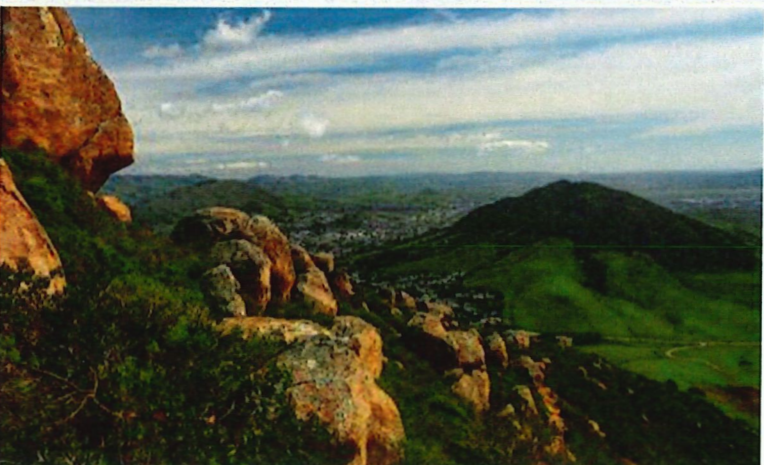
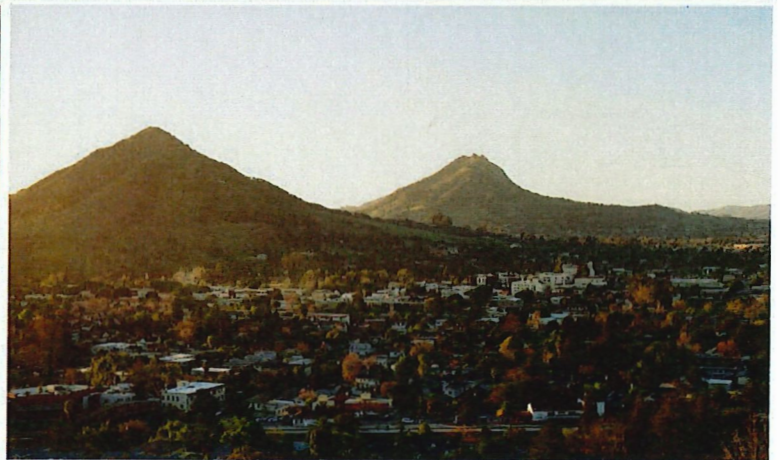




San Luis Obispo County Integrated Waste Management Authority

Solid Waste Management Fee Study Proposal



October 21, 2024

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590 Ygnacio Valley Road, Suite 105
Walnut Creek, California 94596
Telephone: 925/977-6950

Northern California
Southern California
www.hfh-consultants.com

October 21, 2024

Jordan Lane
Deputy Director
SLO County IWMA
870 Osos Street
San Luis Obispo

Subject: Solid Waste Management Fee Study

Dear Jordan Lane,

HF&H Consultants, LLC ("HF&H") is pleased to submit this proposal to the San Luis Obispo County Integrated Waste Management Authority ("IWMA") for conducting cost of service and fee calculations for the IWMA's solid waste management fee.

With over 35 years of experience, HF&H has been a trusted partner for the largest and most complex solid waste systems in California. Our expertise is demonstrated through our ongoing cost of service and fee studies for major cities such as Los Angeles, San Jose, San Francisco, Oakland, and San Diego, as well as extensive countywide programs in Orange, Santa Cruz, and Kern counties. While these large-scale projects highlight our capabilities in challenging environments, we also have numerous reference projects that align closely with the scope and scale of this study.

HF&H was honored to assist the IWMA in calculating the 2022 solid waste management fee during a period of significant transition. This period was marked by:

- Uncertain IWMA costs and staffing levels due to the implementation of SB 1383, compounded by ambiguity regarding the roles of haulers versus IWMA staff.
- Uncertain franchise rate revenues as haulers and cities had not finalized their rate negotiations.
- Financial reports indicating that, at current expense levels, the IWMA would deplete its funds within a few years.
- A transition in the IWMA executive management team, complicating decision-making and data provision.
- The absence of a clear policy framework, as outlined in FS-1.

To mitigate these uncertainties and the significant consequences of under-calculating the fee, HF&H relied on a conservative approach. Now that many of these uncertainties have been resolved, the current cost of service study and fee setting process should be more straightforward. The 2022 process has provided us with valuable experience and templates that will enhance our efficiency in this project. We are confident that our deep understanding of the IWMA, its member agencies, haulers, and facilities will enable us to deliver a highly efficient study.

Rob Hilton will serve as HF&H's designated representative for this proposal and will personally oversee the project if selected. He will be supported by Dave Hilton, our Senior Manager in charge of our solid waste rate practice, and Danielle Derby, one of our CPAs who will lead all modeling and calculation efforts.

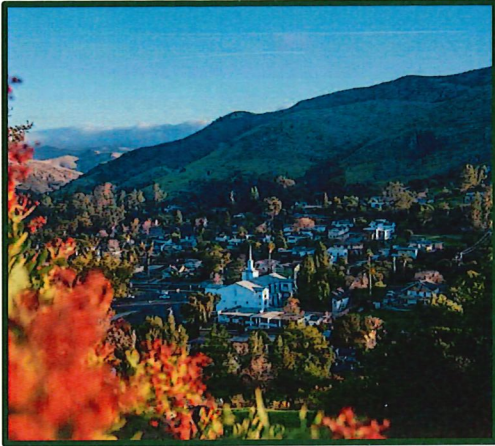
Jordan Lane
October 21, 2024
Page 2 of 2

Our proposal includes detailed information on our approach and fee estimate. Should you have any questions or wish to discuss our proposal further, please contact Rob directly at 925-977-6959.

Sincerely,
HF&H CONSULTANTS, LLC



Rob Hilton
President



SLO County IWMA Mission Statement

“Our mission is to provide coordinated efforts to comply with state waste and recycling policies on behalf of member agencies through cost-effective programs, education, and technical support.”

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PROPOSAL ATTACHMENTS

- A. Resumes
- B. Work Sample
- C. Sample Invoice



Section 1: Qualifications of Contractor and Personnel





Section 1: Qualifications of Contractor and Personnel



Firm Background

Founded in 1989, and formerly named Hilton Farnkopf & Hobson until 2006, HF&H Consultants, LLC (HF&H) is a consulting firm that specializes in providing tailored solutions to local governments in two key practice areas: recycling and solid waste services, and water, wastewater, and stormwater services. Our consultancy focuses on offering environmentally responsible economic, financial, strategic planning, and management services. Throughout our 35-year history, HF&H has remained steadfast in its commitment to serving clients exceptionally and with unwavering integrity.

While our primary focus has been on municipal agencies in California, we have also extended our consulting services to other states and are actively seeking opportunities to assist agencies nationwide. HF&H is led by three partners: Rob Hilton, Laith Ezzet, and Rick Simonson.

Our two offices are located at the following addresses:

Walnut Creek Office

590 Ygnacio Valley Road, Suite 105
Walnut Creek, CA 94596

Irvine Office

2081 Business Center Drive, Suite 265
Irvine, CA 92612

The HF&H Difference

Local agencies choose HF&H for their recycling, solid waste, water, wastewater, and stormwater service needs for several key reasons:

- **Recognized Leaders:** Our team consists of industry-leading experts in the consulting field.
- **Customized Approach:** We employ analytical models and solutions tailored to address each client's unique challenges and requirements.



- **Objective Solutions:** HF&H has built a reputation for delivering objective, fact-based solutions.
- **Thorough Analysis:** We are committed to conducting professional, thorough, and detailed analysis to support our findings and recommendations.
- **High-Quality Services:** We pledge to deliver high-quality services by responding quickly and personally to clients, meeting timelines, and exceeding expectations with our work products.

Recent independent client satisfaction surveys have shown that 100% of respondents agreed that "HF&H staff was professional, experienced, and well-qualified."

Strength Through Experience

HF&H has provided leadership, expertise, independence, and support to hundreds of municipal agencies through over 2,500 engagements. Our reputation for excellent client service is well-established, as approximately 70% of our work comes from repeat clients, some of whom we have partnered with for over three decades. Our track record, measured by the number and types of engagements and the number of repeat clients, demonstrates our ability to consistently deliver a high level of client satisfaction.

We have assembled one of the most accomplished teams of consultants in the industry. Our partners and senior managers possess 15 to 35 years of direct experience in the consulting industry, serve on professional association boards, have presented numerous papers, and, in two cases, co-authored a widely used industry manual on zero waste planning, funding, and programming. Currently, three of our employees serve as faculty for the CRRRA and SWANA "Zero Waste Principles and Practices Training," which is a nationally recognized professional certification program. Our team leverages proven management and analytical tools to develop creative solutions that support our clients in achieving their objectives.

At HF&H, we take pride in our low staff turnover rate, which reflects our team's enthusiasm for serving clients and their deep respect for our approach and the quality of work we deliver.

Commitment of Staff Resources

At HF&H, we prioritize delivering exceptional value to our clients through a focused, attentive, and expert team. Our commitment extends to both our clients and our professional staff, and one way we uphold this commitment is by maintaining reasonable workloads for our Project Managers. Unlike many of our competitors who demand 50+ hour work weeks and 80%-90% billable "utilization" from their staff, HF&H professionals work an average of 42.5 hours per week with an average utilization of 62%.

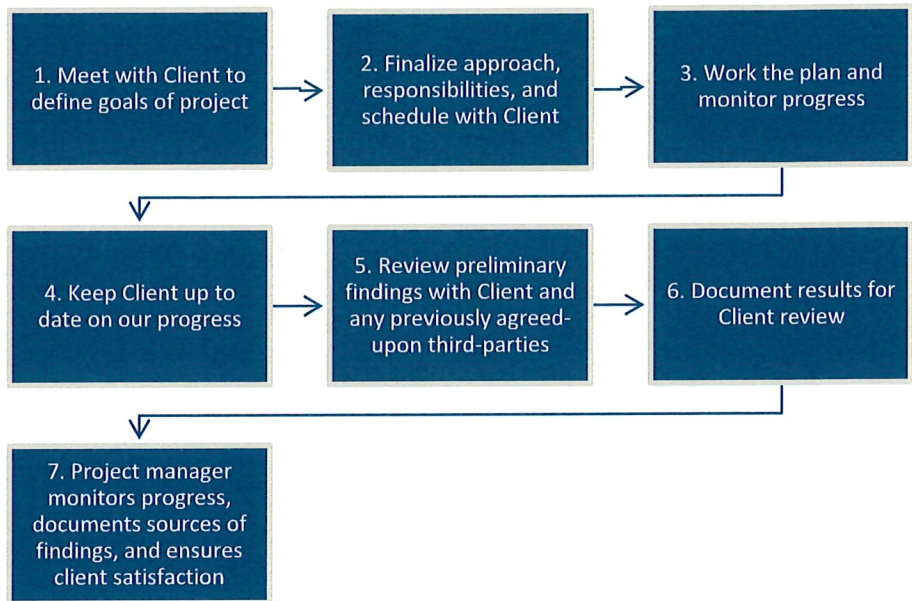
This approach has garnered positive feedback from our clients, who frequently report that our staff is accessible, pleasant to work with, and willing to delve into the intricacies of their projects. We manage workloads diligently through our project management system, which includes bi-weekly planning updates and "all hands" meetings to forecast current and proposed project work for each professional over a planning horizon of six to nine months or more for large projects.

