,” to the second sentence in Article 7.1, as follows, “Contractor’s duty to defend, indemnify, protect and hold harmless shall not include any claims or liabilities arising from the sole negligence, active negligence, or willful misconduct of the Indemnified Parties.”

City’s Response: Rejected. This is the City’s standard indemnification provision.

12. Exhibit C,- The City’s General Terms and Provisions- Article 7.3 Self Insured Retentions.

Exception Requested by Consultant: Delete “purchase coverage with a lower retention or” from the second sentence in Article 7.3.

City’s Response: Accepted

13. Exhibit C,- The City’s General Terms and Provisions- Article 7.5 Verification of Coverage.

Exception Requested by Consultant: Delete “complete, certified” from the fourth sentence in article 7.3, as follows, “City reserves the right to require copies of all required insurance policies, including endorsements required by these specifications, at any time.”

City’s Response: Rejected. Complete, certified copy of policies are needed in the event of a claim.

14. Exhibit C,- The City’s General Terms and Provisions- Article 7.6 Special Risks or Circumstances.

Exception Requested by Consultant: Add “ , provided that any changes to these requirements will require approval of Contractor” to the end of the first sentence in Article 7.6.

City’s Response: Rejected.

15. Exhibit C,- The City’s General Terms and Provisions- Article 8 Bonds.

Exception Requested by Consultant: Delete Article 8 in its entirety.

City’s Response: Accepted.

16. Exhibit C,- The City’s General Terms and Provisions- Article 12.2 Compensation for Mandatory Assistance.

Exception Requested by Consultant: Add the term “negligent or wrongful” directly before the phrase “acts or omissions” in Article 12.2, as follows. “If, however, the fees incurred for the Mandatory Assistance are determined, through resolution of the third party dispute or litigation, or both, to be attributable in whole, or in part, to the negligent or wrongful acts or omissions of Contractor, its agents, officers, and

employees, Contractor shall reimburse City for all fees paid to Contractor, its agents, officers, and employees for Mandatory Assistance.”

City's Response: Accepted.

Please indicate your agreement with the above by signing the bottom of this letter and returning the original signed document to Kristine Kallek, Senior Procurement Contracting Officer. Thank you for your assistance.

Sincerely,

Kristine Kallek

Kristine Kallek
Senior Procurement Contracting Officer, Purchasing & Contracting

This Letter is executed by the City and Contractor acting by and through their authorized officers.

HDR ENGINEERING, INC.

THE CITY OF SAN DIEGO

By: *Anna Lantin* By: *Claudia C. Abarca*

Name: Anna Lantin

Name: Claudia C. Abarca

Title: Vice President

Title: Director, Purchasing & Contracting

R- 315407

December
2023



Proposal
Cost of Service Study
Consultant

City of San Diego





December 11, 2023

Rosa Elena Enriquez
City of San Diego Environmental Services Department
9601 Ridgehaven Ct. STE 200
San Diego, CA 92123

RE: Request for Proposal 10090098-24-K Cost of Service Study Consultant

Dear Rosa Enriquez and Members of the Selection Committee,

The City of San Diego (City) is embarking on a critical study that will develop a recommended cost-recovery fee for solid waste services. This is the first time in over 100 years that the City is establishing public rates for solid waste services. To deliver this data-driven, stakeholder-informed study for the City, HDR has assembled an unrivaled team of local and national experts, including leading subconsultants HF&H, Cook + Schmid (C+S), and Aqua Community Relations Group (Aqua). Together, our team brings cost of service and rate setting expertise, operational and organizational review expertise, and a deep understanding of San Diego for delivering community engagement and outreach.

Selecting the HDR team provides the City with the following benefits:

- **Nationally recognized experts in solid waste rate setting:** HDR has been providing tailored solid waste services and utility rate setting for nearly 40 years. Our teaming partner, HF&H, has worked with the City's Environmental Services Department (ESD) multiple times over the past two decades to understand the cost of providing residential services and evaluating alternative revenue sources under the constraints of the People's Ordinance. The HDR team is highly qualified to perform this work for the City based on our technical skills and experience in this specialized area of setting utility rates.
- **Community engagement and outreach approach designed to foster public trust in the study:** This study is expected to be high-profile within the San Diego community, with impassioned constituents that both supported and opposed Measure B. As such, we expect significant public scrutiny over the study process and results. Our approach, team, and proposed Community Based Organization (CBO) Equity Advisory Group will allow the study to be conducted in a transparent way with input from the culturally diverse communities within San Diego.
- **Data-driven and defensible results:** The HDR team will make sure that the City Council has the information it needs, including the basis for defensible solid waste rates, to make informed decisions on behalf of their constituents.

Thank you for the opportunity to offer our solid waste planning services. We trust that our submittal effectively communicates our team's qualifications and approach to successfully execute the rate study, as well as our desire to provide quality service. Should you require further clarification of this proposal, please do not hesitate to contact our San Diego-based Project Manager, John Carlton, at 858.712.8235 or john.carlton@hdrinc.com.

Regards,
HDR Engineering, Inc.

John G. Carlton, PE, BCEE
Project Manager

Anna Lantin, PE
Vice President



A

Submission of Information and Forms

CITY OF SAN DIEGO

PURCHASING & CONTRACTING DEPARTMENT

1200 Third Avenue, Suite 200

San Diego, CA 92101-4195

Fax: (619) 236-5904

ADDENDUM A

Request for Proposal (RFP) 10090098-24-K

RFP Closing Date: December 11, 2023 @ 2:00 p.m.

City of San Diego Bid to provide Cost of Service Study Consultant.

The following changes to the specifications are hereby made effective as though they were originally shown and/or written:

1. Remove the original cover sheet and replace with the attached Addendum A cover sheet.
2. Remove the original RFP Contract Signature Page (page 6) and replace with the attached Addendum A, RFP Contract Signature Page (page 6).
3. Add one (1) page "Questions and Answers". (NOTE: The questions and answers are being provided for informational purposes only, and are not part of any resulting contract from this RFP.)

CITY OF SAN DIEGO PURCHASING & CONTRACTING DEPARTMENT

Kristine Kallek

Kristine Kallek
Senior Procurement Contracting Officer
(619) 236-6041

Addendum A
December 1, 2023

**Request for Proposal (RFP) for
Cost of Service Study Consultant**

Addendum A

Solicitation Number:	10090098-24-K
Solicitation Issue Date:	November 9, 2023
Pre-Proposal Conference:	No pre-proposal will be held.
Questions and Comments Due:	November 27, 2023 @ 12:00 p.m.
Proposal Due Date and Time (“Closing Date”):	December 11, 2023 @ 2:00 p.m.
Contract Terms:	Five (5) years from Effective Date, as defined in Article I, Section 1.2 of the City’s General Contract Terms and Provisions.
City Contact:	Kristine Kallek, Senior Procurement Contracting Officer kkallek@sandiego.gov (619)-236-6041
Submissions:	Proposer is required to provide one (1) original hard copy and one (1) electronic copy (e.g., thumb drive or CD), or an electronic proposal via PlanetBids, of their response as described herein.

The City may require Proposers to submit original hard copies prior to execution of the contract if the PlanetBids electronic submission does not include an authorized electronic signature page (e.g., Adobe Sign, DocuSign).

Completed and signed RFP signature page is required, with most recent addendum listed as acknowledgement of all addenda issued.

RFP 10090098-24-K Cost of Service Study Consultant Questions and Answers

Question 1: Could the City confirm that the submission for this RFP is a physical copy mailed in addition to either an electronic copy uploaded to the City's PlanetBids site or submitted via USB drive?

Response: **The Submission requirements are detailed on the Cover page under submissions stating, “Proposer is required to provide one (1) original hard copy and one (1) electronic copy (e.g., thumb drive or CD), or an electronic proposal via PlanetBids, of their response as described herein.”**

Question 2: Page 17 Exhibit B Scope of Work Item C. states that “Ineligible properties such as commercial properties and large multi-family complexes already pay a non-exclusive franchise hauler for collection services and those fees will not be included in this study as they are not set”. Is a list of entities paying the franchise hauler fee available to the consultant for determination of ineligible properties?

Response: **A list of entities paying the franchise hauler is not available.**

Question 3: Page 24 Exhibit B Scope of Work Item Conduct a Cost-of-service study. states that Salesforce is the tool to be used for developing and validating an accurate county of existing and future eligible customers. Please provide additional details on how Salesforce will be used for this purpose (e.g. contact tool, billing tool, service tool that interacts with Routeware, etc.)

Response: **Salesforce is currently ESD’s customer management software and will integrate with any future billing software. Salesforce will be the system of record for the eligible customers receiving city forces services, populated with filtered data from GIS. Routeware is integrated with Salesforce via GIS, and will continue to receive customer information from Salesforce, via GIS.**

Question 4: Page 27 Exhibit B Scope of Work Item Operational Efficiency Analysis. states that the Department has partnered with Routeware to rebalance existing collection routes and bring new tools to drivers. Will the Routeware implementation including data on existing stops and rebalancing of routes be done prior to the proposed Operational efficiency analysis task starting?

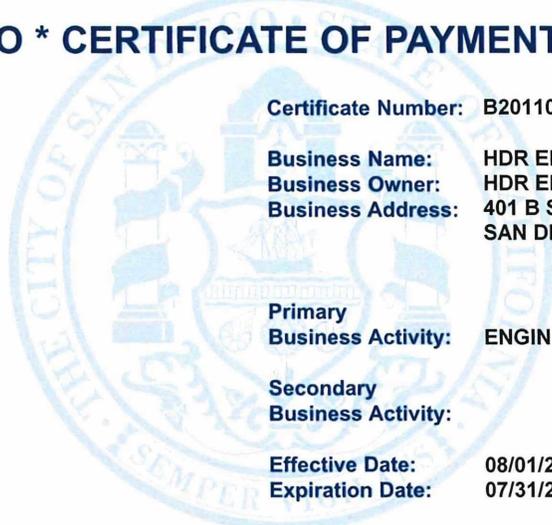
Response: **As ESD implements the use of Routeware, route balancing is being reviewed. ESD may take some action to balance certain routes prior to the consultant support the Operational Efficiency Analysis due to the recent successful role out of citywide organic waste recycling.**

Question 5: Is the Office of the Independent Budget Analyst Review a separate task or does it belong within one of the defined 8 tasks?

Response: **Proposers should consider this requirement as a support function under the Project Initiation and Management task.**

POST IN CONSPICUOUS PLACE OR KEEP ON PERSON

CITY OF SAN DIEGO * CERTIFICATE OF PAYMENT OF BUSINESS TAX



HDR ENGINEERING INC
TAX DEPT.
1917 S 67TH ST
OMAHA NE 68106-2973

Certificate Number: B2011021615
Business Name: HDR ENGINEERING INC
Business Owner: HDR ENGINEERING INC
Business Address: 401 B ST #1110
SAN DIEGO CA 92101-4271
Primary Business Activity: ENGINEERING SERVICES
Secondary Business Activity:
Effective Date: 08/01/2023
Expiration Date: 07/31/2024

PLEASE NOTIFY THE CITY TREASURER'S OFFICE IN WRITING OF ANY CHANGE IN OWNERSHIP OR ADDRESS - PLEASE SEE REVERSE SIDE FOR ADDITIONAL INFORMATION

BUSINESS FILE COPY

CITY OF SAN DIEGO
CERTIFICATE OF PAYMENT OF BUSINESS TAX
PO BOX 122289, SAN DIEGO, CA 92112-2289
1200 3RD AVENUE, MS 51T, SAN DIEGO, CA 92101
(619) 615-1500; FAX (619) 533-3272
www.sandiego.gov/treasurer

Certificate Number: B2011021615 PIN: 71080
Business Name: HDR ENGINEERING INC
Business Owner: HDR ENGINEERING INC
Business Address: 401 B ST #1110
SAN DIEGO CA 92101-4271

Primary Business Activity: ENGINEERING SERVICES

Secondary Business Activity:

Effective Date: 08/01/2023
Expiration Date: 07/31/2024

Mailing Address: HDR ENGINEERING INC
TAX DEPT.
1917 S 67TH ST
OMAHA NE 68106-2973



HDR ENGINEERING INC
TAX DEPT.
1917 S 67TH ST
OMAHA, NE 68106-2973



This certificate acknowledges payment of business taxes pursuant to the San Diego Municipal Code. This **is not** a License to do business within the City of San Diego in violation of any section of the Municipal Code or regulation adopted by the City Council including, but not limited to: Zoning restrictions; Land Use specifications as defined in Planned Districts, Redevelopment areas, Historical Districts, or Revitalization areas; Business Tax Regulations; Police Department Regulations; and Fire, Health or Sanitation Permits and Regulations.

This document is issued without verification that the payer is subject to or exempt from licensing by the State of California.

Payment of the required tax at the time or times due is for the term and purpose stated and is pursuant to City Ordinance. Please refer to delinquency information under "Notice".

NOTICE: It is the responsibility of the certificate holder to renew this certificate of payment of business tax within the proper time limits. Failure to do so, even if you have not received a renewal notice, will result in the assessment of a penalty. Please note your expiration date on this certificate above. The certificate holder is requested to notify the City Treasurer's Office upon sale or closure of the business, change of location, or change of business activity.

The tax or fees collected are **Not Refundable** unless collected as a direct result of an error by the City of San Diego.

This certificate is NOT transferable for a change in business ownership.

See reverse side.

City of San Diego



**Small Local Business Enterprise (SLBE)
Program Certification**

Paula Roberts DBA Aqua Community Relations Group

Emerging Local Business Enterprise (ELBE)

General Services

(NAICS: 541820)

Certification Number: 11HC0124

Effective: 5/25/2023 - 5/25/2025

Christian Silva
Program Manager
Equal Opportunity Contracting

From: Supplier Clearinghouse sch@thesupplierclearinghouse.com
Subject: SCH: Notice of Verification and Certification
Date: June 24, 2021 at 4:13 PM
To: paula@aquacrg.com

SC



RE: Notice of Verification & Certification

Paula Roberts
Paula T Roberts DBA Aqua Community Relations Group
4452 Park Boulevard
Suite 208
San Diego, CA 92116

Supplier Clearinghouse Verification Order Number: 21000644

Congratulations, the Supplier Clearinghouse is pleased to inform you that in accordance with General Order 156, your business enterprise has successfully completed the verification process, and your company has received the following certification: Women Business Enterprise (WBE).

Your company will now be recognized by the Joint Utilities as a Women Business Enterprise (WBE) when competing for procurements by public utilities participating in the Utility Supplier Diversity Program.

Your certification is valid for three years and you are required to re-verify your company's certified status at least 30 days prior to June 24, 2024. Please notify our office of any change in your address or contact information so that we can maintain your most current contact information. You must notify our office of any change in ownership and/or control of your company within 30 days of the change. Failure to provide that notification is in violation of section 8285 of the Public Utilities Code and could render your certification status invalid.

The Supplier Clearinghouse may request additional information or conduct an on-site visit at any time during the term of your verified certification status. The Supplier Clearinghouse may reconsider your certification status and possibly rule invalid your verified status if it is determined that the status was knowingly obtained by false, misleading and/or incorrect information. Also note that if in a formal opinion, the California Public Utilities

Commission determines that the WMBE verification criteria under which you were deemed eligible is no longer valid, then your status may change or you may be required to comply with the change to maintain eligibility.

You can view an electronic version of this letter and your certificate at www.thesupplierclearinghouse.com.

Thank you for participating in the Utility Supplier Diversity program. We wish you much success in your business endeavors. Feel free to contact our office if you have questions, or visit our website at www.thesupplierclearinghouse.com.

The Supplier Clearinghouse
3525 Hyland Ave., Suite 135
Costa Mesa, CA 92626
Phone (800) 359-7998
Fax (888) 549-3803
info@thesupplierclearinghouse.com
www.thesupplierclearinghouse.com

This message was sent to: paula@aquacrg.com
Sent on: 6/24/2021 6:13:06 PM
System ReferenceID: 137530047



Metro

Metropolitan Transportation Authority

Los Angeles, CA 90012-2952

metro.net



CALIFORNIA UNIFIED CERTIFICATION PROGRAM

May 27, 2021

CUCP# 50245
Metro File #9023

Ms. Paula Roberts
Paula Roberts DBA AQUA COMMUNITY RELATIONS GROUP
1452 Park Blvd
Suite 208
San Diego, CA 92116

Subject: Disadvantaged Business Enterprise Certification

Dear Ms. Paula Roberts:

We are pleased to advise you that after careful review of your application and supporting documentation, the Los Angeles County Metropolitan Transportation Authority (Metro) has determined that your firm meets the eligibility standards to be certified as a Disadvantaged Business Enterprise (DBE) as required under the U.S. Department of Transportation (U.S. DOT) Regulation 49 CFR Part 26, as amended. This certification will be recognized by all of the U.S. DOT recipients in California. Your firm will be listed in the California Unified Certification Program (CUCP) database of certified DBEs under the following specific area(s) of expertise that you have identified on the NAICS codes form of the application package:

NAICS 541820: PUBLIC RELATIONS AGENCIES
NAICS 541430: GRAPHIC DESIGN SERVICES
NAICS 541511: CUSTOM COMPUTER PROGRAMMING SERVICES
NAICS 541613: MARKETING CONSULTING SERVICES

Your DBE certification applies only for the above code(s). You may review your firm's information in the CUCP DBE database which can be accessed at the CUCP website at <https://dot.ca.gov/programs/civil-rights/dbe-search>. Any additions and revisions must be submitted to Metro for review and approval.

In order to ensure your continuing DBE status, you are required to submit an annual update along with supporting documentation. If no changes are noted, then your DBE status remains current. If there are changes, Metro will review to determine continued DBE eligibility. Please note, your DBE status remains in effect unless Metro notifies you otherwise.

Also, should any changes occur that could affect your certification status prior to receipt of the annual update, such as changes in your firm's name, business/ mailing address, ownership, management or control, or failure to meet the applicable business size standards or personal net worth standard, please notify Metro immediately. Failure to submit forms and/or change of information will be deemed a failure to cooperate under Section 26.109 of the Regulations.

Metro reserves the right to withdraw this certification if at any time it is determined that it was knowingly obtained by false, misleading, or incorrect information. Your DBE certification is subject to review at any time. The firm thereby consents to the examination of its books, records and documents by Metro.

Congratulations, and thank you for your interest in the DBE program. Should you have any questions, please contact us at (213) 922-2600. For information on Metro contracting opportunities, please visit our website at www.metro.net.

Sincerely,

Shirley Wong
Principal Certification Officer
Diversity & Economic Opportunity Department

CALIFORNIA UNIFIED CERTIFICATION PROGRAM (CUCP)



DEPARTMENT OF TRANSPORTATION
OFFICE OF BUSINESS AND ECONOMIC OPPORTUNITY
1823 14th STREET
SACRAMENTO, CA 95811
Phone: (916) 324-0449
Fax : (916) 324-1862
TTY 711

February 13, 2014

Mr. Jon Schmid
Cook + Schmid, LLC
3033 Fifth Ave.
San Diego, CA. 92106

Firm Number: 41736

Dear Mr. Schmid:

I am pleased to advise you that after careful review of your application and supporting documentation, the California Department of Transportation (Caltrans) has determined that your firm meets the eligibility standards to be certified as a Disadvantaged Business Enterprise (DBE) as required under the U.S. Department of Transportation's Code of Federal Regulation (CFR) 49, Part 26, as amended.

Your firm will be listed in the California Unified Certification Program (CUCP) database of certified DBEs under these specific areas of your expertise and license identified following a comprehensive review of your firm:

NAICS Category Codes	Description
541820	Public Relations
541613	Marketing Consulting
541910	Marketing Analysis & Research
541810	Advertising Agency
541430	Graphic Design

Work Category Codes	Description
C8712	Public Relations
I8740	Management & Public Relations
I8730	Research & Testing Services
I8750	Market Research & Focus Group
I7336	Commercial Art & Graphic Design
I7310	Advertising

Your DBE certification is recognized solely for the above codes. You may review your firm's information in the CUCP DBE Database, which can be accessed at Caltrans' Web site at

<http://www.dot.ca.gov/hq/bep/>. Any additions and revisions must be submitted to Caltrans for review and approval.

In order to assure continuing DBE status, you must annually submit a No Change Declaration Form (which will be sent to you) along with supporting documentation. Based on your annual submission – that no change in ownership and control has occurred – or if changes have occurred, they do not affect your firm's DBE standing. The DBE certification of your firm will continue until or unless it is removed by Caltrans.

Also, should any changes occur that could affect your certification status prior to receipt of the No Change Declaration Form, such as changes in your firm's name, business/ mailing address, ownership, management or control, or failure to meet the applicable business-size standards or personal net worth standard, please notify us immediately. Failure to submit forms and/or change of information will be deemed a failure to cooperate under Section 26.109 of the Regulations.

Caltrans reserves the right to withdraw this certification if at any time it is determined that it was knowingly obtained by false, misleading, or incorrect information. DBE certification is subject to review at any time. The firm thereby consents to the examination of its books, records, and documents by Caltrans.

For information on Caltrans' contracting opportunities, please visit our website at <http://www.dot.ca.gov/hq/esc/oe/>.

Congratulations, and thank you for your continued interest in participating in the DBE Program. I wish you every business success.

Sincerely,



JANICE SALAIS
Chief
Certification Branch

City of San Diego



**Small Local Business Enterprise (SLBE)
Program Certification**

Cook & Schmid, LLC

Small Local Business Enterprise (SLBE)

Professional Services

(NAICS: 541430, 541810, 541613, 541820)

Certification Number: 13CS0823

Effective: 1/20/2023 - 1/20/2025

Christian Silva
Program Manager
Equal Opportunity Contracting

***SUPPLIER CLEARINGHOUSE
CERTIFICATE OF ELIGIBILITY***



CERTIFICATION EXPIRATION DATE: **March 2, 2026**

The Supplier Clearinghouse for the Utility Supplier Diversity Program of the California Public Utilities Commission hereby certifies that it has audited and verified the eligibility of:

***Cook & Schmid LLC
Minority Business Enterprise (MBE)***

pursuant to Commission General Order 156, and the terms and conditions stipulated in the Verification Application Package. This Certificate shall be valid only with the Clearinghouse seal affixed hereto.

Eligibility must be maintained at all times, and renewed within 30 days of any changes in ownership or control. Failure to comply may result in a denial of eligibility. The Clearinghouse may reconsider certification if it is determined that such status was obtained by false, misleading or incorrect information. Decertification may occur if any verification criterion under which eligibility was awarded later becomes invalid due to Commission ruling. The Clearinghouse may request additional information or conduct on- site visits during the term of verification to verify eligibility.

This certification is valid only for the period that the above firm remains eligible as determined by the Clearinghouse. Utility companies may direct inquiries concerning this Certificate to the Clearinghouse at (800) 359-7998.

VON: 7LN00030

DETERMINATION DATE: March 2, 2023

City of San Diego
CONTRACTOR STANDARDS
Pledge of Compliance

The City of San Diego has adopted a Contractor Standards Ordinance (CSO) codified in section 22.3004 of the San Diego Municipal Code (SDMC). The City of San Diego uses the criteria set forth in the CSO to determine whether a contractor (bidder or proposer) has the capacity to fully perform the contract requirements and the business integrity to justify the award of public funds. This completed Pledge of Compliance signed under penalty of perjury must be submitted with each bid and proposal. If an informal solicitation process is used, the bidder must submit this completed Pledge of Compliance to the City prior to execution of the contract. All responses must be typewritten or printed in ink. If an explanation is requested or additional space is required, Contractors must provide responses on Attachment A to the Pledge of Compliance and sign each page. Failure to submit a signed and completed Pledge of Compliance may render a bid or proposal non-responsive. In the case of an informal solicitation or cooperative procurement, the contract will not be awarded unless a signed and completed Pledge of Compliance is submitted. A submitted Pledge of Compliance is a public record and information contained within will be available for public review except to the extent that such information is exempt from disclosure pursuant to applicable law.

By signing and submitting this form, the contractor is certifying, to the best of their knowledge, that the contractor and any of its Principals have not within a five (5) year period – preceding this offer, been convicted of or had a civil judgement rendered against them for commission of a fraud or a criminal offense in connection with obtaining, attempting to obtain or performing a public (Federal, State or local) contract or subcontract.

“Principal” means an officer, director, owner, partner or a person having primary management or supervisory responsibilities within the firm. The Contractor shall provide immediate written notice to the Procurement Contracting Officer handling the solicitation, at any time prior to award should they learn that this Representations and Certifications was inaccurate or incomplete.

This form contains 10 pages, additional information may be submitted as part of *Attachment A*.

A. BID/PROPOSAL/SOLICITATION TITLE:

B. BIDDER/PROPOSER INFORMATION:

Legal Name		DBA	
Street Address	City	State	Zip
Contact Person, Title	Phone	Fax	

Provide the name, identity, and precise nature of the interest* of all persons who are directly or indirectly involved** in this proposed transaction (SDMC § 21.0103). Use additional pages if necessary.

* The precise nature of the interest includes:

- the percentage ownership interest in a party to the transaction,
- the percentage ownership interest in any firm, corporation, or partnership that will receive funds from the transaction,
- the value of any financial interest in the transaction,
- any contingent interest in the transaction and the value of such interest should the contingency be satisfied, and
- any philanthropic, scientific, artistic, or property interest in the transaction.

** Directly or indirectly involved means pursuing the transaction by:

- communicating or negotiating with City officers or employees,
- submitting or preparing applications, bids, proposals or other documents for purposes of contracting with the City, or
- directing or supervising the actions of persons engaged in the above activity.

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)

Interest in the transaction

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)

Interest in the transaction

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)

Interest in the transaction

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)

Interest in the transaction

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)

Interest in the transaction

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)

Interest in the transaction

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	
Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	
Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

C. OWNERSHIP AND NAME CHANGES:

1. In the past five (5) years, has your firm changed its name?
Yes **No**

If **Yes**, use Attachment A to list all prior legal and DBA names, addresses, and dates each firm name was used. Explain the specific reasons for each name change.

2. Is your firm a non-profit?
Yes **No**

If **Yes**, attach proof of status to this submission.

3. In the past five (5) years, has a firm owner, partner, or officer operated a similar business?
Yes **No**

If **Yes**, use Attachment A to list names and addresses of all businesses and the person who operated the business. Include information about a similar business only if an owner, partner, or officer of your firm holds or has held a similar position in another firm.

D. BUSINESS ORGANIZATION/STRUCTURE:

Indicate the organizational structure of your firm. Fill in only one section on this page. Use Attachment A if more space is required.

Corporation Date incorporated: _____ State of incorporation: _____

List corporation's current officers: President: _____
Vice Pres: _____
Secretary: _____
Treasurer: _____

Type of corporation: C Subchapter S

Is the corporation authorized to do business in California: **Yes** **No**

If **Yes**, after what date: _____

Is your firm a publicly traded corporation? **Yes** **No**

If **Yes**, how and where is the stock traded? _____

If **Yes**, list the name, title and address of those who own ten percent (10 %) or more of the corporation's stocks:

Do the President, Vice President, Secretary and/or Treasurer of your corporation have a third party interest or other financial interests in a business/enterprise that performs similar work, services or provides similar goods? **Yes** **No**

If **Yes**, please use Attachment A to disclose.

Please list the following: **Authorized** **Issued** **Outstanding**

- a. Number of voting shares: _____
- b. Number of nonvoting shares: _____
- c. Number of shareholders: _____
- d. Value per share of common stock:

Par	\$	_____
Book	\$	_____
Market	\$	_____

Limited Liability Company Date formed: _____ State of formation: _____

List the name, title and address of members who own ten percent (10%) or more of the company:

Partnership Date formed: _____ State of formation: _____

List names of all firm partners:

Sole Proprietorship Date started: _____

List all firms you have been an owner, partner or officer with during the past five (5) years. Do not include ownership of stock in a publicly traded company:

Joint Venture Date formed: _____

List each firm in the joint venture and its percentage of ownership:

Note: To be responsive, each member of a Joint Venture or Partnership must complete a separate *Contractor Standards form*.

E. FINANCIAL RESOURCES AND RESPONSIBILITY:

1. Is your firm preparing to be sold, in the process of being sold, or in negotiations to be sold?
Yes No

If **Yes**, use Attachment A to explain the circumstances, including the buyer's name and principal contact information.

2. In the past five (5) years, has your firm been denied bonding?
Yes No

If **Yes**, use Attachment A to explain specific circumstances; include bonding company name.

3. In the past five (5) years, has a bonding company made any payments to satisfy claims made against a bond issued on your firm's behalf or a firm where you were the principal?
Yes No

If **Yes**, use Attachment A to explain specific circumstances.

4. In the past five (5) years, has any insurance carrier, for any form of insurance, refused to renew the insurance policy for your firm?
Yes No

If **Yes**, use Attachment A to explain specific circumstances.

5. Within the last five years, has your firm filed a voluntary petition in bankruptcy, been adjudicated bankrupt, or made a general assignment for the benefit of creditors?
Yes No

If **Yes**, use Attachment A to explain specific circumstances.

6. Are there any claims, liens or judgements that are outstanding against your firm?
Yes No

If **Yes**, please use Attachment A to provide detailed information on the action.

7. Please provide the name of your principal financial institution for financial reference. By submitting a response to this Solicitation Contractor authorizes a release of credit information for verification of financial responsibility.

Name of Bank: _____

Point of Contact: _____

Address: _____

Phone Number: _____

8. By submitting a response to a City solicitation, Contractor certifies that he or she has sufficient operating capital and/or financial reserves to properly fund the requirements identified in the solicitation. At City's request, Contractor will promptly provide to City

a copy of Contractor's most recent balance sheet and/or other necessary financial statements to substantiate financial ability to perform.

9. In order to do business in the City of San Diego, a current Business Tax Certificate is required. Business Tax Certificates are issued by the City Treasurer's Office. If you do not have one at the time of submission, one must be obtained prior to award.

Business Tax Certificate No.: _____ Year Issued: _____

F. PERFORMANCE HISTORY:

1. In the past five (5) years, has your firm been found civilly liable, either in a court of law or pursuant to the terms of a settlement agreement, for defaulting or breaching a contract with a government agency?

Yes No

If **Yes**, use Attachment A to explain specific circumstances.

2. In the past five (5) years, has a public entity terminated your firm's contract for cause prior to contract completion?

Yes No

If **Yes**, use Attachment A to explain specific circumstances and provide principal contact information.

3. In the past five (5) years, has your firm entered into any settlement agreement for any lawsuit that alleged contract default, breach of contract, or fraud with or against a public entity?

Yes No

If **Yes**, use Attachment A to explain specific circumstances.

4. Is your firm currently involved in any lawsuit with a government agency in which it is alleged that your firm has defaulted on a contract, breached a contract, or committed fraud?

Yes No

If **Yes**, use Attachment A to explain specific circumstances.

5. In the past five (5) years, has your firm, or any firm with which any of your firm's owners, partners, or officers is or was associated, been debarred, disqualified, removed, or otherwise prevented from bidding on or completing any government or public agency contract for any reason?

Yes No

If **Yes**, use *Attachment A* to explain specific circumstances.

6. In the past five (5) years, has your firm received a notice to cure or a notice of default on a contract with any public agency?

Yes No

If **Yes**, use Attachment A to explain specific circumstances and how the matter resolved.

7. Performance References:

Please provide a minimum of three (3) references familiar with work performed by your firm which was of a similar size and nature to the subject solicitation within the last five (5) years.

Please note that any references required as part of your bid/proposal submittal are in addition to those references required as part of this form.

Company Name: _____

Contact Name and Phone Number: _____

Contact Email: _____

Address: _____

Contract Date: _____

Contract Amount: _____

Requirements of Contract: _____

Company Name: _____

Contact Name and Phone Number: _____

Contact Email: _____

Address: _____

Contract Date: _____

Contract Amount: _____

Requirements of Contract: _____

Company Name: _____

Contact Name and Phone Number: _____

Contact Email: _____

Address: _____

Contract Date: _____

Contract Amount: _____

Requirements of Contract: _____

G. COMPLIANCE:

1. In the past five (5) years, has your firm or any firm owner, partner, officer, executive, or manager been criminally penalized or found civilly liable, either in a court of law or pursuant to the terms of a settlement agreement, for violating any federal, state, or local law in performance of a contract, including but not limited to, laws regarding health and safety, labor and employment, permitting, and licensing laws?
Yes No

If **Yes**, use Attachment A to explain specific circumstances surrounding each instance. Include the name of the entity involved, the specific infraction(s) or violation(s), dates of instances, and outcome with current status.

2. In the past five (5) years, has your firm been determined to be non-responsible by a public entity?
Yes No

If **Yes**, use Attachment A to explain specific circumstances of each instance. Include the name of the entity involved, the specific infraction, dates, and outcome.

H. BUSINESS INTEGRITY:

1. In the past five (5) years, has your firm been convicted of or found liable in a civil suit for making a false claim or material misrepresentation to a private or public entity?

Yes **No**

If **Yes**, use Attachment A to explain specific circumstances of each instance. Include the entity involved, specific violation(s), dates, outcome and current status.

2. In the past five (5) years, has your firm or any of its executives, management personnel, or owners been convicted of a crime, including misdemeanors, or been found liable in a civil suit involving the bidding, awarding, or performance of a government contract?

Yes **No**

If **Yes**, use Attachment A to explain specific circumstances of each instance; include the entity involved, specific infraction(s), dates, outcome and current status.

3. In the past five (5) years, has your firm or any of its executives, management personnel, or owners been convicted of a federal, state, or local crime of fraud, theft, or any other act of dishonesty?

Yes **No**

If **Yes**, use Attachment A to explain specific circumstances of each instance; include the entity involved, specific infraction(s), dates, outcome and current status.

4. Do any of the Principals of your firm have relatives that are either currently employed by the City or were employed by the City in the past five (5) years?

Yes **No**

If **Yes**, please disclose the names of those relatives in Attachment A.

I. BUSINESS REPRESENTATION:

1. Are you a local business with a physical address within the County of San Diego?

Yes **No**

2. Are you a certified Small and Local Business Enterprise certified by the City of San Diego?

Yes **No**

Certification # _____

3. Are you certified as any of the following:

- a. Disabled Veteran Business Enterprise Certification # _____
- b. Woman or Minority Owned Business Enterprise Certification # _____
- c. Disadvantaged Business Enterprise Certification # _____

J. WAGE COMPLIANCE:

In the past five (5) years, has your firm been required to pay back wages or penalties for failure to comply with the federal, state or local **prevailing, minimum, or living wage laws**? **Yes** **No** If **Yes**, use Attachment A to explain the specific circumstances of each instance. Include the entity involved, the specific infraction(s), dates, outcome, and current status.

By signing this Pledge of Compliance, your firm is certifying to the City that you will comply with the requirements of the Equal Pay Ordinance set forth in SDMC sections 22.4801 through 22.4809.

K. STATEMENT OF SUBCONTRACTORS & SUPPLIERS:

Please provide the names and information for all subcontractors and suppliers used in the performance of the proposed contract, and what portion of work will be assigned to each subcontractor. Subcontractors may not be substituted without the written consent of the City. Use Attachment A if additional pages are necessary. If no subcontractors or suppliers will be used, please write "Not Applicable."

Company Name: _____

Address: _____

Contact Name: _____ Phone: _____ Email: _____

Contractor License No.: _____ DIR Registration No.: _____

Sub-Contract Dollar Amount: \$_____ (per year) \$_____ (total contract term)

Scope of work subcontractor will perform: _____

Identify whether company is a subcontractor or supplier: _____

Certification type (check all that apply): DBE DVBE ELBE MBE SLBE WBE Not Certified

Contractor must provide valid proof of certification with the response to the bid or proposal to receive participation credit.

Company Name: _____

Address: _____

Contact Name: _____ Phone: _____ Email: _____

Contractor License No.: _____ DIR Registration No.: _____

Sub-Contract Dollar Amount: \$_____ (per year) \$_____ (total contract term)

Scope of work subcontractor will perform: _____

Identify whether company is a subcontractor or supplier: _____

Certification type (check all that apply): DBE DVBE ELBE MBE SLBE WBE Not Certified

Contractor must provide valid proof of certification with the response to the bid or proposal to receive participation credit.

L. STATEMENT OF AVAILABLE EQUIPMENT:

A full inventoried list of all necessary equipment to complete the work specified may be a requirement of the bid/proposal submission.

By signing and submitting this form, the Contractor certifies that all required equipment included in this bid or proposal will be made available one week (7 days) before work shall commence. In instances where the required equipment is not owned by the Contractor, Contractor shall explain how the equipment will be made available before the commencement of work. The City of San

Diego reserves the right to reject any response, in its opinion, if the Contractor has not demonstrated he or she will be properly equipped to perform the work in an efficient, effective matter for the duration of the contract period.

M. TYPE OF SUBMISSION: This document is submitted as:

Initial submission of *Contractor Standards Pledge of Compliance*

Initial submission of *Contractor Standards Pledge of Compliance* as part of a Cooperative agreement

Initial submission of *Contractor Standards Pledge of Compliance* as part of a Sole Source agreement

Update of prior *Contractor Standards Pledge of Compliance* dated _____.

Complete all questions and sign below.

Under penalty of perjury under the laws of the State of California, I certify that I have read and understand the questions contained in this Pledge of Compliance, that I am responsible for completeness and accuracy of the responses contained herein, and that all information provided is true, full and complete to the best of my knowledge and belief. I agree to provide written notice to the Purchasing Agent within five (5) business days if, at any time, I learn that any portion of this Pledge of Compliance is inaccurate. Failure to timely provide the Purchasing Agent with written notice is grounds for Contract termination.

I, on behalf of the firm, further certify that I and my firm will comply with the following provisions of SDMC section 22.3004:

(a) I and my firm will comply with all applicable local, State and Federal laws, including health and safety, labor and employment, and licensing laws that affect the employees, worksite or performance of the contract.

(b) I and my firm will notify the Purchasing Agent in writing within fifteen (15) calendar days of receiving notice that a government agency has begun an investigation of me or my firm that may result in a finding that I or my firm is or was not in compliance with laws stated in paragraph (a).

(c) I and my firm will notify the Purchasing Agent in writing within fifteen (15) calendar days of a finding by a government agency or court of competent jurisdiction of a violation by the Contractor of laws stated in paragraph (a).

(d) I and my firm will notify the Purchasing Agent in writing within fifteen (15) calendar days of becoming aware of an investigation or finding by a government agency or court of competent jurisdiction of a violation by a subcontractor of laws stated in paragraph (a).

(e) I and my firm will cooperate fully with the City during any investigation and to respond to a request for information within ten (10) working days.

Failure to sign and submit this form with the bid/proposal shall make the bid/proposal non-responsive. In the case of an informal solicitation, the contract will not be awarded unless a signed and completed *Pledge of Compliance* is submitted.



Name and Title

Signature

Date

City of San Diego
CONTRACTOR STANDARDS
Attachment "A"

Provide additional information in space below. Use additional Attachment "A" pages as needed. Each page must be signed.
Print in ink or type responses and indicate question being answered.

I have read the matters and statements made in this Contractor Standards Pledge of Compliance and attachments thereto and I know the same to be true of my own knowledge, except as to those matters stated upon information or belief and as to such matters, I believe the same to be true. I certify under penalty of perjury that the foregoing is true and correct.



Print Name, Title

Signature

Date

EQUAL OPPORTUNITY CONTRACTING (EOC)

1200 Third Avenue, Suite 200 • San Diego, CA 92101
Phone: (619) 236-6000 • Fax: (619) 236-5904

BB. WORK FORCE REPORT

The objective of the *Equal Employment Opportunity Outreach Program*, San Diego Municipal Code Sections 22.3501 through 22.3517, is to ensure that contractors doing business with the City, or receiving funds from the City, do not engage in unlawful discriminatory employment practices prohibited by State and Federal law. Such employment practices include, but are not limited to unlawful discrimination in the following: employment, promotion or upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rate of pay or other forms of compensation, and selection for training, including apprenticeship. Contractors are required to provide a completed *Work Force Report (WFR)*.

**NO OTHER FORMS WILL BE ACCEPTED
CONTRACTOR IDENTIFICATION**

Type of Contractor: Construction Vendor/Supplier Financial Institution Lessee/Lessor
 Consultant Grant Recipient Insurance Company Other

Name of Company: HDR Engineering, Inc.

ADA/DBA: HDR Engineering, Inc.

Address (Corporate Headquarters, where applicable): 1917 S. 67th Street

City: Omaha County: Douglas State: Nebraska Zip: 68106

Telephone Number: 412.399.1000 Fax Number: _____

Name of Company CEO: Eric Keen

Address(es), phone and fax number(s) of company facilities located in San Diego County (if different from above):

Address: 591 Camino de la Reina, Suite 300 / 401 B Street, Suite 1110

City: San Diego County: San Diego State: California Zip: 92108/921

Telephone Number: 858.712.8400 Fax Number: 858.712.8333 Email: Alex.Yescas@hdrinc.com

Type of Business: Consulting Type of License: Business

The Company has appointed: Tina Cato

As its Equal Employment Opportunity Officer (EEOO). The EEOO has been given authority to establish, disseminate and enforce equal employment and affirmative action policies of this company. The EEOO may be contacted at:

Address: 3230 El Camino Real, Suite 200, Irvine, CA 92602

Telephone Number: 714.730.2426 Fax Number: 714.730.2301 Email: Tina.Cato@hdrinc.com

- One San Diego County (or Most Local County) Work Force - Mandatory
- Branch Work Force *
- Managing Office Work Force

Check the box above that applies to this WFR.

**Submit a separate Work Force Report for all participating branches. Combine WFRs if more than one branch per county.*

I, the undersigned representative of HDR Engineering, Inc.

(Firm Name)

San Diego, _____ hereby certify that information provided

(County)

(State)

herein is true and correct. This document was executed on this 7th day of December, 2023



Anna Lantin, Vice President

(Authorized Signature)

(Print Authorized Signature Name)

WORK FORCE REPORT – Page 2

NAME OF FIRM: HDR Engineering, Inc. DATE: December 2023

OFFICE(S) or BRANCH(ES): San Diego, CA COUNTY: San Diego

INSTRUCTIONS: For each occupational category, indicate number of males and females in every ethnic group. Total columns in row provided. Sum of all totals should be equal to your total work force. Include all those employed by your company on either a full or part-time basis. The following groups are to be included in ethnic categories listed in columns below:

- (1) Black or African-American
- (2) Hispanic or Latino
- (3) Asian
- (4) American Indian or Alaska Native
- (5) Native Hawaiian or Pacific Islander
- (6) White
- (7) Other race/ethnicity; not falling into other groups

Definitions of the race and ethnicity categories can be found on Page 4

ADMINISTRATION OCCUPATIONAL CATEGORY	(1) Black or African American		(2) Hispanic or Latino		(3) Asian		(4) American Indian/ Nat. Alaskan		(5) Pacific Islander		(6) White		(7) Other Race/ Ethnicity	
	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)
Management & Financial			2			3			1		16	5		2
Professional		1	4	5	2	4					27	16	1	2
A&E, Science, Computer														
Technical			1	1	3									
Sales											1	2		
Administrative Support				2										
Services														
Crafts														
Operative Workers														
Transportation														
Laborers*														

*Construction laborers and other field employees are not to be included on this page

Totals Each Column		1	7	8	5	7			1		44	23	1	4
--------------------	--	---	---	---	---	---	--	--	---	--	----	----	---	---

Grand Total All Employees 101.00

Indicate by Gender and Ethnicity the Number of Above Employees Who Are Disabled:

Disabled														
----------	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Non-Profit Organizations Only:

Board of Directors														
Volunteers														
Artists														

WORK FORCE REPORT – Page 3

NAME OF FIRM: HDR Engineering, Inc. DATE: December, 2023

OFFICE(S) or BRANCH(ES): San Diego, CA COUNTY: San Diego

INSTRUCTIONS: For each occupational category, indicate number of males and females in every ethnic group. Total columns in row provided. Sum of all totals should be equal to your total work force. Include all those employed by your company on either a full or part-time basis. The following groups are to be included in ethnic categories listed in columns below:

- (1) Black or African-American
- (2) Hispanic or Latino
- (3) Asian
- (4) American Indian or Alaska Native
- (5) Native Hawaiian or Pacific Islander
- (6) White
- (7) Other race/ethnicity; not falling into other groups

Definitions of the race and ethnicity categories can be found on Page 4

TRADE OCCUPATIONAL CATEGORY	(1) Black or African American		(2) Hispanic or Latino		(3) Asian		(4) American Indian/ Nat. Alaskan		(5) Pacific Islander		(6) White		(7) Other Race/ Ethnicity	
	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)
Brick, Block or Stone Masons														
Carpenters														
Carpet, Floor & Tile Installers Finishers														
Cement Masons, Concrete Finishers														
Construction Laborers														
Drywall Installers, Ceiling Tile Inst														
Electricians														
Elevator Installers														
First-Line Supervisors/Managers														
Glaziers														
Helpers; Construction Trade														
Millwrights														
Misc. Const. Equipment Operators														
Painters, Const. & Maintenance														
Pipelayers, Plumbers, Pipe & Steam Fitters														
Plasterers & Stucco Masons														
Roofers														
Security Guards & Surveillance Officers														
Sheet Metal Workers														
Structural Metal Fabricators & Fitters														
Welding, Soldering & Brazing Workers														
Workers, Extractive Crafts, Miners														

Totals Each Column	0	0	0	0	0	0	0	0	0	0	0	0	0	0
--------------------	---	---	---	---	---	---	---	---	---	---	---	---	---	---

Grand Total All Employees 0

Indicate By Gender and Ethnicity the Number of Above Employees Who Are Disabled:

Disabled														
----------	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Work Force Report

HISTORY

The Work Force Report (WFR) is the document that allows the City of San Diego to analyze the work forces of all firms wishing to do business with the City. We are able to compare the firm's work force data to County Labor Force Availability (CLFA) data derived from the United States Census. CLFA data is a compilation of lists of occupations and includes the percentage of each ethnicity we track (American Indian or Alaska Native, Asian, Black or African-American, Native Hawaiian or Pacific Islander, White, and Other) for each occupation. Currently, our CLFA data is taken from the 2010 Census. In order to compare one firm to another, it is important that the data we receive from the consultant firm is accurate and organized in the manner that allows for this fair comparison.

WORK FORCE & BRANCH WORK FORCE REPORTS

When submitting a WFR, especially if the WFR is for a specific project or activity, we would like to have information about the firm's work force that is actually participating in the project or activity. That is, if the project is in San Diego and the work force is from San Diego, we want a San Diego County Work Force Report¹. By the same token, if the project is in San Diego, but the work force is from another county, such as Orange or Riverside County, we want a Work Force Report from that county². If participation in a San Diego project is by work forces from San Diego County and, for example, from Los Angeles County and from Sacramento County, we ask for separate Work Force Reports representing your firm from each of the three counties.

MANAGING OFFICE WORK FORCE

Equal Opportunity Contracting may occasionally ask for a Managing Office Work Force (MOWF) Report. This may occur in an instance where the firm involved is a large national or international firm but the San Diego or other local work force is very small. In this case, we may ask for both a local and a MOWF Report^{1, 3}. In another case, when work is done only by the Managing Office, only the MOWF Report may be necessary.³

TYPES OF WORK FORCE REPORTS:

Please note, throughout the preceding text of this page, the superscript numbers one ¹, two ² & three ³. These numbers coincide with the types of work force report required in the example. See below:

- ¹ One San Diego County (or Most Local County) Work Force – Mandatory in most cases
- ² Branch Work Force *
- ³ Managing Office Work Force

**Submit a separate Work Force Report for all participating branches. Combine WFRs if more than one branch per county.*

RACE/ETHNICITY CATEGORIES

American Indian or Alaska Native – A person having origins in any of the peoples of North and South America (including Central America) and who maintains tribal affiliation or community attachment.

Asian – A person having origins in any of the peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

Black or African American – A person having origins in any of the Black racial groups of Africa.

Native Hawaiian or Pacific Islander – A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

White – A person having origins in any of the peoples of Europe, the Middle East, or North Africa.

Hispanic or Latino – A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin.

Exhibit A: Work Force Report Job Categories – Administration

Refer to this table when completing your firm's Work Force Report form(s).

Management & Financial

Advertising, Marketing, Promotions, Public Relations, and Sales Managers
Business Operations Specialists
Financial Specialists
Operations Specialties Managers
Other Management Occupations
Top Executives

Professional

Art and Design Workers
Counselors, Social Workers, and Other Community and Social Service Specialists
Entertainers and Performers, Sports and Related Workers
Health Diagnosing and Treating Practitioners
Lawyers, Judges, and Related Workers
Librarians, Curators, and Archivists
Life Scientists
Media and Communication Workers
Other Teachers and Instructors
Postsecondary Teachers
Primary, Secondary, and Special Education School Teachers
Religious Workers
Social Scientists and Related Workers

Architecture & Engineering, Science, Computer

Architects, Surveyors, and Cartographers
Computer Specialists
Engineers
Mathematical Science Occupations
Physical Scientists

Technical

Drafters, Engineering, and Mapping Technicians
Health Technologists and Technicians
Life, Physical, and Social Science Technicians
Media and Communication Equipment Workers

Sales

Other Sales and Related Workers
Retail Sales Workers
Sales Representatives, Services
Sales Representatives, Wholesale and Manufacturing
Supervisors, Sales Workers

Administrative Support

Financial Clerks
Information and Record Clerks
Legal Support Workers

Material Recording, Scheduling, Dispatching, and Distributing Workers
Other Education, Training, and Library Occupations
Other Office and Administrative Support Workers
Secretaries and Administrative Assistants
Supervisors, Office and Administrative Support Workers

Services

Building Cleaning and Pest Control Workers
Cooks and Food Preparation Workers
Entertainment Attendants and Related Workers
Fire Fighting and Prevention Workers
First-Line Supervisors/Managers, Protective Service Workers
Food and Beverage Serving Workers
Funeral Service Workers
Law Enforcement Workers
Nursing, Psychiatric, and Home Health Aides
Occupational and Physical Therapist Assistants and Aides
Other Food Preparation and Serving Related Workers
Other Healthcare Support Occupations
Other Personal Care and Service Workers
Other Protective Service Workers
Personal Appearance Workers
Supervisors, Food Preparation and Serving Workers
Supervisors, Personal Care and Service Workers
Transportation, Tourism, and Lodging Attendants

Crafts

Construction Trades Workers
Electrical and Electronic Equipment Mechanics, Installers, and Repairers
Extraction Workers
Material Moving Workers
Other Construction and Related Workers
Other Installation, Maintenance, and Repair Occupations
Plant and System Operators
Supervisors of Installation, Maintenance, and Repair Workers
Supervisors, Construction and Extraction Workers
Vehicle and Mobile Equipment Mechanics,

Installers, and Repairers
Woodworkers

Operative Workers

Assemblers and Fabricators
Communications Equipment Operators
Food Processing Workers
Metal Workers and Plastic Workers
Motor Vehicle Operators
Other Production Occupations
Printing Workers
Supervisors, Production Workers
Textile, Apparel, and Furnishings Workers

Transportation

Air Transportation Workers
Other Transportation Workers
Rail Transportation Workers
Supervisors, Transportation and Material
Moving Workers
Water Transportation Workers

Laborers

Agricultural Workers
Animal Care and Service Workers
Fishing and Hunting Workers
Forest, Conservation, and Logging Workers
Grounds Maintenance Workers
Helpers, Construction Trades
Supervisors, Building and Grounds Cleaning
and Maintenance Workers
Supervisors, Farming, Fishing, and Forestry
Workers

Exhibit B: Work Force Report Job Categories-Trade

Brick, Block or Stone Masons

Brickmasons and Blockmasons
Stonemasons

Carpenters

Carpet, floor and Tile Installers and Finishers

Carpet Installers
Floor Layers, except Carpet, Wood and Hard
Tiles
Floor Sanders and Finishers
Tile and Marble Setters

Cement Masons, Concrete Finishers

Cement Masons and Concrete Finishers
Terrazzo Workers and Finishers

Construction Laborers

Drywall Installers, Ceiling Tile Inst

Drywall and Ceiling Tile Installers
Tapers

Electricians

Elevator Installers and Repairers

First-Line Supervisors/Managers

First-line Supervisors/Managers of
Construction Trades and Extraction Workers

Glaziers

Helpers, Construction Trade

Brickmasons, Blockmasons, and Tile and
Marble Setters
Carpenters
Electricians
Painters, Paperhangers, Plasterers and Stucco
Pipelayers, Plumbers, Pipefitters and
Steamfitters
Roofers
All other Construction Trades

Millwrights

Heating, Air Conditioning and Refrigeration
Mechanics and Installers
Mechanical Door Repairers
Control and Valve Installers and Repairers
Other Installation, Maintenance and Repair
Occupations

Misc. Const. Equipment Operators

Paving, Surfacing and Tamping Equipment
Operators
Pile-Driver Operators
Operating Engineers and Other Construction
Equipment Operators

Painters, Const. Maintenance

Painters, Construction and Maintenance
Paperhangers

Pipelayers and Plumbers

Pipelayers
Plumbers, Pipefitters and Steamfitters

Plasterers and Stucco Masons**Roofers****Security Guards & Surveillance Officers****Sheet Metal Workers****Structural Iron and Steel Workers****Welding, Soldering and Brazing Workers**

Welders, Cutter, Solderers and Brazers
Welding, Soldering and Brazing Machine
Setter, Operators and Tenders

Workers, Extractive Crafts, Miners

AA. CONTRACTORS CERTIFICATION OF PENDING ACTIONS

As part of this Contract, the Contractor must provide to the City a list of all instances within the past 10 years where a complaint was filed or pending against the Contractor in a legal or administrative proceeding alleging that Contractor discriminated against its employees, subcontractors, vendors or suppliers, and a description of the status or resolution of that complaint, including any remedial action taken.

CHECK ONE BOX ONLY.

- The undersigned certifies that within the past 10 years the Consultant has NOT been the subject of a complaint or pending action in a legal administrative proceeding alleging that Consultant discriminated against its employees, subcontractors, vendors or suppliers.
- The undersigned certifies that within the past 10 years the Consultant has been the subject of a complaint or pending action in a legal administrative proceeding alleging that Consultant discriminated against its employees, subcontractors, vendors or suppliers. A description of the status or resolution of that complaint, including any remedial action taken and the applicable dates is as follows:

DATE OF CLAIM	LOCATION	DESCRIPTION OF CLAIM	LITIGATION (Y/N)	STATUS	RESOLUTION/REMEDIAL ACTION TAKEN
11/13/2013	CA	Age	No	Closed	No Charge Filed
11/21/2014	TX	Disability, Retaliation	No	Closed	EEOC – No Cause Finding
6/30/2015	MT	Wrongful Termination	Yes	Closed	Dismissed with Prejudice
11/30/2015	NM	Age, National Origin	No	Closed	EEOC – No Cause Finding
12/7/2015	OR	Retaliation, Sex	No	Closed	EEOC – No Cause Finding
1/13/2016	NE	Disability, Retaliation	No	Closed	EEOC – No Cause Finding
1/14/2016	ND	Disability	No	Closed	Settled
3/14/2016	NE	Age	No	Closed	EEOC – No Cause Finding
5/5/2016	MT	Retaliation, Sex	No	Closed	EEOC – No Cause Finding
3/27/2017	FL	Disability, Pregnancy, Retaliation, Sex	No	Closed	Settled
8/17/2017	ID	Overtime Compensation	Yes	Closed	Settled
8/31/2017	ID	Overtime Compensation	Yes	Closed	Settled
12/6/2017	CA	Retaliation/Whistle Blowing	Yes	Closed	Settled
10/10/2018	PA	Age	Yes	Closed	Lawsuit - Summary Judgement

DATE OF CLAIM	LOCATION	DESCRIPTION OF CLAIM	LITIGATION (Y/N)	STATUS	RESOLUTION/REMEDIAL ACTION TAKEN
1/28/2019	NE	Gender, Retaliation, Whistle Blower, Wrongful Termination	Yes	Closed	Settled
4/5/2019	FL	Age, Disability, Perceived Disability, and Constructive Discharge	No	Closed	Settled
10/1/2019	TX	National Origin, Retaliation	No	Closed	EEOC – No Cause Finding
3/11/2020	FL	Age, Disability, Perceived Disability, Retaliation, and Constructive Discharge	Yes	Closed	Settled
3/16/2020	NE	Disability	No	Closed	EEOC – No Cause Finding
5/29/2020	SD	Disability	No	Closed	No Cause Finding
8/25/2020	VA	Disability	No	Closed	EEOC – No Cause Finding
11/30/2020	SC	Disability, Retaliation, Sex	No	Closed	State of SC Human Affairs Commission
1/18/2021	NC	Color, Race, Retaliation, Sex	No	Pending	Pending
3/16/2021	CO	Age, Disability	No	Closed	Settled
1/17/2022	NE	Age	No	Closed	Settled
9/13/2022	NY	Pending NY Human Rights disability, NO, sexual orientation, gender identity, opposed retaliation	No	Closed	EEOC – No Cause Finding
10/10/2022	MA	Settled Wage and Hour Suit	Yes	Closed	Settled – Commonwealth of Massachusetts
10/13/2022	CA	Fair Chance Act	No	Closed	Fair Chance Act Office of Wage Standards, City of Los Angeles – No Violation
1/11/2023	FL	Gender, Retaliation	No	Open	EEOC – No Cause Finding Filed a lawsuit alleging g
2/6/2023	NE	Age, Gender Identity, Retaliation	No	Pending	EEOC
3/17/2023	CA	Wage & Hour	Yes	Pending	Superior Court of California, County of Riverside
10/5/2023	FL	National Origin, Retaliation	Yes	Pending	EEOC

DATE OF CLAIM	LOCATION	DESCRIPTION OF CLAIM	LITIGATION (Y/N)	STATUS	RESOLUTION/REMEDIAL ACTION TAKEN
10/13/2023	NY	Disability	Yes	Pending	Connecticut Commission of Human Relations & Opportunities
10/17/2023	CA	Disability, Retaliation	Y	Open	EEOC
10/23/2023	GA	Disability, Retaliation	Y	Open	EEOC
10/30/2023	KY	Disability	Y	Open	Kentucky Commission on Human Rights

Contractor Name: HDR Engineering, Inc.

Certified By Anna Lantin

Title Vice President

Name



Date 12/08/2023

Signature



THE CITY OF SAN DIEGO

CONSULTANT AWARD TRACKING FORM

Consultant Award Tracking Form: The purpose of this form is to track the cumulative amount of money awarded to both architectural and engineering (A&E) firms and non-A&E firms; and to ensure that the cumulative amount of money awarded to consultant does not exceed \$1,000,000 for non-CIP funded contracts and \$5,000,000 for CIP funded contracts in a fiscal year including this contract. If this cumulative award limit is exceeded, inclusive of this contract award, Council approval is required.

A copy of this form must be attached to forms Mayoral Action PA-2625, Mayoral Action 1544, Council Action 1472 and Purchase Orders for processing.

THIS SECTION TO BE COMPLETED BY CITY STAFF

Date: 3/20/2024 Department Name: Environmental Services Department

City Project Manager: Rosa Elena Enriquez

Name of Firm: HDR Engineering, Inc

Project Name: RFP 10090098-24-K Cost of Service Study Consultant

Contract or Amendment Amount: \$ 4,500,000.00

Appropriate approval authority:

- Mayoral Action PA-2625
Mayoral Action 1544
Council Action 1472
Purchase Order

THIS SECTION TO BE COMPLETED AND REVIEWED BY CONSULTANT

The City reserves the right to disqualify any Consultant if this tracking form is not completely and accurately executed prior to the contract award.

If it is determined subsequent to the contract award that this tracking form was not accurately executed, the underlying contract will be illegal and deemed void if awarded without Council approval and it is beyond the limits set in Municipal Code Section 22.3207. In such an instance, the City shall not be responsible for any losses or damages which may result from the void contract and reserves the right in its sole discretion to award the contract to another consultant.

Dollar amount awarded to the consultant by the City of San Diego this fiscal year (July 1 through June 30) including this contract or amendment: \$ 7,170,719.00

I hereby certify that I am an authorized representative of:

HDR Engineering, Inc.

(Name of Firm)

and that I have read and understand this form this 11 day of 12 - 2,023.00

By Anna J. Lantin

Anna Lantin, PE

(SIGNATURE of Authorized Representative)

(PRINTED name of Authorized Representative)

**INSTRUCTION SHEET FOR
DISCLOSURE DETERMINATION FOR CONSULTANT
(Form CC-1671)**

Use the “Disclosure Determination for Consultant” form (CC-1671) to report the disclosure requirement for any consultant hired to provide services to the City of San Diego or the boards, commissions and agencies that fall under the City of San Diego’s jurisdiction.

2 California Code of Regulations defines a “consultant” as an individual who, pursuant to a contract with a state or local government agency, either makes a governmental decision or serves in a staff capacity with the state or local government agency and in that capacity participates in making a governmental decision. For the complete definition of “consultant”, refer to 2 Cal. Code of Regs. [18700.3](#).

The “Disclosure Determination for Consultant” form is completed for all consultants under contract with the City of San Diego or the boards, commissions and agencies that fall under the City of San Diego’s jurisdiction. Please follow the step-by-step directions:

1. List the department, board, commission or agency requesting the consultant service.
2. List the consulting company. If known, also list the individual(s) who will be providing the consultant services.
3. List the mailing address.
4. List the e-mail address of individual(s) providing the consultant service.
5. Provide the date the individual(s) will start providing the consultant service.
6. List all duties/responsibilities the consultant will have. This list will enable you to determine the disclosure requirement for the consultant.
7. Determine the consultant’s disclosure category. Your consultant should be required to disclose only those economic interests which could potentially create a conflict of interest as he/she performs his/her contractual obligations. For ideas about possible disclosure categories, review those in your department’s, board’s, commission’s or agency’s conflict of interest code, available [here](#). This is the Clerk’s website at <https://www.sandiego.gov/city-clerk/elections/eid/codes>.

Please fill out the entire “Disclosure Determination for Consultant” form, and have it signed by the appropriate authority. (Individuals with signing authority are described in your conflict of interest code as part of the disclosure requirement for Consultants.) Forward the original form to the City Clerk’s Office, MS 2A.

DISCLOSURE DETERMINATION FOR CONSULTANT

**Must be signed by department director, agency president or other individual authorized by the appropriate conflict of interest code regarding consultants.*

- 1. Department / Board / Commission / Agency Name: Environmental Services Department
- 2. Name of Specific Consultant & Company: HDR Engineering, Inc.
- 3. Address, City, State, ZIP 591 Camino De La Reina Ste 300, San Diego, CA 92108
- 4. E-mail Address: anna.lantin@hdrinc.com
- 5. Date of Assuming Office: 2/1/24
- 6. Project Title (as shown on 1472, "Request for Council Action") Request for Proposal 10090098-24-K Cost of Service Study Consultant
- 7. Consultant Duties for Project: HDR will be providing outreach and engagement services, developing cost of serv
- 8. Disclosure Determination [**select applicable disclosure requirement**]:

Consultant will not be "making a governmental decision" or "serving in a staff capacity." No disclosure required.

- or -

Consultant will be "making a governmental decision" or "serving in a staff capacity." Consultant is required to file a Statement of Economic Interests with the City Clerk of the City of San Diego in a timely manner as required by law. [**Select consultant's disclosure category.**]

Full: Disclosure is required pursuant to the broadest disclosure category in the appropriate Conflict of Interest Code.

- or -

Limited: Disclosure is required to a limited extent. [**List the specific economic interests the consultant is required to disclose.**]

By:  Anna Lantin, Vice President
[Name/Title]*

12/11/2023
[Date]

Once completed, with all questions answered and an authorized signature affixed, please forward the original form to the City Clerk's Office, MS 2A. Keep a copy with the contract.



CONFLICT OF INTEREST CERTIFICATION

Any vendor, proposer, bidder, consultant, or contractor (Contractor) who supplies goods or provides services to the City of San Diego must sign and date this certification and comply with the requirements described herein.

<p>Contractor is required to comply with all applicable local, state, and federal conflict of interest laws and regulations relating to public contracts including, but not limited to, California Government Code sections 1090 through 1099, California Government Code sections 81000, et. seq., and the City of San Diego Ethics Ordinance, codified in the San Diego Municipal Code sections 27.3501 through 27.3595. Compliance with these laws and regulations may require Contractor to timely file a statement of economic interests with the Filing Officer of the City of San Diego disclosing relevant financial interests.</p> <p>Contractor shall establish and make known to its employees and agents appropriate safeguards to prohibit employees from using their positions for a purpose that is, or appears to be, motivated by the desire for private gain for themselves or others, particularly those with whom they have family, business, or other relationships.</p> <p>A violation of any conflict of interest law is grounds for immediate termination of a contract with the City of San Diego.</p>	<p>OFFICE USE ONLY</p> <hr/> <p>Date Received</p>
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Anna Y. Lantin

Signature of Authorized Representative

Anna Lantin, Vice President

Printed/Typed Name

HDR Engineering, Inc.

Contractor Name

12/08/2023

Date



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Executive Summary and Responses to Specifications

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2.12 – Executive Summary

In November 2022, the City of San Diego (City) voters approved Measure B, amending the People’s Ordinance, allowing the City to charge a cost-recovery fee for City-provided solid waste management services. As a result of this referendum, the City needs to study its cost of service and develop cost recovery rates for its current and proposed solid waste management services. The City’s solid waste management services are provided through the Environmental Services Department (ESD) and include residential refuse, organic waste, and recycling collection services to approximately 285,000 residences. Additionally, the ESD operates the Miramar Landfill and Greenery, maintains eight closed landfills, provides customer and technical service, and operates the Household Hazardous Waste Transfer Station. The ESD is a large organization with four operating divisions and support services. This study is expected to be high-profile within the San Diego community as there are impassioned constituents within the City that both supported and opposed Measure B. As such, we expect significant public scrutiny over the study process and results.

To deliver this data-driven, stakeholder-informed study for the City, HDR has assembled an unrivaled team of local and national experts, including leading subconsultants [HF&H](#), [Cook + Schmid](#), and [Aqua Community Relations Group](#). HDR’s [John Carlton](#) will manage the project. John is an experienced solid waste management expert based in San Diego and has over 30 years’ experience with all facets of solid waste management, including operational reviews and cost of service and rate studies. HDR’s [Juan Carlos Erickson](#) will lead the Community Engagement and Outreach. Juan Carlos has extensive experience in community outreach and stakeholder engagement. HDR’s collections and operations expert [Jennefer Klennert](#) will lead the Operational Efficiency Analysis. John, Juan Carlos and Jennefer will be supported by economists, solid waste planners, and organizational management experts. Team member HF&H has worked with the ESD multiple times over the past two decades to understand the cost of providing residential services and evaluate alternative revenue sources under the constraints of the People’s Ordinance. HF&H’s familiarity with the City’s financial data, cost accounting, and operations will allow us to work efficiently and cooperatively with the City to develop a full picture of cost of service. Team member Cook + Schmid, a DBE and SLBE, has been working in San Diego for over 20 years and is considered a pioneer in the use of quantitative analysis and online technologies. Team member Aqua Community Relations Group is an independent, woman-owned firm, ELBE operating in San Diego since 2009, providing comprehensive community relations, public outreach, and public engagement services.

We are also proposing the development of a Community Based Organization (CBO) Equity Advisory Group. HDR has already engaged several San Diego community stakeholders in identifying and recruiting CBOs through preliminary conversations. Our purpose is to create an equity-driven mechanism to provide cultural competence reviews, guidance, and proven grassroots outreach channels to distribute information, collect feedback, and connect us with key stakeholders within disadvantaged communities.

HDR’s team qualification, experience, and approach is presented in this proposal. HDR’s team meets the minimum requirement criteria as presented in the RFP. As you will see, the HDR team brings unrivaled cost of service and rate setting expertise, operational and organizational review expertise, and a deep understanding of San Diego that will be crucial for delivering community engagement and outreach. Our project approach is designed to be accurate and defensible. The project will be managed to deliver information to the San Diego City Council, allowing them to make informed rate decisions on behalf of their constituents.

2.13 – Proposer’s Response to the RFP

Who We Are

Founded in Nebraska in 1917, HDR is an employee-owned engineering, consulting, and architectural firm. For more than 100 years, we’ve partnered with clients to push boundaries and shape communities. With more than 12,000 employees in more than 225 locations around the world, we think global and act local. You’ll have confidence knowing that HDR is a global firm with a small-firm-service approach and a reputation for exceeding clients’ expectations.

Over the years, HDR has witnessed considerable growth while building and maintaining a solid reputation in the industry. Professional publications consistently rank HDR among the nation’s leading consulting and design firms.



Managing Waste as a Resource

At HDR, we know waste is more than just an inevitable by-product of our lives—it’s a valuable resource. That’s why we are excited to partner with the City of San Diego to deliver sustainable, cost-effective solutions that work to make the most of your waste stream. From small, rural hamlets, to the world’s largest cities and companies, clients across the globe turn to us for solutions to their toughest waste management problems. Our more than 200 diverse solid waste professionals are pushing boundaries with the world’s latest technological advancements to help create a tailored approach to sustainable waste management systems that the community supports.

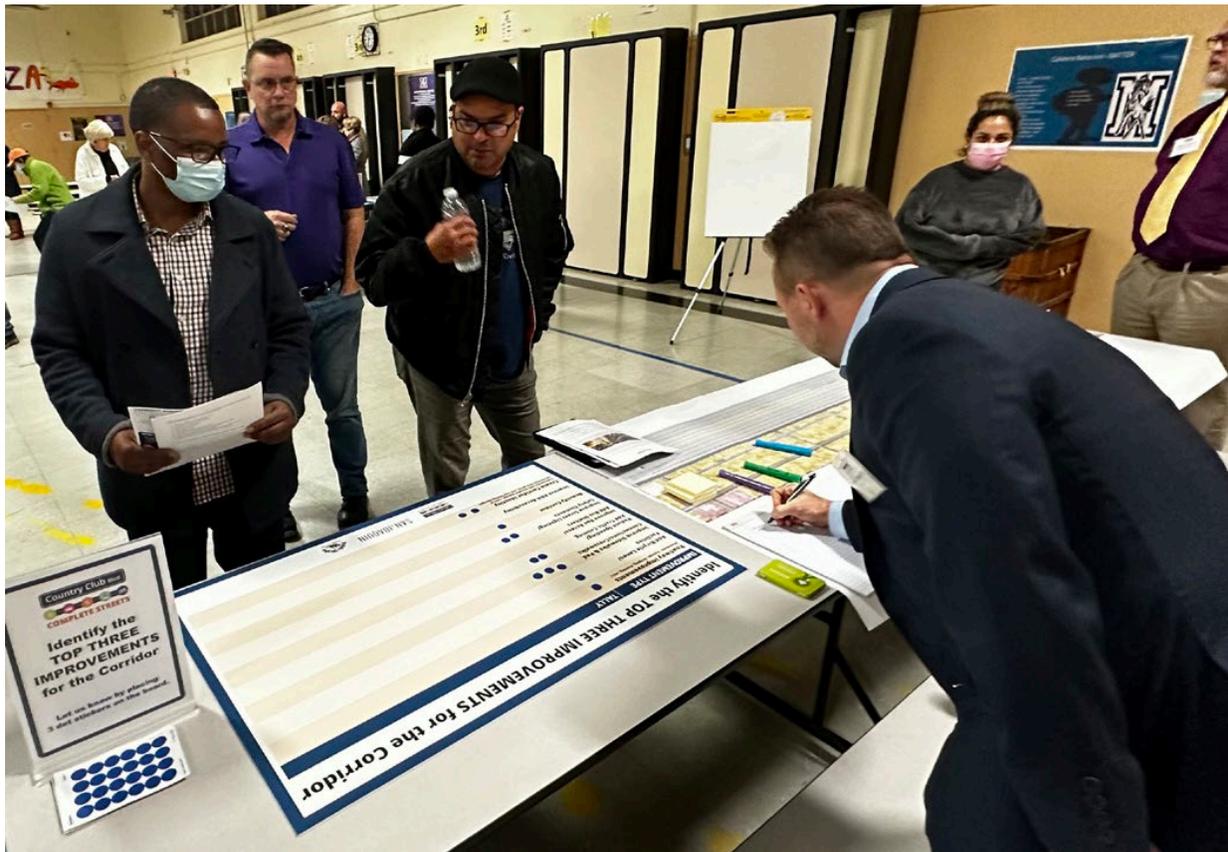


Financial Modeling and Rate Studies

At the core of nearly all utility issues, whether capital project planning, construction, operations, or maintenance, is the ability to plan for funding to support current and future system needs properly. With the focus on “local” funding sources, it is imperative to assess your financial condition and funding resources to meet capital infrastructure requirements over the long-term. Our financial/rate practitioners work effectively with clients across North America and beyond and are recognized for excellence in financial planning and rate setting for public utilities. Our understanding of financing options and rate designs are tailored to accomplish client-specific objectives that can help you understand financing strategies to meet the demands of system growth, aging infrastructure, or technology upgrades.

Strategic Communications and Community Engagement

HDR has more than 200 strategic communications consultants and creative experts that focus 100% of their time on helping our clients solve their most complex communications challenges. Our full-service community engagement and creative practice helps our clients build more connected, equitable, and sustainable communities. We pull together the top minds and resources across the globe, resulting in a holistic approach to public involvement strategy and communications for planning and infrastructure projects that puts people first.



The HDR Team

We built our team to offer you efficient and cost-effective resources. Our unrivaled team of local and national experts include leading subconsultants HF&H, Cook + Schmid (C+S), and Aqua Community Relations Group (Aqua). Key personnel qualifications are summarized on the following pages and resumes are included in the [Appendix 1](#). Our approach to staff and scheduling of resources will remain flexible and responsive as project needs arise. Our key personnel are fully committed to the project for its duration. Our Organizational Chart, featuring our proposed Key Staff, is featured on the following page.

Our Financial Commitment to Equity

Understanding that equity should start at the beginning of any public engagement effort, we have identified one Small Local Business Enterprise (C+S), one Emerging Local Business Enterprise (Aqua), and a network of community-based organizations (the San Diego CBO Equity Advisory Board). **We have allocated 20% of the total project funds to these small/emerging local businesses as a clear commitment to our pursuit of equity through this rate study effort.** Our subcontractors are not only SLBE and ELBE, but they are also DBE and WBE. Our CBO partners are non-profit agencies embedded in the Promise Zones and disadvantaged communities of San Diego. We've allocated funds for our non-profit partners. Compensating these CBOs for their time and efforts raises their financial capabilities to grow and continue offering direct services to these communities.

The HDR team has more than 5 years of experience in each of the following minimum qualification criteria:

- Project management and administration of public projects.
- Conducting operational reviews of large solid waste management operations and designing solid waste management programs.
- Inclusive community engagement, including developing presentations for and conducting public meetings with community groups.
- Conducting solid waste management cost of service studies for large California public agencies (50,000 plus customers).
- Conducting Proposition 218 compliant cost of service studies for residential solid waste management services.
- Developing Proposition 218 compliant unit cost rate structures for residential solid waste management services.
- Preparing Proposition 218 compliant documents and participating in rate hearings and legal challenges to Proposition 218 compliance.
- Developing and presenting reports for City Council meetings.
- Capacity to accomplish project tasks within the allotted timeframes.
- Experience in working with governmental agencies.

Organizational Chart



Subconsultants Legend:

- ★ HF&H Consultants, LLC
- ◆ Cook + Schmid
- Aqua Community Relations Group

PRINCIPAL IN CHARGE

John Kundly

PROJECT MANAGER

John Carlton

QC REVIEWER

Shawn Koorn

COMMUNITY ENGAGEMENT AND OUTREACH

Task Lead
Juan Carlos Erickson

RESEARCH REGIONAL COSTS, COST OF SERVICE STUDY, FEE RECOMMENDATIONS, PROPOSITION 218 SUPPORT

Task Lead
Dave Hilton ★

OPERATIONAL EFFICIENCY ANALYSIS

Task Lead
Jennefer Klennert

SUPPORT

<p>In-Person Engagement Paula Roberts ● Lewis Michaelson ● Clint Carney ●</p> <p>Virtual Engagement Allyson Jeffers</p> <p>Partnership Coordination Christine Choi</p> <p>Stakeholder Management Jon Schmid ◆ Jamie Fong ◆</p>	<p>Creative Services Adrienne Dobrowski</p> <p>Community Analytics Vanessa Bauman</p> <p>Equity and Cultural Competence Victoria Johnson</p> <p>Strategic Communications Katrina Waltze</p>
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SUPPORT

Engagement Director
Rob Hilton ★

Rate Study Advisor
Rick Simonson ★

Lead Analysts
Lindsey Lagos ★
Gabe Sasser ★
Danielle Derby ★

SUPPORT

<p>GIS Anders Burvall Nick Kuntz</p> <p>Financial Analysis Jordan Kafka</p> <p>Solid Waste Engineering Keith Howard</p>	<p>Solid Waste Planning Angulio Damiani Jessica Lally Emily Altrichter Lisa Wong</p> <p>Organizational Advisors Shannon Wall Stephanie White</p>
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Teaming Partners

HF&H Consultants, LLC specializes in providing tailored solutions to local governments. Their consultancy focuses on offering environmentally responsible economic, financial, strategic planning, and management services. Throughout their 30-year history, HF&H has remained steadfast in its commitment to serving clients exceptionally and with unwavering integrity. HF&H has provided leadership, expertise, independence, and support to hundreds of municipal agencies through over 2,500 engagements. Their reputation for excellent client service is well-established, as approximately 70% of their work comes from repeat clients, some of whom they have partnered with for over three decades. HF&H has a long track record supporting the City of San Diego's solid waste system on some of the most challenging and strategically important initiatives. For nearly 30 years, HF&H has provided business, contract, and financial support to the Environmental Services Department, including developing the non-exclusive franchise system, alternative funding for City operations under the People's Ordinance, negotiating recycling agreements with IMS and Allan Company, the City's Zero Waste Plan, and various projects surrounding development of diversion infrastructure in the City.

Aqua Community Relations Group (Aqua), a San Diego-based woman owned small business, is a full-service outreach and public engagement firm that has specialized in working with utilities and government agencies since 2009. Under the leadership of Paula Roberts, M.A., Aqua delivers services as a collaboration of highly experienced public agency professionals and has supported efforts ranging from San Diego's 2010 Citywide Redistricting to Planning for Mission Bay Park Improvements. Aqua has completed more than 30 City of San Diego projects, including dozens of multi-year contracts. Projects include Capital Improvements, Infrastructure Repair, Permits and Environmental Planning, and Voter Engagement. Team lead Paula Roberts has supported water and transit rate studies and public hearings, and lead facilitator Lewis Michaelson has supported a wide range of public engagement efforts both locally and regionally, including a decade spent facilitating for the City of San Diego's Environmental Services Division.

Cook + Schmid (C+S) is a San Diego-based community engagement and outreach firm focused on public works. Cook + Schmid has more than 20 years of experience supporting the full range of infrastructure and construction projects. Notable recent projects include the Ocean Beach Pier Renewal Project, construction of the West Mission Bay Drive Bridge, the Blue Line extension of the trolley, and the Oceanside Pier Bridge. Clients have included the City and County of San Diego, the San Diego County Water Authority, the Port of San Diego, SANDAG, the North County Transit District, as well as numerous municipalities and public agencies throughout Southern California. The firm offers a full range of services, including research, strategic planning, community and stakeholder engagement, public and government affairs, graphic design, media relations, video production, content generation, website development, social media, in-person and virtual meetings, and crisis management. Cook + Schmid has been recognized by numerous local and national awards. Most notably, the firm's work has been honored with five Public Relations Society of America Silver Anvils, the highest national industry award for strategic programs.

Community-Based Organizations (CBOs) play a vital role in municipal policy development and equity engagement in the City. They are deeply connected to the communities they serve and have a nuanced understanding of the challenges and opportunities present. By leveraging the expertise and perspectives of CBOs that serve San Diego, municipal policymakers can develop more equitable policies that address the unique needs of their constituents. To support the needs of the City, we will create a San Diego Equity Outreach Network of CBOs based on the communities you wish to engage.

Key Staff

John Carlton | Project Manager | HDR

John has more than 30 years of experience in all aspects of solid waste management – both as a consultant and an executive for public-sector authorities. His strength lies in strategic planning, where he has led solid waste management planning efforts for small rural communities and large urban cities and counties. In addition to strategic planning, John is experienced with integrated solid waste management systems, including financial reviews and rate setting, environmental permitting, landfill and transfer station designs, facility operator procurements, operational reviews, feasibility studies, collection franchising, market assessments, and due diligence reviews. John has a strong working knowledge of solid waste management regulations and practices, and has significant experience working with stakeholders, legislators, and regulators.