By implementing this process, we can identify when an individual professional's workload has reached capacity. Before taking on any new work assignment, we carefully consider the schedule and projected workload for each professional to ensure they have the necessary time to focus on and cater to the client's needs. In some cases, this may lead us to decline work to maintain our ability to successfully complete projects without compromising quality.



Our commitment to manageable workloads allows us to provide our clients with dedicated attention and ensures that our professionals have the capacity to deliver the highest level of service.

Systematic Approach to Project Management and Quality Assurance



At HF&H, we believe in delivering exceptional results to our clients. Throughout the data gathering, analysis, and reporting phases, we foster a collaborative effort among three key parties: our dedicated team of HF&H consultants, our experienced engagement directors and managers, and the invaluable client staff and management. By working together seamlessly, we ensure that our clients reap the following benefits:

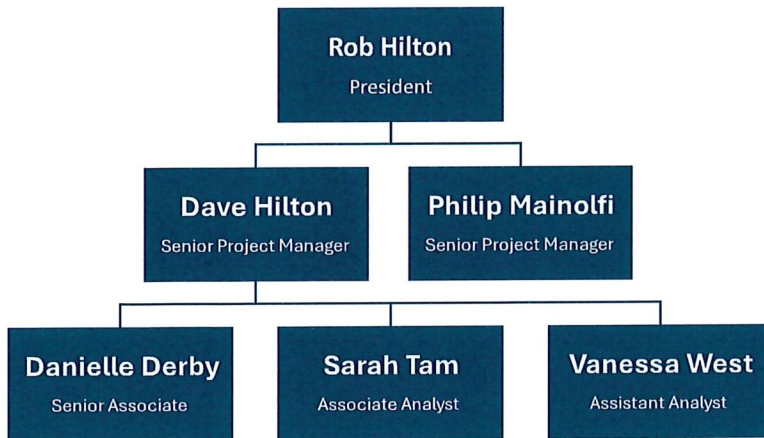
- **Qualified Expertise:** Our consultants are highly qualified professionals who possess the necessary skills and knowledge to perform their work with excellence. Their expertise guarantees a thorough understanding of your unique needs and challenges.
- **Clear and Professional Work Plan:** We develop a clear work plan that adheres to professional standards, ensuring that our approach is structured, systematic, and effective. This plan serves as a roadmap for achieving optimal outcomes.
- **Effective Execution:** Our consultants execute their assignments with precision and proficiency. They bring their expertise to bear, employing the best practices and strategies to deliver tangible results.
- **Efficient Work Monitoring:** Our engagement managers take responsibility for the day-to-day monitoring of the project. They review work products, anticipate potential problems, and address concerns promptly. This diligent oversight ensures smooth progress and timely completion.
- **Ensured Accuracy and Relevance:** Client staff actively participate in the process by reviewing the work products prepared by our project team. This collaborative effort helps us validate the accuracy and relevance of our findings, ensuring that the recommendations we provide are well-suited to your specific circumstances.
- **Consistency and Efficiency:** Our engagement directors and managers play a vital role in maintaining consistency among approaches and methods. They adjust the work plan as the engagement progresses, provide adequate support to consultants, and schedule work efficiently to maximize productivity.



- **Thorough Evaluation:** Our engagement managers thoroughly evaluate the work in progress, attend key interviews and meetings, review analysis results, and assess conclusions. They also ensure the clarity of written materials, guaranteeing that all deliverables are comprehensive and easy to understand.
- **Regular Progress Reporting:** We understand the importance of keeping you informed. Our engagement directors and managers report progress to your management at regular intervals appropriate for the project. Our project reporting system tracks hours and progress, providing transparency and allowing us to identify any areas of concern promptly.
- **Alternative Approaches:** HF&H proactively identifies potential concerns, should they arise, during project progress reporting. Our engagement directors and managers recommend alternative approaches to address these concerns, ensuring that we overcome challenges effectively and achieve the desired outcomes.

HF&H's unwavering commitment is to provide you with exceptional service and deliverables. By fostering collaboration, expertise, and thoroughness, we ensure that your experience with us is characterized by tangible benefits and lasting success. For relevant client experiences, please see Section 4 of this proposal.

Key Personnel



Rob Hilton	President
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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.



Solid Waste Financial Studies, Rate Reviews

Rate Review:

Rob has assisted dozens of communities throughout California with the review, benchmarking, cost of service estimation, and development of recycling and solid waste service rates. This includes rate review projects for larger, more complex multi-jurisdictional agencies like the Central Contra Costa Solid Waste Authority, South Bayside Waste Management Authority, and the franchisors of Marin Sanitary Service that require cost allocations among multiple jurisdictions to ensure the equity of charges from one community to another. His rate review experience also includes work for smaller communities like Brentwood, Hercules, Los Banos, Pinole, Reedley, and San Pablo that have smaller budgets and require a prioritized and more summary review.

Cost of Service Study:

Rob has been involved in several recycling and solid waste benchmarking and cost of service studies including managing a study for CalRecycle to determine the statewide cost impacts of proposed mandatory commercial recycling regulations. This study required a detailed cost estimation for each of seven regions in the state for the collection, processing, transportation, disposal, and commodity market elements of the solid waste and recycling system. Rob has also performed several focused cost of service studies for enterprise-funded solid waste systems in support of Proposition 218 compliant rate-setting processes.

High Diversion/Zero Waste Funding:

Rob has led statewide efforts to create a new, sustainable business model for recycling and waste services that creates more stability in the economics for both ratepayers and service providers, while maintaining the service provider and generator incentives required to achieve higher levels of diversion. Working with leading service-provider public agencies like Santa Monica, Santa Cruz County, San Diego, and the Monterey Regional Waste Management District Rob has created contextually appropriate strategies for de-leveraging waste-based funding sources, diversifying funding sources, creating Proposition 218/26 compliant funding sources, and ultimately providing greater stability for both ratepayers and service providers. In addition to working with public agency service providers, Rob has worked with other high diversion and zero waste communities like Fresno, RecycleMore, and StopWaste.org to create sustainable franchise compensation and rate models that encourage high levels of customer participation and diversion.

Performance Reviews

Rob has conducted performance reviews and operational efficiency studies of both private and public operations in California. These performance reviews and efficiency studies are based on HF&H's extensive database of actual and proposed recycling and solid waste collection and processing operations. Rob has performed these reviews at both a very detailed level, as with the operational efficiency studies for the Cities of Brentwood and Reedley, or in a very summary way, as was done in the review of Allied Waste's operations in Central Contra Costa during the review of the Allied/Republic merger. Because of the tools and information at HF&H's disposal, Rob has been successful in using either approach to meet the unique objectives of each project.

Feasibility Studies

Rob has been involved in program planning and feasibility studies for dozens of communities throughout the state. The most comprehensive feasibility study performed by HF&H was the Mandatory Commercial Recycling Cost Study that Rob managed for CalRecycle and the Air Resources Board. This study estimated the diversion, greenhouse gas, and cost impacts of the mandatory commercial recycling measure of AB 32 (later



implemented as AB 341). Rob has also managed program feasibility studies performed as part of competitive procurements and high diversion plans for the Cities of Livermore, San Leandro, and Fresno, the County of Kern, and the Monterey Regional Waste Management District.

Dave Hilton

Senior Project Manager

As a Senior 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 CRRRA and SWANA.

With over a decade of experience in solid waste management consulting, Dave 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.

Solid Waste Financial Studies, Rate Reviews, and Audits

Dave has assisted as well as led many field audits. Some of this experience includes: a field audit of garbage and recycling service needs for over 400 businesses and multi-family properties in the City of Ridgecrest to provide necessary data for the competitive procurement of their garbage contract; a field audit of reported service levels at over 30 businesses and verification of franchise fee payments by various garbage haulers under contract with the City of San José; service level and billing verification for over 100 commercial and residential customers in the City of Napa; and, a field audit of reported service levels at over 50 residential and business locations for a client in support of a project that identified a total of over \$800,000.00 in unpaid fees by the client's garbage contractor.

He also participated in the rate application reviews for the Cities of Pacifica, Union City, Alameda, San Bruno, as well as the West Contra Costa Integrated Waste Management Authority, the Central Contra Costa Solid Waste Authority, and the Marin Franchisors Group. In the case of Marin Franchisors Group, Pacifica, Alameda, the Central Contra Costa Solid Waste Authority, and Union City, he was directly involved in the rate review process and was in direct contact with the hauler's controller throughout the process of the review as needed changes were addressed.

Dave has led the cost based rate review process for over a dozen agencies. This work has ensured that each agency's rate payers are paying their fair share to generate the revenue required to cover the cost of service that they receive while ensuring the hauler is not receiving more revenues than they are entitled to per their contract. In many cases his review and analysis of the haulers financial metrics resulted in negative rate adjustments for the agencies being reviewed, leading to the allowance of expanded services and/or the creation of rate reserve funds to be used to ensure that rates stayed low in these jurisdictions for years to come.

Dave played a major role in the rate restructuring and setting process for Carmel-by-the-Sea, Marina, Pacific Grove, Sand City, and Seaside after the Monterey Regional Waste Management District selected a new waste hauler. The new rates designed by Dave resolved inconsistencies with old rates, lowering costs for both the customer and the



hauler and also incorporated new services not previously offered. Dave also has experience with both cost of service and landfill enterprise rate models. He constructed a new cost of service rate model for the City of Fresno and built a landfill enterprise rate model for the County of Santa Cruz, both of which are used as the basis of fund projections looking forward 10 or more years.

Dave assisted in the analysis of various sustainable but conservation-oriented rate structuring options in the Cities of San Rafael, Seaside, Marina, Sand City, Pacific Grove, Brentwood, and Berkeley. In Berkeley a portion of the analysis included on-site verification of billing data, customer demand, and likely migration impacts resulting from changes to the rate structure.

Vehicle Impact Fee Studies

Dave has worked with dozens of jurisdictions in California using HF&H's vehicle impact model to incorporate each community's unique conditions – estimating the impact of refuse, bus, or construction vehicles for each of those communities. These studies have served as the basis of fees intended to recover the portion of pavement management costs attributable to these vehicle types. During the vehicle impact fee study performed for the three jurisdictions in the Central Contra Costa Solid Waste Authority, it was found that over 25% of street maintenance costs (amounting to over \$3,000,000) were attributable to refuse collection vehicles.

Philip Mainolfi

Senior Project Manager

Philip Mainolfi brings over 13 years of prior financial, accounting, and process automation experience, as well as seven years of diverse experience in the solid waste industry. While in the private sector, he spent three years managing solid waste contract compliance for 46 municipalities and government agencies, developing financial models, automating financial reporting processes, designing and developing management reporting tools, and managing external audits. Philip received invaluable insight into hauler/processor operations, zero waste planning, and public outreach. Prior to entering the solid waste industry, Philip spent four years as a business analyst at Brown Brothers Harriman where he focused on process automation, procedure development, and the implementation of a centralized data ecosystem.

Solid Waste Financial Studies, Rate Reviews

Rate Review:

Philip has assisted dozens of communities throughout California with the review, benchmarking, cost of service estimation, and development of recycling and solid waste service rates. This includes rate review projects for larger, more complex multi-jurisdictional agencies like the Merced County Regional Waste Authority, and incorporated cities such as Irvine, Moreno Valley, Oceanside, and San Dimas.

Cost of Service Study:

Philip has been involved in several recycling and solid waste benchmarking and cost of service studies throughout the Counties of Los Angeles, San Diego, and San Bernardino. Philip is also managing a cost of service study for the City of Los Angeles' enterprise-funded solid waste systems in support of Proposition 218 compliant rate-setting processes.

Knowledge and Understanding of SB 1383

Philip has been actively involved in monitoring and participating in the development of SB 1383. He has attended nearly all of CalRecycle's SB 1383 informal rule-making workshops, either in person or by webinar. As part of the HF&H team that developed and hosted four



SB 1383 informational workshops in 2018 and 2019 for jurisdictions, Philip was involved with developing SB 1383 presentations and takeaway content for local jurisdictions. He also presented a significant portion of the content at the Southern California Workshop. Philip has aggregated comment letters from multiple jurisdictions and industry organizations to supplement his perspective and has drafted formal comment letters on behalf of HF&H as well as several clients. He has also met with CalRecycle staff in Walnut Creek, California to further discuss the challenges jurisdictions are facing. Finally, Philip has developed several tools to assist jurisdictions with compliance, including gap analysis tools to identify compliance shortfalls, financial models to analyze the cost and benefits of various programs, and presentations for City Councils and other industry organizations.

Diversion Program and Policy Analysis

Philip has diverse experience preparing high diversion plans and program assessments, conducting program cost and rate comparison benchmarking analyses, and providing recycling program assistance. In 2020, he assisted the City of Oceanside with development of a Zero Waste Plan Update and an SB 1383 Action Plan.

In 2018 and 2019, Philip assisted in the development of SB 1383-specific diversion program planning and cost-benefit analysis for RecycleSmart's SB 1383 Action Plan. Philip has also assisted on SB 1383 action plans and cost models for the Cities of Alameda, Anaheim, Atwater, Bell Gardens, Castro Valley Sanitary District, Gustine, Dos Palos, Encinitas, Garden Grove, Livermore, Los Banos, Merced, Monterey, Pleasanton, and Vacaville. Additionally, he has supported the Counties of Kern and Merced, as well as the Yuba Sutter RWMA and San Luis Obispo IWMA in planning diversion programs to comply with SB 1383.

Philip is currently assisting The County of San Bernardino with evaluating their solid waste programs for residents, businesses, and internal county operations for compliance with SB 1383. Upon identifying compliance gaps, he will evaluate the costs and benefits of multiple compliance pathways and provide an implementation master plan to guide the county's implementation. San Bernardino is the largest county in the United States, with over 20 solid waste franchise agreements covering the unincorporated areas alone, making this one of the largest planning exercises in the State of California.

Danielle Derby

Senior Associate

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 that comply with SB 1383 regulations; performing index, cost-based, and special rate reviews for solid waste rate adjustment; 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, purchase order reviews, 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, operating statistics, and rates; developing contractual or financial language for franchise agreements and amendments; and supporting negotiations. Prior to joining HF&H, Danielle worked as an auditor at PricewaterhouseCoopers.

Rates and Audits

Annually, Danielle assists multiple jurisdictions with their rate setting adjustment application review and calculation. Currently, she is assisting the City of Sunnyvale with their annual compensation adjustment under the new franchise agreement. Recently, Danielle assisted the City of San Jose with its annual commercial index rate adjustment and the Castro Valley Sanitary District (CVSAN) with its annual solid waste index rate



adjustment. In prior years, Danielle assisted on many cost-based rate adjustment reviews including CVSAN, Stanislaus County, the Town of Truckee, and the West Valley Solid Waste Management Authority. Danielle has assisted the City of Oakland with its annual rate setting for the past three years and plans to assist the city once again in March. In the past, Danielle assisted the Centra Contra Costa Solid Waste Authority in their annual solid waste rate setting. After assisting the City of Cupertino with their sole source procurement in 2020, Danielle assisted the City with its first cost based rate adjustment in 2023.

Rate Modeling

In 2023, Danielle assisted the City of Santa Clara with their landfill model's update and rate remodeling to achieve upcoming revenue requirements and create rates that are more in line with the cost to provide services. Danielle also supported the West Valley Solid Waste Management Authority with their initial rate modeling for the new sole source agreement. In 2023, Danielle assisted a private university in California with their sole source procurement's initial rate modeling to reset the multi-department rate structure to promote equity and zero waste goals.

Performance Reviews

Danielle has assisted multiple jurisdictions with franchise agreement compliance and performance reviews. Currently, Danielle is performing a limited performance review for the County of Santa Cruz to follow-up on the previous performance review findings and a billing review for the City of Pleasanton. Recently, Danielle supported the City of Livermore with a franchise agreement assignment review, which reviewed various agreement requirements in education and outreach, reporting, fees, diversion, customer service, and capital expenditures. In 2020 and 2023, Danielle performed a city fee audit for the City of Cupertino to verify the proper calculation and complete payment of city fees from the hauler to the city and a high level billing review to ensure the hauler was billing according to the published rate schedule. Danielle also assisted the City of Whittier with its compliance audit for its two franchised haulers, specifically related to their tonnage reporting, billing compliance, and fee remittance compliance with the requirements of the franchise agreement. The City of Modesto requested HF&H to assist with a detailed review of their hauler's annual rate adjustment application, benchmark the hauler's operating costs, and propose an alternative rate adjustment methodology for an upcoming amendment.

Sarah Tam

Associate Analyst

As an Associate Analyst, Sarah Tam provides support in our rates and audit practice. She is skilled in reporting quarterly contracts, performing financial audits and performance reviews, adjusting annual rates, and cost-based rate adjustments. Sarah is currently assisting MRWMD with their quarterly reporting summary with included compilations of hauler statistics and tonnage information to assess diversion levels and compliance with regulatory requirements. Recently, Sarah led the Town of Truckee with their franchise fee payment and billing audit, which include financial calculations of remittances and accurate invoice accounting. Sarah also assists West Valley Solid Waste Management Authority with annual adjustments to their member agency fees.

Prior to joining HF&H Consultants, Sarah worked in property management. She prepared quarterly finance reports, cost analysis, cost surveys, leasing agreements, and purchase agreements for her clients. She earned her B.A. in Economics and minor in Statistics from the University of California, Riverside. At University, Sarah was a research assistant that performed statistical analysis on wide ranges of data. Her background allows her to



understand client relations and encompass her attention to detail to better serve the waste management industry.

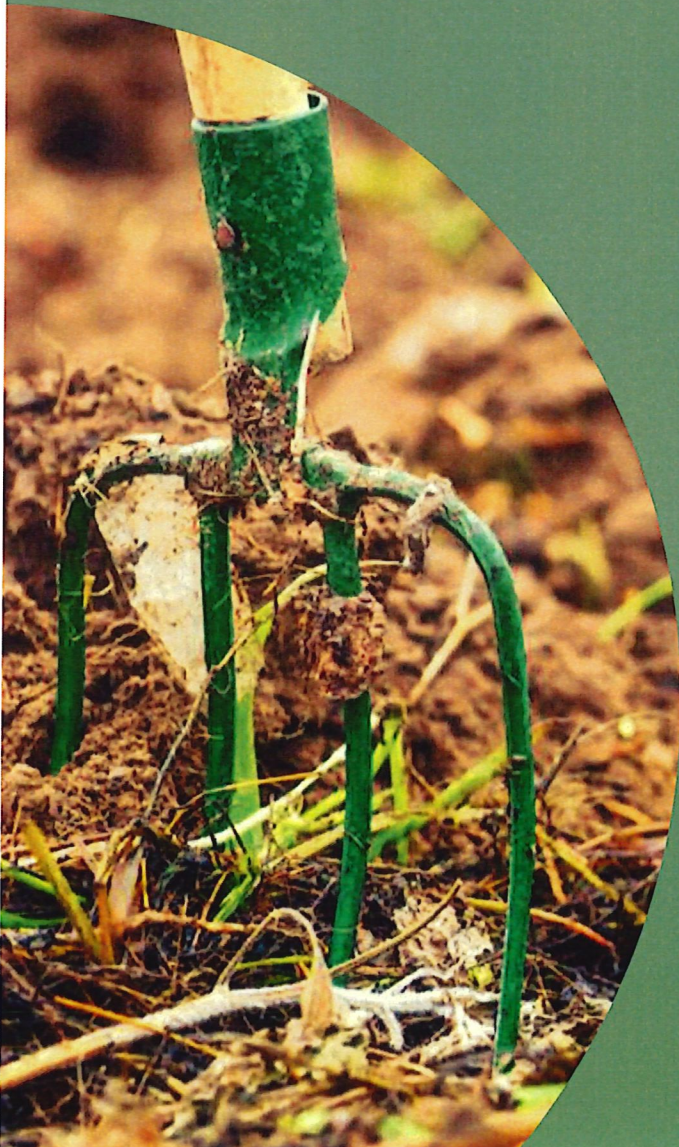
Vanessa West

Assistant Analyst

Vanessa West, an Assistant Analyst, has provided support in our rates and audit practice. She is skillful in rate adjustment reviews, cost of service projections, quarterly contract reporting, rate survey preparation, projected review cost form updates, and quality control and assurance. Vanessa is currently supporting the City of Los Angeles to develop cost-based user rates for their residential solid waste enterprise, which serves 735,00 households and 593,000 multi-family residences. Additionally, Vanessa is supporting the City of San Francisco to optimize cost allocation for their solid waste division by gathering and analyzing hauler data to address various constraints to enhance efficiency and sustainability. Previously, Vanessa has supported the City of Alameda with their cost based review, which includes compilations of hauler statistics and tonnage information to assess diversion levels and compliance with regulatory requirements. Vanessa has supported Monterey Regional Waste Municipal District and the County of Santa Cruz with quarterly reporting summaries, which contains compilations of hauler statistics and tonnage information to assess diversion levels and compliance with regulatory requirements. Prior to joining HF&H, Vanessa worked for lululemon, where she prepared quarterly reports, annual projections, and P&L statements. Vanessa earned her Master of Science in Finance from Saint Mary's College of California.