John Kundry | Principal in Charge | HDR

John is an award-winning, results-oriented, pragmatic leader with experience in cross-functional operations management, engineering, and project management. John has more than 18 years of experience leading multi-million dollar projects across a variety of disciplines and has recently taken on the role of HDR's Southern California Business Group Manager. Prior to HDR, John has worked at NBC Universal Media, LLC, and SoCal Gas. His highly developed leadership skills in handling staff and customers, strategic management, and solid understanding of planning, organizing, and directing the work of engineering services make him a noteworthy team member at HDR.

Jennefer Klennert | Operational Efficiency Analysis Task Lead | HDR

Jennefer leads a diverse team of collections and operations experts evaluating solid waste, recycling, and organics programs focused on increasing program safety and efficiency. Her expertise includes promoting successful public private relationships with positive social, environmental, and economic outcomes for all stakeholders. She also focuses on alternative management of materials, including evaluation of technologies as management of waste continues to evolve to management of resources.

Juan Carlos Erickson | Community Outreach & Engagement Task Lead | HDR

Juan Carlos is the Southern California Lead for HDR's in-house Strategic Communication Team. He is an integrated communications and public affairs veteran with a career centered on developing equity through innovation in our communities. Coming from a diverse professional, educational, and cultural background, Juan Carlos has lived and worked in various countries, learning how to successfully engage multicultural communities. He has extensive hands-on experience in community outreach, stakeholder engagement, crisis and multicultural communications, media relations, knowledge transfer, and international relations. In his 20 years of professional experience, he has worked in the full spectrum of our industry, supporting nonprofits, governments, and corporations, promoting social change through his commitment to improving the quality of life of all people regardless of their nationality, beliefs, background, or personal orientations. His innovative approach to communications and engagement, featured in national case studies, has been proven to be instrumental in negotiating paths toward progress between underserved communities and public and private projects. Juan Carlos has focused his efforts on designing and implementing innovative strategies to effectively reach disadvantaged and hard-to-reach communities. He has unique and robust experiences with Limited English Proficiency (LEP) public and stakeholders, seasonal migrant farmworkers, and urban historically marginalized communities. His political and socio-economic understanding allows him to develop winning strategies in technically, environmentally, and systemically complex situations. He is an expert in reputation-strengthening and genuine relationship building.

Dave Hilton | Cost of Service Study and Proposition 218 Support Task Lead | HF&H

As a Project Manager with HF&H, Dave Hilton has experience in the solid waste and recycling industry involving field audits, contract analysis, procurement evaluation, rate applications, operational reviews, cost of service rate modeling, refuse vehicle impact analysis, and surveys. Additionally Dave is certified in Zero Waste Principles and Practices with both CRRA and SWANA. With nearly a decade of experience in solid waste management consulting, Mr. Hilton has been engaged in a wide variety of projects for more than 60 public Agencies. In his time with HF&H he has been integral to numerous competitive procurements and negotiations. With a passion for ratepayer advocacy, environmental stewardship, and ensuring his clients reach their financial goals, Dave has managed dozens of cost-based rate adjustments resulting in fair and equitable rates that have continued to help clients meet their diversion goals. He is committed to delivering high quality service to clients by understanding their business needs, developing strong relationships, and consistently following-through on deliverables that exceed their expectations.

Shawn Koorn | Quality Control | HDR

As an Associate Vice President at HDR, Shawn provides financial planning, cost-benefit analysis and economic review towards development of rate and cost of service studies for utilities across the U.S. He understands complex technical issues involved with each project, as well as the broader economic issues that today's public and private utilities are facing. Shawn also has extensive experience with regulatory filings before public service commissions.

Rob Hilton | Engagement Director | HF&H

Since 2002, Rob has provided recycling and solid waste consulting services to public agencies in projects covering a wide range of strategic, operational, programmatic, contractual, and financial issues. He is recognized by organizations like CalRecycle, League of Cities, and the California Resource Recovery Association as a statewide leader on the subject of sustainable solid waste rate structures in the face of Proposition 218 requirements. Rob has worked with numerous clients throughout California whose successful recycling and composting programs create a tension with their funding systems that are typically based on disposal. Through this work, Rob has developed a sophisticated understanding of the dynamic balance between sustainable funding for programs and creating incentives for both the users and service providers. This is made all the more challenging in the context of California's Proposition 218, which requires cost of service and leaves little room for incentives and subsidies. Rob has a deep understanding of nuances of the City of San Diego's solid waste system from partnering a number of important recycling and solid waste projects for the City, including an RFP for developing new C&D infrastructure at the Miramar Landfill, analyzing alternative funding strategies for implementing residential collection programs under the People's Ordinance, analyzing the value and options related to the City's recycling contracts, supporting the City operation's financial responses to managed competition, and leading the development of the City's Zero Waste Plan.

Jon Schmid | Stakeholder Engagement | C+S

Jon has more than 25 years of experience in communications, both as a journalist and a public relations and marketing professional. At Cook + Schmid Jon develops strategic and integrated campaigns for clients that include public agencies, private and public companies and nonprofits. Jon has worked on some of the most important projects in the Southern California region, including public education and outreach related to moving the San Diego County Regional Airport, the vision and guiding principles for the Port of San Diego's new 50-year master plan update, and the Chula Vista Bayfront Master Plan. In the private sector he has supported technology, biotechnology and life sciences clients for more than a decade. His work includes launching Illumina's consumer sequencing service and GE's first line of digital cameras. Jon's work has been honored with four Silver Anvils, the

Public Relations Society of America’s highest national honor for strategic programs. His prior experience includes more than a decade of work as a professional journalist at a number of publications, including the Chicago Sun-Times, one of the nation’s largest metropolitan daily newspapers. As a journalist, Jon was twice nominated for the Pulitzer Prize. Jon grew up in San Diego and he is active with a number of local civic and industry organizations. He is a member of the boards of directors of the San Diego Maritime Museum and the San Diego Bay Holiday Parade of Lights. Previous board service includes the San Diego Natural History Museum and the San Diego County Taxpayers Association. Jon is a 2004 graduate of LEAD San Diego. Jon earned an M.A. in journalism from the University of Missouri.

Keith Howard | Subject Matter Expert – Waste System Programs | HDR

As a recognized leader in the Florida solid waste market, Keith brings a unique mix of experience both as a public agency lead and a consultant. Most recently, Keith was the director of Lee County’s solid waste division, where he was responsible for a \$70-million-plus waste operation. Prior to his time at Lee County, Keith spent six years as the engineering manager for the Municipality of Anchorage, where he was responsible for the management, design and construction of their Cell 7 expansion; he also spent seven years as a solid waste consultant in the Chicago area managing landfill development, expansion and permitting related projects in the Midwest. He is actively involved in the waste community and is currently serving as the Florida SWANA President.

Paula Roberts | Community Engagement | Aqua Community Relations

Paula is a community engagement strategist, facilitator, and project manager with 30 years of experience supporting public projects. She has worked extensively in water, storm water, and wastewater, infrastructure, and policy initiatives. With an emphasis on improving access for people who might not typically engage in public meetings, Paula has promoted and facilitated workshops and events for several San Diego programs, encompassing permitting, environmental plans, project mitigation, and Redistricting. She has led community relations for more than three dozen City of San Diego projects, and her career has encompassed rates, comprehensive planning, TACs, stakeholder workshops, and focus groups. Paula is deeply experienced in helping agencies address public comments and concerns. As an advisor, she has gained a reputation for identifying policy and liability issues, and for responding respectfully and effectively to people in times of crisis. She embraces service as a neutral 3rd party and as an extension of staff.

Paula’s recent City of San Diego projects include its Mission Bay Park Improvements PEIR and PERS, 8803 Gilman Drive Storm Drain Emergency Repair, and Meadow Lark/Health Center Drive Water Main Replacement Project. Paula is a member of the International Association for Public Participation (IAP2) and is a certified Public Input Consultant. She volunteers with Alignable, where she hosts monthly networking events for local small business owners, leads the platform’s national government contractors’ group, and serves as a mentor to other local group leaders. In 2023, San Diego members honored Paula with a “Local Small Businessperson of the Year” award.

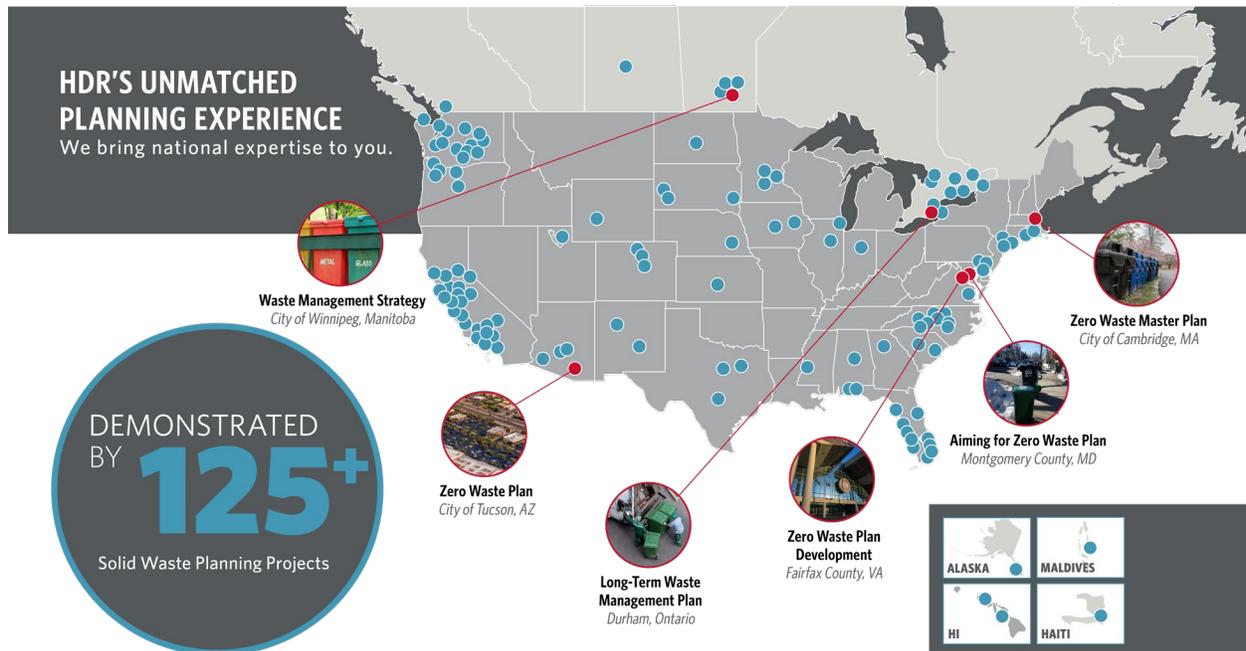
Victoria Johnson | Equity and Compliance | HDR

Victoria is a transformative practice leader with 20 years of experience in infrastructure with a diverse portfolio of work throughout the US and abroad, including Europe, Australia, New Zealand and Africa. As a Global Equity Director for Water & Resources at HDR Engineering, Inc., Victoria leads an Equity Advisory Services Practice providing management consulting expertise in large infrastructure programs across sectors, including water, energy, transportation, transit, aviation and the built environment. Victoria is a published author on best practices in people-centered infrastructure, including a congressional article on Capitol Hill.



Recent Similar Projects

Our diversified solid waste planning experience is demonstrated by the map below. With more than 80 planning projects that include some form of cost of service and future cost/revenue projections successfully completed or in progress nation-wide; we're prepared to build a rate study tailored to San Diego. On the following pages, we have provided brief project descriptions illustrating rate study projects and community outreach projects similar to your scope of work.



Rate Study and Cost of Service Projects

Solid Waste Rate Studies | Firm: HDR

Horry County, SC

Horry County Solid Waste Authority (HCSWA) manages all solid waste and recycling in the county. As of 2016, the HCSWA had not raised MSW tipping fees since 1990 when HCSWA was established as an enterprise fund. In fact, MSW tipping fees were actually decreased in 1999 and had remained the same since that time. Each waste stream is accounted for as a cost center and has its own budget. HCSWA allocates funds out of the tipping fees for equipment replacement, closure, post closure, infrastructure projects, administration, and recycling and educational programs.

HDR was selected by HCSWA in 2016 to provide a Cost of Services and Rate Study. The goal of this study was to review historical data, analyze and project current and future cost of service, determine whether adequate solid waste fees are being charged to recover the costs of providing services, and, if not, provide recommendations regarding future rate design options. The HDR team worked with SW&R staff to identify the “Test Year” for the cost of service model to identify future net revenue requirements which was used as the foundation for the Rate Structure. The “Test Year” served as the most representative model from which historical cost of service was used for the Cost of Service model for an 8 year projection. HDR developed an 8 year projection based on an evaluation of the key cost services or programs of the HCSWA system including municipal solid waste (MSW), construction & demolition waste (C&D), yard waste, landfill gas, household hazardous waste, property management, public education, materials recovery facility (MRF), collection and hauling, and HCSWA support for unincorporated collection system (UCS).

The cost of service analysis and projected net revenue requirements developed as part of this effort were used to identify adjustment scenarios to the existing tipping fee structure that would be necessary in order to offset the anticipated revenue deficiency in covering the cost of service. Two main approaches to tipping fee scenarios were presented. The first rate design alternative presented is a simple single rate adjustment in FY 2017 with no additional adjustments for the remainder of the planning period. Under the second rate design alternative, HCSWA would have rate adjustments every two years. Results were presented to municipalities, the County and the waste advisory board. HDR was selected once again in 2022 to once again perform rate study services for the HCSWA. Work is underway on this project, which will once again model and project future costs, assess current funding sources, and provide recommendations for an updated rate structure.

Key Services

- Evaluating revenue sources
- Recommending rate adjustments
- Multiple scenario modeling

Project Details

- **Total Project Cost:** \$60,000 est. total between original study and current study
- **Dates of Performance:** 2016-Present
- **Team Staff:** John Carlton
- **Did Project Meet Schedule and Budget Targets?** 2016 study experienced slight delays due to meeting coordination issues on the client end that were out of HDR’s control. The current study is a month behind original schedule due to a delay in NTP from the client.

Solid Waste Rate Study | Firm: HDR

Richland County, SC

Richland County is located in central South Carolina and according to the US Census Bureau the County has an estimated population of 410,000. The City of Columbia, the second largest city in South Carolina is the capital and serves as the county seat for Richland County. The Solid Waste and Recycling Division (SW&R) of the Richland County Department of Public Works manages solid waste and recycling services for the County. The SW&R operates a Class Two Landfill, maintains a closed municipal solid waste landfill, a closed construction and demolition debris landfill, and operates a land-clearing debris mulching facility. They also operate three recycling drop-off sites located in the County. The Richland County Class Two landfill accepts waste of about 34,000 tons of construction and demolition debris each year.

SW&R operates as an Enterprise Fund. Residential solid waste fees, landfill tipping fees, and waste tire collection fees were established and have not increased in over 10 years. The original Richland County Solid Waste Management Plan was written in 1994 and last updated in 2005. The HDR team reviewed and analyzed data provided by the SW&R to verify a strong understanding of the historical and present financial and operational data.

The HDR team worked with SW&R staff to identify the "Test Year" for the cost of service model to identify future net revenue requirements which was used as the foundation for the Rate Structure. The "Test Year" served as the most representative model from which historical cost of service was used for the Cost of Service model for an 8 year projection.

Two scenarios outlining the advantages and disadvantages were developed for the SW&R to select for implementation - one with a single rate adjustment, and another with a two year stepped rate adjustment. Since the SW&R had not increased their disposal rate in over 10 years, they were on severe decline of revenue. This benefited SW&R because they were able to justify to the elected officials that a rate increase was needed to continue to provide solid waste and recycling services to the residents within the County.

Key Services

- Evaluating revenue sources
- Recommending rate adjustments
- Multiple scenario modeling

Project Details

- **Total Project Cost:** \$40,000
- **Dates of Performance:** 2019-2022
- **Team Staff:** John Carlton
- **Did Project Meet Schedule and Budget Targets?** Yes

Solid Waste Cost of Service Study | Firm: HF&H

City of Ontario, Ontario, CA

The City of Ontario oversees solid waste service to the City's residents and businesses, totaling more than 40,000 accounts. The City provides all residential and commercial refuse, recycling and organics collection and related transportation, materials processing, and disposal services. The City sought a cost of service study to determine the revenue necessary to meet the City's revenue requirements, determine the cost of service attributable to each customer, and ensure the proposed rate structure is compatible with Proposition 218 mandates.

In 2020, HF&H created the initial cost of service model and determined the projected revenue needed for fiscal years 2021-2026. HF&H built a rate model to reflect the projected revenue requirement for the coming five fiscal years and allocated costs based on the level of service provided to each customer class (cart, bin, and roll-off customers) by size of container and material stream. The study resulted in a phase-in of rates over the upcoming years to achieve full cost of service with the fiscal year 2024-2025 proposed rate adjustment. In 2023, HF&H assisted the City with the follow-up study to project rates through fiscal years 2027-2028 and revised the rate phasing plan to achieve cost of service in fiscal year 2025-2026.

In 2022, the City requested HF&H to update the cost of service study with revised revenue requirements to reflect regulatory and operational changes and update the projected multi-year phase in of rates.

Key Services

- Cost of service modeling
- Proposition 218 Compliance
- Revenue projections

Project Details

- **Total Project Cost:** \$134k
- **Dates of Performance:** 2018 - 2023
- **Team Staff:** Rick Simonson
- **Did Project Meet Schedule and Budget Targets?:** Yes, HF&H adhered to the budget and schedule as they were amended by the client throughout the engagement.

Operational Analysis and Rate Study | Firm: HDR

City of Santa Monica, CA

As a subconsultant, HDR assisted with a rate study and financial analysis. The rate study model was designed to provide a cost of service analysis involving the direct assignment and allocation of revenues and expenses to established collection services, with the intent of balancing revenues and expenses to identify subsidies that may exist. To assist the city in transitioning from line-item budgeting to program-based budgeting, HDR provided guidance to the city in helping to align the city's various costs to specific programs. Upfront costs (capital outlays, vehicles, equipment), operating costs (salaries, wages, benefits, fuel, supplies, tipping fees, indirect costs such as administrative, legal, and insurance), and backend costs (such as retirement benefits) were considered. HDR also provided guidance to the city on the development of program metrics that can be used for future planning and evaluating program performance through benchmarking of time or against similar cities. Such included hourly operating costs, cost per ton collected, and cost per household or business.

Key Services

- Cost of service review
- Rate modeling
- Budget structure review

Project Details

- **Total Project Cost:** \$34k
- **Dates of Performance:** 2018 - 2020
- **Team Staff:** John Carlton
- **Did Project Meet Schedule and Budget Targets?** Yes

Solid Waste Rate Assistance | Firm: HF&H

City of Fresno, Fresno, CA

The City of Fresno's (City) Department of Public Utilities Solid Waste Management Division is responsible for the collection and disposal and/or recycling of material collected from 110,000+ residences. The City wanted to independently assess and evaluate their existing rates within the short-term (5-years) and to provide recommendations. The broad objective of the study was to adequately fund the solid waste enterprise funds operations, while keeping rates as competitive as possible.

The City also required assistance in developing an interactive rate model for their use in future years and preparing and finalizing solid waste rate structures for FY 2025 through FY 2029. In order to assist the City in determining the viability its residential solid waste rate structure, the following major tasks were completed:

- Performed an independent comprehensive review of the City's Rate Model to ensure mathematical accuracy and logical consistency.
- Developed revenue and cost allocations for various services (e.g., residential collection, on-call clean up events, landfill capital expenses, replacement of 83 collection vehicles over a five-year period) within the Rate Model were based on appropriate assignment of direct expenses and/or reasonable allocations of any costs that cannot be directly assigned .
- Calculated rates for 64-gallon and 96-gallon base services and extra containers. Verified the calculations complied with the requirements of Proposition 218, and that they ensure the funding necessary to satisfy the Division's projected annual revenue requirements, including reasonable rate stabilization and operating reserve funds.
- Recommended the development of an updated Rate Model to provide staff with the information they needed to manage the Solid Waste Enterprise Fund.

Key Services

- Cost of service review
- Rate modeling
- Budget structure review
- Proposition 218 compliance

Project Details

- **Total Project Cost:** \$65k
- **Dates of Performance:** 2022 - 2023
- **Team Staff:** Rick Simonson
- **Did Project Meet Schedule and Budget Targets?:** Yes, HF&H adhered to the budget and schedule as they were amended by the client throughout the engagement.

Refuse Rate Study | Firm: HF&H

City of Santa Cruz, Santa Cruz, CA

In 2020, the City of Santa Cruz hired HFH to conduct a rate study to analyze the nature of the City's solid waste collection fees and services. HF&H developed a solid waste rate model to address the City's revenue shortfall and the existing cost of service, allowing the City to set rates for FY 2021-22 through FY 2023-24. HF&H's solutions provided the City with alternatives to meet growing revenue requirements, including added commercial food waste collection costs resulting from SB 1383, while continuing to set rates designed to increase and incentivize waste diversion.

The City hired HF&H to conduct a rate study for FY 2023-24 to FY 2027-28, which was recently completed in May 2023. Facing large revenue increases to address its growing shortfall, the City sought to leverage existing reserves to mitigate ratepayer impacts. HF&H provided a five-year phased-in plan to adjust rates incrementally, while ensuring the City continued to meet its reserve fund balance target by the end of the five-year period.

Key Services

- Cost of service review
- Rate modeling
- Budget structure review

Project Details

- **Total Project Cost:** \$115k
- **Dates of Performance:** 2020 - 2021
- **Team Staff:** Rick Simonson, Dave Hilton
- **Did Project Meet Schedule and Budget Targets?** Yes, HF&H adhered to the budget and schedule as they were amended by the client throughout the engagement.

Community Outreach and Engagement Projects

Proposition 218 Outreach | Firm: HDR

Los Angeles County Public Works, CA

In Summer 2024, the Los Angeles County Public Works (LACPW) will pursue a sewer rate increase that will affect 37 cities within the service area. The rate change will allow the County to continue to provide necessary services that our communities rely on which reduces sewer overflows, reduces beach closures, and protects public health.

The pursuit of this rate change triggers the Proposition 218 process, which requires LACPW to provide ratepayers with notice of the actual amount of the rate increase pertinent to them to allow the ratepayer a meaningful opportunity to determine whether to consent to or oppose the change.

LACPW and the Project team plan to go beyond these requirements through a public outreach effort to educate the public and local governments within the service area about the importance of the services provided by the County, why the rate change is needed, and the benefits associated with the rate change. LACPW will utilize this outreach effort to connect with disadvantaged communities regarding existing needs and upcoming efforts to pursue equity within its service area by partnering with Community-Based Organizations, attending several in-person community events, providing educational materials in several languages, and implementing the equity-centered outreach and engagement strategy. Additionally, the unincorporated areas within the LACDPW service area will be engaged through a partnership with the County's Community Services Group (CSG).

HDR is working closely with LACPW to educate ratepayers and local government about LACPW services and the sewer rate change through an educational outreach campaign. Additionally, the Project team will execute an outreach and engagement strategy that builds knowledge of the services LACPW provides, the need for this rate change, and the community benefits associated with the rate change.

Key Services

- Strategic Work Plan
- Surveys
- Equity Toolkit
- CBO Map
- Outreach Materials: Educational brochure, fact sheet, FAQ, website, educational postcard
- Social media schedule
- Project video (2 videos)
- Community outreach events
- Proposition 218 Notices
- Outreach Summary Report

Project Details

- **Total Project Cost:** \$420k
- **Dates of Performance:** 2022 - Present
- **Team Staff:** Juan Carlos Erickson, Ally Jeffers, Vanessa Bauman, Anders Burvall, Adrienne Dobrowski, Katrina Waltze
- **Did Project Meet Schedule and Budget Targets?** Yes, we plan to continue the education campaign through 2024/25

Climate Adaptation and Community Engagement | Firm: HDR

Confidential Natural Gas Utility, CA

In 2018, the California Public Utilities Commission (CPUC) passed Order Instituting Rulemaking (OIR) 18-04-019 that requires investor-owned utilities (IOUs) to complete Vulnerability Assessments (VA) that examine the impacts of climate hazards on their infrastructure, operations, and services. The OIR also requires IOUs to develop a Community Engagement Plan (CEP) that details how the IOU will engage with “disadvantaged and vulnerable” communities on climate adaptation efforts. Community input has a direct impact on the development of the CEP and how the IOU will engage in the future. Feedback from communities relative to the VA will influence where and how the IOU makes future investments and infrastructure upgrades. HDR is working closely with our client’s public affairs and public policy and planning teams to develop and implement a holistic, equity-first Community Engagement Plan that both fulfills the CPUC requirements and further strengthens its reputation and relationship with local communities.

The CEP will act as a roadmap for the client to identify target audiences in culturally and socioeconomically diverse communities, as well as build outreach and engagement strategies rooted in equity and cultural competence. The project team is developing materials and communicating in several languages, confirming accessibility, and meeting people where they are at. The CEP will create and build community relationships, foster awareness of climate adaptation, and solicit timely input about the community’s unique concerns that will drive the identification of appropriate near and long-term changes to the client’s operations and services. The CEP will also function to monitor and measure activities on an ongoing basis to assess outcomes and effectiveness of the plan. HDR and client teams have engaged with hundreds of local community-based organizations (CBOs) and stakeholder groups to establish Regional Advisory Boards. These Regional Advisory Boards represent the diverse demographic and socioeconomic patterns within the client’s service region. Through a series of Regional Advisory Board workshops, the CBOs will have the opportunity to advise the client on effective, equitable engagement tactics and strategies to reach the underrepresented communities they serve. Outreach and feedback from CBOs and disadvantaged communities will help the client identify necessary future infrastructure investments.

On a parallel effort, HDR is also developing a website with an interactive, GIS-based map showcasing the CBOs that we are engaging with to identify households in disadvantaged communities that have incurred debt from their utility services during the pandemic and may be eligible for financial support through CPUC.

Key Services

- Strategic Work Plan
- Surveys
- Outreach Materials: Educational brochure, fact sheet, FAQ, website, educational postcard
- Community outreach events
- Outreach Summary Report

Project Details

- **Total Project Cost:** \$1.12M
- **Dates of Performance:** 2021 - Present
- **Team Staff:** Juan Carlos Erickson, Allyson Jeffers
- **Did Project Meet Schedule and Budget Targets?** While the project is still in progress, to date, we have hit all project milestones on time and have been on budget throughout.

On-Call Community Outreach and Engagement | Firm: HDR

Los Angeles Civil + Human Rights and Equity Department

The City's Civil, Human Rights, and Equity Department (CHRED or LA Civil Rights) is pioneering ambitious and transformational tasks to address social, economic, and environmental justice through meaningful engagement in LA, and HDR Engineering, Inc. (HDR) is excited about the opportunity to provide our support and partnership through their On-Call Community Outreach and Engagement bench. The HDR team is comprised of experts on all fronts on the services that the City of LA will need to bring their efforts to LA's disadvantaged communities. We have spearheaded these efforts as well as supported many agencies throughout the country on an as-needed basis to carry out their initiatives and visions. We will anticipate challenges as well as opportunities in LA, and we will innovate by leveraging our tailored approaches and implementable strategies to advance CHRED's objectives for this contract. In collaboration with the City we have created the Los Angeles CBO Outreach and Equity Network specifically to enhance and strengthen LACHRED's community impacts.

Key Services

- Outreach and Engagement
- Community Analytics
- Participatory Budgeting Facilitation
- CBO network management and coordination
- Public Meetings
- Community Events
- Virtual Engagement
- Website design
- Social media campaign
- Strategic communications planning - Community Engagement Plan
- Outreach Summary Report
- Education campaign
- Surveying and Geotargeting
- GIS interactive map

Project Details

- **Total Project Cost:** On-call - no budget limit assigned
- **Dates of Performance:** 2022 - Present
- **Team Staff:** Juan Carlos Erickson, Allyson Jeffers, Katrina Waltze, Victoria Johnson
- **Did Project Meet Schedule and Budget Targets?** These efforts are in the planning stages and HDR is collaborating with various teams to execute innovative strategies.

Master Plan Update | Firm: Cook + Schmid

Port of San Diego, CA

C+S led a campaign to gather inclusive and diverse public input to inform the Port of San Diego's 50-Year Master Plan Vision and Guiding Principles. The goal of the campaign was to effectively involve port stakeholders in an inclusive dialogue on the new Port Master Plan. Stakeholders included elected officials, State and federal agencies, businesses and industry, and community leaders and regional residents of the five member cities in the Port's jurisdiction. The campaign emphasized effective engagement with low-income and minority residents, who would not typically engage in such a process.

Tactics included:

- Created a brand for the campaign, "Port for All," website, and collateral materials.
- Conducted one-on-one listening sessions with elected officials, diverse community leaders, the business community, and environmentalists.
- Held a series of public meetings including in-language materials and real-time translation.
- Worked with more than 1,000 community groups and leaders to generate participation by hard-to-reach audiences.
- Managed/monitored media relations, including writing and placing an opinion piece to kick off the campaign.

The Vision and Guiding Principles for the Port Master Plan was adopted unanimously by the Board of Port Commissioners. Stakeholders – ranging from the business community to environmentalists and residents – lauded the outreach process for its inclusivity. The architectural Institute of America recognized the C+S community engagement campaign with its President's Award.

Key Services

- Public outreach and meetings
- Website development
- Media relations

Project Details

- **Total Project Cost:** \$200,000
- **Dates of Performance:** 2011 - 2013
- **Team Staff:** Jon Schmid, Jaime Fong
- **Did Project Meet Schedule and Budget Targets?:** Yes

Ocean Beach Pier Renewal Project | Firm: Cook + Schmid

Moffat & Nichol

C+S is engaging with stakeholders throughout the region to gather community input to inform the design of a new Ocean Beach Pier. The public engagement seeks to incorporate varying opinions and achieve a consensus on a pier design that both reflects the local community's values and serves the needs of diverse users from around the entire county. C+S placed special emphasis on engaging with underserved and minority communities.

Tactics have included:

- Strategic communications planning
- Messaging strategy
- Stakeholder analysis
- Collateral material development
- Video/photography (visit obpierrenewal.com to view samples)
- Website content
- Community meetings
- Media relations
- Community presentations
- Surveys
- Monitoring email from the public
- Responding directly to citizen inquiries
- Booths at fairs and festivals
- Flyer distribution
- Social media
- Coordination with elected officials
- Translation

The program gained the trust of a range of stakeholders who have praised the process for its inclusivity and sensitivity to community values and needs. Our team has successfully completed three public workshops to date with more than 850 attendees, generated nearly 4,000 survey responses from the entire county, and engaged with over 43,000 accounts on social media. Based on the input, the team developed a set of Guiding Principles to inform the creation of pier concepts, which are being presented to the public in an iterative process that will result in a single preferred design, to be presented in the spring of 2024.

Key Services

- Strategic Communications strategy
- Public and stakeholder involvement
- In-person outreach and facilitation

Project Details

- **Total Project Cost:** \$568,000
- **Dates of Performance:** 2022 – Present
- **Team Staff:** Jon Schmid, Jaime Fong
- **Did Project Meet Schedule and Budget Targets?:** As of 12/1/2023, Yes

Agua Pura Directamente de la Llave | Firm: Cook + Schmid

San Diego County Water Authority, CA

For the San Diego County Water Authority (SDCWA), C+S ran a successful campaign called Agua Pura Directamente de la Llave. The campaign sought to educate Latinos on the safety of tap water and bolster the reputation of the SDCWA.

Tactics included:

- C+S developed a strategic plan, messaging strategy, marketing profiles, and creative approach carefully aligned with the values of the audience.
- Research determined that a mix of social media, media relations and paid digital advertising would provide the most effective reach.
- At the time, the political environment around immigration caused a distrust for government agencies. C+S countered this by partnering with Spanish language media and a known influencer, doctor and journalist.
- C+S developed website content, fact sheets, speaking points, scripts, video content, and other material.
- YouTube pre-roll and short-video social media content, as well as static content for social media, supported the influencer.

Results: The campaign proved to be very successful. Social media engagements reached almost 90,000 for the influencer alone in the span of two months. Social media engagements for the SDCWA grew from 500 or fewer per day, to more than 4,000 per day at its peak. The campaign also drove record breaking traffic to the Spanish-language educational web page on water safety.

Key Services

- Strategic Communications strategy
- Tailored outreach for Spanish-speaking citizens
- Creative approaches to overcome trust barriers

Project Details

- **Total Project Cost: \$130,000**
- **Dates of Performance: 2021-2022**
- **Team Staff: Jon Schmid, Jaime Fong**
- **Did Project Meet Schedule and Budget Targets? Yes**

Mission Bay Park Improvements PEIR and PERS | Firm: Aqua

Dudek Consultants/City of San Diego, CA

Aqua is facilitating a series of workshops and providing outreach to engage the public in shaping a long-term environmental plan and identifying priorities for the use of tax revenue designated for Mission Bay Park, a regional system of 12 park sites within the City of San Diego. Stakeholders include recreation and tourism proponents, commercial tenants, residents, planning committees from the surrounding communities, a large coalition of environmental advocates, and an existing advisory body, the Mission Bay Oversight Committee. Aqua works with a multi-department staff committee, project staff, and Dudek Consultants to create opportunities for the public to engage with and shape the plan. Services include facilitated meetings, surveys, comments collection and reporting. Following a 3-year pandemic pause, the project team anticipates release of the formal Notice of Preparation in early 2024. To relaunch public engagement, Aqua will work directly with 9 community planning groups and 15 advocacy organizations, create web and social media content, correspond with interested parties, and prepare media materials.

Key Services

- Workshop facilitation
- Public outreach
- Community planning group involvement

Project Details

- **Total Project Cost:** \$400k
- **Dates of Performance:** 2019 - Present
- **Team Staff:** Paula Roberts
- **Did Project Meet Schedule and Budget Targets?** Interrupted by pandemic

Meadow Lark/Health Center Drive Water Main Replacement | Firm: Aqua

Orion Construction/City of San Diego, CA

Aqua arranged and facilitated a series of stakeholder meetings to discuss impacts and approaches to mitigating project impacts for six critical sites located on the project alignment that offer 24/7 emergency care, as well as a residential area with a fully discrete set of impacts. Stakeholders included facilities maintenance, operations, and management staff from three hospitals and three county justice facilities, residents, small business owners, medical commercial building managers and tenants, and a residential care facility. Through a consultative process, the team was able to establish optimum workdays, hours of construction, and traffic procedures that minimized impacts and avoided down-time for the critical facilities. Aqua's outreach activities included public notices, weekly construction updates, and one-to-one consultations with stakeholders.

Key Services

- Stakeholder meeting facilitation
- Project impact mitigation

Project Details

- **Total Project Cost:** \$70k
- **Dates of Performance:** 2016-2019
- **Team Staff:** Paula Roberts
- **Did Project Meet Schedule and Budget Targets?:** Yes

Public Outreach Services | Firm: Aqua

San Diego Redistricting Commission, CA

The Aqua team, working under Aqua's predecessor firm name Humanability, advised the Commission and staff regarding underserved communities, regulatory compliance, best practices, and crisis communications for its work to incorporate citizen engagement in the process of drawing new boundaries for City Council Districts. The project included a wide range of stakeholders seeking fair representation within the City, including the LGBTQ+, Asian Pacific Islander, African American, Hispanic, and immigrant communities, as well as members of competing political parties. The team created materials that reduced barriers related to literacy, language, experience, time, transportation, and location, and provided stakeholder training for an online mapping tool. Working within tight budget, policy, and timeline constraints, the team's approach provided multilingual participation opportunities at more than 20 meetings and for the collection of written, electronic, and audio comments. At the project's end, the Commission had gathered 16,000 public inputs and produced a map free of legal challenges.

Key Services

- Multilingual meeting facilitation and materials development
- Focus on underserved communities

Project Details

- **Total Project Cost:** \$25k
- **Dates of Performance:** 2010-2011
- **Team Staff:** Paula Roberts
- **Did Project Meet Schedule and Budget Targets?** Yes



Operational Efficiency Analysis Projects

Solid Waste Management Consulting Services | Firm: HDR

Madera County, CA

Madera County operates a comprehensive integrated solid waste management system, including waste collection franchises, recycling and organics collection programs, household hazardous and other special waste programs, and a County owned transfer station and landfill. The County contracted HDR to provide a number of solid waste management consulting services, including:

- Conducting monthly operations meetings to review the operations of the landfill, transfer station, and collection franchises
- Performing quarterly financial reviews to provide guidance on the financial performance of the system
- Developing an Organic Waste Management Plan
- Holding an annual Board of Supervisors Solid Waste Workshop to update the elected County leadership on the solid waste system
- Assisting in negotiating amendments to the various private contractor agreements including franchise collections and facility operations.

Working with the County Public Works Department and private contractors, HDR's services have resulted in improvements to the financial and operating performance of the County system. Additional improvements, including new services or implementing best management practices, continue to have positive effects on the County's system.

Key Services

- Management and operational reviews
- Financial modeling and rate recommendations
- Procurements, ordinance development, and contracting assistance

Project Details

- **Total Project Cost:** \$1.1M (to date)
- **Dates of Performance:** 2018 - Present
- **Team Staff:** John Carlton, Shawn Koorn, Jordan Kafka, Lisa Wong
- **Did Project Meet Schedule and Budget Targets?** Yes

Solid Waste Master Plan and Collection Evaluation | Firm: HDR

City of Brookings, Brookings, SD

HDR prepared a Solid Waste Master Plan that will guide operating and capital investments, operations, practices, fees, and policies in a way that improves collections and disposal services while promoting sustainability, efficiency, and effectiveness. HDR evaluated the City's current waste management practices, including collections, landfill operations, recycling, waste diversion, and public outreach efforts. A thorough financial evaluation of the costs to collect waste and operate the necessary infrastructure was completed which lead to recommendations to increase current tipping fees at the landfill over the next ten years, modify collection activities, and regularly update and review the completed financial analysis. This project included public workshops and outreach to residents on the entire solid waste program and continued analysis of public education and outreach.

The City provides residential curbside collection of garbage, recyclables, and yard waste to approximately 20,000 customers within City limits. This is an ongoing project with upcoming public workshops and outreach to residents on the entire solid waste program and continued analysis of public education and outreach.

Key Services

- Financial evaluation
- Fee and service recommendations
- Public education and outreach

Project Details

- **Total Project Cost:** \$215,000
- **Dates of Performance:** 2022 - 2023
- **Team Staff:** Jennefer Klennert, Jordan Kafka
- **Did Project Meet Schedule and Budget Targets?** Yes

Copy of a Final Report

Team member HF&H has provided an Integrated Waste and Recycling Cost of service Study Final Report, dated May 24, 2023 and performed for the City of Ontario, California. We have included this report as [Appendix 2](#).

References

Per the RFP language, we have limited our team to five references. Additional references for all team firms are available upon request.

HDR References

Stephanie Todd

- Horry County Solid Waste Authority, Inc.
- Assistant Director of Operations and Planning
- PO Box 1664, Conway, SC 29528
- stodd@solidwasteauthority.org
- (843) 347-1651
- Brief Project Summary: In addition to the rate studies highlighted above in this Proposal's Recent Similar Projects section, HDR has also performed multiple Solid Waste Management Plan updates and multiple Waste Characterization Study efforts for Horry County.

Alex Villarama

- Los Angeles County Public Works
- Civil Engineer
- 900 S. Fremont Ave., Alhambra, CA 91803
- avilla@dpw.lacounty.gov
- (626) 300-3374
- Brief Project Summary: HDR delivered an education campaign to LA County's disadvantaged communities in support of an upcoming rate change for sewer maintenance services.

HF&H Reference

Michael Sigsbee

- City of Ontario
- Utilities Assistant General Manager Administration & Customer Service
- 1425 S Bon View Ave, Ontario, CA 91761
- msigsbee@ontarioca.gov
- (909) 395-2653
- Brief Project Summary: Highlighted above in this Proposal's Recent Similar Projects section. HF&H created an initial cost of service model and determined the projected revenue needed for fiscal years 2021-2026.

Cook + Schmid Reference

Matthew Martinez

- Moffat and Nichol
- Vice President
- 1660 Hotel Circle N., Suite 500, San Diego, CA 92108
- mmartinez@moffatnichol.com
- (619) 793-5642
- Point of Contact Email:
- Brief Summary of Work Performed: Highlighted above in this Proposal's Recent Similar Projects section
Strategic communications planning, messaging strategy, stakeholder analysis, collateral material development, video/photography (visit obpierrenewal.com to view samples), website content, community meetings, community presentations, survey, monitoring email from the public, responding directly to citizen inquiries, booths at fairs and festivals, flyer distribution, social media, coordination with elected officials, translation.

Aqua Reference

Matthew Martinez

- Moffat and Nichol
- Vice President
- 1660 Hotel Circle N., Suite 500, San Diego, CA 92108
- mmartinez@moffatnichol.com
- (619) 793-5642
- Point of Contact Email:
- Brief Summary of Work Performed: Highlighted above in this Proposal's Recent Similar Projects section
Strategic communications planning, messaging strategy, stakeholder analysis, collateral material development, video/photography (visit obpierrenewal.com to view samples), website content, community meetings, community presentations, survey, monitoring email from the public, responding directly to citizen inquiries, booths at fairs and festivals, flyer distribution, social media, coordination with elected officials, translation.

Scope of Services



Task 1: Project Initiation and Management

Task Understanding

The City of San Diego (City) is embarking on a critical study that will develop a recommended cost-recovery fee for solid waste services. This is the first time in over 100 years that the City is establishing public rates for solid waste services. This study is expected to be high-profile in the San Diego community, as there are impassioned constituents within the City that both supported and opposed Measure B. As such, we expect significant public scrutiny over the study process and results. This study will need to be conducted in a way that is transparent and accurate, addressing the challenges of engendering public trust and providing defensible results. It is therefore critical that the project be managed effectively. This task provides for the overall management of the consulting team and provides a framework for tasks to be delivered accurately and defensibly within the constraints of the schedule, scope, and budget.

Approach

After receiving a Notice to Proceed (NTP), the HDR consulting team will hold an internal kick-off meeting and will develop a data request for the City. We will submit this data request to the City and will schedule a kick-off meeting with the City approximately two weeks after submitting the data request. We will hold a conference call (using web conferencing such as Microsoft Teams) with the City one week prior to the kick-off meeting to review and clarify the data request items as well as to discuss the proposed agenda for the meeting.

Key HDR team project team members and the City will attend a kick-off meeting in-person. The expected agenda for the meeting will include the following:

- Introductions and project roles.
- Goals and expectations.
- Document and data availability or development.
- Eligible customer identification protocols.
- Data and document management.
- Communication protocols and contacts.
- Stakeholder identification, engagement, participation, and feedback.
- Other outreach including website and promotional materials.
- Project schedule including interim and final deliverables.
- Deliverables and final report format.
- Confirmation of next steps.

HDR will confirm the agenda with the City prior to the kick-off meeting and after the meeting will submit draft kick-off meeting minutes within one week of the meeting. We will submit final kick-off meeting minutes within one week of receiving comments from the City.

The HDR team will review data and documents provided by the City including the following documents:

- Measure B adopted by San Diego Voters in 2022 together with the ballot materials.
- Current City-provided solid waste management services and operations.
- San Diego Municipal Code, Chapter 6, Article 6, Divisions 1 – 7.
- Environmental Services Department Website & Get it Done application.
- Fiscal Year 2023 Adopted Budget and Fiscal Year 2024 Adopted Budget.
- Office of the Independent Budget Analyst Report 21-23.
- Preliminary Customer Eligibility Identification Options.
- Waste Management Regulation 009-10.
- City of San Diego Climate Equity Index Tool and historically underserved communities.
- Council Policy 000-03 People with disabilities.
- Council Policy 100-05 User Fee Policy.
- Council Policy 100-20 Reserve Policy.
- Council Policy 300-07 Consultant Services Selection.
- Council Policy 900-06 Solid Waste Recycling.
- Contracts for Processing, Transporting, and Marketing Commingled Curbside Recyclables Collected by City Forces.
- Council District Boundaries.
- Existing Software utilized to support solid waste management services including Routeware, EasyRoute, Salesforce, Get It Done, and GIS.

HDR will set-up web-based document management and retention tools (such as Microsoft Teams and One Drive or similar platforms). These tools will be used to manage and preserve project communications and documents throughout the term of the project.

Working with the City, HDR will develop a Project Charter. This document will define the project goals and objectives, scope, stakeholders, approach, and schedule. The draft Project Charter will be submitted to the City

within two weeks of the kick-off meeting. We will submit a final Project Charter within one week of receiving comments from the City.

HDR will prepare the following additional documents as part of Task 1. Except for the Project Status Reports (which will be submitted monthly with project invoices), the documents will be developed within the 30 days of the NTP. The documents will be submitted to the City in draft. Final documents will be submitted within one week of receiving comments from the City.

- Stakeholder Analysis: An assessment of the project's stakeholders, their roles, interests, and potential impact on the project. This work will be developed in coordination with Task 3 of the scope.
- Project Plan: A comprehensive plan outlining the project's activities, milestones, timelines, resources, and dependencies.
- Work Breakdown Structure (WBS): A hierarchical breakdown of the project's deliverables and tasks.
- Risk Management Plan: A plan that identifies potential risks to the project and outlines strategies to mitigate or respond to them.
- Communication Plan: A plan that outlines how project information will be communicated to the City, taking into consideration the governance structure, working groups, and additional consultants that will need information to complete their work/decisions.
- Project Schedule: A detailed timeline that includes project activities, milestones, and dependencies.
- Quality Management Plan: A plan that defines the project's quality objectives, standards, and processes.
- Project Governance Structure Draft: A defined structure that outlines the roles, responsibilities, and decision-making processes within the project.
- Project Status Reports: Regular (monthly) reports that provide updates on project progress, milestones achieved, issues, risks, and upcoming activities appropriate for both governance and updates to council offices, etc.

Together, these documents along with HDR's strong project management protocols and procedures, will be used to effectively govern and manage the project.

HDR will also assist the Environmental Services Department (ESD) in submitting the Cost of Service Study Report for review by the Office of Independent Budget Analyst. HDR will assist ESD through the following tasks:

- Preparing materials for the City's Office of the Independent Budget Analyst to evaluate the cost of service study and recommended rates.
- Participating in up to two (2) video conference calls to address issues or questions.
- Submitting written responses if required.
- Providing feedback to ESD regarding IBA comments and findings.
- Attending one, on-site meeting, if needed.

Meetings

The following meetings are anticipated as part of this task:

- One conference call (video meeting), up to two hours duration, to discuss data request.
- One in-person kick-off meeting.
- Bi-weekly video meetings with the City's project manager throughout the project. For budgetary purposes, we have assumed three key team members attending 78 bi-weekly one-hour meetings during the project duration.

- Regular executive governance meetings. For budgetary purposes, we have assumed two key team members attending 36 meetings, up to two hours duration each, during the project duration.
- Other meetings as needed with the City. For budgetary purposes, we have assumed two key team members attending 78 one-hour meetings during the project duration.
- Two conference calls (video meetings), up to two hours duration each, with the Office of Independent Budget Analyst.
- One in-person meeting, up to four hours, with the Office of Independent Budget Analyst.

Task Deliverables

- Data request.
- Draft and final kick-off meeting agenda.
- Draft and final kick-off meeting minutes.
- Project Charter.
- Stakeholder Analysis report.
- Project Plan.
- Work Breakdown Structure.
- Risk Management Plan.
- Communication Plan.
- Project Schedule.
- Quality Management Plan.
- Project Governance Structure Draft.
- Monthly Project Status Reports.

Schedule

This task is expected to commence in March 2024, and we anticipate this task to be ongoing throughout the 36-month project duration.

Key Understandings/Assumptions

- Available data will be provided by the City.
- The City will provide one-set of consolidated comments for each deliverable.
- Even though the contract duration is expected to be for five years, we have assumed only 36 months of an active engagement. If the project extends beyond 36 months, we may request additional funds, especially for the management of the project.

Task 2: Research Regional Residential Solid Waste Services and Costs

Task Understanding

A basic characteristic of the human experience is that we constantly compare our position to those of others around us. This is especially true as we encounter change. The establishment of collection rates for the first time will result in historic change for the City and ends with everyone, except the General Fund, paying more than they are today. As a result, there will be a continuous need to relay to the public, stakeholders, and elected officials where San Diego stands in comparison to other communities when it comes to the value of the rates paid for the services provided. This task will develop that critical foundation for communicating that relative value throughout the project. That said, San Diego is unlike the other comparative communities for several reasons (e.g., number

of households, geographic size, mix of publicly and privately provided service, accessibility to post-collection facilities, existing subsidies and policies of other agencies, variation in services, etc.). As a result, a simple survey of residential rates for the target communities will not adequately tell the story. Like a comparison of two people's car payments, there may be myriad reasons why a lower monthly rate may not necessarily be reflective of the best value or greatest cost-effectiveness. To gain useful insights from this comparison, it will be critical to do a more substantial and nuanced comparison.

Approach

HDR team member HF&H will lead this task. HF&H will conduct a survey of up to 25 communities throughout California to develop a comprehensive profile of each community's residential solid waste system, including up to 25 key issue areas. This expands on the 17 agencies and 18 data areas required in the Request for Proposals (RFP), as our experience on prior similar projects has demonstrated the need for even more sophisticated and comprehensive comparisons.

Among the City's existing list of 17, HF&H is actively working with 11 of the agencies and already has much of the required data, not to mention current warm contacts for obtaining additional or more current data needed at the time of the survey. HF&H will recommend a list of 10-15 comparable agencies from around the state, from which the City should select up to eight. The recommendations will focus on agencies that have larger populations, municipal collection and/or billing, separation of residential from commercial collection, and similar programming and service levels.

The City's RFP identifies 18 important data areas (within the major groupings of City Information, Residences and Services, Service Levels, Staffing and Budget, Fees and Billing, Fee Assistance Programs, Service Change Frequency) for the profile. HF&H recommends expanding that to as many as 25 to get a fuller picture of each community's system. We will recommend a list of 8-10 additional data areas that may be valuable to include in the survey to make accurate comparisons later in the project and as we are sharing information with stakeholders. These additional data areas will focus on the sorts of data that would be needed to normalize comparisons to the City's system. For example, while the staffing and budget information may allow comparisons to cost of service and the fees and billing information may allow comparisons to rates, additional data would be needed to understand if the rates are below cost of service due to cross-sector or general fund subsidies.

HF&H will gather available data from each target jurisdiction. If we are unable to successfully contact or gather information from a target after several attempts, we will give the City the option of attempting to stimulate contact with that agency or using another one of the recommended jurisdictions from the initial pool that was considered.

Meetings

HF&H will facilitate a virtual kick-off meeting as part of the Project Initiation kick-off meeting, approximately two hours in duration, for the survey element of the project to review and discuss the target agencies and data to be gathered. Prior to this meeting, HF&H will distribute to the City the recommendations for additional jurisdictions and data to gather.

HF&H will facilitate a virtual survey review meeting to present the draft survey results to the City, discuss implications of the survey findings, and agree on required changes to the report and PowerPoint.

Task Deliverables

HF&H will provide the City with a comprehensive survey report providing detailed information on each of the communities surveyed and offering comparisons among those agencies and, if desired, to current data on the City of San Diego's system. HF&H anticipates that the City will review and provide one set of consolidated, non-conflicting comments on the report. HF&H will meet with the City to review those comments and agree on changes to be made for the final report. HF&H will finalize the report based on the agreed-upon changes.

HF&H will provide the City with a PowerPoint presentation at the survey review meeting to present the preliminary results of the work. HF&H anticipates that the City will review and provide one set of consolidated, non-conflicting comments on the presentation. HF&H will finalize the presentation based on the agreed-upon changes.

Schedule

HF&H will commence work immediately upon receiving a NTP. We anticipate holding the survey kick-off meeting within three weeks of NTP, allowing time for the overall project initiation.

Surveying will be performed, and the draft report and presentation produced within 10-12 weeks of receiving final approval from the City on the target jurisdictions and data points to be gathered.

HF&H will meet with City staff at their earliest convenience after surveying has concluded to present the results.

HF&H will finalize the report and presentation within three weeks of receiving final comments on the drafts from the City.

Key Understandings/Assumptions

The survey list will include the 17 agencies listed in the City's RFP, plus up to 8 more based on a list of recommended agencies.

The information gathered by the survey will include the 18 data points listed in the City's RFP, plus up to 7 additional data points mutually agreed upon by HF&H and the City.

HF&H will provide one draft of each work product and will perform one round of revisions based on a consolidated set of non-conflicting comments from the City.



Task 3: Community Engagement and Outreach

Task Understanding

In 2022, the City of San Diego residents authorized through Measure B voter approval the establishment and collection of a cost recovery fee for City-provided residential and business solid waste management services. HDR will conduct a rate study in collaboration with the San Diego community to develop and present comprehensive data and recommendations necessary for the San Diego City Council to make an informed decision on behalf of their constituents. All recommendations on fees and fee implementation are subject to City Council review and approval through California Proposition 218.

At HDR, we believe that each project is better positioned for success when the community is at its center. We create and implement ideas to put people first in outreach and engagement. We help to create more connected, equitable, and sustainable communities.

We tailor an engagement program specifically toward the planning effort and the communities our clients serve. In doing this, our strategic communications and engagement philosophy does not waiver, meaning we create a clear, consistent, and transparent process that enables voices to be heard, and stakeholders to engage within the planning process and outcome.

Our integrated HDR team's understanding of technical work and its proven engagement success within infrastructure planning gives us the ability to translate complex information for effective and equitable dialogue

and engagement. Today's technology, coupled with our political and social environment, has drastically changed the way people seek information, communicate, and mobilize toward a cause. Personal smart devices and a culture that communicates through social media or other online outlets have fueled higher expectations for brevity, transparency, and inclusivity.

HDR's Strategic Communications team includes skilled professionals from a variety of backgrounds essential to delivering state-of-the-art strategic communications services, including communications, marketing, planning, multimedia design, social media, and web design/development. This mix of skill sets, working together, allows us to offer a comprehensive list of public engagement services to our clients.

Our communicators and designers work hand in hand with our planners and engineers to craft engagement strategies that are tailored to the needs of the clients and projects we support. Our local California team works as part of a larger national network of communicators, designers, videographers, and web developers. **We have access to more than 200 design and communications professionals throughout the country.**

Services provided by our Strategic Communications Team Include:

- Communications and engagement strategy development
- Communications and engagement plan writing
- Disadvantaged communities outreach
- Multicultural communications campaigns
- Tribal engagement
- Graphic design
- Stakeholder identification
- Facilitation
- Event Planning
- Plain language writing
- Technical editing (AP style)
- Website design and development
- Animation
- Accessibility and compliance
- Social media strategy and content
- GIS mapping
- Program management
- Program evaluation
- Videography
- Visualizations
- Translation
- Media listening and analysis
- Social and political risk assessment

Local Southern California Experience

In Southern California, we have ongoing projects with various clients, that seek to identify and assist disadvantaged communities through innovation. We use interactive maps that identify priority populations and key community partners in Southern California, to help us deploy hybrid engagement strategies that approach issues from multiple angles. HDR is not only bringing innovative solutions to our clients in pursuit of equity, but

we are also enhancing their networks of powerful and sustainable community partnerships that strengthen their public image and regain the trust of historically underserved communities.

In 2021, we helped SoCalGas create regional advisory boards of stakeholders to support a vulnerability assessment ordered by the California Public Utilities Commission (CPUC). We are also assisting regional agencies, including the Southern California Association of Governments (SCAG) and San Diego Association of Governments (SANDAG), that offer programs that are closing the digital divide by bringing broadband to hard-to-reach communities. We are working with LACPW on four Proposition 218 rate changes for waste maintenance services. We are also embedded within the San Diego community, reaching underserved and disadvantaged groups for various transformational infrastructure projects across industries.

Specifically in San Diego, the HDR Strategic Communications team has worked on the Think Blue San Diego stormwater program to develop public-facing program materials including an American Iron and Steel (AIS) compliance guide and fact sheet for the Water Infrastructure Finance and Innovation Act (WIFIA) loan program. Additionally, we have worked closely with Seaport San Diego to host successful in-person and virtual bi-lingual (English and Spanish) scoping meetings for a redevelopment project.

Our local networks and experiences, when combined with the outreach needed for this rate study, undoubtedly will create a strong synergy in benefit of the Project.

Our Partners in Equity and Cultural Competence

Community-Based Organizations

CBOs play a vital role in municipal policy development and equity engagement in the City of San Diego. They are deeply connected to the communities they serve and have a nuanced understanding of the challenges and opportunities present. By leveraging the expertise and perspectives of CBOs that serve San Diego, municipal policymakers can develop more equitable policies that address the unique needs of their constituents. In addition to providing valuable insight and expertise, CBOs can also serve as important advocates and liaisons between the community and the City of San Diego. By working closely with CBOs, municipal policymakers can build trust and establish meaningful relationships with community members, which can lead to more effective policy development and implementation. CBOs can help make sure policies and initiatives are designed and implemented in an inclusive and equitable manner; they are often well-positioned to identify and address disparities and inequities that may be overlooked by policymakers who lack direct experience or connections to affected communities. To support the needs of the City of San Diego, we will create a San Diego Equity Outreach Network of CBOs based on the communities you wish to engage. Through this contract, we aim to streamline the onboarding process by engaging these organizations through a vendor relationship, which will enable them to access economic benefits for their time and support in engagement, promoting greater economic fairness. Our team understands that it takes time to create the genuine relationships needed to promote change and healing. We aim to build bridges for the City of San Diego through key stakeholder relationships already established by the comprehensive HDR team, including our CBO network, Aqua Community Relations, and Cook & Schmid.

Small Local Business Enterprise (Cook + Schmid, SLBE, DBE)

Cook + Schmid has roots going back 20 years, when its CEO Jon Schmid founded a firm designed to bring a new approach to marketing. As a journalist, Jon was a pioneer in the use of quantitative analysis and online technologies. He has applied this same data-driven approach to building highly successful marketing and public relations campaigns. Solid research guides our selection of tactics to reach target audiences. Cook + Schmid's

ability to harness and integrate the power of new digital marketing technology, coupled with traditional media and public relations, enables them to consistently exceed client expectations. Cook + Schmid's primary role in this project will revolve around local media and stakeholder management, providing support in establishing the CBO Equity Advisory Board, and providing event support for public meetings and workshops.

Emerging Local Business Enterprise (Aqua Community Relations Group, ELBE, WBE)

Aqua Community Relations Group is an independent, woman-owned firm, operating in San Diego since 2009. Aqua offers comprehensive community relations, public outreach, and public engagement services, incorporating press relations, strategic planning, and in-house preparation of graphics, websites, and social media. Aqua is certified by the City of San Diego SLBE Program as an Emerging Local Small Business (formerly Humanability Communications).

Aqua's highly experienced team includes professionals who served in staff roles at public utilities, planning and resource agencies, nonprofit agencies, and representing elected officials. Aqua maintains close relationships and partnerships with colleagues and stakeholders, allowing them to form customized teams or joint ventures as needed. Aqua's primary role in the project will include the facilitation of the CBO Equity Advisory Board as well as the facilitation of public meetings and workshops.

Approach

HDR understands that community engagement will be essential to the success of this effort. City Council members may feel the pressure of their constituents and stakeholders. We need to provide reliable data that shows the support and preferences of the community regarding costs and services to come because of this public process. The San Diego community has not been directly paying for these waste management services, and we anticipate a breadth of feedback both in support of and against new rates. Robust community engagement will be needed to close gaps and elevate the community's voice in this foundational initiative for the City. Our HDR Strategic Communications team will place equity at the center of all outreach strategies. We believe that equitable outreach must be genuine and requires seamless access, understanding through education, effective communications through cultural competence, and consistent evaluations to verify that our metrics are capturing represented disadvantaged groups in San Diego comprehensively. We will utilize local CBO's equity lenses to effectively educate community members on the importance and value of these services while explaining the reasons that justify their investment. The community's feedback will be used to create and refine technical recommendations while also empowering the City Council to approve them and carry them onward. Our approach will champion transparency and focus on providing seamless accessibility for community members throughout this public process of education and stakeholder engagement. We will utilize community analytics data and GIS to identify the most effective strategies for our community engagement plan. This plan will be a living document designed with clear goals, schedules, and strategies. This organic approach will allow us to have enough flexibility to rapidly react and adjust to evolving needs, challenges, and opportunities. The creation of a CBO Equity Advisory Board will be instrumental in closing community participation gaps, providing equity and cultural competence checks for our materials and public events, and facilitating direct stakeholder representation in our planning and implementation efforts. A San Diego CBO Equity Advisory Board will allow us to lean on trusted community stakeholders and events to reach diverse and disadvantaged communities more effectively through the CBO's ongoing efforts and communication outlets. We plan to closely collaborate with the City's Race and Equity, Sustainability and Mobility departments to refine our list of CBOs and structure the CBO Equity Advisory Board.

CBO Equity Advisory Board

In anticipation of this rate study effort, HDR has already engaged several San Diego community stakeholders in identifying and recruiting CBOs through preliminary conversations. Our purpose is to create an equity-driven mechanism to provide cultural competence reviews, guidance, and proven grassroots outreach channels to distribute information, collect feedback, and connect us with key stakeholders within disadvantaged communities.

HDR recently followed this model by creating the Los Angeles Outreach Equity Network comprised of Los Angeles CBOs providing direct services through outreach in disadvantaged areas of the city. This network will help us provide outreach and engagement support to the Los Angeles Civil + Human Rights and Equity Department. Over the past year, we have also successfully created and managed four regional advisory boards comprised of CBOs to create a community engagement strategy for SoCalGas' ongoing vulnerability assessment focused on disadvantaged communities.

HDR's plan includes kicking off the project by meeting with ESD and the other City departments or agencies that deal with equity issues. Together we will confirm the approach, refine a list of CBOs, and finalize the partnerships needed to create a CBO Equity Advisory Board to support the community engagement and equity efforts that will contribute to the success of this project. This board, early on, will help us identify the most effective strategies and channels to engage the community and provide avenues for collaboration with us in designing the community engagement plan. We aim to have at least nine (9) CBOs with unique ties, language capabilities, and captured audiences in each council district, with emphasis on the City of San Diego's "Promise Zone" which includes portions of Council Districts 4, 8, and 9. Transparency will be a key aspect of our engagement. These CBOs are highly trusted sources of information within disadvantaged communities. Our HDR team has extensive experience partnering up with CBOs in this proven successful strategy. We envision the San Diego CBO Equity Advisory Board to be a focal point of equity checks and balances to clearly gain the support and buy-in of elected officials, other key stakeholders, and the community at large. Provided below is a list of CBOs we have initially identified and reached out to so we can hit the ground running:

- Bayside Community Center
- ElderHelp of San Diego
- I Love a Clean San Diego
- Junior Achievement of San Diego & Imperial Counties
- MANA de San Diego
- Meals on Wheels San Diego County
- More Than Apples
- San Diego County Taxpayers Association
- San Diego LGBT Community Center
- Support the Enlisted Project
- UPLIFT San Diego
- Urban League

Subtasks & Deliverables

Key Project activities and tasks to be implemented during the identified approach include the following subtasks and deliverables.

*Corresponding to the 15 community engagement deliverables outlined in the RFP.

Task 3.1 Strategic Communications Planning

HDR understands that an effective communications and engagement program starts with understanding a community’s target audiences and conditional elements. HDR will perform a socio-economic demographic analysis, using GIS data of the City of San Diego as a first step. Based on the results of this initial community analytics effort, the HDR team will leverage its most successful national strategies and its previous and current local experiences to support the design of a tailored targeted community engagement plan. This Plan will highlight the goals and outreach practices required to champion inclusiveness and equity throughout the project’s life. This plan will serve as a tailored strategic roadmap for the City, identifying key audiences, messages, tools, materials, tactical action steps, schedules, and metric methodology to measure success.

Deliverables

- **Community Engagement Plan (1*)** - Our community engagement plans are GIS data-driven and tactical in their approach. We first garner an understanding of our audiences, then we execute a tiered process to engage each facet of the community appropriately. The tiered engagement begins with client and agency partners and decision-makers, then moves to regional, local, and community stakeholders (i.e., CBO Equity Advisory Board followed by the general public). At each tier, messages are tested and adjusted as needed, concerns and issues are documented and addressed, and necessary adjustments are made so there are no surprises, and, therefore, reduced risk. Each communication push is tied directly to key technical work to verify we are educating, building awareness, and seeking input at the right time in the process. We understand that the community engagement process for this rate study will focus on educating the community on the needs and services that this initiative will address and bring forward. We will design our outreach and engagement efforts through an equity lens to make certain that disadvantaged communities have access and are encouraged to participate in this public process.
- Under this task, HDR will prepare a draft Community Engagement Plan before the start of the engagement process (July 2024). We will finalize the Community Engagement Plan within one week of receiving consolidated comments from the City.
- **Stakeholder Analysis Report (2*)** - HDR will develop a stakeholder analysis report specific to the City of San Diego, along with a community engagement plan. This plan will identify the influential stakeholders that can contribute to the project’s success and will present strategies for properly engaging with each stakeholder to make certain that the project gains public approval. Additionally, HDR will identify and list key stakeholders anticipated to require individual updates. HDR will create presentations and talking points to support these one-on-one engagements on behalf of the City of San Diego.
- Under this task, HDR will prepare a Stakeholder Analysis Report. We will finalize the Stakeholder Analysis Report within one week of receiving consolidated comments from the City.
- **Outreach Materials (3*)** - HDR will strengthen equity and efficacy in producing outreach and communications materials by engaging the San Diego CBO Equity Advisory Board through our partnership strategy to review materials for cultural competence and plain language including translated project materials. HDR will leverage its creative services and graphic design team’s support in producing flyers, surveys, PowerPoint presentations, agendas, minutes, talking points, comment cards, and sign-in sheets among other project-specific materials.
- Outreach materials for this project will be developed by October 2024, before the release of the Draft Cost of service Study and the last round of public meetings/workshops.

- **Community Liaison/Representative (8*) & Partnerships with Local Organizations (12*)** – HDR, aiming to boost the overall participation of underserved communities in San Diego, will establish a compensation-based partnership with various CBOs and small businesses, through the San Diego CBO Equity Advisory Board, targeting diverse and hard-to-reach communities in San Diego. These CBOs and small businesses will support the project surveying needs, material dissemination, pop-up outreach activities at community events, stakeholder group presentations, focus groups, and the comprehensive revision of outreach materials for cultural competence, measuring language and literacy levels.
- Under this task, HDR will develop a formal list of San Diego CBO Equity Advisory Board members, including key contacts within each organization. We will present the proposed list to the City and finalize the list within one week of receiving consolidated comments from the City.

Assumptions

- HDR will develop a timeline (Word document and Gantt chart) for the community engagement plan that provides robust opportunities for stakeholder engagement throughout the process.
- HDR will develop a stakeholder engagement strategy in parallel to the execution of the community engagement plan to measure and report on qualitative and quantitative aspects of the stakeholder process including tactics to mitigate bias in data collection and analysis.
- The community engagement process shall take place in coordination with the Department of Race and Equity, Sustainability & Mobility, and other key City departments to make certain that the City's objectives of inclusive community engagement, advancing equitable outcomes, and reducing disparities are achieved.
- HDR will develop up to one (1) brochure, two (2) educational flyers, one (1) project-specific poster, twenty-seven (27) public meeting-specific flyers, and twenty (20) flyers for community events.
- All project materials will be available with virtual and print options and translated in a minimum of seven (7) languages: English, Spanish, Filipino, Korean, Chinese, Tagalog, and Vietnamese. HDR will translate materials into additional languages upon request, however, the cost for the translation beyond the seven languages would be considered an Unanticipated Service .
- All project materials will meet the requirements of Section 508 of the Americans with Disabilities Act (ADA).

Task 3.2 In-Person Engagement

Effective and genuine community engagement starts by removing barriers. Our outreach team is prepared to be where community members are instead of expecting the community to come to us. Our outreach efforts will be easily accessible to the City of San Diego's constituents, especially community members who are traditionally underserved and hard to reach. All outreach materials will be available in English, Spanish, Filipino, Korean, Chinese, Tagalog, and Vietnamese. HDR will translate materials into additional languages upon request from the City of San Diego, our CBO partners, and community members. Interpreters will be available on-site at engagement events upon request. We will host public meetings at various times and locations so those who have more barriers can access the opportunity to participate in this public process. We will spread our efforts throughout the community by attending community events, establishing community meetings, pop-up activities in highly transited areas, and other opportunities provided by our CBO partners and engaged community members. We will continuously grow our reach by partnering with community leaders and stakeholders. Removing barriers goes beyond physical location, it involves removing language barriers, cultural barriers, and barriers to trust. This is why we will lean on the language and cultural understanding of key community CBOs to knock down these barriers and introduce this public effort through trusted community sources. Our local team

supported by our CBO network will close language and cultural barriers by identifying diverse and hard-to-reach pockets within the districts utilizing our community analytics tool when designing the community engagement plan.

Deliverables

- **Public Meetings/Workshops (4*)** – Our specialists understand the requirements of Proposition 218 and know how to plan and facilitate inclusive virtual, hybrid, and in-person meetings, workshops, hearings, and events. Our team has access to a broad library of tools that we use to make in-person and virtual activities engaging, including survey platforms (Jotform), live polling tools (Mentimeter), multiple virtual meeting platforms (WebEx and Teams), virtual collaboration platforms (Mural, Jamboard), and custom-built tools like online comment maps and trade-off tools.
- In addition to up to twenty-seven (27) in-person public meetings and workshops, facilitated by Aqua Community Relations group, providing an online forum that can be accessed by smart devices at home, work, or school allows for a much broader audience reach and includes equity in participation. The online public meetings will be housed on the project’s website and promoted along with in-person public meetings to provide the opportunity for involvement at the attendee’s convenience. The web-based format lets interested parties view information for a longer duration and provide input from any location during the period determined by the City of San Diego. These virtual meetings would hold the same information as in-person meetings, including an online comment card, surveys, and other unique visuals to help the viewer comfortably walk through the project information. This best practice of offering virtual and in-person attendance options broadens our reach and engagement numbers to yield a higher return on investment for outreach activities.
- **Survey and Questionnaires (5*)** – HDR will survey the community through a short baseline survey at the initial stages of the project to identify its understanding of the problem and opinions at hand and the most effective mechanisms to reach them with educational information. A second and final survey will be deployed to remeasure understanding and identify the community’s preferences and overall project support. This feedback will serve to finalize and justify the proposed path ahead in anticipation of all board approvals. HDR will deploy these surveys through social media campaigns, email lists, CBOs, and small businesses driven through partnership outreach, stakeholder group presentations, in-person pop-ups, and community events. At the end of the effort, the project team will be able to assess participation gaps and use geo-targeting tactics to close these gaps, making certain that the engagement is equitable.
- **Focus Group Discussions (6*)** – With the help of our CBO network, HDR will create a community advisory committee led by Community Based Organizations (CBOs) that will act as a focus group. This approach allows us to create tailored strategies to reach different disadvantaged communities and champion efficiency through cultural competence and seamless outreach tactics. Nine (9) focus group sessions will be held throughout the engagement process, one in each district.
- **Community Presentations (7*)** – To raise awareness about the project and engage in dialogue with the community, HDR will prepare and deliver project-specific presentations to community organizations, local associations, and relevant stakeholders in the area. At least nine (9) and up to eighteen (18) community presentations will be held.
- **Community Events (11*)** – The HDR team believes in going where people are, as equity in access to engagement starts by eliminating barriers. We plan to bring our surveys and materials to the community by canvassing community events, transit stations, festivals, meetings, disadvantaged neighborhoods, and other places or activities identified through our collaborations with City of San Diego staff and advisors, and the CBOs participating in our partnership initiative. These pop-ups and community events

will occur through a hybrid in-person and virtual activities model. The HDR project team will attend up to eighteen (18) community events throughout the engagement process. Following each event, HDR will develop a post-community meeting report including information about the event, questions and comments from community members, key takeaways, and photos.

Assumptions

- Initial public meetings should take place in the City’s “Promise Zone”, as outlined in the RFP, which includes portions of Council Districts 4, 8, and 9.
- HDR will coordinate the dates, times, and locations of the public meetings with each Council member’s office.
- HDR assumes the coordination of up to three (3) rounds of public meetings and nine (9) meetings are included in each round. Each meeting will have refreshments provided by HDR. The City assumes the review and approval of public meeting sites and meeting plans.
- Interpreters will attend public meetings upon request.
- HDR assumes (9) focus group sessions, one in each district.
- HDR will hold at least nine (9) and up to eighteen (18) community presentations in partnership with CBOs.
- The HDR project team will attend up to eighteen (18) community events throughout the engagement process.

Task 3.3 Virtual/Web-Based Engagement

In addition to in-person engagement, HDR will collaborate with the City to create a virtual engagement presence through the development of a project webpage and social media content.

Deliverables

- **Social Media (9*)** -- HDR will develop a comprehensive multilingual social media campaign throughout the project to push information to the broader audience through the City of San Diego’s existing social platforms. We will also coordinate with CBO partners and key stakeholders to share information and organically expand our audience. In addition, we will monitor digital conversations to understand what users are saying online. Social listening will help us measure the effectiveness of our messaging and highlight overall sentiment so we can then adjust posts accordingly.
- **Website or Online Portal (10*)** - HDR will develop a project-specific webpage within the City’s existing website as the primary source of information and comment collection, providing a conduit to distribute critical project information, such as progress reports, meeting notices, schedule updates, interactive maps, surveys, and educational materials. The website will have its own identifiable URL for easy recognition and navigation by the public and could also be linked to other websites. In addition, any inquiries or comments that come through the website will be routed to the project team and recorded in an Outreach and Comments Matrix that will be generated and maintained. Our team’s web design capabilities are extensive; we will be able to create and maintain an aesthetically pleasing and user-friendly interface for the project.

Assumptions

- Website development assumptions change based on the type of website/hosting.

- HDR will utilize the City of San Diego's existing website and work with the City's website team to create a project-specific webpage.
- HDR will develop content and graphics for up to twenty-seven (27) social media posts during engagement and up to twenty (20) social media posts after the engagement process. The posts will be distributed by City of San Diego staff through the City's existing social media platforms. One round of review assumed prior to City's approval.
- The City of San Diego understands that the content document, wireframe and/or design mock-up will act as a blueprint for the website. Significant changes or additions made after development has begun may be considered out of scope.
- The City of San Diego will provide images, logo files, color palettes, and branding standards as available.
- Google Analytics will be used to track website usage. Access can be granted directly to a client-owned Google account. If the client requires users to consent to the usage of cookies, Google Analytics results will not reflect data from users who have opted not to accept the use of cookies in their browsers.
- HDR cannot guarantee uptime or performance of any third-party services used, such as external email services, Google services, Esri services, survey engines, or external content that is framed into the site.
- The City of San Diego will provide accessibility and data privacy policy statements to HDR for inclusion on the website, as needed.

Task 3.4 Task Management

Deliverables

- **Progress Reports (13*)** – HDR will create up to seventeen (17) monthly progress reports on key project activities, address project concerns, and inform the project and client team of upcoming activities. HDR will also participate and provide project updates at recurring project progress meetings with the project and client teams. These Progress Reports will be incorporated as a subsection to the Task 1 Monthly Progress Reports.
- **Evaluation and Feedback Mechanism (14*)** – Accurate and ongoing measurement of communication and engagement activities will provide the opportunity to flex the Community Engagement Plan as needed to meet identified outreach and engagement goals. Digital tools created will include analytics for measuring results and effectiveness, and promotional campaigns implemented will be tracked for targeted reach, feedback, and attendance. The summary of the feedback received from community members through surveys, focus groups, community events, and presentations will be analyzed and documented in the final public outreach summary report following the conclusion of the Proposition 218 engagement process in July 2025.
- **Documentation and Reporting (15*)** – In addition to ongoing measurement, summary documents of comments and input received will be maintained and shared with the project team for consideration throughout the project. At the conclusion of the study, a final public outreach summary report of the entire communications program efforts will be developed to capture activities, deliverables, engagement results, and input documentation.

Assumptions

- HDR will develop presentations for up to four (4) one-hour informational update(s) to the City Council/Committees during the stakeholder process. The City assumes the delivery of the updates with HDR's support.
- HDR assumes the development of one (1) public outreach summary.
- HDR will develop up to seventeen (17) monthly progress reports on key activities for the City of San Diego.

Additional Anticipated Services Related to Task 3

Community Analytics Report - HDR understands that an effective communications and engagement program starts with understanding a community's target audiences and conditional elements. HDR will perform a socio-economic demographic analysis as a first step. Based on the results of this initial community analytics effort, the HDR team will leverage its successful national strategies with proven success along with previous and current local experience to support the design of a targeted public outreach plan. Highlighting the goals and most effective outreach practices required to champion inclusiveness and equity throughout the life of the project, this public outreach plan will serve as a tailored strategic roadmap identifying key audiences, messages, tools, materials, tactical action steps, schedules, and metric methodology to measure success.

Once we identify the foundational and conditional elements of the disadvantaged communities within the service area, including threats and opportunities, we will refine the community engagement and outreach plan. It will become more effective and focused on informing the public participation and engagement process. The Project team will utilize a variety of strategies to make certain that we are reaching prioritized target audiences. All identified and reachable community groups will be represented and play a critical role in the success of this program.

Interactive Map - In multiple projects, HDR is using interactive maps to identify priority populations and key community partners in Southern California, to help us deploy hybrid engagement strategies that approach issues from multiple angles. For this project, HDR would develop an interactive stakeholder map to help track outreach efforts (community meetings, presentations, events, etc.) to include in the final outreach summary report and to reference as a visual representation of the City's outreach for presentations and future engagement efforts.

Public Outreach Summary/Engagement Memorandum - HDR understands the importance of having metrics and a straightforward narrative in communicating community-driven efforts. HDR plans to innovate by preparing a print document and an interactive engagement memorandum that tells the story of a successful public participation process. The public will be able to take a deep dive into the traditional engagement memorandum document, which will be posted on the project website. Other public members will have the option to receive the same information through video animation and infographics, helping to reduce the time and attention commitments necessary to understand and engage with this information. Both versions of the engagement memorandum will summarize the comments collected through the life of the project as well as the goals, strategies, tactics, and partnerships utilized to engage the community.

Pop-ups - The HDR team believes in going where people are, as equity in access to engagement starts by eliminating barriers. We plan to bring our surveys and materials to the community by canvassing community events, transit stations, festivals, meetings, disadvantaged neighborhoods, and other places or activities identified through our collaborations with WRD communications staff and advisors, and the CBOs participating in our partnership initiative. These pop-ups and community events will occur through a hybrid in-person and virtual activities model.

Equity Toolkit - HDR strives to support our clients and community partners as we incorporate equity and inclusion into our work. The equity toolkit highlights how our clients are currently conducting equitable outreach and how the project team plans to further incorporate equity and inclusion into future outreach efforts. HDR will develop an equity toolkit to help guide the outreach strategy for reaching disadvantaged and hard-to-reach communities. Through the production of this toolkit, we will collaborate with the City's Race and Equity,

Sustainability and Mobility departments to help establish outreach practices in support of this rate study and future outreach endeavors of the City of San Diego.

Multilingual Infographic Video - HDR's video production experts are adept at developing video tools that illustrate the complex nature of your work. HDR will work with the City of San Diego's staff and advisors and utilize focus groups through our partnership with CBOs and small businesses during the video production process, from brainstorming, storyboarding, scriptwriting, and filming to final production. Through this process, HDR will develop a multilingual infographic video, which will help break down the rate study information for the general public while asking for community feedback on the project.

Communication Campaigns and Media Relations Advising - We believe that including our communities, their ideas, their culture, and their beliefs throughout our design, engineering, and construction journey is key to our success. HDR's Strategic Communications team helps the project team understand the unique needs of the community. We use a variety of tools, including GIS and several ESRI data sources, to study the human geography of our projects, including at-risk or overburdened populations, and to look at environmental data. We put it all together to develop effective and culturally competent engagement strategies - strategies as diverse as their audiences.

HDR's Strategic Communications team develops programs that guide the consistency and power of messaging through audience analysis, branding, campaign development and messaging strategies, media management, and digital engagement. Our strategists are skilled in leading a communication or branding process leveraging existing agency brand standards and driving messaging and communication strategies that align with various audiences and campaign goals. We are a full-service team with web, video, social, and print capabilities.