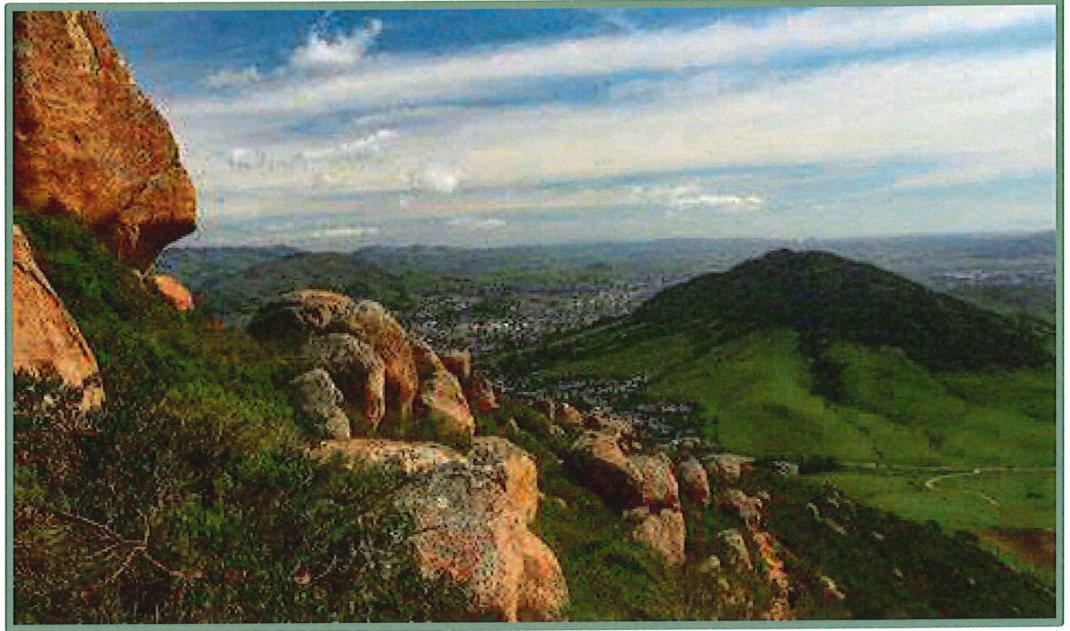


Section 2: Technical Workplan





Section 2: Technical Workplan



Overview

The San Luis Obispo County Integrated Waste Management Authority's (IWMA) Solid Waste Management Fee (SWMF) was adopted by the Board of Directors in 2007 and allows the SLOIWMA to collect a fee from "any company that has an agreement with a governmental entity that is an IWMA participating agency to collect garbage in San Luis Obispo County, or possesses a permit issued by the County of San Luis Obispo." A Fee Setting Policy (FS-1) was adopted in March 2022 that set objectives and determinations; data requirements to support fee determinations; fee monitoring; and administrative requirements to revise the SWMF. The policy also requires that prior to establishing a new SWMF, a fee study shall be prepared for the IWMA by a qualified consultant (Fee Study). The study should cover a period of not-less-than three years with the intention that the SWMF recommendation is based on a multi-year projection of revenue requirements of the IWMA.

From HF&H's experience working and talking to jurisdictions across the state, many are revising their fee calculations and justifications to meet funding needs as programs and responsibilities evolve to match regulatory requirements. Jurisdictions such as the IWMA, who seek to balance socioeconomic and regulatory requirements with the necessity to establish revenues and cover costs effectively, require a consultant with great knowledge of the dynamic landscape. HF&H's familiarity with the IWMA's agencies will serve in establishing a SWMF that is fair to residents and business, generates adequate revenue for the IWMA to provide services, and fits the unique needs of the IWMA and the community it serves. HF&H is in a unique position to provide support to the IWMA as our consultants have an unparalleled depth and breadth of expertise gained from their accounting, financial management, and public policy backgrounds. By selecting HF&H, the IWMA will be well positioned to receive a high quality analysis as we will leverage our existing experience, models, resources, and knowledge from assisting many jurisdictions throughout California with cost models for solid waste and water/wastewater services, as well as our recent work in fee justification studies.

We guarantee that the Fee Study will not be a generic analysis but will be customized by drawing on the IWMA's specific data and methodology per the FS-1. The IWMA can take comfort in our reputation for objective, fact-based calculations and our commitment to professional, thorough, and detailed analysis as the IWMA will receive a SWMF



recommendations specific to its goals and policies, which is more likely to inspire the confidence of the Board and the public if the SWMF requires an increase.

Scope and Methodology

Grounded in our core value of serving our clients exceptionally, the IWMA will benefit from HF&H's holistic approach to project management where the nexus of intersecting tasks will allow us to complete the project efficiently, effectively, and on schedule. To tailor the project at hand, your Project Manager will liaise with you regularly to gain information, provide updates, and receive feedback on the project. This highly client-interactive methodology is intended to ensure alignment of the SWMF objectives to the IWMA's goals and maintain clear communication on the progress of the Fee Study to keep all stakeholders engaged on the project and reduce friction. The Project Manager will also serve as the liaison between the IWMA staff and HF&H staff working on your project, to ensure individual tasks are completed accurately, meticulously, and on time. HF&H presents the following scope of work to complete the SWMF Fee Study:

- 1. Kick-off Meeting.** Holding a kick-off meeting to review project approach, objectives, potential challenges, key milestones, and deadlines is an important first step for the Fee Study. This meeting will also service as a forum allowing the IWMA staff to provide additional context surrounding its unique situation, which will help ensure that the Fee Study results are congruent with the IWMA's goal and the FS-1. HF&H will facilitate a virtual project kick-off meeting with all of the IWMA's stakeholders to acquire context and data needed to effectively perform the Fee Study. This meeting will also be used to discuss previous fee studies, as HF&H performed a similar study for the IWMA in 2022, as well as determine how much the current Fee Study would mirror or deviate from previous studies.
- 2. Request Data for Fee Study.** Based on our experience in the industry, the information required per FS-1, and the initial kick-off meeting, HF&H will prepare a request for information (RFI) to be provided to the IWMA staff and the permitted solid waste haulers to support an effective and informative study. This may include but is not limited to: the prior year's actual expenditures, current and projected budgets; current reserve balances; gross receipts from collection revenue; customer accounts information; and projected rate increases for the next few rate periods. HF&H intends to gather all required information at the beginning of the project; however, it is possible that HF&H may find additional data needs during the performance of the Fee Study and may issue a subsequent RFI or contact a specific data provider for clarification or additional details.
- 3. Evaluate Cost of Service Requirements of IWMA.** HF&H will review the IWMA's revenue requirements as detailed through the current and projected budget information. HF&H will discuss with the IWMA staff its administrative activities and obligations (e.g., Board/Committee meeting and scheduling, trainings, grant administration, human resources, recordkeeping, reporting, revenue monitoring) and whether the budgeted expenditures cover the current and projected needs of the IWMA to serve its member agencies. Inflation considerations, additional program costs, and other known and anticipated changes to the budget will be discussed and reflected as necessary to ensure the IWMA's financial needs are



met. HF&H will also perform a sensitivity analysis on the budget to model the impact of changes due to unknown factors (such as tonnage growth or migration resulting from program) that would affect the total cost-requirements of the IWMA. This information will inform the calculation of the SWMF and result in a range of recommendations for the IWMA to consider in Step 5.

4. **Calculate SWMF.** HF&H will establish a methodology that is easy to understand and justifiable in accordance with FS-1. HF&H will review and discuss with the IWMA the existing SWMF methodology, which is based on the gross hauler receipts collected from customers. HF&H will develop a cost of service model and analysis to calculate a recommended SWMF percentage in compliance with the requirement of Proposition 218. If there was no modification to the SWMF methodology discussed during the kick-off meeting, the IWMA will receive enhanced efficiency and cost savings by leveraging substantial portions of our prior model, which will also allow our expert team to focus on analyzing and customizing the model variables to fit the IWMA's unique conditions and program-specific budget data. The cost of service analysis will identify the SWMF for residential and commercial customers and SB 1383 Rural Exemption vs Non-Exempt customers for the projected three-year period such that the revenue generated shall fully meet the cost of service requirements of the IWMA. The IWMA will receive a thorough and robust analysis driven by our model, which will document all assumptions and calculations used to arrive at the SWMF.
5. **Share Findings and Recommendation.** HF&H will facilitate a meeting with IWMA to discuss the initial results of the Fee Study and receive feedback. HF&H will consider any direction received from the IWMA Board and work to be aligned with the adopted Fee Setting Policy (FS-1) and will modify the Fee Study accordingly.
6. **Finalize Recommendation.** HF&H will produce a draft report for review by the IWMA. The report will, at a minimum, address the compliance and justification of the SWMF to Proposition 218, explain the allocation of the SWMF to each specific customer class, address any extraordinary fee setting methodology requested by the IWMA, and ensure adequate revenue to meet cost of service requirements. HF&H will incorporate one round of revisions from the IWMA and then finalize the report. The IWMA can be assured that our report will have been reviewed by both the Project Manager and Administrative staff to ensure the report is comprehensive, reads professionally, and is free of grammatical, formatting, and spelling errors.

HF&H will present our recommendations to both the LTF Board meeting in April 2025 and the IWMA Board meeting in May 2025. HF&H staff will coordinate with IWMA staff prior to each meeting to determine roles and responsibilities. The IWMA staff will receive HF&H's unwavering support in facilitating the presentation of the Fee Study and responding to questions from the Board and public, and ultimately coming to a consensus regarding changes to the SWMF. HF&H's experience with supporting the IWMA in the past, coupled with our familiarity with key stakeholders in the regional solid waste industry, will aid in the effectiveness of the delivery of the final report. The IWMA will receive unmatched insight from HF&H's Project Directors who have provided hundreds of presentations at public meetings and are highly effective in working with elected bodies to



navigate difficult decision-making processes – especially involving allocation of costs or establishing rates and fees. As requested by the IWMA, HF&H will also meet and confer with stakeholders.

Timeline of Deliverables

Task	Deadline
Task 1: Kick-Off Meeting	December 2024
Task 2 - 4: Perform Fee Study	December 2024 – February 2025
Task 5: Draft Results	February 2025 – March 2025
Task 6: Present to ADHOC	April 2025
Task 6: Present to Board	May 2025



Section 3: Budget, Retainer, and/or Rates





Section 3: Budget, Retainer, and/or Rates

Fee Estimate

Tasks	Executive		Project Manager		Senior Associate		Associate Analyst		Administrative		Total Hours	Proposed Cost
	\$350	\$305	\$250	\$185	\$125							
Task 1 Kick-Off Meeting	1	2	1	2	0	0	0	0	6	\$1,580		
Task 2 Prepare RFI	0	1	0	1	0	0	0	0	2	\$490		
Task 3 Evaluate Cost-of-Service of IWMA	1	3	10	24	0	0	0	0	38	\$8,205		
Task 4 Calculate SWMF	1	4	16	24	0	0	0	0	45	\$10,010		
Task 5 Draft Results	2	4	8	8	4	4	4	4	26	\$5,900		
Task 6 Present to ADHOC and Board	15	8	0	0	0	0	0	0	23	\$7,690		
Total	20	22	35	59	4	4	4	4	140	\$33,875		

Direct Expenses

Standard charges for common direct expenses are as follows:

- Automobile Travel Prevailing IRS mileage rate
- Airfare and Public Transit Actual Cost

Billing Policies

Our policy is to bill for our services based on the standard hourly rates of the staff member assigned, multiplied by the time required to perform the client-related tasks, plus the direct expenses as described above. In implementing this policy, we adhere to the following practices:

- It is our standard practice to e-mail invoices to our clients, although hard copies of invoices can be sent to clients on request.
- We round to the nearest one-quarter hour (e.g., if two hours and 55 minutes are spent on a task, it is recorded as three hours, if two hours and 5 minutes are spent on a task, it is recorded as two hours). A minimum charge of one-quarter hour is charged for any client work performed in a day.
- We do not markup out-of-pocket expenses; however, we may charge administrative or professional time related to the provision of the goods and services associated with these charges.



If subcontractors are used, HF&H reserves the right to charge a 10% markup.

Mileage fees are based on the round-trip distance from the point of origin.

If a client's change to a previously scheduled meeting results in penalties being assessed by a third party (e.g., airline cancellation fee), then the client will bear the cost of these penalties.

While no minimum fee for a consulting engagement has been established, it is unlikely (given the nature of our services) that we can gain an understanding of a client's particular requirement, identify alternatives, and recommend a solution in less than twenty-four consulting hours.

Insurance

We maintain the following policies of insurance with carriers doing business in California:

- Commercial General Liability Insurance (\$2,000,000 Occurrence/\$4,000,000 Aggregate)
- Workers' Compensation (\$1,000,000)
- Professional Liability Insurance (\$2,000,000 Occurrence/\$2,000,000 Aggregate)
- Hired and Non-Owned Auto Liability¹ (\$2,000,000)
- Umbrella Liability (\$3,000,000 Occurrence/\$3,000,000 Aggregate)
- Cyber Liability (\$1,000,000 Each Claim)

All costs incurred in complying with additional coverages or limits (excluding additional insured and waiver of subrogation endorsements) become the responsibility of the client and are not included in the fees for services or direct charges but are billed in addition to the contract at cost, plus any professional or administrative fees.

Invoices and Payment for Services

Our time reporting and billing system has certain standard formats that are designed to provide our clients with a detailed invoice of the time and charges associated with their engagement and we typically discuss these with our clients at our kick-off meeting. We are also pleased to provide our clients with a custom invoice format, but we will have to bill the client for time spent conforming our invoices to their unique requirements. A sample invoice is included as Attachment C to this proposal.

Billings for professional services and charges are submitted every month, in order that our clients can more closely monitor our services.

¹ HF&H Consultants does not own any company automobiles.



Section 4: Client References





Section 4: Client References

Client Name and Title	Jurisdiction	Phone Number	Email Address
Peter Cron Executive Director	San Luis Obispo County IWMA	(805) 782-8530	pcron@iwma.com
Ben Blanchard Administrative Analyst	City of Long Beach	(562) 570-4696	benjamin.blanchard@longbeach.gov
Michael Sigsbee Utilities Assistant General Manager	City of Ontario	(909) 395-2653	msigsbee@ontarioca.gov
Jon Carlson Solid Waste Manager	City of Brentwood	(925) 516-6095	jcarlson@brentwoodca.gov
Felipe Melchor General Manager	MRWMD	(831) 264-6915	fmelchor@mrwmd.org

San Luis Obispo County IWMA

SWMF Support (2021 - Present)

In September of 2021, the San Luis Obispo County Integrated Waste Management Authority (IWMA) Board directed HF&H to analyze the IWMA's solid waste management fee and recommend an adjustment based on the impacts of SB 1383. In October of 2021, HF&H presented a draft analysis to the IWMA's Executive Committee for review, which recommended a 5.4% solid waste management fee (SWMF), a fee that was subsequently implemented on March 9, 2022. After the IWMA gained experience with SB 1383 requirements and obtained baseline gross receipt and cost data, HF&H was reengaged to perform an organizational study to evaluate the appropriateness of the solid waste management fee. In November of 2022, HF&H presented initial study findings and recommendations to the IWMA Board of Directors.

Results

In November of 2022, HF&H presented initial study findings and recommendations to the IWMA Board of Directors. This recommendation included amending the SWMF to be 4.1% to 4.4% of gross receipts. It was identified that program modifications could save the IWMA between \$588,000 to \$753,000 per year and reduce the hauler fees. The Board subsequently adopted the recommendation of the amended SWMF.

City of Long Beach

Cost of Service Study (2018 - Present)

The City of Long Beach, a governmental agency, needed to conduct a thorough, forward looking cost of service rate study for its services provided to the City's residents and businesses. The City had a model that determined the costs by the residential and commercial service sector. The existing model determined the rate adjustment required for solid waste and recycling collection as a whole. The City felt in order to be in compliance with Proposition 218, the rate adjustment needed to be according to the level of service provided.

Client Contact

Peter Cron

Executive Director
(805) 782-8530
pcron@iwma.com

870 Osos Street
San Luis Obispo, CA 93401



In order to complete the City's objectives, HF&H is performing the following work for the City:

- Evaluating the City's current rate model and rate schedules, including considering its conformance with Proposition 218.
- Evaluating the billing data provided by the City in order to establish service subscription levels.
- Forecasting and re-allocating the revenue requirement to customer classes by service levels to better reflect the true cost to provide services to the individual customer classes.
- Designing multiple rate scenarios with varying adjustments based on the level of service provided for the City's consideration.

Results

Since this type of study had not been performed in the past, the results had significant impacts to various rates. Additionally, the City realized it needed to analyze its billing data against the actual service provided. Therefore, we provided a two-year rate adjustment plan. The City adopted rates for 2019 and 2020, with anticipation of performing another study once the billing analysis has been completed.

The solid waste rate study that HF&H performed for the City included:

- Developing a cost of service methodology that meets Proposition 218 requirements yet still incentivizes customers to generate less solid waste;
- Presenting the cost of service methodology and results of the study in a report that met the City's inside and outside counsel's requirements;
- Providing a template and assisting in the preparation of the Proposition 218 notice; and,
- Attending the public hearing where there were minimal comments from the public.

City of Ontario Cost of Service Rate Study (2019-2020) and (2022-2023)

The City of Ontario, a governmental agency, oversees solid waste service to the City's residents and businesses. The City provides all residential and commercial refuse, recycling, and organics collection and related transportation, materials processing, and disposal services, and provides automated refuse services to its residential and commercial customers. The City desired 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 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.

With data provided by City staff, we updated the 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.

Results

In 2020, HF&H created the initial cost of service model and determined the projected revenue needed for fiscal years 2021-2026. The study resulted in a phase-in of rates over

Client Contact

Ben Blanchard
Administrative Analyst
(562) 570-4696
benjamin.blanchard@longbeach.gov

411 W. Ocean Blvd.
Long Beach, CA 90802

Client Contact

Michael Sigsbee
Utilities Assistant General
Manager
(909) 395-2653
msigsbee@ontarioca.gov

1425 S. Bon View Ave.
Ontario, CA 91761



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.

The solid waste rate study and rate phasing model that HF&H performed for the City included:

- Developing a cost of service methodology that meets Proposition 218 requirements yet still incentivizes customers to generate less solid waste.
- Developing a rate phasing model that phases rate increases and generates funds to meet the reserve fund balance minimums.
- Presenting the cost of service methodology and results of the study in a report that met the City's inside and outside counsel's requirements.
- Assisting in the preparation of the Proposition 218 notice.

City of Brentwood	Solid Waste Rate Study (2017 & 2022)
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The City of Brentwood, a governmental agency, needed to plan the costs and revenues for its solid waste enterprise for the next five years. In addition, its legal counsel was advising, for the first time, a strict adherence to Proposition 218 with an emphasis on rates covering costs by customer class (i.e., carts, bins, boxes), material collected (solid waste, recycling, cardboard, and organics), as well as container size. This in-depth look ensures each customer pays their fair share of the system costs and fully complies with the requirements of Proposition 218, including recent judicial interpretations (e.g., San Juan Capistrano decision).

Results

The solid waste rate study that HF&H performed for the City included:

- Providing 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 Proposition 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.
- Evaluating the cost/benefit of the City's cardboard only collection program and determining that a single stream recycling collection system would lower both the City's operational costs and the customer's rates compared to the cost of service for separate collection of recycling and cardboard.
- Presenting six alternative funding and rate structure scenarios to City staff and their legal counsel, which were used as the basis of the selection of rate structure brought to City Council.
- Resulting rate scenarios ensure target fund balance throughout the forecast period while maintaining the lowest residential rates in the eastern Contra Costa County area.