HDR uses a social media data aggregation tool to understand online conversations around projects and key initiatives for our clients. These automated tools gather and analyze data from a variety of media outlets and online review platforms to understand and respond to public sentiment. Through this information, we can better understand what communities are talking about, what they think, how they feel, and what they know and don't know about a project or program. It allows our clients and teams to be part of the conversation, answer questions, provide outreach, and make sure accurate information is accessible to all.

Schedule

The community engagement and outreach services will begin within the first week after the NTP. The creation of the CBO Equity Advisory Board is anticipated to be developed within 30 days. The Community Engagement Plan and Stakeholder Analysis Report will be submitted within 45 days. The stakeholder and community input meetings are anticipated to begin in July and continue through December. Additional outreach and community events and presentations are anticipated through August 2025. The final Public Outreach Summary Report is anticipated to be submitted in August 2025.

Task 4: Conduct a Comprehensive Cost of Service Study

Task Understanding

To establish rates, the City must first determine the total, fully burdened cost of providing the services intended to be covered by the rates. Furthermore, in California, Proposition 218, and years of judicial interpretation of that law provides detailed and explicit legal direction for what costs are eligible, how direct, and indirect costs are considered, and how to apportion those costs to various fees or charges. This cost of service study task will form the foundational basis for the later tasks in this project. The study will provide a framework for evaluating program changes like bulky item collection and curbside household hazardous waste (HHW) collection, among other stakeholder identified program options. The study will interact with the Operational Efficiency Analysis task, allowing dynamic scenario modeling to understand the relative impact of various recommendations under that study. The study will provide the starting point for any rate scenarios considered in Task 6 and must be flexible to allow rates that will cover only a portion of the costs, all of the costs, or some phase-in of rates over time. Finally, the study will be the legal justification for the Proposition 218 noticing. All of this points to the need for a robust and comprehensive but transparent and easy-to-understand cost of service model.

HDR team member HF&H will lead this task. HF&H has worked with the City's Environmental Services Department (ESD) multiple times over the past two decades to understand the cost of providing residential services and evaluate alternative revenue sources under the constraints of the People's Ordinance.

One of the most challenging and important aspects of this task will be getting clear data on the current number of users. HF&H has worked with dozens of agencies with myriad different data sources for understanding this issue. Each data source has its limitations, and it may be necessary to stitch multiple data sources together to get a comprehensive picture.

HF&H commits to developing a model that can be handed over to the City to be maintained after our team's work on the project has been completed. This is critical, especially in the first months and years of charging for services for the first time, as the ESD will need to monitor assumptions compared to actuals and make corrections over time if actuals vary significantly from those assumptions.

Approach

Task 4.1 Current Operations

Approach

HF&H will review, identify, and summarize the City's Solid Waste Enterprise Fund financial and operational data to evaluate current:

- Revenue Sources.
- Reserve fund policies and requirements.
- Operating expenses.
- Allocations between activities.
- Allocations of overhead costs.
- Capital Improvement Plan projections and funding.
- Fleet plan.
- Customer count and projected growth (in cooperation with ESD and the City's IT Consultants).

As part of this task, HF&H will work closely with the City and its IT consultants to evaluate, extract, analyze, and combine various data sources to form a comprehensive picture of the customer base and service levels. Most of this work will happen through data review, however based on our experience with similar projects in urban areas, we will need field verification of some of the data. HF&H has included approximately 100 hours in the budget for field verifications. In the event additional verifications are required, HF&H will work with the City to identify other resources (e.g., route supervisors, light duty staff) or could use the unanticipated services budget.

Task 4.2 Future Considerations

This project provides an opportunity to evaluate the level of service provided and to present options for a range of outcomes from maintaining the status quo and minimizing rate impact to significantly enhancing the level of service provided to the public with things like bulky item collection, HHW collection, or other program ideas that may arise from the stakeholder engagement that is conducted as part of this project. In addition, the City may wish to consider various fee assistance or relief programs as part of establishing charges for the first time. Finally, the City may wish to include the impact of various operational efficiency recommendations from Task 8 into the model.

HF&H will work with the City to understand and model the costs associated with up to ten (10) different service enhancements/modifications compared to the current system. Each modification will be separately modeled for cost of service, based on the cost factors determined in Task 5a. HF&H will review the cost modeling and assumptions with ESD staff to make certain that assumptions made and the resulting cost of service are reasonable and align with expected operations. HF&H will revise that modeling up to two times per enhancement/modification during the project.

HF&H will build a feature into the cost modeling developed in Task 4c to allow adjustments resulting from the Task 8 operational efficiency analysis to be entered and/or adjusted in the model at any time. This same feature will allow the City to assess incremental changes to various operations at any time after this study is complete.

Task 4.2b Advanced Clean Fleet Rule transition CIP Planning Assistance

The Advanced Clean Fleets (ACF) regulation is part of the California Air Resources Board’s overall approach to accelerate a large-scale transition to zero-emission medium- and heavy-duty vehicles. This regulation works in conjunction with the Advanced Clean Trucks regulation, which helps to ensure that zero-emission vehicles are brought to market. State and local government fleets, including city, county, special district, and State agency fleets, are required to commit to 50 percent of vehicle purchases being zero-emission beginning in 2024, and 100 percent of vehicle purchases being zero-emission by 2027. Alternately, State and local government fleet owners may elect to meet certain Zero Emission Vehicle targets based on certain milestones.

HF&H will meet with the City to review the regulations, analyze the City’s current situation, and provide initial recommendations on costs associated with electrification of collection vehicles. This may include costs associated with purchases of new trucks, and upgrades to existing collection yards and infrastructure used by the City’s fleet. Based on these discussions and the review of the assumptions surrounding fleet, as well as collection yard and infrastructure to verify adequacy, HF&H will provide recommendations on potential updates. These capital infrastructure planning costs will be incorporated into the model developed by HF&H along with other future considerations described in Task 4.b.

Task 4.3 Develop Rate and Financial Planning Model

The model will include the ability to develop cost of service data, evaluate changes in operations/programs/services that impact cost of service, analyze alternative revenue options, and provide rate

and financial projections under a variety of scenarios. To meet those requirements, the initial design and framework of the model will need to be developed prior to beginning those tasks. During the completion of those tasks, the model will be modified as needed to meet the needs of the City.

HF&H will develop the initial framework of a multi-year user-friendly model for the City's use to project future rates and provide long-term financial modeling. The model will consist of three interactive modules:

- A Cost of service module that will allow HF&H and the City to determine the initial cost of service and model incremental changes to that cost of service based on the future considerations in Task 4b. In addition, the City will be able to maintain this module with each new annual budget and budget amendment once the project is complete. The module will also provide the City with the ability to determine cost of service using actual expenses at the end of each fiscal year. This will enable active management of this new system, which HF&H finds critically important when new charges are established for the first time.
- A Rate Projection module that will provide the ability to calculate and project rates based on budgetary and projected operating and capital expenses. The rate projection model will be built to enable up to ten scenarios including scenarios that may underfund the cost of service and/or phase in charges to achieve cost of service over time.
- A Financial Planning module that will provide long term planning projections (ten years) based on annual financial data and economic projections provided by the City. We generally find that it is most effective to use the same long-term economic assumptions as are used in projections for other City financial matters such as property tax and sales tax planning.

During the development of the initial framework for each module, we will work with ESD staff to make certain that the module will be consistent with the needs of the City and that the model will be user-friendly for the City once it is delivered at the end of this project.

Each module will incorporate the ability to develop alternative "what if" scenarios to account for changes in a variety of factors including:

- The impact of projected growth and inflation on operational and financial assumptions.
- The impact of new programs and services on operational and financial assumptions.
- The impact of changes in current levels of service.
- The allocation of existing revenues, operating expenses, and capital expenses to the collection system.
- The impact of changes in equipment purchase scheduling.
- The impact of changes in capital project scheduling.
- The impact of variations in debt financing decisions.
- The use of alternative funding sources, if desired.
- The maintenance of necessary operating reserves.

As we develop the model, we will work closely with ESD staff responsible for budget and financial issues to make certain that the development of the tool is logical and easy to follow. At the end of the project, we will provide model documentation and facilitate up to two training sessions with ESD staff to familiarize them with the abilities of the model and the relationships between each module with a goal of ESD being able to maintain the tool independently after the project.

Task 4.4 Cost of Service Study

This task will provide the City with the overall cost of service along with the unit cost. The financial information derived from this task will feed into the Financial Model developed in Task 4c.

HF&H has performed various levels of cost of service studies depending on the needs of each client. Some agency legal staff advise in favor of more detailed cost of service (e.g., distinct cost of service for each container size, material type, and service frequency) where others focus only on cost of service by customer class. Either approach is valid, and each requires a slightly different treatment in the model. We propose to meet with City ESD legal staff to discuss the implications of the various approaches with respect to Proposition 218 and court cases. The City's direction on this matter will define how the model gets built and our budget does not anticipate building the model both ways nor does it anticipate changing the orientation of the model after this decision is made. If that occurs, HF&H will be happy to support the City with changes under the Unanticipated Services arrangements of the contract.

We will utilize the Cost of Service module of the model to develop Enterprise fund financial cost allocations as follows:

Service Types. All costs will be allocated to one or more of the following Service Types:

- Regular curbside solid waste collection,.
- Regular curbside recycling collection.
- Regular curbside organics collection.
- Non-collection operations (scale house, resource recovery, landfill, etc.).
- Street sweeping operations (if applicable).
- Illegal dumping clean-up and disposal (if applicable).

Cost Allocation Categories. Costs will then be allocated, as appropriate, between the following five cost allocation categories to determine costs that are the same for all Service Levels and costs that vary based on the service demands of each Service Level:

- Fixed costs - those costs that basically remain constant regardless of the service activity associated with the Service Level (e.g., legal service charges, space rental charges, communications charges, training charges, cleaning supplies charges, freight charges, computer software charges, cost allocation plan charges and insurance charges).
- Variable costs - those costs that fluctuate directly in relation to the service activity required for the Service Level (e.g., payroll and payroll related charges, workers compensation charges, fleet service charges and collection vehicle fuel charges).
- Disposal or Processing costs - the specific cost of disposing or processing materials, which vary based on Material Type and Service Level.
- Container costs (collection operations only) - the cost of specific containers utilized for each collection Service Level.
- Capital and Debt Service costs - those costs associated with equipment depreciation and debt service.

Enhanced/Modified Services. A module will be developed to incorporate analysis of the future considerations from Task 4b into the model. This will include dynamic features allowing the City to toggle these changes in the scenario modeling to see the impact of each one individually or in combination.

Service Levels. Costs in each of the Cost Allocation Categories will then be allocated among each of the Service Levels based on factors such as on customers, containers, or capacity. Not all Service Types will require an allocation of cost by Service Level, and that determination will be made in cooperation with the City and legal counsel.

Task 4.5 Calculation and Projection of Per-Unit Costs and Rates

Based on the work performed in Tasks 4a through 4d, HF&H will build a component of the module to calculate the per-unit cost of service associated with the current conditions as well as each scenario considered in the model. This will include rate projections for a period of at least five and no more than ten years, as agreed-upon with the City in Task 4a and based on the City's ability to provide financial forecasts. This module will also be used to evaluate alternative fee schedules in Task 7.

Meetings

HF&H assumes that this task will require up to ten (10) virtual and up to five (5) in-person meetings with ESD staff, legal counsel, and other internal stakeholders to gather data, agree on modeling assumptions, cooperate on the design and functionality of the model, evaluate and agree on Proposition 218 considerations, and model dynamic changes to assumptions and scenarios. Each meeting is expected to be up to two hours in duration.

Task Deliverables

HF&H will provide the City with a working, Excel-based, cost of service and rate projection model including all features and scenarios described in this task.

Schedule

Task 4a will commence immediately upon receiving authorization to proceed from the City. HF&H will produce a Request for Information (RFI) to the City within three weeks of receiving authorization to proceed. HF&H anticipates that the City will provide a comprehensive response to the RFI within three weeks. With respect to the acquisition of customer and service level data, HF&H anticipates that this task may take as much as four to five months to execute, including all data reconciliation and field validation that may be needed.

Task 4b is likely to remain active until stakeholder and operational efficiency work has been performed and the City has clear direction on alternatives.

Tasks 4c, 4d, and 4e will require an expected 6-8 weeks after receipt of data in Task 4a to prepare an initial model to review with ESD staff. Once the initial model is developed, we anticipate 8-10 weeks of meetings and iteration on the model working closely with ESD and finance staff.

Key Understandings/Assumptions

HF&H assumes that the City will provide timely responses to all requests for information and clarification and will be available for the meetings required to solicit their feedback and direction on various matters throughout this modeling exercise. HF&H further assumes that the City's Salesforce data related to subscribers is at least 95% accurate. We anticipate that some field verification of data or other primary data validation will be required and have budgeted up to 100 hours for that. Should additional data validation be required related to this subscriber data, we will discuss approaches with the City including use of City staff and/or the Unanticipated Services budget for this project.

Task 5: Prepare a Cost of Service Study Report

Task Understanding

To communicate the various alternative rate scenarios to the public, stakeholders, and elected decision-makers, it is critical to produce a clear, comprehensive, and accessible report and supporting presentation materials. As a threshold matter, the report will adequately document the cost of service as required for Proposition 218 compliance. This report must do more than just comply with the law. This report must communicate clearly to the public on a sensitive issue that impacts the budgets of every single-family household in the City. The report needs to clearly describe all of the elements of the cost of service, the relationship between the level of service provided to the community and the costs, the options for conveying those costs to the public in the form of rate structures and fee assistance programs, and ultimately provide recommendations for cost containment (as identified in Task 8), revenue enhancement strategies (as defined in Tasks 4), rate structures and adjustments (to be evaluated in Task 6), billing approaches (researched in Task 2 and analyzed in Task 4), and other areas of implementation consideration identified throughout the conduct of this project.

This project requires a report and presentation materials customized for the City's unique situation. Part of that uniqueness comes from the fact that the City has never charged the public for services before, so this report must introduce, benchmark, analyze, and ultimately make recommendations for several critically important issues where the City has no precedent and there are more than one "right" way to do things. The report will need to evolve through the project, taking input from stakeholders and decision-makers and making changes to iterative drafts along the way. The scope and approach to the deliverables below are based on HF&H's extensive experience - working in this iterative way with other communities and recognizing that to succeed, we must present preliminary information and be open to adjusting it based on the input received from stakeholders and decision-makers.

Approach

HDR team member HF&H will lead this task. HF&H will prepare a report and presentation materials for the City based on the research of other solid waste systems (Task 2), cost of service analysis (Task 4), and operational efficiency study (Task 8). As described in the "deliverables" subsection below, HF&H anticipates that this report may be revised up to five times (a total of five drafts and one final report) to reflect iterative input that we receive from various levels of staff, public stakeholders, and elected officials.

HF&H will first produce the report in a PowerPoint presentation format to provide a high-level version of the report content before the details are drafted. This presentation format will include most of the content outline described below for the fuller report, but will focus on the executive summary, highlighting the key findings and recommendations for discussion. This PowerPoint presentation will evolve through the project, with the first version being used for briefing and discussing issues with staff and later versions being used with stakeholders, the Executive Oversight Committee, and ultimately Committee and City Council meetings. HF&H anticipates that up to ten different versions of this presentation may be adapted for various audiences, but that the core content will remain the same.

The report will include the minimum required elements as described in the RFP and below:

1. Executive Summary: HF&H will produce a clear, concise, and publicly accessible summary of the work performed under this project, with particular focus on the key findings and recommendations for consideration by the City's elected decision makers.
2. Introduction: HF&H will produce a section introducing the purpose of the study and establishing the framework for the objectives and community input that informed the report.
3. Background and Context: HF&H will work closely with ESD staff and the communications team to develop clear language around the background and context for this study. This content will be needed and used frequently throughout the stakeholder engagement work in Task 3 and should be developed, agreed-upon, and then used consistently to communicate with the public.
4. Cost Analysis: HF&H will provide a detailed description of the cost of service analysis, including any assumptions related to changes in services or operational efficiencies resulting from this project. This will include detailed information about the various lines of service, overhead, post-collection and costs for each. The report will identify key cost drivers, inflationary and/or operational trends, and any sensitivities in our analysis. HF&H intends to have a very detailed and comprehensive set of information available to the public through this report and we would like to discuss the best format for such information to ensure accessibility and common understanding by the public. At a minimum, the cost analysis will break down into various cost components including collection, processing, disposal, and within those lines of service, will categorize costs for equipment, labor, vehicle maintenance, fuel, and overhead. In general, HF&H will attempt to map costs in a manner consistent with the City's current accounting presentations.
5. Revenue Analysis: HF&H will document the analysis of the City's revenue sources including potential new rate revenues as well as modeling changes to the existing sources of funding for the services. An important and dynamic element of the revenue section of the report will explore the impact of various scenarios on the sufficiency of revenues and the City's ability to sustainably fund the system.
6. Rate Design Options: HF&H will produce a section of the report documenting the various rate designs including consideration for both the structure of the rates (e.g., flat, variable, regressive, linear, progressive, etc.) as well as the method for collecting revenues. This section will include up to five rate scenarios that are mutually agreed-upon with the City resulting from input from various stakeholders and elected decision-makers. HF&H anticipates that early drafts will include more options and that those options will be reduced as stakeholder and decisionmaker input helps to hone in on the options that best fit the City's needs and circumstances.
7. Cost Allocation Methodology: HF&H will document the cost allocation methodology used for each different type of overhead expense that requires allocation to various activities. In particular, this report needs to clearly describe costs that are being allocated away from potential ratepayers to provide assurances that ratepayers will not be asked to shoulder costs unrelated to collection.
8. Customer Impact Analysis: HF&H will document the rate changes resulting from various scenarios and will analyze the impact of those changes on various customer groups. This analysis will likely discuss the affordability and fairness of rates as well as the impact of any programs that the City may adopt for fee payer assistance or discounts.
9. Regulatory and Policy Considerations: HF&H will include a section describing the relevant regulatory/legal requirements (i.e., Measure B, Proposition 218, Proposition 26, and judicial decisions surrounding them) that impact how the City establishes rates and how those rates are adjusted over

time. While many of these legal requirements and constraints are well known, among the most important elements are the local policy considerations that will be informed by the stakeholder and elected decisionmaker input. Those local considerations provide a value system to attach to the legal structure provided by state law.

10. Risk and Sensitivity Analysis: HF&H will include in the report a detailed listing of key limitations and sensitivities associated with the analysis conducted. This analysis will help decision-makers understand the potential risks associated with things like revenue sufficiency, receivables collection methods and effectiveness, potential operational efficiencies or cost savings, and the various assumptions within the cost of service model. This section will illustrate the sensitivity of certain important assumptions, or variables, and convey the importance of monitoring actual performance.
11. Recommendations: HF&H will include a discussion of all the recommendations resulting from the performance of this study. The recommendations will include a broad range of issues resulting from the benchmarking in Task 2, operational efficiency analysis in Task 8, stakeholder engagement in Task 3, cost of service and cost allocation in Task 4, and fee schedules and structures in Task 6. HF&H will work closely with ESD staff to arrive at preliminary findings, discuss potential options, and ultimately make recommendations that are fully informed by the right staff and stakeholders. Each recommendation appearing in the report will have been developed through prior analysis and in consultation with City staff to make certain that there are no surprises when we produce the first draft of the report.
12. Fee Implementation Plan: HF&H will provide a detailed plan outlining the steps and estimated timelines for implementation of the fee structure resulting from this project and recommendations of the report. This plan will include several parallel tracks, including major activity areas such as stakeholder engagement and communications, billing logistics, collection operations, equipment acquisition (if appropriate), and information systems.
13. Appendices: The report will include supporting background data and detailed analysis leading to the proposed rates as appendices. HF&H will work closely with City staff to discuss which information to include in the body of the report versus appendices – often a trade off between level of detail and the need to explain the information to the audience.
14. Glossary of Terms: HF&H will make every reasonable and achievable effort to make the report accessible to the public and avoid using too much jargon. That said, this is a relatively technical report with many financial terms used in it. The glossary of terms will help readers understand the specific meaning that is intended for the various terms.
15. References and Sources: HF&H will include citations to any outside references or sources.

Meetings

HF&H anticipates that this task will require up to ten (10) meetings, up to two hours in duration, with a combination of in-person and remote meetings being required to review and discuss changes to the report and presentations. HF&H has assumed that half of the meetings could be virtual.

Task Deliverables

As described in the scope of work, HF&H anticipates providing up to ten (10) different versions of the PowerPoint presentation, assuming that the core content is the same and that we are removing or editing content based on the audience and/or changes that have occurred in the analysis.

As described in the scope of work, HF&H anticipates providing up to five (5) draft and one (1) final version of the comprehensive report document. The iterative drafts are intended to reflect iterative changes in direction as the report is reviewed through senior management, legal, stakeholders, and committee/council.

Schedule

The preparation of the report will commence upon substantial completion of Tasks 4, 6, and 8. HF&H will produce the first PowerPoint presentation draft within two weeks of performing the precedent tasks.

HF&H will meet with City staff at their earliest convenience to review and provide comments on the presentation and key issues identified therein. Based on direction received from the City, HF&H will prepare the first draft of the full report within four weeks of receipt of comments on the initial PowerPoint presentation.

HF&H anticipates working flexibly with the City to make each subsequent round of revisions at the intervals required by the City. As such, HF&H will revise the preliminary draft and each subsequent draft to incorporate mutually agreed-upon changes within two weeks of receiving the City's consolidated and non-conflicting comments on each draft.

Key Understandings/Assumptions

HF&H anticipates that the City will provide consolidated and non-conflicting comments from all reviewers for each iteration of the draft report or PowerPoint presentation. HF&H will count each set of comments as one round of review and changes.



Task 6: Recommend Fee Schedule for City-Provided Residential Solid Waste Management Services

Task Understanding

Once the cost of service is determined in Task 5, the City will need to consider the methods for implementing charges to reach the required revenues. This task will evaluate and provide recommendations for the practical aspects of implementing the rate structure including the billing systems, frequency, methods, reserve funds, and rate adjustment methods. These are critical and interconnected considerations that will determine how successful the City will be in establishing rates for the first time. Decisions made here will influence how stable revenues are over time versus how much flexibility there is for customers to make adjustments. This task will determine whether the City receives revenues monthly from customers or, at the other extreme, only receives them twice per year with property tax payments – the decision on this will impact what sort of software system is needed for billing, how much the City will need to reserve and the level of bad debt and delinquent payments that will be experienced.

This task will also evaluate the difference between pay-as-you-throw and fixed rate structures. This is a policy decision that HF&H has helped more than 400 agencies navigate over the last thirty years and we are very well versed on the options, advantages, and drawbacks of the various approaches that the City may take. We have conducted numerous studies on the economics around pay-as-you-throw systems and from those studies we know what works and what causes unintended consequences. This is ultimately a discussion about incentives and the effect of incentives on behavior change, including undesirable behaviors like contamination and overloading.

Approach

HDR team member HF&H will lead this task. HF&H will use the research performed in Task 2, supplemented with HF&H's extensive experience supporting municipal agencies in establishing, managing, and transitioning billing systems for solid waste services to conduct an analysis of the various issues surrounding the future billing system, including, but not limited to the following key areas of inquiry:

1. What software and people systems will the City need to establish in order to implement a billing system?
2. Should the City bill these services directly? Through a master utility billing? Or as a parcel charge?
3. How will the City manage aged accounts and collections?
4. How do the various options for billing approach and collections inform the level of customer delinquency and bad debt?
5. How do the various options for billing approach inform the frequency of cash receipts?
6. How will the timing of cash receipts impact the amount of operational reserves that the City will need to maintain?
7. How will a pay-as-you-throw rate structure impact the predictability of revenues and level of delinquency?
8. How will the structure of the rates impact affordability for various customers?
9. Will the proposed rate structure create or exacerbate equity issues and are there potential policy or financial measures available to mitigate those impacts?

Based on the analysis performed in each of these areas, HF&H will develop a report including each of the following components:

1. Executive Summary: HF&H will produce a clear, concise, and publicly accessible summary of the recommendations for the fee schedule for City-Provided Residential Solid Waste Management Services. This report will focus on the key findings and recommendations related to the billing system and the schedule of fees.
2. Introduction: HF&H will produce a section introducing the issues surrounding the implementation of a fee schedule and establishing the framework for the objectives and community input that informed the decisions made.
3. Cost of service-Analysis: HF&H will provide a detailed analysis of the City's cost of service, including much of the same information as the "Cost Analysis" section of the report in Task 5. This section will differ from the Task 5 report by providing detailed information on the financial implications (e.g., revenue timing, reserve target amounts, bad debt levels, etc.) of various billing approaches and fee assistance programs that the City might implement.
4. Revenue Requirements Assessment: HF&H will provide a thorough discussion of the revenue requirement, based on the cost of service analysis, including a specific analysis of the extent of need for rate revenues under each scenario compared with non-rate revenues and existing revenue sources.
5. Rate Design Options: HF&H will conduct analysis of up to five different rate scenarios (as described in Task 4 above) that would meet the revenue requirement. HF&H anticipates having a flat charge scenario where all customers are billed the same amount, along with multiple variable, pay-as-you-throw structures that present different options related to the "steepness" of the variable structure. There is no "right" or "wrong" way to do this, so we aim to provide a range of options that allows the City to adjust these rate structures precisely based on the input from stakeholders and decision-makers.
6. Affordability Considerations: HF&H's report will include a section of this report that evaluates and presents important information on the affordability of the rate structure to various different household types throughout the City. This analysis will be informed qualitatively by the stakeholder input in Task 3 and quantitatively by demographic and economic information on the income distribution throughout different parts of the City. This section will also provide a discussion of options and financial impacts associated with ratepayer relief programs.
7. Equity Analysis: HF&H's report will include a section analyzing the equity issues surrounding the implementation of the recommended fee schedule. This section will provide an analytical framework for considering equity issues as well as a value framework from the City's existing policies. In particular, the analysis will consider the impact of these new charges on different income distributions throughout the City. This analysis will rely largely on US Census data and may be supplemented by other economic data available to the City. At a minimum, this analysis will produce a GIS map that overlays median household income throughout the census tracts in the City, the households eligible for City solid waste management services, and the portion of that census tract that may see fee payment assistance if such a program was created.
8. Cost Allocation Methodology: HF&H will document the cost allocation methodology used for each different type of overhead expense that requires allocation to various activities. In particular, this report needs to clearly describe costs that are being allocated away from potential ratepayers to provide assurances that ratepayers will not be asked to shoulder costs unrelated to collection. This section should be nearly identical to the same section of the report produced for Task 5, but will highlight any differences from that report resulting from the scenarios considered here.

9. Comparison with Peer Cities: HF&H will conduct a detailed analysis to normalize and benchmark the data gathered in Task 2 to provide a comparison of the target jurisdictions to the City's operations and costs. This analysis will seek to normalize for various differences in franchise fees, landfill costs, explicit subsidies/discounts, scale, service level, and other features that may impact comparability. HF&H feels strongly, based on decades of experience with rate setting for public utilities, that an analysis that simply compares a monthly rate from one community to another will fail. Members of the public and stakeholders will quickly be able to tell you why the comparison isn't "apples-to-apples". In addition to these rate comparisons, HF&H's report will provide comparisons on the basis of cost of service per account, per ton, per lift, or per route hour.
10. Risk and Sensitivity Analysis: HF&H will include in the report a detailed listing of key limitations and sensitivities associated with the analysis conducted. This analysis will help decision-makers understand the potential risks associated with things like revenue sufficiency, receivables collection methods and effectiveness, potential operational efficiencies or cost savings, and the various assumptions of the cost of service modeling. This section will illustrate the sensitivity of certain important assumptions or variables to convey the importance of monitoring actual performance against those.
11. Implementation Analysis: HF&H will work with the City to evaluate the city's current systems and processes to understand known deficiencies that would become problems if the City were to implement the recommended system. HF&H will identify such shortcomings as well as provide a process outline and schedule, including all dependencies, for establishing the billing system(s) and fee schedules recommended.

Meetings

HF&H anticipates the need for up to seven meetings for this task, up to two hours in duration each, most of which could be virtual. HF&H anticipates that at least two full days will be needed on-site to meet with City staff related to the billing system.

Task Deliverables

HF&H anticipates providing up to three draft and one final version of the fee recommendation report document. The iterative drafts are intended to reflect iterative changes in direction as the report is reviewed through senior management, legal, stakeholders, and committee/council.

Schedule

The preparation of the report will commence upon substantial completion of the second draft of the report for Task 5. HF&H will prepare the first draft of the full report within four weeks of delivering the second draft report under Task 5. HF&H anticipates working flexibly with the City to make each subsequent round of revisions at the intervals required by the City. As such, HF&H will revise the preliminary draft and each subsequent draft to incorporate mutually agreed-upon changes within two weeks of receiving the City's consolidated and non-conflicting comments on each draft.

Key Understandings/Assumptions

HF&H anticipates that the City will provide consolidated and non-conflicting comments from all reviewers for each iteration of the draft report or PowerPoint presentation. HF&H will count each set of comments as one round of review and changes.

Task 7: Proposition 218 Support

Task Understanding

The purpose of this task is to conclude the project with successful implementation of the preferred schedule of recommended rates. City Council and public input is key to a successful rate setting study. A clear, well thought out Proposition 218 notice will provide additional clarity to the Council and ratepayers so that all stakeholders understand the proposed rates and the financial implications to each customer. Given this notice will establish collection rates, it is imperative customers understand the rates required to continue their chosen level of service, as it is imperative that all legal requirements of the notice are present. Absent a successful implementation, the City will not receive revenues from ratepayers for solid waste collection and the City's General Fund will continue to be subject to this financial burden.

Approach

HDR team member HF&H will lead this task. Upon completion of Task 6, HF&H will assist the City in developing a Proposition 218 notice. The City will need to prepare a five-year Proposition 218 notice, to be mailed following Council's approval of the fee schedule for rates to be effective January 1, 2026, 2027, 2028, 2029, and 2030. HF&H will assist the City in drafting the Proposition 218 notice and fee schedule with input from the City's legal team to make certain that legal requirements are met. Rate information or calculations needed to support the notice will be provided by HF&H. In addition to assisting the City with drafting the notice, HF&H will help the City with the mailing list review of all eligible ratepayers. However, our scope does not include printing or mailing of the Proposition 218 notices, nor does it include receiving, verifying, or tallying protests submitted by the City's ratepayers. It is recommended the City work with a mailing house with a proven track record of administering Proposition 218 notices. It is recommended the City utilize a third-party or experienced City staff to manage the receipt, verification, and tallying of any protests received to ensure accurate reporting during the Public Hearing.

A final PowerPoint presentation, drawing on the work products from Task 5, can be presented to the City during the Public Hearing. The presentation would provide an executive level summary of the purpose for the collection rates, as well as the rates proposed, as defined in the Proposition 218 notice and in the fee schedules (Task 6). Supplemental material can be included in the presentation, leveraging input from the community outreach performed (Task 3).

Following the Public Hearing, further measures are required to adopt solid waste rates. The City needs to adopt rates via ordinance or resolution and make applicable revisions to its municipal code for the administrative record. Completion of these measures will certify the newly adopted rates and permit the City to begin charging customers beginning on the desired date of implementation.

Meetings

HF&H anticipates the attendance of one Public Hearing. In addition, HF&H can attend up to two additional Council meetings for the first and second reading of the ordinance to adopt the solid waste rates, following the Public Hearing.

Task Deliverables

HF&H will provide up to three reviews of the draft Proposition 218 notice prepared by the City, with redlined, tracked changes to the draft Proposition 218 notice. HF&H will also provide a maximum of three reviews of the draft ordinance and municipal code.

Schedule

The Proposition 218 notice, draft ordinance, and municipal code revisions will be prepared ahead of the Council meeting that will provide authorization for City staff to mail such notice. As part of their authorization, it is assumed Council will provide comments regarding these documents. This timing will allow the City to make edits and mail the notice within two weeks of receiving Council's authorization to begin the 45-day noticing period. The City's desired date of implementation (January 1, 2026, or July 1, 2026) will inform the preceding deadlines for the Public Hearing and mailing of the notice to comply with all legal requirements. All work pertaining to the Proposition 218 notice will be performed following the completion of Tasks 4 and 5 and will be synchronized with Task 6.

Attendance at any subsequent readings of the ordinance to enact new solid waste collection rates will occur following the Public Hearing, at the discretion and scheduling of the City.

Key Understandings/Assumptions

HF&H assumes the City will be the responsible party for drafting, mailing, and managing the Proposition 218 notice. Our team recommends and assumes the City will have its legal team review all deliverables with this task, including the ordinance, notice, and any municipal code revisions. The City's choice to adopt rates via resolution in place of an ordinance will not qualify as Unanticipated Services. HF&H has assumed attendance of all meetings related to this task will be in-person.



Task 8: Operational Efficiency Analysis

Task Understanding

There are two main components to the Operational Efficiency Analysis: Organization review and Operations review. At HDR, we uniquely understand how the two can be structured and function together. Our team has worked with and for public and private solid waste teams of all sizes. At its core, operational efficiency is all about safety and service. When ESD's solid waste management program achieves high levels of both, the program can be considered a success. The structure and how the organization is put together on paper is the building block, but that is overlaid by processes and procedures for accomplishing tasks and making decisions which again has an additional layer of the culture of ESD.

Approach to Organization Review

The scope of work as provided in Task 8 is prescriptive and directly describes how this portion of the project should be completed. For the Organization review portion of the task, we understand the first step is to look at ESD, the Department, itself. We will incorporate our organizational leadership experts who will begin the review with overall structure, function, and staffing levels. Our organizational review team will look specifically at the health of the organization itself and how it is functioning as a team. We will then drill down even further and look at supervisory ratios for the ESD programs and compare the needs analysis and recommendations based on best practices for organizations and solid waste management teams. We will utilize the information gathered in this portion of the task to document and evaluate decision-making authority within the organization. Root cause of missed collections while critical to this task will be evaluated as part of the second portion, the operations review.

Approach to Operation Review

Continuous improvement and constant monitoring and adjustments of solid waste management collections operations is a necessary component to any solid waste management operation. While the ESD has taken strides to improve collections operations, address known customer service issues, and leverage technology to bring about operational efficiencies, even more can be done. HDR understands that running an efficient fleet can save time, save money, and most importantly increase safety of operations. The ESD has incorporated tools including Routeware to assist with rebalance of existing collection routes. Routeware is effective, but it is only a start to adding efficiencies. HDR understands Routeware and the many other tools that are available to increase operational efficiencies. We also understand that there is a very real component of human behavior involved with how routes are completed in the most efficient and safest way possible. We understand how to interact with all levels of the ESD organization to be sure that we are adjusting where appropriate.

HDR has divided the Operations Review into several types of tasks as laid out below: processes, labor, fleet, facility, and routing.

We intend to follow the scope of work as outlined in Task 8 as laid out except for moving "Assess root causes for missed collections" to the Operations review portion. We will use a combination of desktop research and document review along with interviews and on the street analysis. We envision a series of memos meeting the needs of this task and laying out Recommendations for implementation within ESD.

Organization Review Scope of Work

- Conduct a detailed review of the existing ESD organizational structure, alignment, and solid waste management functions.
- Assess the functional assignments and staffing levels required to perform current duties.

- Identify current supervisor ratios and based on industry best practices and organizational needs, develop recommendations for appropriate supervisory ratios.
- Assess interdepartmental collaboration, Service level Agreements, and data-sharing with other City departments that support service delivery, primarily with the Fleet Services Division of the Department of General Services.

HDR will complete the task in the following manner:

Meetings

1. As part of the Organization Review, up to five planning meetings, up to two hours in duration, will be conducted.
2. As part of the Organization Review listed items 2 a, b, and c, HDR will interview up to 25 individuals at various levels of the Department regarding decision-making authority, standard approach to work, and culture of the organization and how it drives work processes related to collections and operations. Each interview should be one hour in duration.
3. As part of the Organization Review listed items 2 d. evaluating interdepartmental collaboration, HDR will interview up to five individuals from other City departments regarding support delivery. Each interview should be one hour in duration.
4. Up to two meetings of two hours duration each to review the draft report.

Deliverables

- Agenda and notes from five planning meetings.
- Data needs request for documents such as an organizational chart, decision-making authority, any charters for programs, documents of standard approach for tasks, etc.
- Interview guide for organization review.
- Data needs request for documents related to interdepartmental collaboration regarding support delivery.
- Modified interview guide for organization review support delivery.
- Interview notes from individual interviews.
- Report layout for organization review.
- Draft and final report.

Key Understandings/Assumptions

- Up to five planning and data gathering meetings will be conducted. All five meetings will be virtual and up to two hours in length.
- Up to 30 one-hour interviews will be conducted. Meetings will be in-person and sequential in a city provided location. All scheduling will be provided by City staff. HDR will provide up to three people for each interview.
- One interview guide will be utilized for all 25 ESD interviews. Department staff will provide one set of tracked changes to interview guide prior to document being made final.
- One interview guide will be utilized for all five interdepartmental interviews. Department staff will provide one set of tracked changes to interview guide prior to document being made final.
- Interview notes will be provided within three weeks of interview completion. Interview notes will be considered final when received.
- Report layout will be approved by the Department prior to HDR starting the draft of the document.

- Up to two drafts of the report will be provided. Department staff will provide one set of tracked changes to each document for incorporation by HDR.
- Up to two report draft meetings will be conducted after delivery of the draft. Each draft review meeting will be virtual and up to three hours in length.

Operations Review Scope of Work

- Processes: Assess root causes for missed collections
- Processes: Review ESD's operational functions and workflow processes. Conduct a detailed review of the existing ESD organizational structure, alignment, and solid waste management functions.
- Labor: Assess the staffing level required to collect and deliver the City's residential refuse, recycling, and organic waste streams
- Labor: Evaluate staff schedule for the most efficient staffing and management of budgeted resources
- Routing: Review the Collection Division's scheduling, routing, and dispatching systems
- Routing: Review the Collection Division's current technology, and identify areas to improve usage and effectiveness
- Fleet: Evaluate the current vehicle fleet, including number of units, condition, replacement schedule, maintenance and repair schedules, and costs based on industry standards
- Facility: Evaluate existing Collection Division's facilities for adequacy and need for capital improvements or additional facilities
- Processes: Identify current industry performance measures/benchmarks and compare City performance to best management practices/benchmarks
- Facility: Review other operational areas such as collection vehicle in/out times at landfills and recycling facilities

HDR will complete the task in the following manner:

Meetings

1. As part of the Operations Review, up to 10 planning meetings will be conducted. Each planning meeting may address a different topic: processes, labor, routing, fleet, and facility.
2. Onsite observations will be included as part of the review process. The following amount of time is allocated to each topic:
 - a. Facility: five eight-hour days.
 - b. Fleet: five eight-hour days.
 - c. Labor: five eight-hour days.
 - d. Routing: 10 eight-hour days.
 - e. Processes: five eight-hours days.

Deliverables

- Agenda and notes from 10 planning meetings.
- Data needs request for documents separated by topic: processes, labor, routing, fleet, and facility.
- Onsite observation notes
- Report layout for operations review.
- Draft and final report.

Key Understandings/Assumptions

- Up to 10 planning and data gathering meetings will be conducted. All 10 meetings will be virtual and up to two hours in length.
- Data provided for all topics will be editable and be provided in either Microsoft Word or Microsoft Excel.
- For on-site observations, HDR will provide up to 3 staff members for facility and fleet topics and up to five staff members for labor and processes.
- The City will designate and make available Department subject matter experts (e.g. Dispatcher, Route Supervisor, Lead Driver, Operations Specialist) for consultation and questions during the onsite observation.
- HDR will analyze up to six months of missed pickup data to identify trends and root causes.
- Report layout will be approved by the Department prior to HDR starting the draft of the document.
- Up to two drafts of the report will be provided. Department staff will provide one set of tracked changes to each document for incorporation by HDR.
- Up to two report draft meetings will be conducted after delivery of the draft. Each draft review meeting will be virtual and up to three hours in length.



Recommendations Scope of Work

Recommendations in the scope of work can be provided for the Organization review (OR), Operations review (OP), or both. Notes follow each on which Review will have the specific recommendations. will be provided for the following items.

- Recommend operational changes to increase efficiency and/or reduce costs (OP)
- Make recommendations regarding the composition of the collection fleet and specific vehicle types that should be considered to improve collection efficiencies (OP).
- Identify best practices and performance measures that should be adopted by the Collection Division, including those for addressing customer complaints such as missed collections (OP).
- Recommend an organizational model (OR).
- Provide recommendations to streamline procedures and processes for current and required functions (OR, OP).
- Provide recommendations for data that should be captured and analyzed to support data-driven decisions (OR, OP).
- Provide recommendations to reduce missed collections and/or resolve the missed collection at the front-line supervisor/first touch level (OP).
- Identify cost saving technologies to support current and future programs and operations (OR, OP).
- Provide training recommendations to improve operations (OP).
- Identify staffing recommendations and industry standard ratios to consider (OR, OP).
- Identify performance metrics/benchmarks that should be implemented.

HDR will complete the task in the following manner:

Meetings

1. Two four-hour workshops to review and final recommendations for organization review.
2. Eight four-hour workshops to review and final recommendations for operations review.

Deliverables

- PowerPoint presentation for organization review recommendations workshops.

- Notes from up to two four-hour workshops to final recommendations for Organization review.
- PowerPoint presentation for operations review recommendations.
- Notes from up to eight four-hour workshops to final recommendations for Operations review.
- Draft and final organization review recommendations.
- Draft and final operations review recommendations.

Key Understandings/Assumptions

- Organization review recommendations will be provided three weeks in advance of the workshops to allow for appropriate preparation time.
- Up to two workshops will be conducted for the organization review. Both workshops will be virtual and up to four hours in length.
- Operations review recommendations will be provided three weeks in advance of the workshops to allow for appropriate preparation time.
- Up to eight workshops will be conducted for the operations review. All workshops will be virtual and up to four hours in length.
- Workshops are divided into four-hour blocks to allow for appropriate City and HDR staff to participate.
- For on-site observations, HDR will provide up to four staff members for each workshop including an HDR facilitator trained in virtual facilitation.
- The organization review report and operational review report will be completed prior to recommendations.
- Recommendations will be drafted separately from the organization review and operations review in two separate documents. The recommendations will be incorporated as a single section in the organization review report and the operations review report.
- Up to two drafts of the report will be provided.
- Department staff will provide one set of tracked changes to each document for incorporation by HDR.

Schedule

Organization review and operations review will both kick-off approximately 45 days after the NTP. Data needs will be requested during the data collection in the Project Initiation task. Planning meetings will occur approximately 3 months after the NTP for the in-person organization review interviews and the onsite observations. Interviews for organization review will be around the same time. First drafts of the organization review report and the operations review report will be sent approximately four months after the NTP. Planning for recommendations workshops will follow. Final recommendations for incorporation into the organization review report and the operations review report will be completed nine months after the NTP.

Unanticipated Services

HDR and its team members are prepared to provide additional services that are not anticipated in the above scope of work. We will only provide services as needed and directed by the City. We are open to a budget allowance and will provide services in accordance with our rate schedule.

Implementation Timeline

Our project timeline, provided as [Appendix 3](#), lays out our suggested schedule to meet the City's implementation goals. Our Project Manager John Carlton is our first line of defense to potential issues, and with regular communication, can be addressed early and as often as necessary. HDR will maintain and update the implementation schedule monthly through the project term.





C

Cost/Price Proposal



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Appendix 1 - Resumes

John Carlton, PE (NJ, MD, VA, FL), BCEE

Project Manager



John has more than 30 years of experience in all aspects of solid waste management - as a consultant and an executive for public-sector authorities. His strength lies in strategic planning, where he has led solid waste management planning efforts for small rural communities and large urban cities and counties. In addition to strategic planning, John is experienced with integrated solid waste management systems, including financial reviews and rate setting, environmental permitting, landfill and transfer station designs, facility operator procurements, operational reviews, feasibility studies, collection franchising, market assessments, and due diligence reviews. John has a strong working knowledge of solid waste management regulations and practices, and has significant experience working with stakeholders, legislators, and regulators.

EXPERIENCE

36 years

EDUCATION

BS, Civil and Environmental Engineering, Duke University

REGISTRATIONS

American Academy of Environmental Engineers #07-20028,

Professional Engineer - Civil
 NJ #24GE03976100
 MD #47291
 VA #0402055578
 FL #84409

RELEVANT EXPERIENCE

Operational Analysis and Rate Study, City of Santa Monica, CA

Project Manager. John worked with the City of Santa Monica and R3 Consulting in identifying the City's current cost of service, developing specific budget allocation factors and structures for the rate model; and assisted the City in transitioning from line-item to program-based budgeting.

Solid Waste Compliance Rate Study, San Luis Obispo County, CA

Senior Advisor. As a subcontractor to MSW Consultants, John provided oversight and direction of economists in performing an analysis of available fees, and calculating how those fees need to be adjusted and allocated to close a \$1.3 million revenue gap. Specific tasks included identifying the number of type of beneficiaries in the County, evaluating revenue sources, and recommending rate adjustments.

Solid Waste Management Consulting Services, Madera County, Madera County, CA

Project Manager. John provided a number of consulting services to Madera County, including operations reviews, financial modeling and rate recommendations, development of an organics management plan, negotiated amendments to landfill and transfer station operating contracts and franchise collection agreements. He

is considered an extension of staff and manages monthly operations meetings, quarterly financial reviews, and an annual solid waste workshop with the Board of Supervisors. John is currently working with the County to develop policies, ordinances, franchise agreement amendments, rate structures, and programs to help the County comply with SB 1383.

Harford County/Northeast Maryland Waste Disposal Authority, Full Cost Accounting and Contract Collection Evaluation, Harford County, MD

Project Manager. Through the Northeast Maryland Waste Disposal Authority, John assisted Harford County evaluate current revenues and expenses through a full cost accounting study, develop a possible program for contracted collection of residential waste and recyclables, evaluate the costs of contracted collection, and develop a potential rate structure to support the County's solid waste management program in the future.

Aiming for Zero Waste: A Vision for Sustainable Materials Management in Montgomery County, Montgomery County, Montgomery County, MD

Technical Reviewer. John provided quality control reviews in the development of Montgomery County's zero waste strategic plan. The plan reviewed existing processing facilities, enhancements to the current diversion and recycling system,

John Carlton (continued)

benchmarking and best practices, and considered options for the collection and disposal of “what’s left.”

Mechanisms to Implement and Support Pilot Recycling Initiative Program, New York City Department of Sanitation (DSNY), New York, NY

Technical Reviewer. John provided quality control reviews of a study for DSNY that explored options to improve diversion of designated recyclable materials in public housing units managed by the New York City Housing Authority (NYCHA). Multiple options were evaluated for incentivizing recycling, and results were expressed in terms of diversion potential, community impacts, and costs.

Rhode Island Resource Recovery Corporation Long-Term Solid Waste Disposal Alternatives Study, Johnston, RI

Technical Reviewer. John provided quality control reviews of a study to assess the potential future solid waste disposal technologies for the Corporation to initiate, permit and construct as it moves into the future. The study reviewed both proven and emerging technologies. Proven technologies were reviewed to identify benefits, drawbacks, costs and critical path timelines. Emerging technologies were reviewed on a high-level qualitative basis.

City of Alexandria Resource Recovery Division, Strategic Plan Review, Alexandria, VA

Technical Reviewer. John provided quality control reviews of solid waste strategic plan elements. The reviews included current operations, benchmarking, environmental impacts, economic benefits, and alternate disposal methods.

Metro Waste Authority, Materials Recovery Facility Feasibility Study, Des Moines, IA

Project Manager. John managed the feasibility study for the development of a MRF that would accept and process

Iowa’s most comprehensive curbside recycling program. The study developed multiple operating scenarios for evaluation purposes and projected recycling volumes over a 20-year period. The study also evaluated a proposed site, reviewed commodity markets, developed capital and operating cost estimates, and analyzed potential project risks and program operations.

PRE-HDR EXPERIENCE

Pollution Control Financing Authority of Warren County, NJ

Executive Director. John provided executive leadership of Warren County’s integrated solid waste management system, which included a waste-to-energy facility, landfill, recycling program, household hazardous waste collection program, and education and enforcement program. He led the strategic planning for the County’s solid waste management plan. He successfully negotiated numerous agreements including labor union, host community, waste disposal, waste-to-energy, and landfill gas-to-energy contracts.

Division of Solid Waste and Recycling Services, Hunterdon County Utilities Authority, NJ

County Solid Waste Director. John was responsible for the planning and implementation of the County’s solid waste management system which included a transfer station, waste disposal contracts, curbside recycling collection program, household hazardous waste collection program, and education and enforcement program. He oversaw a staff of 12 and managed a \$6 million annual budget.

Shawn Koorn

QA/QC | Senior Reviewer



EXPERIENCE

28 years

EDUCATION

BA, Business Administration, Central Washington University

BA, Economics, Central Washington University

PROFESSIONAL MEMBERSHIPS

Washington Finance Officers Association

As an Associate Vice President at HDR, Shawn provides financial planning, cost-benefit analysis and economic review towards development of rate and cost of service studies for utilities across the U.S. He understands complex technical issues involved with each project, as well as the broader economic issues that today's public and private utilities are facing. Shawn also has extensive experience with regulatory filings before public service commissions.

RELEVANT EXPERIENCE

Solid Waste Rate Study, City of Belmont, CA

Lead Analyst. Provided professional and technical rate services as they relate to the city's solid waste utility, which included: (1) reviewing and analyzing data by Recology for compliance with the franchise agreement; (2) analyzing the impacts to future city solid waste rates based upon inputs from Recology regarding customer census and tonnages delivered to the South Bayside Waste Management Authority; (3) modeling various rate structures and cost impacts to develop a set of recommended rates for the city's solid waste rate adjustment; and (4) support in the preparation and presentation of reports to the City Council.

Rates Analysis for Solid Waste Management Plan and Waste Characterization Study Yakima County Public Works, WA

Task Lead. Yakima County Solid Waste Division (County) would like characterization of the incoming disposed material stream from Yakima County, including Cheyne and Terrace Heights Transfer Stations. The most recent a waste characterization study for Yakima County was completed in 2002. HDR will prepare a report summarizing the study methodology and waste characterization results. Shawn is the task lead for the ongoing solid waste rate study for the County. He recently developed the draft results and report of the analysis for review by County staff.

Solid Waste and Moderate Risk Waste Plan Update, Benton County, WA

Task Lead. Shawn developed the feasibility analysis for the MRWF. He developed a method to compare the various alternatives and funding assumptions to provide the County with the most cost effective approach. He also provided a range of options to the County to fund the operating and capital costs. Shawn presented the results of the study to the Solid Waste Advisory Committee.

Utility Rate Study, City of Richland, Richland, WA

Project Manager. Since 2001, Shawn has assisted the City of Richland in the development of utility rates. He has set rates for the City's water, sewer, electric, solid waste, and stormwater utilities. Shawn has presented the study recommendations and results to the City's Utility Advisory Committee and City Council.

Per Capita Consumption Review, San Luis Obispo, CA

Lead Analyst. Shawn is assisting water utilities in the review of their rate structure due to declining per capita consumption. This includes the review of block sizes and pricing for the rate structure, as well as reviewing the level of the fixed charges in comparison with industry standards. The analysis reviewed several alternative rate structures based on the City Council prioritized goals and objective.

Juan Carlos Erickson

Community Engagement and Outreach Task Manager



EXPERIENCE

22 years

EDUCATION

MA, Global Studies,
University of North Carolina

BA, Philosophy, Religion,
and Ethics, University of
North Carolina

Post-Baccalaureate,

Global Studies, University
of North Carolina

PROFESSIONAL MEMBERSHIPS

Public Relations Society of
America (PRSA)

Juan Carlos is the Southern California Lead for HDR's in-house strategic communication team. He is an integrated communications and public affairs veteran with a career centered on developing equity through innovation in our communities. Coming from a diverse professional, educational, and cultural background, Juan Carlos has lived and worked in various countries, learning how to successfully engage multicultural communities. He has extensive hands-on experience in community outreach, stakeholder engagement, crisis and multicultural communications, media relations, knowledge transfer, and international relations. In his 20 years of professional experience, he has worked in the full spectrum of our industry, supporting nonprofits, governments, and corporations, promoting social change through his commitment to improving the quality of life of all people regardless of their nationality, beliefs, background, or personal orientations. His innovative approach to communications and engagement, featured in national case studies, has been proven to be instrumental in negotiating paths toward progress between underserved communities and public and private projects. Juan Carlos has focused his efforts on designing and implementing innovative strategies to effectively reach disadvantaged and hard-to-reach communities. He has unique and robust experiences with LEP, seasonal migrant farmworkers, and urban historically marginalized communities. His political and socio-economic understanding allows him to develop winning strategies in technically, environmentally, and systemically complex situations. He is an expert in reputation strengthening and genuine relationship building.

RELEVANT EXPERIENCE

On-call Community Outreach and Engagement, Los Angeles Civil + Human Rights and Equity Department, Los Angeles, CA

Project Manager. HDR is supporting this newly formed department within the city of LA through community outreach and engagement services. HDR created the LA CBO Equity Network to strategically engage disadvantaged communities leaning on the best cultural competence practices. Our outreach and engagement support is available to all departments within the city of Los Angeles. HDR's commitment to equitable, culturally competent, and innovative community engagement is showcased by our selection for this contract. As a Project Manager, Juan Carlos will be expected to lead the design and execution of innovative outreach and engagement strategies geared towards diverse and hard to reach communities in support of LACHRED's initiatives.

LA County Proposition 218 Outreach Support, Los Angeles County Department of Public Works (LADPW), Los Angeles, CA

Strategic Communications Lead. Juan Carlos is responsible for overseeing the design and execution of communications, stakeholder management, and outreach campaigns to educate and collect meaningful feedback from the community at large. The Los Angeles County Consolidate Sewer Maintenance District is proposing an increase in the Annual Sewer Service Charge. The proposed increase's authorization depends on voter approval through the Proposition 218 process. HDR and Del Richardson and Associates (DRA) will support SMD with community outreach aimed at raising public awareness of the needs and benefits associated with the proposed increase in the Annual Sewer Service Charge.

Juan Carlos Erickson (continued)

Broadband Program - Strategic Services, Southern California Association of Governments (SCAG), Los Angeles, CA

Project Manager. Juan Carlos leads the communication, outreach and equity components of HDR's overarching effort to provide SCAG with strategic services to inform its digital equity efforts. Juan Carlos, combining best practices from across the country with local understanding, will design strategies to harness the HDR team's expertise and capabilities on national broadband policies and local communications to deliver impactful and meaningful solutions.

Community Engagement Plan for Climate Adaptation Vulnerability Assessment, Southern California Gas (SoCalGas), Los Angeles, CA

Strategic Communications Lead/Principal In Charge. Juan Carlos is leading a team across Southern California to design and help execute a community engagement plan geared toward disadvantaged communities, in support of the recent climate change adaptation vulnerability assessment, ordered by the California Public Utilities Commission (CPUC) for investor-owned utility companies. He is currently engaging hundreds of local community-based organizations and stakeholder groups in identifying and establishing efficient public feedback methodologies for disadvantaged communities to prioritize SoCalGas' upcoming climate change adaptation investments.

Customer Affairs Interactive Map, Southern California Gas (SoCalGas), Statewide, CA

Project Manager. Juan Carlos is responsible for successfully completing the project, managing collaborative technical teams, and liaising between the IOUs, the CPUC, and the HDR GIS team. In

April 2022, the California Public Utilities Commission (CPUC) issued an order instituting rulemaking (OIR) for investor-owned utilities (IOUs) to establish a single statewide database of CBOs at zip code level. The database, map, and associated sources will be posted on the Commission Energy Arrearages website and made accessible to the public. HDR will work with Southern California Gas, Southern California Edison, Pacific Gas and Electric, and San Diego Gas and Electric to host and design a Community Based Organization (CBO) interactive map to support the case management pilot program to reduce pandemic arrearages.

Green Waste Outreach and Technical Services, Los Angeles Sanitation & Environment (LASAN), Los Angeles, CA

Strategic Communications Lead. Juan Carlos and his local team will perform public education to educate and inform the public and the communities of the environmental benefits of composting organic waste. The City of Los Angeles is required to comply with Senate Bill No. 1383 (SB 1383) which requires municipalities to divert organic waste (food waste, vegetative waste, other) from landfills by meeting the goal of 50 percent organic waste diversion below 2014 levels by 2020, and a 75 percent reduction by 2025. The public and community outreach is to determine the level of acceptance of the LCEC upgrade and educate the public on the benefits the facility can generate to the community.

Ally Jeffers

Virtual Engagement



EXPERIENCE

3 years

EDUCATION

BA, Political Science and Communication, Santa Clara University

Ally is a strategic communications coordinator with three years of experience working in Public Relations and Public Outreach and has recently joined HDR's Strategic Communications Southern California team. At HDR, Ally works hand-in-hand with the Strategic Communication Project Managers to implement successful communications and outreach campaigns and acts as a secondary interface with clients and manages outreach tactics and deliverables. Her communications expertise extends from water to transportation projects working within the early planning stages, through design, and into construction. In her time at HDR, Ally has strategized, developed, and implemented multiple successful educational and outreach programs that involved a range of public relations, advertising, media relations, social media plus external and internal communications. Ally is also experienced in stakeholder identification and coordination, meeting support, event logistics and management, and developing copy for newsletters, press releases, traffic alerts, construction notices, and project websites.

RELEVANT EXPERIENCE

Feather River West Levee Financing Authority Operations & Maintenance Assessment, Yuba City, CA **Strategic Communications Coordinator.**

The HDR team provides assessment district formation services (Services) for the Feather River West Levee Authority to provide funding for ongoing levee operations and maintenance of portions of the Feather River West Levee. The Services are contracted by Sutter Butte Flood Control Agency (SBFCA) on behalf of a Joint Powers Authority, the Feather River West Levee Financing Authority (FRWLFA) that was recently formed by the County of Sutter and Levee Districts 1 and 9 (LDs). Supporting a team of communications consultants, Ally is in the process of preparing the outreach and communications for a Proposition 218 Assessment vote. Her efforts started with preparing an outreach plan and the team is now fully engaged in execution. Outreach includes - public meetings, social media, print collateral, presentation development, coordination with landowners, and liaison with client team.

Los Angeles County Department of Public Works, LA County Proposition 218 Outreach Support, Los Angeles, CA **Strategic Communications Coordinator.**

Ally is responsible to the design and

implementation of this educational outreach campaign to educate the public on the sewer maintenance services that Los Angeles County Department of Public Works provides. The Los Angeles County Consolidate Sewer Maintenance District (CSMD) is proposing a rate increase in the Annual Sewer Service Charge. The proposed increase's authorization is dependent on ratepayer approval through the Proposition 218 process. HDR and Del Richardson and Associates (DRA) are supporting CSMD with community outreach aimed at raising public awareness of the needs and benefits associated with the proposed increase in the Annual Sewer Service Charge.

Southern California Gas (SoCalGas), Community Engagement Plan for Climate Adaptation Vulnerability Assessment, Los Angeles, CA

Strategic Communications Coordinator.

Ally is working hand-in-hand with HDR Project Managers to implement a community engagement plan geared toward disadvantaged communities, in support of the recent climate change adaptation vulnerability assessment, ordered by the California Public Utilities Commission (CPUC) for investor-owned utility companies. Ally and the Project team are engaging hundreds of local

Ally Jeffers (continued)

community-based organizations and stakeholder groups in identifying and establishing efficient public feedback methodologies for disadvantaged communities to prioritize SoCalGas' upcoming climate change adaptation investments.

Nevada County Public Works Department, McCourtney Road Transfer Station Renovation Project, Nevada County, CA

Strategic Communications Coordinator.

Nevada County's McCourtney Road Transfer Station (MRTS) provides solid waste and recycling services for the communities of Grass Valley, Nevada City and the unincorporated areas of western Nevada County, California. The MRTS was constructed in 1994 after the McCourtney Road Landfill closed. The compact site serves a large number of self-haul customers and in recent years, the number of those customers and associate vehicle traffic at the site has dramatically increased, resulting in long vehicle queuing and substantial wait times during peak periods. To address both current facility challenges and future operations as well as accommodate growth leading to increased materials received and customers served, HDR is assisting Nevada County with the MRTS Renovation Project that includes building a new transfer station and other facilities at the site. Ally is supporting the public outreach and engagement activities throughout the project development process. Since the project's inception, Ally has been involved in the development and maintenance of a project-specific website with its own unique URL as well as project materials, social media and media relations support, stakeholder communications as well as development of a contact database and comments management.

Environmental Protection Agency, Aerojet Superfund Site Groundwater Remediation - Public Outreach/Educational Campaign, Sacramento County, CA

Strategic Communications Coordinator.

From 1953 to 1979, Aerojet Rocketdyne and its subsidiaries manufactured liquid and solid propellant rocket engines for military and commercial application. Hazardous waste chemicals were disposed through open burning, surface impoundments, landfills, deep injection wells, and leach fields. In turn, this disposal caused soil and groundwater contamination. In 1979, the California Environmental Protection Agency (CalEPA), the Department of Toxic Substances Control (DTSC) and the Central Valley Regional Water Quality Control Board (RWQCB) investigated the extent of contamination and found volatile organic compounds (VOCs). In 1983, the site was designated a Federal Superfund Site and placed on EPA's National Priorities List. From 1984 to the present, the site has been divided into eight separate operable units (OU) with continuous investigation, monitoring, and protective measures put into place. Several groundwater extraction and treatment facilities have been installed to contain and remove contamination from the groundwater. HDR's Strategic Communications Team has been providing public involvement support to EPA since January 2016 to present. The outreach and communication support is focused on the ongoing remediation work of the soil and groundwater at OU-7, OU-8, OU-9 and Area 40. Activities include maintenance and management of a Community Involvement Plan, coordinating and staffing bimonthly Community Advisory Group (CAG) meetings (agenda, meeting notes, sign-in and handouts), contact database creation/maintenance, development of educational materials and public notices regarding vapor issues, coordination with local agencies and organizations as well as public meeting management.

Christine Choi

Partnership Coordination



EXPERIENCE

7 years

EDUCATION

BA, International Business,
Taylor University

BILINGUAL SUPPORT

Korean

Christine is our HDR bilingual and bicultural local expert on partnership management and sub-contractor communications. Christine has played this role in supporting our team for many of our contracts, including those with Port of Long Beach and the City of Long Beach. Christine monitors our invoice-to-invoice DBE/SB participation and flags instances when our participation is straying from our plan. In this role, she has successfully carried out our DBE/SE plans that led to our ability to exceed many of our clients' DBE/SB participation goals. She has played an instrumental part in mentoring our DBE/ SB partners specifically on contract and certification requirements and invoicing. Christine will dedicate her time in support of DBE/SB outreach and assistance, and will also coordinate outreach activities, prepare necessary documentation, and track best practices.

RELEVANT EXPERIENCE

San Diego Association of Governments (SANDAG), Del Mar Tunnel Project Approval/Environmental Documentation (PA/ED) A&E On-Call, San Diego, CA Communications Specialist. HDR is providing a full alternatives analysis and PA/ED services for the Del Mar Tunnel Project on the LOSSAN Corridor. This project is also known as the San Dieguito to Sorrento Valley Double Track (SDSVDT) Project Environmental Clearance and Advanced Conceptual Engineering (ACE) Plans.

Specifications and Estimates (PS&E, Hawaiian Electric Co. Inc., Shoemaker Bridge Replacement Project Approval/Environmental Documentation (PA/ED) and Plans, Honolulu, HI

Communications Specialist. The City of Long Beach (City), in cooperation with Caltrans, selected HDR to prepare the PA&ED and the PS&E for the replacement of the Shoemaker Bridge. The project will provide improvements to associated roadway connectors to downtown Long Beach and along West Shoreline Drive from State Route 710. The EIR/EA was approved by the City of Long Beach and Caltrans in April 2020. In June 2021, HDR was authorized to proceed with final PS&E. We are currently working on preliminary design and bridge type selection.

Link Union Station (Link US) Project (formerly known as Southern California Regional Interconnector Project - SCRIP), Los Angeles Metro Transportation Authority, Los Angeles, CA

Communications Specialist. HDR is performing preliminary engineering, environmental document, final design, and construction support for Metro's Link US (formerly known as SCRIP). The purpose of Link US is to increase the overall capacity of Los Angeles Union Station and prepare Southern California for the expected future growth of both Regional Rail (commuter rail and intercity rail) and the California High-Speed Rail Blended System. Link US has been identified as the No. 1 needed regional rail project in Southern California. The project includes raising the rail yard, inclusion of a new elevated concourse, new run-through tracks over US-101, and active transportation connections. The \$2.5B project is being designed to keep the existing light rail, heavy rail and subway fully operational during construction.

Los Angeles Metro Transportation Authority, Center Project (formerly known as Emergency Security Operations Center [ESOC]), Los Angeles, CA

Communications Specialist. HDR is leading the architectural design and civil engineering on the development of the Center Project, located in the Arts

Christine Choi (continued)

District of downtown Los Angeles. The project is proposed to enhance existing traffic monitoring systems, operational monitoring systems, communication network infrastructure and systems, and emergency management systems. The project will serve as a central location to support day-to-day security operations as well as an emergency coordination facility to mitigate and prevent disruptions to Metro services.

Port of Long Beach, Pier B On-Dock Rail Support Facility Program - Preliminary Engineering, Long Beach, CA

Communications Specialist. HDR provided preliminary engineering services and environmental support for this \$870M Rail Yard Improvements Project. The project will provide increased rail capacity to support intermodal cargo movement at the Port of Long Beach. The project includes 38 storage tracks totaling approximately 93,000 track feet, as well as 52,000 track feet of arrival/departure tracks that will allow 10,000-foot long inbound and outbound intermodal trains to be staged at Pier B Yard.

Adrienne Dobrowski

Creative Services



EXPERIENCE

21 years

EDUCATION

AA, Graphic Design,
Sacramento City College

Adrienne has more than 20 years of experience in graphic design and illustration, specifically for technical projects. Her design certifications include graphic design, production digital illustration, image editing, page layout, prepress, and web design. She has experience includes creating materials for a variety of audiences including metropolitan planning organizations across the country. As a creative manager, she provides audio/video, multimedia development, photography, animation, 2D and 3D modeling, and visual simulations for community outreach.

RELEVANT EXPERIENCE

City of Palmdale, Waste Agreement Review, Palmdale, CA

Designer/Creative Director. HDR is providing a high-level review of a proposed 30-year organic waste agreement with a local AD facility to help the City weigh the pros and cons. Adrienne was responsible for the design and development of collateral materials.

City of Tucson, Zero Waste Roadmap, Tucson, AZ

Designer/Creative Director. The City's end goal is to develop a Zero Waste Plan. HDR assisted with the first phase of work, which resulted in the creation of a Zero Waste Roadmap, a high-level planning document that outlines critical tasks and identifies a path toward zero waste for Tucson. This included estimating a baseline of current City and regional waste management, outlining best practices in use by aspirational programs at other cities, gathering information on what types of innovated projects could be developed at Los Reales Sustainability Campus, identifying and evaluating other programs and facilities the City should consider to increase waste diversion in the near term and beyond, engaging key stakeholders in workshops, and beginning public outreach. Adrienne was responsible for the design and development of the planning document along with all collateral materials.

Pinellas County, Solid Waste Master Plan, Pinellas County, FL

Designer/Creative Director. HDR is working with Pinellas County to develop a 30 year solid waste master plan. The planning process includes developing the framework for the plan, examining needs and potential options, evaluating and refining strategies, development of an implementation plan for the selected management options, and development and finalization of the Plan. Adrienne was responsible for the design and development of the master plan.

Padre Dam Municipal Water District (PDMWD), Water District Brochure Summary, San Diego, CA

Designer/Creative Director. HDR performed professional engineering services and assistance with development of a brochure to summarize and update the District's Comprehensive Facilities Master Plan. Adrienne was responsible for the design and development of the master plan.

Oregon METRO, Metro Central Station Commercial Organics Feasibility, OR

Designer/Creative Director. HDR evaluated the preliminary feasibility of processing commercial organics at the Metro Central Station (MCS) and identified planning-level cost range for required infrastructure improvements.

Adrienne Dobrowski (continued)

Metro anticipates managing up to 50,000 tons per year of commercial organics. HDR contacted equipment providers to determine the acceptable range of the quantity and quality of feedstock and developed a conceptual layout for the processing of commercial organics, including fixed and mobile equipment, material storage and flow, and customer maneuvering and unloading. Our technical memorandum summarized the programming elements, operational layout, and planning-level costs. Adrienne was responsible for the design and development of all collateral materials.

County of San Luis Obispo, Website Development for Los Osos Wastewater Collection System Public Outreach, San Luis Obispo, CA

Designer/Creative Director. Developed and maintained the Los Osos Wastewater Collection System public outreach website, which provides the Los Osos community with access to project and public outreach information and construction updates. Adrienne was responsible for the design and development of the Los Osos website and graphics with a focus on ADA compliance.

Vanessa Bauman, GISP

Community Analytics



EXPERIENCE

22 years

EDUCATION

Certificate in Digital Marketing,
Duke University, 2018

Master of Arts, Geography,
University of Colorado Boulder,
2004

Bachelor of Arts, Geography
Music, French, University of
Nebraska at Lincoln, 2001

REGISTRATIONS

Certified GIS Professional, No.
00062260

FAA Airports GIS
IDLE Certificate No.
FAAIDLE20120608-240

REGISTRATIONS

North American Cartographic
Information Society (NACIS)

Urban and Regional
Information Systems
Association (URISA)

Vanessa is an award-winning geographer and GIS manager with HDR. She has 19 years of experience providing GIS management and technical support for planning projects and is a certified GIS professional (GISP). As GIS lead, she has diverse project experience — from corridor suitability analyses to utility and stormwater plans, erosion studies, airport master plans, social and political risk assessments, environmental justice reports, and large-scale environmental impact statements. Vanessa also specializes in strategic communications with an emphasis in social equity. She is an ArcGIS Online Community/Business Analyst power-user, which allows her to leverage public data to explore community insights and opportunities for targeted engagement. Her familiarity with large, complex infrastructure projects and environmental justice drives her passion for transparent, data-driven decision making. The combination of her experience in GIS analysis, database management, interdisciplinary research, and verbal and visual communications adds a holistic set of skills to the planning team.

RELEVANT EXPERIENCE

Ramsey Washington Recycling and Energy, Solid Waste Planning Services, MN

GIS Manager, Community Analytics Lead. Ramsey/Washington Recycling & Energy retained HDR to provide general and strategic engineering services on an as-needed basis. HDR's services under this agreement include general project management, research into markets and technologies, procurement assistance, services related to policy and planning, processes involving Organic Materials, RDF and other de-manufactured products, and alternative technologies for waste stream processing. HDR also provides outreach services to potential partners, vendors, service providers and directors of agencies and facilities. In 2023, Recycling & Energy launched a free Food Scraps Pickup Program to recover, recycle, and compost food scraps. They asked the HDR Community Analytics team to help make this program as inclusive as possible. Vanessa built a GIS dashboard to track and map sign-ups, and to monitor the effectiveness of outreach methods.

Circular Action Alliance, Colorado Needs Assessment, CO

GIS Manager, Community Analytics Lead. Circular Action Alliance (CAA) selected HDR to assist them in conducting a Colorado Needs Assessment to evaluate Colorado's recycling and composting infrastructure. The program aims to revamp the existing systems and drive toward meeting and exceeding the 45% statewide waste diversion rate by 2036. CAA has contracted the HDR team and Eunomia to complete an analysis of types and volumes of inbound materials at existing commercial composting facilities in Colorado, the ability of those facilities to process that material, increase future processing capacity, and understand end market. The overarching goal of this effort is to understand the state of commercial composting operations in Colorado. This will allow us to recommend operational, collection, processing, and/or end market improvements and estimate the capital costs to prepare Colorado to meet the public's future diversion needs. Vanessa supports the team with demographic, socioeconomic, and equity-based data, including model inputs, map visualizations, and statistical analyses.

Vanessa Bauman (continued)

City of Grand Haven, Harbor Environmental Services, Grand Haven, MI GIS Manager, Community Analytics Lead.

HDR was awarded a wide-ranging environmental services contract for the City of Grand Haven for Harbor Island in Grand Haven, MI, at the beginning of 2022. The main goal of the project is to clean up the island and make it an enjoyable part of the community again. The project's scope will touch areas including public engagement, grant writing, engineering consulting for solid waste including CCR and landfills, water treatment (PFAS), and potentially helping the City evaluate redevelopment options in the future. Vanessa created an Equity Atlas, an interactive mapping tool designed to facilitate team collaboration and a deeper understanding of social and environmental factors. She also prepared a report summarizing current demographic and socioeconomic conditions and listed potential barriers to social equity and public participation in Grand Haven.

Southern California Gas, Community Based Organization (CBO) Pilot Program, CA

GIS Manager, Web App Designer.

A pilot program was established to address customer debt associated with the COVID-19 pandemic. This program provides funding and instruction for CBOs to follow-up with customers until the arrearage is either eliminated or a concrete plan to eliminate the arrearage over time is established. To support this program, HDR developed and actively maintains a publicly accessible GIS-based dashboard of CBOs and arrearage information that enables organizers to improve case management. Vanessa designed the user interface for the dashboard and provides routine quality control for data updates.

Bay Area Rapid Transit, LINK21, CA

GIS Manager. Vanesa developed an online Equity Atlas application that compiles

project and demographic, socioeconomic, and disadvantaged communities data all in one place, providing a single-source-of-truth. This tool supports multiple project teams with planning, collaboration, communication, and outreach strategies.

LA County Dept. of Public Works, Prop. 218 Outreach Support, CA

GIS Manager. The Los Angeles County Consolidate Sewer Maintenance District (CSMD) is proposing a rate increase in the Annual Sewer Service Charge. The proposed increase's authorization is dependent on ratepayer approval through the Proposition 218 process. HDR and Del Richardson and Associates (DRA) are supporting CSMD with community outreach aimed at raising public awareness of the needs and benefits associated with the proposed increase in the Annual Sewer Service Charge. Vanessa conducted demographic and socioeconomic research to inform the communications plan.

Southern California Gas, Climate Adaption Development Plan, CA

GIS Manager, Community Analytics Lead.

Vanessa supported the development of the Climate Adaption Community Engagement Plan using ArcGIS Online geospatial solutions. She identified disadvantaged and vulnerable populations and created a suite of web mapping tools to facilitate plan development and team collaboration.

SoCo Rail Equity Study, CA

GIS Manager. HDR is leading a study to identify passenger rail improvements to provide better connectivity in the San Francisco Bay Area and the Northern California Megaregion. Stakeholder engagement is key to project development. Vanessa was part of the equity team, evaluating walk-times from stations and a wide variety of demographic and socioeconomic metrics to support the planning process.

Victoria Johnson

Equity and Cultural Competence



Victoria is a transformative practice leader with 20 years of experience in infrastructure with a diverse portfolio of work throughout the US and abroad, including Europe, Australia, New Zealand and Africa. As a global equity director for water and resources at HDR, Victoria leads an equity advisory services practice providing management consulting expertise in large infrastructure programs across sectors, including water, energy, transportation, transit, aviation and the built environment. Victoria is a published author on best practices in people-centered infrastructure, including a congressional article on Capitol Hill.

EXPERIENCE

20 years

EDUCATION

BA, Communications & English, Purdue University, West Lafayette, Indiana

RELEVANT EXPERIENCE

White House and Congress, Bipartisan Infrastructure Recovery Plan, Biden-Harris Administration, Washington DC National Infrastructure Expert Panel.

Victoria was appointed by the National Skills Coalition (NSC) and Business Leaders United (BLU) to serve on a national infrastructure expert panel, advising the Biden administration and the 118th Congress on the federal Build Back Better initiative and the \$1.2T Bipartisan Infrastructure Plan. The panel's contributions are helping to shape federal recovery policies for the infrastructure sector.

Pacific Gas & Electric Company (PG&E), Owner's Consultant & Program Management Services, CA

Subject Matter Expert. Victoria participated as a workforce development Subject Matter Expert, supporting PG&E with its commitment to transition 10,000 miles of overhead electric lines to underground lines. Beginning in high-fire districts across its service area, including approximately 16 million people throughout a 70,000-square-mile service area, the relocation of electric lines will help reduce the risk of major wildfires and address the challenge of climate change for residents.

Australia and New Zealand Resilience Collaboration Series, Melbourne Water, Sydney Water, and Virgin Airlines, and Resilience Collaboration Series, Australia, New Zealand

Subject Matter Expert. Victoria participated as a Subject Matter Expert with multiple agencies throughout Australia, New Zealand and the US in ongoing workshops that explored climate, aging infrastructure, frequency of shocks, intensity of stressors, rapid urban densification and population growth from an international perspective.

A New Climate Finance Framework for Investing in Urban Resilience, The Brookings Institution, Washington DC
Subject Matter Expert. Victoria served as Subject Matter Expert and participated in an exploration of how a new climate finance framework can shift the U.S. approach to investing in urban resilience, in partnership with experts in economics, real estate and climate resilience, through extensive background research, interviews and explorations, to identify opportunities to accelerate more resilient investment in built environment assets across the U.S..

Victoria Johnson (continued)

**Government of Guam, Guam
Environmental Protection Agency (EPA),
Air and Land Division, Sustainable
Management & Solid Waste Program,
Barrigada, Guam,**

Task Leader. Providing consulting services to Guam EPA's Division Administrator and staff re: the agency's sustainable management and solid waste program, including review of proposed legislation and programs including the Integrated Solid Waste Management Plan, Guam Zero Waste Master Plan, Guam Sustainable Port land, Zero Waste Statutes and Regulations, Guam PL31-20 Recycling Enterprise Zone and the Guam Green Circular Economic Development Program.

Katrina Waltze

Strategic Communications



EXPERIENCE

6 years

EDUCATION

BA, Communications,
Clemson University

Katrina is a strategic communications coordinator with over six years of experience working in communications, including corporate internal and external communications, event management, and public outreach. She has recently joined HDR's strategic communications Southern California team where she works together with the strategic communication project managers to implement successful communications and outreach campaigns and acts as a secondary interface with clients and manages outreach tactics and deliverables. Katrina is also experienced in stakeholder identification and coordination, meeting support, event logistics and management, and developing copy for newsletters, press releases, and project websites.

RELEVANT EXPERIENCE

Southern California Gas (SoCalGas), Community Engagement Plan for Climate Adaptation Vulnerability Assessment, Los Angeles, CA

Strategic Communications Coordinator.

HDR is working closely with SoCalGas' public affairs and public policy and planning teams to develop and implement a Community Engagement Plan (CEP) that both fulfills the California Public Utilities Commission (CPUC) requirements and further strengthens its reputation and relationship with local communities. The CEP will act as a roadmap for SoCalGas to identify target audiences in culturally and socioeconomically diverse communities, as well as build outreach and engagement strategies rooted in equity and cultural competence. Katrina is working with HDR project managers to implement a community engagement plan geared toward disadvantaged communities, in support of the recent climate change adaptation vulnerability assessment. Katrina and the project team are engaging hundreds of local community-based organizations and stakeholder groups in identifying and establishing efficient public feedback methodologies for disadvantaged communities to prioritize SoCalGas' upcoming climate change adaptation investments.

Los Angeles County Department of Public Works (LADPW), LA County Proposition 218 Outreach Support, Los Angeles, CA

Strategic Communications Coordinator.

Katrina supported the team in the implementation of an educational outreach campaign to educate the public on the sewer maintenance services that the Los Angeles County Department of Public Works provides. The Los Angeles County Consolidate Sewer Maintenance District (CSMD) is proposing a rate increase in the Annual Sewer Service Charge. The proposed increase's authorization is dependent on ratepayer approval through the Proposition 218 process. HDR and Del Richardson and Associates (DRA) are supporting CSMD with community outreach aimed at raising public awareness of the needs and benefits associated with the proposed increase in the Annual Sewer Service Charge.

MOVE Culver City, Culver City Mobility Planning, Los Angeles, CA

Strategic Communications Coordinator.

Katrina was responsible for analyzing the project website's layout, design, and content for ease of navigation and information sharing to all project stakeholders. She made suggestions to enhance the website's effectiveness and user experience, along with guiding the

Katrina Waltze (continued)

project on meeting important compliance standards such as ADA and CPRA regulations. This project aims to engage the public and stakeholders in the redesign of existing streets into mobility lanes in Culver City to help the city reach its 2028 zero emissions goal.

Unified Port of San Diego, Seaport San Diego Environmental Impact Report (EIR), San Diego, CA

Strategic Communications Coordinator.

Katrina assisted in the Seaport San Diego's EIR bilingual in-person and virtual public scoping meetings. Katrina coordinated two Spanish interpreters and the required interpretation equipment for the in-person public scoping meeting. She assisted in scheduling, planning, and running the Zoom webinar for the virtual public scoping meeting. The Port of San Diego was gathering public opinion on the Seaport San Diego development project.

Los Angeles Sanitation & Environment (LASAN), Green Waste Outreach and Technical Services, Los Angeles, CA

Strategic Communications Coordinator.

Katrina will collaborate with her team to educate and inform the public and the communities of the environmental benefits of composting organic waste. The City of Los Angeles is required to comply with Senate Bill No. 1383 (SB 1383) which requires municipalities to divert organic waste (food waste, vegetative waste, other) from landfills by meeting the goal of 50 percent organic waste diversion below 2014 levels by 2020, and a 75 percent reduction by 2025. The public and community outreach is to determine the level of acceptance of the LCEC upgrade and educate the public on the benefits the facility can generate to the community.

Jennefer Klennert

Operational Efficiency Analysis



Jennefer leads a diverse team of collections and operations experts evaluating solid waste, recycling, and organics programs focused on increasing program safety and efficiency. Her expertise includes promoting successful public private relationships with positive social, environmental, and economic outcomes for all stakeholders. She also focuses on alternative management of materials including evaluation of technologies as management of waste continues to evolve to management of resources.

RELEVANT EXPERIENCE

EXPERIENCE

31 years

EDUCATION

MBA, Business Administration, Carlson School of Management, University of Minnesota

MA, Technical and Professional Communication, Metropolitan State University

BS, Environmental Sciences, University of Minnesota

Certificate, Waste Management, University of Minnesota

PROFESSIONAL MEMBERSHIPS

Solid Waste Association of North America (SWANA), Land of Lakes Chapter

Minnesota Resource Recovery Association, 2023 Annual Executive Director, MN

HDR Principal In Charge. HDR is providing support to the Minnesota Resources Recovery Association (MRRRA) as the Executive Director for 2023. After previously serving the MRRRA for four years, HDR understands the need and support to improve communications and legislative engagement in 2023. HDR created an outline of opportunities for MRRRA Members to support the association and keep costs in line. They include annual budget support, new members and dues support, MPCA/ Agency liaison, and operating trainings.

City of Bismarck, Solid Waste Set-Out Study, Bismarck, ND

Project Manager. Jennefer and her team assisted in conducting data collection and analysis regarding the type and extent of excess garbage set out each week. The results of the set-out study are intended to drive decision-making on future management of set-out materials. These decisions could include ongoing separation of yard debris, changes in preparation or pick-up of garbage outside of the cart, types of trucks or equipment specified in the future by the city and potential routing changes.

Fairfax County, Government and Schools Zero-Waste Plan, VA

Planning and Analysis. Jennefer assisted in the preparation of a plan to achieve zero waste for County government buildings and Fairfax County Public Schools (FCPS)

operations by 2030. The multi-faceted plan focused on government buildings and schools, including current state of system, analysis of current diversion rates and options for improvements in containers, collection systems, and management of materials.

Ramsey Washington Recycling and Energy, Solid Waste Planning Services, MN

Project Manager. Ramsey/Washington Recycling & Energy retained HDR to provide general and strategic engineering services on an as-needed basis. HDR's services under this agreement, with Jennefer as Project Manager, include general project management, research into markets and technologies, procurement assistance, services related to policy and planning, processes involving Organic Materials, RDF and other de-manufactured products, and alternative technologies for waste stream processing. HDR will also provide outreach services to potential partners, vendors, service providers and directors of agencies and facilities.

Specialized Environmental Technologies, Inc., Outreach Enhancements, MN

Project Manager. Specialized Environmental Technologies, Inc. (SET) owns four yardwaste and SSOM (source separated organics material) processing sites and operates several transfer stations. SET is in the process of revamping their community engagement including their website and education and outreach plan. HDR, with Jennefer as Project Manager, was retained to provide various

Jennefer Klennert (continued)

related support services, including brand development, website redevelopment, education and outreach, and ongoing support.

Cedar Rapids/Linn County Solid Waste Agency, Long-Term Waste Management Planning, IA

Strategic Advisor. HDR provided an Alternative Technology Review for CRLCSWA's Long-term Waste Management Plan. During the evaluation, our technical and strategic communications experts looked at the feasibility, costs, and diversion potential of eight scenarios. Jennefer provided an overarching review of how technologies may a public-private partnership may work for the Agency.

City of Brookings, Solid Waste Master Plan, Brookings, SD

Collections and Operations Specialist. HDR assisted in preparing a Solid Waste Master Plan which will guide operating and capital investments, operations, practices, fees, and policies in a way that improves collections and disposal services while promoting sustainability, efficiency, and effectiveness. Jennefer assisted with incorporating on-the-street routing, maintenance, and fleet strategies that will allow the collections and operations team to best serve their residents into the near future.

City of Fargo, Waste Composition Study, Fargo, ND

Project Manager. Jennefer assisted in a two-season waste characterization study of residential and commercial waste disposed at the city of Fargo landfill.

City of Tucson, Zero-Waste Roadmap, Tucson, AZ

Project Manager. This project will gather information and data and evaluate a variety of options to see if they are

appropriate to include in the City's Zero Waste Plan (to be developed after the Roadmap). This includes estimating a baseline of current City and regional waste management, outlining best practices in use by aspirational programs at other cities, gathering information on what types of innovated projects could be developed at Los Reales Sustainability Campus, identifying and evaluating other programs and facilities the City should consider to increase waste diversion in the near term and beyond, engaging key stakeholders in workshops and beginning public outreach. The City's end goal is to develop a Zero Waste Plan that is Tucson-centric – something specifically tailored to what this community wants to participate in and what they want to see accomplished. Jennefer through her vast network provided the knowledge of a range of technologies from that could be implemented short, medium, and longer term.

King County, Vashon Island Organics Processing Feasibility Study, WA

Collections Expert. HDR is evaluating small-scale organics management options for the Vashon Island community. The study will illustrate costs and benefits of an on-island organics processing facility by considering available organics feedstock, potential organics technologies, co-located or coordinated anaerobic digestion, potential project sites, options for ownership and operation, expected markets for finished compost and other products, and quantified greenhouse gas impacts of an organics strategy. Jennefer assisted with knowledge of equipment and expertise of both rural and urban collection activities.

Anders Burvall

Geospatial Services



EXPERIENCE

13 years

EDUCATION

MS, Geography, San Diego State University,

BS, Environmental Science, San Diego State University, 2004

Anders is a Geospatial Information System (GIS) deputy project manager with HDR. Throughout his 17-year tenure with HDR's Southern California GIS team, Anders has been an integral component on a wide array of projects throughout the United States. His experience includes many large-scale projects encompassing a wide array of disciplines including transportation planning and design, energy, federal, environmental, biological resources, solid waste, waste water, water resources and cultural resources. Anders' geospatial expertise encompasses all aspects of the GIS workflow including data management, database design, advanced spatial analysis, cartography, web mapping, and mobile data collection. Anders is an expert in cartographic design and he leads the HDR cartographic practice group which develops company standards and provide educational resources to the internal geospatial community.

RELEVANT EXPERIENCE

San Diego Association of Governments (SANDAG), San Diego Regional Rail Corridor Alternative Alignment and Improvements Conceptual Engineering Study, San Diego, CA

GIS Lead. HDR is assessing conditions along the Los Angeles – San Diego – San Luis Obispo Rail Corridor (LOSSAN Corridor) in San Diego County to develop a program of improvements focused on reimagining the rail corridor to provide high-speed, high-capacity, and frequent transit service. The primary objectives of this study include providing communities with access to a transit alternative that is competitive with the automobile, connecting residential areas with major employment centers, and identifying opportunities to improve transportation equity. Anders is responsible for managing all geospatial data, supporting field data collection, performing spatial analysis and developing and implementing the cartographic standards used for all document deliverables.

San Diego Association of Governments (SANDAG), San Elijo Lagoon Double Track (SELDT) Project, San Diego, CA

GIS Lead. The San Elijo Double Track project is a \$78.6M project to add 1.5 miles of new rail near Encinitas, CA. HDR was the lead designer for track, structures, drainage, hydrology and hydraulics,

utilities, real estate and right-of-way services, and environmental services.

Anders is responsible for managing all geospatial data, supporting field data collection, performing spatial analysis and developing and implementing the cartographic standards used for all document deliverables.

El Sobrante Landfill EIR, Waste Management, El Sobrante, CA

GIS Lead. HDR was selected by USA Waste of California to provide planning engineering and entitlement services for placing clean fill generated at the adjacent El Sobrante landfill on a 327-acre property. The majority of the subject property was disturbed as the result of past mining activities and the associated reclamation plans did not require the mines to be filled to previous grades; a substantial conformance application was prepared for the existing reclamation plans to allow for expedited approval to begin placement of clean fill from the El Sobrante landfill. HDR was also retained to develop a land use entitlement strategy for the potential re-use of the subject property upon completion of mine reclamation activities. HDR was also hired to prepare CEQA documentation for future project applications. The CEQA documentation shall include an Initial Study an Environmental Impact Report (EIR) as needed that includes an analysis

Anders Burvall (continued)

of aesthetics and visual resources air quality biological resources cultural and paleontological resources land use and planning noise traffic and transportation and water quality and supply and a Mitigation Monitoring and Reporting Plan. Anders is responsible for managing all geospatial data, supporting field data collection, performing spatial analysis and developing and implementing the cartographic standards used for all document deliverables.

Los Angeles County, Siting Element Program Environmental Impact Report (EIR), Diamond Bar, CA

GIS Lead. HDR is preparing a Program EIR for the County of Los Angeles's Siting Element (Revision); a long-term planning document that describes how the County and the cities within the County, plan to manage the disposal of their solid waste. The purpose of the Siting Element Revision is to update strategies, policies, and guidelines to address the solid waste disposal needs of the entire County for a 15-year planning period. Anders is responsible for managing all geospatial data, supporting field data collection, performing spatial analysis and developing and implementing the cartographic standards used for all document deliverables.

City and County of Honolulu Department of Environmental Services, Oahu Landfill Siting Study, Honolulu, HI

GIS Lead. HDR will prepare estimates of annual waste generation, develop a GIS mapping model of Oahu to identify potential sites, and assist the City in forming a Landfill Site Selection Committee. Anders is responsible for managing all geospatial data and developing the site selection model that evaluated all parcels on Oahu. Anders also developed web applications that helped the City of Honolulu communicate the siting process with the public.

Nicholas Kuntz

GIS



Nick has extensive experience with GIS applications, data collection and manipulation. He routinely develops and manages WebMaps, WebApps, Survey123, and Experiences for various functionalities. He manages geospatial data for large-scale environmental impact statements. Highly responsive and efficient, Nick has contributed to a variety of projects to develop figures and maps for clients. Nick also has experience with geodatabase design with domains and contingent variables that is used for data collection on large-scale projects. Along with geodatabase design, Nick has experience working with big data.

EXPERIENCE

8 years

EDUCATION

MS, Geography,
Appalachian State
University

BS, Environmental Biology,
Central College

RELEVANT EXPERIENCE

Ramsey Washington Recycling and Energy, Solid Waste Planning Services, MN

Data Acquisition/Sr GIS Technician.

Ramsey/Washington Recycling & Energy retained HDR to provide general and strategic engineering services on an as-needed basis. HDR's services under this agreement include general project management, research into markets and technologies, procurement assistance, services related to policy and planning, processes involving Organic Materials, RDF and other de-manufactured products, and alternative technologies for waste stream processing. HDR will also provide outreach services to potential partners, vendors, service providers and directors of agencies and facilities. Nick was involved in different stages of this project, from figure generation to data acquisition, geoprocessing, and data transformation.

San Diego Association of Governments (SANDAG), Regional Rail Corridor Alternative Alignment and Improvements Conceptual Engineering Study, San Diego, CA

Data Editor and Figure Generation/Sr. GIS Technician. HDR is assessing conditions along the Los Angeles - San Diego - San Luis Obispo Rail Corridor (LOSSAN Corridor) in San Diego County to develop a program of improvements focused on reimagining the rail corridor

to provide high-speed, high-capacity, and frequent transit service. Primary objectives of this study include providing communities with access to a transit alternative that is competitive with the automobile, connecting residential areas with major employment centers, and identifying opportunities to improve transportation equity. This project involved figure generation, noise and vibration receptor impact analysis, and parcel land use classification in accordance to noise and vibration impact categorizations. Nick was involved in all aspects aside from conducting the noise and vibration analysis and calculations.

Hawaiian Electric Co. Inc., Public Engagement for Integrated Grid Planning (IGP) Phase 2, Honolulu, HI

GIS Lead/Sr GIS Technician. In this second phase of an ongoing project, HDR will revise and maintain a broad public engagement strategy to be integrated into the IGP process. The engagement strategy will be a working document to guide the IGP team through the process and updated during each phase in collaboration with Hawaiian Electric. The strategy will include goals, IGP engagement commitments, target audiences, strategies, phases and production schedules. Nick's role has been to explore different geospatial solutions, visualize community input, and develop Experiences and figures.

Nicholas Kuntz (continued)

Metropolitan Council, METRO Blue Line LRT Extension Project Final Environmental Impact Statement, Hennepin County, MN

GIS Lead. HDR was selected to complete the Final Environmental Impact Statement (Final EIS) and Record of Decision (ROD) for the Blue Line Light Rail Transit Extension project. This \$1.5-billion transit project will connect the northwestern suburbs of the Twin Cities to the existing Blue Line LRT and provide connections to downtown Minneapolis, downtown St. Paul, the Minneapolis-St. Paul Airport and the Mall of America. Nick was responsible for developing all Supplemental Draft EIS figures for HDR and sub consultants and creating a comprehensive geospatial data library back by metadata and historical GIS records that document the evolution of the Blue Line LRT Extension.

Northwest Rail Peak Service Feasibility Study, RTD, Longmont, CO

Solid Waste Planner and Project

Coordinator. HDR is leading a consultant team tasked with determining the potential for peak commuter rail service between Denver Union Station and Longmont, connecting the B Line that currently terminates in Westminster. The project requires extensive coordination and consensus building with multiple agencies and jurisdictions along the 41-mile corridor, as well as the Federal Transit Administration (FTA) Front Range Passenger Rail (FRPR), and BNSF Railroad. Nick's involvement in this project related to noise and vibration impact categorization in relation to land use and applying those categorizations to identified structures and noise and vibration receptor locations.

Jordan Kafka

Financial Analysis



EXPERIENCE

8 years

EDUCATION

MA, Business Economics,
Wilfrid Laurier University

BA, Economic,
Concentration in Financial
Economics, Carleton
University

Jordan Kafka is exceptionally skilled in developing intuitive economic models for energy resource procurement, evaluating feasibility of renewable energy sources, and performing alternatives analysis for future utility infrastructure decisions. As part of HDR's Economics & Finance infrastructure advisory practice, he has developed analyses in support of strategic initiatives for both public and private sector clients across the US and Canada, supporting renewable energy technologies and clients in their capital planning decisions.

RELEVANT EXPERIENCE

Solid Waste Master Plan, City of Brookings, SD

Senior Economist. Jordan served as Senior Economist for the preparation of a Solid Waste Master Plan to guide capital investments, operations, practices, fees, and policies in a way that improves collections and disposal services while promoting sustainability, efficiency, and effectiveness. Jordan was responsible for leading the development of a financial planning tool to forecast the costs of maintaining a collections and landfill service and identifying any revenue shortfalls from the existing rates. Jordan delivered the financial model, user documentation, and technical memos outlining the findings of the analysis.

Metro Park East and West Phase II Master Plan, Metro Waste Authority, IA

Senior Economist. Jordan served as Senior Economist for the master plan project. Since designing the original cell of the Metro Park East Landfill in 1970, HDR has provided the complete spectrum of solid waste planning and engineering services to Metro Waste Authority (MWA) in Des Moines, IA. Collectively managing over 800,000 tons of material per year, MWA facilities include two landfills (Metro Park East and Metro Park West), two transfer stations (Metro Central Transfer Station and Metro Northwest Transfer Station), a hazardous waste drop off facility (Metro Hazardous Waste Drop Off), and a composting facility at the MPE Landfill. Phase II of the Master Planning includes future expansion

options, program improvement options, and site improvement options. Jordan was responsible for performing solar feasibility analysis and developing an Excel-based financial planning tool to forecast revenues and costs at each landfill.

Sustainable Return on Investment Modeling, Cedar Rapids Linn County Solid Waste Authority, IA

Senior Economist. As Senior Economist, Jordan assisted in providing provided an Alternative Technology Review for CRLCSWA's Long-term Waste Management Plan. During the evaluation, our technical and strategic communications experts looked at the feasibility, costs, and diversion potential of eight scenarios. Jordan was responsible for developing a sustainable return on investment (SROI) model to monetize and compare the costs of each alternative. .

Comprehensive Integrated Waste Management Review, City of Winnipeg, Canada

Researcher. As a Researcher, Jordan assisted in the development a technical memo describing the trends, risks and opportunities impacting waste management practices. The analysis focused on changes occurring in waste management due to current market conditions, socio-economic and technological changes.

Keith Howard, PE (FL)

Senior Solid Waste Engineer



EXPERIENCE

33 years

EDUCATION

MBA, Business Administration, University of Alaska Anchorage

BS, Civil Engineering, University of Illinois

PROFESSIONAL REGISTRATIONS

Professional Engineer, FL, No. 66031

PROFESSIONAL MEMBERSHIPS

SWANA, Florida Chapter, President

As a recognized leader in the Florida solid waste market, Keith brings a unique mix of experience both as a public agency lead and a consultant. Most recently, Keith was the director of Lee County's solid waste division, where he was responsible for a \$70-million-plus waste operation. Prior to his time at Lee County, Keith spent six years as the engineering manager for the Municipality of Anchorage, where he was responsible for the management, design and construction of their Cell 7 expansion; he also spent seven years as a solid waste consultant in the Chicago area managing landfill development, expansion and permitting related projects in the midwest. He is actively involved in the waste community and is currently serving as the Florida SWANA President.

RELEVANT EXPERIENCE

Bay County, Solid Waste Management System Business Evaluation, Bay County, FL

Technical Advisor. HDR reviewed financial and operating data for the System and defined the following scenarios for the Bay County Solid Waste Department: 1) Suspend WTE operations, 2) Suspend WTE Operations at the expiration of the service contract, and 3) Continue WTE operations indefinitely. HDR identified and reviewed the potential complexities related to the project and its impact on stakeholders. A walk through of the waste to energy plant was also conducted to review and observe operations and general condition of the plant. Keith led and developed the operational analysis and options review. He also assisted with the site walk down and compilation of operational observations.

Sarasota County, Public Outreach Campaign, Sarasota County, FL

Project Manager. HDR was selected to implement a public outreach campaign for Sarasota County Solid Waste following the development of a three-year communications plan. Keith provided primary creative development and guided graphic designers in outreach material development.

Charlotte County, Collection Service Alternatives Evaluation, Charlotte County, FL

Project Manager. HDR was retained to provide a detailed feasibility analysis of

identified hauler collection alternatives. HDR provided insight and guidance while reviewing the County's assumptions, costs and gaps in the County's internal proforma such that County staff could present an accurate analysis of the impacts from internalizing solid waste collection services. Keith provided key input into the review of the County's proforma identifying gaps and reviewing pertinent assumptions.

Pinellas County, Solid Waste Master Plan, Pinellas County, FL

Project Manager. HDR worked with Pinellas County to develop a 30 year solid waste master plan. The planning process includes developing the framework for the plan, examining needs and potential options, evaluating and refining strategies, development of an implementation plan for the selected management options, and development and finalization of the Plan. Keith led planning efforts for completion of the County's master plan. Keith managed a diverse team of engineers and planners to develop technology reviews, metrics for strategy selection and development of implementation strategies.

Miami-Dade County, Solid Waste Master Plan Update, Miami-Dade County, FL

Technical Advisor. HDR is currently in the process of updating Miami-Dade County's Solid Waste Master Plan, considering the continued operation of the system over the next 10 years. Work includes

Keith Howard (continued)

modifying the existing plan to account for system changes. In addition, HDR is providing a detailed analysis of the state of the waste-to-energy facility including operations and maintenance (O&M), contracts, and future capacity, including a system review for the 30-year period beyond the existing WTE contract. Keith provided technical input into the revisions to the original master plan outcomes including updates to tonnage projections, technology applicability, and needed system improvements to manage the County's growing waste inputs.

Broward County, Scalehouse Expansion Study, Broward County, FL

Senior Project Engineer. HDR evaluated the scale and scale house operations to determine how many scales are suitable for the current and future operations. This included an evaluation of current and projected future customer volume and type. HDR provided design recommendations and a conceptual design that was used to identify the design and permitting requirements. HDR also performed an evaluation of the technology available for scale automation, which included ease of maintenance, reliability, flexibility, and redundancy. Cost estimates for the equipment, demolition, construction, and permitting were provided. Keith was a lead technical resource in reviewing and evaluating scale data, scale configuration options and implementation assumptions.

Seminole County, Recycle Procurement Support, Seminole County, FL

Project Manager. HDR assisted the County in the preparation of procurement services related to hauling, recycling processing and marketing services of the County's recyclables. Keith led all efforts associated with the project including oversight and development of the sampling

and analysis plan, development of questions for pre-RFP surveys and leading inspection of the proposed facilities after receipt of proposals. Keith was the primary author in providing the County revisions to their contract and RFP documents. He led the technical review of the submitted proposal and review of HDR's reference questionnaires, completeness review of proposals and price comparison. The project price comparisons included management of the County's recyclables as dual stream as currently managed or as single stream should the County make this change during the term of the contract.

PRE-HDR EXPERIENCE

Lee County, Ash Monofill (Class I) Expansion, Fort Myers, FL

Project Manager. Significant features included expansion of site leachate collection and transfer system, partially submerged leachate line design into SHGWT, soil balance evaluation. During construction, modifications were prepared for substitution of leachate aggregate with granite and replacement of the upper 1' of the drainage layer system (protective cover) with 3/8 minus crushed glass. Coordination meetings were required for FDEP pre-application, mid-construction permit modifications and SFWMD regarding dewatering activities. This project also included expansion of the compost facility including three single-span, fabric covered structures, administrative/fleet repair building and final product storage building as well as the construction of 13.5 acres of additional asphalt pad for operations. Keith managed all aspects of construction administration including day to day project oversight, invoice review, project schedule and budgeting, contractor and consultant performance, and interface with County procurement and administration.

Angiulo Damiani

Solid Waste Planner



EXPERIENCE

4 years

EDUCATION

BS/BA, Policy, Planning, Law and Society, University of Minnesota, Twin Cities

Angiulo is a solid waste planner with four years of experience in assisting with waste characterization studies and preparing solid waste master plans. During his undergrad, Angiulo was able to gain experience in project management and working with municipalities via a capstone project with the city of White Bear Lake, where he created and presented a cost-benefit analysis tool that the city later used for assessing the treatment of ash trees affected by Emerald Ash Borer. Angiulo also learned about his passion for process improvement while working with the University's Office of Sustainability to help improve the efficiency of recycling operations and worker safety at TCF Bank Stadium. After college, Angiulo was able to further demonstrate his ability to lead projects as an environmental data specialist with Michael Foods where he led the implementation of a new database system. He then went on to improve his communication and outreach skills by working with the People's Canvass and MN350, where he led a campaign to analyze and engage stakeholders on an Environmental Justice ballot measure.

RELEVANT EXPERIENCE

Circular Action Alliance - D.C., Colorado Needs Assessment, CO

Solid Waste Coordinator. Circular Action Alliance (CAA) selected HDR to assist them in conducting a Colorado Needs Assessment to evaluate Colorado's recycling and composting infrastructure. The program aims to revamp the existing systems and drive toward meeting and exceeding the 45% statewide waste diversion rate by 2036. CAA has contracted the HDR Team and Eunomia to complete an analysis of types and volumes of inbound materials at existing commercial composting facilities in Colorado, the ability of those facilities to process that material, increase future processing capacity, and understand end market. The overarching goal of this effort is to understand the state of commercial composting operations in Colorado. This will allow us to recommend operational, collection, processing, and/or end market improvements and estimate the capital costs to prepare Colorado to meet the public's future diversion needs. Angiulo led efforts in stakeholder engagement to haulers throughout the state.

Ramsey Washington Recycling and Energy, 2021 Solid Waste Planning Services, MN

Solid Waste Coordinator. Ramsey/Washington Recycling & Energy retained HDR to provide general and strategic engineering services on an as-needed basis. HDR's services under this agreement include general project management, research into markets and technologies, procurement assistance, services related to policy and planning, processes involving Organic Materials, RDF and other de-manufactured products, and alternative technologies for waste stream processing. HDR will also provide outreach services to potential partners, vendors, service providers and directors of agencies and facilities. Angiulo led efforts in technology research and procurement as well as hauler outreach for a new commingled food scraps pickup program.

City of Brookings, Solid Waste Master Plan, Brookings, SD

Solid Waste Coordinator. HDR assisted in preparing a Solid Waste Master Plan that will guide operating and capital

Angiulo Damiani (continued)

investments, operations, practices, fees, and policies in a way that improves collections and disposal services while promoting sustainability, efficiency, and effectiveness.

City of Tucson, Zero Waste Roadmap, Tucson, AZ

Solid Waste Coordinator. This project will gather information and data and evaluate a variety of options to see if they are appropriate to include in the City's Zero Waste Plan (to be developed after the Roadmap). This includes estimating a baseline of current City and regional waste management, outlining best practices in use by aspirational programs at other cities, gathering information on what types of innovated projects could be developed at Los Reales Sustainability Campus, identifying and evaluating other programs and facilities the City should consider in order to increase waste diversion in the near term and beyond, engaging key stakeholders in workshops and beginning public outreach. The City's end goal is to develop a Zero Waste Plan that is Tucson-centric — something specifically tailored to what the community wants to participate in and what they want to see accomplished. Angiulo reviewed proposals from emerging technology vendors while creating a scoring matrix to help drive decisions.

Xcel Energy, Metro Gold Line Relocation Program Public Outreach Services, MN

Strategic Communications Outreach Coordinator. Xcel Energy will replace, relocate, and potentially retire existing natural gas pipelines and distribution electric power lines and facilities along the route of the future Metro Transit Gold Line Project, a bus rapid transit line that will connect people across the region in St. Paul, Maplewood, Landfall, Oakdale, and Woodbury primarily following Interstate 94. HDR will help develop a communications strategy for

the project, which includes identifying key stakeholders, outlining key issues to tailor key messages, analyzing and mapping key resources in the project vicinity, identifying messages and the script for consistent messaging, a schedule outline, and communication tools and tactics. In collaboration with Xcel Energy staff, HDR will develop materials to inform stakeholders about the project, will lead development of communication tools, and will prepare and manage a contact and comment database. Angiulo went door-to-door talking to residents and local businesses about how the project would affect them.

County of Fairfax, Advanced Recycling Procurement Assistance, Fairfax County, VA

Solid Waste Coordinator. HDR is assisting the County with identifying vendors to receive requests for proposal for dirty MRF/advanced recycling. Following receipt of proposals, HDR will also assist the County with review and analysis. Angiulo reviewed proposals of advanced recycling technologies and assisted in creating a scoring matrix to help drive decisions.

Cedar Rapids/Linn County Solid Waste Agency, Solid Waste Plan, Linn County, IA

Solid Waste Coordinator. HDR is assisting with engineering services and miscellaneous on-call permitting, compliance, planning, and design services requested by CRLCSWA in support of CRLCSWA, its business, operations, and facilities. Angiulo assisted in researching solutions to an abundance of construction and demolition waste.

Jessica Lally

Solid Waste Planner



EXPERIENCE

7 years

EDUCATION

BA, Environmental Sciences,
University of Denver

PROFESSIONAL MEMBERSHIPS

Recycle Colorado, Colorado
Composting Council, Board
Member, 2020 - Present

AWARDS

Cara Russell Rising Star,
Recycle Colorado, Award
for implementing new and
impactful diversion programs
in Denver, 2018

BILINGUAL SUPPORT

Spanish

Jessica Lally is a proven leader, coalition builder, and change agent with over seven years of experience in the sustainable materials management and environmental industry. She is an experienced Solid Waste Planner, joining HDR from the City of Denver's Department of Transportation and Infrastructure. Jessica has led inter-agency efforts to implement major solid waste policies and programs that drive operational efficiencies and waste diversion at the local and state level. Most notably, she managed the development and implementation of Denver's Pay As You Throw program, overseeing almost 100 project staff, a \$10M implementation budget, and the operational roll-out for citywide composting. This also included conducting multiple cost of service studies and financial analysis as well as the implementing the Department's billing and work order management system. Jessica is also a Recycle Colorado Board Member, and liaison to the Colorado Composting Council, a chapter of the United States Composting Council. As a leader within this mission driven organization, she engages with a diverse body of private and public sector stakeholders to work toward a circular economy in Colorado by advancing infrastructure, end markets, and policy.

RELEVANT EXPERIENCE

Circular Action Alliance - D.C., Colorado Needs Assessment, CO

Solid Waste Planner. Circular Action Alliance (CAA) selected HDR to assist them in conducting a Colorado Needs Assessment to evaluate Colorado's recycling and composting infrastructure. The program aims to revamp the existing systems and drive toward meeting and exceeding the 45% statewide waste diversion rate by 2036. CAA has contracted the HDR team and Eunomia to complete an analysis of types and volumes of inbound materials at existing commercial composting facilities in Colorado, the ability of those facilities to process that material, increase future processing capacity, and understand end market. The overarching goal of this effort is to understand the state of commercial composting operations in Colorado. This will allow us to recommend operational, collection, processing, and/or end market improvements and estimate the capital costs to prepare Colorado to meet the public's future diversion needs. Jessica played a significant role in conducting interviews with stakeholders, writing technical reports, and analyzing the statewide data received on collections and

processing to project estimated capacity in expanding existing infrastructure.

County of Fairfax, County Wide Zero Waste Plan, Fairfax County, Washington D.C.

Solid Waste Planner. HDR is under contract with Fairfax County (Washington DC) to support implementation during rollout of a Zero Waste Plan. Jessica is the project coordinator leading the Solid Waste Master Plan Update report development and collaborating with County staff on future goals and needs through her relevant public sector work experience and perspective.

PRE-HDR EXPERIENCE

Utilities Administration, City and County of Denver, Department of Transportation & Infrastructure (DOTI), Office of Strategic Analytics, Denver, CO Program and Project Manager.

Jessica was head of the Office of Strategic Analytics under the direction of the Deputy Manager of the Utilities Administration. She led a team of city staff and consultants who provide technical assistance for program/policy implementation, process improvement, and data analytics to the Solid Waste

Jessica Lally (continued)

Management, Wastewater, and Green Infrastructure divisions. Jessica led the design and implementation of Denver's Volume-based Trash Pricing program (Pay-As-You-Throw), which incentivizes landfill diversion through increased recycling and composting. She developed a technology modernization strategy for the Utilities Administration; oversaw Denver's Waste Hauler License program; served as DOTI representative on the city's Waste No More task force, advising the policy design and implementation of Denver's universal recycling ordinance; and worked with stakeholders and elected officials to develop and promote public policies related to sustainability, waste reduction, and circular economy.

Recycling Program Management, City and County of Denver, Department of Transportation & Infrastructure (DOTI), Denver Office of Climate Action, Sustainability, and Resiliency (CASR) and Solid Waste Management Division, Denver, CO

Program and Project Manager. Jessica developed the Zero Waste Ambassador volunteer program for City Employees. She also worked to improve the efficiency of operations for recycling and compost collection by managing the tracking system housing all service routes and collection data for municipal facilities. Jessica designed educational material for city-wide and community-specific recycling campaigns/ projects and regularly collaborated with partner organizations, stakeholders, and City Council members to develop increased recycling rate pilot programs and provide public education programs to help mitigate issues such as illegal dumping.

Emily Altrichter, TRUE ADVISOR

Solid Waste Planner



EXPERIENCE

11 years

EDUCATION

MS, Environmental Sciences, Natural Resource Ecology and Management, Iowa State University

BS, Environmental Science, Creighton University

BA, English, Creighton University

CERTIFICATIONS

Certified TRUE Advisor

Emily is a Solid Waste Planner in HDR's Omaha, Nebraska Solid Waste Group with 11 years of experience. Emily has worked on various waste planning projects, including evaluations of current site conditions, Zero Waste Plans, and long-term waste planning efforts. She is adept at analyzing datasets and developing clear and cohesive data summaries. She also brings experience in grant design and is TRUE certified. Emily develops strong partnerships with clients to identify their goals and communicate those goals and plans to stakeholders.

RELEVANT EXPERIENCE

SWIFR and REO Grant Support, US Environmental Protection Agency, Multiple Locations, Nationwide

Technical Lead for Project Narratives.

Emily assisted four clients with the Environmental Protection Agency's (EPA) Solid Waste Infrastructure for Recycling (SWIFR) and Consumer Recycling Education and Outreach (REO) Grant Programs for Political Subdivisions of States and Territories. Emily provided technical expertise regarding grant proposals' applicability and helped craft applications that met grant requirements and supported the EPA's objectives. She worked collaboratively with HDR's team and clients to submit complete and timely applications during the short timeframe for submittal. HDR acted as the grant coordinator for many clients and developed the necessary documents, including federal grant forms, budget details, timeframe and key milestones, and detailed project narratives that were comprehensive and articulate. Emily worked closely with clients to obtain consensus on key strategic decisions throughout the application process. Emily served as the technical writing lead for project narratives on multiple grant applications.

Solid Waste Master Plan, City of Brookings, Brookings, SD

Solid Waste Planner and Project

Coordinator. HDR was retained by the City of Brookings, South Dakota, to develop a Solid Waste Master Plan. The Master Plan provided a clear and efficient vision for the future of the City of Brookings' solid waste management system: landfill and collections. The Master Plan included the development of an existing systems memo, financial evaluation, collections, landfill operations review and summaries, and a capital improvement plan. Emily, the project coordinator, led the analysis of several components of the Master Plan and provided day-to-day client communications.

Long-Term Waste Management Planning, Cedar Rapids/Linn County Solid Waste Age (CRLCSWA), Cedar Rapids, IA

Project Coordinator and Solid Waste

Coordinator. The Cedar Rapids Linn County Solid Waste Agency (CRLCSWA or the Agency) is researching future waste disposal options via its Forward 2044 Waste Planning initiative. The Agency's existing landfill, Site 2, cannot receive trash after 2044, and Airspace projections for Site 2 indicate that the landfill will run out of airspace by 2037. The Agency is in

Emily Altrichter (continued)

the process of planning where trash from Linn County will be managed after 2044. HDR is supporting the Agency's planning efforts by providing strategic planning and engineering consulting, including analysis, financial planning tools, and planning and communications support the Agency. Emily, the project coordinator, supports strategic planning efforts and analysis, client and Board communications, and project management.

Zero Waste Roadmap City of Tucson, Tucson, AZ

Solid Waste Planner. HDR supported the City of Tucson in developing a Zero Waste Roadmap (Roadmap) to address the City's goals to attain 50 percent waste diversion by 2030 and achieve zero waste by 2050. HDR prepared documents, studies, and workshops to support the Roadmap, including an existing systems memo, benchmarking study, request for information for proposed alternative uses of waste materials, processing technology evaluation, near-term development options, and public engagement workshops. HDR also developed the Roadmap to outline critical tasks and identify a path toward zero waste for Tucson. Emily led the development of an estimated baseline for the City and is assisting in identifying technologies that Tucson may implement to increase diversion.

Colorado Needs Assessment, Circular Action Alliance, Statewide, CO

Solid Waste Planner and Project Coordinator. HDR is leading the Needs Assessment required by Colorado's Producer Responsibility Program for Statewide Recycling Act to support the successful implementation of Extended Producer Responsibility (EPR) laws for packaging, paper products, and food serviceware. This Needs Assessment will provide a comprehensive analysis of Colorado's recycling, composting, and hauling infrastructure by assessing Colorado's current capacity to manage packaging and the potential for expansion to sustainably manage materials in the state. Our client, the Circular Action Alliance, is coordinating, funding, and managing the statewide recycling system and intends to provide all producers with harmonized compliance and reporting services and help both companies and consumers waste less and recycle more. Emily serves as the project coordinator and assists with project work, client and subconsultant communication, and quality control.

Lisa Wong

Solid Waste Planner



EXPERIENCE

2 years

EDUCATION

BS, Chemical and Materials Engineering, Cal State Polytechnic

Lisa is upcoming in waste engineering, has a specialized focus in chemical engineering, and recently graduated from California State Polytechnic University. She has two years of experience in soil, water, and concrete corrosivity tests, including pH, soluble salt extraction, resistivity measurements, qualitative and quantitative sulfide determination, and alkalinity titrations. Lisa is passionate about waste engineering, as she feels that solid waste management plays a critical role in a healthy and happy society. She describes herself as “someone who is obsessed with waste and waste processing” and looks forward to opportunities to work on all aspects of the solid waste cycle. Lisa is excited to work on projects solving challenging solid waste issues and will support our other staff as needed and as appropriate.

RELEVANT EXPERIENCE

City of San Diego, Miramar Landfill - LFGTE Feasibility Update, San Diego, CA

Waste Coordinator. HDR is providing assistance with a comprehensive update of the City of San Diego’s original feasibility study, which was prepared by HDR in 2015. This new update will include considerations for current market conditions along with additional needs and challenges that the City has encountered or identified since the prior study was completed. For this project, Lisa gathered information on the current market for different LFG uses. This included relevant tax credits and other current market incentives and funding sources.

City of Long Beach, Long Beach SERRF, Long Beach, CA

Waste Coordinator. The City of Long Beach recently released a Request for Proposals for Design, Permit, Finance, Construct, Own, Operate, and Transfer an Organic Waste Receiving and Processing Facility to manage the City’s organic waste stream. Lisa assisted on the scoring rubric as it related to technical, economic, and environmental components of the expected proposals.

City of Los Angeles, Puente Hills Landfill Park, Los Angeles, CA

Waste Coordinator. For Puente Hills Landfill Park, Lisa helped the project

manager analyze FORTRAN data that was used to make design decisions using Excel.

County of San Luis Obispo, Los Osos Landfill, San Luis Obispo County, CA

Waste Coordinator. Lisa created a Gantt chart for the County of San Luis Obispo and helped contribute a small written portion of the Corrective Action Plan.

HF&H Consultants, On-Call Contract for Commercial Waste Collection System, San Jose, CA

Waste Coordinator. HDR was performing a waste audit in San Jose. Lisa participated in collecting field data through lid flipping commercial business waste containers and recording their levels of contamination.

Madera County, Solid Waste Consulting, Madera County, CA

Waste Coordinator. Working with the County Public Works Department and private contractors, HDR’s services have resulted in improvements to the financial and operating performance of the County system. Additional improvements, including new services or implementing best management practices, continue to have positive effects on the County’s systems. Lisa is responsible for taking the meeting minutes for all meetings with Madera County.

Lisa Wong (continued)

Stanislaus County, Facility Options

Analysis, Stanislaus County, CA

Waste Coordinator. The County of Stanislaus, in coordination with its incorporated cities and unincorporated County areas, is evaluating alternative waste management solutions to manage their municipal solid waste. Lisa is assisting in the assessment of the regulatory landscape as it relates to diversion mandates, diversion credit, technology feasibility, and permitting requirements.

Shannon Wall, PE (CO, WA)

Organizational Advisor



EXPERIENCE

33 years

EDUCATION

BS, Electrical Engineering,
Seattle University

REGISTRATIONS

Professional Engineer
CO #29094
WA #322278

Shannon has 33 years of experience in the utility industry. She is a licensed electrical engineer with leadership experience in asset-intensive municipal organizations. In her leadership roles at Tacoma Power Utilities, Shannon was responsible for utility-wide infrastructure investment planning, governance and organizational development, and ensuring support and alignment with strategic priorities and initiatives.

RELEVANT EXPERIENCE

Tacoma Water, Planning & Engineering Division Manager

Manager. HDR led the engineering and planning functions for the water utility, including water system planning and asset management, water resources and water quality planning, electrical instrumentation and controls, water system engineering, and construction management. Shannon was responsible for the short- and long-term planning, design, and construction for Tacoma Water's entire infrastructure, totaling over \$1 Billion in asset value. As a member of the senior management team, Shannon participated in evaluating best practice management principles and led process improvement initiatives to apply best practices in the operation of the utility.

Tacoma Power, Asset Investment Planning Manager, WA

Manager. Prior to HDR, Shannon developed and implemented the utility's strategic asset management program in accordance with ISO 55000 standard. Involved developing a risk management framework, asset data strategy, asset management plans, governance model, and overseeing the change management activities. Established the asset investment planning function at the utility to ensure application of asset management principles and analysis into the capital planning process. This included developing a decision-making framework incorporating asset risk, economic end-of-life analysis, and alignment with organizational objectives into the

budgeting process.

CA DWR, Strategic Asset Management Plan and Implementation Plan Development, CA

Technical Lead. Shannon lead the development of a strategic asset management plan, including development of initiatives to achieve strategic goals, and prioritization methodology to prioritize initiatives within a five-year roadmap.

Salt River Project (SRP), Electric System Asset Management Program Implementation, AZ

Advisory Services Principal. HDR is assisting SRP with the development and implementation of an asset management program for the entire electric system which includes power delivery, generation, and distribution grid services. The project involves developing and delivering an internal training program, supporting the development of an Asset Management Commitment, Strategic Asset Management Plan, and implementation roadmap, refining electric system metrics, supporting the development of Tactical Asset Management Plans for priority asset classes, integrating grid resiliency practices into the asset management program, and establishing a data architecture for supporting asset lifecycle activities.

Tennessee Valley Authority, Dam Safety Asset Management Program, TN

Asset Management Consultant. Shannon developed the asset registry, asset hierarchy, Asset Health Index (AHI) criteria, weighting factors, and scoring

Shannon Wall (continued)

descriptions for a subset of dam safety assets to support TVA's use of Copperleaf C55 for asset investment planning. Provided support for development of an Asset Management Policy for the Dam Safety Asset Management Program.

Bureau of Indian Affairs (BIA), Divestiture Analysis Phase I, NV

Technical Lead. Shannon supported analysis of the divestiture potential for several BIA-owned electric utilities. Analysis included evaluation of all possible options, identifying decision-making criteria, and using the criteria to define feasible options. Analysis also included prioritization and roadmap development using an effort and impact evaluation including risk mitigation approaches.

Chelan County PUD, Generation Asset Management Roadmap Development, WA

Project Manager. The project includes development of a long-term roadmap for achievement of utility strategic objectives. The approach involved identifying necessary workstreams to achieve the objectives and evaluating all potential activities within the workstreams for level of effort and impact/benefit. As project manager Shannon ensured workstreams were prioritized and scheduled over five years, with the near-term activities scoped with resourcing and scheduled milestones.

Idaho Power Co., IPC Process Improvement, ID

Project Manager. Shannon evaluated internal processes related to large load customer requests and new business residential requests. She identified gaps and developed options to achieve process improvements. She also evaluated and prioritized all options and developed a roadmap for implementation.

Los Angeles Department of Water and Power (LADWP), Asset Management Program Implementation, CA

Technical Lead. Shannon supported LADWP with the development and implementation of an Asset Management program for the Power System in accordance with the ISO 55000 suite of standards. The project included development of a five-year asset management program implementation plan with evaluation of the benefits and risks of each initiative and prioritization within the implementation plan.

Stephanie White

Organizational Advisor



EXPERIENCE

19 years

EDUCATION

MBA, Business
Administration/Mgmt.,
University of Nebraska at
Lincoln

BA, Sociology, University of
Nebraska at Lincoln

As vice president and director of strategic communications, Stephanie is a skilled facilitator and consensus builder and has managed high profile engagement efforts across the nation. She is a gifted storyteller and finds clear and simple ways to educate the public on complex topics that have the potential to change the way they live. She is known for her energy, humor and extraordinary creativity to help build consensus for groups with competing interests.

In her tenure at HDR, Stephanie has led the comment management efforts for some of HDR's most controversial projects including the State Department's Supplemental EIS for the Nebraska ReRoute of the Keystone XL Pipeline and the Proposed Canadian National Railway Company Acquisition of the Elgin, Joliet and Eastern Railway Company Environmental Impact Statement (EIS) for the Surface Transportation Board. Her work on both of those efforts involved managing teams of comment coders and data entry specialists responsible for hundreds of thousands of comment letters including multi-page letters from resource agencies, form letters from communities and environmental organizations, petitions and public comment forms.

RELEVANT EXPERIENCE

Larimer County, North Front Range Regional Wasteshed Planning Study, Ft. Collins, CO

Executive Facilitator. This project is an analysis of solid waste management options to assist the Technical Advisory Coalition (made up of four different municipalities within the Larimer County Wasteshed) in preparing for the anticipated closure of the Larimer County landfill in 2025. HDR's work included the evaluation of seven infrastructure options, emerging technologies, industry trends, and best management practices, calculation of Sustainable Return on Investment.

US Army Corps of Engineers, Behavioral and Social Sciences Support for Dams and Levees Safety Programs' Communication, Washington, DC

Project Manager. HDR will make recommendations to USACE on how to develop a strategy and approach for sharing risk information with a variety of audiences that takes into account individual decision-making tendencies and biases, motivators and de-motivators for action, and other factors that influence how information is shared, received,

and acted on. Stephanie's activities include an agency audit, assessment of target audiences, a review of current communications products, and a strategic plan with goals, objectives, and strategies for change.

Washington Department of Transportation, Urban Mobility and Access (UMA) and Megaprograms, WA Principal Consultant. Stephanie serves as a strategic advisor to the Deputy Secretary of WSDOT in an on-going capacity. She has led change management initiatives, facilitating partnering sessions, led responses to legislative provisos related to tolling and megaprograms, served as interim chief of staff, and supported staffing augmentation for key services within the agency. She was most recently the senior advisor on a strategic planning initiative that identified three-year goals around the themes of program unification, workforce excellence, and broader agency integration. Resulting strategies included:

- A new vision for the program: To lead the transformation of mobility.
- Newly established links to HQ
- A streamlined organizational structure including two new positions: Talent

Stephanie White (continued)

Manager and Communication
Manager

- Numerous activities to improve career pathing, succession planning and retention

City of Lincoln, 2040 Solid Waste Management Plan, Lincoln, NE

Principle. To clearly characterize existing waste generation, collection, management, diversion and disposal programs and practices and their existing costs, HDR identified regulatory, institutional, and program constraints and established a baseline Needs Assessment document as a basis for subsequent evaluation. HDR subsequently evaluated a wide range of topics and system, facility, and program options. HDR also assisted the City and Advisory Committee through presentation and facilitated discussions in establishing 'preferred paths' for further consideration in the planning process.

Nevada Department of Transportation, Five Year Strategic Communication Plan, NV

Principal. HDR led an assessment of strengths, weaknesses, opportunities and threats regarding internal and external communications to rebuild trust with employees and taxpayers. Qualitative analysis included staff interviews and focus groups, partner agency focus groups, executive leadership team workshops and electronic surveys. Quantitative analysis included an in-depth review of web site analytics, social media, customer service inquiries, and public involvement databases over the past 5 years. Strategic goals and recommendations included organizational structure, communication protocols, brand standards, social media policy, and corporate communications policy.

Partnership of the Manitoba Capital Region (PMCR), Solid Waste Management Rationalization Feasibility Study, Winnipeg, Manitoba

HDR was hired to develop an integrated waste management system for 18 member municipalities. The study involved reviewing waste management facilities and services in predominantly small, rural communities and finding a waste management solution(s) that considers environmental, social and financial criteria, including consideration of climate change and GHG emissions from waste-related activities. Stephanie facilitated an early visioning session with the executive leadership team.

County of Sarasota, Communications Plan and Implementation, Sarasota County, FL

Senior Advisor. HDR was retained by the County to develop a communications/ media plan in order to promote the County's recycling programs in an effort to increase recycling in the County. The first phase of the project included the development of a communications plan. The second phase of the project includes assisting the County with implementing the plan, including development of media materials, and assistance with pushing the message through various forms of media.



Dave Hilton

Senior Project Manager



“Ratepayer advocacy, environmental stewardship, and ensuring our client’s reach their financial goals are the things that drive me.”

Range of Experience

Dave Hilton is a Senior Project Manager with HF&H and has experience in the solid waste and recycling industry involving field audits, contract analysis, procurement evaluation and negotiations, rate applications, operational reviews, and surveys.

Results

- **County of San Mateo** – Analyzed data provided by the County’s franchise hauler to develop and provide the County with a cost of service rate model which determined necessary rate increases to residential and commercial customer classes respectively in order for each sector to meet its revenue requirements for the hauler to provide the County with solid waste service. This model also allowed for the County to review multiple rate increase scenarios for each respective customer class over a seven year projection period to ensure that revenue requirements were met while eliminating customer class subsidy.
- **City of Brentwood** - Provided the City with a dynamic rate modeling system projecting costs and revenues over a 10 year period that is compliant with the San Juan Capistrano Prop. 218 decision. The model also allows City staff to evaluate what rate adjustments would be required to meet the enterprise’s target fund balance per City policy.
- **Monterey Regional Waste Management District** - Assisted in the procurement, negotiations, and implementation of a new hauler for the seven Peninsula Cities of Monterey County. Developed new rate structure and rate adjustment methodology for each jurisdiction and reviewed annual rate adjustment applications. Ongoing review of quarterly reports analyzing and tracking each jurisdictions diversion levels. Most recently Dave led a cost based rate adjustment, the first for the 7 Agencies under their new contract, and worked with the District staff to adjust, and implement new rates for each Agency.

Expertise

- Rate Adjustment Reviews
- Cost of Service Studies
- Agency Fee Audits
- Performance Reviews
- Billing System Audits
- Financial Modelling
- Procurement Analysis
- Vehicle Impact Studies

Historical Experience

Years of Experience: 11
Clients Served: 95
Past Engagements: 302

Education

B.S., Business Administration/
Business Management, CA
State University, Chico

Zero Waste Principals and
Practices, CRRRA/SWANA Joint
Certification

Professional History

HF&H Consultants, LLC: 2012
to present

Professional Organizations

Solid Waste Association of
North America

Contact Information

(925) 977-6964

dhilton@hfh-consultants.com



Dave Hilton Project Manager



Recent Engagements

- **City of Brentwood** – Solid Waste Rate Study (2023)
- **San Mateo County** – Solid Waste Cost of Service Study (2017-Current)
- **West Bay Sanitary District** – Solid Waste Cost of Service Study (2019-Current)
- **Castro Valley Sanitary District** – Solid Waste Collection and Disposal Rate Application Reviews (2017-Current)
- **Monterey Regional Waste Management District** – Contract Management and Rate Application reviews (2014-Current)
- **County of Santa Cruz** – Contract Management and Rate Application reviews (2017-Current)
- **City of Santa Cruz** – Refuse Rate Cost of Service Study (2023)
- **City of Pleasanton** – Rate Application reviews (2017-Current)
- **City of Union City** – Rate Application review and technical assistance (2014-2020)
- **City of Emeryville** – Performance and Billing Review (2019)
- **City of San Ramon** – Cost Based Rate Adjustment (2022)

Recent Clients



City of Emeryville
CALIFORNIA





Rob Hilton President



Range of Experience

Since 2002, Rob has provided recycling and solid waste consulting services to public agencies in projects covering a wide range of strategic, operational, programmatic, contractual, and financial issues.

Rob is recognized by organizations like CalRecycle, League of Cities, and the California Resource Recovery Association as a statewide leader on the subject of sustainable solid waste rate structures in the face of Proposition 218 requirements. Rob has worked with numerous clients throughout California whose successful recycling and composting programs create a tension with their funding systems that are typically based on disposal. Through this work, Rob has developed a sophisticated understanding of the dynamic balance between sustainable funding for programs and creating incentives for both the users and service providers. This is made all the more challenging in the context of California's Proposition 218 that requires cost of service and leaves little room for incentives and subsidies.

Rob has a deep understanding of nuances of the City of San Diego's solid waste system from partnering a number of important recycling and solid waste projects for the City, including an RFP for developing new C&D infrastructure at the Miramar Landfill, analyzing alternative funding strategies for implementing residential collection programs under the People's Ordinance, analyzing the value and options related to the City's recycling contracts, supporting the City operation's financial responses to managed competition, and leading the development of the City's Zero Waste Plan.

Rob has worked with dozens of agencies statewide to analyze the impact on local government franchises from recent court decisions in *Jacks v. Santa Barbara* and *Zolly v. Oakland*. HF&H is now leading efforts statewide, including performing studies cooperatively with many different specialized law firms, hosting workshops and webinars with key stakeholders, and developing solutions that are responsive to these court interpretations. One of those solutions is a refuse vehicle impact fee analysis that Rob developed nearly 15 years ago in response to the *Howard Jarvis v. Fresno* decision in order to replace in-lieu franchise fees charged by municipal collectors.

Expertise

- Sustainable Prop 218 Rates
- Franchise Negotiations
- Franchise Procurements
- High Diversion/Zero Waste Plans
- Strategic Planning
- Stakeholder Engagement
- Policies and Municipal Codes
- Municipal Funding and Nexus Fee Studies

Historical Experience

Years of Experience: 21
 Clients: 147
 Engagements: 623
 Articles and Speeches: 35

Education

B.A., Political Science/Public Administration, UC Davis

Zero Waste Principals and Practices, CRRA/SWANA Joint Certification

Professional License

Certified Management Consultant (CMC), Institute of Management Consultants USA

Professional History

HF&H Consultants, LLC:
2002 to present

Professional Organizations

Past President, California Resource Recovery Association (CRRA)

Faculty, Solid Waste Association of North America (SWANA)

Institute of Management Consultants (IMC)

Contact Information

(925) 977-6959
rchilton@hfh-consultants.com



Rob Hilton President



Speaking Engagements

- “The Impact of Zolly on Local Government Franchises” California Resource Recovery Association Annual Policy Roundtable, August 2022
- “It’s not as scary as you thought! How to start implementing SB 1383...”, Northern California Recycling Association Recycling Update Conference, March 2019 and SWANA Western Regional Symposium, April 2019
- “RFP It and They Will Come: Structuring Contracts for Organics (2018 Update)”, California Resource Recovery Association Trade Show and Conference, July 2018
- “Is SB 1383 the new AB 939?” California Resource Recovery Association Trade Show and Conference, July 2018; SWANA Western Regional Symposium, May 2018
- “SB 1383 Local Government Summit”, HF&H Consultants, June 2018, Oakland.
- “SB 1383 Local Government Summit”, HF&H Consultants, June 2018, Long Beach
- “Setting Rates for Organics and Recycling Programs in California”, CalRecycle SB 1383 Workshop, October 2017
- “Success in Negotiating High Diversion Franchises”, SWANA Gold Rush Chapter Municipal Contracts 101 Workshop, June 2016
- “Herding Cats: Getting People to Work Together for the Future of Resource Recovery in the Monterey Regional Waste Management District”, SWANA Road to Zero Waste Conference, April 2016
- “How I Learned to Stop Worrying and Love Charges for Recycling and Organics”, Northern California Recycling Association Recycling Update Conference, March 2016
- “RFP It and They Will Come: Emerging Trends in Organics Procurement”, California Resource Recovery Association Trade Show and Conference, August 2015; U.S. Compost Council Annual Conference January 2016; and, WasteExpo June 2016
- “Funding Recycling Programs & Infrastructure in California”, California Resource Recovery Association Trade Show and Conference, August 2015
- “The Future of Resource Recovery in the MRWMD”, SWANA Western Regional Symposium, April 2015
- “Fighting the Zero Waste Death Spiral”, SWANA Western Regional Symposium, April 2015
- “Introduction to Zero Waste”, Leadership Contra Costa Environment Day, January 2015
- “Funding Recycling Programs in California”, Institute for Local Government Webinar, December 2014
- “Structuring Rates in High Diversion Communities”, SWANA Webinar, October 2014
- “Final Lessons: High Diversion Rates & Compensation Workshops”, California Resource Recovery Association Trade Show and Conference, August 2014
- Presenter, HF&H/CalRecycle High Diversion Rates & Compensation Workshops, October 2013 (Oakland), November 2013 (Lakewood), and December 2013 (Sacramento)
- “More than One Way: Community Specific Zero Waste Business Plans”, California Resource Recovery Association Trade Show and Conference, August 2013 and Recycle Florida Today Annual Conference, June 2015
- “RFP It and They Will Come: Structuring Contracts for Organics”, California Resource Recovery Association Trade Show and Conference, August 2013
- “Funding, Franchise Agreements, and Facilities: A Perfect Storm”, SWANA WasteCon, August 2012



Rob Hilton President



- “Collaborative Workshop on Zero Waste Funding”, California Organics Recycling Council Workshop, August 2012
- “Economics of Food Collection Programs”, California Resource Recovery Association Trade Show and Conference, August 2012
- “Realigning Monterey’s Landfill Status as a Sustainability Leader”, SWANA Western Regional Symposium, April 2012
- “Implementing Mandatory Commercial Recycling Under AB 341”, Merced County Association of Governments Technical Review Board, November 2011
- “How Local Government Can Find Cost Savings from Mandatory Commercial Recycling”, California Resource Recovery Association Trade Show and Conference, August 2011
- “Implementing Mandatory Commercial Recycling”, Southern California SWANA Workshop, April 2011 and SWANA Western Regional Symposium, May 2011
- “Mandatory Commercial Recycling Cost Study”, Coachella Valley Association of Governments Solid Waste Task Force, January 2011
- “Cost Impact of Mandatory Commercial Recycling”, Western Riverside Council of Governments Solid Waste Task Force, December 2010
- “Improving Materials Management in Historic Old Sacramento”, California Resource Recovery Association Trade Show and Conference, August 2010
- “Funding Alternatives for Zero”, California Resource Recovery Association Trade Show and Conference, August 2009
- “Contracting for Organics”, Central Valley Bi-Annual Recycling Roundtable, October 2008
- “Economics for a Purpose: Funding for a Zero Waste Future”, California Resource Recovery Association Trade Show and Conference, August 2008
- “Moving Beyond Disposal - Funding Options for High Diversion” (Co-Presenter), Presentation to the Alameda County Source Reduction and Recycling Board, July 2008

Recent Clients





RICK SIMONSON

Senior Vice President



Range of Experience

Over 22 years of utility rate setting experience with HF&H and has performed over 100 financial planning/rate studies for water, wastewater, and solid waste clients. He brings a depth of knowledge and expertise in Propositions 218 and 26 compliance, rate structure design, and a strong financial modeling background.

Recent and Relevant Projects

- **City of Long Beach** – Solid Waste cost-of-service rate setting – municipal operations (2023)
- **City of San Jose** – Commercial rate application reviews (2022, 2023)
- **City of Fresno** – Residential cost-of-service rate setting – municipal operations (2023)
- **City of Ontario** – Solid Waste cost-of-service rate setting – municipal operations (2022)
- **City of Sunnyvale** – Hauler compensation review (2023); Franchise agreement close-out review (2022) - Reconcile final two years of allowable hauler compensation versus actual expenses to determine monies due to or from hauler.
- **City of San Mateo** – Developed five-year financial planning model and cost of service solid waste rates in 2020, 2021, and 2022.
- **Town of Hillsborough** – Developed five-year financial planning model and cost of service solid waste rates covering 2022-2026.
- **Castro Valley Sanitary District** – Currently conducting the second annual solid waste rate review to assure the contracted hauler's compensation is calculated in accordance with the Franchise Agreement. Focusing on the impacts of changes in recyclable material processing costs and commodity sales revenue.
- **City of Santa Cruz** – Developing a detailed cost of service rate model for municipal collection, landfill, and MRF activities. Developing alternative strategies for smoothing in necessary significant rate increases resulting from additional collection costs related to SB 1383.

Expertise

- *Rates and Charges* – Multi-year financial modeling, cost-of-service analysis, rate structure design of solid waste, water, and wastewater rates and charges
- *Development impact fees* – Water and wastewater capacity/connection charges
- *General Fund Reimbursements* – Public safety, governmental facilities, right-of-way maintenance, stormwater permit compliance

Historical Experience

Years of Experience:	23
Clients Served:	176
Past Engagements:	592
Articles and Speeches:	4

Education and Certifications

- B.S., Business Administration, Accountancy, California State University - Sacramento
- B.A., Communication Studies, Media Production, California State University - Sacramento

Professional History

- HF&H Consultants, LLC: 2000 to present
- Contra Costa County Assessor's Office: Auditor/Appraiser, 1996 to 2000
- Laidlaw Transit: Staff Accountant, 1995-1997

Professional Memberships

- Institute of Management Consultants
- American Water Works Association
- Water Environment Federation

Contact Information

(925) 977-6957

Rick@hfh-consultants.com



Rick Simonson Senior Vice President



- *Proposition 218 Compliance* – Faciliate Prop. 218 process and procedures

Speaking Engagements

- SWANA – Western Regional Symposium – Apr. 2019 – *“A Holistic Approach to Stormwater Funding: Understanding the Nexus Between Solid Waste and Stormwater ”*
- Moderator and Presenter, *HF&H/CalRecycle High Diversion Rates & Compensation Workshops*, Oct. 2013 (Oakland), Nov. 2013 (Lakewood), and Dec. 2013 (Sacramento)
- SWANA – Western Regional Symposium – May 2005 – *“Accurate Solid Waste Rate Comparisons”*
- SWANA – Western Regional Symposium – May 2004 – *“Annual Solid Waste Rate Adjustments – Index Method or Cost-of-Service Method?”*

Solid Waste Clients





Lindsey Lagos, CPA

Project Manager



Historical Experience

Years of Experience:	13
Clients Served:	31
Past Engagements:	65

Education

B.S., Accounting, Chapman University

Professional History

HF&H Consultants, LLC:
February 2020 to Present

Moss Adams, LLP:
Assurance Senior Manager, September 2008 – September 2019
(Employment was at Hein & Associates through November 2017, the effective date of Hein's combination with Moss Adams)

Professional License

Certified Public Accountant

Professional Organizations

California Society of Certified Public Accountants (CALCPA)

Contact Information

(949) 251-0231

LLagos@fhf-consultants.com

Range of Experience

Lindsey Lagos brought 11 years of public accounting assurance experience to the HF&H Rates & Audits team. In her role as a Project Manager, she assists in rate studies, cost of service analyses, hauler contract compliance reviews, conducting competitive solid waste procurements, contract negotiation services, and contract management.

Focus Areas

- Solid Waste Rate Services
- Solid Waste Hauler Contract Compliance Reviews
- Contract Procurement and Negotiations
- SB 1383 Compliance

Recent Projects

- **Rate and Cost Analysis.** Assisted jurisdictions in the areas of rate analysis, cost of service studies, and negotiating solid waste rates. She assisted the City of Long Beach, the second largest city in the County of Los Angeles, in performing a rate analysis to assist the city properly set rates. She is currently assisting the City of Long Beach in reviewing that status of its revenue requirement. She assisted the cities of Aliso Viejo, Beverly Hills, El Centro, Inglewood, Irvine, Lawndale, and Paramount in controlling increases to their solid waste rates by evaluating waste haulers' rate adjustment requests for accuracy and compliance with contract-rate adjustment provisions.
- **Negotiations.** Participated in negotiations with the existing hauler for the cities of Aliso Viejo and Irvine in amending their franchise agreement, which included rate impacts.
- **SB 1383 Compliance.** Amended and restated the solid waste agreements for the cities of Aliso Viejo and El Centro to properly incorporate SB 1383 requirements, which included negotiating agreement terms and rate impacts with the related waste haulers.
- **Compliance Reviews.** Performed or is in the process of performing hauler compliance reviews for the cities of Inglewood, Palmdale, Lawndale, Whittier, Beverly Hills, Redondo Beach, Manhattan Beach, and Aliso Viejo to determine the solid waste hauler is in compliance with a variety of key contract terms.
- **Procurement.** Assisted the cities of Alhambra, Chino Hills, Santa Ana, and South Gate through the procurement process for new collection and recycling agreements through drafting proposal cost forms, profiling existing contracts, and analyzed and evaluated hauler proposals. She assisted in drafting a request for proposals for the City of Long Beach for an organics processing facility.
- **Contract Management.** Reviewed regulatory reporting, program progress, outreach, etc. for the cities of Irvine, Lawndale, and South Gate to help meet their compliance goals.



Lindsey Lagos, CPA
Project Manager



Recent Clients





GABE SASSER, PE

Project Manager



Industry Experience

- Water, wastewater, stormwater and solid waste utilities
- Rate making for municipal-owned utilities
- Enterprise reimbursements

Education and Certifications

- B.S., Civil Engineering, California Polytechnic State University – San Luis Obispo
- Registered Civil Engineer C88906, California
- Project Management Professional (PMP) -2020

Professional History

- HF&H Consultants, LLC: 2019 to present
- Gas Transmission Systems, Inc: Project Manager, 2016-2019, 2012-2014
- Ruggeri-Jensen-Azar: Assistant Engineer, 2014-2016

Professional Organizations

- Project Management Institute
- American Water Works Association
- Association of California Water Agencies

Contact Info

(925) 900-6005

gsasser@hfh-consultants.com

Range of Experience

Gabe is a Project Manager in our Northern California office. He supports clients throughout California to develop cost-of-service studies and rate updates for water, wastewater, and solid waste fees and charges.

Clients benefit from his technical experience as a registered civil engineer. As a certified Project Management Professional, he is a proven communicator, conscientious of client budget and schedule. Since joining more than four years ago, he has served our clients as an analyst and project manager for various rates studies, all focused on Proposition 218 compliance, including solid waste, water, and wastewater rates while ensuring fiscal stability for each local government agency.

Expertise

- Multi-year financial modeling
- Cost-of-service analysis
- Rate structure design
- Prop 218 compliance

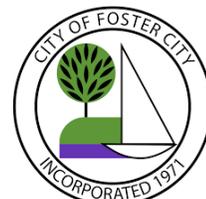
Recent Projects

- **City of Redwood City** – Solid Waste Cost of Service Study, Sewer Rate Studies (2022, 2023)
- **City of San Mateo** – Solid Waste Cost of Service Studies (2020-2023)
- **City of Foster City** – Solid Waste Cost of Service Study (2023)
- **City of Hillsborough** – Solid Waste Cost of Service Study;
- **City of Taft** - Solid Waste Cost of Service Study
- **Merced County Regional Waste Management Authority** – Landfill Capacity Fee Model
- **City of Santa Maria** – Landfill Fee Study

Recent Clients



City of
Santa Maria





Danielle Derby, CPA Senior Associate



“My passion is merging our client’s operational and environmental initiatives through detailed financial analysis.”

Range of Experience

Danielle Derby specializes in providing rate and audit services within our solid waste and recycling practice. Her expertise lies in reviewing costs for programs and services, performing rate reviews for solid waste rate adjustments, and executing cost-of-service studies for jurisdictions looking for solid waste rates that are compliant with Proposition 218. Danielle has experience performing authority fee reimbursement reviews, billing and tonnage audits, and similar compliance reviews. Danielle also works with the contract services side of HF&H by assisting with solid waste procurements. Her work ranges from evaluating proposer cost forms; benchmarking proposed programs; developing contractual or financial language for franchise agreements; and supporting negotiations. Prior to joining HF&H, Danielle worked as an auditor at PricewaterhouseCoopers.

For the past several years, Danielle has assisted many jurisdictions with their cost-of-service studies. Danielle assisted the City of Long Beach and the City of Ontario, both municipal haulers, with their detailed (by container size and material type) cost-of-service studies for collection and processing services. She is slated to assist the City of Long Beach with updating their detailed level model in 2024. Danielle has also assisted many larger jurisdictions with various rate and audit work, such as the City of San Jose with their annual commercial rate adjustment process and the County of San Diego in their processing facility capacity analysis.

Focus Areas

- Detailed validation against supporting documentation.
- Financial modeling/assurance for cost of service rate structures.
- Cost review and compliance for franchise agreements.
- Annual index or cost-based rate reviews.

Recent Engagements

- **City of Tracy:** Detail-Level Cost-of-Service Study (2019-2021)
- **City of Long Beach:** Detailed-Level Cost-of-Service Study (2021-22)
- **City of Ontario:** Detailed-Level Cost-of-Service Update (2022-23)
- **City of San Jose:** Annual Commercial Rate Adjustments (2019-2024)
- **County of San Diego:** Processing Facility Capacity Analysis (2022)

Recent Clients



Historical Experience

Clients Served: 52
Past Engagements: 98

Education

B.S., Accounting, Saint Mary’s College, Moraga

Certified Public Accountant
License Number: 138309

Professional History

HF&H Consultants, LLC: 2019 to present

PricewaterhouseCoopers: 2016 to 2019

Speaking Engagements

SWANA SoCal Webinar:
Commodity Market Trends (2022)

Cal Recycle Zone Works:
Commodity Markets & Influences (2022)

Contact Information

(925) 900-5950

dderby@hfh-consultants.com

Paula Roberts

Community Engagement

Paula Roberts is a community engagement strategist, facilitator, and project manager with 30 years of experience supporting public projects. She has worked extensively in water, storm water, and wastewater, infrastructure, and policy initiatives. With an emphasis on improving access for people who might not typically engage in public meetings, Paula has promoted and facilitated workshops and events for several San Diego programs, encompassing permitting, environmental plans, project mitigation, and Redistricting. She has led community relations for more than 3 dozen City of San Diego projects, and her career has encompassed rates, comprehensive planning, TACs, stakeholder workshops, and focus groups.

Paula is deeply experienced in helping agencies address public comments and concerns. As an advisor, she has gained a reputation for identifying policy and liability issues, and for responding respectfully and effectively to people in times of crisis. She embraces service as a neutral 3rd party and as an extension of staff.

Paula's recent City of San Diego projects include its Mission Bay Park Improvements PEIR and PERS, 8803 Gilman Drive Storm Drain Emergency Repair, and Meadow Lark/Health Center Drive Water Main Replacement Project.

Paula is a member of the International Association for Public Participation (IAP2) and is a certified Public Input Consultant. She volunteers with Alignable, where she hosts monthly networking events for local small business owners, leads the platform's national government contractors' group, and serves as a mentor to other local group leaders. In 2023, San Diego members honored Paula with a "Local Small Businessperson of the Year" award.

Mission Bay Park Improvements Programmatic Environmental Impact Report and Preliminary Engineering Studies.

As lead facilitator, Paula supports a series of workshops that will help shape a long-term environmental plan and identify priorities for the use of tax revenue designated for Mission Bay Park, a regional system of 12 park sites within the City of San Diego. Stakeholders include recreation and tourism proponents, commercial tenants, residents, planning committees from the surrounding communities, a large coalition of environmental advocates, and an existing advisory body, the Mission Bay Oversight Committee. Aqua works with a multi-department staff committee, project staff, and Dudek Consultants to create opportunities for the public to engage with and shape the plan. Services include facilitated meetings, surveys, comments collection and reporting. Following a 3-year pandemic pause, the project team anticipates release of the formal Notice of Preparation in early 2024. To relaunch public engagement, Aqua will work directly with 9 community planning groups and 15 advocacy organizations, create web and social media content, correspond with interested parties, and prepare media materials.



AREAS OF EXPERTISE

Facilitation
Public Participation
Strategic Communications
Public Outreach

EDUCATION

Master of Arts, Organizational Management, University of Phoenix, San Diego

Bachelor of Arts, Organizational Behavior and Communications, Concordia University, St. Paul

AFFILIATIONS

International Association for Public Participation
Public Input
Alignable

Waterways Maintenance Plan

As lead facilitator, Paula supported a series of public workshops to help the City of San Diego Transportation and Storm Water Department inform and consult with stakeholders during its process to develop a systematic permitting and maintenance approach for managing its city-wide storm water facilities. Stakeholders comprised a broad range of jurisdictional agencies as well as residents and businesses with properties near storm water facilities, and advocacy groups with interest in the project. Working as a subcontractor to Michael Baker International and Dudek Engineers, Aqua provided public outreach, creating project branding, collateral materials, social media posts, slide decks, and media materials. Paula corresponded with stakeholders, trained speakers, and managed logistics for events. She also facilitated two additional workshops, held annually to help the group establish priorities for maintenance activities in the coming year.

Meadow Lark/Health Center Drive Water Main Replacement Project

As public outreach manager and lead facilitator, Paula facilitated a series of stakeholder meetings to discuss impacts and approaches to mitigating project impacts for six sites that offer 24/7 emergency care, and for a residential area with a fully discrete set of impacts. Stakeholders included facilities maintenance, operations, and management staff from three hospitals and three county justice facilities, residents, small business owners, medical commercial building managers and tenants, and a residential care facility. Through a consultative process, the team was able to establish optimum workdays, hours of construction, and traffic procedures that minimized impacts and avoided down-time for the critical facilities. Aqua's outreach activities included public notices, weekly construction updates, and one-to-one consultation with stakeholders on behalf of the City of San Diego and Prime Contractor Orion Construction.

City Council Redistricting 2010, San Diego

As outreach services lead Paula advised the Commission and staff regarding underserved communities, regulatory compliance, best practices, and crisis communications for its work to incorporate citizen engagement in the process of drawing new boundaries for City Council Districts. The project included a wide range of stakeholders seeking fair representation within the City, including the LGBTQ+, Asian Pacific Islander, African American, Hispanic, and immigrant communities, as well as members of political parties. Aqua created materials that reduced barriers related to literacy, language, experience, time, transportation, and location, and provided stakeholder training for an online mapping tool. Working within tight budget, policy, and timeline constraints, Aqua's approach provided multilingual participation opportunities at more than 20 meetings and for the collection of written, electronic, and audio comments. At the project's end, the Commission had gathered 16,000 public inputs and produced a map free of legal challenges.

Lewis Michaelson

Facilitator

Lewis Michaelson is a facilitator, mediator, and trainer with over 35 years of experience. Using a collaborative problem-solving approach, Lewis has facilitated stakeholder outreach and consensus for local, regional and statewide programs involving a wide range of subjects, including solid waste services, zero waste programs, watershed planning, stormwater water quality regulatory compliance, light rail transit, wastewater and water supply infrastructure, coastal access programs, habitat restoration, hazardous waste cleanup, waterfront development, Native American consultation, and land use management plans. As a facilitator, Lewis has also worked extensively on intra-and inter-organizational conflict management issues. This work has involved helping individual agencies develop strategic plans and multiple agencies develop interagency agreements.

Lewis is deeply experienced in facilitating stakeholder and technical committees of all types related to environmental and scientific issues. In the process of facilitating these consensus-seeking processes, he has gained the reputation for having an ethical, intuitive style that focuses on resolving the most important issues while clearly identifying common ground and areas of agreement. He is trusted by all parties involved in these issues for his strict adherence to neutrality and a focus on actionable outcomes.

Examples of his most recent work include the Newport Bay Bacteria TMDL Stakeholder Advisory Group for Orange County, the Santa Margarita River Nutrient Initiative Group Stakeholder Advisory Group for Riverside and San Diego counties, the Hollister Ranch Coastal Access Program Stakeholder Working Group, and NPDES Water Quality Improvement Plan Consultation Committees for multiple watersheds and jurisdictions throughout San Diego County, including Imperial Beach.

Lewis is past president of the International Association for Public Participation (IAP2). As a board member of IAP2, he spearheaded development of the IAP2 Code of Ethics and Core Values for the Practice of Public Participation. He was also one of the three original developers of the IAP2 Foundations of Public Participation training. He is a resident of San Diego and works throughout the Southwest. A sampling of relevant project work includes:

Newport Bay Total Maximum Daily Load Stakeholder Group

Lewis served as lead facilitator for a stakeholder advisory group convened as part of a settlement agreement to develop recommendations for meeting bacteria storm water quality compliance regulations. The group comprised a broad range of stakeholders working to find better ways of measuring and meeting water quality standards in Newport Bay, including responsible parties, NGOs and the Santa Ana Regional Regional Water Quality Control Board. Because of the litigation backdrop, Lewis helped the group develop a charter and ground rules for their interactions that were designed to leave the legal wrangling (and most of the attorneys) at the door, so that the group could engage in collaborative fact-finding while focusing on solution development and a path forward rather than



AREAS OF EXPERTISE

Facilitation
Public Participation
Dispute Resolution
Strategic Planning

EDUCATION

Master of Science, Conflict Management, George Mason University

Bachelor of Arts, Sociology, University of California, San Diego

AFFILIATIONS

International Association for Public Participation

backtracking into relitigating the original case. His facilitation was firmly founded on building trust among the former litigants and actively engaging water board staff in the discussions. Their involvement allowed the stakeholders to receive early and frequent feedback on whether the proposed solutions and approaches being developed were likely to meet future required regulatory approvals. In his capacity as facilitator, Lewis also worked closely with the technical staff of the Southern California Coastal Water Research Project which served as an ex officio member and was instrumental in framing ideas and options for the group's deliberations and providing recommendations at the group's request.

San Diego Regional Water Quality Control Board Stakeholder Focused Meetings on the NPDES Permit Renewal.

Lewis played a key role in helping the San Diego Water Board implement a successful dialogue process for the NPDES permit renewal by conducting an unprecedented series of meetings involving multiple stakeholders from multiple counties in a mutual dialogue. Lewis designed and facilitated these meetings while addressing numerous challenges such as the sensitivity of participant selection, as well as the history of litigious and adversarial relationships that some stakeholders had with each other. As a result of the meetings, stakeholder participants agreed that they had been listened to, and that a level of trust with staff and stakeholders had been achieved that few had thought possible.

San Diego Water Board Bacteria Cost Benefit Analysis Steering Committee

Lewis served as the lead facilitator for a group of municipalities, NGOs and agency representatives overseeing a technical study of the costs and benefits of various water quality standards in San Diego County. In that capacity, he worked closely with the technical consultants to help them prepare agendas and presentations designed to elicit the comments, consensus and direction consultants needed at each step of the study's development to move forward.

California Department of Water Resources Strategic Plan for the Future of Integrated Regional Water Management

Lewis served as lead facilitator for the California Department of Water Resources' (DWR) development of a statewide strategic plan for the Future of Integrated Regional Water Management in California. He facilitated public workshops throughout California and meetings of the Stakeholder Advisory Group which was formed to advise DWR on development of the plan.

Stormwater Capture and Use Feasibility Study Technical Advisory Committee. Lewis facilitated a technical advisory committee made up of 31 individuals representing area municipalities, industry organizations, researchers, educators, and non-profit organizations. Lewis designed and facilitated a series of committee meetings aimed at navigating technically complex data analysis and modeling. Lewis successfully guided the project team of multiple consultants and disciplines to clearly present the Study's technical memos and data, allowing the committee to provide substantive guidance and feedback.

Clint Carney

Community Relations

Clint Carney is a public affairs and government relations professional with more than 20 years of experience. He has worked extensively on infrastructure projects, including water, storm water, wastewater, and electric transmission. He has provided strategic advice and outreach for dozens of City of San Diego projects, served on Aqua’s team for City Council Redistricting, and formerly held the role of Chief of Policy for the San Diego City Council.

Clint holds a deep understanding of local non-profits, having long served in volunteer, board, and staff roles. In his work, he has gained a reputation for building effective partnerships, asking thoughtful questions, and quietly working behind the scenes to help bring people together to discuss complex issues and come to common understandings.

Clint’s recent City of San Diego projects include the Mission Bay Park Improvements PEIR and PERS, 8803 Gilman Drive Storm Drain Emergency Repair, and Meadow Lark/Health Center Drive Water Main Replacement Project.

In his role as a Board Member on the Trustee Advisory Committee of the San Diego Community College District, Clint promotes access to a community college education for all students and serves on an ad hoc committee to promote committee diversity and growth. He is also active on the Board of the San Diego Gaelic Athletic Association and previously served on the Boards for I Love a Clean San Diego and the Alliance for HOPE International.

Mission Bay Park Improvements Programmatic Environmental Impact Report and Preliminary Engineering Studies. As a senior member of the outreach team, Clint supports a series of workshops that will help shape a long-term environmental plan and identify priorities for the use of tax revenue designated for Mission Bay Park, a regional system of 12 park sites within the City of San Diego. Stakeholders include recreation and tourism proponents, commercial tenants, residents, planning committees from the surrounding communities, a large coalition of environmental advocates, and an existing advisory body, the Mission Bay Oversight Committee. Aqua works with a multi-department staff committee, project staff, and Dudek Consultants to create opportunities for the public to engage with and shape the plan. Services include facilitated meetings, surveys, comments collection and reporting. Following a 3-year pandemic pause, the project team anticipates release of the formal Notice of Preparation in early 2024. To relaunch public engagement, Aqua will work directly with 9 community planning groups and 15 advocacy organizations, create web and social media content, correspond with interested parties, and prepare media materials.