MRWMD/ReGen Monterey	Contract Management Support (2014-Present)
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The Monterey Regional Waste Management District (MRWMD) is a joint powers authority consisting of eight municipalities and the County of Monterey. Prior to commencement of their new franchise agreement on March 1, 2015, the MWRMD retained HF&H's services to support the implementation of the agreement. MRWMD has also engaged HF&H to assist with planning for the upcoming obligations of SB 1383 on the District's solid waste

Client Contact

Jon Carlson

Solid Waste Manager
(925) 516-6095
jcarlson@brentwoodca.gov

375 Sunset Road
Brentwood, CA 94513



system. As part of this work, HF&H evaluated the District's franchise waste haulers' collection operations to identify gaps in performance or service compared to SB 1383 requirements. Using the gap analysis, HF&H conducted negotiations, performed cost analysis of proposed programs, developed amendments to each of the nine member agency's franchise agreements, and developed a municipal code system design document that will facilitate the process of planning for, and defining the necessary changes to the individual member agencies' municipal codes to implement the required ordinances or other enforceable policies of SB 1383.

Results

The contract management services that HF&H provided to the City included:

- Creating a new rate structure and rate adjustment methodology for each of the seven jurisdictions.
- Providing a quarterly review of reporting and analysis of public education and outreach, tonnage, subscription and diversion trends, and revenue reconciliation.
- Providing an annual rate adjustment review for each of the seven jurisdictions contracted with GreenWaste Recovery.

Notices of Violation

HF&H has not been subject to any notices of violations, administrative orders, or other enforcement actions taken by regulatory agencies

Client Contact

Felipe Melchor
General Manager
(831) 264-6915
fmelchor@mrwmd.org

P.O. Box 1670
Marina, CA 93933

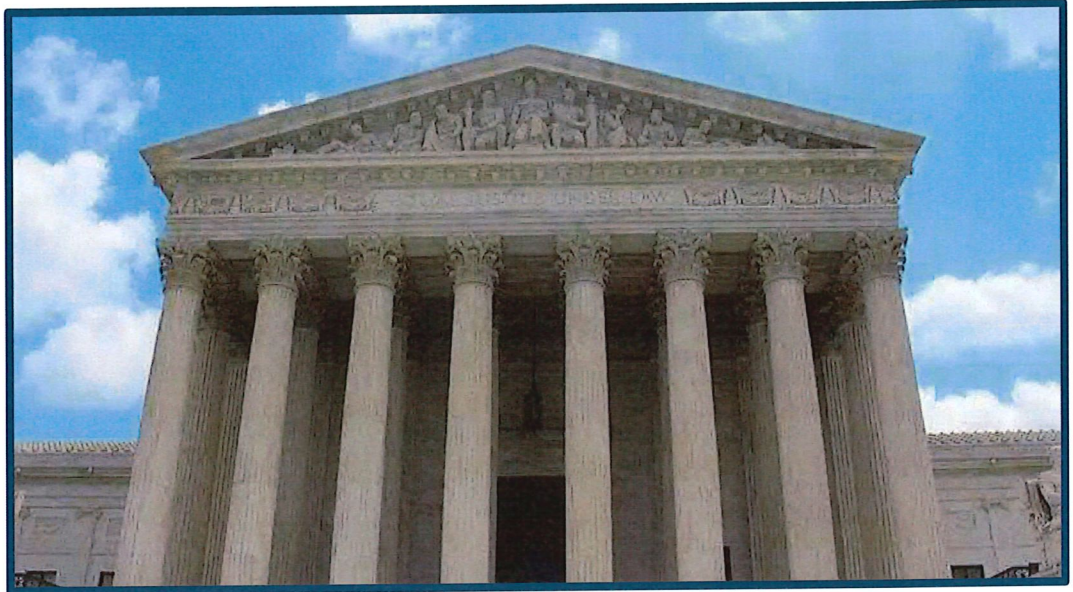


Section 5: Conflicts of Interest & Disclosure of Litigation





Section 5: Conflicts of Interest & Disclosure of Litigation



Potential Conflicts of Interest

HF&H does not currently provide services to any public clients in San Luis Obispo County; therefore, no potential conflicts of interest would arise from our representation of the IWMA.

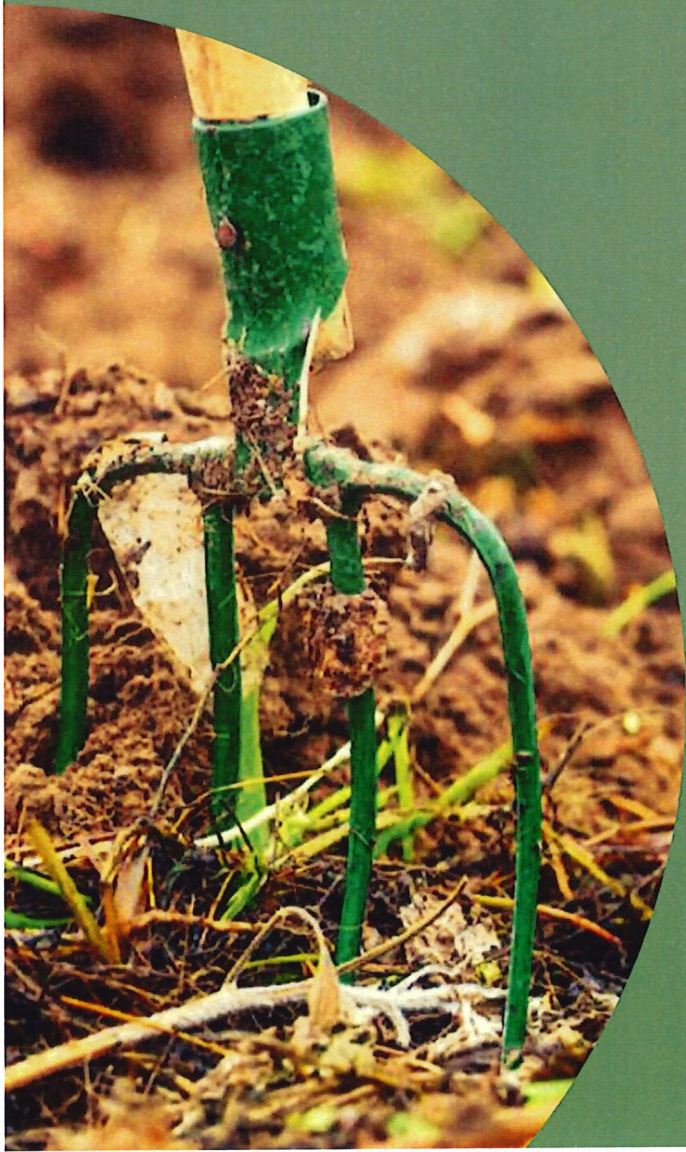
Disclosure of Litigation

HF&H is not under any civil or criminal litigation or indictment, nor are any of its joint ventures, strategic partners, prime Contractor team members, or subcontractors.



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Attachment A: Resumes







Rob Hilton President



Historical Experience

Years of Experience: 22
 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

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



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: 13
Clients Served: 95
Past Engagements: 302

Education

B.S., Business Administration/
Business Management, CA
State University, Chico

Zero Waste Principals and
Practices, CRR/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



Philip Mainolfi Project Manager



Historical Experience

Years of Experience: 13
 Clients Served: 25
 Past Engagements: 180

Education

B.S., Finance, Bentley
 University

Professional History

HF&H Consultants, LLC:
 2017 to present

Vertigration Ventures, LLC –
 Owner: 2016-2017

Athens Services – Sr.
 Compliance & Business
 Development Analyst:
 2013-2016

Brown Brothers Harriman –
 Business Analyst:
 2008-2012

Branson Ultrasonics – Intern:
 2007

Vizquest – Business
 Development Intern:
 2006-2007

Professional Organizations

Solid Waste Association of
 North America (SWANA) Young
 Professionals

Solid Waste Association of
 North America (SWANA)
 Certified Zero Waste Instructor

Contact Information

(949) 251-0231
pmainolfi@hfh-consultants.com

Range of Experience

Philip Mainolfi brings over 13 years of prior financial, accounting and process automation experience, as well as seven years of diverse experience in the solid waste industry. While in the private sector, he spent three years managing solid waste contract compliance for 46 municipalities and government agencies, developing financial models, automating financial reporting processes, designing and developing management reporting tools, and managing external audits. Phil received invaluable insight into hauler/processor operations, zero waste planning, and public outreach. Prior to entering the solid waste industry, Phil spent four years as a business analyst at Brown Brothers Harriman where he focused on process automation, procedure development, and the implementation of a centralized data ecosystem.

Recent Results

- **City of Oceanside** – Developed a zero waste plan and managed a competitive procurement process for an SB 1383-compliant franchise agreement with an estimated value of \$475 million, which includes development of organic waste processing infrastructure.
- **San Bernardino County** – Managed simultaneous sole-source negotiations for seventeen (17) franchise agreement across four (4) service providers.
- **MCRWMA** – Developed SB 1383 long-range plans for the MCRWMA’s seven (7) member agencies. Mr. Mainolfi has since been engaged to procure a composting facility for the MCRWMA.

Expertise

- Strategic Planning
- Contract Development & Management
- Procurements & Negotiations
- Ordinance Development
- Diversion Program and Policy Analysis
- SB 1383 Compliance
- Performance & Hauler Operations Audits
- Reporting & Process Automation

Recent Clients





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 that comply with SB 1383 regulations, performing index, cost-based, and special rate reviews for solid waste rate adjustment, 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, purchase order reviews, 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, operating statistics, and rates; developing contractual or financial language for franchise agreements and amendments; and supporting negotiations. Prior to joining HF&H, Danielle worked as an auditor at PricewaterhouseCoopers.

Danielle assists multiple jurisdictions with their rate setting reviews and cost of service models. Annually, she assists the West Valley Solid Waste Management Authority (WVSWMA) with their rate adjustment application and in 2023 she assisted the WVSWMA with the initial rate modeling for its sole-source negotiations. Currently, Danielle is updating a cost of service model for the City of Long Beach for solid waste, recycling, and organic services. In the past, Danielle aided the Centra Contra Costa Solid Waste Authority (CCCSWA) in their solid waste rate setting, and currently is providing assistance with their post-collections agreements.

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/Relevant Engagements

- **WVSWMA:** Annual Rate Adjustments and Rate Modeling (2022-24)
- **City of Long Beach:** Cost of Service Modeling (2021 & 2024)
- **CVSAN:** Annual Solid Waste Rate Setting (2020-2023)
- **CCCSWA:** Rate Setting and As Needed Support (2019-2020 & 2024)

Recent Clients



**WEST VALLEY
RECYCLES**

**CITY OF
LONG
BEACH**



Historical Experience

Clients Served: 52
Past Engagements: 115

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



Sarah Tam Associate Analyst



"I strive to bring customers and ratepayers the best results."

Range of Experience

As an Associate Analyst, Sarah Tam provides support in our Rates and Audit practice. She is skilled in reporting quarterly contracts, performing financial audits and performance reviews, adjusting cost of service models and cost-based rate adjustment. Sarah is currently assisting MRWMD Quarterly reporting summary with included compilations of hauler statistics and tonnage information to assess diversion levels and compliance with regulatory requirements. Sarah also assists West Valley Solid Waste Management Authority with annually adjustments to their member agency fees.

Prior to joining HF&H, Sarah worked in property management, where she prepared quarterly finance reports, cost analysis, cost surveys, leasing agreements, and purchase agreements for her clients. Sarah earned her B.A. in Economics and minor in Statistics from the University of California, Riverside, where she served as a research assistant performing statistical analysis on wide ranges of data. Sarah uses her background and attention to detail to understand and serve her clients in the solid waste industry.

Expertise

- Rate Adjustment Modeling
- Financial Modeling
- Performance Review
- Cost Analysis

Recent Engagements

- **San Francisco** – 2024 and 2025 Refuse Rate Analysis (2023)
- **County of Santa Cruz and Monterey Regional Waste Management** – Rate Adjustment, Performance Review, Ongoing Contract Management (2022 – Current)
- **West Valley Solid Waste Management Authority** – Annual Member Agency Fee Adjustment (2022-2024)
- **Marin County Sanitary District No.5** – 10 Year Rate Adjustment Models (2023)
- **City of San Mateo** – Cost of Service Adjustment (2023- Current)

Recent Clients



Historical Experience

Years of Experience: 2
 Clients Served: 22
 Past Engagements: 51

Education

B.A., Economics/ Minor in Statistics, University of California, Riverside

Certification

CRRA / SWANA Zero Waste Principle and Practices

SWANA Integrated Solid Waste Management

Organization

CRRA Member

SWANA Member

Contact Information

(925) 210-2251

STam@hfh-consultants.com



Vanessa West Assistant Analyst



Historical Experience

Years of Experience: 1
Clients Served: 16

Education

M.S., Finance; Saint Mary's
College of California

B.A., Political Science/ Minor in
History, University of California,
Santa Barbara

A.S., Business Administration,
Diablo Valley College

Certifications

CRRA SWANA Zero Waste

Professional Background

HF&H Consultants, LLC 2024

Lululemon 2020-2024

Experience

Vanessa West provides support in our Rates and Audit practice as an Assistant Analyst. Vanessa specializes in creating succinct quarterly report summaries from quarterly, and annual reports, containing vast amounts of complex data, performing billing reviews, and providing quality control and assurance. Vanessa is currently supporting the City of Los Angeles to develop cost-based user rates for their residential solid waste enterprise. She is also currently supporting the City of San Francisco to optimize cost allocation for their solid waste division by gathering and analyzing hauler data to enhance efficiency and sustainability. Previously, Vanessa has supported Alameda with their Cost Based review, which includes compilations of hauler statistics and tonnage information to assess diversion levels and compliance with regulatory requirements.

Prior to joining HF&H, Vanessa worked for lululemon, where she prepared quarterly reports, annual projections, and P&L statements. Vanessa earned her Master of Science in Finance from Saint Mary's College of California. Throughout her program, she completed various projects encompassing financial models, ranging from Free Cash Flow to forecasting models. Vanessa completed her B.A. in Political Science at the University of California, Santa Barbara, where she served as a senator in Associated Students. Throughout her term, she supported in budget and bill passage. Vanessa's professional and educational background has equipped her with the means necessary to support her clients with care and understanding.

Expertise

- Financial Modeling
- Performance Review
- Quality Control
- Analytics

Engagements

- **Castro Valley** – Index Rate Review
- **City of Dublin** – Compensation review
- **City of Alameda** – Cost Based Rate Adjustment
- **City of Sunnyvale** – Compensation Review
- **City of Truckee** – Ongoing Contract Management and Billing Audit

Clients



Contact Information

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Attachment B: Work Sample







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John W. Farnkopf, PE
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Marva M. Sheehan, CPA
Robert C. Hilton

September 26, 2023

Casey Wichert
Interim Director of Public Works
City of Brentwood
150 City Park Way, Second Floor
Brentwood, CA 94513

Sent via e-mail

Subject: Update of the City's Solid Waste Rate Study

Dear Casey Wichert:

HF&H Consultants, LLC (HF&H), at your request, has reviewed and updated the City of Brentwood's (City) solid waste, recycling, and organic materials "cost-of-service" collection rate model at a container type classification level. This high-level update to the 218 compliant model, which was initially created in 2017 and the results of which were implemented in 2018, also includes the City's estimate of organics processing partnership funding with Anageria.

EXECUTIVE SUMMARY

The City of Brentwood (City) provides solid waste services to residents and businesses located within the City's limits. In order to increase rates for these services, the City intends to comply with Article XIIIID, Section 6 of the California Constitution, which was enacted by Proposition 218 in 1996. This Constitutional Section requires that (1) revenues derived from fees or charges for property-related service not exceed the cost to provide service; (2) revenues derived from fees or charges not be used for any purpose other than that for which it was imposed; and (3) the amount of a fee or charge upon a parcel not exceed the proportional cost of the service attributable to the parcel. The last rate study to analyze the nature of the City's solid waste collection fees and services was completed in 2018. The analysis conducted in support of this study was founded on legal direction related to Proposition 218, which was provided by special counsel engaged by the City.

This rate study included two analytic stages for the solid waste utility:

1. **Revenue Requirement Projections.** The expenses and revenues are projected based on the City's 10-year fiscal model for the Solid Waste Enterprise, incorporating expected cost escalation factors and growth rates. The difference between expenses and revenues must be offset by annual revenue increases.

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2. **Cost of Service Analysis.** The revenue requirement for the coming rate year (FY 2023-24) is allocated to each customer class based on the cost to provide the service.

The analysis for the Solid Waste Enterprise was performed in a spreadsheet model. The tables presented in this report are derived from this model.

Figure 1-1 summarizes the annual revenue requirement that rates must be set to fund, for each class of customers.

Figure 1-1. Revenue Requirement Projections

	Projections					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
Carts	\$ 11,349,990	\$ 12,280,995	\$ 13,842,758	\$ 14,311,024	\$ 14,695,591	A
Bins	\$ 5,333,574	\$ 5,631,540	\$ 5,752,191	\$ 5,969,841	\$ 6,146,102	B
Roll-Off	\$ 1,264,873	\$ 1,444,076	\$ 1,364,325	\$ 1,418,343	\$ 1,467,512	C
Total	\$ 17,948,437	\$ 19,356,611	\$ 20,959,273	\$ 21,699,208	\$ 22,309,206	D = A + B + C

The cost of service analysis indicated that while cart and roll-off customer rates are under-generating revenue compared to the cost of service, bin rates were over-generating revenue. As a result, customer rates need to be adjusted in varying degrees to rebalance the revenues and costs within each customer class, and to ensure revenue sufficiency over time. Since the City has significant reserve funds above the target reserve balance, the City elected to use the reserve funds to supplement the phasing in of rate adjustments over the next five years. As such, the City elected to apply different revenue adjustments to each customer class from FY 23-24 through FY 27-28 in order to phase in rates in-line with cost of service.

BACKGROUND

The City is the provider of solid waste, recyclables, and yard waste collection to the City's residents, businesses, and City facilities. All materials are delivered to the City's transfer station at 2300 Elkins Way and are subsequently transported to third-party facilities throughout the Bay Area for processing and disposal through separate contract. Residents and businesses have the option of subscribing to cart, bin, or roll-off (also known as "drop box") collection service.

The City provides its cart customers with weekly solid waste collection and alternating weekly recycling and yard waste collection. Cart rates currently include the customer's choice of up to two 32-, 64-, or 96-gallon recycling and yard waste carts each. Cart rates include the option for customers to receive additional recycling and yard waste carts.

The City provides its bin customers with solid waste, yard waste, mixed recycling, and cardboard collection service at varying frequencies in a range of container sizes to meet each customer's needs.

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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).

The City provides residents and businesses that routinely or temporarily generate large quantities of solid waste, recycling, cardboard, yard waste, and construction and demolition debris the option to receive service in drop boxes, which are collected one at a time (i.e., not on a planned collection route) using a roll-off collection vehicle.

To determine whether additional rate revenue is required for the forthcoming rate year, projected operating and capital expenses are compared with projected revenue from current rates by container type. Rates are then proposed to be adjusted as necessary by line of business so that the expenses are covered, and reserves are maintained.

The prior rate study conducted for rates to be implemented in Fiscal Year 2018 was performed on an individual container basis. HF&H evaluated each individual customer service level (including customer class, material, and container size; e.g., "96-gallon solid waste cart"). As a result, each individual customer rate was subject to a different adjustment factor in FY 2018-19. Following this "reset" of customer container rate relationships to align with cost of service at an individual container level, this update to our prior study is reviewed at a "customer class" level (reviewing that residential, commercial, and debris box customers generate sufficient revenues to cover their respective costs and that no cross sector subsidy is occurring). This line of business level of review was selected as no major changes to the City's collection design have occurred since the last study, which would be likely to result in significant changes to individual container servicing costs.

SCOPE OF WORK

Based on the operational statistics provided by the City, HF&H developed a high-level solid waste rate model designed to project the effect on rate revenues based on potential rate increase scenarios compared to the enterprises financial requirements, including operations and maintenance (O&M), capital improvement, and reserve funds.

We performed the following procedures as part of our review:

- Obtained cost, rate, and current customer account data from the City.
- Leveraged the City's 10-year solid waste fiscal model as the basis for determining the revenue requirement projections for the 5-year planning period from FY 23-24 through FY 27-28. The projection of annual revenues and expenditures during this period was conducted by the City's staff and provided to HF&H.
- Allocated expenditures to container types based on allocators including, but not limited to: route hours, tonnage, and revenue.