Meadow Lark/Health Center Drive Water Main Replacement Project

As a senior member of the outreach team, Clint provided strategy, noticing, content, and meeting logistic services. Stakeholders included facilities maintenance, operations, and management staff from three hospitals and three county justice facilities, residents, small business owners, medical commercial building managers and



AREAS OF EXPERTISE

Strategic Communications
Community Partnerships
Public Outreach

EDUCATION

Juris Doctor, Thomas Jefferson
School of Law, San Diego

Bachelor of Arts, Foreign Affairs,
University of Virginia,
Charlottesville

AFFILIATIONS

San Diego Community College
District, Trustee Advisory
Committee
San Diego Gaelic Athletic
Association, Board

tenants, and a residential care facility. Through a consultative process, the team was able to establish optimum workdays, hours of construction, and traffic procedures that minimized impacts and avoided down-time for the critical facilities. Aqua's outreach activities included public notices, weekly construction updates, and one-to-one consultation with stakeholders on behalf of the City of San Diego and Prime Contractor Orion Construction.

City Council Redistricting, San Diego

As a senior member of the outreach team, Clint advised the Commission and staff regarding media relations and crisis communications for its work to incorporate citizen engagement in the process of drawing new boundaries for City Council Districts. His tasks also included establishing outreach partnerships with local community organizations and supporting participants at the meetings. Participants included a wide range of stakeholders seeking fair representation within the City, including the LGBTQ+, Asian Pacific Islander, African American, Hispanic, and immigrant communities, as well as members of political parties. Aqua created materials that reduced barriers related to literacy, language, experience, time, transportation, and location, and provided stakeholder training for an online mapping tool. Working within tight budget, policy, and timeline constraints, Aqua's approach provided multilingual participation opportunities at more than 20 meetings and for the collection of written, electronic, and audio comments. At project end, the Commission had gathered 16,000 public inputs and produced a map free of legal challenges.

EMPLOYMENT BACKGROUND AND ACCOMPLISHMENTS

Cook + Schmid - San Diego, CA 2006 - Present
President & CEO

- Responsible for strategic direction and business development of Cook + Schmid as well as client service
- Manage client accounts ranging from privately and publicly held companies to large public works projects and non-profits
- Lead media training and writing/editorial programs
- Community involvement includes: board seats with the San Diego Natural History Museum, San Diego Maritime Museum, San Diego Taxpayers Association. Graduate of LEAD San Diego, active on Biocom communications committee, the San Diego Wooden Boat Festival annual benefit for the Challenged America

Gable-Cook-Schmid Public Relations – San Diego, CA 2001-2006
Co-Founder, Partner

- Responsible for strategic direction and business development of GCS-PR
- Led the growth of GCS-PR from a startup in 2001 into the seventh largest public relations firm in San Diego with nearly \$2.5 million in gross revenues in 2005

The Gable Group – San Diego, CA 2000 – 2001
Manager of Research and Media Relations/Account Supervisor

- Introduced innovative research tools that provided a distinctive competitive advantage for the firm
- Led company-wide efforts in media relations, establishing a new benchmark for client results
- Managed accounts in biotechnology, technology, real estate

Port Townsend, WA and San Diego, CA 1999 – 2000
Freelance Journalist

- Regular contributor to sailing and traditional boating publications
- Studied and practiced wooden boat construction and repair

The Chicago Sun-Times – Chicago, IL 1995-1999
Reporter

- Award winning investigative reporter and environmental journalist
- Twice nominated for the Pulitzer Prize in investigative reporting
- Newsroom expert in the internet, data analysis and quantitative methods as tools for journalists

The Raleigh News & Observer – Raleigh, NC 1993-1995
Database Editor

- Industry-wide pioneer in data analysis and quantitative methods for reporters
- Produced award-winning stories employing social science research methods, statistical analysis and investigative reporting
- Focused on long-term investigative reporting

Missouri Institute for Computer Assisted Reporting (MICAR) – Columbia, MO 1991-1993
Assistant to the Director

- Conducted data analysis for major national news outlets
- Ran day-to-day operations of the Institute, including management of three staff
- Organized and taught quarterly, week-long boot-camps in computer-assisted reporting for professional journalists
- Wrote a comprehensive book on computer-assisted reporting, published by MICAR

EDUCATION

- Master's Degree in Journalism, University of Missouri (1993)
- Bachelor's Degree in History and Political Science, Point Loma College (1988)

EMPLOYMENT BACKGROUND AND ACCOMPLISHMENTS

Cook + Schmid - San Diego, CA 2020 - Present

Community Outreach Officer

- Support all community outreach programs for firm, including public engagement programs, noticing for construction projects, and tracking and responding to business and resident inquiries.
- Coordinate public engagement events and support efforts to capture public input.
- Implement public engagement and community outreach projects including the West Mission Bay Drive Bridge Replacement Project, multiple Sewer & AC Water City Capital Improvement Programs (CIPs), SANDAG Regional Transportation Study and the Port of San Diego Harbor Drive Multimodal Corridor Study.
- Produced data and metrics to create efficient plans for field outreach and operations.
- Created and assisted in various direct-to-consumer advertising such as newsletters, social media postings and other dynamic media.
- Maintained communication with internal and external parties to ensure broadcast segments were carried out successfully.
- Devised multiple photo opportunities for use in social media and other assorted digital marketing platforms.
- Cultivated strong communication with clients by attending weekly and bi-weekly meetings to ensure goals and ambitions are met.
- Assisted internally and externally with team members and clients to ensure short-term and long-term objectives are met.

Cook + Schmid – San Diego, CA 2017– 2020

Account Coordinator

- Implemented public relations tasks for various City CIP's and their respective project contractors.
- Frequently attended multiple City Community Planning Group meetings while also documenting and implementing their information into various public outreach strategies.
- Continually fostered active communication between City contractors and the public in which they interact with to promote transparency in City Capital Improvement Programs (CIP) progression and how it impacts communities.
- Surveyed large work areas of City CIPs to analyze and gain consensus on public's view of ongoing construction projects within their local communities.

Cook + Schmid – San Diego, CA 2016 - 2017

Public Relations Intern

- Assisted in community and commercial outreach tasks to raise awareness of City Capital Improvement Programs (CIP).
- Managed and documented various community and commercial inquiries stemming from City CIP's.

EDUCATION

- Southwestern College, Chula Vista, CA
- University of California San Diego, San Diego, CA



2

Appendix 2 - Copy of
Final Report

ONTARIO MUNICIPAL UTILITIES COMPANY

1425 S BON VIEW AVE

ONTARIO, CA 91761



INTEGRATED WASTE AND RECYCLING COST OF SERVICE STUDY UPDATE FOR FY 23-24

FINAL REPORT

May 24, 2023

HF&H CONSULTANTS, LLC

590 Ygnacio Drive, Suite 150

Walnut Creek, CA 94596



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John W. Farnkopf, PE
Laith B. Ezzet, CMC
Richard J. Simonson
Marva M. Sheehan, CPA
Rob Hilton

May 24, 2023

Michael Sigsbee
Utilities Assistant General Manager - Administration and Customer
Service Ontario Municipal Utilities Company
City of Ontario
1425 S Bon View Ave
Ontario, CA 91761

Subject: Integrated Waste and Recycling Cost of Service Study Update for FY 23-24 – Final Report

Dear Mike Sigsbee,

HF&H Consultants, LLC (HF&H) is pleased to submit this Cost of Service (COS) report to the Ontario Municipal Utilities Company (City). Our analysis consisted of the following: 1) determining how much projected revenue is needed from rates during the next five years (Fiscal Year 23-24 through Fiscal Year 27-28) to cover projected costs; 2) apportioning revenues and costs between customers classes (i.e., customers receiving bin, cart, and roll-off services); and, 3) developing a rate design that is appropriate for each class to ensure that customers are paying their proportionate share in accordance with Proposition 218.

The report reflects input from the City's staff in refining the rates. The resulting rate increases are necessary for several reasons: 1) the cost of collection of refuse, organics, and recycling has and will continue to increase; 2) additional improvement projects require funding; and, 3) increase in participation of State-mandated diversion programs require additional funding.

* * * *

We are pleased to have had the opportunity to assist the City with this study and would like to thank you for your support during the project.

If you have any questions, please call me at (925) 977-6957.

Sincerely,
HF&H CONSULTANTS, LLC



Rick Simonson
Senior Vice President

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A-12	Residential Phase-In Rates
A-13	Commercial Phase-In Rates (FY 23-24 Through FY 27-28)

ACRONYMS/DEFINITIONS

Bin	Container provided by the City that is usually made from metal. The City provides its bin customers with Solid Waste collection service at varying frequencies in a range of container sizes to meet each customer's needs. These customers are charged a monthly rate based on their subscription level (e.g., one cubic yard bin, serviced one time per week; three cubic yard bin, serviced three times per week) or a per-pickup rate for on-call services.
Cart	Container provided by the City that is usually made from plastic with wheels for portability. The City provides its cart customers with refuse collection in either 32- 64-, or 96-gallon carts . The City also provides collection in 96-gallon recycling carts and 96-gallon organic waste carts to residential and commercial customers.
Compactor Factor	Refers to additional time needed for the driver to service the compactor, including time to disconnect and reconnect the electrical or other power sources.
COS	Cost-of-Service Rate Study
Disposal Site	Refers to the El Sobrante Landfill. The City has a contract with Waste Management for the disposal of its municipal refuse delivered from the Transfer Facility.
ECF	Equivalent Container Factor
ECU	Equivalent Container Unit
EOW	Every Other Week
Fixed Collection Costs	Costs not dependent on the subscribed volume of service.
Frequency Surcharge	Additional cost for receiving service multiple times per week. Routing is negatively impacted when trucks must return to areas previously serviced.
FTE	Full time equivalent
FY	Fiscal Year
MRF	Material Recovery Facility
MSW	Municipal Solid Waste
Organics	Refers primarily to food, green waste, landscaping and pruning waste.

Rate	Refers to the rate charged to each customer based on size of container and frequency of service.
Refuse	Refers primarily to materials that are disposed in a landfill.
Roll-Off	Container provided by the City that is made from metal. The City provides its roll-off customers with refuse, recycling, construction and demolition, or green waste collection service in a range of container sizes to meet each customer's needs. These customers are charged a per-pickup rate for on-call or scheduled services based on their debris box size (e.g., 10 cubic yard bin, 20 cubic yard compactor bin, and 40 cubic yard self-contained compactor bin).
SB 1383 Regulations	California regulations promulgated in response to SB 1383 to reduce short-lived climate pollutants, including methane. Reduction of organic waste disposal is a primary component resulting in new yard and food waste recycling organics programs effective January 1, 2022.
SFR	Single-Family Residential
Solid Waste	Refuse, recycling, Organics, and green waste.
Processor	Refers to Burrtec Waste Industries , the contracted processor of the City's recyclable materials at its West Valley Transfer Station / MRF.
Transfer Facility	Refers to the West Valley Transfer Station / MRF. MSW and Organics collected in the City delivered to the Transfer Facility and transferred to the Disposal Site or processing site.
Volumetric charge	Refers to the variable costs associated with the size of the container subscribed to by residential, multi-family, or commercial customers.

LIMITATIONS

This study was prepared solely for the Ontario Municipal Utilities Company (City) in accordance with the contract between the City and HF&H and is not intended for use by any other party for any other purpose.

In preparing this study, HF&H relied on information and instructions from the City, which we consider to be accurate and reliable and did not independently verify.

For the purposes of the model, and clarity of this report, a 3% annual inflation factor was applied to operating and overhead costs. Annual growth factors were applied to residential, commercial, and roll-off, per direction of the City.

The model and accompanying analyses contain projections of revenues and expenditures based on various assumptions and estimates provided by the City. While we reviewed those projections for reasonableness, actual results of operations will usually differ from projections because events and circumstances do not always occur as expected. Those differences may be significant and materially affect the analyses and findings presented in this report.

Rounding differences caused by stored values in electronic models may exist.

This study addresses relevant laws, regulations, and court decisions but should not be relied upon as legal advice. Questions concerning the interpretation of legal authorities referenced in this study should be referred to a qualified attorney.

EXECUTIVE SUMMARY

The City of Ontario (City) Public Works Agency Integrated Waste division oversees Solid Waste services to the City's residents and businesses. In addition, the Ontario Municipal Utilities Company Utility Customer Services division bills for the Solid Waste services along with the water and sewer services provided in the City.

The City provides all residential and commercial refuse, recycling, and organics (collectively "Solid Waste") collection and related transportation, material processing, and disposal services to the City's residential and commercial customers.

To increase rates for these integrated waste and recycling services, the City will comply with Article XIII D, Section 6 of the California Constitution, which was enacted by Proposition 218 in 1996. This Section requires that: 1) revenues derived from fees or charges for property-related services do not exceed the cost to provide service; 2) revenues derived from fees or charges are not be used for any purpose other than that for which it was imposed; 3) the amount of a fee or charge imposed not exceed the proportional cost of the service attributable to the parcel; 4) no fee or charge may be imposed for a service unless that service is actually used by, or immediately available to, the owner of the property; and, 5) no fee or charge may be imposed for general governmental services. The analysis conducted in support of this study was conducted by HF&H in consultation with the City and its legal counsel.

Study Purpose and Objectives

The purpose of this Solid Waste rate study is to conduct an update to the comprehensive analysis of the City's Solid Waste rates, including documentation of the analysis, underlying assumptions, and the rationale for the recommended rates.

This study has several key objectives:

- Determine revenue that is necessary to meet the City's requirements, including operations and maintenance, capital improvement, and maintaining an adequate reserve fund;
- Determine the cost of service attributable to each customer, based upon the subscribed service level; and,
- Ensure that the proposed rate structure is compatible with Proposition 218 mandates and update previous rate phasing.

These objectives are met by applying industry best practices and by complying with all applicable laws.

Findings and Recommendations

In preparing this Solid Waste rate update, the following findings were made. Note that these findings describe the results of the updated cost-of-service analysis. Upon review with City staff, transitional rates shall continue to phase in the rate impact. Refer to Finding 5 for more details.

1. Operating Cost Increases.

- a. The last rate adjustment was July 1, 2022. This increase was part of the multi-year phasing plan determined by the City during the previous COS rate study. The goal of phasing rate increases was to increase rates by similar dollar amounts each year to "phase-in" rates that meet the cost-of-service analysis over time instead of all at once, to reduce ratepayer impacts. This updated study determines if operating expenditures have increased beyond the previous rate phasing plan and if additional increases are required.

- b. SB 1383 Regulations require the City to divert organic waste from landfills effective January 1, 2022. To comply with the legal requirements, the City required customers to combine food waste and green waste in organics carts and collected the organics carts every week. Although customer have the containers, not all customers place material in the containers or 'set out' their containers at the curb. Participation in this program is anticipated to increase through FY 24-25, requiring additional costs to provide such services. Additional costs for recycling and organics trucks, labor, and educational material have been included in the study.
 - c. Multi-year funding for the Utility Billing System upgrade and construction projects for the Municipal Service Center renovations are also included in the study based on estimates provided by City staff.
 - d. The City intends to increase wages to comply with an internal initiative to provide competitive wages to government employees. While negotiations are still ongoing at the time of this study, the City estimates a 15% increase to salaries beginning in FY 23-24, the impacts of which has been included in this analysis.
2. **Projected Revenue Increases.** The COS Study projected rate increases to generate additional system-wide revenue to cover the recent cost increases and revenue shortfall. Comparing the revenue required to cover the cost of providing service with the revenue from current rates indicates the need for rate adjustments sufficient to generate additional revenue, as follows:

July 2023 – 9.4%

July 2024 – 4.2%

July 2025 – 2.3%

July 2026 – 3.0%

July 2027 – 2.5%

The percentage increases summarized above reflect total system-wide revenue increases rather than increases for each material type collected, subscription level, or customer class. Some rates will increase greater than the percentages and some rates will increase less than the percentages shown above.

3. **Revenue Increases by Customer Class and Material Type.** Customer classes for the purpose of this study are residential, commercial, and industrial customers. **Figure ES-1** compares the revenue from current rates with the COS for FY 23-24, including projected growth and inflation, as noted in the limitations. This figure indicates how much revenue is needed from volumetric and service charges to generate the 9.4% additional overall revenue needed in FY 23-24.

Figure ES-1
Current Rate Revenue Compared with the Cost of Service
(FY 23-24)

Service Class Components	Revenue at Current Rates	% of Revenue	Cost of Service*	% of Revenue Requirement	Difference COS less Current Revenue	% Difference Current vs COS
Residential Carts						
Solid Waste	\$ 13,706,398	30.0%	\$ 7,666,758	18.4%	\$ (6,039,641)	
Recycling	-		\$ 3,586,063	8.6%	\$ 3,586,063	
Organic	-		\$ 5,900,164	14.1%	5,900,164	
	<u>\$ 13,706,398</u>	<u>30.0%</u>	<u>\$ 17,152,985</u>	<u>41.1%</u>	<u>\$ 3,446,586</u>	<u>25.1%</u>
Commercial Carts						
Solid Waste	\$ 1,183,136	2.6%	\$ 1,018,361	2.4%	\$ (164,775)	-13.9%
Recycling	322,848	0.7%	\$ 398,362	1.0%	\$ 75,513	23.4%
Organic	455,594	1.0%	\$ 453,714	1.1%	\$ (1,880)	-0.4%
	<u>\$ 1,961,579</u>	<u>4.3%</u>	<u>\$ 1,870,437</u>	<u>4.5%</u>	<u>\$ (91,142)</u>	<u>-4.6%</u>
Commercial Bins						
Solid Waste	\$ 14,901,597	32.6%	\$ 16,398,851	39.3%	\$ 1,497,254	10.0%
Recycling	3,622,698	7.9%	\$ 3,467,849	8.3%	\$ (154,849)	-4.3%
Organic	712,038	1.6%	\$ 582,146	1.4%	\$ (129,893)	-18.2%
	<u>\$ 19,236,334</u>	<u>42.0%</u>	<u>\$ 20,448,846</u>	<u>49.0%</u>	<u>\$ 1,212,512</u>	<u>6.3%</u>
Roll-Off						
Solid Waste	\$ 9,096,482	19.9%	\$ 8,562,600	20.5%	\$ (533,882)	-5.9%
Recycling	867,217	1.9%	\$ 749,056	1.8%	\$ (118,161)	-13.6%
Organic	532,218	1.2%	\$ 598,192	1.4%	65,974	12.4%
C&D, Inerts, etc.	346,190	0.8%	\$ 671,023	1.6%	324,832	93.8%
	<u>\$ 10,842,107</u>	<u>23.7%</u>	<u>\$ 10,580,872</u>	<u>25.3%</u>	<u>\$ (261,236)</u>	<u>-2.4%</u>
Total	<u>\$ 45,746,418</u>	<u>100.0%</u>	<u>\$ 50,053,139</u>	<u>119.9%</u>	<u>\$ 4,306,721</u>	<u>9.4%</u>

* Rates developed based on COS methodology described in Section 3.

- COS Monthly Rate Increases.** The current and COS-based rates for the most-commonly subscribed services are summarized in **Figures ES-2a and 2b**. Note that the COS rate years include inflation adjustments, as noted in the limitations. The City currently offers a monthly rate for bundled refuse, recycling, and organics cart collection service for residential carts. While recycling and organics cart sizes are both 96-gallon carts, a customer can select the size of the refuse container (32-, 64-, or 96-gallons). The City also offers monthly and per pick-up rates for commercial refuse, recycling, and organics cart and bin service.

Figure ES-2a
Current and Cost of Service Based Monthly Residential Rates
(Serviced 1 Time per Week)

Solid Waste Container Size	Projected Cost of Service and Percentage Rate Increase										
	Current Rates	FY 23-24	% Change	FY 24-25	% Change	FY 25-26	% Change	FY 26-27	% Change	FY 27-28	% Change
Residential Rate - 32 Gal	\$ 28.04	\$ 37.13	32.4%	\$ 40.13	8.1%	\$ 41.05	2.3%	\$ 42.31	3.1%	\$ 43.30	2.3%
Residential Rate - 64 Gal	\$ 31.76	\$ 40.89	28.7%	\$ 44.00	7.6%	\$ 45.05	2.4%	\$ 46.43	3.1%	\$ 47.55	2.4%
Residential Rate - 96 Gal	\$ 35.75	\$ 45.15	26.3%	\$ 48.39	7.2%	\$ 49.57	2.4%	\$ 51.09	3.1%	\$ 52.36	2.5%

*Note: Residential rates/service include selected refuse cart size, a 96-gallon recycling cart, and a 96-gallon organics cart.

Figure ES-2b
Current and Cost of Service Based Commercial and Industrial Monthly Rates
(Serviced 1 Time per Week)

Projected Cost of Service and Percentage Rate Increase											
Material Type and Container Size	Current Rates	FY 23-24	% Change	FY 24-25	% Change	FY 25-26	% Change	FY 26-27	% Change	FY 27-28	% Change
Refuse											
96 Gallon Cart	\$ 16.81	\$ 15.90	-5.4%	\$ 16.14	1.5%	\$ 16.55	2.5%	\$ 17.05	3.0%	\$ 17.46	2.4%
1.5 Yard Bin	\$ 140.01	\$ 135.87	-3.0%	\$ 138.32	1.8%	\$ 141.00	1.9%	\$ 145.08	2.9%	\$ 147.68	1.8%
2 Yard Bin	\$ 152.79	\$ 151.32	-1.0%	\$ 154.23	1.9%	\$ 157.24	1.9%	\$ 161.80	2.9%	\$ 164.90	1.9%
3 Yard Bin	\$ 172.83	\$ 175.44	1.5%	\$ 179.09	2.1%	\$ 182.63	2.0%	\$ 187.94	2.9%	\$ 191.82	2.1%
4 Yard Bin	\$ 200.24	\$ 208.60	4.2%	\$ 213.25	2.2%	\$ 217.46	2.0%	\$ 223.81	2.9%	\$ 228.77	2.2%
6 Yard Bin	\$ 255.04	\$ 274.92	7.8%	\$ 281.57	2.4%	\$ 287.14	2.0%	\$ 295.55	2.9%	\$ 302.66	2.4%
Recycling											
96 Gallon Cart	\$ 6.48	\$ 9.04	39.4%	\$ 10.21	12.9%	\$ 10.39	1.8%	\$ 10.73	3.2%	\$ 10.99	2.4%
1.5 Yard Bin	\$ 98.21	\$ 81.08	-17.4%	\$ 81.72	0.8%	\$ 83.15	1.8%	\$ 85.60	2.9%	\$ 87.20	1.9%
2 Yard Bin	\$ 107.56	\$ 91.15	-15.3%	\$ 92.15	1.1%	\$ 93.79	1.8%	\$ 96.57	3.0%	\$ 98.51	2.0%
3 Yard Bin	\$ 126.27	\$ 111.29	-11.9%	\$ 113.02	1.6%	\$ 115.07	1.8%	\$ 118.50	3.0%	\$ 121.12	2.2%
4 Yard Bin	\$ 144.98	\$ 131.43	-9.3%	\$ 133.89	1.9%	\$ 136.34	1.8%	\$ 140.44	3.0%	\$ 143.74	2.4%
6 Yard Bin	\$ 193.77	\$ 187.10	-3.4%	\$ 191.59	2.4%	\$ 195.13	1.8%	\$ 201.05	3.0%	\$ 206.24	2.6%
Organics											
32 Gallon Cart	\$ 6.67	\$ 9.29	39.3%	\$ 9.96	7.3%	\$ 10.20	2.4%	\$ 10.50	2.9%	\$ 10.74	2.3%
64 Gallon Cart	\$ 10.95	\$ 15.61	42.5%	\$ 16.82	7.8%	\$ 17.27	2.6%	\$ 17.77	2.9%	\$ 18.23	2.6%
96 Gallon Cart	\$ 15.03	\$ 21.70	44.4%	\$ 24.14	11.2%	\$ 24.80	2.7%	\$ 25.53	3.0%	\$ 26.22	2.7%
1.5 Yard Bin	\$ 292.06	\$ 143.45	-50.9%	\$ 147.03	2.5%	\$ 150.81	2.6%	\$ 156.11	3.5%	\$ 160.17	2.6%
2 Yard Bin	\$ 302.23	\$ 173.31	-42.7%	\$ 178.17	2.8%	\$ 183.04	2.7%	\$ 189.60	3.6%	\$ 195.00	2.8%
3 Yard Bin	\$ 322.57	\$ 233.03	-27.8%	\$ 240.45	3.2%	\$ 247.51	2.9%	\$ 256.60	3.7%	\$ 264.65	3.1%
Green Waste											
96 Gallon Cart	\$ 10.93	\$ 15.03	37.5%	\$ 16.72	11.2%	\$ 17.17	2.7%	\$ 17.69	3.0%	\$ 18.15	2.6%
1.5 Yard Bin	\$ 109.27	\$ 97.61	-10.7%	\$ 98.55	1.0%	\$ 100.05	1.5%	\$ 102.93	2.9%	\$ 104.41	1.4%
2 Yard Bin	\$ 122.66	\$ 109.54	-10.7%	\$ 110.82	1.2%	\$ 112.59	1.6%	\$ 115.84	2.9%	\$ 117.70	1.6%
3 Yard Bin	\$ 149.45	\$ 133.41	-10.7%	\$ 135.36	1.5%	\$ 137.65	1.7%	\$ 141.66	2.9%	\$ 144.29	1.9%
4 Yard Bin	\$ 176.24	\$ 157.27	-10.8%	\$ 159.89	1.7%	\$ 162.72	1.8%	\$ 167.47	2.9%	\$ 170.88	2.0%
6 Yard Bin	\$ 229.82	\$ 205.00	-10.8%	\$ 208.97	1.9%	\$ 212.85	1.9%	\$ 219.11	2.9%	\$ 224.07	2.3%
Roll Off											
20 YD - MSW*	\$ 469.02	\$ 243.28	-48.1%	\$ 247.61	1.8%	\$ 252.67	2.0%	\$ 260.18	3.0%	\$ 264.60	1.7%
40 YD - MSW*	\$ 579.18	\$ 243.28	-58.0%	\$ 247.61	1.8%	\$ 252.67	2.0%	\$ 260.18	3.0%	\$ 264.60	1.7%
20 YD - Recycling*	\$ 248.70	\$ 243.28	-2.2%	\$ 247.61	1.8%	\$ 252.67	2.0%	\$ 260.18	3.0%	\$ 264.60	1.7%
20 YD - Yard Waste*	\$ 248.70	\$ 243.28	-2.2%	\$ 247.61	1.8%	\$ 252.67	2.0%	\$ 260.18	3.0%	\$ 264.60	1.7%
20 YD - C&D*	\$ 248.70	\$ 243.28	-2.2%	\$ 247.61	1.8%	\$ 252.67	2.0%	\$ 260.18	3.0%	\$ 264.60	1.7%

* Current Rates include cost for disposal. Updated rates do not include cost for disposal. Disposal will be charged per ton in addition to the above per-pull rate.

5. **Alternative Residential Rate Scenario.** The previous COS Study resulted in gradual rate phasing to achieve COS rates by FY 24-25, as shown in **Figure ES-3**, and uses fund balance reserves to cover the difference from the four year phasing approach. The first two years of rates shown in **Figure ES-3** (FY 21-22 and FY 22-23) were approved and implemented. **Figure ES-4** shows the revised rate increases necessary to achieve COS rates by FY 24-25, based on the updated model analysis conducted in 2023. **Figure ES-5** shows the updated residential rate increases necessary if the COS rate phasing is extended for an additional year, to FY 25-26.

Figure ES-3
Current and Cost of Service Based Monthly Residential Rates – Previous COS Analysis
Four Year COS Rate Adjustment Phase-in (by FY 24-25)
(Serviced 1 Time per Week)

Projected Cost of Service and Percentage Rate Increase - Four Year Rate Adjustment Transition											
Solid Waste Container Size	Current Rates	FY 21-22	% Change	FY 22-23	% Change	FY 23-24	% Change	FY 24-25	% Change	FY 25-26	% Change
Residential Rate - 32 Gal - OMC	\$ 20.47	\$24.25	18.5%	\$28.04	15.6%	\$31.82	13.5%	\$35.60	11.9%	\$ 36.67	3.0%
Residential Rate - 64 Gal	\$ 24.06	\$27.91	16.0%	\$31.76	13.8%	\$35.60	12.1%	\$39.45	10.8%	\$ 40.64	3.0%
Residential Rate - 96 Gal	\$ 27.68	\$31.72	14.6%	\$35.75	12.7%	\$39.78	11.3%	\$43.81	10.1%	\$ 45.13	3.0%
Residential Rate - 32 Gal - OR	\$ 23.11	\$24.25	4.9%	\$28.04	15.6%	\$31.82	13.5%	\$35.60	11.9%	\$ 36.67	3.0%
Residential Rate - 64 Gal	\$ 27.19	\$27.90	2.6%	\$31.76	13.8%	\$35.60	12.1%	\$39.45	10.8%	\$ 40.64	3.0%
Residential Rate - 96 Gal	\$ 31.27	\$31.72	1.4%	\$35.75	12.7%	\$39.78	11.3%	\$43.81	10.1%	\$ 45.13	3.0%

*Note: Residential rates/service include selected solid waste cart size, a 96-gallon recycling cart, and a 96-gallon organics cart.

Figure ES-4
Current and Cost of Service Based Monthly Residential Rates – Updated COS Analysis
Four Year COS Rate Adjustment Phase-in (by FY 24-25)
(Serviced 1 Time per Week)

Projected Cost of Service and Percentage Rate Increase - Completion of Four Year Rate Adjustment Transition											
Refuse Container Size	Current Rates	FY 23-24	% Change	FY 24-25	% Change	FY 25-26	% Change	FY 26-27	% Change	FY 27-28	% Change
Residential Rate - 32 Gal	\$ 28.04	\$31.82	13.5%	\$35.60	11.9%	\$ 41.05	15.3%	\$ 42.31	3.1%	\$ 43.30	2.3%
Residential Rate - 64 Gal	\$ 31.76	\$35.60	12.1%	\$39.45	10.8%	\$ 45.05	14.2%	\$ 46.43	3.1%	\$ 47.55	2.4%
Residential Rate - 96 Gal	\$ 35.75	\$39.78	11.3%	\$43.81	10.1%	\$ 49.57	13.1%	\$ 51.09	3.1%	\$ 52.36	2.5%

*Note: Residential rates/service include selected refuse cart size, a 96-gallon recycling cart, and a 96-gallon organics cart.

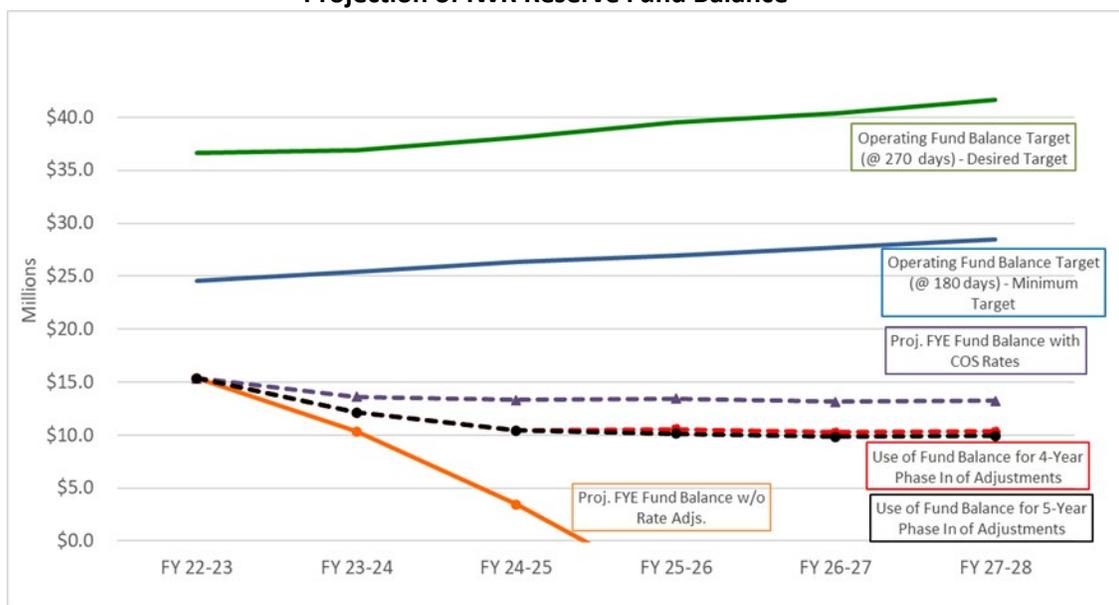
Figure ES-5
Current and Cost of Service Based Monthly Residential Rates – Updated COS Analysis
Five Year COS Rate Adjustment Phase-in (by FY 25-26)
(Serviced 1 Time per Week)

Projected Cost of Service and Percentage Rate Increase - Additional Rate Phasing Year											
Refuse Container Size	Current Rates	FY 23-24	% Change	FY 24-25	% Change	FY 25-26	% Change	FY 26-27	% Change	FY 27-28	% Change
Residential Rate - 32 Gal	\$ 28.04	\$ 31.82	13.5%	\$ 35.60	11.9%	\$ 39.38	10.6%	\$ 42.31	7.4%	\$ 43.30	2.3%
Residential Rate - 64 Gal	\$ 31.76	\$ 35.60	12.1%	\$ 39.45	10.8%	\$ 43.30	9.8%	\$ 46.43	7.2%	\$ 47.55	2.4%
Residential Rate - 96 Gal	\$ 35.75	\$ 39.78	11.3%	\$ 43.81	10.1%	\$ 47.84	9.2%	\$ 51.09	6.8%	\$ 52.36	2.5%

*Note: Residential rates/service include selected refuse cart size, a 96-gallon recycling cart, and a 96-gallon organics cart.

6. **Reserve Fund Balance.** The current estimated reserve fund balance is \$19.6M at FYE 21-22, estimated to be \$15.3M at FYE 22-23. The reserve fund balance may be used to help offset future rate increases or used in an emergency for unforeseen events. Currently, the fund balance is insufficient to meet the minimum or desired target fund balance, as reserves have been used to phase-in rate increases over the past several years. The City will continue to monitor progress towards the minimum fund balance and increase rates in the future, if necessary to achieve the minimum fund balance. The following chart (**Figure ES-6**) shows the projected reserve balance with no rate increase (orange solid line), the projected reserve balance with COS rates (purple dash line), the projected reserve balance with COS rate adjustment spread over four years (red dash line), the projected reserve balance with COS rate adjustment spread over five years (black dash line) in comparison to the various target fund balances (green and blue lines).

Figure ES-6
Projection of IWR Reserve Fund Balance



Implementation

After increasing rates effective July 1, 2024 (for FY 24-25), the City should monitor its rates before implementing subsequent rate increases or continuing the rate phasing. The City will need to evaluate how its expanded programs are developing, whether additional construction in progress projects are occurring, and the impact of continuing growth in the Ontario Ranch area. The fund balance is not projected to meet the minimum or desired target levels under the COS rates or the rate phasing. If the City is looking to meet these targets, additional increases above COS will be required. Cost drivers already indicate that at least another year of rate phasing (FY 25-26) is necessary to move toward COS rates. However, the City may want to update its cost of service model at that time to account for any revisions to the projected expenditures.

SECTION 1. INTRODUCTION

The City's Public Works Agency provides all residential and commercial refuse, recycling, and organics collection and related transportation, material processing, and disposal services to the City's residents and businesses. It also provides customer service and billing services to its Solid Waste customers.

In 2018, the City requested HF&H to assist with developing a COS model and rate structure based on the level of service received by each customer class. In 2022, the City requested HF&H to update and extend the COS model for an additional two years, through FY 27-28. The purpose of this report is to document the updated analysis and summarize our assumptions, findings, and recommendations.

The report is organized to explain how the revenue requirements are determined over the next five years. As part of the documentation, this report includes a copy of the spreadsheet model that was used to derive rates (See Appendices).

Study Purpose

The main purpose of this report is to document that the City's rates comply with the relevant laws in California for setting Solid Waste collection rates. Another key purpose is to ensure that the rates generate sufficient revenue to fund the City's operating and capital costs as well as to maintain adequate reserves.

Current Rates

The City's Solid Waste accounts are billed through the City's Utility Billing System.

The City's single-family rate payers pay one monthly charge for collection and disposal and processing service of refuse, recycling, and organics. Extra recycling carts and organics carts are available for an additional charge.

The City's commercial and multi-family rate payers pay one monthly charge for collection and disposal service of refuse but pay separately for recycling and organics containers.

Industrial customers who use roll-off containers are billed monthly based on the number of hauls. Refuse customers pay a flat fee per haul which includes some disposal costs. Material weight over four tons is charged a separate per ton fee. Recycling, organics, green waste, construction, and debris (C&D) and other materials are charged a flat haul rate plus a per ton processing fee.

The current rates for residential, commercial, and roll-off service are summarized in **Figures 1-1** and **1-2**.

**Figure 1-1 – Current Residential and Commercial Cart Rates and Roll-Off Rates
(From City’s Website)**

Integrated Waste Rates			
Residential Automated Cans		Monthly Rate	Quick Reference <ul style="list-style-type: none"> • Onsite name & phone number and location details for Roll-off deliveries and empties. • AB341 - Recycling Required for 4yd Cubic Trash Per Week • AB1826 - Organics Required for 2yd Cubic Trash Per Week • Temporary Bin/Roll-Off: 30 Days Max Curbside • We DO NOT provide Compactor Bins/Units. Compactors are third-party equipment that we provide service for. Holiday IW Schedule <ul style="list-style-type: none"> • New Year’s Day - President’s Day - Memorial Day - Independence Day - Labor Day - Veterans Day - Thanksgiving - Christmas Day
96-gallon Set*		\$35.75	
64-gallon Set*		\$31.76	
32-gallon Set*		\$28.04	
Extra 96-gallon Trash Can		\$11.38	
Extra 64-gallon Trash Can		\$7.19	
Extra 32-gallon Trash Can		\$3.49	
Extra 96-gallon Recycling Can		\$4.60	
Extra 96-gallon Green Waste Can		\$8.56	
Special Empty/Late Set Out - Per Commodity		Fee \$24.48	
Additional Can Removed < 6 mos		Fee \$10.60	
Elective Autocan Replacement - Per Can		Fee \$10.60	
Restore Can Service for Non-Payment		Fee \$47.00	
* Trash, Recycle, and Green Waste Set of Cans			
Commercial Automated Cans		Monthly Rate	
96-gallon Trash Can**		\$16.81	
96-gallon Recycle Can**		\$6.48	
96-gallon Green Waste Can**		\$10.93	
Extra 96-gallon Trash Can		\$11.38	
Extra 96-gallon Recycling Can		\$4.60	
Extra 96-gallon Green Waste Can		\$8.56	
** A La Carte, No Set Rate			
Temporary Bins		Fee	
7-Day Temporary Bin Rental		\$95.00	
Additional Empties within 7-days		\$69.00	
7-Day Temporary Greenwaste/Recycle Bin Rental		\$61.00	
Additional Empties within 7-days		\$30.50	
Other IW Services		Rate	
Compost Bin		\$53.00	
Lock-Fee(per lock per amount of weekly pu/monthly)		\$10.60	
Bin Scouting(per bin per amount of weekly pu/monthly)		\$41.13	
BIP Commercial/Addtl Pickups (5 Items)		\$57.00	
Restore Commercial Bin Service		\$106.00	
Elective Bin Replacement / Dead Run (Per Bin)		\$42.00	
Roll-Off Containers			
		Rate	
10 Yard - Refuse - Up to 4 Tons Per Load *		\$332.3	
20 Yard - Refuse - Up to 4 Tons Per Load *		\$469.0	
30 Yard - Refuse - Up to 4 Tons Per Load *		\$513.0	
40 Yard - Refuse - Up to 4 Tons Per Load *		\$579.1	
<i>*Disposal Fee Over 4 tons (Per Ton)</i>		\$55.2	
<i>Excess Weight Charge Over 12 Tons (Any Refuse Loads)</i>		\$115.0	
Compactor - Per Load - Additional Fee for Disposal Costs		\$280.0	
Recycling - Per Load - Additional Fees for Disposal Costs		\$248.7	
Green Waste - Per Load - Additional Fees for Disposal Costs		\$248.7	
Inert/C&D - Per Load - Additional Fees for Disposal Costs		\$248.7	
Dead Run Charge / Relocation Fee		\$100.0	
Copies of Weight Slips		\$14.7	
Certificate of Destruction		\$100.0	

Figure 1-2 – Current Commercial Refuse Bin Rates*

Bin Rates								
	Number of Collection Days						Extra Empties	
	1	2	3	4	5	6		
Trash	1st Bin							
	1.5 yard	\$140.01	\$190.29	\$240.57	\$290.85	\$341.13	\$391.41	\$97.00
	3 yard	\$172.83	\$255.93	\$339.03	\$422.13	\$505.23	\$588.33	\$113.00
	4 yard	\$200.24	\$310.74	\$421.24	\$531.74	\$642.24	\$752.74	\$138.00
	6 yard	\$255.04	\$420.35	\$585.66	\$750.97	\$916.28	\$1,081.59	\$200.00
	Additional Bin							
	1.5 yard	\$29.52	\$82.01	\$134.50	\$186.99	\$239.48	\$291.97	\$97.00
	3 yard	\$65.22	\$153.41	\$241.60	\$329.79	\$417.98	\$506.17	\$113.00
	4 yard	\$92.83	\$208.63	\$324.43	\$440.23	\$556.03	\$671.83	\$138.00
	6 yard	\$148.45	\$319.87	\$491.29	\$662.71	\$834.13	\$1,005.55	\$200.00
	1st Compactor*							
	2 yard	\$219.73	\$349.72	\$479.71	\$609.70	\$739.69	\$869.68	\$203.00
	3 yard	\$284.28	\$478.82	\$673.36	\$867.90	\$1,062.44	\$1,256.98	\$249.00
	4 yard	\$356.18	\$622.63	\$889.08	\$1,155.53	\$1,421.98	\$1,688.43	\$297.00
	6 yard	\$522.07	\$954.41	\$1,386.75	\$1,819.09	\$2,251.43	\$2,683.77	\$392.00
	Additional Compactor*							
	2 yard	\$113.66	\$250.28	\$386.90	\$523.52	\$660.14	\$796.76	\$203.00
	3 yard	\$180.42	\$383.80	\$587.18	\$790.56	\$993.94	\$1,197.32	\$249.00
	4 yard	\$254.53	\$532.03	\$809.53	\$1,087.03	\$1,364.53	\$1,642.03	\$297.00
	6 yard	\$422.63	\$868.23	\$1,313.83	\$1,759.43	\$2,205.03	\$2,650.63	\$392.00

*Partial list of rates. The full rate sheet is included as Appendix A-11.

Legal Requirements

The City is responsible for setting rates in compliance with California law. Voters passed Proposition 218 in November 1996, which added Article XIII D to the California Constitution. Article XIII D section 6(b)(1-5) has five substantive provisions that must be met:

1. Revenue from rates must not exceed the cost of providing service;
2. Revenue from rates must be used for providing service;
3. Fees and charges imposed must be proportional to the cost of providing the service attributable to the parcel;
4. Fee or charge may not be imposed for a service unless that service is actually used by, or immediately available to, the owner of the property; and,
5. No fee or charge may be imposed for general governmental services.

The methodology for setting rates that are proportional to the cost of providing service was not prescribed in Article XIII D; therefore, the analyst is responsible for meeting the requirements of Sections 6(b) 1-5, as reasonably as possible. “Reasonable” rates are not capricious (there is a documented source for all data), not arbitrary (decisions required to make assumptions and analyze data have a sound reason), and not discriminatory (the results do not unduly favor one customer at the expense of another). This cost-of-service study produces reasonable rates based on the City’s costs to provide service.

SECTION 2. REVENUE REQUIREMENT PROJECTIONS

To determine whether additional rate revenue is required, projected operating expenses are compared with projected revenue from current rates. Annual surpluses and deficits are then applied to the reserve funds. Rates are then increased so that the expenses are covered. If desired by the City, additional rate increases are applied to reach or maintain operating and capital target reserve levels.

Expense Projections

The City’s FY 22-23 budget revenues and expenditures served as the basis for determining the revenue requirement, by inflating the budgeted costs to FY 23-24 by the factors shown in in Figure 2-1. The City budget is developed annually by the Department of Financial Management (Financial Management) and approved by the City Council. The model currently allows inflation to be applied individually to subcategories within the main categories below, and further by year to accurately reflect anticipated or known increases in personnel, benefits, capital expenses, capital improvements, and new programs. Our model currently accounts for a 3% CPI across all line items for each year, as noted in our limitations.

At the direction of the City, a 15% additional increase to salaries for FY 23-24 was included to align with the City’s current negotiations to provide competitive wages. While the exact amount of the increase is unknown at the time of this study, a 15% increase is the City’s best estimate.

Figure 2-1. Inflaters used in Cost of Service Study

Department	Title	% Inflation				
		FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
149,151,152	Salaries	18%	3%	3%	3%	3%
149,151,152	Fringe Benefits	3%	3%	3%	3%	3%
149,151,152	Landfill Disposal	3%	3%	3%	3%	3%
149,151,152	Other O&M Expenses	3%	3%	3%	3%	3%
146	Street Sweeping	3%	3%	3%	3%	3%
147	Supervision	3%	3%	3%	3%	3%

SB 1383 – Short-lived Climate Pollutants:

SB 1383 was enacted in 2016 and final regulations implementing SB 1383 were promulgated in 2020. The SB 1383 Regulations focuses on the reduction of methane emitted into the atmosphere and requires organic waste to be diverted from the landfill. Therefore, all organics will need to be separately collected from the City’s generators, whether by customers before the materials are collected by the hauler, or by the hauler if the materials are co-mingled when collected.

The City’s residents currently include food scraps in the organic waste container. All single-family residents have recycling and organics containers, but how often customers set out their containers for collection vary, averaging 75% for recycling and 70% for organics. The residential service rates include the cost to drive by each customer, regardless if the container has been placed for collection. Actual processing costs for the current material set outs by customer have been used to determine the FY 23-24 rates. The City intends to increase set-out rates through additional education and outreach, and anticipates additional processing costs will be required with increased set-out rates. The additional costs have been included in the COS model to be funded through the rates in future years.

City of Ontario Improvement Projects

The City intends to refurbish the Municipal Service Center and upgrade or replace the current Utility Billing System. The additional annual cost of these projects has been estimated by the City and included in the projected expenditures in the COS Model to be funded through the rates. The actual cost and timeline of these projects is unknown at this time.

Vehicle Purchases and Replacements

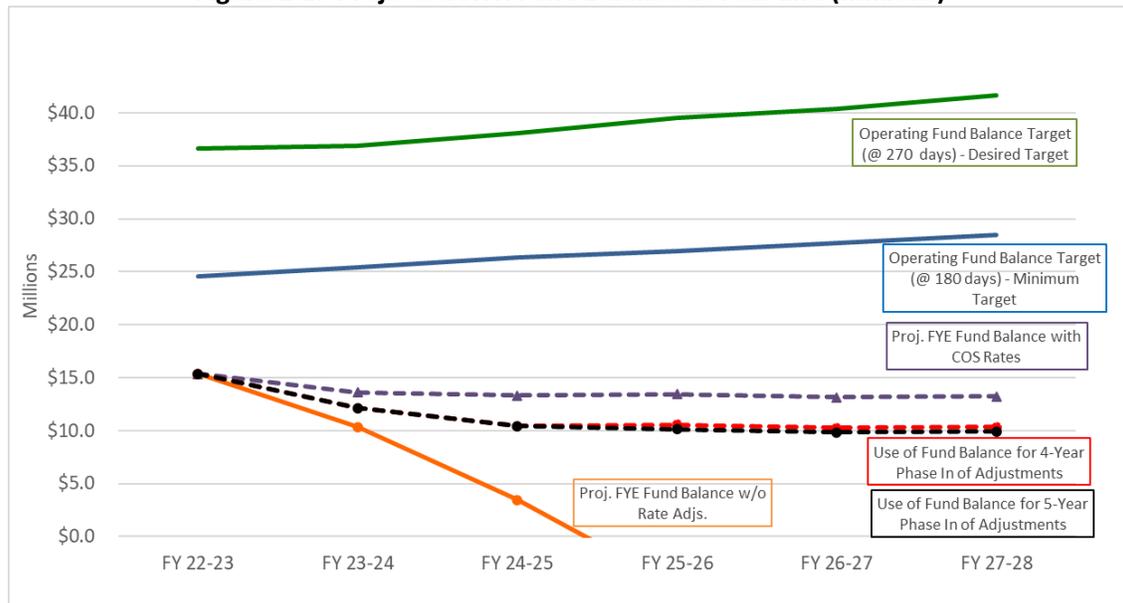
Significant vehicle purchases are anticipated in FY 23-24 and FY 24-25 for side loaders, front loaders, roll-offs, and bin-delivery vehicles. These vehicles are for both expanded services to current customers and growth of new customers. The purchase price and replacement cost of the vehicles are included in the COS model spread over a 10-year recovery period.

Reserve Funds

Reserves are necessary to help stabilize customers' rates and provide for unexpected contingencies. Reserves can be drawn on in years when the City experiences above average costs, and augmented during years when costs are below average. The target reserve balance was based on assessing cash cycles, demand for services, and control over rates and revenues. Industry standards for a reserve start at an amount equal to 90 days of operating expenditures and agencies adjust the reserve target based on specific characteristics of the collection system. Based on discussions with City staff, the desired minimum reserve is an amount equal to 180 days of operating expenditures with an optimum reserve being an amount equal to 270 days of operating expenditures. The City's desired minimum target reserve balance, based on 180 days of operating expenditures, is \$25.3 million for FY 23-24.

Our review found that the COS rate adjustments proposed will maintain current reserves but not move towards meeting the minimum or desired target reserve balance. The City will continue to monitor progress towards the minimum fund balance and increase rates in the future, if necessary to achieve the minimum fund balance. **Figure 2-2** shows the reserve balance compared with the target reserve balance. The green and blue lines represent the desired and minimum target for the reserve fund balance, respectively. The dotted purple line represents the reserve balance at the proposed COS rates. The red dotted line represents the reserve balance at the four year transition rates, and the black dash line represented the reserve balance at the five year transition rates from the current study. The solid orange line represents the reserve fund balance if no rate increases are implemented over the next five years and shows a projected deficit beginning FY 25-26.

Figure 2-2. Projected IWR Fund Balance at Year End (Millions)



Revenue Increases

Revenue increases were derived to cover the City’s costs and maintain the current reserves. **Figure 2-3** summarizes the projected revenue from current rates, annual revenue requirement, annual variance, and the revenue increases necessary to cover the City’s projected costs. It is assumed the full COS rate increase required to meet the current year’s revenue requirement is implemented.

When the revenue from current rates is compared with the net revenue requirement (i.e., revenue requirement less non-operating revenue, e.g., interest), there is a deficit variance that requires a revenue increase in FY 23-24 to reach cost of service, and annual increases to match inflationary and program growth projections.

Figure 2-3. Rate Increase Calculations

		FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
Revenue from Current Rates	A	\$ 45,784,657	\$ 50,053,139	\$ 52,167,945	\$ 53,366,056	\$ 54,975,308
Revenue Requirement*		\$ 50,846,124	\$ 53,310,952	\$ 54,543,352	\$ 56,187,924	\$ 57,585,158
Less: Non-operating Revenue		\$ (792,984)	\$ (1,143,006)	\$ (1,177,296)	\$ (1,212,615)	\$ (1,248,994)
Net Revenue Requirement	B	\$ 50,053,139	\$ 52,167,945	\$ 53,366,056	\$ 54,975,308	\$ 56,336,165
Revenue Shortfall	C = A-B	\$ (4,268,483)	\$ (2,114,806)	\$ (1,198,110)	\$ (1,609,253)	\$ (1,360,856)
Overall Revenue Increase Necessary	C / A	9.3%	4.2%	2.3%	3.0%	2.5%

* Projected Budget Expenditures

Revenue increases are achieved by increasing rates. In years when rates are not being restructured to align with the cost of service, rates would be increased by the same percentage to generate the required revenue increase. For example, a 9.3% revenue increase would be achieved with a 9.3% across-the-board

increase in the current rates at the various subscription levels.¹ In this COS Study, however, rates are being restructured to align with the cost to provide service. As a result, different percentage increases in the service and volume charges will occur. The derivation of these rate increases is explained in the next section of this report.

¹ The *rate* increase is the same as the *revenue* increase when the rate increase is effective for the whole 12 months. If the rate increase is in effect for less than a whole year, the percentage *rate* increase needs to be higher than the annual percentage *revenue* increase to generate the required revenue in a shorter period of time.

SECTION 3. COST OF SERVICE STUDY

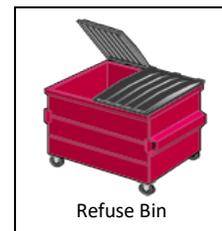
Methodology

A COS Study determines the unit cost of the services provided to the City’s Solid Waste customers. Each customer class is charged the same unit cost for its share of the services that it requires. In this way, the total revenue requirement is split between the fixed service charges and the volumetric charges; with the volumetric charges further proportioned among the customer classes. The customer classes for this study are residential, commercial, and “roll-off” customers. The residential and commercial classes are further defined based on the type of service received, “cart” and/or “bin”. “Roll-off” customers are those generating “loose” material or “compacted” material.

The majority of the City’s Solid Waste services are related to meeting customer demands for refuse, recycling, and organics collection services. The collection services vary based on the customer’s container size, frequency, and type of container (bin vs. cart vs. roll-off) used for the collection of Solid Waste materials.

The Solid Waste collection service levels are defined as follows:

1. **Bin Customers** – Bin customers receive service in a bin that has 1.5 to 6 cubic yards of volume. The bins are collected by a front-loader truck. Typically, these containers are used at multi-family complexes or commercial businesses.
2. **Cart Customers** – Cart customers receive service in a 32-, 64- or 96-gallon cart for refuse and a 96-gallon cart for recycling and organics. The carts are typically collected by a rear-loader or automated truck and are used by residential, multi-family, and commercial customers depending on the amount of capacity required.
3. **Roll-Off Customers** – Roll-off customers receive on-call service for debris box containers that have 8 to 40 cubic yards of volume and are used by commercial customers.



The complete costs of the collection, transportation, and disposal system include two main categories: 1) City’s collection expenses and 2) overhead expenses. The City’s collection expenses include the direct costs of collection, transportation, and processing and disposal of refuse, recycling, and organics. City overhead costs include City staff and administrative expenses to bill and oversee Solid Waste services, including new programs.

The direct costs to collect and dispose materials were based on actual expenses recorded specifically to residential, commercial, and roll-off containers. All overhead costs from the City were allocated based on the number of residential versus commercial accounts between carts, bins, and roll-off containers, and further subdivided by the total number of lifts, or times the truck picks up the container. New programs were allocated between residential and commercial accounts, but further allocated by material type impacted by the program. Refer to **Figure 3-1** for the overhead allocation factors. All allocation factors used in this study are included as **Appendix A-12**.

Figure 3-1. Overhead Allocation Factors

Allocation Factor		Residential				Commercial				Roll-Off		All	Total	
		SW Carts	REC Carts	ORG Carts	Bulky PU	SW Carts	SW Bins	REC Carts	REC Bins	ORG/GW Carts	ORG Bins			GW Bins
City Overhead														
Human Resources	Route Hours	15.1%	11.2%	8.7%	3.4%	2.5%	24.1%	1.3%	6.5%	0.4%	0.5%	1.0%	25.4%	100.0%
Street Sweep/Debris	Curb Miles &													
	Annual Tonnage	32.3%	10.2%	22.3%	0.0%	1.5%	22.2%	0.3%	1.9%	0.3%	0.1%	0.3%	8.5%	100.0%
Integrated Waste	Route Hours	15.1%	11.2%	8.7%	3.4%	2.5%	24.1%	1.3%	6.5%	0.4%	0.5%	1.0%	25.4%	100.0%
Municipal Utilities Project	Route Hours	15.1%	11.2%	8.7%	3.4%	2.5%	24.1%	1.3%	6.5%	0.4%	0.5%	1.0%	25.4%	100.0%
Information Tech Project	Route Hours	15.1%	11.2%	8.7%	3.4%	2.5%	24.1%	1.3%	6.5%	0.4%	0.5%	1.0%	25.4%	100.0%
Planning Project	Route Hours	15.1%	11.2%	8.7%	3.4%	2.5%	24.1%	1.3%	6.5%	0.4%	0.5%	1.0%	25.4%	100.0%
Municipal Utilities Project	Route Hours	15.1%	11.2%	8.7%	3.4%	2.5%	24.1%	1.3%	6.5%	0.4%	0.5%	1.0%	25.4%	100.0%
Municipal Services Project	Route Hours	15.1%	11.2%	8.7%	3.4%	2.5%	24.1%	1.3%	6.5%	0.4%	0.5%	1.0%	25.4%	100.0%
Transfer Out	Route Hours	15.1%	11.2%	8.7%	3.4%	2.5%	24.1%	1.3%	6.5%	0.4%	0.5%	1.0%	25.4%	100.0%

Figure 3-2 provides a detailed breakdown of the expenses and COS allocations for FY 23-24. The costs were based on the FY 22-23 budget and escalated by a 3% inflation factor. Salaries were increased by an additional 15% in FY 23-24, and 3% annually thereafter. This study includes 50% of street sweeping service in the refuse rates, based on the City’s estimate of the portion of street sweeping services attributable to refuse service. Costs to refurbish the Municipal Service Center and upgrade or replace the current Utility Billing System were added to the budget. Additional labor, vehicle, and processing costs were included for the anticipated growth in organics and recycling participation, growth of new customers, as well as an anticipated increase in organics processing. The adjustments are shown in **Figure 3-2**.

Figure 3-2. FY 23-24 Cost of Service Allocations

	Street Sweep/Debris Removal	Integrated Waste Admin	Automated Residential Collect	Commercial Bin Collection	Roll-Off Bin Collection	Total
Summary by Category						
Labor	L		\$ 4,907,797	\$ 6,807,589	\$ 1,899,792	
Fuel & Oil	F&O		\$ -	\$ -	\$ -	
Rental/Lease	R/L		\$ -	\$ 10,300	\$ -	
Integrated Waste - Equipment Services Only	CBV		\$ 41,311	\$ 1,651,962	\$ 458,841	
Carts, Bins & Vehicles	CBV		\$ -	\$ (367,364)	\$ -	
Direct Costs (Variable)			\$ 4,949,108	\$ 8,102,487	\$ 2,358,634	
Office/Admin	O/A		\$ 142,964	\$ 152,955	\$ 96,820	
Legal/ Specialists	L/S		\$ 41,645	\$ 937,178	\$ 5,150	
Insurance	I		\$ 676,465	\$ 1,526,965	\$ 401,304	
IT Services	IT		\$ 59,952	\$ 97,922	\$ 29,976	
Maintenance & Repairs	M&R		\$ 1,243,637	\$ 429,724	\$ 16,547	
General Overhead (Fixed)			\$ 2,164,663	\$ 3,144,745	\$ 549,798	
Household Hazardous Disposal (Variable)	HHW D		\$ 278,100	\$ -	\$ -	
Refuse Disposal	Inflation		\$ 2,609,975	\$ 4,522,797	\$ 4,276,797	
Recycling Processing	Inflation		\$ -	\$ 382,454	\$ -	
E Waste Disposal	Inflation		\$ 201,062	\$ -	\$ -	
Tire Recycling	Inflation		\$ 60,100	\$ -	\$ -	
YW/ ORG Processing	Inflation		\$ 1,162,318	\$ 66,466	\$ 141,858	
Food Waste Processing	Inflation		\$ -	\$ 35,627	\$ -	
Construction & Demolition Processing	Inflation		\$ -	\$ -	\$ 374,192	
Total Cost		2,698,328	9,385,410	11,425,325	16,254,576	7,701,279
1/2 half of street sweeping costs to be paid from other sources	50%					\$ (1,349,164)
Additional Organics and Recycling Carts, Bins, Trucks, and Direct Costs			\$ 2,434,888	\$ 294,997	\$ 210,000	\$ 2,939,885
Additional Organics & Recycling Variable & Processing for Increased Participation			\$ 540,484			\$ 540,484
						\$ 49,596,124
Allocate Overhead						
Street Sweep/Debris	(1,349,164)		\$ 904,084	\$ 330,990	\$ 114,090	
Integrated Waste - Fixed		(6,056,040)	\$ 2,573,880	\$ 1,943,894	\$ 1,538,266	
Integrated Waste - Variable	Inflation	\$ (3,329,370)	\$ 1,415,017	\$ 1,068,675	\$ 845,678	
Municipal Utilities Project			\$ 318,758	\$ 240,738	\$ 190,504	\$ 750,000
Information Tech Project			\$ 212,505	\$ 160,492	\$ 127,003	\$ 500,000
Total Allocated General Overhead			\$ 5,424,244	\$ 3,744,789	\$ 2,815,541	\$ 50,846,124
			FY 23/24 Projected Operational Costs			
Direct Costs (Variable)			\$ 6,364,125	\$ 9,171,162	\$ 3,204,311	
CIP Projects			\$ 531,263	\$ 401,230	\$ 317,507	
Additional Costs (GW & Recy)			\$ 2,975,372	\$ 294,997	\$ 210,000	
General Overhead (Fixed)			\$ 5,642,628	\$ 5,419,628	\$ 2,202,154	
Disposal (Variable)			\$ 4,311,554	\$ 5,007,345	\$ 4,792,848	
			\$ 19,824,942	\$ 20,294,362	\$ 10,726,820	\$ 50,846,124
Non-Rate Revenue						\$ (792,984)
Revenue Needed from Rates						\$ 50,053,139

The customer class allocations and the expenses attributable to customer accounts are compared with the estimated revenue from current rates in **Figure 3-3**. The difference between the total COS in **Figure 3-2** and the COS in **Figure 3-3** is that non-rate revenue of \$792,984 has been allocated to each service class based on rate revenues and is shown as a separate line time in the COS model in the Appendices. The allocation of costs between volumetric and fixed costs is not available for the current rate year.

Figure 3-3. Current Rate Revenue Compared to Cost of Service

Service Class Components	Revenue at Current Rates	% of Revenue	Cost of Service*	% of Revenue Requirement	Difference COS less Current Revenue	% Difference Current vs COS
Residential Carts						
Refuse	\$ 13,706,398	29.9%	\$ 7,666,758	18.4%	\$ (6,039,641)	
Recycling	-		\$ 3,586,063	8.6%	\$ 3,586,063	
Organic	-		\$ 5,900,164	14.1%	\$ 5,900,164	
	\$ 13,706,398	29.9%	\$ 17,152,985	41.1%	\$ 3,446,586	25.1%
Commercial Carts						
Refuse	\$ 1,183,136	2.6%	\$ 1,018,361	2.4%	\$ (164,775)	-13.9%
Recycling	322,848	0.7%	\$ 398,362	1.0%	\$ 75,513	23.4%
Organic	455,594	1.0%	\$ 453,714	1.1%	\$ (1,880)	-0.4%
	\$ 1,961,579	4.3%	\$ 1,870,437	4.5%	\$ (91,142)	-4.6%
Commercial Bins						
Refuse	\$ 14,921,766	32.6%	\$ 16,398,851	39.3%	\$ 1,477,086	9.9%
Recycling	3,640,768	8.0%	\$ 3,467,849	8.3%	\$ (172,919)	-4.7%
Organic	712,038	1.6%	\$ 582,146	1.4%	\$ (129,893)	-18.2%
	\$ 19,274,572	42.1%	\$ 20,448,846	49.0%	\$ 1,174,274	6.1%
Roll-Off						
Refuse	\$ 9,096,482	19.9%	\$ 8,562,600	20.5%	\$ (533,882)	-5.9%
Recycling	867,217	1.9%	\$ 749,056	1.8%	\$ (118,161)	-13.6%
Organic	532,218	1.2%	\$ 598,192	1.4%	\$ 65,974	12.4%
C&D, Inerts, etc.	346,190	0.8%	\$ 671,023	1.6%	\$ 324,832	93.8%
	\$ 10,842,107	23.7%	\$ 10,580,872	25.3%	\$ (261,236)	-2.4%
Total	\$ 45,784,657	100.0%	\$ 50,053,139	119.9%	\$ 4,268,483	9.3%

* Rates developed based on COS methodology described in Section 3.

The comparison of revenue from current rates with the revenue requirement indicates the following:

- Overall, a 9.3% (\$4,268,483) increase in revenue is needed.
- Key component of the rate study was to determine the volumetric and fixed components of the rates by customer class and container types (carts, bins, and roll-off) and sizes for proper rate design as indicated by the various percentage increase or decrease required by service class and material type.

Rates need to be designed to generate each class’s share of the revenue requirement. Section 4 provides a recommended rate structure to meet the COS.

SECTION 4. RATE DESIGN – COST OF SERVICE

This section discusses the design of volumetric charges for the various sizes of carts, bins, and roll-off customers, as well as the fixed service charges for each customer class. All cost categories were evaluated to determine if the cost would fluctuate (variable) or remain constant (fixed) and if there were variances in the subscribed level of service and type of container. The following methodology was used on refuse, recycling, organics, and green waste. Only the refuse carts, bins, and roll-off containers, combined residential and commercial, are shown below to illustrate our methodology. The full model is included in the Appendices.

Volumetric (Variable) Collection Costs

Volumetric (variable) collection costs are proportional costs based on the subscribed size and type of container for carts and bins. To properly allocate the variable costs, the various factors identified below were calculated based on existing subscription levels. Compacted bin service receives a variable increase of 25% for additional labor time to service compactor containers. The variable collection costs exclude transfer and disposal and fixed costs, which are calculated separately.

Roll-off containers only use a volumetric approach when determining variable costs for refuse collection. For all other materials, a per trip fee (haul charge) is calculated that includes the variable and fixed costs separate from the type of material disposed or processed. Compacted materials receive a variable increase of 25% due to the additional labor time to service compactor roll-off containers. Roll-off’s methodology is shown in **Figure 4-6**.

Full Time Equivalent Route Factor – Carts and Bins

The subscribed level of service, in essence, reserves that equivalent volume of space in the collection vehicle. The City must route its drivers and vehicles in order to ensure the collection trucks on those routes have sufficient capacity to accept the amount of material set out for collection by the customer. This capacity reservation is limited to the collection component of the rate. The size of the containers multiplied by the number of containers will determine the amount of truck capacity required. Therefore, a “Full Time Equivalent Route Factor” (FTE Route Factor) was calculated for each container size based on collection truck capacity, average route hours, and disposal trip time. The full calculation is shown in Appendix A-2. **Figure 4-1** lists the FTE Route Factors for Carts and Bins:

Figure 4-1. Refuse Full Time Equivalent Route Factor

Customer Sub-Class	FTE Route Factor
Carts	
32 Gallon	0.95
64 Gallon	1.11
96 Gallon	1.26
Bins	
1.5 Yard	0.77
2 Yard	0.92
3 Yard	0.92
4 Yard	1.08
6 Yard	1.24
2 Yard COMP	1.08
3 Yard COMP	1.24
4 Yard COMP	1.40
6 Yard COMP	1.87

Equivalent Container Factor – Carts and Bins

An Equivalent Container Factor (ECF) was calculated to determine the variable component of the monthly rates as follows:

1. An adjusted number of loads for each size of container was calculated assuming 100% of customers subscribed to one size.
2. An Adjusted Loads Cost was determined based on the actual collection costs divided by actual loads multiplied by the Adjusted Loads.
3. The ECF was calculated by dividing the Adjusted Loads Costs (step 2) by the minimum cost per load.

The calculation is shown in Appendix A-2. **Figure 4-2** lists the ECF for each customer class:

Figure 4-2. Refuse Equivalent Container Factor

Customer Sub-Class	Equivalent Container Factor (ECF)
Carts	
32 Gallon	1.00
64 Gallon	2.33
96 Gallon	4.00
Bins	
1.5 Yard	1.17
2 Yard	1.88
3 Yard	2.81
4 Yard	4.39
6 Yard	7.55
2 Yard COMP	4.39
3 Yard COMP	7.55
4 Yard COMP	11.35
6 Yard COMP	26.04

Equivalent Container Units – Carts and Bins

Equivalent Container Units (ECU) were calculated to properly allocate the variable collection costs, excluding the refuse transfer, disposal, and processing costs. ECUs were calculated by multiplying the number of containers by size, by the applicable ECF. Current Containers in Service were provided by the City from its billing system and operational data. **Figure 4-3** shows the calculation of the ECUs for each customer class.

Figure 4-3. Refuse Equivalent Container Units

Customer Sub-Class	Equivalent Container Factor (ECF)*	Current Containers in Service	Equivalent Container Units (ECU)*
	A	B	A X B = C
Carts			
32 Gallon	1.00	1,311	1,311
64 Gallon	2.33	6,098	14,236
96 Gallon	4.00	32,152	128,716
	Total Carts ECUs		144,263
Bins			
1.5 Yard	1.17	446	520
2 Yard	1.88	11	21
3 Yard	2.81	1,096	3,083
4 Yard	4.39	6,922	30,398
6 Yard	7.55	365	2,755
2 Yard COMP	4.39	70	307
3 Yard COMP	7.55	-	-
4 Yard COMP	11.35	6	68
6 Yard COMP	26.04	12	313
	Total Bins ECUs		37,464

* Totals may differ due to rounding

Variable Route Collection Costs Calculation

Annual variable costs were determined based on the review of the City’s FY 22-23 budget and inflated collection costs for FY 23-24. Both contain costs that would fluctuate based on the size of container and frequency of service. Costs include items such as: labor, equipment operation, and maintenance.

Cart Customers

Figure 4-4 shows the calculation of the monthly variable route collection costs per month for carts.

Figure 4-4. Refuse Variable Route Collection Costs per Month - Carts

		Container Size (Gallons)			
		32	64	96	
Annual Variable Costs	\$ 2,565,792	A			
Equivalent Container Units (ECU)	144,263	B			
Annual Variable Costs per ECU	\$ 17.79	A/B=C			
Monthly Variable Costs per ECU	\$ 1.48	C/12=D			
Equivalent Container Factor		E	1.00	2.33	4.00
Variable Route Collection Costs per Month		DxE	\$ 1.48	\$ 3.46	\$ 5.93

*Totals and calculations may differ due to rounding

Bin Customers

Figure 4-5 shows the calculation of the monthly variable route collection costs per month for bins.

Figure 4-5. Refuse Variable Route Collection Costs – Bins

			Bin Size (Yards)										
			1.5	2	3	4	6	2 COMP	3 COMP	4 COMP	6 COMP		
Annual Variable Costs	\$ 6,338,176	A											
Equivalent Container Units (ECU)	37,464	B											
Annual Variable Costs per ECU	\$ 169.18	A / B = C											
Monthly Variable Cost per ECU	\$ 14.10	C / 12 = D											
Equivalent Container Factor		E	1.17	1.88	2.81	4.39	7.55	4.39	7.55	11.35	26.04		
Variable Route Collection Costs per Month		D x E	\$ 16.44	\$ 26.44	\$ 39.66	\$ 61.91	\$ 106.42	\$ 61.91	\$ 106.42	\$ 159.96	\$ 367.16		

*Totals and calculations may differ due to rounding

Roll-off Customers

Figure 4-6 shows the calculation of the per pull variable collection costs for roll-off containers. The Compactor Factor is based on additional time needed by the driver to service the compactor.

Figure 4-6. Variable Route Collection Costs – Roll-off

			Roll Off	
			Loose	Compacted
Annual Variable Costs	\$ 3,414,311	A		
Equivalent Container Units (ECU)	24,408	B		
Variable Cost per Pull	\$ 139.88	A / B = C		
Compactor Factor		D	1.00	1.25
Variable Route Collection Cost per Pull		C x D = E	\$ 139.88	\$ 174.86

*Totals and calculations may differ due to rounding

Fixed Collection Costs

Fixed collection costs are determined based on FY 22-23 projected budget costs, adjusted for inflation, which are not dependent on the subscribed service volume. Costs include such items as: City administration and City-wide programs. Costs are allocated between carts, bins, and roll-offs based on the percentage of each class’s total number of accounts. Fixed costs for carts are lower than the fixed costs for bins or roll-offs, due to a larger container base to allocate costs. **Figure 4-7** shows the calculation of fixed costs for refuse carts, bins, and roll-off containers.

Figure 4-7. Fixed Refuse Collection Costs

Container Type Customer Class	Carts			Bins	Roll Off
	Residential Solid Waste	Commercial Solid Waste	Commercial Solid Waste	Commercial Solid Waste	Industrial All Materials
Total Annual Fixed Costs	A	\$ 1,556,727	\$ 297,070	\$ 3,920,512	\$ 2,373,713
Number of Accounts/ Annual Pulls	B	31,685	5,740	3,412	22,958
Fixed Cost per Year / Pull	A / B = C	\$ 49.13	\$ 51.75	\$ 1,149.04	\$ 103.39
Fixed Cost per Month	C / 12 = D	\$ 4.09	\$ 4.31	\$ 95.75	

*Totals and calculations may differ due to rounding

Transfer, Disposal, and Processing Costs

Transfer, disposal, and processing costs represent the projected and inflated budget costs to dispose and process the collected materials. Unlike the collection component assuming 100% capacity, the disposal and processing component is based on actual and projected tonnage. The cost per gallon or yard is calculated by dividing the actual disposal costs by the number of subscribed gallons or yards. **Figure 4-8** lists the transfer, disposal, and processing monthly costs for carts and bins. Roll-off containers charge disposal by the ton, separate from the calculation of per pull charge.

Figure 4-8. Transfer and Disposal Costs

	Solid Waste Carts			Solid Waste Bins*					
Total Disposal Costs	A	\$2,356,726			\$4,522,797				
Total Subscribed Gallon / Yard	B	3,518,816			34,565				
Disposal Cost per Gallon / Yard	A / B = C	\$0.67			\$130.85				
		32 Gal Cart	64 Gal Cart	96 Gal Cart	1.5 YD Bin	2 YD Bin	3 YD Bin	4 YD Bin	6 YD Bin
Disposal Cost per Month/Pull	C/12 * Size	\$1.79	\$3.57	\$5.36	\$16.36	\$21.81	\$32.71	\$43.62	\$65.42

* Calculation is for uncompacted material costs only, on a per yard per pull basis. Compacted material is 3x the cost per yard for disposal.

*Totals and calculations may differ due to rounding

Figures 4-9a, 4-9b and 4-9c summarize the rates for the bins and carts for service one time per week (first container) and roll-off containers (per pull).

Figure 4-9a. Base Collection Rates Cart Service (Service 1X per Week, First Container)

	Carts - Residential			Carts - Commercial		
	32 Gallon	64 Gallon	96 Gallon	32 Gallon	64 Gallon	96 Gallon
Refuse Collection - 1st Container						
Variable	\$ 1.48	\$ 3.46	\$ 5.93	\$ 1.48	\$ 3.46	\$ 5.93
Fixed	\$ 4.09	\$ 4.09	\$ 4.09	\$ 4.31	\$ 4.31	\$ 4.31
Transfer/Disposal	\$ 1.79	\$ 3.57	\$ 5.36	\$ 1.79	\$ 3.57	\$ 5.36
Exclusive Residential Costs	\$ 3.79	\$ 3.79	\$ 3.79	N/A	N/A	N/A
Street Sweeping	\$ 1.15	\$ 1.15	\$ 1.15	\$ 0.30	\$ 0.30	\$ 0.30
	<u>\$ 12.30</u>	<u>\$ 16.06</u>	<u>\$ 20.32</u>	<u>\$ 7.88</u>	<u>\$ 11.64</u>	<u>\$ 15.90</u>

*Totals and calculations may differ due to rounding

Figure 4-9b: Base Collection Rate Bin Service (Service 1X per Week, First Container)

	Bins								
	1.5 Yard	2 Yard	3 yard	4 Yard	6 Yard	2 Yard COMPACT	3 yard COMPACT	4 Yard COMPACT	6 Yard COMPACT
Refuse Collection - 1st Container (before Frequency Charges)									
Variable	\$ 16.44	\$ 26.44	\$ 39.65	\$ 61.91	\$ 106.42	\$ 61.91	\$ 106.42	\$ 159.96	\$ 367.16
Fixed	\$ 95.75	\$ 95.75	\$ 95.75	\$ 95.75	\$ 95.75	\$ 95.75	\$ 95.75	\$ 95.75	\$ 95.75
Transfer/Disposal	\$ 16.35	\$ 21.81	\$ 32.71	\$ 43.62	\$ 65.42	\$ 65.42	\$ 98.14	\$ 130.85	\$ 196.27
Street Sweeping	\$ 7.32	\$ 7.32	\$ 7.32	\$ 7.32	\$ 7.32	\$ 7.32	\$ 7.32	\$ 7.32	\$ 7.32
	<u>\$ 135.86</u>	<u>\$ 151.32</u>	<u>\$ 175.44</u>	<u>\$ 208.60</u>	<u>\$ 274.92</u>	<u>\$ 230.41</u>	<u>\$ 307.63</u>	<u>\$ 393.89</u>	<u>\$ 666.50</u>

*Totals and calculations may differ due to rounding

Figure 4.9c: Base Collection Rate Roll-Off Service (Per Pull)

	Roll Off - Per Pull		
	20 YD	30 YD	40 YD
Solid Waste Collection - Per Pull			
Variable	\$ 139.88	\$ 139.88	\$ 139.88
Fixed	\$ 103.39	\$ 103.39	\$ 103.39
Transfer/Disposal*	\$ -	\$ -	\$ -
	<u>\$ 243.27</u>	<u>\$ 243.27</u>	<u>\$ 243.27</u>

*Transfer/Disposal costs are charged on a per-ton basis separate from the per-pull charge.

*Totals and calculations may differ due to rounding

Multiple Service per Week

A rate for service that is provided to the same customer multiple times per week has the following components:

- First Service Day - Base rate
- Next Service Day – Base rate less fixed portion plus a frequency surcharge. [Frequency surcharge is the additional cost for the truck to service a customer in an area outside of the normal route].

Figure 4-10 is an example of the calculation of the COS rate for a two-yard bin of refuse serviced three times per week. The fixed portion is removed for each additional service day of service.

Figure 4-10. Example of Monthly Rate Calculation for 2 Yard Bin Serviced 3 Times per Week

Base Rate - 2 Yard Bin 3x per week	A	\$ 151.32
Fixed Portion (includes street sweeping)	B	\$ 103.07
Frequency Surcharge (per trip beyond the first trip)	C	\$ 23.66
Rate Calculation		
1st Day of Service		
Base Rate	A	\$ 151.32
2nd Day of Service		
Base Rate	A	151.32
Fixed Portion	B	(103.07)
Frequency Surcharge	C	23.66
3rd Day of Service		
Base Rate	A	151.32
Fixed Portion	B	(103.07)
Frequency Surcharge	C	23.66
Total Rate - 2 Yard Bin Serviced 3 Times per Week		<u>\$ 295.13</u>

*Totals and calculations may differ due to rounding

Second Container

There are occasions, due to service demands, where a customer may have more than one refuse, recycling, or organics container. A rate for the second container includes the disposal component, the variable component, and a portion of the fixed container component for the depreciation cost of the container. **Figure 4-11** shows a calculation for a second 96-gallon residential refuse cart serviced one time per week.

Figure 4-11. Calculation of Monthly Rate for Second Refuse 96 Gallon Cart

96 Gallon Residential Cart Rate Components		
Disposal	A	\$ 5.36
Additional Fixed (Container)	B	\$ 0.52
Additional Operating Costs (Variable)	C	\$ 5.93
Rate Calculation		
2nd Container		
Disposal	A	\$ 5.36
Fixed Portion	B	0.52
Variable Portion	C	5.93
Rate for Second Refuse 96 Gallon Cart		<u>\$ 11.81</u>

*Totals and calculations may differ due to rounding

SECTION 5. CUSTOMER BILL IMPACTS

The current collection service rates alone will not provide the revenue needed to fund existing and projected operating and capital expenses or maintain the required Operating Reserve, and therefore must be adjusted.

The future revenue requirements were developed using the following assumptions:

- The City’s FY 22-23 budget expenditures served as the basis for determining the revenue requirement by inflating budget costs to FY 23-24 by 3% and then each year thereafter. Salaries are increased an additional 15% in FY 23-24 to estimate the City’s competitive wage initiative. The model currently allows inflation to be applied individually to subcategories within the categories below, and further by year to accurately reflect anticipated or known increases in personnel, benefits, capital expenses, capital improvements, and new programs.

Figure 5-1. Inflaters used in Cost of Service Study

Department	Title	% Inflation FY 23-24	% Inflation FY 24-25	% Inflation FY 25-26	% Inflation FY 26-27	% Inflation FY 27-28
149,151,152	Salaries	18%	3%	3%	3%	3%
149,151,152	Fringe Benefits	3%	3%	3%	3%	3%
149,151,152	Landfill Disposal	3%	3%	3%	3%	3%
149,151,152	Other O&M Expenses	3%	3%	3%	3%	3%
146	Street Sweeping	3%	3%	3%	3%	3%
147	Supervision	3%	3%	3%	3%	3%

- Rates should be sufficient to fund operating and capital expenses and maintain the required Operating Reserve. While the current COS rates do not meet the minimum or target reserve levels, they will maintain the current reserve fund balance.
- To avoid potential Proposition 218 issues in using reserve funds, Operating Reserve monies should be used to support Solid Waste-related programs that benefit ratepayers.
- Rates are assumed to be effective July 1, 2023, and each July 1 thereafter.

Figure 5-2 shows the rates necessary to meet the COS revenue requirement for once per week services. Rates for multiple containers and service frequencies are included in the Appendices.

Figure 5-2a. Projected Rates – Residential Cost of Service

Solid Waste Container Size	Projected Cost of Service and Percentage Rate Increase										
	Current Rates	FY 23-24	% Change	FY 24-25	% Change	FY 25-26	% Change	FY 26-27	% Change	FY 27-28	% Change
Residential Rate - 32 Gal	\$ 28.04	\$ 37.13	32.4%	\$ 40.13	8.1%	\$ 41.05	2.3%	\$ 42.31	3.1%	\$ 43.30	2.3%
Residential Rate - 64 Gal	\$ 31.76	\$ 40.89	28.7%	\$ 44.00	7.6%	\$ 45.05	2.4%	\$ 46.43	3.1%	\$ 47.55	2.4%
Residential Rate - 96 Gal	\$ 35.75	\$ 45.15	26.3%	\$ 48.39	7.2%	\$ 49.57	2.4%	\$ 51.09	3.1%	\$ 52.36	2.5%

*Note: Residential rates/service include selected refuse cart size, a 96-gallon recycling cart, and a 96-gallon organics cart.

Figure 5-2b. Projected Rates – Commercial and Roll-off Cost of Service

Projected Cost of Service and Percentage Rate Increase											
Material Type and Container Size	Current Rates	FY 23-24	% Change	FY 24-25	% Change	FY 25-26	% Change	FY 26-27	% Change	FY 27-28	% Change
Refuse											
96 Gallon Cart	\$ 16.81	\$ 15.90	-5.4%	\$ 16.14	1.5%	\$ 16.55	2.5%	\$ 17.05	3.0%	\$ 17.46	2.4%
1.5 Yard Bin	\$ 140.01	\$ 135.87	-3.0%	\$ 138.32	1.8%	\$ 141.00	1.9%	\$ 145.08	2.9%	\$ 147.68	1.8%
2 Yard Bin	\$ 152.79	\$ 151.32	-1.0%	\$ 154.23	1.9%	\$ 157.24	1.9%	\$ 161.80	2.9%	\$ 164.90	1.9%
3 Yard Bin	\$ 172.83	\$ 175.44	1.5%	\$ 179.09	2.1%	\$ 182.63	2.0%	\$ 187.94	2.9%	\$ 191.82	2.1%
4 Yard Bin	\$ 200.24	\$ 208.60	4.2%	\$ 213.25	2.2%	\$ 217.46	2.0%	\$ 223.81	2.9%	\$ 228.77	2.2%
6 Yard Bin	\$ 255.04	\$ 274.92	7.8%	\$ 281.57	2.4%	\$ 287.14	2.0%	\$ 295.55	2.9%	\$ 302.66	2.4%
Projected Cost of Service and Percentage Rate Increase											
Recycling											
96 Gallon Cart	\$ 6.48	\$ 9.04	39.4%	\$ 10.21	12.9%	\$ 10.39	1.8%	\$ 10.73	3.2%	\$ 10.99	2.4%
1.5 Yard Bin	\$ 98.21	\$ 81.08	-17.4%	\$ 81.72	0.8%	\$ 83.15	1.8%	\$ 85.60	2.9%	\$ 87.20	1.9%
2 Yard Bin	\$ 107.56	\$ 91.15	-15.3%	\$ 92.15	1.1%	\$ 93.79	1.8%	\$ 96.57	3.0%	\$ 98.51	2.0%
3 Yard Bin	\$ 126.27	\$ 111.29	-11.9%	\$ 113.02	1.6%	\$ 115.07	1.8%	\$ 118.50	3.0%	\$ 121.12	2.2%
4 Yard Bin	\$ 144.98	\$ 131.43	-9.3%	\$ 133.89	1.9%	\$ 136.34	1.8%	\$ 140.44	3.0%	\$ 143.74	2.4%
6 Yard Bin	\$ 193.77	\$ 187.10	-3.4%	\$ 191.59	2.4%	\$ 195.13	1.8%	\$ 201.05	3.0%	\$ 206.24	2.6%
Projected Cost of Service and Percentage Rate Increase											
Organics											
32 Gallon Cart	\$ 6.67	\$ 9.29	39.3%	\$ 9.96	7.3%	\$ 10.20	2.4%	\$ 10.50	2.9%	\$ 10.74	2.3%
64 Gallon Cart	\$ 10.95	\$ 15.61	42.5%	\$ 16.82	7.8%	\$ 17.27	2.6%	\$ 17.77	2.9%	\$ 18.23	2.6%
96 Gallon Cart	\$ 15.03	\$ 21.70	44.4%	\$ 24.14	11.2%	\$ 24.80	2.7%	\$ 25.53	3.0%	\$ 26.22	2.7%
1.5 Yard Bin	\$ 292.06	\$ 143.45	-50.9%	\$ 147.03	2.5%	\$ 150.81	2.6%	\$ 156.11	3.5%	\$ 160.17	2.6%
2 Yard Bin	\$ 302.23	\$ 173.31	-42.7%	\$ 178.17	2.8%	\$ 183.04	2.7%	\$ 189.60	3.6%	\$ 195.00	2.8%
3 Yard Bin	\$ 322.57	\$ 233.03	-27.8%	\$ 240.45	3.2%	\$ 247.51	2.9%	\$ 256.60	3.7%	\$ 264.65	3.1%
Projected Cost of Service and Percentage Rate Increase											
Green Waste											
96 Gallon Cart	\$ 10.93	\$ 15.03	37.5%	\$ 16.72	11.2%	\$ 17.17	2.7%	\$ 17.69	3.0%	\$ 18.15	2.6%
1.5 Yard Bin	\$ 109.27	\$ 97.61	-10.7%	\$ 98.55	1.0%	\$ 100.05	1.5%	\$ 102.93	2.9%	\$ 104.41	1.4%
2 Yard Bin	\$ 122.66	\$ 109.54	-10.7%	\$ 110.82	1.2%	\$ 112.59	1.6%	\$ 115.84	2.9%	\$ 117.70	1.6%
3 Yard Bin	\$ 149.45	\$ 133.41	-10.7%	\$ 135.36	1.5%	\$ 137.65	1.7%	\$ 141.66	2.9%	\$ 144.29	1.9%
4 Yard Bin	\$ 176.24	\$ 157.27	-10.8%	\$ 159.89	1.7%	\$ 162.72	1.8%	\$ 167.47	2.9%	\$ 170.88	2.0%
6 Yard Bin	\$ 229.82	\$ 205.00	-10.8%	\$ 208.97	1.9%	\$ 212.85	1.9%	\$ 219.11	2.9%	\$ 224.07	2.3%
Projected Cost of Service and Percentage Rate Increase											
Roll Off											
20 YD - MSW*	\$ 469.02	\$ 243.28	-48.1%	\$ 247.61	1.8%	\$ 252.67	2.0%	\$ 260.18	3.0%	\$ 264.60	1.7%
40 YD - MSW*	\$ 579.18	\$ 243.28	-58.0%	\$ 247.61	1.8%	\$ 252.67	2.0%	\$ 260.18	3.0%	\$ 264.60	1.7%
20 YD - Recycling*	\$ 248.70	\$ 243.28	-2.2%	\$ 247.61	1.8%	\$ 252.67	2.0%	\$ 260.18	3.0%	\$ 264.60	1.7%
20 YD - Yard Waste*	\$ 248.70	\$ 243.28	-2.2%	\$ 247.61	1.8%	\$ 252.67	2.0%	\$ 260.18	3.0%	\$ 264.60	1.7%
20 YD - C&D*	\$ 248.70	\$ 243.28	-2.2%	\$ 247.61	1.8%	\$ 252.67	2.0%	\$ 260.18	3.0%	\$ 264.60	1.7%

* Current Rates include cost for disposal. Updated rates do not include cost for disposal. Disposal will be charged per ton in addition to the above per-pull rate.

Figure 5-3 shows a continuation of the previous four year phase-in approach (FY 21-22 through FY 24-25) to the residential rate adjustments in order to minimize the rate shock to the City’s residential ratepayers with COS rates after the phasing period. During this period, any commercial COS rate that is less than the current rate (FY 22-23) shall remain flat to smooth commercial rate dips. All other commercial rates shall increase to align with the annual COS rate. Refer to Appendix 12 for a complete list of the residential and commercial rates for a four year phase-in. The rates alone will not generate sufficient revenue to cover the cost of service for the first two years. Therefore, the fund balance reserve will provide the shortfall in revenues for FY 23-24 and FY 24-25.

**Figure 5-3
Current and Cost of Service Based Monthly Residential Rates – Updated COS Analysis
Four Year COS Rate Adjustment Phase-in (by FY 24-25)
(Serviced 1 Time per Week)**

Projected Cost of Service and Percentage Rate Increase - Completion of Four Year Rate Adjustment Transition											
Refuse Container Size	Current Rates	FY 23-24	% Change	FY 24-25	% Change	FY 25-26	% Change	FY 26-27	% Change	FY 27-28	% Change
Residential Rate - 32 Gal	\$ 28.04	\$31.82	13.5%	\$35.60	11.9%	\$ 41.05	15.3%	\$ 42.31	3.1%	\$ 43.30	2.3%
Residential Rate - 64 Gal	\$ 31.76	\$35.60	12.1%	\$39.45	10.8%	\$ 45.05	14.2%	\$ 46.43	3.1%	\$ 47.55	2.4%
Residential Rate - 96 Gal	\$ 35.75	\$39.78	11.3%	\$43.81	10.1%	\$ 49.57	13.1%	\$ 51.09	3.1%	\$ 52.36	2.5%

*Note: Residential rates/service include selected refuse cart size, a 96 -gallon recycling cart, and a 96-gallon organics cart.

Figure 5-4 shows a continuation of the previous four year phase-in approach with an additional phase-in year (FY 25-26) to the residential rate adjustment before meeting COS in FY 26-27. Commercial rates will continue to match COS rate increases as rates exceed the current (FY 22-23) rate. Refer to Appendix 13 for a complete list of the residential and commercial rates for a five year phase-in. This additional year of residential phasing would further smooth in the added expenditures from the additional programs and CIP costs.

**Figure 5-4
Current and Cost of Service Based Monthly Residential Rates – Updated COS Analysis
Five Year COS Rate Adjustment Phase-in (by FY 25-26)
(Serviced 1 Time per Week)**

Projected Cost of Service and Percentage Rate Increase - Additional Rate Phasing Year											
Refuse Container Size	Current Rates	FY 23-24	% Change	FY 24-25	% Change	FY 25-26	% Change	FY 26-27	% Change	FY 27-28	% Change
Residential Rate - 32 Gal	\$ 28.04	\$ 31.82	13.5%	\$ 35.60	11.9%	\$ 39.38	10.6%	\$ 42.31	7.4%	\$ 43.30	2.3%
Residential Rate - 64 Gal	\$ 31.76	\$ 35.60	12.1%	\$ 39.45	10.8%	\$ 43.30	9.8%	\$ 46.43	7.2%	\$ 47.55	2.4%
Residential Rate - 96 Gal	\$ 35.75	\$ 39.78	11.3%	\$ 43.81	10.1%	\$ 47.84	9.2%	\$ 51.09	6.8%	\$ 52.36	2.5%

*Note: Residential rates/service include selected refuse cart size, a 96 -gallon recycling cart, and a 96-gallon organics cart.

ONTARIO MUNICIPAL UTILITIES COMPANY

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COST OF SERVICE AND RATE STUDY APPENDICES

- A-1 Rate Model Summary
- A-2 Cart Cost of Service Calculations
- A-3 Monthly Cart Rates – Cost of Service
- A-4 Refuse Bin Cost of Service Calculations
- A-5 Recycling Bin Cost of Service Calculations
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- A-12 Residential Phase-In Rates
- A-13 Commercial Phase-In Rates (FY 23-24 Through FY 27-28)

HF&H CONSULTANTS, LLC



APPENDIX A-1: RATE MODEL SUMMARY

Ontario Municipal Utilities Company Operating Financial Plan									
		Budget FY 2023	Budget (COS Rates) FY 2023	Projected FY 2024	Projected FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028	
REVENUES									
Revenues from Existing Rates		\$45,784,657	\$49,148,730	\$50,053,139	\$52,167,945	\$53,366,056	\$54,975,308	\$56,336,165	
Automated - includes commercial carts revenue		\$13,706,398	\$18,143,914	\$19,023,422	\$20,368,514	\$20,864,323	\$21,507,023	\$22,040,270	
Commercial/Industrial		\$32,078,258	\$31,004,816	\$31,029,718	\$31,799,432	\$32,501,733	\$33,468,285	\$34,295,894	
Interdepartmental									
Excess Revenue from Non-Participants									
Total Revenues from Rates		\$45,784,657	\$49,148,730	\$50,053,139	\$52,167,945	\$53,366,056	\$54,975,308	\$56,336,165	
Recycling		\$360,000	\$360,000	\$370,800	\$381,924	\$393,382	\$405,183	\$417,339	
Miscellaneous Revenues		\$2,500	\$2,500	\$2,575	\$2,652	\$2,732	\$2,814	\$2,898	
Late Charges - Customer Billing		\$100,000	\$100,000	\$103,000	\$106,090	\$109,273	\$112,551	\$115,927	
Interest Income		\$242,948	\$242,948	\$250,236	\$257,744	\$265,476	\$273,440	\$281,643	
Grant Revenue		\$371,945	\$371,945	\$383,103	\$394,596	\$406,434	\$418,627	\$431,186	
TOTAL REVENUES		\$46,490,105	\$50,226,123	\$51,162,854	\$53,310,952	\$54,543,352	\$56,187,924	\$57,585,158	
REVENUE REQUIREMENTS									
Direct O&M Expenses		\$33,272,943	\$33,272,943	\$35,748,545	\$36,821,001	\$37,925,631	\$39,063,400	\$40,235,302	
<i>Automated Collection (149)</i>		\$10,261,987	\$10,261,987	\$11,047,128	\$11,378,542	\$11,719,898	\$12,071,495	\$12,433,640	
Salaries- Full Time		\$2,528,199	\$2,528,199	\$2,994,652	\$3,084,491	\$3,177,026	\$3,272,337	\$3,370,507	
Salaries- Overtime		\$561,000	\$561,000	\$664,505	\$684,440	\$704,973	\$726,122	\$747,906	
Fringe Benefits		\$810,090	\$810,090	\$834,393	\$859,424	\$885,207	\$911,763	\$939,116	
Landfill Disposal (& HHW)		\$4,185,975	\$4,185,975	\$4,311,554	\$4,440,901	\$4,574,128	\$4,711,352	\$4,852,692	
Other O&M Expenses		\$2,176,723	\$2,176,723	\$2,242,025	\$2,309,285	\$2,378,564	\$2,449,921	\$2,523,419	
<i>Commercial Bin Collection (151)</i>		\$15,305,652	\$15,305,652	\$16,455,217	\$16,948,873	\$17,457,339	\$17,981,060	\$18,520,491	
Salaries- Full Time		\$3,703,577	\$3,703,577	\$4,386,887	\$4,518,494	\$4,654,048	\$4,793,670	\$4,937,480	
Salaries- Overtime		\$765,000	\$765,000	\$906,143	\$933,327	\$961,327	\$990,166	\$1,019,871	
Fringe Benefits		\$1,261,078	\$1,261,078	\$1,298,910	\$1,337,878	\$1,378,014	\$1,419,354	\$1,461,935	
Landfill Disposal		\$4,861,500	\$4,861,500	\$5,007,345	\$5,157,565	\$5,312,292	\$5,471,661	\$5,635,811	
Other O&M Expenses		\$4,714,497	\$4,714,497	\$4,855,932	\$5,001,610	\$5,151,658	\$5,306,208	\$5,465,394	
<i>Roll-Off Bin Collection (152)</i>		\$7,705,304	\$7,705,304	\$8,246,200	\$8,493,586	\$8,748,394	\$9,010,845	\$9,281,171	
Salaries- Full Time		\$1,800,770	\$1,800,770	\$2,133,012	\$2,197,002	\$2,262,912	\$2,330,800	\$2,400,724	
Salaries- Overtime		\$204,000	\$204,000	\$241,638	\$248,887	\$256,354	\$264,044	\$271,966	
Fringe Benefits		\$27,523	\$27,523	\$28,349	\$29,199	\$30,075	\$30,977	\$31,907	
Landfill Disposal		\$4,653,250	\$4,653,250	\$4,792,848	\$4,936,633	\$5,084,732	\$5,237,274	\$5,394,392	
Other O&M Expenses		\$1,019,761	\$1,019,761	\$1,050,354	\$1,081,864	\$1,114,320	\$1,147,750	\$1,182,182	
SS/Supervision/Transfer to Other Funds		\$16,220,194	\$16,220,194	\$13,333,738	\$13,446,251	\$13,619,638	\$14,004,227	\$14,100,354	
Street Sweep/Debris Removal (146)		\$2,556,702	\$2,556,702	\$2,698,328	\$2,779,278	\$2,862,657	\$2,948,536	\$3,036,992	
Solid Waste Supervision (147)		\$8,837,284	\$8,837,284	\$9,385,410	\$9,666,972	\$9,956,982	\$10,255,691	\$10,563,362	
Transfers Out (999)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Utility Billing System Upgrade		\$114,385	\$114,385	\$750,000	\$500,000	\$300,000	\$300,000	\$0	
Municipal Service Center Renovation		\$1,326,195	\$1,326,195	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	
Integrated Waste Weld Shop Improve		\$600,000	\$600,000	\$0	\$0	\$0	\$0	\$0	
CNG Compressor Replace & Upgrade		\$2,319,100	\$2,319,100	\$0	\$0	\$0	\$0	\$0	
Heavy Truck Lift Replacement		\$466,528	\$466,528	\$0	\$0	\$0	\$0	\$0	
CIP Funded by Fund 029		\$0	\$0	\$0	\$0	\$0	\$0	\$0	
TOTAL REVENUE REQUIREMENTS BEFORE MOC		\$49,493,137	\$49,493,137	\$49,082,283	\$50,267,252	\$51,545,269	\$53,067,627	\$54,335,656	
Reduction to Street Sweeping			(\$1,278,351)	(\$1,349,164)	(\$1,389,639)	(\$1,431,328)	(\$1,474,268)	(\$1,518,496)	
Frequency Surcharge & Second Container Depreciations			\$256,745	\$266,097	\$294,164	\$295,369	\$304,088	\$305,362	
New Program Costs			\$1,190,296	\$2,939,885	\$3,422,806	\$3,423,690	\$3,554,111	\$3,689,831	
Additional Variable & Processing GW & Recy for increase Particip			\$166,826	\$540,484	\$806,625	\$790,639	\$815,266	\$840,632	
TOTAL REVENUE REQUIREMENTS		\$49,493,137	\$49,828,654	\$51,479,585	\$53,401,207	\$54,623,639	\$56,266,824	\$57,652,985	
Change to Reserves			\$0	\$0	\$0	\$0	\$0	\$0	
ADJUSTED REVENUE REQUIREMENT		\$49,493,137	\$49,828,654	\$51,479,585	\$53,401,207	\$54,623,639	\$56,266,824	\$57,652,985	

APPENDIX A-2: CART COST OF SERVICE CALCULATIONS

Refuse Cart Cost of Service Calculations

FY2023/24			Solid Waste		Cost of Service Information
103%					CPI INFLATION
Residential	Commercial	Increased Diversion	New Programs	Total	
\$ -	\$ -		\$ -	\$ -	Human Resources
				\$ -	Street Sweeping
\$ 1,118,549	\$ 153,213		\$ -	\$ 1,271,762	Integrated Waste Admin
\$ 138,525	\$ 18,974		\$ -	\$ 157,499	Utility Billing System Upgrade
\$ 92,350	\$ 12,650		\$ -	\$ 104,999	Municipal Service Center Renovation
\$ -	\$ -		\$ -	\$ -	CNG Compressor Replace & Upgrade
\$ -	\$ -		\$ -	\$ -	Heavy Truck Lift Replacement
\$ -	\$ -		\$ -	\$ -	Integrated Waste Weld Shop Improvement
\$ -	\$ -		\$ -	\$ -	Transfer Out
\$ (465,309)	\$ (1,377)		\$ -	\$ (466,686)	Non-Rate Revenue
\$ (12,147)	\$ (1,144)		\$ -	\$ (13,291)	Double Counted Extra Cart Depreciation
\$ 684,760	\$ 114,754		\$ -	\$ 799,514	SW Cart General Overhead
\$ -	\$ -		\$ -	\$ -	Depreciation
			\$ 77,349	\$ 77,349	New Program Direct Costs
	\$ -		\$ -	\$ -	Frequency Surcharge (Comml)
\$ 502,617	\$ 84,230		\$ -	\$ 586,847	MSW Cart Fleet Variable Costs
\$ 1,628,660	\$ 272,936		\$ -	\$ 1,901,596	MSW Cart Direct Variable Costs
\$ 278,100			\$ -	\$ 278,100	HHW available to Residential only and Sharps Container
			\$ -	\$ -	Community Cleanup Costs (1 per year)
\$ 840,208			\$ -	\$ 840,208	Bulky Collection Direct Costs (labor) (4 appts /tr- up to 5 items)
\$ 435,961	\$ 20,415		\$ -	\$ 456,376	Street Sweeping
			\$ -	\$ -	
			\$ -	\$ -	New Program Disposal Costs
\$ 201,062	\$ -		\$ -	\$ 201,062	E - Waste Disposal/Recycling
\$ 60,100	\$ -		\$ -	\$ 60,100	Tire Recycling
\$ 61,767	\$ -		\$ -	\$ 61,767	Bulky Disposal Costs
\$ 2,182,463	\$ 365,745	\$ (191,482)		\$ 2,356,726	MSW Transfer/Processing/Disposal Costs
\$ 7,747,665	\$ 1,040,397	\$ (191,482)	\$ 77,349	\$ 8,673,929	Total All Costs
\$ 1,556,727	\$ 297,070	\$ -	\$ -	\$ 1,662,315	Fixed Cost
\$ 2,131,277	\$ 357,167	\$ -	\$ 77,349	\$ 2,565,792	MSW Collection Operations Costs
\$ 1,554,269	\$ 20,415	\$ -		\$ 1,574,685	Total Exclusive Residential & Street Sweeping Costs
\$ 2,505,392	\$ 365,745	\$ (191,482)		\$ 2,871,137	Total Disposal Costs includes Ewaste, Tire & Bulky

\$ 0.06	MSW Transfer/Disposal per Gallon/Month
\$ 1.40	MSW Transfer/Disposal per Yard/Month
0.51	MSW Pounds per Gallon
16.46	32-Gal MSW Pounds per Setout
32.92	64-Gal MSW Pounds per Setout
49.38	96-Gal MSW Pounds per Setout
0.16	32-Gal Yardage Conversion
0.32	60-Gal Yardage Conversion
0.48	90-Gal Yardage Conversion
201.00	MSW Gal per Yard
25	Collection Body MSW Yards
9.5	Collection Body MSW Tons
\$ 2.37	Cost/min for additional freq. of service
5.0	Additional Service Frequency Time (Minutes)
\$ 11.83	Additional Service Frequency Cost

APPENDIX A-2: CART COST OF SERVICE CALCULATIONS

Refuse Cart Cost of Service Calculations

Operational Information				
Container Size	32	64	96	TOTAL
Cont Size Conv to Gal	32	64	96	
Disposal lbs per Container				
Cart 1	16.46	32.92	49.38	
Cart 2	16.46	32.92	49.38	
Subscribed Gal per Wk				
Cart 1				
Cart 2				
Cart 1 - Resi & Comm - Gallons	40,960	382,656	2,895,936	3,319,552
Cart 2 - Resi & Comm - Gallons	992	7,616	190,656	199,264
Cart 1 - Resi - Gallons	36,704	273,856	2,520,864	2,831,424
Cart 2 - Resi - Gallons	800	6,720	174,816	182,336
Cart 1 Annual Tons	564	5,266	39,851	45,680
Cart 2 Annual Tons	13	102	2,550	2,665
Calc'd Rate/ton				\$ 55.78
Cart 2 Disposal	\$ 740	\$ 5,682	\$ 142,238	148,660
MSW accounts - Residential	1,147	4,279	26,259	31,685
MSW accounts - Commercial	133	1,700	3,907	5,740
Total Accounts	1,280	5,979	30,166	37,425
MSW Second Cart & Freq. Lifts	31	119	1,986	2,136
TOTAL MSW LIFTS	1,311	6,098	32,152	39,561
Avg per Route Day	32	64	96	TOTAL
MSW Lifts / Route	28	130	684	842
Trucks per Route	1.0	1.0	1.0	
MSW Lifts / Truck	28	130	684	842
TOTAL				842

Estimation of Equivalent Routes				
Subscription Level	32	64	96	TOTAL
Containers (Res+Com)	1,311	6,098	32,152	39,561
% of All Subscribers	3%	15%	81%	100%
Containers (carts)				39,561
Containers (bins)				-
Ideal 1-Load Route	38	89	313	440
Setouts in Max Load	1,154	577	385	
	1.00	1.00	1.00	
Req'd Rte Days	34.27	68.55	102.82	
Calculated Loads	89.9			
Lifts/Hr - Carts	112.7			
Lifts/Hr.	112.7			
Container Size	32	64	96	Standard
Hours to Pack-out	10.24	5.12	3.41	
Avg Route Time	7.47	7.47	7.47	7.47
Loads	1.00	2.00	3.00	2.00
Hours/Dump Trip	1.50	1.50	1.50	1.00
Dump Time	1.50	3.00	4.50	2.00
Total Route Time	8.97	10.47	11.97	9.47
FTE Route Factor	0.95	1.11	1.26	1.00

MSW Residential Accounts	1,147	4,279	26,259	31,685
MSW Commercial Accounts	133	1,700	3,907	5,740
TOTAL Accounts	1,280	5,979	30,166	37,425
MSW Residential Second Carts	25	105	1,821	1,951
MSW Commercial Second Carts	6	14	165	185
TOTAL Lifts	1,311	6,098	32,152	39,561

LIFTS PER WEEK				
MSW Lifts - First Bin - Resi	1,147	4,279	26,259	31,685
MSW Lifts - Comm	133	1,700	3,907	5,740
MSW Lifts - 2nd Bins - Resi	25	105	1,821	1,951
MSW Lifts - 2nd Bins - Comm	6	14	165	185
MSW Total Lifts	1,311	6,098	32,152	39,561

MSW Cart Rates by Cost of Service				
Container Size	32	64	96	
Setouts/Max Load	1,154	577	385	
Total Containers/Lifts	39,561	39,561	39,561	
Loads if All Subs (per Week)	34.27	68.55	102.82	
"FTE Route Factor"	0.95	1.11	1.26	
Adjusted Loads if All Subs	32.46	75.78	129.96	
Cost per Load per Week (Fixed & Variable)	\$ 904			
Cost all Loads	\$ 29,352	\$ 68,522	\$ 117,508	
Minimum	\$ 29,352			
Equivalent Container Factor	1.00	2.33	4.00	
Containers by Size (Frequency)	1,311	6,098	32,152	
Equivalent Container Units (ECU)	1,311	14,236	128,716	
RESIDENTIAL				
Annual Variable Route Costs	\$ 2,565,792			
ECUs	144,263			
Annual Variable/ECU	\$ 17.79			
Monthly Variable/ECU	\$ 1.48			
Equivalent Container Factor	1.00	2.33	4.00	
Variable Route Costs/Month	\$ 1.48	\$ 3.46	\$ 5.93	
Fixed Costs/Container/Month - Resi	\$ 4.09	\$ 4.09	\$ 4.09	
Fixed Costs/Container/Month - Comm	\$ 4.31	\$ 4.31	\$ 4.31	
MSW Txfr & Disp Cost/Month	\$ 1.79	\$ 3.57	\$ 5.36	
Exclusive Residential Cost/Month	\$ 3.79	\$ 3.79	\$ 3.79	
Street Sweeping Residential/Cont/Month	1.15	1.15	1.15	
Street Sweeping Commercial/Cont/Month	0.30	0.30	0.30	
TOTAL MONTHLY RATE @ 1x/wk Res	\$ 12.30	\$ 16.06	\$ 20.32	
TOTAL MONTHLY RATE @ 1x/wk Com	\$ 7.88	\$ 11.64	\$ 15.90	

Extra Container	Residential	Residential	Residential	Commercial
Disposal	\$ 1.79	\$ 3.57	\$ 5.36	\$ 5.36
Addl Fixed (Depreciation)	\$ 0.38	\$ 0.49	\$ 0.52	\$ 0.52
Addl Operating Costs	\$ 1.48	\$ 3.46	\$ 5.93	\$ 5.93
Total Monthly Rate Extra Container	\$ 3.65	\$ 7.52	\$ 11.81	\$ 11.81

Estimated Cost of Container	\$ 45.76	\$ 58.49	\$ 62.71
Depreciation (10year life)	\$ 0.38	\$ 0.49	\$ 0.52

PROOF of All Costs Included in the Rates:	32	64	96
Total Residential Carts	1,147	4,279	26,259
Rates	\$ 12.30	\$ 16.06	\$ 20.32
Total Commercial Carts	133	1,700	3,907
Rates	\$ 7.88	\$ 11.64	\$ 15.90
First Cart Revenue	\$ 181,863	\$ 1,062,303	\$ 7,149,406
Second Carts - Residential	25	105	1,821
Second Carts - Commercial	6	14	165
Rates	\$ 3.65	\$ 7.52	\$ 11.81
Second Cart Revenue	\$ 1,358	\$ 10,738	\$ 281,553
Total Revenue	\$ 8,687,220		
Total Costs	\$ 8,687,220		
	\$ -		

APPENDIX A-2: CART COST OF SERVICE CALCULATIONS

Recycling Cart Cost of Service Calculations

FY2023/24					Recycling	Cost of Service Information
103%					CPI INFLATION	
Residential	Commercial	Growth/Participation	New Programs	Total	-	
\$ -	\$ -		\$ -	\$ -	Human Resources	
			\$ -	\$ -	Street Sweeping	
\$ 675,794	\$ 77,836		\$ -	\$ 753,630	Integrated Waste Admin	
\$ 83,693	\$ 9,640		\$ -	\$ 93,332	Utility Billing System Upgrade	
\$ 55,795	\$ 6,426		\$ -	\$ 62,221	Municipal Service Center Renovation	
\$ -	\$ -		\$ -	\$ -	CNG Compressor Replace & Upgrade	
\$ -	\$ -		\$ -	\$ -	Heavy Truck Lift Replacement	
\$ -	\$ -		\$ -	\$ -	Integrated Waste Weld Shop Improvement	
\$ -	\$ -		\$ -	\$ -	Transfer Out	
\$ (201,512)	\$ (19,674)		\$ -	\$ (221,186)	Non-Rate Revenue	
\$ (4,021)	\$ (603)		\$ -	\$ (4,624)	Double Counted Extra Cart Depreciation	
\$ 651,971	\$ 75,092		\$ -	\$ 727,063	SW Cart General Overhead	
\$ -	\$ -		\$ -	\$ -	Depreciation	
			\$ 321,332	\$ 321,332	New Program Direct Costs	
	\$ -		\$ -	\$ -	Frequency Surcharge (Comml)	
\$ 371,525	\$ 42,791		\$ 77,349	\$ 491,665	Recy Fleet Variable Costs	
\$ 1,203,873	\$ 138,659	\$ 271,842	\$ -	\$ 1,614,375	REC Cart Direct Variable Costs	
			\$ -	\$ -	Excess Variable Collected from non-participants	
\$ -			\$ -	\$ -	Excess Variable Collected from non-participants	
			\$ -	\$ -	Bulky Costs	
\$ 138,275	\$ 4,450		\$ -	\$ 142,725	Street Sweeping	
			\$ -	\$ -		
			\$ -	\$ -	New Program Disposal Costs	
			\$ -	\$ -	E - Waste Disposal/Recycling	
			\$ -	\$ -	Tire Recycling	
			\$ -	\$ -	Bulky Disposal Costs	
\$ -			\$ -	\$ -	Recy Transfer/Processing/Disposal Costs	
					Excess Processing Costs from non-participants	
\$ 2,975,392	\$ 334,619	\$ 271,842	\$ 398,681	\$ 3,980,534	Total All Costs	
\$ 1,261,719	\$ 148,718	\$ -	\$ -	\$ 1,410,437	Fixed Cost	
\$ 1,575,398	\$ 181,450	\$ 271,842	\$ 398,681	\$ 2,427,371	Recycling Collection Operations Costs	
\$ 138,275	\$ 4,450	\$ -	\$ -	\$ 142,725	Total Exclusive Residential & Street Sweeping Costs	
				\$ -	Total Recycling Processing/ Disposal Costs	
				\$ -	Recycling Transfer/Processing per Gallon/Month	
				0.13	Recyclable Pounds per Gallon	
				35,768	Number of Accounts	
				4	32-Gal REC Pounds per Setout	
				8	64-Gal REC Pounds per Setout	
				12	96 - Gal REC Pounds per Setout	
				25	Collection Body REC Yards	
				4.50	Collection Body REC Tons	
				\$ 2.37	Cost/min for additional freq. of service	
				\$ 5.00	Additional Service Frequency Time (Minutes)	
				\$ 11.83	Additional Service Frequency Cost	

APPENDIX A-2: CART COST OF SERVICE CALCULATIONS

Recycling Cart Cost of Service Calculations

Operational Information				
Container Size	32	64	96	TOTAL
Processing				
Cart 1	12	12	12	
Cart 2	12	12	12	
Weekly Subscribed Gal				
Cart 1 - Resi & Comm -	36,704	273,856	2,520,864	2,831,424
Cart 2 - Resi & Comm -	160	2,240	58,080	60,480
Resi Partic Gallons	36,704	273,856	2,558,888	2,869,448
Cart 1 - Resi - Gallons	-	-	3,041,760	3,041,760
Cart 2 - Resi - Gallons	160	2,240	58,080	60,480
Comm Partic Gallons	7,808	110,336	212,352	330,496
Cart 1 Tons	-	-	-	-
Cart 2 Tons	-	-	-	-
Calc'd Rate/ton				\$ -
Cart 2 Disposal	\$ -	\$ -	\$ -	\$ -
REC - 1st Cart - Resi	1,147	4,279	26,259	31,685
REC - 1st Cart - Comm	243	1,715	2,125	4,083
REC - 2nd Cart - Resi	5	35	605	645
REC - 2nd Cart - Comm	1	9	87	97
TOTAL	1,396	6,038	29,076	36,510
TOTAL MODIFIED LIFTS	249	1,759	34,502	36,510
TOTAL FIRST CARTS WITH	1,390	5,994	25,944	33,328
Residential Participation				29,890
% Participation				92%
Avg per Route Day	32	64	96	TOTAL
REC Lifts / Route	45	195	938	1,178
Trucks per Route	1.0	1.0	1.0	1
Lifts per Truck	45	195	938	1,178
TOTAL				1,178
Estimation of Equivalent Routes				
Subscription Level	32	64	96	
Containers	1,396	6,038	29,076	36,510
% of All Subscribers	4%	17%	80%	100%
Ideal 1-Load Route?	86	186	597	868
Setouts in Max Load	2,247	1,124	749	
Req'd Rte Days	16.59	33.19	49.78	
Calculated Loads	42.0			
Lifts/Hr.	143.0			
Container Size	32	64	96	Standard
Hours to Pack-out	15.71	7.86	5.24	
Avg Route Time	8.23	8.23	8.23	8.23
Loads	1.00	2.00	2.00	2.00
Hours/Dump Trip	1.50	1.50	1.50	1.00
Dump Time	1.50	3.00	3.00	1.50
Total Route Time	9.73	11.23	11.23	10.11
FTE Route Factor	1.00	1.15	1.15	1.00

REC Accounts - Resi			31,685	31,685
REC Accounts - Comm	243	1,715	2,125	4,083
REC 2nd Containers - Resi	5	35	605	645
REC 2nd Containers - Comm	1	9	87	97
TOTAL ACCOUNTS	249	1,759	34,502	36,510

LIFTS PER WEEK				
Recy Lifts - First Bin - Resi	1,147	4,279	26,259	31,685
Recy Lifts - Comm	243	1,715	2,125	4,083
Recy Lifts - 2nd Bins - Resi	5	35	605	645
Recy Lifts - 2nd Bins - Comm	1	9	87	97
Recy Total Lifts	1,396	6,038	29,076	36,510

Recycling Cart Rates by Cost of Service				
Container Size	32	64	96	
Setouts/Max Load		2,247	1,124	749
Total Containers (1st Container)		35,768	35,768	35,768
Loads if All Subs (per Week)		16	32	48
"FTE Route Factor"		1.00	1.15	1.15
Adjusted Loads if All Subs		15.92	36.74	55.11
Cost per Load per Week (Fixed & Variable)	\$	1,755.29		
Cost all Loads	\$	27,937.37	\$ 64,485.66	\$ 96,728.50
Minimum	\$			27,937.37
Equivalent Container Factor		1.00	2.31	3.46
Containers by Size (Frequency, Participation%)		249	1,759	34,502
Equivalent Container Units (ECU)		249	4,060	119,457

RESIDENTIAL & COMMERCIAL				
Annual Variable Route Costs	\$	2,427,371		
ECUs		123,767		
Annual Variable/ECU	\$	19.61		
Monthly Variable/ECU	\$	1.63		
Equivalent Container Factor		1.00	2.31	3.46
Variable Route Costs/Month	\$	1.63	\$ 3.77	\$ 5.66
Fixed Costs/Container/Month	\$	3.29	\$ 3.29	\$ 3.29
REC Txfr & Proc Cost/Month	\$	-	\$ -	\$ -
Exclusive Residential Cost/Month				
Street Sweeping Residential/Cont/Month	\$	0.36	\$ 0.36	\$ 0.36
Street Sweeping Commercial/Cont/Month	\$	0.09	\$ 0.09	\$ 0.09

TOTAL MONTHLY RATE @ 1x/wk Residential	\$	5.28	\$ 7.42	\$ 9.31
TOTAL MONTHLY RATE @ 1x/wk Commercial	\$	5.01	\$ 7.15	\$ 9.04

Extra Container	32	64	96	
Disposal	\$ -	\$ -	\$ -	
Add'l Fixed (Depreciation)	\$ 0.38	\$ 0.49	\$ 0.52	
Add'l Operating Costs	\$ 1.63	\$ 3.77	\$ 5.66	
Total Monthly Rate Extra Container	\$ 2.02	\$ 4.26	\$ 6.18	

Estimated Cost of Container	\$ 45.76	\$ 58.49	\$ 62.71	
Depreciation (10year life)	\$ 0.38	\$ 0.49	\$ 0.52	

PROOF of All Costs Included in the Rates:	Commercial-32	Commercial-64	Commercial-96	Residential-96
Total Carts	243	1,715	2,125	31,685
Rates	\$ 5.01	\$ 7.15	\$ 9.04	\$ 9.31
First Cart Revenue	\$ 14,613	\$ 147,135	\$ 230,409	\$ 3,539,277
				Total
Second Carts - Resi	5	35	605	645
Second Carts - Comm	1	9	87	97
Rates	\$ 2.02	\$ 4.26	\$ 6.18	
Second Cart Revenue	\$ 145.13	\$ 2,249.25	\$ 51,329.53	\$ -
Total Revenue	\$ 3,985,158			
Total Costs	\$ 3,985,158			
	\$ -			

APPENDIX A-2: CART COST OF SERVICE CALCULATIONS

Organics Cart Cost of Service Calculations

FY2023/24				Organic	Cost of Service Information
103%					CPI INFLATION
Residential	Commercial	Growth/Participation	New Programs	Total	-
\$ -	\$ -		\$ -	\$ -	Human Resources
			\$ -	\$ -	Street Sweeping
\$ 524,058	\$ 24,431		\$ -	\$ 548,488	Integrated Waste Admin
\$ 64,901	\$ 3,026		\$ -	\$ 67,927	Utility Billing System Upgrade
\$ 43,267	\$ 2,017		\$ -	\$ 45,284	Municipal Service Center Renovation
\$ -	\$ -		\$ -	\$ -	CNG Compressor Replace & Upgrade
\$ -	\$ -		\$ -	\$ -	Heavy Truck Lift Replacement
\$ -	\$ -		\$ -	\$ -	Integrated Waste Weld Shop Improvement
\$ -	\$ -		\$ -	\$ -	Transfer Out
\$ (64,072)	\$ (405)		\$ -	\$ (64,477)	Non-Rate Revenue
\$ (7,929)	\$ (7,134)		\$ -	\$ (15,064)	Double Counted Extra Cart Depreciation
\$ 609,665	\$ 28,421		\$ -	\$ 638,086	SW Cart General Overhead
\$ -	\$ -		\$ -	\$ -	Depreciation
			\$ 436,276	\$ 436,276	New Program Direct Costs
	\$ (6,104)		\$ -	\$ (6,104)	Frequency Surcharge (Comm)
\$ 288,106	\$ 13,431		\$ 77,349	\$ 378,886	YW Fleet Variable Costs
\$ 933,567	\$ 43,521	\$ 242,036	\$ -	\$ 1,219,124	YW Cart Direct Variable Costs
			\$ -	\$ -	Excess Variable Collected from non-participants
\$ -			\$ -	\$ -	Excess Variable Collected from non-participants
			\$ -	\$ -	Bulky Costs
\$ 301,061	\$ 3,922		\$ -	\$ 304,983	Street Sweeping
\$ -			\$ -	\$ -	Excess Variable collected - 2nd tier Vari & Proc
			\$ -	\$ -	New Program Disposal Costs
\$ -	\$ -		\$ -	\$ -	E - Waste Disposal/Recycling
			\$ -	\$ -	Tire Recycling
	\$ -		\$ -	\$ -	Bulky Disposal Costs
\$ 1,110,546	\$ 51,772	\$ 164,876	\$ 1,445,234	\$ 2,772,427	Transfer/Processing/Disposal Costs
\$ -			\$ -	\$ -	Excess Processing Costs from non-participants
\$ 3,803,169	\$ 156,897	\$ 406,912	\$ 1,958,858	\$ 6,325,836	Total All Costs
\$ 1,169,889	\$ 50,355	\$ -	\$ -	\$ 1,220,245	Fixed Cost - assume 0% change with more participation
\$ 1,221,673	\$ 50,848	\$ 242,036	\$ 513,625	\$ 2,028,182	Yard Waste Collection Operations Costs
\$ 301,061	\$ 3,922	\$ -	\$ -	\$ 304,983	Total Exclusive Residential & Street Sweeping Costs
\$ 1,110,546	\$ 51,772	\$ 164,876	\$ 1,445,234	\$ 2,772,427	Total Yard Waste Processing/ Disposal Costs

\$	0.14	Organics Transfer/Disposal per Gallon/Month
\$	0.07	Yard Waste Transfer/Disposal per Gallon/Month
		Inflation Factor
	0.32	Yard Waste Pounds per Gallon H1
	0.20	Yard Waste Pounds per Gallon X Participation %
	10	32-Gal Yard Waste Pounds per Setout
	20	64-Gal Yard Waste Pounds per Setout
	30	96-Gal Organics Pounds per Setout
	0.48	96-Gal Yardage Conversion
	32023	Number of Accounts
	25	Collection Body Organics Yards
	9.50	Collection Body Organics Tons
\$	2.37	Cost/min for additional freq. of service
\$	5.00	Additional Service Frequency Time (Minutes)
\$	11.83	Additional Service Frequency Cost

APPENDIX A-2: CART COST OF SERVICE CALCULATIONS

Organics Cart Cost of Service Calculations

Operational Information				
Container Size	32	64	96	TOTAL
Processing				
Cart 1	10	20	30	
Cart 2	10	20	30	
Subscribed Gal				
Cart 1 - Resi & Comm - Gallons	18,912	18,112	3,056,352	3,093,376
Cart 2 - Resi & Comm - Gallons	24,384	29,568	131,616	185,568
Resi Partic Gallons	-	-	2,683,252	2,683,252
Cart 1 - Resi - Gallons	-	-	3,041,760	3,041,760
Cart 2 - Resi - Gallons	-	-	-	-
Comm Partic Gallons	44,576	53,632	26,880	125,088
Cart 1 Tons	155	148	25,055	25,359
Cart 2 Tons	200	242	1,079	1,521
Calc'd Rate/ton				\$ 43.24
Cart 2 Processing	\$ -	\$ -	\$ -	\$ -
YW/Org- 1st cart - Resi	-	-	31,685	31,685
YW/Org- 1st Cart Comm	599	314	152	1,065
YW/Org- Resi - 2nd Cart	5	17	1,245	1,267
YW/Org- Comm - 2nd Cart	789	507	128	1,424
TOTAL	1,393	838	33,210	32,750
TOTAL MODIFIED LIFTS	1,393	838	28,209	30,440
TOTAL FIRST CARTS WITH PART.	599	314	26,836	27,749
Residential Participation			1,098	27,951
% Participation			88%	
Avg per Route Day	32	64	96	TOTAL
ORG Waste Lifts / Route	46	27	1,085	1,158
Trucks per Route	1.0	1.0	1.0	1
Lifts per Truck	46	27	1,085	1,158
TOTAL				1,158
Estimation of Equivalent Routes				
Subscription Level	32	64	96	
Containers	1,393	838	33,210	32,750
% of All Subscribers	4%	3%	101%	108%
\$	3,922			
Ideal 1-Load Route?	80	24	637	741
Setouts in Max Load	1,883.15	941.58	628	
Req'd Rte Days	1.00	1.00	1.00	
Calculated Loads	18.70	37.41	56.11	
Lifts/Hr.	143.2			
Container Size	32	64	96	Standard
Hours to Pack-out	13.15	6.58	4.38	
Avg Route Time	8.09	8.09	8.09	8.09
Loads	1.00	2.00	2.00	2.00
Hours/Dump Trip	1.50	1.50	1.50	1.00
Dump Time	1.50	3.00	3.00	1.50
Total Route Time	9.59	11.09	11.09	8.44
FTE Route Factor	1.14	1.31	1.31	1.00

Organic Cart Rates by Cost of Service				
Container Size	32	64	96	
Setouts/Max Load	1,883	942	628	
Total Containers/Lifts	31,685	31,685	31,685	
Loads if All Subs (per Week)	16.83	33.65	50.48	
"FTE Route Factor"	1.14	1.31	1.31	
Adjusted Loads if All Subs	19.11	44.20	66.31	
Cost per Load per Week (Fixed & Variable)	\$ 1,413			
Cost all Loads	\$ 27,004	\$ 62,457	\$ 93,685	
Minimum	\$ 27,004			
Equivalent Container Factor	1.00	2.31	3.47	
Containers by Size (Frequency)	1,393	838	33,210	
Equivalent Container Units (ECU)	1,393	1,938	115,216	

RESIDENTIAL AND COMMERCIAL				
Annual Variable Route Costs	\$ 2,028,182			
ECUs	118,547			
Annual Variable/ECU	\$ 17.11			
Monthly Variable/ECU	\$ 1.43			
Equivalent Container Factor	1.00	2.31	3.47	
Variable Route Costs/Month	\$ 1.43	\$ 3.30	\$ 4.95	
Fixed Costs/Container/Month	\$ 3.11	\$ 3.11	\$ 3.11	
Yard Waste Txfr & Disp Cost/Month	\$ 2.22	\$ 4.45	\$ 6.67	
Organics Txfr & Disp Cost/Month	\$ 4.45	\$ 8.89	\$ 13.34	
Exclusive Residential Cost/Month/Acct	\$ -	\$ -	\$ -	
Street Sweeping Residential/Cont/Month	\$ 0.79	\$ 0.79	\$ 0.79	
Street Sweeping Commercial/Cont/Month	\$ 0.31	\$ 0.31	\$ 0.31	

TOTAL MONTHLY RATE @ 1x/wk Residential	\$ 7.55	\$ 11.65	\$ 15.52	
TOTAL MONTHLY RATE @ 1x/wk Commercial - YW	\$ 7.06	\$ 11.16	\$ 15.03	
TOTAL MONTHLY RATE @ 1x/wk Commercial - Org	\$ 9.29	\$ 15.61	\$ 21.70	
Extra Container				
Processing - YW	\$ 2.22	\$ 4.45	\$ 6.67	
Processing - Organics	\$ 4.45	\$ 8.89	\$ 13.34	
Add Fixed (Depreciation)	\$ 0.38	\$ 0.49	\$ 0.52	
Add Operating Costs	\$ 1.43	\$ 3.30	\$ 4.95	
Total Monthly Rate Extra Container YW	\$ 4.03	\$ 8.23	\$ 12.14	
Total Monthly Rate Extra Container Org	\$ 6.25	\$ 12.68	\$ 18.81	

Estimated Cost of Container	\$ 45.76	\$ 58.49	\$ 62.71	
Depreciation (10year life)	\$ 0.38	\$ 0.49	\$ 0.52	

PROOF of All Costs Included in the Rates:	Commercial-32	Commercial-64	Commercial-96	Residential-96	Residential-64	Residential-32
Total Carts ORG	443	258	26			
Rates (ORG)	\$ 9.29	\$ 15.61	\$ 21.70			
Total Carts (YW)	156	56	126	31,685		
Rates (YW)	\$ 7.06	\$ 11.16	\$ 15.03	\$ 15.52	\$ 11.65	\$ 7.55
First Cart Revenue	\$ 62,604	\$ 55,821	\$ 29,501	\$ 5,900,164	\$ -	\$ -
Second Carts (ORG)	32	62	2			
Rates (ORG)	\$ 6.25	\$ 12.68	\$ 18.81			
Second Carts	757	445	126	1,245	17	5
Rates	\$ 4.03	\$ 8.23	\$ 12.14	\$ 12.14	\$ 8.23	\$ 4.03
Second Cart Revenue	\$ 39,017.08	\$ 53,394.25	\$ 18,806.93	\$ 181,369.49	\$ 1,679.39	\$ 241.85
Total Revenue	\$ 6,342,599					
Total Costs	\$ 6,340,899					
	\$ 1,699					
Additional Fixed Cost in Multiple Frequencies	\$ (298)	\$ (1,156)	\$ -		\$ (1,455)	
Frequency Surcharge Not Included Above						
Additional Depreciation in Multiple Frequencies 2nd Cont	\$ (45.76)	\$ (198.88)	\$ -		\$ (245)	
Variance Check					\$ (1,699)	

YW Accounts - Resi			31,685	31,685
YW Accounts - Com	156	56	126	338
Org Accounts - Com	435	227	26	688
Total Accounts	591	283	31,837	32,711
YW 2nd Container Resi	5	17	1,245	1,267
YW 2nd Container Com	757	445	126	1,328
Org 2nd Container Comm	22	28	2	52
TOTAL Containers	1,375	773	33,210	35,358

LIFTS PER WEEK				
Yard Waste Lifts - First Cart - Resi			31,685	31,685
YW Lifts - First Cart - Comm	156	56	126	338
Organics Lifts - First Bin - Comm	443	258	26	727
YW Lifts - 2nd Carts - Resi	5	17	1,245	1,267
YW Lifts - 2nd Carts - Comm	757	445	126	1,328
Organics Lifts - 2nd Carts - Comm	32	62	2	96
ORGANICS TOTAL LIFTS	1,393	838	33,210	35,441

APPENDIX A-3: MONTHLY CART RATES – COST OF SERVICE

Residential Monthly Cart Rates – Cost of Service

RESIDENTIAL WEEKLY SERVICE		Projected Cost of Service and Percentage Rate				
Refuse, Recycling, and Organics	Current Rates	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
Residential Rate - 32 Gal*	\$ 28.04	\$ 37.13	\$ 40.13	\$ 41.05	\$ 42.31	\$ 43.30
Residential Rate - 64 Gal*	\$ 31.76	\$ 40.89	\$ 44.00	\$ 45.05	\$ 46.43	\$ 47.55
Residential Rate - 96 Gal*	\$ 35.75	\$ 45.15	\$ 48.39	\$ 49.57	\$ 51.09	\$ 52.36
Extra Refuse Container						
32 Gal	\$ 3.49	\$ 3.65	\$ 3.75	\$ 3.87	\$ 4.00	\$ 4.12
64 Gal	\$ 7.19	\$ 7.52	\$ 7.73	\$ 7.98	\$ 8.23	\$ 8.49
96 Gal	\$ 11.38	\$ 11.81	\$ 12.15	\$ 12.54	\$ 12.93	\$ 13.34
Extra 96 Gal Recycling Container	\$ 4.60	\$ 6.18	\$ 7.34	\$ 7.49	\$ 7.75	\$ 8.02
Extra 96 Gal Organics Container	\$ 8.56	\$ 12.14	\$ 13.69	\$ 14.11	\$ 14.54	\$ 14.99
*Only applicable for Residential Customers. Includes a 96 Gallon Recycling and 96 Gallon Organics carts.						

APPENDIX A-4: REFUSE BIN COST OF SERVICE CALCULATIONS

Commercial Refuse Bin Cost of Service Calculations

FY2023/24 (Budget) Cost of Service Information	
103%	TOTAL Refuse COLLECTION COSTS
	CITY OF Ontario
\$ -	Human Resources
	Street Sweeping
\$ 1,461,035	Integrated Waste Admin
\$ 180,939	Utility Billing System Upgrade
\$ 120,626	Municipal Service Center Renovation
\$ -	CNG Compressor Replace & Upgrade
\$ -	Heavy Truck Lift Replacement
\$ -	Integrated Waste Weld Shop Improvement
\$ -	Transfer Out
\$ (85,767)	Non-Rate Revenue
\$ (194,347)	Double Counted Extra Bin Depreciation
\$ 2,438,025	SW Bin Overhead
\$ -	Depreciation
\$ 91,893.63	New Program Variable Costs
	New Program Variable Costs
\$ 803,219	Equipment Maint Variable Costs
\$ 6,566,418	Bin Direct Variable Costs
\$ (1,123,355)	Frequency Surcharge
	Migration
\$ 299,665	Street Sweeping
	New Program Disposal Costs
	New Program Disposal Costs
\$ 4,522,797	MSW Transfer/Processing/Disposal Costs
\$ 15,081,150	Total All Costs
\$ 3,920,512	Fixed Cost
\$ 6,338,176	MSW Collection Operations Variable Costs
\$ 299,665	Street Sweeping Costs
\$ 4,522,797	Total Disposal Costs
\$ 10.90	MSW Transfer/Disposal per Yard/Month
94.88	MSW Pounds per Yard
34,565	
134	1.5 Yard MSW Pounds per Setout
179	2 Yard MSW Pounds per Setout
269	3 Yard MSW Pounds per Setout
359	4 Yard MSW Pounds per Setout
538	6 Yard MSW Pounds per Setout
359	2 Yard COMP MSW Pounds per Setout
538	3 Yard COMP MSW Pounds per Setout
717	4 Yard COMP MSW Pounds per Setout
1,076	6 Yard COMP MSW Pounds per Setout
40	Collection Body MSW Yards
10.5	Collection Body MSW Tons
\$ 2.37	Cost/min for additional freq. of service
10.0	Additional Service Frequency Time (Minutes) - Bins
\$ 23.66	Additional Service Frequency Cost - Bins

Operational Information										
Container Size	1.5	2	3	4	6	Comp 2	Comp 3	Comp 4	Comp 6	TOTAL
lbs per container	134	179	269	359	538	359	538	717	1,076	
Gallons										
1st Bin										
2nd Bin										
Yards										
1st Bin										
2nd Bin										
Tons										
1st Bin										
2nd Bin										
Disposal Rate	\$ -									
2nd Bin Disposal Cost										
1st Bin Disposal Cost										
SW - Containers Svc	437	11	854	4,108	261	32	-	6	6	5,715
SW 2nd Container	9	-	242	2,814	104	38	-	-	6	3,213
TOTAL Containers Svc (li	446	11	1,096	6,922	365	70	-	6	12	8,928
Avg Lifts per Route	1.5	2	3	4	6	2	3	4	6	TOTAL
MSW (From Route Data)	7	0	17	106	6	1.1	-	0.1	0.2	137
TOTAL	7	0	17	106	6	1	-	0	0	137
Estimation of Equivalent Routes										
Subscription Level	1.5	2	3	4	6	2	3	4	6	
Containers Served	446	11	1,096	6,922	365	70	0	6	12	8,928
% of All Subscribers	5%	0%	12%	75%	4%	0.8%	0.0%	0.1%	0.1%	97%
Ideal 1-Load Route	9	0	11	50	2	0.5	-	0.0	0.0	72
Setouts in Max Load (volume)										
Setouts in Max Load (we	178	134	89	67	45	67	45	33	20	
	1.5	2	3	4	6	2	3	4	6	
Req'd Rte Days	51.48	68.64	102.97	137.29	205.93	137.29	205.93	274.57	470.70	
Calculated Loads										123.6
Lifts/Hr.	0.8	1.1	1.6	2.1	3.2	2.1	3.2	4.2	7.2	23.77
Container Size	1.5	2	3	4	6	2	3	4	6	Standard
Hours to Pack-out	7.30	5.47	3.65	2.74	1.82	2.74	1.82	1.37	0.80	
Avg Route Time	5.78	5.78	5.78	5.78	5.78	5.78	5.78	5.78	5.78	5.78
Loads	1.00	2.00	2.00	3.00	4.00	3.00	4.00	5.00	8.00	2.48
Hours/Dump Trip	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50
Dump Time	1.50	3.00	3.00	4.50	6.00	4.50	6.00	7.50	12.00	3.72
Total Route Time	7.28	8.78	8.78	10.28	11.78	10.28	11.78	13.28	17.78	9.50
FTE Route Factor	0.77	0.92	0.92	1.08	1.24	1.08	1.24	1.40	1.87	1.00
ACCOUNTS	1.5	2	3	4	6	2	3	4	6	
MSW Accounts - Com	415	11	643	2,201	125	12	-	4	1	3,412
MSW Accounts - Temp	-	-	-	-	-	-	-	-	-	-
TOTAL Accounts	415	11	643	2,201	125	12	-	4	1	3,412
MSW 2nd Bin First Lifts	6	-	127	1,374	37	14	-	-	1	1,559
	1.5	2	3	4	6	2	3	4	6	
LIFTS PER WEEK										
MSW Lifts - First Bin	437	11	854	4,108	261	32	-	6	6	5,715
MSW Lifts - Temporary										
MSW Lifts - 2nd Bins	9	-	242	2,814	104	38	-	-	6	3,213
MSW Total Lifts	446	11	1,096	6,922	365	70	-	6	12	8,928

APPENDIX A-4: REFUSE BIN COST OF SERVICE CALCULATIONS

MSW Bin Rates by Cost of Service						Comp	Comp	Comp	Comp		
Container Size	1.5	2	3	4	6	2	3	4	6		
Setouts/Max Load	178.47	133.85	89.23	66.93	44.62	66.93	44.62	33.46	19.52		
Total Containers	8,928	8,928	8,928	8,928	8,928	8,928	8,928	8,928	8,928		
All Subs (per Day)	50	67	100	133	200	133	200	267	457		
"FTE Route Factor"	0.77	0.92	0.92	1.08	1.24	1.08	1.24	1.40	1.87		
Adjusted Loads if All Subs	38.32	61.62	92.44	144.31	248.06	144.31	248.06	372.86	855.81		
Cost per Load									\$ 1,595.79		
Cost all Loads	\$ 61,152.12	\$ 98,340.28	\$ 147,510.42	\$ 230,288.81	\$ 395,845.58	\$ 230,288.81	\$ 395,845.58	\$ 595,010.61	\$ 1,365,703.04		
Minimum									\$ 52,440.36		
Equivalent Container Factor	1.17	1.88	2.81	4.39	7.55	4.39	7.55	11.35	26.04		
Containers by Size (Frequency)	446	11	1,096	6,922	365	70	-	6	12		
Equivalent Container Units (ECU)	520	21	3,083	30,398	2,755	307	-	68	313		
\$ 14,781,485											
Annual Variable Route Costs	\$ 6,338,176										
ECUs	37,464										
Annual Variable/ECU	\$ 169.18										
Monthly Variable/ECU	\$ 14.10										
ECFs	1.17	1.88	2.81	4.39	7.55	4.39	7.55	11.35	26.04		
Variable Route Costs/Month	\$ 16.44	\$ 26.44	\$ 39.66	\$ 61.91	\$ 106.42	\$ 61.91	\$ 106.42	\$ 159.96	\$ 367.16		
Fixed Costs/Account/Month	\$ 95.75	\$ 95.75	\$ 95.75	\$ 95.75	\$ 95.75	\$ 95.75	\$ 95.75	\$ 95.75	\$ 95.75		
MSW Txfr & Disp Cost/Month	\$ 16.36	\$ 21.81	\$ 32.71	\$ 43.62	\$ 65.42	\$ 65.42	\$ 98.14	\$ 130.85	\$ 196.27		
Street Sweeping Commercial/Co	\$ 7.32	\$ 7.32	\$ 7.32	\$ 7.32	\$ 7.32	\$ 7.32	\$ 7.32	\$ 7.32	\$ 7.32		
TOTAL MONTHLY RATE @ 1x/wk	\$ 135.87	\$ 151.32	\$ 175.44	\$ 208.60	\$ 274.92	\$ 230.41	\$ 307.63	\$ 393.89	\$ 666.50		
Extra Container											
Disposal	\$ 16.36	\$ 21.81	\$ 32.71	\$ 43.62	\$ 65.42	\$ 65.42	\$ 98.14	\$ 130.85	\$ 196.27		
Addl Fixed (Depreciation)	\$ 6.95	\$ 7.82	\$ 9.08	\$ 10.51	\$ 12.31	\$ 6.83	\$ 9.11	\$ 11.38	\$ 13.66		
Addl Operating Costs	\$ 16.44	\$ 26.44	\$ 39.66	\$ 61.91	\$ 106.42	\$ 61.91	\$ 106.42	\$ 159.96	\$ 367.16		
Total Monthly Rate Extra Contain	\$ 39.74	\$ 56.06	\$ 81.45	\$ 116.03	\$ 184.15	\$ 134.17	\$ 213.66	\$ 302.20	\$ 577.09		
Temporary Container											
Monthly Rate/4.33	\$ 31.35	\$ 34.92	\$ 40.49	\$ 48.14	\$ 63.44	\$ 53.17	\$ 70.99	\$ 90.90	\$ 153.81		
Frequency Surcharge X2 (Drop-off)	\$ 44.60	\$ 44.60	\$ 44.60	\$ 44.60	\$ 44.60	\$ 44.60	\$ 44.60	\$ 44.60	\$ 44.60		
Temporary Container Rate	\$ 75.95	\$ 79.52	\$ 85.09	\$ 92.74	\$ 108.04	\$ 97.77	\$ 115.59	\$ 135.50	\$ 198.41		
Estimated Cost of Container	\$ 833.48	\$ 937.80	\$ 1,089.85	\$ 1,260.76	\$ 1,477.17	\$ 819.55	\$ 1,092.73	\$ 1,365.91	\$ 1,639.09		
Bin Depreciation (10 year life)	\$ 6.95	\$ 7.82	\$ 9.08	\$ 10.51	\$ 12.31	\$ 6.83	\$ 9.11	\$ 11.38	\$ 13.66		
PROOF of All Costs included in the Rates:											
Total Carts	415	11	643	2,201	125	12	-	4	1		
Rates	\$ 135.87	\$ 151.32	\$ 175.44	\$ 208.60	\$ 274.92	\$ 230.41	\$ 307.63	\$ 393.89	\$ 666.50		
First Cart Revenue	\$ 676,624	\$ 19,974	\$ 1,353,705	\$ 5,509,536	\$ 412,375	\$ 33,179	\$ -	\$ 18,906	\$ 7,998		
Multiple Frequency Revenue P/l	22	-	211	1,907	136	20	-	2	5		
Variable/Disposal Only	\$ 32.80	\$ 48.25	\$ 72.37	\$ 105.53	\$ 171.84	\$ 127.34	\$ 204.56	\$ 290.81	\$ 563.43		
Frequency Revenue before Pren	8,658.26	-	183,239.20	2,414,898.14	280,450.54	30,560.63	-	6,979.52	33,805.97		
Second Carts	9	-	242	2,814	104	38	-	-	6		
Rates	\$ 39.74	\$ 56.06	\$ 81.45	\$ 116.03	\$ 184.15	\$ 134.17	\$ 213.66	\$ 302.20	\$ 577.09		
Second Cart Revenue	\$ 4,292	\$ -	\$ 236,535	\$ 3,918,241	\$ 229,825	\$ 61,179	\$ -	\$ -	\$ 41,551		
Total Revenue	\$ 15,482,513										
Total Costs	\$ 15,275,496										
Net Revenue	\$ 207,016										
PROOF of Correct Component Allocation											
Bins	1.50	2.00	3.00	4.00	6.00	2.00	3.00	4.00	6.00	TOTAL	CHECK
Variable (1st & Extra)	7,332.37	290.82	43,464.17	428,551.08	38,843.36	4,333.80	-	959.79	4,405.91	\$ 6,338,175.63	\$ -
Fixed	39,737.51	1,053.28	61,569.20	210,752.41	11,969.13	1,149.04	-	383.01	95.75	\$ 3,920,511.94	\$ -
Disposal (1st & Extra)	7,294.83	239.89	35,852.64	301,912.34	23,879.95	4,579.72	-	785.09	2,355.28	\$ 4,522,796.94	\$ -
Street Sweeping	3,037.35	80.51	4,706.06	16,108.91	914.86	87.83	-	29.28	7.32	\$ 299,665.30	\$ -
Total Costs	54,364.71	1,583.99	140,886.00	941,215.83	74,692.44	10,062.55	-	2,127.89	6,856.95	\$ 15,081,149.80	\$ -
2nd Bin Depreciation	62.51	-	2,197.87	29,564.85	1,280.22	259.52	-	-	81.95	\$ 401,363.12	\$ 207,016.49
Excess Fixed Cart Revenue Currently Included in the Cost										\$ -	
Total 2nd Bin Costs	63	-	2,197.87	29,564.85	1,280	260	-	-	82	\$ 401,363.12	
										\$ 15,482,512.92	

APPENDIX A-5: RECYCLING BIN COST OF SERVICE CALCULATIONS

Recycling Bin – Cost of Service

FY2023/24	
(Budget)	Cost of Service Information
103%	TOTAL RECYCLING COLLECTION COSTS
	CITY OF Ontario
\$ -	Human Resources
\$ -	Street Sweeping
\$ 392,138	Integrated Waste Admin
\$ 48,564	Utility Billing System Upgrade
\$ 32,376	Municipal Service Center Renovation
\$ -	CNG Compressor Replace & Upgrade
\$ -	Heavy Truck Lift Replacement
\$ -	Integrated Waste Weld Shop Improvement
\$ -	Transfer Out
\$ (122,992)	Non-Rate Revenue
\$ (28,874)	Double Counted Extra Bin Depreciation
\$ 643,646	REC Bin Overhead
\$ -	Depreciation
\$ 38,832	New Program Direct Costs
\$ 78,531	Recy Fleet Variable Costs
\$ 215,582	Equipment Maint Variable Costs
\$ 1,733,554	REC Bin Direct Variable Costs
\$ (239,036)	Frequency Surcharge
\$ 0	Migration
\$ 25,164	Street Sweeping
\$ -	Transfer/Processing/Disposal Costs
\$ -	New Program Disposal Costs
\$ 382,454	Recycling Transfer/Processing/Disposal Costs
\$ 3,199,940	Total All Costs
\$ 964,857	Fixed Cost
\$ 1,827,463	Recycling Collection Operations Variable Costs
\$ 25,164	Street Sweeping Costs
\$ 382,454	Total Disposal Costs
	108744
\$ 3.52	Recycling Transfer/Disposal per Yard/Month
30.18	Recycling Pounds per Yard
30.40	1 Yard Recycling Pounds per Setout
45.59	1.5 Yard Recycling Pounds per Setout
60.79	2 Yard Recycling Pounds per Setout
91.19	3 Yard Recycling Pounds per Setout
121.58	4 Yard Recycling Pounds per Setout
151.98	5 Yard Recycling Pounds per Setout
182.38	6 Yard Recycling Pounds per Setout
243.17	8 Yard Recycling Pounds per Setout
60.79	1 Yard COMP Recycling Pounds per Setout
121.58	2 Yard COMP Recycling Pounds per Setout
182.38	3 Yard COMP Recycling Pounds per Setout
243.17	4 Yard COMP Recycling Pounds per Setout
364.75	6 Yard COMP Recycling Pounds per Setout
40	Collection Body Recycling Yards
10.50	Collection Body Recycling Tons
\$ 2.37	Cost/min for additional freq. of service
10.0	Additional Service Frequency Time (Minutes) - Bins
\$ 23.66	Additional Service Frequency Cost - Bins

Operational Information										
Container Size	1.5	2	3	4	6	Comp 2	Comp 3	Comp 4	Comp 6	TOTAL
lbs per container	60.79	60.79	91.19	121.58	182.38	121.58	182.38	243.17	364.75	
Gallons										
1st Bin	-	-	-	-	-	-	-	-	-	-
2nd Bin	-	-	-	-	-	-	-	-	-	-
Yards										
1st Bin	-	-	-	-	-	-	-	-	-	-
2nd Bin	-	-	-	-	-	-	-	-	-	-
Tons										
1st Bin	-	-	-	-	-	-	-	-	-	-
2nd Bin	-	-	-	-	-	-	-	-	-	-
Disposal Rate										
1st Bin Processing Cost										-
2nd Bin Processing Cost										-
1st Bin Disposal Cost										-
Recycling - Containers Svc	603	14	360	1,235	92	-	-	-	-	2,306
Recycling 2nd Container	5	-	76	293	19	-	-	-	-	393
TOTAL Containers Svc	608	14	436	1,528	111	-	-	-	-	2,699
Avg Lifts per Route	1.5	2	3	4	6	2	3	4	6	TOTAL
Recycling (From Route Data)	64	1	46	161	12	-	-	-	0	284
			152	586						738
			-	-						-
TOTAL	64	1	198	747	12	-	-	-	-	1,022
Estimation of Equivalent Routes										
Subscription Level	1.5	2	3	4	6	2	3	4	6	TOTAL
Containers	608	14	436	1,528	111	-	-	-	-	2,699
% of All Subscribers	36.4%	0.8%	26.1%	91.6%	6.7%	0.0%	0.0%	0.0%	0.1%	162%
Ideal 1-Load Route	192	3	69	181	9	-	-	-	0	453
Setouts in Max Load	526	395	263	197	132	197	132	99	66	
Req'd Rte Days	1.5	2	3	4	6	2	3	4	6	
Calculated Loads	3.17	4.23	6.34	8.46	12.68	8.46	12.68	16.91	25.37	6.0
Lifts/Hr.										34.5
Container Size	1.5	2	3	4	6	2	3	4	6	Standard
Hours to Pack-out	24.65	18.49	12.32	9.24	6.16	9.24	6.16	4.62	3.08	
Avg Route Time	8.23	8.23	8.23	8.23	8.23	8.23	8.23	8.23	8.23	8.23
Loads	1.00	1.00	1.00	1.00	2.00	1.00	2.00	2.00	3.00	0.93
Hours/Dump Trip	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50
Dump Time	1.50	1.50	1.50	1.50	3.00	1.50	3.00	3.00	4.50	1.39
Total Route Time	9.73	9.73	9.73	9.73	11.23	9.73	11.23	11.23	12.73	9.62
FTE Route Factor	1.01	1.01	1.01	1.01	1.17	1.01	1.17	1.17	1.32	1.00
ACCOUNTS	1.5	2	3	4	6	2	3	4	6	TOTAL
Recycling Accounts - Comm	574	14	250	730	53	-	-	-	-	1,622
Recycling Accounts - Temp	-	-	-	-	-	-	-	-	-	-
TOTAL RECYCLING ACCOUNTS	574	14	250	730	53	-	-	-	-	1,622
REC Lifts - 2nd Bins	5	-	43	178	9	-	-	-	-	-
LIFTS	1.5	2	3	4	6	2	3	4	6	TOTAL
RECLifts - First Cart	603	14	360	1,235	92	-	-	-	-	2,306
REC Lifts - Temporary	-	-	-	-	-	-	-	-	-	-
Recycling Total Lifts	5	-	76	293	19	-	-	-	-	-
608	14	436	1,528	111	-	-	-	-	-	2,306

APPENDIX A-5: RECYCLING BIN COST OF SERVICE CALCULATIONS

Recycling Bin Rates by Cost of Service										
Container Size	1.5	2	3	4	6	2	3	4	6	
Setouts/Max Load	526	395	263	197	132	197	132		99	66
Total Containers	2,699	2,699	2,699	2,699	2,699	2,699	2,699		2,699	2,699
Loads if All Subs (f)	5.13	6.84	10.25	13.67	20.51	13.67	20.51		27.35	41.02
"FTE Route Factor"	1.01	1.01	1.01	1.01	1.17	1.01	1.17		1.17	1.32
Adjusted Loads if (f)	5.18	6.91	10.37	13.83	23.94	13.83	23.94		31.92	54.27
Cost per Load										\$ 7,686.64
Cost all Loads Minimum	\$ 39,852.99	\$ 53,137.32	\$ 79,705.99	\$ 106,274.65	\$ 183,998.73	\$ 106,274.65	\$ 183,998.73		\$ 245,331.64	\$ 417,170.98
Equivalent Contai	1.00	1.33	2.00	2.67	4.62	2.67	4.62		6.16	10.47
Containers by Size	608	14	436	1,528	111	-	-		-	2
Equivalent Contai	608	19	872	4,075	512	-	-		-	21
\$ 3,174,775										
Annual Variable R	\$ 1,827,463									
ECUs	6,107									
Annual Variable/E	299.25									
Monthly Variable/	\$ 24.94									
ECFs	1.00	1.33	2.00	2.67	4.62	2.67	4.62		6.16	10.47
Variable Route Co	\$ 24.94	\$ 33.25	\$ 49.88	\$ 66.50	\$ 115.14	\$ 66.50	\$ 115.14		\$ 153.51	\$ 261.04
Fixed Costs/Accou	\$ 49.57	\$ 49.57	\$ 49.57	\$ 49.57	\$ 49.57	\$ 49.57	\$ 49.57		\$ 49.57	\$ 49.57
MSW Txfr & Disp C	\$ 5.28	\$ 7.03	\$ 10.55	\$ 14.07	\$ 21.10	\$ 21.10	\$ 31.65		\$ 42.20	\$ 63.31
Street Sweeping C	\$ 1.29	\$ 1.29	\$ 1.29	\$ 1.29	\$ 1.29	\$ 1.29	\$ 1.29		\$ 1.29	\$ 1.29
TOTAL MONTHLY F	\$ 81.08	\$ 91.15	\$ 111.29	\$ 131.43	\$ 187.10	\$ 138.47	\$ 197.65		\$ 246.58	\$ 375.21

Extra Container										
Disposal	\$ 5.28	\$ 7.03	\$ 10.55	\$ 14.07	\$ 21.10	\$ 21.10	\$ 31.65		\$ 42.20	\$ 63.31
Addl Fixed (Depre	\$ 6.95	\$ 7.82	\$ 9.08	\$ 10.51	\$ 12.31	\$ 6.83	\$ 9.11		\$ 11.38	\$ 13.66
Addl Operating Cc	\$ 24.94	\$ 33.25	\$ 49.88	\$ 66.50	\$ 115.14	\$ 66.50	\$ 115.14		\$ 153.51	\$ 261.04
Total Monthly Rate	\$ 37.16	\$ 48.10	\$ 69.51	\$ 91.08	\$ 148.55	\$ 94.43	\$ 155.90		\$ 207.10	\$ 338.01
Temporary Container										
Monthly Rate/4.3:	\$ 18.71	\$ 21.03	\$ 25.68	\$ 30.33	\$ 43.18	\$ 31.95	\$ 45.61		\$ 56.90	\$ 86.59
Frequency Surcha	\$ 44.60	\$ 44.60	\$ 44.60	\$ 44.60	\$ 44.60	\$ 44.60	\$ 44.60		\$ 44.60	\$ 44.60
Temporary Contai	\$ 63.31	\$ 65.63	\$ 70.28	\$ 74.93	\$ 87.78	\$ 76.55	\$ 90.21		\$ 101.50	\$ 131.19

Estimated Cost of	\$ 833.48	\$ 937.80	\$ 1,089.85	\$ 1,260.76	\$ 1,477.17	\$ 819.55	\$ 1,092.73		\$ 1,365.91	\$ 1,639.09
Bin Depreciation (\$ 6.95	\$ 7.82	\$ 9.08	\$ 10.51	\$ 12.31	\$ 6.83	\$ 9.11		\$ 11.38	\$ 13.66

PROOF of All Costs Included in the Rates:										
Total Carts	603	14	360	1,235	92	-	-		-	2
Rates	\$ 81.08	\$ 91.15	\$ 111.29	\$ 131.43	\$ 187.10	\$ 138.47	\$ 197.65		\$ 246.58	\$ 375.21
First Cart Revenue	\$ 586,677	\$ 15,313	\$ 480,776	\$ 1,947,837	\$ 206,561	\$ -	\$ -		\$ -	\$ 9,005
Second Carts	5	-	76	293	19	-	-		-	-
Rates	\$ 37.16	\$ 48.10	\$ 69.51	\$ 91.08	\$ 148.55	\$ 94.43	\$ 155.90		\$ 207.10	\$ 338.01
Second Cart Rever	\$ 2,229.53	\$ -	\$ 63,391.91	\$ 320,220.02	\$ 33,868.92	\$ -	\$ -		\$ -	\$ -
Total Revenue	\$ 3,665,880									
Total Costs	\$ 3,228,814									
	\$ 437,066									

PROOF of Correct										
Bins	1.50	2.00	3.00	4.00	6.00	2.00	3.00		4.00	6.00
Variable	15,162.16	465.50	21,745.72	101,613.04	12,780.10	-	-		-	522.08
Fixed	28,453.97	694.00	12,392.85	36,187.11	2,627.28	-	-		-	49.57
Disposal	3,207.52	98.48	4,600.26	21,496.01	2,342.33	-	-		-	126.61
Street Sweeping	\$ 742.11	\$ 18.10	\$ 323.22	\$ 943.80	\$ 68.52	\$ -	\$ -		\$ -	\$ 1.29
Subtotal										698
Disposal 2nd Cart Included with First Cart										\$ -
Total Costs										698
2nd Bin Added Costs										\$ -
2nd Bin Depreciat	34.73	-	690.24	3,078.36	233.89	-	-		-	\$ 48,446.56
Excess Fixed Bin R	1,475.06	-	5,595.07	25,686.45	1,983.71	-	-		-	\$ 417,493.80
Total 2nd Bin Cost	1,510	-	6,285.31	28,764.81	2,218	-	-		-	51
										\$ 417,493.80
										Imm. Variance

APPENDIX A-6: ORGANICS BIN COST OF SERVICE CALCULATIONS

Organics Bin – Cost of Service

FY2023/24 (Budget) Cost of Service Information	
	Total Commercial Organics Collection Costs
	CITY OF Ontario
\$ -	Human Resources
	Street Sweeping
\$ 30,573	Integrated Waste Admin
\$ 3,786	Utility Billing System Upgrade
\$ 2,524	Municipal Service Center Renovation
\$ -	CNG Compressor Replace & Upgrade
\$ -	Heavy Truck Lift Replacement
\$ -	Integrated Waste Weld Shop Improvement
\$ -	Transfer Out
\$ (938)	Non-Rate Revenue
\$ (654)	Double Counted Extra Bin Depreciation
\$ 17,507	ORG Bin Overhead
\$ -	Depreciation
\$ 1,780	New Program Direct Costs
\$ 78,531	YW Fleet Variable Costs
\$ 16,808	Equipment Maint Variable Costs
\$ 47,151	ORG Direct Costs
\$ (7,665)	Frequency Surcharge
	Migration
0	
\$ 1,494	Street Sweeping
\$ 3,711	Transfer/Processing/Disposal Costs
	New Program Disposal Costs
\$ 35,627	Organic Transfer/Processing/Disposal Costs
\$ 230,236	Total All Costs
\$ 52,798	Fixed Cost
\$ 136,605	Organics Collection Operations Costs
\$ 1,494	Street Sweeping Costs
\$ 39,339	Total Disposal Costs
	2946
\$ 13.35	Organics Transfer/Disposal per Yard/Month
3425	Organics Pounds per Yard
20	1 Yard Organics Pounds per Setout
30	1.5 Yard Organics Pounds per Setout
41	2 Yard Organics Pounds per Setout
60.96	3 Yard Organics Pounds per Setout
91.44	1.5 Yard Organics Pounds per Setout COMPACT
121.93	2 Yard Organics Pounds per Setout COMPACT
182.89	3 Yard Organics Pounds per Setout COMPACT
40	Collection Body MSW Yards
10.5	Collection Body MSW Tons
\$ 2.37	Cost/min for additional freq. of service
10.0	Additional Service Frequency Time (Minutes) - Bins
\$ 23.66	Additional Service Frequency Cost - Bins

Operational Information							
Container Size	1.5	2	3	1.5	2	3	TOTAL
lbs per container	30.48	40.64	60.96				
Gallons							
1st Bin							
2nd Bin							
Yards							
1st Bin							
2nd Bin							
Tons							
1st Bin							
2nd Bin							
Disposal Rate							
2nd Bin Disposal Cost							-
1st Bin Disposal Cost							-
ORG - Containers Svc	59	8	41	-	-	-	108
ORG 2nd Container	-	-	6	-	-	-	6
TOTAL Containers Svc	59	8	47	-	-	-	114
Avg Lifts per Route	1.5	2	3	1.5	2	3	TOTAL
ORG (From Route Data)	59	8	47	0	0	0	114
TOTAL	59	8	47	-	-	-	114
Estimation of Equivalent Routes							
Subscription Level	1.5	2	3	1.5	2	3	
Containers	59	8	47	0	0	0	114
% of All Subscribers	62%	8%	49%	0%	0%	0%	120%
Ideal 1-Load Route	428	44	170	-	-	-	642
Setouts in Max Load	689	517	344	230	172	115	
Req'd Rte Days	0.14	0.18	0.28	0.41	0.55	0.83	
Calculated Loads							0.2
Lifts/Hr.							14.4
Container Size	1.5	2	3	1.5	2	3	Standard
Hours to Pack-out	57.28	42.96	28.64	19.09	14.32	9.55	
Avg Route Time	7.90	7.90	7.90	7.90	7.90	7.90	7.90
Loads	1.00	1.00	1.00	1.00	1.00	1.00	1.04
Hours/Dump Trip	1.50	1.50	1.50	1.50	1.50	1.50	1.50
Dump Time	1.50	1.50	1.50	1.50	1.50	1.50	1.56
Total Route Time	9.40	9.40	9.40	9.40	9.40	9.40	9.46
FTE Route Factor	0.99	0.99	0.99	0.99	0.99	0.99	1.00
ACCOUNTS	1.5	2	3	1.5	2	3	TOTAL
Organic Accounts	52	6	26				84
							-
TOTAL ORGANICS ACCOUNTS	52	6	26				84

	1.5	2	3	1.5	2	3	TOTAL
LIFTS							
Organics Accounts	59	8	41				108
Temporary Accounts							-
ORG-Second Bins	0	0	6				6
Total Lifts	59	8	47				114

APPENDIX A-6: ORGANICS BIN COST OF SERVICE CALCULATIONS

Organics Bin Rates by Cost of Service				Compactors		
Container Size	1.5	2	3	1.5	2	3
Setouts/Max Load	689	517	344	230	172	115
Total Containers	114	114	114	114	114	114
s (per Day)	0.17	0.22	0.33	0.50	0.66	0.99
"FTE Route Factor"	0.99	0.99	0.99	0.99	0.99	0.99
Adjusted Loads if All Subs	0.16	0.22	0.33	0.49	0.66	0.99
Cost per Load	\$ 20,506.17					
Cost all Loads	\$ 3,372.65	\$ 4,496.87	\$ 6,745.31	\$ 10,117.96	\$ 13,490.62	\$ 20,235.93
Minimum	\$ 3,372.65					
Equivalent Container Factor	1.00	1.33	2.00	3.00	4.00	6.00
Containers by Size (Frequency)	59	8	47	-	-	-
Equivalent Container Units (ECU)	59	11	94	-	-	-
\$ 225,031						
Annual Variable Route Costs	\$ 136,605					
ECUs	164					
Annual Variable/ECU	\$ 834.66					
Monthly Variable/ECU	\$ 69.55					
ECF's	1.00	1.33	2.00	3.00	4.00	6.00
Variable Route Costs/Month	\$ 69.55	\$ 92.74	\$ 139.11	\$ 208.66	\$ 278.22	\$ 417.33
Fixed Costs/Account/Month	\$ 52.38	\$ 52.38	\$ 52.38	\$ 52.38	\$ 52.38	\$ 52.38
MSW Txfr & Disp Cost/Month	\$ 20.03	\$ 26.71	\$ 40.06	\$ 60.09	\$ 80.12	\$ 120.18
Street Sweeping Commercial/Cont/Month	\$ 1.48	\$ 1.48	\$ 1.48	\$ 1.48	\$ 1.48	\$ 1.48
TOTAL MONTHLY RATE @ 1x/wk	\$ 143.45	\$ 173.31	\$ 233.03	\$ 322.61	\$ 412.20	\$ 591.37

Extra Container						
Disposal	\$ 20.03	\$ 26.71	\$ 40.06	\$ 60.09	\$ 80.12	\$ 120.18
Addl Fixed (Depreciation)	\$ 6.95	\$ 7.82	\$ 9.08	\$ 8.14	\$ 9.34	\$ 10.91
Addl Operating Costs	\$ 69.55	\$ 92.74	\$ 139.11	\$ 208.66	\$ 278.22	\$ 417.33
Total Monthly Rate Extra Container	\$ 96.53	\$ 127.26	\$ 188.25	\$ 276.90	\$ 367.68	\$ 548.42

Estimated Cost of Container	\$ 833.48	\$ 937.80	\$ 1,089.85	\$ 977.20	\$ 1,120.49	\$ 1,309.11
Bin Depreciation (10year life)	\$ 6.95	\$ 7.82	\$ 9.08	\$ 8.14	\$ 9.34	\$ 10.91

PROOF of All Costs Included in the Rates:			
Total Carts	59	8	41
Rates	\$ 143.45	\$ 173.31	\$ 233.03
First Cart Revenue	\$ 101,559	\$ 16,637	\$ 114,651
Second Carts	-	-	6
Rates	\$ 96.53	\$ 127.26	\$ 188.25
Second Cart Revenue	\$ -	\$ -	\$ 13,554.09
Total Revenue	\$ 246,402		
Total Costs	\$ 230,890		
	\$ 15,512		

PROOF of Correct Component Allocation				TOTAL
Bins	1.50	2.00	3.00	\$ -
Variable	4,103.73	741.92	6,538.14	\$ -
Fixed	2,723.71	314.27	1,361.86	\$ -
Disposal	1,181.76	213.65	1,882.81	\$ -
Subtotal	8,009	1,270	9,783	\$ -
Disposal 2nd Cart	-	-	-	\$ -
Total Costs	8,009.20	1,269.84	9,783	\$ -
2nd Bin Added Costs				
2nd Bin Depreciation				
Excess Fixed Cost from Additional Pickup	366.65	104.76	785.69	\$ 15,085.18
Total 2nd Bin Costs	367	104.76	785.69	Imm. Variance

APPENDIX A-7: GREEN WASTE BIN COST OF SERVICE CALCULATIONS

FY2023/24 (Budget)		Cost of Service Information
		Total Commercial Green Wastes Collection Costs
		CITY OF Ontario
\$	-	Human Resources
		Street Sweeping
\$	60,148	Integrated Waste Admin
\$	7,449	Utility Billing System Upgrade
\$	4,966	Municipal Service Center Renovation
\$	-	CNG Compressor Replace & Upgrade
\$	-	Heavy Truck Lift Replacement
\$	-	Integrated Waste Weld Shop Improvement
\$	-	Transfer Out
\$	(1,723)	Non-Rate Revenue
\$	(3,139)	Double Counted Extra Bin Depreciation
\$	45,567	SW Bin Overhead
\$	-	Depreciation
\$	1,718	New Program Variable Costs
		New Program Variable Costs
\$	33,067	Equipment Maint Variable Costs
\$	122,728	GW Direct Cost
\$	(13,627)	Frequency Surcharge
		Migration
		0
\$	4,666	Street Sweeping
		New Program Disposal Costs
		New Program Disposal Costs
\$	66,466	Green Waste Transfer/Processing/Disposal Costs
\$	328,287	Total All Costs
\$	113,268	Fixed Cost
\$	143,886	Green Wastes Collection Operations Costs
\$	4,666	Street Sweeping Costs
\$	66,466	Total Disposal Costs
\$	7.54	Green Wastes Transfer/Disposal per Yard/Month
	68.77	Green Wastes Pounds per Yard
	20.32	1 Yard Green Wastes Pounds per Setout
	30.48	1.5 Yard Green Wastes Pounds per Setout
	40.64	2 Yard Green Wastes Pounds per Setout
	60.96	3 Yard Green Wastes Pounds per Setout
	81.28	4 Yard Green Wastes Pounds per Setout
	121.93	6 Yard Green Wastes Pounds per Setout
	40	Collection Body MSW Yards
	10.5	Collection Body MSW Tons
\$	2.37	Cost/min for additional freq. of service
	10.0	Additional Service Frequency Time (Minutes) - Bins
\$	23.66	Additional Service Frequency Cost - Bins

Operational Information						
Container Size	1.5	2	3	4	6	TOTAL
lbs per container	30.48	40.64	60.96	81.28	121.93	
Gallons						
1st Bin						
2nd Bin						
Yards						
1st Bin						
2nd Bin						
Tons						
1st Bin						
2nd Bin						
Disposal Rate						
2nd Bin Disposal Cost						-
1st Bin Disposal Cost						-
YW/ORG - Contain	56	4	26	102	10	198
YW/ORG 2nd Con	1	1	5	18	1	26
						-
TOTAL Containers	57	5	31	120	11	224
Avg Lifts per Rout	1.5	2	3	4	6	TOTAL
YW/ORG (From R	57	5	31	120	11	224
						-
TOTAL	57	5	31	120	11	224
Estimation of Equivalent Routes						
Subscription Level	1.5	2	3	4	6	
Containers	57	5	31	120	11	224
% of All Subscribe	60%	5%	33%	126%	12%	98%
Ideal 1-Load Rout	472	31	128	373	23	1,028
Setouts in Max Lc	787	591	394	295	197	
Req'd Rte Days	0.12	0.16	0.24	0.32	0.48	
Calculated Loads						0.2
Lifts/Hr.						165.9
Container Size	1.5	2	3	4	6	Standard
Hours to Pack-out	65.46	49.09	32.73	24.55	16.36	
Avg Route Time	7.90	7.90	7.90	7.90	7.90	1.35
Loads	1.00	1.00	1.00	1.00	1.00	2.00
Hours/Dump Trip	1.50	1.50	1.50	1.50	1.50	1.50
Dump Time	1.50	1.50	1.50	1.50	1.50	3.00
Total Route Time	9.40	9.40	9.40	9.40	9.40	4.35
FTE Route Factor	2.16	2.16	2.16	2.16	2.16	1.00
ACCOUNTS	1.5	2	3	4	6	TOTAL
Green Waste Acc	56	4	25	67	7	159
						-
TOTAL Green Wa	56	4	25	67	7	159
	1.5	2	3	4	6	TOTAL
LIFTS						
Green Wastes Ac	56	4	26	102	10	198
Temporary						-
GW Second Bins	1	1	5	18	1	26
Total Lifts	57	5	31	120	11	224

APPENDIX A-7: GREEN WASTE BIN COST OF SERVICE CALCULATIONS

Green Wastes Bin Rates by Cost of Service					
Container Size	1.5	2	3	4	6
Setouts/Max Load	787	591	394	295	197
Total Containers	224	224	224	224	224
"FTE Route Factor"	0.28	0.38	0.57	0.76	1.14
Adjusted Loads if All Subs	2.16	2.16	2.16	2.16	2.16
	0.61	0.82	1.23	1.64	2.46
Cost per Load	\$ 22,689.08				
Cost all Loads	\$ 12,603.62	\$ 16,804.83	\$ 25,207.24	\$ 33,609.65	\$ 50,414.48
Minimum	\$ 12,603.62				
Equivalent Container Factor	3.74	4.98	7.47	9.97	14.95
Containers by Size (Frequency)	57	5	31	120	11
Equivalent Container Units (ECU)	213	25	232	1,196	164
\$	323,620				
Annual Variable Route Costs	\$ 143,886				
ECUs	1,830				
Annual Variable/ECU	\$ 78.63				
Monthly Variable/ECU	\$ 6.55				
ECF's	3.74	4.98	7.47	9.97	14.95
Variable Route Costs/Month	\$ 24.49	\$ 32.65	\$ 48.97	\$ 65.30	\$ 97.95
Fixed Costs/Account/Month	\$ 59.36	\$ 59.36	\$ 59.36	\$ 59.36	\$ 59.36
MSW Txfr & Disp Cost/Month	\$ 11.31	\$ 15.08	\$ 22.62	\$ 30.16	\$ 45.25
Street Sweeping Commercial/Cont/Month	\$ 2.45	\$ 2.45	\$ 2.45	\$ 2.45	\$ 2.45
TOTAL MONTHLY RATE @ 1x/wk	\$ 97.61	\$ 109.54	\$ 133.41	\$ 157.27	\$ 205.00

Extra Container					
Disposal	\$ 11.31	\$ 15.08	\$ 22.62	\$ 30.16	\$ 45.25
Addl Fixed (Depreciation)	\$ 6.95	\$ 7.82	\$ 9.08	\$ 10.51	\$ 12.31
Addl Operating Costs	\$ 24.49	\$ 32.65	\$ 48.97	\$ 65.30	\$ 97.95
Total Monthly Rate Extra Container	\$ 42.74	\$ 55.55	\$ 80.68	\$ 105.97	\$ 155.50

Estimated Cost of Container	\$ 833.48	\$ 937.80	\$ 1,089.85	\$ 1,260.76	\$ 1,477.17
Bin Depreciation (10year life)	\$ 6.95	\$ 7.82	\$ 9.08	\$ 10.51	\$ 12.31

PROOF of All Costs Included in the Rates:					
Total Carts	56	4	26	102	10
Rates	\$ 97.61	\$ 109.54	\$ 133.41	\$ 157.27	\$ 205.00
First Cart Revenue	\$ 65,593	\$ 5,258	\$ 41,623	\$ 192,502	\$ 24,601
Second Carts	1	1	5	18	1
Rates	\$ 42.74	\$ 55.55	\$ 80.68	\$ 105.97	\$ 155.50
Second Cart Revenue	\$ 512.93	\$ 666.56	\$ 4,840.74	\$ 22,889.29	\$ 1,866.04
Total Revenue	\$ 360,353				
Total Costs	\$ 331,426				
	\$ 28,927				

PROOF of Correct Component Allocation						
Bins	1.50	2.00	3.00	4.00	6.00	TOTAL
Variable	1,395.76	163.25	1,518.19	7,835.84	1,077.43	\$ -
Fixed	3,324.44	237.46	1,484.12	3,977.45	415.55	\$ -
Disposal	644.75	75.41	701.31	3,619.67	497.71	\$ -
Subtotal	5,365	476	3,704	15,433	1,991	\$ -
Disposal 2nd Cart						\$ -
Total Costs	5,364.95	476.12	3,704	15,433	1,991	\$ -
2nd Bin Added Costs						
2nd Bin Depreciation						
Excess Fixed Cost from Additional Pickup	-	-	61.81	2,163.37	185.43	\$ 28,927.38
Total 2nd Bin Costs	-	-	61.81	2,163.37	185.43	

APPENDIX A-8: MONTHLY BIN RATES – COST OF SERVICE

Commercial Cart and Bin Rates – Cost of Service – FY 23-24

FY 23-24 Commercial MSW Rates - Full COS												
Frequency	Loose						Compactors					
	32	64	96	1.5	2	3	4	6	2	3	4	6
1 /week	\$ 7.88	\$ 11.64	\$ 15.90	\$ 135.87	\$ 151.32	\$ 175.44	\$ 208.60	\$ 274.92	\$ 230.41	\$ 307.63	\$ 393.89	\$ 666.50
2 /week	\$ 22.97	\$ 30.50	\$ 39.02	\$ 192.32	\$ 223.22	\$ 271.47	\$ 337.79	\$ 470.42	\$ 381.40	\$ 535.84	\$ 708.36	\$ 1,253.60
3 /week	\$ 38.07	\$ 49.36	\$ 62.14	\$ 248.78	\$ 295.13	\$ 367.50	\$ 466.97	\$ 665.92	\$ 532.39	\$ 764.06	\$ 1,022.83	\$ 1,840.69
4 /week	\$ 53.17	\$ 68.22	\$ 85.26	\$ 305.23	\$ 367.03	\$ 463.52	\$ 596.16	\$ 861.42	\$ 683.39	\$ 992.27	\$ 1,337.30	\$ 2,427.78
5 /week	\$ 68.26	\$ 87.08	\$ 108.38	\$ 361.68	\$ 438.93	\$ 559.55	\$ 725.34	\$ 1,056.93	\$ 834.38	\$ 1,220.49	\$ 1,651.77	\$ 3,014.87
6 /week	\$ 83.36	\$ 105.94	\$ 131.50	\$ 418.14	\$ 510.84	\$ 655.58	\$ 854.53	\$ 1,252.43	\$ 985.38	\$ 1,448.70	\$ 1,966.24	\$ 3,601.96
Temporary Container	N/A	N/A	N/A	\$ 75.95	\$ 79.52	\$ 85.09	\$ 92.74	\$ 108.04	\$ 97.77	\$ 115.59	\$ 135.50	\$ 198.41
Second Container												
1 /week	\$ 3.65	\$ 7.52	\$ 11.81	\$ 39.74	\$ 56.06	\$ 81.45	\$ 116.03	\$ 184.15	\$ 134.17	\$ 213.66	\$ 302.20	\$ 577.09
2 /week	\$ 18.75	\$ 26.38	\$ 34.93	\$ 96.20	\$ 127.97	\$ 177.48	\$ 245.22	\$ 379.66	\$ 285.16	\$ 441.88	\$ 616.67	\$ 1,164.18
3 /week	\$ 33.84	\$ 45.24	\$ 58.05	\$ 152.65	\$ 199.87	\$ 273.51	\$ 374.40	\$ 575.16	\$ 436.15	\$ 670.09	\$ 931.14	\$ 1,751.27
4 /week	\$ 48.94	\$ 64.10	\$ 81.17	\$ 209.10	\$ 271.77	\$ 369.53	\$ 503.59	\$ 770.66	\$ 587.15	\$ 898.31	\$ 1,245.61	\$ 2,338.36
5 /week	\$ 64.04	\$ 82.96	\$ 104.30	\$ 265.56	\$ 343.68	\$ 465.56	\$ 632.78	\$ 966.16	\$ 738.14	\$ 1,126.52	\$ 1,560.08	\$ 2,925.45
6 /week	\$ 79.13	\$ 101.82	\$ 127.42	\$ 322.01	\$ 415.58	\$ 561.59	\$ 761.96	\$ 1,161.67	\$ 889.13	\$ 1,354.74	\$ 1,874.55	\$ 3,512.54

FY 23-24 Recycling Commercial Rates - Full COS												
Frequency	Loose						Compactors					
	32	64	96	1.5	2	3	4	6	2	3	4	6
1 /week	\$ 5.01	\$ 7.15	\$ 9.04	\$ 81.08	\$ 91.15	\$ 111.29	\$ 131.43	\$ 187.10	\$ 138.47	\$ 197.65	\$ 246.58	\$ 375.21
2 /week	\$ 18.47	\$ 22.75	\$ 26.52	\$ 134.95	\$ 155.09	\$ 195.37	\$ 235.66	\$ 347.00	\$ 249.73	\$ 368.10	\$ 465.96	\$ 723.22
3 /week	\$ 31.94	\$ 38.35	\$ 44.01	\$ 188.82	\$ 219.03	\$ 279.46	\$ 339.89	\$ 506.89	\$ 360.99	\$ 538.55	\$ 685.34	\$ 1,071.22
4 /week	\$ 45.40	\$ 53.95	\$ 61.50	\$ 242.69	\$ 282.97	\$ 363.54	\$ 444.11	\$ 666.79	\$ 472.25	\$ 708.99	\$ 904.71	\$ 1,419.23
5 /week	\$ 58.86	\$ 69.55	\$ 78.99	\$ 296.56	\$ 346.92	\$ 447.63	\$ 548.34	\$ 826.69	\$ 583.51	\$ 879.44	\$ 1,124.09	\$ 1,767.24
6 /week	\$ 72.33	\$ 85.16	\$ 96.47	\$ 350.43	\$ 410.86	\$ 531.71	\$ 652.56	\$ 986.58	\$ 694.77	\$ 1,049.89	\$ 1,343.47	\$ 2,115.24
Temporary Container	N/A	N/A	N/A	\$ 63.31	\$ 65.63	\$ 70.28	\$ 74.93	\$ 87.78	\$ 76.55	\$ 90.21	\$ 101.50	\$ 131.19
Second Container												
1 /week	\$ 2.02	\$ 4.26	\$ 6.18	\$ 37.16	\$ 48.10	\$ 69.51	\$ 91.08	\$ 148.55	\$ 94.43	\$ 155.90	\$ 207.10	\$ 338.01
2 /week	\$ 15.48	\$ 19.86	\$ 23.67	\$ 91.03	\$ 112.04	\$ 153.59	\$ 195.30	\$ 308.44	\$ 205.69	\$ 326.34	\$ 426.48	\$ 686.01
3 /week	\$ 28.94	\$ 35.46	\$ 41.16	\$ 144.90	\$ 175.98	\$ 237.68	\$ 299.53	\$ 468.34	\$ 316.95	\$ 496.79	\$ 645.85	\$ 1,034.02
4 /week	\$ 42.41	\$ 51.06	\$ 58.64	\$ 198.77	\$ 239.93	\$ 321.76	\$ 403.75	\$ 628.23	\$ 428.21	\$ 667.24	\$ 865.23	\$ 1,382.03
5 /week	\$ 55.87	\$ 66.67	\$ 76.13	\$ 252.64	\$ 303.87	\$ 405.85	\$ 507.98	\$ 788.13	\$ 539.47	\$ 837.68	\$ 1,084.61	\$ 1,730.03
6 /week	\$ 69.33	\$ 82.27	\$ 93.62	\$ 306.51	\$ 367.81	\$ 489.93	\$ 612.21	\$ 948.03	\$ 650.73	\$ 1,008.13	\$ 1,303.98	\$ 2,078.04

APPENDIX A-8: MONTHLY BIN RATES – COST OF SERVICE

FY 23-24 Organic Commercial Rates - Full COS									
Frequency	32	64	96	1.5	2	3	1.5 COMP	2 COMP	3 COMP
1 /week	\$ 9.29	\$ 15.61	\$ 21.70	\$ 143.45	\$ 173.31	\$ 233.03	\$ 322.61	\$ 412.20	\$ 591.37
2 /week	\$ 26.99	\$ 39.63	\$ 51.82	\$ 256.69	\$ 316.41	\$ 435.86	\$ 615.03	\$ 794.19	\$ 1,152.53
3 /week	\$ 44.69	\$ 63.65	\$ 81.94	\$ 369.93	\$ 459.51	\$ 638.68	\$ 907.44	\$ 1,176.19	\$ 1,713.70
4 /week	\$ 62.39	\$ 87.67	\$ 112.06	\$ 483.17	\$ 602.62	\$ 841.51	\$ 1,199.85	\$ 1,558.19	\$ 2,274.86
5 /week	\$ 80.10	\$ 111.69	\$ 142.17	\$ 596.41	\$ 745.72	\$ 1,044.34	\$ 1,492.26	\$ 1,940.18	\$ 2,836.03
6 /week	\$ 97.80	\$ 135.71	\$ 172.29	\$ 709.66	\$ 888.83	\$ 1,247.16	\$ 1,784.67	\$ 2,322.18	\$ 3,397.19
Second Container									
1 /week	\$ 6.25	\$ 12.68	\$ 18.81	\$ 96.53	\$ 127.26	\$ 188.25	\$ 276.90	\$ 367.68	\$ 548.42
2 /week	\$ 23.96	\$ 36.70	\$ 48.93	\$ 209.77	\$ 270.36	\$ 391.08	\$ 569.31	\$ 749.67	\$ 1,109.58
3 /week	\$ 41.66	\$ 60.72	\$ 79.05	\$ 323.01	\$ 413.47	\$ 593.90	\$ 861.72	\$ 1,131.67	\$ 1,670.75
4 /week	\$ 59.36	\$ 84.74	\$ 109.16	\$ 436.26	\$ 556.57	\$ 796.73	\$ 1,154.13	\$ 1,513.66	\$ 2,231.91
5 /week	\$ 77.06	\$ 108.76	\$ 139.28	\$ 549.50	\$ 699.68	\$ 999.56	\$ 1,446.54	\$ 1,895.66	\$ 2,793.08
6 /week	\$ 94.76	\$ 132.78	\$ 169.40	\$ 662.74	\$ 842.78	\$ 1,202.38	\$ 1,738.95	\$ 2,277.65	\$ 3,354.24

FY 23-24 Green Waste Commercial Rates - Full COS								
Frequency	32	64	96	1.5	2	3	4	6
1 /week	\$ 7.06	\$ 11.16	\$ 15.03	\$ 97.61	\$ 109.54	\$ 133.41	\$ 157.27	\$ 205.00
2 /week	\$ 22.54	\$ 30.73	\$ 38.48	\$ 157.07	\$ 180.93	\$ 228.66	\$ 276.39	\$ 371.86
3 /week	\$ 38.02	\$ 50.31	\$ 61.92	\$ 216.52	\$ 252.32	\$ 323.92	\$ 395.51	\$ 538.71
4 /week	\$ 53.50	\$ 69.88	\$ 85.37	\$ 275.98	\$ 323.71	\$ 419.17	\$ 514.63	\$ 705.56
5 /week	\$ 68.98	\$ 89.45	\$ 108.82	\$ 335.43	\$ 395.10	\$ 514.43	\$ 633.75	\$ 872.41
6 /week	\$ 84.46	\$ 109.03	\$ 132.26	\$ 394.89	\$ 466.49	\$ 609.68	\$ 752.87	\$ 1,039.26
Second Container								
1 /week	\$ 4.03	\$ 8.23	\$ 12.14	\$ 42.74	\$ 55.55	\$ 80.68	\$ 105.97	\$ 155.50
2 /week	\$ 19.51	\$ 27.81	\$ 35.59	\$ 102.20	\$ 126.94	\$ 175.93	\$ 225.09	\$ 322.36
3 /week	\$ 34.99	\$ 47.38	\$ 59.03	\$ 161.66	\$ 198.32	\$ 271.19	\$ 344.21	\$ 489.21
4 /week	\$ 50.47	\$ 66.95	\$ 82.48	\$ 221.11	\$ 269.71	\$ 366.44	\$ 463.33	\$ 656.06
5 /week	\$ 65.94	\$ 86.53	\$ 105.92	\$ 280.57	\$ 341.10	\$ 461.70	\$ 582.45	\$ 822.91
6 /week	\$ 81.42	\$ 106.10	\$ 129.37	\$ 340.02	\$ 412.49	\$ 556.95	\$ 701.57	\$ 989.76

APPENDIX A-8: MONTHLY BIN RATES – COST OF SERVICE

Commercial Cart and Bin Rates – Cost of Service – FY 24-25

FY 24-25 Commercial MSW Rates - Full COS												
Frequency	Loose						Compactors					
	32	64	96	1.5	2	3	4	6	2	3	4	6
1 /week	\$ 7.88	\$ 11.76	\$ 16.14	\$ 138.32	\$ 154.23	\$ 179.09	\$ 213.25	\$ 281.57	\$ 235.71	\$ 315.26	\$ 404.12	\$ 684.98
2 /week	\$ 23.43	\$ 31.17	\$ 39.94	\$ 196.47	\$ 228.30	\$ 278.01	\$ 346.33	\$ 482.97	\$ 391.25	\$ 550.35	\$ 728.08	\$ 1,289.80
3 /week	\$ 38.97	\$ 50.59	\$ 63.74	\$ 254.62	\$ 302.37	\$ 376.93	\$ 479.41	\$ 684.37	\$ 546.79	\$ 785.45	\$ 1,052.03	\$ 1,894.62
4 /week	\$ 54.52	\$ 70.01	\$ 87.54	\$ 312.78	\$ 376.44	\$ 475.85	\$ 612.49	\$ 885.77	\$ 702.34	\$ 1,020.54	\$ 1,375.99	\$ 2,499.44
5 /week	\$ 70.06	\$ 89.42	\$ 111.34	\$ 370.93	\$ 450.51	\$ 574.77	\$ 745.57	\$ 1,087.17	\$ 857.88	\$ 1,255.64	\$ 1,699.94	\$ 3,104.26
6 /week	\$ 85.61	\$ 108.84	\$ 135.13	\$ 429.08	\$ 524.58	\$ 673.69	\$ 878.65	\$ 1,288.57	\$ 1,013.42	\$ 1,490.73	\$ 2,023.90	\$ 3,709.07
Temporary Container	N/A	N/A	N/A	\$ 76.52	\$ 80.19	\$ 85.93	\$ 93.81	\$ 109.58	\$ 98.99	\$ 117.35	\$ 137.86	\$ 202.67
Second Container												
1 /week	\$ 3.75	\$ 7.73	\$ 12.15	\$ 40.94	\$ 57.75	\$ 83.91	\$ 119.53	\$ 189.71	\$ 138.21	\$ 220.11	\$ 311.31	\$ 594.52
2 /week	\$ 19.30	\$ 27.15	\$ 35.95	\$ 99.09	\$ 131.82	\$ 182.83	\$ 252.61	\$ 391.11	\$ 293.75	\$ 455.20	\$ 635.27	\$ 1,199.34
3 /week	\$ 34.84	\$ 46.57	\$ 59.75	\$ 157.24	\$ 205.89	\$ 281.75	\$ 385.70	\$ 592.51	\$ 449.30	\$ 690.29	\$ 959.22	\$ 1,804.16
4 /week	\$ 50.39	\$ 65.98	\$ 83.55	\$ 215.40	\$ 279.96	\$ 380.67	\$ 518.78	\$ 793.91	\$ 604.84	\$ 925.39	\$ 1,283.18	\$ 2,408.97
5 /week	\$ 65.93	\$ 85.40	\$ 107.35	\$ 273.55	\$ 354.03	\$ 479.59	\$ 651.86	\$ 995.32	\$ 760.38	\$ 1,160.48	\$ 1,607.13	\$ 3,013.79
6 /week	\$ 81.48	\$ 104.82	\$ 131.15	\$ 331.70	\$ 428.10	\$ 578.51	\$ 784.94	\$ 1,196.72	\$ 915.92	\$ 1,395.58	\$ 1,931.09	\$ 3,618.61

FY 24-25 Recycling Commercial Rates - Full COS												
Frequency	Loose						Compactors					
	32	64	96	1.5	2	3	4	6	2	3	4	6
1 /week	\$ 5.37	\$ 7.94	\$ 10.21	\$ 81.72	\$ 92.15	\$ 113.02	\$ 133.89	\$ 191.59	\$ 141.14	\$ 202.46	\$ 253.14	\$ 386.42
2 /week	\$ 19.52	\$ 24.66	\$ 29.19	\$ 137.39	\$ 158.26	\$ 200.00	\$ 241.74	\$ 357.13	\$ 256.23	\$ 378.87	\$ 480.23	\$ 746.79
3 /week	\$ 33.67	\$ 41.37	\$ 48.17	\$ 193.06	\$ 224.36	\$ 286.97	\$ 349.58	\$ 522.67	\$ 371.31	\$ 555.28	\$ 707.32	\$ 1,107.16
4 /week	\$ 47.81	\$ 58.09	\$ 67.15	\$ 248.73	\$ 290.47	\$ 373.95	\$ 457.42	\$ 688.21	\$ 486.40	\$ 731.68	\$ 934.41	\$ 1,467.53
5 /week	\$ 61.96	\$ 74.80	\$ 86.14	\$ 304.40	\$ 356.58	\$ 460.92	\$ 565.27	\$ 853.75	\$ 601.49	\$ 908.09	\$ 1,161.50	\$ 1,827.90
6 /week	\$ 76.11	\$ 91.52	\$ 105.12	\$ 360.07	\$ 422.68	\$ 547.89	\$ 673.11	\$ 1,019.30	\$ 716.58	\$ 1,084.50	\$ 1,388.58	\$ 2,188.27
Temporary Container	N/A	N/A	N/A	\$ 63.46	\$ 65.87	\$ 70.68	\$ 75.50	\$ 88.81	\$ 77.17	\$ 91.32	\$ 103.02	\$ 133.77
Second Container												
1 /week	\$ 2.36	\$ 5.03	\$ 7.34	\$ 38.46	\$ 49.79	\$ 71.96	\$ 94.30	\$ 153.85	\$ 97.76	\$ 161.42	\$ 214.45	\$ 350.07
2 /week	\$ 16.50	\$ 21.75	\$ 26.32	\$ 94.13	\$ 115.89	\$ 158.94	\$ 202.14	\$ 319.39	\$ 212.84	\$ 337.83	\$ 441.54	\$ 710.44
3 /week	\$ 30.65	\$ 38.47	\$ 45.30	\$ 149.80	\$ 182.00	\$ 245.91	\$ 309.98	\$ 484.94	\$ 327.93	\$ 514.24	\$ 668.62	\$ 1,070.81
4 /week	\$ 44.80	\$ 55.18	\$ 64.29	\$ 205.47	\$ 248.10	\$ 332.88	\$ 417.83	\$ 650.48	\$ 443.02	\$ 690.65	\$ 895.71	\$ 1,431.18
5 /week	\$ 58.95	\$ 71.90	\$ 83.27	\$ 261.14	\$ 314.21	\$ 419.86	\$ 525.67	\$ 816.02	\$ 558.11	\$ 867.06	\$ 1,122.80	\$ 1,791.55
6 /week	\$ 73.09	\$ 88.62	\$ 102.25	\$ 316.81	\$ 380.31	\$ 506.83	\$ 633.51	\$ 981.56	\$ 673.20	\$ 1,043.46	\$ 1,349.89	\$ 2,151.92

APPENDIX A-8: MONTHLY BIN RATES – COST OF SERVICE

FY 24-25 Organic Commercial Rates - Full COS									
Frequency	32	64	96	1.5	2	3	1.5 COMP	2 COMP	3 COMP
1 /week	\$ 9.96	\$ 16.82	\$ 24.14	\$ 147.03	\$ 178.17	\$ 240.45	\$ 333.86	\$ 427.28	\$ 614.11
2 /week	\$ 28.55	\$ 42.27	\$ 56.90	\$ 264.81	\$ 327.09	\$ 451.64	\$ 638.47	\$ 825.30	\$ 1,198.96
3 /week	\$ 47.14	\$ 67.71	\$ 89.65	\$ 382.60	\$ 476.01	\$ 662.84	\$ 943.09	\$ 1,223.33	\$ 1,783.82
4 /week	\$ 65.72	\$ 93.16	\$ 122.41	\$ 500.38	\$ 624.93	\$ 874.04	\$ 1,247.70	\$ 1,621.36	\$ 2,368.68
5 /week	\$ 84.31	\$ 118.60	\$ 155.17	\$ 618.16	\$ 773.85	\$ 1,085.24	\$ 1,552.31	\$ 2,019.38	\$ 2,953.53
6 /week	\$ 102.90	\$ 144.05	\$ 187.93	\$ 735.94	\$ 922.77	\$ 1,296.43	\$ 1,856.92	\$ 2,417.41	\$ 3,538.39
Second Container									
1 /week	\$ 6.80	\$ 13.76	\$ 21.11	\$ 100.57	\$ 132.60	\$ 196.18	\$ 288.39	\$ 383.00	\$ 571.40
2 /week	\$ 25.38	\$ 39.21	\$ 53.87	\$ 218.35	\$ 281.52	\$ 407.38	\$ 593.00	\$ 781.02	\$ 1,156.26
3 /week	\$ 43.97	\$ 64.65	\$ 86.63	\$ 336.13	\$ 430.44	\$ 618.58	\$ 897.61	\$ 1,179.05	\$ 1,741.11
4 /week	\$ 62.55	\$ 90.10	\$ 119.39	\$ 453.92	\$ 579.36	\$ 829.78	\$ 1,202.22	\$ 1,577.08	\$ 2,325.97
5 /week	\$ 81.14	\$ 115.54	\$ 152.15	\$ 571.70	\$ 728.28	\$ 1,040.97	\$ 1,506.84	\$ 1,975.10	\$ 2,910.82
6 /week	\$ 99.73	\$ 140.99	\$ 184.91	\$ 689.48	\$ 877.20	\$ 1,252.17	\$ 1,811.45	\$ 2,373.13	\$ 3,495.68

FY 24-25 Green Waste Commercial Rates - Full COS								
Frequency	32	64	96	1.5	2	3	4	6
1 /week	\$ 7.49	\$ 11.88	\$ 16.72	\$ 98.55	\$ 110.82	\$ 135.36	\$ 159.89	\$ 208.97
2 /week	\$ 23.60	\$ 32.38	\$ 42.06	\$ 159.72	\$ 184.26	\$ 233.34	\$ 282.42	\$ 380.58
3 /week	\$ 39.72	\$ 52.87	\$ 67.40	\$ 220.90	\$ 257.71	\$ 331.33	\$ 404.94	\$ 552.18
4 /week	\$ 55.83	\$ 73.37	\$ 92.74	\$ 282.07	\$ 331.15	\$ 429.31	\$ 527.47	\$ 723.78
5 /week	\$ 71.94	\$ 93.87	\$ 118.08	\$ 343.25	\$ 404.60	\$ 527.29	\$ 649.99	\$ 895.38
6 /week	\$ 88.06	\$ 114.37	\$ 143.42	\$ 404.43	\$ 478.04	\$ 625.28	\$ 772.52	\$ 1,066.99
Second Container								
1 /week	\$ 4.32	\$ 8.82	\$ 13.69	\$ 43.96	\$ 57.13	\$ 82.97	\$ 108.98	\$ 159.91
2 /week	\$ 20.44	\$ 29.32	\$ 39.03	\$ 105.14	\$ 130.57	\$ 180.96	\$ 231.50	\$ 331.52
3 /week	\$ 36.55	\$ 49.81	\$ 64.37	\$ 166.32	\$ 204.02	\$ 278.94	\$ 354.03	\$ 503.12
4 /week	\$ 52.66	\$ 70.31	\$ 89.71	\$ 227.49	\$ 277.47	\$ 376.93	\$ 476.55	\$ 674.72
5 /week	\$ 68.78	\$ 90.81	\$ 115.05	\$ 288.67	\$ 350.91	\$ 474.91	\$ 599.07	\$ 846.32
6 /week	\$ 84.89	\$ 111.31	\$ 140.39	\$ 349.84	\$ 424.36	\$ 572.90	\$ 721.60	\$ 1,017.93

APPENDIX A-8: MONTHLY BIN RATES – COST OF SERVICE

Commercial Cart and Bin Rates – Cost of Service – FY 25-26

FY 25-26 Commercial MSW Rates - Full COS												
Frequency	Loose						Compactors					
	32	64	96	1.5	2	3	4	6	2	3	4	6
1 /week	\$ 8.04	\$ 12.03	\$ 16.55	\$ 141.00	\$ 157.24	\$ 182.63	\$ 217.46	\$ 287.14	\$ 240.60	\$ 321.84	\$ 412.53	\$ 698.57
2 /week	\$ 24.05	\$ 32.04	\$ 41.08	\$ 200.64	\$ 233.11	\$ 283.89	\$ 353.57	\$ 492.91	\$ 399.84	\$ 562.32	\$ 743.69	\$ 1,315.77
3 /week	\$ 40.07	\$ 52.05	\$ 65.61	\$ 260.28	\$ 308.99	\$ 385.16	\$ 489.67	\$ 698.68	\$ 559.08	\$ 802.80	\$ 1,074.86	\$ 1,932.98
4 /week	\$ 56.09	\$ 72.06	\$ 90.14	\$ 319.92	\$ 384.87	\$ 486.43	\$ 625.77	\$ 904.46	\$ 718.31	\$ 1,043.28	\$ 1,406.02	\$ 2,550.18
5 /week	\$ 72.10	\$ 92.07	\$ 114.67	\$ 379.56	\$ 460.74	\$ 587.69	\$ 761.87	\$ 1,110.23	\$ 877.55	\$ 1,283.75	\$ 1,737.19	\$ 3,167.39
6 /week	\$ 88.12	\$ 112.08	\$ 139.20	\$ 439.20	\$ 536.62	\$ 688.96	\$ 897.97	\$ 1,316.01	\$ 1,036.79	\$ 1,524.23	\$ 2,068.35	\$ 3,784.60
Temporary Container	N/A	N/A	N/A	\$ 77.14	\$ 80.88	\$ 86.74	\$ 94.78	\$ 110.86	\$ 100.12	\$ 118.87	\$ 139.80	\$ 205.81
Second Container												
1 /week	\$ 3.87	\$ 7.98	\$ 12.54	\$ 41.70	\$ 58.83	\$ 85.52	\$ 121.83	\$ 193.35	\$ 141.17	\$ 224.76	\$ 317.79	\$ 606.18
2 /week	\$ 19.89	\$ 27.99	\$ 37.07	\$ 101.33	\$ 134.70	\$ 186.79	\$ 257.93	\$ 399.13	\$ 300.41	\$ 465.24	\$ 648.96	\$ 1,223.38
3 /week	\$ 35.90	\$ 48.00	\$ 61.60	\$ 160.97	\$ 210.58	\$ 288.05	\$ 394.03	\$ 604.90	\$ 459.65	\$ 705.72	\$ 980.12	\$ 1,840.59
4 /week	\$ 51.92	\$ 68.01	\$ 86.13	\$ 220.61	\$ 286.46	\$ 389.32	\$ 530.13	\$ 810.68	\$ 618.89	\$ 946.19	\$ 1,311.29	\$ 2,457.79
5 /week	\$ 67.94	\$ 88.02	\$ 110.66	\$ 280.25	\$ 362.33	\$ 490.59	\$ 666.23	\$ 1,016.45	\$ 778.13	\$ 1,186.67	\$ 1,642.45	\$ 3,075.00
6 /week	\$ 83.95	\$ 108.03	\$ 135.19	\$ 339.89	\$ 438.21	\$ 591.85	\$ 802.33	\$ 1,222.23	\$ 937.37	\$ 1,427.15	\$ 1,973.62	\$ 3,692.20

FY 25-26 Recycling Commercial Rates - Full COS												
Frequency	Loose						Compactors					
	32	64	96	1.5	2	3	4	6	2	3	4	6
1 /week	\$ 5.46	\$ 8.08	\$ 10.39	\$ 83.15	\$ 93.79	\$ 115.07	\$ 136.34	\$ 195.13	\$ 143.81	\$ 206.33	\$ 258.02	\$ 393.89
2 /week	\$ 20.01	\$ 25.25	\$ 29.88	\$ 140.17	\$ 161.44	\$ 204.00	\$ 246.55	\$ 364.12	\$ 261.47	\$ 386.51	\$ 489.90	\$ 761.63
3 /week	\$ 34.56	\$ 42.43	\$ 49.37	\$ 197.18	\$ 229.09	\$ 292.92	\$ 356.75	\$ 533.12	\$ 379.14	\$ 566.70	\$ 721.78	\$ 1,129.37
4 /week	\$ 49.12	\$ 59.60	\$ 68.85	\$ 254.19	\$ 296.74	\$ 381.85	\$ 466.95	\$ 702.11	\$ 496.80	\$ 746.88	\$ 953.66	\$ 1,497.12
5 /week	\$ 63.67	\$ 76.78	\$ 88.34	\$ 311.20	\$ 364.39	\$ 470.78	\$ 577.16	\$ 871.10	\$ 614.47	\$ 927.07	\$ 1,185.55	\$ 1,864.86
6 /week	\$ 78.22	\$ 93.95	\$ 107.83	\$ 368.22	\$ 432.05	\$ 559.70	\$ 687.36	\$ 1,040.09	\$ 732.13	\$ 1,107.25	\$ 1,417.43	\$ 2,232.61
Temporary Container	N/A			\$ 63.79	\$ 66.24	\$ 71.15	\$ 76.06	\$ 89.63	\$ 77.79	\$ 92.21	\$ 104.14	\$ 135.50
Second Container												
1 /week	\$ 2.41	\$ 5.14	\$ 7.49	\$ 39.07	\$ 50.60	\$ 73.18	\$ 95.93	\$ 156.57	\$ 99.60	\$ 164.47	\$ 218.51	\$ 356.71
2 /week	\$ 16.96	\$ 22.83	\$ 27.53	\$ 96.08	\$ 118.25	\$ 162.11	\$ 206.13	\$ 325.56	\$ 217.27	\$ 344.65	\$ 450.39	\$ 724.46
3 /week	\$ 31.51	\$ 39.49	\$ 46.47	\$ 153.09	\$ 185.90	\$ 251.04	\$ 316.33	\$ 494.56	\$ 334.93	\$ 524.84	\$ 682.27	\$ 1,092.20
4 /week	\$ 46.07	\$ 56.67	\$ 65.95	\$ 210.11	\$ 253.55	\$ 339.96	\$ 426.54	\$ 663.55	\$ 452.60	\$ 705.02	\$ 914.15	\$ 1,459.95
5 /week	\$ 60.62	\$ 73.84	\$ 85.44	\$ 267.12	\$ 321.20	\$ 428.89	\$ 536.74	\$ 832.54	\$ 570.26	\$ 885.21	\$ 1,146.03	\$ 1,827.69
6 /week	\$ 75.17	\$ 91.02	\$ 104.93	\$ 324.13	\$ 388.86	\$ 517.82	\$ 646.94	\$ 1,001.53	\$ 687.93	\$ 1,065.39	\$ 1,377.91	\$ 2,195.44

APPENDIX A-8: MONTHLY BIN RATES – COST OF SERVICE

FY 25-26 Organic Commercial Rates - Full COS									
Frequency	32	64	96	1.5	2	3	1.5 COMP	2 COMP	3 COMP
1 /week	\$ 10.20	\$ 17.27	\$ 24.80	\$ 150.81	\$ 183.04	\$ 247.51	\$ 344.21	\$ 440.91	\$ 634.32
2 /week	\$ 29.34	\$ 43.47	\$ 58.53	\$ 272.61	\$ 337.08	\$ 466.01	\$ 659.42	\$ 852.82	\$ 1,239.63
3 /week	\$ 48.48	\$ 69.67	\$ 92.27	\$ 394.41	\$ 491.11	\$ 684.51	\$ 974.62	\$ 1,264.72	\$ 1,844.93
4 /week	\$ 67.62	\$ 95.87	\$ 126.01	\$ 516.21	\$ 645.14	\$ 903.02	\$ 1,289.82	\$ 1,676.63	\$ 2,450.24
5 /week	\$ 86.77	\$ 122.08	\$ 159.74	\$ 638.01	\$ 799.18	\$ 1,121.52	\$ 1,605.02	\$ 2,088.53	\$ 3,055.55
6 /week	\$ 105.91	\$ 148.28	\$ 193.48	\$ 759.81	\$ 953.21	\$ 1,340.02	\$ 1,920.23	\$ 2,500.44	\$ 3,660.86
Second Container									
1 /week	\$ 7.00	\$ 14.17	\$ 21.74	\$ 103.86	\$ 136.98	\$ 202.76	\$ 298.25	\$ 396.14	\$ 591.12
2 /week	\$ 26.14	\$ 40.37	\$ 55.48	\$ 225.66	\$ 291.02	\$ 421.26	\$ 613.45	\$ 808.05	\$ 1,196.43
3 /week	\$ 45.28	\$ 66.58	\$ 89.21	\$ 347.46	\$ 445.05	\$ 639.76	\$ 928.65	\$ 1,219.95	\$ 1,801.73
4 /week	\$ 64.42	\$ 92.78	\$ 122.95	\$ 469.26	\$ 599.09	\$ 858.26	\$ 1,243.86	\$ 1,631.86	\$ 2,407.04
5 /week	\$ 83.56	\$ 118.98	\$ 156.69	\$ 591.05	\$ 753.12	\$ 1,076.76	\$ 1,559.06	\$ 2,043.76	\$ 3,012.35
6 /week	\$ 102.70	\$ 145.19	\$ 190.42	\$ 712.85	\$ 907.15	\$ 1,295.26	\$ 1,874.26	\$ 2,455.67	\$ 3,617.66

FY 25-26 Green Waste Commercial Rates - Full COS								
Frequency	32	64	96	1.5	2	3	4	6
1 /week	\$ 7.66	\$ 12.18	\$ 17.17	\$ 100.05	\$ 112.59	\$ 137.65	\$ 162.72	\$ 212.85
2 /week	\$ 24.26	\$ 33.30	\$ 43.28	\$ 162.75	\$ 187.81	\$ 237.94	\$ 288.07	\$ 388.33
3 /week	\$ 40.85	\$ 54.41	\$ 69.38	\$ 225.44	\$ 263.04	\$ 338.24	\$ 413.43	\$ 563.82
4 /week	\$ 57.45	\$ 75.53	\$ 95.49	\$ 288.14	\$ 338.27	\$ 438.53	\$ 538.79	\$ 739.30
5 /week	\$ 74.05	\$ 96.65	\$ 121.60	\$ 350.84	\$ 413.50	\$ 538.82	\$ 664.14	\$ 914.79
6 /week	\$ 90.65	\$ 117.76	\$ 147.70	\$ 413.53	\$ 488.72	\$ 639.11	\$ 789.50	\$ 1,090.28
Second Container								
1 /week	\$ 4.45	\$ 9.08	\$ 14.11	\$ 44.75	\$ 58.18	\$ 84.55	\$ 111.08	\$ 163.07
2 /week	\$ 21.05	\$ 30.20	\$ 40.22	\$ 107.45	\$ 133.41	\$ 184.84	\$ 236.44	\$ 338.55
3 /week	\$ 37.65	\$ 51.32	\$ 66.33	\$ 170.14	\$ 208.63	\$ 285.13	\$ 361.79	\$ 514.04
4 /week	\$ 54.25	\$ 72.43	\$ 92.43	\$ 232.84	\$ 283.86	\$ 385.43	\$ 487.15	\$ 689.53
5 /week	\$ 70.84	\$ 93.55	\$ 118.54	\$ 295.53	\$ 359.09	\$ 485.72	\$ 612.51	\$ 865.01
6 /week	\$ 87.44	\$ 114.67	\$ 144.65	\$ 358.23	\$ 434.32	\$ 586.01	\$ 737.86	\$ 1,040.50

APPENDIX A-8: MONTHLY BIN RATES – COST OF SERVICE

Commercial Cart and Bin Rates – Cost of Service –FY 26-27

FY 26-27 Commercial MSW Rates - Full COS												
Frequency	Loose						Compactors					
	32	64	96	1.5	2	3	4	6	2	3	4	6
1 /week	\$ 8.27	\$ 12.39	\$ 17.05	\$ 145.08	\$ 161.80	\$ 187.94	\$ 223.81	\$ 295.55	\$ 247.64	\$ 331.30	\$ 424.68	\$ 719.19
2 /week	\$ 24.77	\$ 33.01	\$ 42.34	\$ 206.50	\$ 239.94	\$ 292.23	\$ 363.97	\$ 507.44	\$ 411.63	\$ 578.93	\$ 765.69	\$ 1,354.71
3 /week	\$ 41.27	\$ 53.64	\$ 67.63	\$ 267.92	\$ 318.08	\$ 396.51	\$ 504.12	\$ 719.33	\$ 575.61	\$ 826.57	\$ 1,106.70	\$ 1,990.23
4 /week	\$ 57.78	\$ 74.26	\$ 92.92	\$ 329.34	\$ 396.22	\$ 500.79	\$ 644.27	\$ 931.22	\$ 739.59	\$ 1,074.20	\$ 1,447.72	\$ 2,625.76
5 /week	\$ 74.28	\$ 94.89	\$ 118.21	\$ 390.76	\$ 474.36	\$ 605.07	\$ 784.42	\$ 1,143.11	\$ 903.57	\$ 1,321.84	\$ 1,788.73	\$ 3,261.28
6 /week	\$ 90.79	\$ 115.51	\$ 143.50	\$ 452.18	\$ 552.49	\$ 709.36	\$ 924.57	\$ 1,355.00	\$ 1,067.55	\$ 1,569.47	\$ 2,129.75	\$ 3,896.81
Temporary Container	N/A	N/A	N/A	\$ 78.08	\$ 81.94	\$ 87.97	\$ 96.25	\$ 112.80	\$ 101.75	\$ 121.05	\$ 142.60	\$ 210.57
Second Container												
1 /week	\$ 4.00	\$ 8.23	\$ 12.93	\$ 42.94	\$ 60.58	\$ 88.07	\$ 125.45	\$ 199.10	\$ 145.38	\$ 231.44	\$ 327.24	\$ 624.16
2 /week	\$ 20.50	\$ 28.86	\$ 38.22	\$ 104.36	\$ 138.72	\$ 192.35	\$ 265.60	\$ 410.99	\$ 309.36	\$ 479.08	\$ 668.25	\$ 1,259.69
3 /week	\$ 37.00	\$ 49.48	\$ 63.51	\$ 165.78	\$ 216.86	\$ 296.63	\$ 405.75	\$ 622.88	\$ 473.34	\$ 726.72	\$ 1,009.27	\$ 1,895.21
4 /week	\$ 53.51	\$ 70.11	\$ 88.80	\$ 227.20	\$ 294.99	\$ 400.91	\$ 545.90	\$ 834.77	\$ 637.32	\$ 974.35	\$ 1,350.28	\$ 2,530.74
5 /week	\$ 70.01	\$ 90.73	\$ 114.09	\$ 288.62	\$ 373.13	\$ 505.20	\$ 686.05	\$ 1,046.66	\$ 801.30	\$ 1,221.99	\$ 1,691.30	\$ 3,166.26
6 /week	\$ 86.51	\$ 111.36	\$ 139.38	\$ 350.04	\$ 451.27	\$ 609.48	\$ 826.21	\$ 1,258.55	\$ 965.29	\$ 1,469.62	\$ 2,032.31	\$ 3,801.78

FY 26-27 Recycling Commercial Rates - Full COS												
Frequency	Loose						Compactors					
	32	64	96	1.5	2	3	4	6	2	3	4	6
1 /week	\$ 5.62	\$ 8.34	\$ 10.73	\$ 85.60	\$ 96.57	\$ 118.50	\$ 140.44	\$ 201.05	\$ 148.12	\$ 212.58	\$ 265.88	\$ 405.95
2 /week	\$ 20.62	\$ 26.05	\$ 30.83	\$ 144.35	\$ 166.29	\$ 210.16	\$ 254.03	\$ 375.26	\$ 269.40	\$ 398.32	\$ 504.90	\$ 785.05
3 /week	\$ 35.62	\$ 43.76	\$ 50.94	\$ 203.11	\$ 236.01	\$ 301.82	\$ 367.62	\$ 549.46	\$ 390.68	\$ 584.05	\$ 743.93	\$ 1,164.16
4 /week	\$ 50.62	\$ 61.47	\$ 71.04	\$ 261.86	\$ 305.73	\$ 393.47	\$ 481.22	\$ 723.67	\$ 511.96	\$ 769.78	\$ 982.96	\$ 1,543.26
5 /week	\$ 65.62	\$ 79.18	\$ 91.15	\$ 320.62	\$ 375.45	\$ 485.13	\$ 594.81	\$ 897.87	\$ 633.24	\$ 955.52	\$ 1,221.99	\$ 1,922.36
6 /week	\$ 80.62	\$ 96.89	\$ 111.25	\$ 379.37	\$ 445.18	\$ 576.79	\$ 708.40	\$ 1,072.08	\$ 754.52	\$ 1,141.25	\$ 1,461.02	\$ 2,301.47
Temporary Container	N/A			\$ 64.35	\$ 66.88	\$ 71.95	\$ 77.01	\$ 91.00	\$ 78.78	\$ 93.66	\$ 105.96	\$ 138.28
Second Container												
1 /week	\$ 2.49	\$ 5.32	\$ 7.75	\$ 40.27	\$ 52.16	\$ 75.44	\$ 98.89	\$ 161.41	\$ 102.67	\$ 169.54	\$ 225.25	\$ 367.74
2 /week	\$ 17.49	\$ 23.03	\$ 27.85	\$ 99.03	\$ 121.88	\$ 167.10	\$ 212.48	\$ 335.62	\$ 223.95	\$ 355.28	\$ 464.28	\$ 746.85
3 /week	\$ 32.49	\$ 40.74	\$ 47.96	\$ 157.78	\$ 191.60	\$ 258.75	\$ 326.07	\$ 509.82	\$ 345.23	\$ 541.01	\$ 703.31	\$ 1,125.95
4 /week	\$ 47.49	\$ 58.45	\$ 68.06	\$ 216.53	\$ 261.33	\$ 350.41	\$ 439.66	\$ 684.03	\$ 466.51	\$ 726.75	\$ 942.34	\$ 1,505.05
5 /week	\$ 62.49	\$ 76.16	\$ 88.17	\$ 275.29	\$ 331.05	\$ 442.07	\$ 553.26	\$ 858.23	\$ 587.79	\$ 912.48	\$ 1,181.37	\$ 1,884.16
6 /week	\$ 77.49	\$ 93.88	\$ 108.27	\$ 334.04	\$ 400.77	\$ 533.73	\$ 666.85	\$ 1,032.44	\$ 709.07	\$ 1,098.22	\$ 1,420.40	\$ 2,263.26

APPENDIX A-8: MONTHLY BIN RATES – COST OF SERVICE

FY 26-27 Organic Commercial Rates - Full COS									
Frequency	32	64	96	1.5	2	3	1.5 COMP	2 COMP	3 COMP
1 /week	\$ 10.50	\$ 17.77	\$ 25.53	\$ 156.11	\$ 189.60	\$ 256.60	\$ 357.09	\$ 457.58	\$ 658.57
2 /week	\$ 30.21	\$ 44.76	\$ 60.00	\$ 282.45	\$ 349.44	\$ 483.43	\$ 684.42	\$ 885.40	\$ 1,287.38
3 /week	\$ 49.92	\$ 71.74	\$ 94.47	\$ 408.79	\$ 509.29	\$ 710.27	\$ 1,011.75	\$ 1,313.23	\$ 1,916.18
4 /week	\$ 69.64	\$ 98.73	\$ 128.94	\$ 535.14	\$ 669.13	\$ 937.11	\$ 1,339.08	\$ 1,741.05	\$ 2,544.99
5 /week	\$ 89.35	\$ 125.71	\$ 163.41	\$ 661.48	\$ 828.97	\$ 1,163.94	\$ 1,666.41	\$ 2,168.87	\$ 3,173.80
6 /week	\$ 109.06	\$ 152.69	\$ 197.88	\$ 787.82	\$ 988.81	\$ 1,390.78	\$ 1,993.74	\$ 2,596.69	\$ 3,802.60
Second Container									
1 /week	\$ 7.20	\$ 14.59	\$ 22.39	\$ 107.86	\$ 142.28	\$ 210.62	\$ 309.62	\$ 411.31	\$ 613.86
2 /week	\$ 26.91	\$ 41.58	\$ 57.13	\$ 234.21	\$ 302.12	\$ 437.46	\$ 636.95	\$ 839.13	\$ 1,242.67
3 /week	\$ 46.63	\$ 68.56	\$ 91.88	\$ 360.55	\$ 461.96	\$ 664.29	\$ 964.28	\$ 1,266.95	\$ 1,871.48
4 /week	\$ 66.34	\$ 95.54	\$ 126.62	\$ 486.89	\$ 621.81	\$ 891.13	\$ 1,291.61	\$ 1,694.77	\$ 2,500.28
5 /week	\$ 86.05	\$ 122.53	\$ 161.36	\$ 613.24	\$ 781.65	\$ 1,117.97	\$ 1,618.94	\$ 2,122.59	\$ 3,129.09
6 /week	\$ 105.76	\$ 149.51	\$ 196.11	\$ 739.58	\$ 941.49	\$ 1,344.80	\$ 1,946.27	\$ 2,550.42	\$ 3,757.90

FY 26-27 Green Waste Commercial Rates - Full COS								
Frequency	32	64	96	1.5	2	3	4	6
1 /week	\$ 7.89	\$ 12.54	\$ 17.69	\$ 102.93	\$ 115.84	\$ 141.66	\$ 167.47	\$ 219.11
2 /week	\$ 24.98	\$ 34.30	\$ 44.58	\$ 167.51	\$ 193.33	\$ 244.96	\$ 296.59	\$ 399.86
3 /week	\$ 42.08	\$ 56.05	\$ 71.48	\$ 232.09	\$ 270.81	\$ 348.26	\$ 425.71	\$ 580.61
4 /week	\$ 59.17	\$ 77.80	\$ 98.38	\$ 296.66	\$ 348.29	\$ 451.56	\$ 554.83	\$ 761.36
5 /week	\$ 76.27	\$ 99.56	\$ 125.28	\$ 361.24	\$ 425.78	\$ 554.86	\$ 683.94	\$ 942.11
6 /week	\$ 93.37	\$ 121.31	\$ 152.17	\$ 425.81	\$ 503.26	\$ 658.16	\$ 813.06	\$ 1,122.86
Second Container								
1 /week	\$ 4.59	\$ 9.36	\$ 14.54	\$ 46.09	\$ 59.92	\$ 87.08	\$ 114.41	\$ 167.96
2 /week	\$ 21.68	\$ 31.11	\$ 41.44	\$ 110.67	\$ 137.41	\$ 190.39	\$ 243.53	\$ 348.71
3 /week	\$ 38.78	\$ 52.87	\$ 68.34	\$ 175.25	\$ 214.89	\$ 293.69	\$ 372.65	\$ 529.46
4 /week	\$ 55.88	\$ 74.62	\$ 95.24	\$ 239.82	\$ 292.38	\$ 396.99	\$ 501.77	\$ 710.21
5 /week	\$ 72.97	\$ 96.37	\$ 122.13	\$ 304.40	\$ 369.86	\$ 500.29	\$ 630.88	\$ 890.96
6 /week	\$ 90.07	\$ 118.13	\$ 149.03	\$ 368.97	\$ 447.35	\$ 603.59	\$ 760.00	\$ 1,071.71

APPENDIX A-8: MONTHLY BIN RATES – COST OF SERVICE

Commercial Cart and Bin Rates – Cost of Service – FY 27-28

FY 27-28 Commercial MSW Rates - Full COS												
Frequency	Loose						Compactors					
	32	64	96	1.5	2	3	4	6	2	3	4	6
1 /week	\$ 8.40	\$ 12.65	\$ 17.46	\$ 147.68	\$ 164.90	\$ 191.82	\$ 228.77	\$ 302.66	\$ 253.31	\$ 339.48	\$ 435.66	\$ 739.00
2 /week	\$ 25.41	\$ 33.91	\$ 43.53	\$ 210.94	\$ 245.38	\$ 299.24	\$ 373.13	\$ 520.91	\$ 422.22	\$ 594.54	\$ 786.90	\$ 1,393.59
3 /week	\$ 42.41	\$ 55.16	\$ 69.59	\$ 274.20	\$ 325.86	\$ 406.65	\$ 517.48	\$ 739.15	\$ 591.12	\$ 849.61	\$ 1,138.15	\$ 2,048.18
4 /week	\$ 59.41	\$ 76.42	\$ 95.66	\$ 337.46	\$ 406.35	\$ 514.06	\$ 661.84	\$ 957.40	\$ 760.02	\$ 1,104.67	\$ 1,489.39	\$ 2,702.77
5 /week	\$ 76.42	\$ 97.67	\$ 121.72	\$ 400.73	\$ 486.83	\$ 621.47	\$ 806.19	\$ 1,175.65	\$ 928.92	\$ 1,359.74	\$ 1,840.64	\$ 3,357.36
6 /week	\$ 93.42	\$ 118.93	\$ 147.79	\$ 463.99	\$ 567.31	\$ 728.88	\$ 950.55	\$ 1,393.89	\$ 1,097.82	\$ 1,614.80	\$ 2,191.88	\$ 4,011.95
Temporary Container	N/A	N/A	N/A	\$ 78.68	\$ 82.65	\$ 88.87	\$ 97.39	\$ 114.44	\$ 103.06	\$ 122.94	\$ 145.14	\$ 215.14
Second Container												
1 /week	\$ 4.12	\$ 8.49	\$ 13.34	\$ 44.00	\$ 62.15	\$ 90.42	\$ 128.88	\$ 204.68	\$ 149.52	\$ 238.10	\$ 336.69	\$ 642.45
2 /week	\$ 21.13	\$ 29.75	\$ 39.41	\$ 107.27	\$ 142.63	\$ 197.83	\$ 273.23	\$ 422.93	\$ 318.42	\$ 493.16	\$ 687.94	\$ 1,297.04
3 /week	\$ 38.13	\$ 51.00	\$ 65.47	\$ 170.53	\$ 223.11	\$ 305.24	\$ 417.59	\$ 641.17	\$ 487.32	\$ 748.23	\$ 1,039.18	\$ 1,951.63
4 /week	\$ 55.13	\$ 72.26	\$ 91.54	\$ 233.79	\$ 303.60	\$ 412.65	\$ 561.94	\$ 859.42	\$ 656.22	\$ 1,003.29	\$ 1,390.43	\$ 2,606.22
5 /week	\$ 72.14	\$ 93.51	\$ 117.60	\$ 297.05	\$ 384.08	\$ 520.06	\$ 706.30	\$ 1,077.67	\$ 825.13	\$ 1,258.36	\$ 1,741.67	\$ 3,260.81
6 /week	\$ 89.14	\$ 114.77	\$ 143.67	\$ 360.32	\$ 464.56	\$ 627.47	\$ 850.66	\$ 1,295.91	\$ 994.03	\$ 1,513.42	\$ 2,092.92	\$ 3,915.40

FY 27-28 Recycling Commercial Rates - Full COS												
Frequency	Loose						Compactors					
	32	64	96	1.5	2	3	4	6	2	3	4	6
1 /week	\$ 5.71	\$ 8.51	\$ 10.99	\$ 87.20	\$ 98.51	\$ 121.12	\$ 143.74	\$ 206.24	\$ 151.66	\$ 218.11	\$ 273.05	\$ 417.47
2 /week	\$ 21.17	\$ 26.78	\$ 31.73	\$ 147.75	\$ 170.37	\$ 215.60	\$ 260.83	\$ 385.82	\$ 276.66	\$ 409.57	\$ 519.46	\$ 808.29
3 /week	\$ 36.63	\$ 45.05	\$ 52.47	\$ 208.30	\$ 242.22	\$ 310.07	\$ 377.91	\$ 565.40	\$ 401.67	\$ 601.03	\$ 765.86	\$ 1,199.11
4 /week	\$ 52.08	\$ 63.31	\$ 73.22	\$ 268.85	\$ 314.08	\$ 404.54	\$ 495.00	\$ 744.98	\$ 526.67	\$ 792.48	\$ 1,012.26	\$ 1,589.93
5 /week	\$ 67.54	\$ 81.58	\$ 93.96	\$ 329.40	\$ 385.94	\$ 499.01	\$ 612.09	\$ 924.57	\$ 651.67	\$ 983.94	\$ 1,258.66	\$ 1,980.75
6 /week	\$ 83.00	\$ 99.84	\$ 114.70	\$ 389.95	\$ 457.80	\$ 593.49	\$ 729.18	\$ 1,104.15	\$ 776.68	\$ 1,175.40	\$ 1,505.06	\$ 2,371.57
Temporary Container	N/A			\$ 64.72	\$ 67.33	\$ 72.55	\$ 77.77	\$ 92.19	\$ 79.60	\$ 94.93	\$ 107.61	\$ 140.94
Second Container												
1 /week	\$ 2.57	\$ 5.50	\$ 8.02	\$ 41.29	\$ 53.52	\$ 77.48	\$ 101.61	\$ 166.02	\$ 105.62	\$ 174.49	\$ 231.85	\$ 378.68
2 /week	\$ 18.03	\$ 23.77	\$ 28.76	\$ 101.84	\$ 125.38	\$ 171.95	\$ 218.69	\$ 345.60	\$ 230.63	\$ 365.95	\$ 478.25	\$ 769.50
3 /week	\$ 33.49	\$ 42.03	\$ 49.50	\$ 162.39	\$ 197.24	\$ 266.43	\$ 335.78	\$ 525.18	\$ 355.63	\$ 557.41	\$ 724.65	\$ 1,160.32
4 /week	\$ 48.95	\$ 60.30	\$ 70.24	\$ 222.94	\$ 269.09	\$ 360.90	\$ 452.87	\$ 704.76	\$ 480.64	\$ 748.87	\$ 971.06	\$ 1,551.14
5 /week	\$ 64.41	\$ 78.56	\$ 90.98	\$ 283.49	\$ 340.95	\$ 455.37	\$ 569.96	\$ 884.35	\$ 605.64	\$ 940.32	\$ 1,217.46	\$ 1,941.96
6 /week	\$ 79.87	\$ 96.83	\$ 111.72	\$ 344.04	\$ 412.81	\$ 549.84	\$ 687.04	\$ 1,063.93	\$ 730.64	\$ 1,131.78	\$ 1,463.86	\$ 2,332.78

APPENDIX A-8: MONTHLY BIN RATES – COST OF SERVICE

FY 27-28 Organic Commercial Rates - Full COS									
Frequency	32	64	96	1.5	2	3	1.5 COMP	2 COMP	3 COMP
1 /week	\$ 10.74	\$ 18.23	\$ 26.22	\$ 160.17	\$ 195.00	\$ 264.65	\$ 369.12	\$ 473.60	\$ 682.55
2 /week	\$ 31.04	\$ 46.02	\$ 62.00	\$ 291.28	\$ 360.93	\$ 500.23	\$ 709.18	\$ 918.13	\$ 1,336.03
3 /week	\$ 51.34	\$ 73.81	\$ 97.78	\$ 422.38	\$ 526.85	\$ 735.80	\$ 1,049.23	\$ 1,362.65	\$ 1,989.50
4 /week	\$ 71.64	\$ 101.60	\$ 133.57	\$ 553.48	\$ 692.78	\$ 971.38	\$ 1,389.28	\$ 1,807.18	\$ 2,642.98
5 /week	\$ 91.94	\$ 129.39	\$ 169.35	\$ 684.58	\$ 858.71	\$ 1,206.96	\$ 1,729.33	\$ 2,251.71	\$ 3,296.46
6 /week	\$ 112.24	\$ 157.18	\$ 205.13	\$ 815.68	\$ 1,024.63	\$ 1,442.53	\$ 2,069.38	\$ 2,696.23	\$ 3,949.93
Second Container									
1 /week	\$ 7.42	\$ 15.02	\$ 23.06	\$ 111.84	\$ 147.59	\$ 218.59	\$ 321.57	\$ 427.24	\$ 637.76
2 /week	\$ 27.72	\$ 42.81	\$ 58.84	\$ 242.95	\$ 313.52	\$ 454.16	\$ 661.62	\$ 871.76	\$ 1,291.24
3 /week	\$ 48.02	\$ 70.60	\$ 94.62	\$ 374.05	\$ 479.44	\$ 689.74	\$ 1,001.67	\$ 1,316.29	\$ 1,944.71
4 /week	\$ 68.32	\$ 98.39	\$ 130.40	\$ 505.15	\$ 645.37	\$ 925.32	\$ 1,341.72	\$ 1,760.82	\$ 2,598.19
5 /week	\$ 88.62	\$ 126.18	\$ 166.19	\$ 636.25	\$ 811.30	\$ 1,160.89	\$ 1,681.78	\$ 2,205.34	\$ 3,251.67
6 /week	\$ 108.92	\$ 153.97	\$ 201.97	\$ 767.35	\$ 977.22	\$ 1,396.47	\$ 2,021.83	\$ 2,649.87	\$ 3,905.14

FY 27-28 Green Waste Commercial Rates - Full COS								
Frequency	32	64	96	1.5	2	3	4	6
1 /week	\$ 8.05	\$ 12.85	\$ 18.15	\$ 104.41	\$ 117.70	\$ 144.29	\$ 170.88	\$ 224.07
2 /week	\$ 25.66	\$ 35.26	\$ 45.86	\$ 170.92	\$ 197.51	\$ 250.69	\$ 303.88	\$ 410.24
3 /week	\$ 43.27	\$ 57.67	\$ 73.58	\$ 237.43	\$ 277.32	\$ 357.09	\$ 436.87	\$ 596.41
4 /week	\$ 60.88	\$ 80.08	\$ 101.29	\$ 303.95	\$ 357.13	\$ 463.49	\$ 569.86	\$ 782.59
5 /week	\$ 78.49	\$ 102.49	\$ 129.00	\$ 370.46	\$ 436.94	\$ 569.89	\$ 702.85	\$ 968.76
6 /week	\$ 96.10	\$ 124.90	\$ 156.71	\$ 436.97	\$ 516.75	\$ 676.29	\$ 835.84	\$ 1,154.93
Second Container								
1 /week	\$ 4.73	\$ 9.65	\$ 14.99	\$ 47.26	\$ 61.47	\$ 89.41	\$ 117.51	\$ 172.61
2 /week	\$ 22.34	\$ 32.06	\$ 42.70	\$ 113.77	\$ 141.28	\$ 195.81	\$ 250.50	\$ 358.78
3 /week	\$ 39.95	\$ 54.47	\$ 70.41	\$ 180.28	\$ 221.09	\$ 302.21	\$ 383.49	\$ 544.95
4 /week	\$ 57.56	\$ 76.88	\$ 98.13	\$ 246.80	\$ 300.90	\$ 408.61	\$ 516.48	\$ 731.13
5 /week	\$ 75.17	\$ 99.29	\$ 125.84	\$ 313.31	\$ 380.71	\$ 515.01	\$ 649.48	\$ 917.30
6 /week	\$ 92.78	\$ 121.70	\$ 153.55	\$ 379.82	\$ 460.52	\$ 621.41	\$ 782.47	\$ 1,103.47

APPENDIX A-9: ROLL-OFF COST OF SERVICE CALCULATIONS

Roll-Off All Materials – Cost of Service

FY2023/24 (Budget)	Cost of Service Information
103%	
	City of Ontario
\$ -	Human Resources
	Street Sweeping
\$ 1,538,266	Integrated Waste Admin
\$ 190,504	Municipal Utilities Project
\$ 127,003	Information Technology Project
\$ -	Planning Projects
\$ -	Municipal Utilities Programs
\$ -	Municipal Services Project
\$ -	Transfer Out
\$ (145,948)	Non-Rate Revenue
	Double Counted Extra Box Depreciation
\$ 549,798	Roll Off Overhead
\$ -	Depreciation
	New Program Variable Costs
\$ 210,000.00	RO Fleet Variable Costs
\$ 845,678	Equipment Maint Variable Costs
\$ 2,358,634	Roll Off Direct Variable Costs
\$ 114,090	Street Sweeping
\$ 4,276,797	MSW Transport/Processing/Disposal Costs
\$ 141,858	Wood Transport/Processing/Disposal Costs
\$ -	REC Transport/Processing/Disposal Costs
\$ -	Inert Transport/Processing/Disposal Costs
\$ 374,192	C&D Transport/Processing/Disposal Costs
\$ 10,580,872	Total All Costs
\$ 2,259,623	Fixed Cost
\$ 3,414,311	Roll Off Direct Variable Costs
\$ 114,090	Street Sweeping
\$ 4,792,847	Transport/Processing/Disposal Costs
\$ 57.87	MSW Per Ton Disposal Cost
\$ 30.39	Wood Per Ton Disposal Cost
\$ -	REC Per Ton Disposal Cost
	DIRT Per Ton Disposal Cost
\$ 73.08	C&D Per Ton Disposal Cost
\$ 54.61	Inert Per Ton Disposal Cost

Operational Information			
Hauls	Loose	Compacted	TOTAL
MSW	11,163	5,643	16,806
REC	2,900	157	3,056
Green Waste	1,876	-	1,876
Inerts 1	-	-	-
Inerts 2	-	-	-
Dead Runs	-	-	-
Other Services	-	-	-
C&D	1,220	-	1,220
TOTAL	17,158	5,800	22,958

	87%	29%	
Roll Off Personnel	\$836,782		
RO Personnel (FTE)	16.00		
1FTE	2080		
Actual Hours	33,280.00		28704
Average Hours/Pull	1.50	1.75	
			Total
Hours	25,737.03	10,149.97	35,887.00

	72%	28%	Total
Hours as % of Ops	72%	28%	
Total Costs on Pull Hours	\$ 7,588,269.82	\$ 2,992,601.70	\$ 10,580,872
Variable Pull Rate	\$ 139.88	\$ 174.86	
Personnel Variable Cost	\$ 600,114	\$ 236,668	\$ 836,782
Remaining Variable Costs	\$ 1,848,523	\$ 729,006	\$ 2,577,529
Fixed Pull Rate	\$ 103.39	103.39	\$ 2,373,713
Haul Charge per Pull no disposal	\$ 243.28	\$ 278.25	

\$ 2,400,148.67	\$ 1,014,162.44	\$ 3,414,311.11
\$ 1,774,031.49	\$ 599,681.55	\$ 2,373,713.04
\$ 4,174,180.16	\$ 1,613,843.99	\$ 5,788,024.15

APPENDIX A-9: ROLL-OFF COST OF SERVICE CALCULATIONS

Box Rates by Cost of Service														
	Total	MSW	REC	C&D	Other Svcs	Dead Runs	GreenWaste	Inerts 1	Inerts 2	MSW - Comp	Inerts 1	Inerts 2	Recy - Comp	Green Waste
Setouts/Max Load	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total Containers	22,958	11,163	2,900	1,220	-	-	1,876	-	-	5,643	-	-	157	-
"FTE Route Factor"	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.25	1.25	1.25	1.25	1.25
Disposal Factor										3.00				3
Routes if All Subs	24,408.00	11,162.57	2,899.55	1,220.13	-	-	1,875.77	-	-	7,053.85	-	-	196.12	-
Cost per Route	\$ 148.72													
Cost all Routes	\$ 148.72	\$ 148.72	\$ 148.72	\$ 148.72	\$ 148.72	\$ 148.72	\$ 148.72	\$ 148.72	\$ 148.72	\$ 148.72	\$ 148.72	\$ 148.72	\$ 148.72	\$ 148.72
Minimum	\$ 148.72													
Equivalent Cart Factor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.25	1.25	1.25	1.25	1.25
Accounts by Size	22,958	11,163	2,900	1,220	-	-	1,876	-	-	5,643	-	-	157	-
Equivalent Cart Units (ECU)	24,408	11,163	2,900	1,220	-	-	1,876	-	-	7,054	-	-	196	-
Annual Variable Route Costs (no disposal)	\$3,414,311													
ECUs	24,408													
Annual Variable/ECU	\$ 139.88													
Variable/ECU	\$ 139.88													
Equivalent Cart Factor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.25	1.25	1.25	1.25	1.25
Variable Route Costs/Pull	\$ 139.88	\$ 139.88	\$ 139.88	\$ 139.88	\$ 139.88	\$ 139.88	\$ 139.88	\$ 139.88	\$ 139.88	\$ 174.86	\$ 174.86	\$ 174.86	\$ 174.86	\$ 174.86
Fixed Costs/Container/Pull	\$ 103.39	\$ 103.39	\$ 103.39	\$ 103.39	\$ 103.39	\$ 103.39	\$ 103.39	\$ 103.39	\$ 103.39	\$ 103.39	\$ 103.39	\$ 103.39	\$ 103.39	\$ 103.39
MSW Txfr & Disp Cost/Pull														
REC Collection Cost/Pull														
OCC Txfr & Proc Cost/Pull														
YW/CD Txfr & Proc Cost/Pull														
TOTAL RATE PER PULL BEFORE DISP/PROC	\$ 243.28	\$ 278.25												

APPENDIX A-10: ROLL-OFF PER PULL RATES – COST OF SERVICE

Roll-Off Per Pull Rates – Cost of Service - FY 23-24 through FY 27-28

Roll-Off Charges*	Current Rates	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
Roll Off - 10 YD - MSW	\$ 332.37	\$ 243.28	\$ 247.61	\$ 252.67	\$ 260.18	\$ 264.60
Roll Off - 20 YD - MSW	\$ 469.02	\$ 243.28	\$ 247.61	\$ 252.67	\$ 260.18	\$ 264.60
Roll Off - 30 YD - MSW	\$ 513.08	\$ 243.28	\$ 247.61	\$ 252.67	\$ 260.18	\$ 264.60
Roll Off - 40 YD - MSW	\$ 579.18	\$ 243.28	\$ 247.61	\$ 252.67	\$ 260.18	\$ 264.60
Roll Off - 10 YD - RECYCLING	\$ 248.70	\$ 243.28	\$ 247.61	\$ 252.67	\$ 260.18	\$ 264.60
Roll Off - 20 YD - RECYCLING	\$ 248.70	\$ 243.28	\$ 247.61	\$ 252.67	\$ 260.18	\$ 264.60
Roll Off - 30 YD - RECYCLING	\$ 248.70	\$ 243.28	\$ 247.61	\$ 252.67	\$ 260.18	\$ 264.60
Roll Off - 40 YD - RECYCLING	\$ 248.70	\$ 243.28	\$ 247.61	\$ 252.67	\$ 260.18	\$ 264.60
Roll Off - 10 YD - GREEN WASTE	\$ 248.70	\$ 243.28	\$ 247.61	\$ 252.67	\$ 260.18	\$ 264.60
Roll Off - 20 YD - GREEN WASTE	\$ 248.70	\$ 243.28	\$ 247.61	\$ 252.67	\$ 260.18	\$ 264.60
Roll Off - 30 YD - GREEN WASTE	\$ 248.70	\$ 243.28	\$ 247.61	\$ 252.67	\$ 260.18	\$ 264.60
Roll Off - 40 YD - GREEN WASTE	\$ 248.70	\$ 243.28	\$ 247.61	\$ 252.67	\$ 260.18	\$ 264.60
Roll Off - 10 YD - C&D	\$ 248.70	\$ 243.28	\$ 247.61	\$ 252.67	\$ 260.18	\$ 264.60
Roll Off - 20 YD - C&D	\$ 248.70	\$ 243.28	\$ 247.61	\$ 252.67	\$ 260.18	\$ 264.60
Roll Off - 30 YD - C&D	\$ 248.70	\$ 243.28	\$ 247.61	\$ 252.67	\$ 260.18	\$ 264.60
Roll Off - 40 YD - C&D	\$ 248.70	\$ 243.28	\$ 247.61	\$ 252.67	\$ 260.18	\$ 264.60
Roll Off Compactor Haul Charge	\$ 280.05	\$ 278.25	\$ 283.68	\$ 289.87	\$ 298.53	\$ 304.15
*Per Pull Charge Only. Costs for Disposal Not Included.						

APPENDIX A-11: ALLOCATION FACTORS SUMMARY

2023-2024	Summary of Revenue and Expense Allocation		<i>flows to tab C3 and H1 thru H9</i>			
	Description	Source / Type of Allocator	Residential			
			SW Carts	REC Carts	ORG Carts	Bulky PU
Revenue						
Recycling	Recycling Tons			40.3%		
Miscellaneous	Residential vs. Commercial/Industrial Revenue	18.9%	7.0%	11.8%		
Late Charges	Residential vs. Commercial/Industrial Revenue	33.3%	33.3%	33.3%		
Interest Income	Residential vs. Commercial/Industrial Revenue	18.9%	7.0%	11.8%		
Grant Revenue	Residential Only (Used Oil)	100.0%				
Expenditures						
City Overhead						
Human Resources	Route Hours All LOB	15.1%	11.2%	8.7%		3.4%
Street Sweep/Debris	Curb Miles & Annual Tonnage	32.3%	10.2%	22.3%		
Integrated Waste	Route Hours All LOB	15.1%	11.2%	8.7%		3.4%
Integrated Waste - Equipment Services Only (Variable)	Route Hours					
Municipal Utilities Project	Route Hours All LOB	15.1%	11.2%	8.7%		3.4%
Information Tech Project	Route Hours All LOB	15.1%	11.2%	8.7%		3.4%
Planning Project	Route Hours All LOB	15.1%	11.2%	8.7%		3.4%
Municipal Utilities Project	Route Hours All LOB	15.1%	11.2%	8.7%		3.4%
Municipal Services Project	Route Hours All LOB	15.1%	11.2%	8.7%		3.4%
Transfer Out	Route Hours All LOB	15.1%	11.2%	8.7%		3.4%
New Programs						
Refuse	<i>Customizable (currently Account by Material)</i>	77.6%				
Recycling	<i>Customizable (currently Account by Material)</i>		84.7%			
Organics	<i>Customizable (currently Account by Material)</i>			96.6%		
Green Waste	<i>Customizable (currently Account by Material)</i>					
Replacement Vehicles - Side Loader	<i>Customizable (By Route Hours for REC/ORG)</i>		52%	40%		
Replacement Vehicles - Front Loader	<i>Customizable (By Route Hours for REC/ORG)</i>					
Additional New Program Labor	<i>Customizable (By Route Hours for REC/ORG)</i>		38%	29%		
City Allocated Collection Costs						
Direct Costs - Variable (Labor, Fuel & Oil, Rental/Lease, Cart Bins & Vehicle)	Labor Hours Cart Collection (Bulky P-Up Routes u	32.9%	24.3%	18.9%		14.7%
Direct Costs -	Route Hours All LOB	15.1%	11.2%	8.7%		3.4%
Integrated Waste - Equipment Services Only (Variable)	Route Hours All LOB	15.1%	11.2%	8.7%		3.4%
Direct Costs - Carts, Bins & Vehicles	Number of Carts					
Overhead - Office / Admin						
Overhead - Legal / Specialists						
Overhead - Insurance						
Overhead - IT Services						
Overhead - Maintenance & Repair						
Disposal/Processing Costs - Solid Waste, Recycling, and Yard Waste / Organic	Annual LOB Tonnage	83.6%	89.7%	95.5%		2.4%
Direct Costs - Variable (Labor, Fuel & Oil, Rental/Lease, Cart Bins & Vehicle)	Route/Labor Hours Bin Collection					
Direct Costs -	Route Hours All LOB	15.1%	11.2%	8.7%		3.4%
Direct Costs -						
Direct Costs - Carts, Bins & Vehicles						
Overhead - Office / Admin						
Overhead - Legal / Specialists						
Overhead - Insurance						
Overhead - IT Services						
Overhead - Maintenance & Repair						
Disposal/Processing Costs - Solid Waste, Recycling, and Yard Waste / Organic						
Disposal/Processing Costs - Solid Waste, Recycling, and Yard Waste / Organic						
Preallocated by the City	Direct LOB Expenditures					
Automated Residential Collect	Volume - Carts	31.6%	30.1%	28.2%		
Commercial Bin Collection	Volume - Bins					

APPENDIX A-11: ALLOCATION FACTORS SUMMARY

2023-2024 Summary of Revenue and Expense Allocation		flows to tab C3 and H1 thru H9							Roll-Off
Description	Source / Type of Allocator	Commercial							All
		SW Carts	SW Bins	REC Carts	REC Bins	ORG/GW Carts	ORG Bins	GW Bins	
Revenue									
Recycling	Recycling Tons			5.2%	29.4%				25.1%
Miscellaneous	Residential vs. Commercial/Industrial Revenue	0.5%	33.9%	0.1%	5.6%	0.2%	0.4%	0.7%	20.9%
Late Charges	Residential vs. Commercial/Industrial Revenue								
Interest Income	Residential vs. Commercial/Industrial Revenue	0.5%	33.9%	0.1%	5.6%	0.2%	0.4%	0.7%	20.9%
Grant Revenue	Residential Only (Used Oil)								
Expenditures									
City Overhead									
Human Resources	Route Hours All LOB	2.5%	24.1%	1.3%	6.5%	0.4%	0.5%	1.0%	25.4%
Street Sweep/Debris	Curb Miles & Annual Tonnage	1.5%	22.2%	0.3%	1.9%	0.3%	0.1%	0.3%	8.5%
Integrated Waste	Route Hours All LOB	2.5%	24.1%	1.3%	6.5%	0.4%	0.5%	1.0%	25.4%
Integrated Waste - Equipment Services Only (Variable)	Route Hours								
Municipal Utilities Project	Route Hours All LOB	2.5%	24.1%	1.3%	6.5%	0.4%	0.5%	1.0%	25.4%
Information Tech Project	Route Hours All LOB	2.5%	24.1%	1.3%	6.5%	0.4%	0.5%	1.0%	25.4%
Planning Project	Route Hours All LOB	2.5%	24.1%	1.3%	6.5%	0.4%	0.5%	1.0%	25.4%
Municipal Utilities Project	Route Hours All LOB	2.5%	24.1%	1.3%	6.5%	0.4%	0.5%	1.0%	25.4%
Municipal Services Project	Route Hours All LOB	2.5%	24.1%	1.3%	6.5%	0.4%	0.5%	1.0%	25.4%
Transfer Out	Route Hours All LOB	2.5%	24.1%	1.3%	6.5%	0.4%	0.5%	1.0%	25.4%
New Programs									
Refuse	Customizable (currently Account by Material)	14.1%	8.4%						
Recycling	Customizable (currently Account by Material)			10.9%	4.3%				
Organics	Customizable (currently Account by Material)					3.1%	0.3%		
Green Waste	Customizable (currently Account by Material)							100.0%	
Replacement Vehicles - Side Loader	Customizable (By Route Hours for REC/ORG)			6%		1.9%			
Replacement Vehicles - Front Loader	Customizable (By Route Hours for REC/ORG)				81%		6.3%	12.5%	
Additional New Program Labor	Customizable (By Route Hours for REC/ORG)			4%	22%	1%	1.7%	3.4%	
City Allocated Collection Costs									
Direct Costs - Variable (Labor, Fuel & Oil, Rental/Lease, Cart Bins & Vehicle)	Labor Hours Cart Collection (Bulky P-Up Routes u	5.5%		2.8%		0.9%			
Direct Costs -	Route Hours All LOB	2.5%	24%	1.3%	6%	0.4%	1%	1%	25%
Integrated Waste - Equipment Services Only (Variable)	Route Hours All LOB	2.5%	24%	1.3%	6%	0.4%	1%	1%	25%
Direct Costs - Carts, Bins & Vehicles	Number of Carts								
Overhead - Office / Admin									
Overhead - Legal / Specialists									
Overhead - Insurance									
Overhead - IT Services									
Overhead - Maintenance & Repair									
Disposal/Processing Costs - Solid Waste, Recycling, and Yard Waste / Organic	Annual LOB Tonnage	14.0%		10.3%		4.5%			
Direct Costs - Variable (Labor, Fuel & Oil, Rental/Lease, Cart Bins & Vehicle)	Route/Labor Hours Bin Collection		71.0%		19.1%		1.5%	2.9%	
Direct Costs -	Route Hours All LOB	2.5%	24%	1.3%	6%	0.4%	1%	1%	25%
Direct Costs -									
Direct Costs - Carts, Bins & Vehicles									
Overhead - Office / Admin									
Overhead - Legal / Specialists									
Overhead - Insurance									
Overhead - IT Services									
Overhead - Maintenance & Repair									
Disposal/Processing Costs - Solid Waste, Recycling, and Yard Waste / Organic			100.0%		100.0%		100.0%	100.0%	
Disposal/Processing Costs - Solid Waste, Recycling, and Yard Waste / Organic									100.0%
Preallocated by the City	Direct LOB Expenditures								100.0%
Automated Residential Collect	Volume - Carts	5.3%		3.5%		1.3%			
Commercial Bin Collection	Volume - Bins		77.5%		20.5%		0.6%	1.4%	

APPENDIX A-12: RESIDENTIAL PHASE-IN RATES

Residential Four Year Phase-in Rates (FY 23-24 and FY 24-25)

RESIDENTIAL WEEKLY SERVICE							Four Year Phase In Residential Rates (FY 23-24 & FY 24-25)					
		Phase In		Phase In		COS		COS		COS		
Refuse, Recycling, and Organics		Current Rates	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28					
Residential Rate - 32 Gal*		\$ 28.04	\$31.82	\$35.60	\$ 41.05	\$ 42.31	\$ 43.30					
Residential Rate - 64 Gal*		\$ 31.76	\$35.60	\$39.45	\$ 45.05	\$ 46.43	\$ 47.55					
Residential Rate - 96 Gal*		\$ 35.75	\$39.78	\$43.81	\$ 49.57	\$ 51.09	\$ 52.36					
		COS		COS		COS		COS		COS		
Extra Refuse Container												
32 Gal		\$ 3.49	\$ 3.65	\$ 3.75	\$ 3.87	\$ 4.00	\$ 4.12					
64 Gal		\$ 7.19	\$ 7.52	\$ 7.73	\$ 7.98	\$ 8.23	\$ 8.49					
96 Gal		\$ 11.38	\$ 11.81	\$ 12.15	\$ 12.54	\$ 12.93	\$ 13.34					
Extra 96 Gal Recycling Container		\$ 4.60	\$ 6.18	\$ 7.34	\$ 7.49	\$ 7.75	\$ 8.02					
Extra 96 Gal Organics Container		\$ 8.56	\$ 12.14	\$ 13.69	\$ 14.11	\$ 14.54	\$ 14.99					

*Only applicable for Residential Customers. Includes a 96 Gallon Recycling and 96 Gallon Organics carts.

Residential Five Year Phase-in Rates (FY 23-24 through FY 25-26)

RESIDENTIAL WEEKLY SERVICE							Five Year Phase In Residential Rates (FY 23-24 through FY 25-26)					
		Phase In		Phase In		Phase In		COS		COS		
Refuse, Recycling, and Organics		Current Rates	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28					
Residential Rate - 32 Gal*		\$ 28.04	\$31.82	\$35.60	\$39.38	\$ 42.31	\$ 43.30					
Residential Rate - 64 Gal*		\$ 31.76	\$35.60	\$39.45	\$ 43.30	\$ 46.43	\$ 47.55					
Residential Rate - 96 Gal*		\$ 35.75	\$39.78	\$43.81	\$ 47.84	\$ 51.09	\$ 52.36					
		COS		COS		COS		COS		COS		
Extra Refuse Container												
32 Gal		\$ 3.49	\$ 3.65	\$ 3.75	\$ 3.87	\$ 4.00	\$ 4.12					
64 Gal		\$ 7.19	\$ 7.52	\$ 7.73	\$ 7.98	\$ 8.23	\$ 8.49					
96 Gal		\$ 11.38	\$ 11.81	\$ 12.15	\$ 12.54	\$ 12.93	\$ 13.34					
Extra 96 Gal Recycling Container		\$ 4.60	\$ 6.18	\$ 7.34	\$ 7.49	\$ 7.75	\$ 8.02					
Extra 96 Gal Organics Container		\$ 8.56	\$ 12.14	\$ 13.69	\$ 14.11	\$ 14.54	\$ 14.99					

*Only applicable for Residential Customers. Includes a 96 Gallon Recycling and 96 Gallon Organics carts.

APPENDIX A-13: COMMERCIAL PHASE-IN RATES (FY 23-24 THROUGH FY 27-28)

Commercial Cart and Bin Rates – Phase-In – FY 23-24

FY 23-24 Commercial MSW Rates - Phase In												
Frequency	Loose						Compactors					
	32	64	96	1.5	2	3	4	6	2	3	4	6
1 /week	\$ 7.88	\$ 11.64	\$ 16.81	\$ 140.01	\$ 152.79	\$ 175.44	\$ 208.60	\$ 274.92	\$ 230.41	\$ 307.63	\$ 393.89	\$ 666.50
2 /week	\$ 22.97	\$ 30.50	\$ 39.02	\$ 192.32	\$ 223.22	\$ 271.47	\$ 337.79	\$ 470.42	\$ 381.40	\$ 535.84	\$ 708.36	\$ 1,253.60
3 /week	\$ 38.07	\$ 49.36	\$ 62.14	\$ 248.78	\$ 295.13	\$ 367.50	\$ 466.97	\$ 665.92	\$ 532.39	\$ 764.06	\$ 1,022.83	\$ 1,840.69
4 /week	\$ 53.17	\$ 68.22	\$ 85.26	\$ 305.23	\$ 367.03	\$ 463.52	\$ 596.16	\$ 861.42	\$ 683.39	\$ 992.27	\$ 1,337.30	\$ 2,427.78
5 /week	\$ 68.26	\$ 87.08	\$ 108.38	\$ 361.68	\$ 438.93	\$ 559.55	\$ 725.34	\$ 1,056.93	\$ 834.38	\$ 1,220.49	\$ 1,651.77	\$ 3,014.87
6 /week	\$ 83.36	\$ 105.94	\$ 131.50	\$ 418.14	\$ 510.84	\$ 655.58	\$ 854.53	\$ 1,252.43	\$ 985.38	\$ 1,448.70	\$ 1,966.24	\$ 3,601.96
Temporary Container	N/A	N/A	N/A	\$ 75.95	\$ 79.52	\$ 85.09	\$ 92.74	\$ 108.04	\$ 97.77	\$ 115.59	\$ 135.50	\$ 198.41
Second Container												
1 /week	\$ 3.65	\$ 7.52	\$ 11.81	\$ 39.74	\$ 56.06	\$ 81.45	\$ 116.03	\$ 184.15	\$ 134.17	\$ 213.66	\$ 302.20	\$ 577.09
2 /week	\$ 18.75	\$ 26.38	\$ 34.93	\$ 96.20	\$ 127.97	\$ 177.48	\$ 245.22	\$ 379.66	\$ 285.16	\$ 441.88	\$ 616.67	\$ 1,164.18
3 /week	\$ 33.84	\$ 45.24	\$ 58.05	\$ 152.65	\$ 199.87	\$ 273.51	\$ 374.40	\$ 575.16	\$ 436.15	\$ 670.09	\$ 931.14	\$ 1,751.27
4 /week	\$ 48.94	\$ 64.10	\$ 81.17	\$ 209.10	\$ 271.77	\$ 369.53	\$ 503.59	\$ 770.66	\$ 587.15	\$ 898.31	\$ 1,245.61	\$ 2,338.36
5 /week	\$ 64.04	\$ 82.96	\$ 104.30	\$ 265.56	\$ 343.68	\$ 465.56	\$ 632.78	\$ 966.16	\$ 738.14	\$ 1,126.52	\$ 1,560.08	\$ 2,925.45
6 /week	\$ 79.13	\$ 101.82	\$ 127.42	\$ 322.01	\$ 415.58	\$ 561.59	\$ 761.96	\$ 1,161.67	\$ 889.13	\$ 1,354.74	\$ 1,874.55	\$ 3,512.54

FY 23-24 Recycling Commercial Rates - Phase In												
Frequency	Loose						Compactors					
	32	64	96	1.5	2	3	4	6	2	3	4	6
1 /week	\$ 5.01	\$ 7.15	\$ 9.04	\$ 98.21	\$ 107.56	\$ 126.27	\$ 144.98	\$ 193.77	\$ 138.47	\$ 197.65	\$ 246.58	\$ 375.21
2 /week	\$ 18.47	\$ 22.75	\$ 26.52	\$ 149.34	\$ 167.94	\$ 205.36	\$ 242.78	\$ 347.00	\$ 249.73	\$ 368.10	\$ 465.96	\$ 723.22
3 /week	\$ 31.94	\$ 38.35	\$ 44.01	\$ 200.37	\$ 228.32	\$ 284.45	\$ 340.58	\$ 506.89	\$ 360.99	\$ 538.55	\$ 685.34	\$ 1,071.22
4 /week	\$ 45.40	\$ 53.95	\$ 61.50	\$ 251.30	\$ 288.70	\$ 363.54	\$ 444.11	\$ 666.79	\$ 472.25	\$ 708.99	\$ 904.71	\$ 1,419.23
5 /week	\$ 58.86	\$ 69.55	\$ 78.99	\$ 302.33	\$ 349.08	\$ 447.63	\$ 548.34	\$ 826.69	\$ 583.51	\$ 879.44	\$ 1,124.09	\$ 1,767.24
6 /week	\$ 72.33	\$ 85.16	\$ 96.47	\$ 350.43	\$ 410.86	\$ 531.71	\$ 652.56	\$ 986.58	\$ 694.77	\$ 1,049.89	\$ 1,343.47	\$ 2,115.24
Temporary Container	N/A	N/A	N/A	\$ 63.31	\$ 65.63	\$ 70.28	\$ 74.93	\$ 87.78	\$ 76.55	\$ 90.21	\$ 101.50	\$ 131.19
Second Container												
1 /week	\$ 2.02	\$ 4.26	\$ 6.18	\$ 37.16	\$ 48.10	\$ 69.51	\$ 91.08	\$ 148.55	\$ 94.43	\$ 155.90	\$ 207.10	\$ 338.01
2 /week	\$ 15.48	\$ 19.86	\$ 23.67	\$ 91.03	\$ 112.04	\$ 153.59	\$ 195.30	\$ 308.44	\$ 205.69	\$ 326.34	\$ 426.48	\$ 686.01
3 /week	\$ 28.94	\$ 35.46	\$ 41.16	\$ 144.90	\$ 175.98	\$ 237.68	\$ 299.53	\$ 468.34	\$ 316.95	\$ 496.79	\$ 645.85	\$ 1,034.02
4 /week	\$ 42.41	\$ 51.06	\$ 58.64	\$ 198.77	\$ 239.93	\$ 321.76	\$ 403.75	\$ 628.23	\$ 428.21	\$ 667.24	\$ 865.23	\$ 1,382.03
5 /week	\$ 55.87	\$ 66.67	\$ 76.13	\$ 252.64	\$ 303.87	\$ 405.85	\$ 507.98	\$ 788.13	\$ 539.47	\$ 837.68	\$ 1,084.61	\$ 1,730.03
6 /week	\$ 69.33	\$ 82.27	\$ 93.62	\$ 306.51	\$ 367.81	\$ 489.93	\$ 612.21	\$ 948.03	\$ 650.73	\$ 1,008.13	\$ 1,303.98	\$ 2,078.04

APPENDIX A-13:

COMMERCIAL PHASE-IN RATES (FY 23-24 THROUGH FY 27-28)

FY 23-24 Organic Commercial Rates - Phase In									
Frequency	32	64	96	1.5	2	3	1.5 COMP	2 COMP	3 COMP
1 /week	\$ 9.29	\$ 15.61	\$ 21.70	\$ 292.06	\$ 302.23	\$ 322.57	\$ 322.61	\$ 412.20	\$ 591.37
2 /week	\$ 26.99	\$ 39.63	\$ 51.82	\$ 345.54	\$ 365.87	\$ 435.86	\$ 615.03	\$ 794.19	\$ 1,152.53
3 /week	\$ 44.69	\$ 63.65	\$ 81.94	\$ 399.02	\$ 459.51	\$ 638.68	\$ 907.44	\$ 1,176.19	\$ 1,713.70
4 /week	\$ 62.39	\$ 87.67	\$ 112.06	\$ 483.17	\$ 602.62	\$ 841.51	\$ 1,199.85	\$ 1,558.19	\$ 2,274.86
5 /week	\$ 80.10	\$ 111.69	\$ 142.17	\$ 596.41	\$ 745.72	\$ 1,044.34	\$ 1,492.26	\$ 1,940.18	\$ 2,836.03
6 /week	\$ 97.80	\$ 135.71	\$ 172.29	\$ 709.66	\$ 888.83	\$ 1,247.16	\$ 1,784.67	\$ 2,322.18	\$ 3,397.19
Second Container									
1 /week	\$ 6.25	\$ 12.68	\$ 18.81	\$ 96.53	\$ 127.26	\$ 188.25	\$ 276.90	\$ 367.68	\$ 548.42
2 /week	\$ 23.96	\$ 36.70	\$ 48.93	\$ 209.77	\$ 270.36	\$ 391.08	\$ 569.31	\$ 749.67	\$ 1,109.58
3 /week	\$ 41.66	\$ 60.72	\$ 79.05	\$ 323.01	\$ 413.47	\$ 593.90	\$ 861.72	\$ 1,131.67	\$ 1,670.75
4 /week	\$ 59.36	\$ 84.74	\$ 109.16	\$ 436.26	\$ 556.57	\$ 796.73	\$ 1,154.13	\$ 1,513.66	\$ 2,231.91
5 /week	\$ 77.06	\$ 108.76	\$ 139.28	\$ 549.50	\$ 699.68	\$ 999.56	\$ 1,446.54	\$ 1,895.66	\$ 2,793.08
6 /week	\$ 94.76	\$ 132.78	\$ 169.40	\$ 662.74	\$ 842.78	\$ 1,202.38	\$ 1,738.95	\$ 2,277.65	\$ 3,354.24

FY 23-24 Green Waste Commercial Rates - Phase In								
Frequency	32	64	96	1.5	2	3	4	6
1 /week	\$ 7.06	\$ 11.16	\$ 15.03	\$ 109.27	\$ 122.66	\$ 149.45	\$ 176.24	\$ 229.82
2 /week	\$ 22.54	\$ 30.73	\$ 38.48	\$ 172.42	\$ 199.21	\$ 252.79	\$ 306.37	\$ 413.53
3 /week	\$ 38.02	\$ 50.31	\$ 61.92	\$ 235.57	\$ 275.76	\$ 356.13	\$ 436.50	\$ 597.24
4 /week	\$ 53.50	\$ 69.88	\$ 85.37	\$ 298.72	\$ 352.31	\$ 459.47	\$ 566.63	\$ 780.95
5 /week	\$ 68.98	\$ 89.45	\$ 108.82	\$ 361.87	\$ 428.86	\$ 562.81	\$ 696.76	\$ 964.66
6 /week	\$ 84.46	\$ 109.03	\$ 132.26	\$ 394.89	\$ 466.49	\$ 609.68	\$ 752.87	\$ 1,039.26
Second Container								
1 /week	\$ 4.03	\$ 8.56	\$ 12.14	\$ 42.74	\$ 57.83	\$ 85.46	\$ 112.46	\$ 166.85
2 /week	\$ 19.51	\$ 27.81	\$ 35.59	\$ 102.20	\$ 127.15	\$ 182.40	\$ 236.40	\$ 345.19
3 /week	\$ 34.99	\$ 47.38	\$ 59.03	\$ 161.66	\$ 198.32	\$ 279.34	\$ 360.34	\$ 523.53
4 /week	\$ 50.47	\$ 66.95	\$ 82.48	\$ 221.11	\$ 269.71	\$ 376.28	\$ 484.28	\$ 701.87
5 /week	\$ 65.94	\$ 86.53	\$ 105.92	\$ 280.57	\$ 341.10	\$ 473.22	\$ 608.22	\$ 880.21
6 /week	\$ 81.42	\$ 106.10	\$ 129.37	\$ 340.02	\$ 412.49	\$ 556.95	\$ 701.57	\$ 989.76

APPENDIX A-13: COMMERCIAL PHASE-IN RATES (FY 23-24 THROUGH FY 27-28)

Commercial Cart and Bin Rates – Phase-In – FY 24-25

FY 24-25 Commercial MSW Rates - Phase In												
Frequency	Loose						Compactors					
	32	64	96	1.5	2	3	4	6	2	3	4	6
1 /week	\$ 7.88	\$ 11.76	\$ 16.81	\$ 140.01	\$ 154.23	\$ 179.09	\$ 213.25	\$ 281.57	\$ 235.71	\$ 315.26	\$ 404.12	\$ 684.98
2 /week	\$ 23.43	\$ 31.17	\$ 39.94	\$ 196.47	\$ 228.30	\$ 278.01	\$ 346.33	\$ 482.97	\$ 391.25	\$ 550.35	\$ 728.08	\$ 1,289.80
3 /week	\$ 38.97	\$ 50.59	\$ 63.74	\$ 254.62	\$ 302.37	\$ 376.93	\$ 479.41	\$ 684.37	\$ 546.79	\$ 785.45	\$ 1,052.03	\$ 1,894.62
4 /week	\$ 54.52	\$ 70.01	\$ 87.54	\$ 312.78	\$ 376.44	\$ 475.85	\$ 612.49	\$ 885.77	\$ 702.34	\$ 1,020.54	\$ 1,375.99	\$ 2,499.44
5 /week	\$ 70.06	\$ 89.42	\$ 111.34	\$ 370.93	\$ 450.51	\$ 574.77	\$ 745.57	\$ 1,087.17	\$ 857.88	\$ 1,255.64	\$ 1,699.94	\$ 3,104.26
6 /week	\$ 85.61	\$ 108.84	\$ 135.13	\$ 429.08	\$ 524.58	\$ 673.69	\$ 878.65	\$ 1,288.57	\$ 1,013.42	\$ 1,490.73	\$ 2,023.90	\$ 3,709.07
Temporary Container	N/A	N/A	N/A	\$ 76.52	\$ 80.19	\$ 85.93	\$ 93.81	\$ 109.58	\$ 98.99	\$ 117.35	\$ 137.86	\$ 202.67
Second Container												
1 /week	\$ 3.75	\$ 7.73	\$ 12.15	\$ 40.94	\$ 57.75	\$ 83.91	\$ 119.53	\$ 189.71	\$ 138.21	\$ 220.11	\$ 311.31	\$ 594.52
2 /week	\$ 19.30	\$ 27.15	\$ 35.95	\$ 99.09	\$ 131.82	\$ 182.83	\$ 252.61	\$ 391.11	\$ 293.75	\$ 455.20	\$ 635.27	\$ 1,199.34
3 /week	\$ 34.84	\$ 46.57	\$ 59.75	\$ 157.24	\$ 205.89	\$ 281.75	\$ 385.70	\$ 592.51	\$ 449.30	\$ 690.29	\$ 959.22	\$ 1,804.16
4 /week	\$ 50.39	\$ 65.98	\$ 83.55	\$ 215.40	\$ 279.96	\$ 380.67	\$ 518.78	\$ 793.91	\$ 604.84	\$ 925.39	\$ 1,283.18	\$ 2,408.97
5 /week	\$ 65.93	\$ 85.40	\$ 107.35	\$ 273.55	\$ 354.03	\$ 479.59	\$ 651.86	\$ 995.32	\$ 760.38	\$ 1,160.48	\$ 1,607.13	\$ 3,013.79
6 /week	\$ 81.48	\$ 104.82	\$ 131.15	\$ 331.70	\$ 428.10	\$ 578.51	\$ 784.94	\$ 1,196.72	\$ 915.92	\$ 1,395.58	\$ 1,931.09	\$ 3,618.61

FY 24-25 Recycling Commercial Rates - Phase In												
Frequency	Loose						Compactors					
	32	64	96	1.5	2	3	4	6	2	3	4	6
1 /week	\$ 5.37	\$ 7.94	\$ 10.21	\$ 98.21	\$ 107.56	\$ 126.27	\$ 144.98	\$ 193.77	\$ 141.14	\$ 202.46	\$ 253.14	\$ 386.42
2 /week	\$ 19.52	\$ 24.66	\$ 29.19	\$ 149.34	\$ 167.94	\$ 205.36	\$ 242.78	\$ 357.13	\$ 256.23	\$ 378.87	\$ 480.23	\$ 746.79
3 /week	\$ 33.67	\$ 41.37	\$ 48.17	\$ 200.37	\$ 228.32	\$ 286.97	\$ 349.58	\$ 522.67	\$ 371.31	\$ 555.28	\$ 707.32	\$ 1,107.16
4 /week	\$ 47.81	\$ 58.09	\$ 67.15	\$ 251.30	\$ 290.47	\$ 373.95	\$ 457.42	\$ 688.21	\$ 486.40	\$ 731.68	\$ 934.41	\$ 1,467.53
5 /week	\$ 61.96	\$ 74.80	\$ 86.14	\$ 304.40	\$ 356.58	\$ 460.92	\$ 565.27	\$ 853.75	\$ 601.49	\$ 908.09	\$ 1,161.50	\$ 1,827.90
6 /week	\$ 76.11	\$ 91.52	\$ 105.12	\$ 360.07	\$ 422.68	\$ 547.89	\$ 673.11	\$ 1,019.30	\$ 716.58	\$ 1,084.50	\$ 1,388.58	\$ 2,188.27
Temporary Container	N/A	N/A	N/A	\$ 63.46	\$ 65.87	\$ 70.68	\$ 75.50	\$ 88.81	\$ 77.17	\$ 91.32	\$ 103.02	\$ 133.77
Second Container												
1 /week	\$ 2.36	\$ 5.03	\$ 7.34	\$ 38.46	\$ 49.79	\$ 71.96	\$ 94.30	\$ 153.85	\$ 97.76	\$ 161.42	\$ 214.45	\$ 350.07
2 /week	\$ 16.50	\$ 21.75	\$ 26.32	\$ 94.13	\$ 115.89	\$ 158.94	\$ 202.14	\$ 319.39	\$ 212.84	\$ 337.83	\$ 441.54	\$ 710.44
3 /week	\$ 30.65	\$ 38.47	\$ 45.30	\$ 149.80	\$ 182.00	\$ 245.91	\$ 309.98	\$ 484.94	\$ 327.93	\$ 514.24	\$ 668.62	\$ 1,070.81
4 /week	\$ 44.80	\$ 55.18	\$ 64.29	\$ 205.47	\$ 248.10	\$ 332.88	\$ 417.83	\$ 650.48	\$ 443.02	\$ 690.65	\$ 895.71	\$ 1,431.18
5 /week	\$ 58.95	\$ 71.90	\$ 83.27	\$ 261.14	\$ 314.21	\$ 419.86	\$ 525.67	\$ 816.02	\$ 558.11	\$ 867.06	\$ 1,122.80	\$ 1,791.55
6 /week	\$ 73.09	\$ 88.62	\$ 102.25	\$ 316.81	\$ 380.31	\$ 506.83	\$ 633.51	\$ 981.56	\$ 673.20	\$ 1,043.46	\$ 1,349.89	\$ 2,151.92

APPENDIX A-13: COMMERCIAL PHASE-IN RATES (FY 23-24 THROUGH FY 27-28)

FY 24-25 Organic Commercial Rates - Phase In									
Frequency	32	64	96	1.5	2	3	1.5 COMP	2 COMP	3 COMP
1 /week	\$ 9.96	\$ 16.82	\$ 24.14	\$ 292.06	\$ 302.23	\$ 322.57	\$ 333.86	\$ 427.28	\$ 614.11
2 /week	\$ 28.55	\$ 42.27	\$ 56.90	\$ 345.54	\$ 365.87	\$ 451.64	\$ 638.47	\$ 825.30	\$ 1,198.96
3 /week	\$ 47.14	\$ 67.71	\$ 89.65	\$ 399.02	\$ 476.01	\$ 662.84	\$ 943.09	\$ 1,223.33	\$ 1,783.82
4 /week	\$ 65.72	\$ 93.16	\$ 122.41	\$ 500.38	\$ 624.93	\$ 874.04	\$ 1,247.70	\$ 1,621.36	\$ 2,368.68
5 /week	\$ 84.31	\$ 118.60	\$ 155.17	\$ 618.16	\$ 773.85	\$ 1,085.24	\$ 1,552.31	\$ 2,019.38	\$ 2,953.53
6 /week	\$ 102.90	\$ 144.05	\$ 187.93	\$ 735.94	\$ 922.77	\$ 1,296.43	\$ 1,856.92	\$ 2,417.41	\$ 3,538.39
Second Container									
1 /week	\$ 6.80	\$ 13.76	\$ 21.11	\$ 100.57	\$ 132.60	\$ 196.18	\$ 288.39	\$ 383.00	\$ 571.40
2 /week	\$ 25.38	\$ 39.21	\$ 53.87	\$ 218.35	\$ 281.52	\$ 407.38	\$ 593.00	\$ 781.02	\$ 1,156.26
3 /week	\$ 43.97	\$ 64.65	\$ 86.63	\$ 336.13	\$ 430.44	\$ 618.58	\$ 897.61	\$ 1,179.05	\$ 1,741.11
4 /week	\$ 62.55	\$ 90.10	\$ 119.39	\$ 453.92	\$ 579.36	\$ 829.78	\$ 1,202.22	\$ 1,577.08	\$ 2,325.97
5 /week	\$ 81.14	\$ 115.54	\$ 152.15	\$ 571.70	\$ 728.28	\$ 1,040.97	\$ 1,506.84	\$ 1,975.10	\$ 2,910.82
6 /week	\$ 99.73	\$ 140.99	\$ 184.91	\$ 689.48	\$ 877.20	\$ 1,252.17	\$ 1,811.45	\$ 2,373.13	\$ 3,495.68

FY 24-25 Green Waste Commercial Rates - Phase In									
Frequency	32	64	96	1.5	2	3	4	6	
1 /week	\$ 7.49	\$ 11.88	\$ 16.72	\$ 109.27	\$ 122.66	\$ 149.45	\$ 176.24	\$ 229.82	
2 /week	\$ 23.60	\$ 32.38	\$ 42.06	\$ 172.42	\$ 199.21	\$ 252.79	\$ 306.37	\$ 413.53	
3 /week	\$ 39.72	\$ 52.87	\$ 67.40	\$ 235.57	\$ 275.76	\$ 356.13	\$ 436.50	\$ 597.24	
4 /week	\$ 55.83	\$ 73.37	\$ 92.74	\$ 298.72	\$ 352.31	\$ 459.47	\$ 566.63	\$ 780.95	
5 /week	\$ 71.94	\$ 93.87	\$ 118.08	\$ 361.87	\$ 428.86	\$ 562.81	\$ 696.76	\$ 964.66	
6 /week	\$ 88.06	\$ 114.37	\$ 143.42	\$ 404.43	\$ 478.04	\$ 625.28	\$ 772.52	\$ 1,066.99	
Second Container									
1 /week	\$ 4.32	\$ 8.82	\$ 13.69	\$ 43.96	\$ 57.83	\$ 85.46	\$ 112.46	\$ 166.85	
2 /week	\$ 20.44	\$ 29.32	\$ 39.03	\$ 105.14	\$ 130.57	\$ 182.40	\$ 236.40	\$ 345.19	
3 /week	\$ 36.55	\$ 49.81	\$ 64.37	\$ 166.32	\$ 204.02	\$ 279.34	\$ 360.34	\$ 523.53	
4 /week	\$ 52.66	\$ 70.31	\$ 89.71	\$ 227.49	\$ 277.47	\$ 376.93	\$ 484.28	\$ 701.87	
5 /week	\$ 68.78	\$ 90.81	\$ 115.05	\$ 288.67	\$ 350.91	\$ 474.91	\$ 608.22	\$ 880.21	
6 /week	\$ 84.89	\$ 111.31	\$ 140.39	\$ 349.84	\$ 424.36	\$ 572.90	\$ 721.60	\$ 1,017.93	

APPENDIX A-13: COMMERCIAL PHASE-IN RATES (FY 23-24 THROUGH FY 27-28)

Commercial Cart and Bin Rates – Phase-In – FY 25-26

FY 25-26 Commercial MSW Rates - Phase In												
Frequency	Loose						Compactors					
	32	64	96	1.5	2	3	4	6	2	3	4	6
1 /week	\$ 8.04	\$ 12.03	\$ 16.81	\$ 141.00	\$ 157.24	\$ 182.63	\$ 217.46	\$ 287.14	\$ 240.60	\$ 321.84	\$ 412.53	\$ 698.57
2 /week	\$ 24.05	\$ 32.04	\$ 41.08	\$ 200.64	\$ 233.11	\$ 283.89	\$ 353.57	\$ 492.91	\$ 399.84	\$ 562.32	\$ 743.69	\$ 1,315.77
3 /week	\$ 40.07	\$ 52.05	\$ 65.61	\$ 260.28	\$ 308.99	\$ 385.16	\$ 489.67	\$ 698.68	\$ 559.08	\$ 802.80	\$ 1,074.86	\$ 1,932.98
4 /week	\$ 56.09	\$ 72.06	\$ 90.14	\$ 319.92	\$ 384.87	\$ 486.43	\$ 625.77	\$ 904.46	\$ 718.31	\$ 1,043.28	\$ 1,406.02	\$ 2,550.18
5 /week	\$ 72.10	\$ 92.07	\$ 114.67	\$ 379.56	\$ 460.74	\$ 587.69	\$ 761.87	\$ 1,110.23	\$ 877.55	\$ 1,283.75	\$ 1,737.19	\$ 3,167.39
6 /week	\$ 88.12	\$ 112.08	\$ 139.20	\$ 439.20	\$ 536.62	\$ 688.96	\$ 897.97	\$ 1,316.01	\$ 1,036.79	\$ 1,524.23	\$ 2,068.35	\$ 3,784.60
Temporary Container	N/A	N/A	N/A	\$ 77.14	\$ 80.88	\$ 86.74	\$ 94.78	\$ 110.86	\$ 100.12	\$ 118.87	\$ 139.80	\$ 205.81
Second Container												
1 /week	\$ 3.87	\$ 7.98	\$ 12.54	\$ 41.70	\$ 58.83	\$ 85.52	\$ 121.83	\$ 193.35	\$ 141.17	\$ 224.76	\$ 317.79	\$ 606.18
2 /week	\$ 19.89	\$ 27.99	\$ 37.07	\$ 101.33	\$ 134.70	\$ 186.79	\$ 257.93	\$ 399.13	\$ 300.41	\$ 465.24	\$ 648.96	\$ 1,223.38
3 /week	\$ 35.90	\$ 48.00	\$ 61.60	\$ 160.97	\$ 210.58	\$ 288.05	\$ 394.03	\$ 604.90	\$ 459.65	\$ 705.72	\$ 980.12	\$ 1,840.59
4 /week	\$ 51.92	\$ 68.01	\$ 86.13	\$ 220.61	\$ 286.46	\$ 389.32	\$ 530.13	\$ 810.68	\$ 618.89	\$ 946.19	\$ 1,311.29	\$ 2,457.79
5 /week	\$ 67.94	\$ 88.02	\$ 110.66	\$ 280.25	\$ 362.33	\$ 490.59	\$ 666.23	\$ 1,016.45	\$ 778.13	\$ 1,186.67	\$ 1,642.45	\$ 3,075.00
6 /week	\$ 83.95	\$ 108.03	\$ 135.19	\$ 339.89	\$ 438.21	\$ 591.85	\$ 802.33	\$ 1,222.23	\$ 937.37	\$ 1,427.15	\$ 1,973.62	\$ 3,692.20

FY 25-26 Recycling Commercial Rates - Phase In												
Frequency	Loose						Compactors					
	32	64	96	1.5	2	3	4	6	2	3	4	6
1 /week	\$ 5.46	\$ 8.08	\$ 10.39	\$ 98.21	\$ 107.56	\$ 126.27	\$ 144.98	\$ 195.13	\$ 143.81	\$ 206.33	\$ 258.02	\$ 393.89
2 /week	\$ 20.01	\$ 25.25	\$ 29.88	\$ 149.34	\$ 167.94	\$ 205.36	\$ 246.55	\$ 364.12	\$ 261.47	\$ 386.51	\$ 489.90	\$ 761.63
3 /week	\$ 34.56	\$ 42.43	\$ 49.37	\$ 200.37	\$ 229.09	\$ 292.92	\$ 356.75	\$ 533.12	\$ 379.14	\$ 566.70	\$ 721.78	\$ 1,129.37
4 /week	\$ 49.12	\$ 59.60	\$ 68.85	\$ 254.19	\$ 296.74	\$ 381.85	\$ 466.95	\$ 702.11	\$ 496.80	\$ 746.88	\$ 953.66	\$ 1,497.12
5 /week	\$ 63.67	\$ 76.78	\$ 88.34	\$ 311.20	\$ 364.39	\$ 470.78	\$ 577.16	\$ 871.10	\$ 614.47	\$ 927.07	\$ 1,185.55	\$ 1,864.86
6 /week	\$ 78.22	\$ 93.95	\$ 107.83	\$ 368.22	\$ 432.05	\$ 559.70	\$ 687.36	\$ 1,040.09	\$ 732.13	\$ 1,107.25	\$ 1,417.43	\$ 2,232.61
Temporary Container	N/A	N/A	N/A	\$ 63.79	\$ 66.24	\$ 71.15	\$ 76.06	\$ 89.63	\$ 77.79	\$ 92.21	\$ 104.14	\$ 135.50
Second Container												
1 /week	\$ 2.41	\$ 5.14	\$ 7.49	\$ 39.07	\$ 50.60	\$ 73.18	\$ 95.93	\$ 156.57	\$ 99.60	\$ 164.47	\$ 218.51	\$ 356.71
2 /week	\$ 16.96	\$ 22.83	\$ 27.53	\$ 96.08	\$ 118.25	\$ 162.11	\$ 206.13	\$ 325.56	\$ 217.27	\$ 344.65	\$ 450.39	\$ 724.46
3 /week	\$ 31.51	\$ 39.49	\$ 46.47	\$ 153.09	\$ 185.90	\$ 251.04	\$ 316.33	\$ 494.56	\$ 334.93	\$ 524.84	\$ 682.27	\$ 1,092.20
4 /week	\$ 46.07	\$ 56.67	\$ 65.95	\$ 210.11	\$ 253.55	\$ 339.96	\$ 426.54	\$ 663.55	\$ 452.60	\$ 705.02	\$ 914.15	\$ 1,459.95
5 /week	\$ 60.62	\$ 73.84	\$ 85.44	\$ 267.12	\$ 321.20	\$ 428.89	\$ 536.74	\$ 832.54	\$ 570.26	\$ 885.21	\$ 1,146.03	\$ 1,827.69
6 /week	\$ 75.17	\$ 91.02	\$ 104.93	\$ 324.13	\$ 388.86	\$ 517.82	\$ 646.94	\$ 1,001.53	\$ 687.93	\$ 1,065.39	\$ 1,377.91	\$ 2,195.44

APPENDIX A-13:

COMMERCIAL PHASE-IN RATES (FY 23-24 THROUGH FY 27-28)

FY 25-26 Organic Commercial Rates - Phase In									
Frequency	32	64	96	1.5	2	3	1.5 COMP	2 COMP	3 COMP
1 /week	\$ 10.20	\$ 17.27	\$ 24.80	\$ 292.06	\$ 302.23	\$ 322.57	\$ 344.21	\$ 440.91	\$ 634.32
2 /week	\$ 29.34	\$ 43.47	\$ 58.53	\$ 345.54	\$ 365.87	\$ 466.01	\$ 659.42	\$ 852.82	\$ 1,239.63
3 /week	\$ 48.48	\$ 69.67	\$ 92.27	\$ 399.02	\$ 491.11	\$ 684.51	\$ 974.62	\$ 1,264.72	\$ 1,844.93
4 /week	\$ 67.62	\$ 95.87	\$ 126.01	\$ 516.21	\$ 645.14	\$ 903.02	\$ 1,289.82	\$ 1,676.63	\$ 2,450.24
5 /week	\$ 86.77	\$ 122.08	\$ 159.74	\$ 638.01	\$ 799.18	\$ 1,121.52	\$ 1,605.02	\$ 2,088.53	\$ 3,055.55
6 /week	\$ 105.91	\$ 148.28	\$ 193.48	\$ 759.81	\$ 953.21	\$ 1,340.02	\$ 1,920.23	\$ 2,500.44	\$ 3,660.86
Second Container									
1 /week	\$ 7.00	\$ 14.17	\$ 21.74	\$ 103.86	\$ 136.98	\$ 202.76	\$ 298.25	\$ 396.14	\$ 591.12
2 /week	\$ 26.14	\$ 40.37	\$ 55.48	\$ 225.66	\$ 291.02	\$ 421.26	\$ 613.45	\$ 808.05	\$ 1,196.43
3 /week	\$ 45.28	\$ 66.58	\$ 89.21	\$ 347.46	\$ 445.05	\$ 639.76	\$ 928.65	\$ 1,219.95	\$ 1,801.73
4 /week	\$ 64.42	\$ 92.78	\$ 122.95	\$ 469.26	\$ 599.09	\$ 858.26	\$ 1,243.86	\$ 1,631.86	\$ 2,407.04
5 /week	\$ 83.56	\$ 118.98	\$ 156.69	\$ 591.05	\$ 753.12	\$ 1,076.76	\$ 1,559.06	\$ 2,043.76	\$ 3,012.35
6 /week	\$ 102.70	\$ 145.19	\$ 190.42	\$ 712.85	\$ 907.15	\$ 1,295.26	\$ 1,874.26	\$ 2,455.67	\$ 3,617.66

FY 25-26 Green Waste Commercial Rates - Phase In								
Frequency	32	64	96	1.5	2	3	4	6
1 /week	\$ 7.66	\$ 12.18	\$ 17.17	\$ 109.27	\$ 122.66	\$ 149.45	\$ 176.24	\$ 229.82
2 /week	\$ 24.26	\$ 33.30	\$ 43.28	\$ 172.42	\$ 199.21	\$ 252.79	\$ 306.37	\$ 413.53
3 /week	\$ 40.85	\$ 54.41	\$ 69.38	\$ 235.57	\$ 275.76	\$ 356.13	\$ 436.50	\$ 597.24
4 /week	\$ 57.45	\$ 75.53	\$ 95.49	\$ 298.72	\$ 352.31	\$ 459.47	\$ 566.63	\$ 780.95
5 /week	\$ 74.05	\$ 96.65	\$ 121.60	\$ 361.87	\$ 428.86	\$ 562.81	\$ 696.76	\$ 964.66
6 /week	\$ 90.65	\$ 117.76	\$ 147.70	\$ 413.53	\$ 488.72	\$ 639.11	\$ 789.50	\$ 1,090.28
Second Container								
1 /week	\$ 4.45	\$ 9.08	\$ 14.11	\$ 44.75	\$ 58.18	\$ 85.46	\$ 112.46	\$ 166.85
2 /week	\$ 21.05	\$ 30.20	\$ 40.22	\$ 107.45	\$ 133.41	\$ 184.84	\$ 236.44	\$ 345.19
3 /week	\$ 37.65	\$ 51.32	\$ 66.33	\$ 170.14	\$ 208.63	\$ 285.13	\$ 361.79	\$ 523.53
4 /week	\$ 54.25	\$ 72.43	\$ 92.43	\$ 232.84	\$ 283.86	\$ 385.43	\$ 487.15	\$ 701.87
5 /week	\$ 70.84	\$ 93.55	\$ 118.54	\$ 295.53	\$ 359.09	\$ 485.72	\$ 612.51	\$ 880.21
6 /week	\$ 87.44	\$ 114.67	\$ 144.65	\$ 358.23	\$ 434.32	\$ 586.01	\$ 737.86	\$ 1,040.50

APPENDIX A-13: COMMERCIAL PHASE-IN RATES (FY 23-24 THROUGH FY 27-28)

Commercial Cart and Bin Rates – Phase-In – FY 26-27

FY 26-27 Commercial MSW Rates - Phase In												
Frequency	Loose						Compactors					
	32	64	96	1.5	2	3	4	6	2	3	4	6
1 /week	\$ 8.27	\$ 12.39	\$ 17.05	\$ 145.08	\$ 161.80	\$ 187.94	\$ 223.81	\$ 295.55	\$ 247.64	\$ 331.30	\$ 424.68	\$ 719.19
2 /week	\$ 24.77	\$ 33.01	\$ 42.34	\$ 206.50	\$ 239.94	\$ 292.23	\$ 363.97	\$ 507.44	\$ 411.63	\$ 578.93	\$ 765.69	\$ 1,354.71
3 /week	\$ 41.27	\$ 53.64	\$ 67.63	\$ 267.92	\$ 318.08	\$ 396.51	\$ 504.12	\$ 719.33	\$ 575.61	\$ 826.57	\$ 1,106.70	\$ 1,990.23
4 /week	\$ 57.78	\$ 74.26	\$ 92.92	\$ 329.34	\$ 396.22	\$ 500.79	\$ 644.27	\$ 931.22	\$ 739.59	\$ 1,074.20	\$ 1,447.72	\$ 2,625.76
5 /week	\$ 74.28	\$ 94.89	\$ 118.21	\$ 390.76	\$ 474.36	\$ 605.07	\$ 784.42	\$ 1,143.11	\$ 903.57	\$ 1,321.84	\$ 1,788.73	\$ 3,261.28
6 /week	\$ 90.79	\$ 115.51	\$ 143.50	\$ 452.18	\$ 552.49	\$ 709.36	\$ 924.57	\$ 1,355.00	\$ 1,067.55	\$ 1,569.47	\$ 2,129.75	\$ 3,896.81
Temporary Container	N/A	N/A	N/A	\$ 78.08	\$ 81.94	\$ 87.97	\$ 96.25	\$ 112.80	\$ 101.75	\$ 121.05	\$ 142.60	\$ 210.57
Second Container												
1 /week	\$ 4.00	\$ 8.23	\$ 12.93	\$ 42.94	\$ 60.58	\$ 88.07	\$ 125.45	\$ 199.10	\$ 145.38	\$ 231.44	\$ 327.24	\$ 624.16
2 /week	\$ 20.50	\$ 28.86	\$ 38.22	\$ 104.36	\$ 138.72	\$ 192.35	\$ 265.60	\$ 410.99	\$ 309.36	\$ 479.08	\$ 668.25	\$ 1,259.69
3 /week	\$ 37.00	\$ 49.48	\$ 63.51	\$ 165.78	\$ 216.86	\$ 296.63	\$ 405.75	\$ 622.88	\$ 473.34	\$ 726.72	\$ 1,009.27	\$ 1,895.21
4 /week	\$ 53.51	\$ 70.11	\$ 88.80	\$ 227.20	\$ 294.99	\$ 400.91	\$ 545.90	\$ 834.77	\$ 637.32	\$ 974.35	\$ 1,350.28	\$ 2,530.74
5 /week	\$ 70.01	\$ 90.73	\$ 114.09	\$ 288.62	\$ 373.13	\$ 505.20	\$ 686.05	\$ 1,046.66	\$ 801.30	\$ 1,221.99	\$ 1,691.30	\$ 3,166.26
6 /week	\$ 86.51	\$ 111.36	\$ 139.38	\$ 350.04	\$ 451.27	\$ 609.48	\$ 826.21	\$ 1,258.55	\$ 965.29	\$ 1,469.62	\$ 2,032.31	\$ 3,801.78

FY 26-27 Recycling Commercial Rates - Phase In												
Frequency	Loose						Compactors					
	32	64	96	1.5	2	3	4	6	2	3	4	6
1 /week	\$ 5.62	\$ 8.34	\$ 10.73	\$ 98.21	\$ 107.56	\$ 126.27	\$ 144.98	\$ 201.05	\$ 148.12	\$ 212.58	\$ 265.88	\$ 405.95
2 /week	\$ 20.62	\$ 26.05	\$ 30.83	\$ 149.34	\$ 167.94	\$ 210.16	\$ 254.03	\$ 375.26	\$ 269.40	\$ 398.32	\$ 504.90	\$ 785.05
3 /week	\$ 35.62	\$ 43.76	\$ 50.94	\$ 203.11	\$ 236.01	\$ 301.82	\$ 367.62	\$ 549.46	\$ 390.68	\$ 584.05	\$ 743.93	\$ 1,164.16
4 /week	\$ 50.62	\$ 61.47	\$ 71.04	\$ 261.86	\$ 305.73	\$ 393.47	\$ 481.22	\$ 723.67	\$ 511.96	\$ 769.78	\$ 982.96	\$ 1,543.26
5 /week	\$ 65.62	\$ 79.18	\$ 91.15	\$ 320.62	\$ 375.45	\$ 485.13	\$ 594.81	\$ 897.87	\$ 633.24	\$ 955.52	\$ 1,221.99	\$ 1,922.36
6 /week	\$ 80.62	\$ 96.89	\$ 111.25	\$ 379.37	\$ 445.18	\$ 576.79	\$ 708.40	\$ 1,072.08	\$ 754.52	\$ 1,141.25	\$ 1,461.02	\$ 2,301.47
Temporary Container	N/A	N/A	N/A	\$ 64.35	\$ 66.88	\$ 71.95	\$ 77.01	\$ 91.00	\$ 78.78	\$ 93.66	\$ 105.96	\$ 138.28
Second Container												
1 /week	\$ 2.49	\$ 5.32	\$ 7.75	\$ 40.27	\$ 52.16	\$ 75.44	\$ 98.89	\$ 161.41	\$ 102.67	\$ 169.54	\$ 225.25	\$ 367.74
2 /week	\$ 17.49	\$ 23.03	\$ 27.85	\$ 99.03	\$ 121.88	\$ 167.10	\$ 212.48	\$ 335.62	\$ 223.95	\$ 355.28	\$ 464.28	\$ 746.85
3 /week	\$ 32.49	\$ 40.74	\$ 47.96	\$ 157.78	\$ 191.60	\$ 258.75	\$ 326.07	\$ 509.82	\$ 345.23	\$ 541.01	\$ 703.31	\$ 1,125.95
4 /week	\$ 47.49	\$ 58.45	\$ 68.06	\$ 216.53	\$ 261.33	\$ 350.41	\$ 439.66	\$ 684.03	\$ 466.51	\$ 726.75	\$ 942.34	\$ 1,505.05
5 /week	\$ 62.49	\$ 76.16	\$ 88.17	\$ 275.29	\$ 331.05	\$ 442.07	\$ 553.26	\$ 858.23	\$ 587.79	\$ 912.48	\$ 1,181.37	\$ 1,884.16
6 /week	\$ 77.49	\$ 93.88	\$ 108.27	\$ 334.04	\$ 400.77	\$ 533.73	\$ 666.85	\$ 1,032.44	\$ 709.07	\$ 1,098.22	\$ 1,420.40	\$ 2,263.26

APPENDIX A-13: COMMERCIAL PHASE-IN RATES (FY 23-24 THROUGH FY 27-28)

FY 26-27 Organic Commercial Rates - Phase In									
Frequency	32	64	96	1.5	2	3	1.5 COMP	2 COMP	3 COMP
1 /week	\$ 10.50	\$ 17.77	\$ 25.53	\$ 292.06	\$ 302.23	\$ 322.57	\$ 357.09	\$ 457.58	\$ 658.57
2 /week	\$ 30.21	\$ 44.76	\$ 60.00	\$ 345.54	\$ 365.87	\$ 483.43	\$ 684.42	\$ 885.40	\$ 1,287.38
3 /week	\$ 49.92	\$ 71.74	\$ 94.47	\$ 408.79	\$ 509.29	\$ 710.27	\$ 1,011.75	\$ 1,313.23	\$ 1,916.18
4 /week	\$ 69.64	\$ 98.73	\$ 128.94	\$ 535.14	\$ 669.13	\$ 937.11	\$ 1,339.08	\$ 1,741.05	\$ 2,544.99
5 /week	\$ 89.35	\$ 125.71	\$ 163.41	\$ 661.48	\$ 828.97	\$ 1,163.94	\$ 1,666.41	\$ 2,168.87	\$ 3,173.80
6 /week	\$ 109.06	\$ 152.69	\$ 197.88	\$ 787.82	\$ 988.81	\$ 1,390.78	\$ 1,993.74	\$ 2,596.69	\$ 3,802.60
Second Container									
1 /week	\$ 7.20	\$ 14.59	\$ 22.39	\$ 107.86	\$ 142.28	\$ 210.62	\$ 309.62	\$ 411.31	\$ 613.86
2 /week	\$ 26.91	\$ 41.58	\$ 57.13	\$ 234.21	\$ 302.12	\$ 437.46	\$ 636.95	\$ 839.13	\$ 1,242.67
3 /week	\$ 46.63	\$ 68.56	\$ 91.88	\$ 360.55	\$ 461.96	\$ 664.29	\$ 964.28	\$ 1,266.95	\$ 1,871.48
4 /week	\$ 66.34	\$ 95.54	\$ 126.62	\$ 486.89	\$ 621.81	\$ 891.13	\$ 1,291.61	\$ 1,694.77	\$ 2,500.28
5 /week	\$ 86.05	\$ 122.53	\$ 161.36	\$ 613.24	\$ 781.65	\$ 1,117.97	\$ 1,618.94	\$ 2,122.59	\$ 3,129.09
6 /week	\$ 105.76	\$ 149.51	\$ 196.11	\$ 739.58	\$ 941.49	\$ 1,344.80	\$ 1,946.27	\$ 2,550.42	\$ 3,757.90

FY 26-27 Green Waste Commercial Rates - Phase In									
Frequency	32	64	96	1.5	2	3	4	6	
1 /week	\$ 7.89	\$ 12.54	\$ 17.69	\$ 109.27	\$ 122.66	\$ 149.45	\$ 176.24	\$ 229.82	
2 /week	\$ 24.98	\$ 34.30	\$ 44.58	\$ 172.42	\$ 199.21	\$ 252.79	\$ 306.37	\$ 413.53	
3 /week	\$ 42.08	\$ 56.05	\$ 71.48	\$ 235.57	\$ 275.76	\$ 356.13	\$ 436.50	\$ 597.24	
4 /week	\$ 59.17	\$ 77.80	\$ 98.38	\$ 298.72	\$ 352.31	\$ 459.47	\$ 566.63	\$ 780.95	
5 /week	\$ 76.27	\$ 99.56	\$ 125.28	\$ 361.87	\$ 428.86	\$ 562.81	\$ 696.76	\$ 964.66	
6 /week	\$ 93.37	\$ 121.31	\$ 152.17	\$ 425.81	\$ 503.26	\$ 658.16	\$ 813.06	\$ 1,122.86	
Second Container									
1 /week	\$ 4.59	\$ 9.36	\$ 14.54	\$ 46.09	\$ 59.92	\$ 87.08	\$ 114.41	\$ 167.96	
2 /week	\$ 21.68	\$ 31.11	\$ 41.44	\$ 110.67	\$ 137.41	\$ 190.39	\$ 243.53	\$ 348.71	
3 /week	\$ 38.78	\$ 52.87	\$ 68.34	\$ 175.25	\$ 214.89	\$ 293.69	\$ 372.65	\$ 529.46	
4 /week	\$ 55.88	\$ 74.62	\$ 95.24	\$ 239.82	\$ 292.38	\$ 396.99	\$ 501.77	\$ 710.21	
5 /week	\$ 72.97	\$ 96.37	\$ 122.13	\$ 304.40	\$ 369.86	\$ 500.29	\$ 630.88	\$ 890.96	
6 /week	\$ 90.07	\$ 118.13	\$ 149.03	\$ 368.97	\$ 447.35	\$ 603.59	\$ 760.00	\$ 1,071.71	

APPENDIX A-13: COMMERCIAL PHASE-IN RATES (FY 23-24 THROUGH FY 27-28)

Commercial Cart and Bin Rates – Phase-In – FY 27-28

FY 27-28 Commercial MSW Rates - Phase In												
Frequency	Loose						Compactors					
	32	64	96	1.5	2	3	4	6	2	3	4	6
1 /week	\$ 8.40	\$ 12.65	\$ 17.46	\$ 147.68	\$ 164.90	\$ 191.82	\$ 228.77	\$ 302.66	\$ 253.31	\$ 339.48	\$ 435.66	\$ 739.00
2 /week	\$ 25.41	\$ 33.91	\$ 43.53	\$ 210.94	\$ 245.38	\$ 299.24	\$ 373.13	\$ 520.91	\$ 422.22	\$ 594.54	\$ 786.90	\$ 1,393.59
3 /week	\$ 42.41	\$ 55.16	\$ 69.59	\$ 274.20	\$ 325.86	\$ 406.65	\$ 517.48	\$ 739.15	\$ 591.12	\$ 849.61	\$ 1,138.15	\$ 2,048.18
4 /week	\$ 59.41	\$ 76.42	\$ 95.66	\$ 337.46	\$ 406.35	\$ 514.06	\$ 661.84	\$ 957.40	\$ 760.02	\$ 1,104.67	\$ 1,489.39	\$ 2,702.77
5 /week	\$ 76.42	\$ 97.67	\$ 121.72	\$ 400.73	\$ 486.83	\$ 621.47	\$ 806.19	\$ 1,175.65	\$ 928.92	\$ 1,359.74	\$ 1,840.64	\$ 3,357.36
6 /week	\$ 93.42	\$ 118.93	\$ 147.79	\$ 463.99	\$ 567.31	\$ 728.88	\$ 950.55	\$ 1,393.89	\$ 1,097.82	\$ 1,614.80	\$ 2,191.88	\$ 4,011.95
Temporary Container	N/A	N/A	N/A	\$ 78.68	\$ 82.65	\$ 88.87	\$ 97.39	\$ 114.44	\$ 103.06	\$ 122.94	\$ 145.14	\$ 215.14
Second Container												
1 /week	\$ 4.12	\$ 8.49	\$ 13.34	\$ 44.00	\$ 62.15	\$ 90.42	\$ 128.88	\$ 204.68	\$ 149.52	\$ 238.10	\$ 336.69	\$ 642.45
2 /week	\$ 21.13	\$ 29.75	\$ 39.41	\$ 107.27	\$ 142.63	\$ 197.83	\$ 273.23	\$ 422.93	\$ 318.42	\$ 493.16	\$ 687.94	\$ 1,297.04
3 /week	\$ 38.13	\$ 51.00	\$ 65.47	\$ 170.53	\$ 223.11	\$ 305.24	\$ 417.59	\$ 641.17	\$ 487.32	\$ 748.23	\$ 1,039.18	\$ 1,951.63
4 /week	\$ 55.13	\$ 72.26	\$ 91.54	\$ 233.79	\$ 303.60	\$ 412.65	\$ 561.94	\$ 859.42	\$ 656.22	\$ 1,003.29	\$ 1,390.43	\$ 2,606.22
5 /week	\$ 72.14	\$ 93.51	\$ 117.60	\$ 297.05	\$ 384.08	\$ 520.06	\$ 706.30	\$ 1,077.67	\$ 825.13	\$ 1,258.36	\$ 1,741.67	\$ 3,260.81
6 /week	\$ 89.14	\$ 114.77	\$ 143.67	\$ 360.32	\$ 464.56	\$ 627.47	\$ 850.66	\$ 1,295.91	\$ 994.03	\$ 1,513.42	\$ 2,092.92	\$ 3,915.40

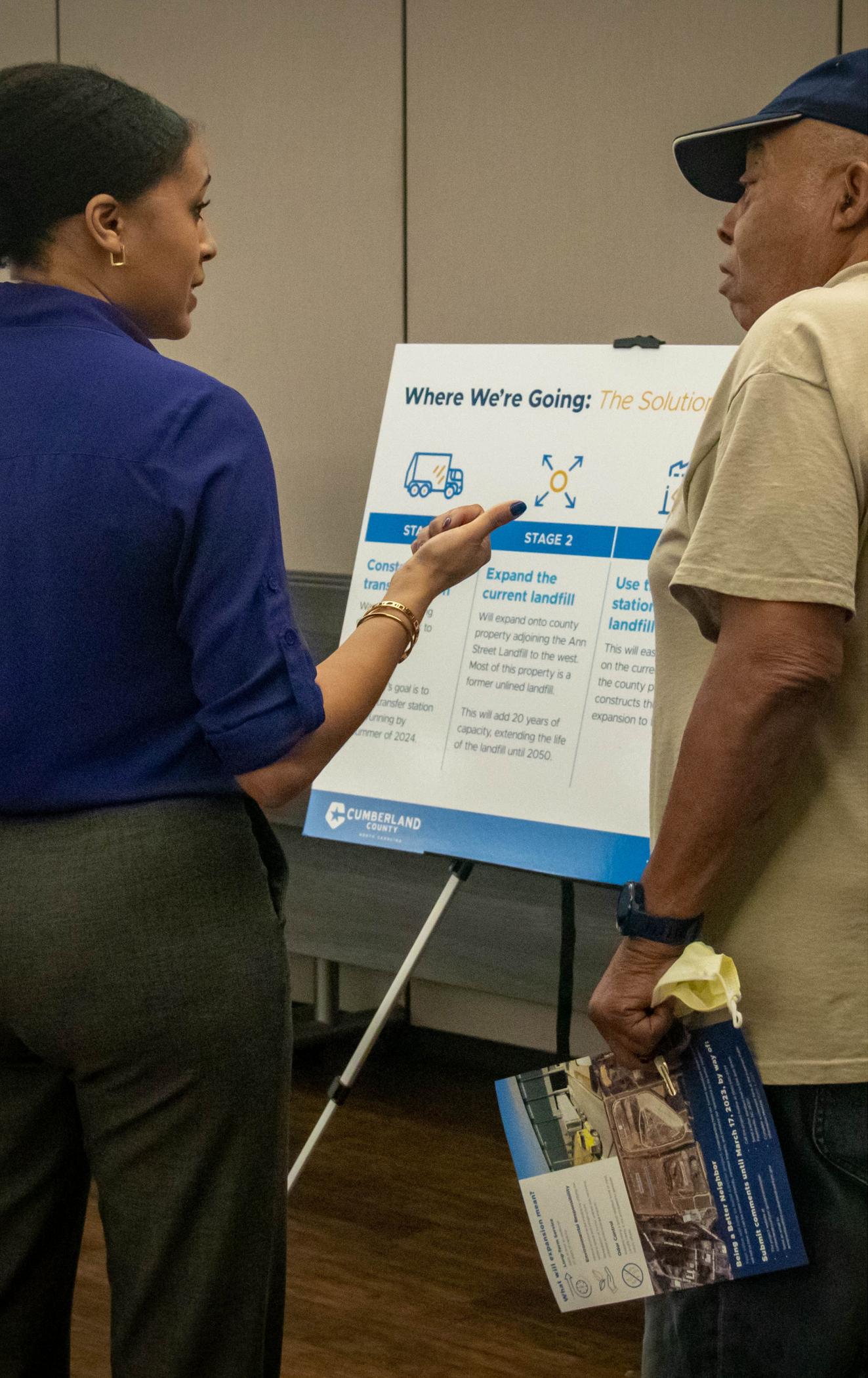
FY 27-28 Recycling Commercial Rates - Phase In												
Frequency	Loose						Compactors					
	32	64	96	1.5	2	3	4	6	2	3	4	6
1 /week	\$ 5.71	\$ 8.51	\$ 10.99	\$ 98.21	\$ 107.56	\$ 126.27	\$ 144.98	\$ 206.24	\$ 151.66	\$ 218.11	\$ 273.05	\$ 417.47
2 /week	\$ 21.17	\$ 26.78	\$ 31.73	\$ 149.34	\$ 170.37	\$ 215.60	\$ 260.83	\$ 385.82	\$ 276.66	\$ 409.57	\$ 519.46	\$ 808.29
3 /week	\$ 36.63	\$ 45.05	\$ 52.47	\$ 208.30	\$ 242.22	\$ 310.07	\$ 377.91	\$ 565.40	\$ 401.67	\$ 601.03	\$ 765.86	\$ 1,199.11
4 /week	\$ 52.08	\$ 63.31	\$ 73.22	\$ 268.85	\$ 314.08	\$ 404.54	\$ 495.00	\$ 744.98	\$ 526.67	\$ 792.48	\$ 1,012.26	\$ 1,589.93
5 /week	\$ 67.54	\$ 81.58	\$ 93.96	\$ 329.40	\$ 385.94	\$ 499.01	\$ 612.09	\$ 924.57	\$ 651.67	\$ 983.94	\$ 1,258.66	\$ 1,980.75
6 /week	\$ 83.00	\$ 99.84	\$ 114.70	\$ 389.95	\$ 457.80	\$ 593.49	\$ 729.18	\$ 1,104.15	\$ 776.68	\$ 1,175.40	\$ 1,505.06	\$ 2,371.57
Temporary Container	N/A	N/A	N/A	\$ 64.72	\$ 67.33	\$ 72.55	\$ 77.77	\$ 92.19	\$ 79.60	\$ 94.93	\$ 107.61	\$ 140.94
Second Container												
1 /week	\$ 2.57	\$ 5.50	\$ 8.02	\$ 41.29	\$ 53.52	\$ 77.48	\$ 101.61	\$ 166.02	\$ 105.62	\$ 174.49	\$ 231.85	\$ 378.68
2 /week	\$ 18.03	\$ 23.77	\$ 28.76	\$ 101.84	\$ 125.38	\$ 171.95	\$ 218.69	\$ 345.60	\$ 230.63	\$ 365.95	\$ 478.25	\$ 769.50
3 /week	\$ 33.49	\$ 42.03	\$ 49.50	\$ 162.39	\$ 197.24	\$ 266.43	\$ 335.78	\$ 525.18	\$ 355.63	\$ 557.41	\$ 724.65	\$ 1,160.32
4 /week	\$ 48.95	\$ 60.30	\$ 70.24	\$ 222.94	\$ 269.09	\$ 360.90	\$ 452.87	\$ 704.76	\$ 480.64	\$ 748.87	\$ 971.06	\$ 1,551.14
5 /week	\$ 64.41	\$ 78.56	\$ 90.98	\$ 283.49	\$ 340.95	\$ 455.37	\$ 569.96	\$ 884.35	\$ 605.64	\$ 940.32	\$ 1,217.46	\$ 1,941.96
6 /week	\$ 79.87	\$ 96.83	\$ 111.72	\$ 344.04	\$ 412.81	\$ 549.84	\$ 687.04	\$ 1,063.93	\$ 730.64	\$ 1,131.78	\$ 1,463.86	\$ 2,332.78

APPENDIX A-13:

COMMERCIAL PHASE-IN RATES (FY 23-24 THROUGH FY 27-28)

FY 27-28 Organic Commercial Rates - Phase In									
Frequency	32	64	96	1.5	2	3	1.5 COMP	2 COMP	3 COMP
1 /week	\$ 10.74	\$ 18.23	\$ 26.22	\$ 292.06	\$ 302.23	\$ 322.57	\$ 369.12	\$ 473.60	\$ 682.55
2 /week	\$ 31.04	\$ 46.02	\$ 62.00	\$ 345.54	\$ 365.87	\$ 500.23	\$ 709.18	\$ 918.13	\$ 1,336.03
3 /week	\$ 51.34	\$ 73.81	\$ 97.78	\$ 422.38	\$ 526.85	\$ 735.80	\$ 1,049.23	\$ 1,362.65	\$ 1,989.50
4 /week	\$ 71.64	\$ 101.60	\$ 133.57	\$ 553.48	\$ 692.78	\$ 971.38	\$ 1,389.28	\$ 1,807.18	\$ 2,642.98
5 /week	\$ 91.94	\$ 129.39	\$ 169.35	\$ 684.58	\$ 858.71	\$ 1,206.96	\$ 1,729.33	\$ 2,251.71	\$ 3,296.46
6 /week	\$ 112.24	\$ 157.18	\$ 205.13	\$ 815.68	\$ 1,024.63	\$ 1,442.53	\$ 2,069.38	\$ 2,696.23	\$ 3,949.93
Second Container									
1 /week	\$ 7.42	\$ 15.02	\$ 23.06	\$ 111.84	\$ 147.59	\$ 218.59	\$ 321.57	\$ 427.24	\$ 637.76
2 /week	\$ 27.72	\$ 42.81	\$ 58.84	\$ 242.95	\$ 313.52	\$ 454.16	\$ 661.62	\$ 871.76	\$ 1,291.24
3 /week	\$ 48.02	\$ 70.60	\$ 94.62	\$ 374.05	\$ 479.44	\$ 689.74	\$ 1,001.67	\$ 1,316.29	\$ 1,944.71
4 /week	\$ 68.32	\$ 98.39	\$ 130.40	\$ 505.15	\$ 645.37	\$ 925.32	\$ 1,341.72	\$ 1,760.82	\$ 2,598.19
5 /week	\$ 88.62	\$ 126.18	\$ 166.19	\$ 636.25	\$ 811.30	\$ 1,160.89	\$ 1,681.78	\$ 2,205.34	\$ 3,251.67
6 /week	\$ 108.92	\$ 153.97	\$ 201.97	\$ 767.35	\$ 977.22	\$ 1,396.47	\$ 2,021.83	\$ 2,649.87	\$ 3,905.14

FY 27-28 Green Waste Commercial Rates - Phase In									
Frequency	32	64	96	1.5	2	3	4	6	
1 /week	\$ 8.05	\$ 12.85	\$ 18.15	\$ 109.27	\$ 122.66	\$ 149.45	\$ 176.24	\$ 229.82	
2 /week	\$ 25.66	\$ 35.26	\$ 45.86	\$ 172.42	\$ 199.21	\$ 252.79	\$ 306.37	\$ 413.53	
3 /week	\$ 43.27	\$ 57.67	\$ 73.58	\$ 237.43	\$ 277.32	\$ 357.09	\$ 436.87	\$ 597.24	
4 /week	\$ 60.88	\$ 80.08	\$ 101.29	\$ 303.95	\$ 357.13	\$ 463.49	\$ 569.86	\$ 782.59	
5 /week	\$ 78.49	\$ 102.49	\$ 129.00	\$ 370.46	\$ 436.94	\$ 569.89	\$ 702.85	\$ 968.76	
6 /week	\$ 96.10	\$ 124.90	\$ 156.71	\$ 436.97	\$ 516.75	\$ 676.29	\$ 835.84	\$ 1,154.93	
Second Container									
1 /week	\$ 4.73	\$ 9.65	\$ 14.99	\$ 47.26	\$ 61.47	\$ 89.41	\$ 117.51	\$ 172.61	
2 /week	\$ 22.34	\$ 32.06	\$ 42.70	\$ 113.77	\$ 141.28	\$ 195.81	\$ 250.50	\$ 358.78	
3 /week	\$ 39.95	\$ 54.47	\$ 70.41	\$ 180.28	\$ 221.09	\$ 302.21	\$ 383.49	\$ 544.95	
4 /week	\$ 57.56	\$ 76.88	\$ 98.13	\$ 246.80	\$ 300.90	\$ 408.61	\$ 516.48	\$ 731.13	
5 /week	\$ 75.17	\$ 99.29	\$ 125.84	\$ 313.31	\$ 380.71	\$ 515.01	\$ 649.48	\$ 917.30	
6 /week	\$ 92.78	\$ 121.70	\$ 153.55	\$ 379.82	\$ 460.52	\$ 621.41	\$ 782.47	\$ 1,103.47	



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Appendix 3 - Implementation Timeline

● - Deliverable ▲ - Meeting

Task	Start	End	2024				2025				2026				2027
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
	★ Notice to Proceed 3/1/24														
1. Project Initiation and Management															
Data Collection and Review	Fri 3/1/24	Wed 4/10/24													
Kick-off Meeting with City	Thu 3/21/24	Thu 3/21/24	▲												
Project Charter and Management Documents	Mon 3/4/24	Mon 4/1/24	●												
Monthly Project Status Reports and Bi-Weekly Meetings	Mon 4/1/24	Mon 3/1/27	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲
2. Research Regional Solid Waste Management Services and Costs															
Kick-off Meeting with HF&H	Fri 3/21/24	Fri 3/21/24	▲												
Conduct Research and Draft Report	Mon 3/24/24	Mon 7/22/24			●										
3. Community Engagement and Outreach															
Create the CBO Advisory Board	Wed 3/21/24	Wed 6/30/24													
Community Engagement Plan	Mon 3/4/24	Mon 6/3/24		●											
Stakeholder Analysis Report	Mon 3/4/24	Mon 5/13/24		●											
Outreach Materials	Mon 6/3/24	Mon 6/16/25		●	●	●	●	●							
Public Meetings	Mon 7/1/24	Mon 9/30/24			▲	▲									
Community Events and Presentations	Mon 7/1/24	Thu 5/1/25			▲	▲	▲	▲							
Final Outreach Summary	Mon 5/5/25	Tue 7/1/25							●						
4. Conduct Comprehensive Cost-of-Service Study															
Cost-of-Service Study and Rate Projection Model	Mon 4/1/24	Tue 12/31/24				●									
5. Prepare Cost-of-Service Study Report															
Cost-of-Service Study Report	Fri 11/1/24	Mon 3/31/25					●								
6. Recommend Fee Schedule															
Develop and Recommend Fee Schedule	Tue 4/1/25	Mon 6/30/25						●							
7. Proposition 218 Support															
Provide Support and Develop Proposition 218 Notice	Mon 5/5/25	Fri 8/29/25						●							
8. Operational Efficiency Analysis															
Organization and Operations Reviews and Interviews	Mon 4/15/24	Fri 5/31/24		▲											
Recommendations Workshops	Mon 6/3/24	Wed 7/31/24		▲	▲										
Operations Review Report	Thu 8/1/24	Mon 9/30/24			●										
Additional Services															
Provide Additional Services as Requested	Mon 3/4/24	Tue 3/30/27													