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- Calculated the cost-of-service rate increase by customer class to achieve rate revenue that would meet the minimum revenue requirement.

LIMITATIONS

This study was prepared solely for the City of Brentwood 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.

Rounding differences caused by stored values in the electronic models may exist.

Actual results of operations will usually differ from projections because events and circumstances frequently do not occur as expected, which can result in significant differences between projected and actual expense and revenues.

This analysis addresses the 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.

FINDINGS

To determine whether additional rate revenue is required, projected operating expenses are compared with projected revenue from current rates. Rates are then increased so that projected expenses are covered.

A. Operations for FY 23-24

HF&H reviewed the City's current (FY 22-23) revenues compared to the projected (FY 23-24) revenue requirement. As shown in **Figure 1-2**, the City is anticipating a system-wide revenue shortfall of \$705,649 in FY 23-24, based on projected revenues of \$17,242,787 and projected costs of \$17,948,437, resulting in a drawdown of reserves in the City's fund balance.

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Figure 1-2. FY 23-24 Revenue Requirement Analysis

Analysis of Costs and Revenues at Current Rates		
	FY 22-23	FY 23-24
Projected Costs		\$ 17,948,437 A
Projected Revenue at <u>Current Rates</u>		\$ 17,242,787 B
Excess (Deficiency) of Revenues vs. Costs		\$ (705,649) C = B - A
Projected Rate Adjustment		4.1% D = C / B
Fund Balance before Rate Contribution		\$ 12,939,415 E
Contribution to/(of) Fund Balance from/(to) Rates		\$ (705,649) C
Fund Balance After Rate Contribution	\$12,939,415	\$ 12,233,765 F = E + C

HF&H projected out five years to see the impact the current rates and rate structure would have on the City's fund balance. HF&H reviewed the FY 24-25 through FY 27-28 solid waste fiscal model as provided by the City. The City has projected costs to escalate between 3% - 4% annually for the purposes of this analysis.

As demonstrated in **Figure 1-3** below, current revenues are insufficient to cover the overall revenue requirement and will face a recurring annual shortfall based on the projected expenditures. The impact of not increasing rates results in a total decrease to the fund balance of \$16 million over the 5-year projection period from FY 23-24 to FY 27-28. The result would be a negative fund balance of \$3,040,330 by the end of FY 27-28.

Figure 1-3. Projected Revenue Shortfall at Current Rates

Analysis of Costs and Revenues at Current Rates						
	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
Rate Increase / Decrease		0%	0%	0%	0%	0%
Projected Costs		\$ 17,948,437	\$ 19,356,611	\$ 20,959,273	\$ 21,699,208	\$ 22,309,206 A
Projected Revenue at <u>Current Rates</u>		\$ 17,242,787	\$ 17,242,787	\$ 17,242,787	\$ 17,242,787	\$ 17,242,787 B
Excess (Deficiency) of Revenues vs. Costs		\$ (705,649)	\$ (2,113,823)	\$ (3,716,486)	\$ (4,456,421)	\$ (5,066,418) C = B - A
Fund Balance before Rate Contribution		\$ 12,939,415	\$ 12,233,765	\$ 10,119,942	\$ 6,403,456	\$ 1,947,036 D
Contribution to/(of) Fund Balance from/(to) Rates		\$ (705,649)	\$ (2,113,823)	\$ (3,716,486)	\$ (4,456,421)	\$ (5,066,418) C
Fund Balance After Rate Contribution	\$12,939,415	\$ 12,233,765	\$ 10,119,942	\$ 6,403,456	\$ 1,947,036	\$ (3,119,383) F = D + C

The result of this analysis indicates the need for increased overall revenues to cover operating and capital costs. While reserves are available to accommodate the projected shortfalls in the next few years, continued operating shortfalls will deplete the City's reserves.

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B. Expense Allocations by Customer Class

The total annual revenue requirement (between operations, utility billing, and transfer station) were allocated to the three customer classes (customers subscribing to cart, bin, or roll-off collection service). The allocations were distributed into the following major cost areas in a manner that reflects actual costs required to serve each customer class: solid waste operations and utility billing, other supplies and services, solid waste transfer station, non-operating revenue, and construction in progress. HF&H then used cost and operational data, provided by the City, to allocate each of these cost areas among customer classes in a manner which reflects the actual cost of providing service to each. Solid waste operations and utility billing costs were allocated based on weekly full time equivalent route hours. Other supplies and services costs were allocated based on full time equivalent route hours (excluding roll-off hours). Solid waste transfer station costs were allocated based on tonnage from all materials. Non-operating revenue was allocated based on revenue generated by customer class. Construction in progress costs were allocated based on solid waste tonnage. The allocation methodology by cost area and resulting allocation factors are shown in **Figure 2-1**.

Figure 2-1. Allocation Methodology and Factors

Cost Category	Allocation Methodology	Allocation Factors
Solid Waste Operations and Utility Billing (Excluding Other Supplies and Services)	Weekly Full Time Equivalent Route Hours	Cart: 12.80 Rte Hrs (60%)
		Bin: 6.95 Rte Hrs (33%)
		Roll-off: 1.45 Rte Hrs (7%)
		Total: 21.20 Rte Hrs (100%)
Other Supplies and Services – Operations and Utility Billing	Weekly Full Time Equivalent Route Hours (Excluding Roll-Off)	Cart: 12.80 Rte Hrs (65%)
		Bin: 6.95 Rte Hrs (35%)
		Roll-off: 0.00 Rte Hrs (0%)
		Total: 19.75 Rte Hrs (100%)
Solid Waste Transfer Station	Tonnage Allocation – All Materials	Cart: 38,953 tons (75%)
		Bin: 5,867 tons (11%)
		Roll-off: 7,015 tons (14%)
		Total: 51,836 tons (100%)
Non-Operating Revenue	Revenue Allocation	Cart: \$10,421,562 (61%)
		Bin: \$5,441,913 (32%)
		Roll-off: \$1,147,519 (7%)
		Total: \$17,010,995 (100%)
Construction in Progress	Tonnage Allocation – Solid Waste	Cart: 21,771 tons (68%)
		Bin: 5,008 tons (16%)
		Roll-off: 5,415 tons (17%)
		Total: 32,194 tons (100%)

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Figure 2-2 displays how the allocation factors were used to allocate FY 23-24 costs to each customer class. Figure 2-3 summarizes the costs in Figure 2-2 by customer class to calculate the rate increase or decrease to achieve cost of service.

Figure 2-2. Allocation of FY 2023-24 Costs by Customer Class

Cost Area	FY 23-24 Total Cost	Allocation Factor		Allocated FY 23-24 Costs
Solid Waste Operations and Utility Billing (Excluding Other Supplies and Services)	\$ 13,223,526	Carts	60%	\$ 7,984,016
		Bins	33%	\$ 4,335,071
		Roll-Off	7%	\$ 904,439
Other Supplies and Services – Operations and Utility Billing	\$ 2,283,878	Carts	65%	\$ 1,480,184
		Bins	35%	\$ 803,694
		Roll-Off	0%	\$ -
Solid Waste Transfer Station	\$ 2,778,695	Carts	75%	\$ 2,088,128
		Bins	11%	\$ 314,522
		Roll-Off	14%	\$ 376,045
Non-Operating Revenue	\$ (408,809)	Carts	61%	\$ (250,451)
		Bins	32%	\$ (130,780)
		Roll-Off	7%	\$ (27,577)
Construction in Progress	\$ 71,147	Carts	68%	\$ 48,113
		Bins	16%	\$ 11,068
		Roll-Off	17%	\$ 11,966

Figure 2-3. FY 23-24 Revenue Requirement by Container Type

Analysis of Costs and Revenues at Current Rates	FY 23-24				
	Total	Carts	Bins	Roll-Off	
Projected Costs	\$ 17,948,437	\$ 11,349,990	\$ 5,333,574	\$ 1,264,873	A
Projected Revenue at <u>Current Rates</u>	\$ 17,242,787	\$ 10,421,562	\$ 5,673,706	\$ 1,147,519	B
Excess (Deficiency) of Revenues vs. Costs	\$ (705,649)	\$ (928,428)	\$ 340,132	\$ (117,354)	C = B - A
Projected Rate Adjustment	4.1%	8.9%	-6.0%	10.2%	D = C / B

C. Projected Rate Increases by Customer Class

After deliberation with City staff, the revenue increases will be phased differently by each customer class. Refer to Figure 3-2, 3-3, and 3-4 for each customer classes rate phasing. The decision to phase rates rather than the rate adjustments seen in Figure 2-3 was selected by the City in part due to the

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higher than required reserve balance, which the City plans to draw down to help fund required costs. The City intends to freeze bin customer rates for FY 23/24 and FY24/25, while increasing cart and roll-off customer rates, in order to better align rate structure to cost of service by customer class. With this approach, we anticipate that bin customer revenue will no longer exceed its costs of by FY 25/26. Each year, prior to implementing the rate increases, City staff should confirm the need for the rate adjustment. The City can implement a lower rate increase, if conditions warrant, without going through the Proposition 218 notification process. If higher rate increases are needed that exceed the adopted rates, the City should initiate a new Proposition 218 proceeding.

Figure 3-1 below shows the impact on the fund balance assuming the rate phasing by customer class are effective July 1 of each year. The overall rate increase is reflective of the system-wide rate increase due to the individual rate phasing of each customer class. Increasing rates results in a higher FY 27-28 fund balance and less use of reserves to cover shortfalls in rate revenue. However, the City is still using reserves to cover costs each year, and is not revenue neutral.

Figure 3-1. Solid Waste Fund Balance

Analysis of Costs and Revenues at Adjusted Rates						
	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
Overall Rate Increase / Decrease		4.0%	4.1%	3.7%	4.3%	3.7%
Projected Costs		\$17,948,437	\$19,356,611	\$20,959,273	\$21,699,208	\$22,309,206 A
Projected Revenue at <u>Adjusted Rates</u>		\$17,936,932	\$18,672,726	\$19,366,520	\$20,206,828	\$20,956,078 B
Excess (Deficiency) of Revenues vs. Costs		\$ (11,504)	\$ (683,885)	\$ (1,592,753)	\$ (1,492,380)	\$ (1,353,128) C = B - A
Fund Balance before Rate Contribution		\$12,939,415	\$12,927,910	\$12,244,025	\$10,651,272	\$9,158,893 D
Contribution to/(of) Fund Balance from/(to) Rates		\$ (11,504)	\$ (683,885)	\$ (1,592,753)	\$ (1,492,380)	\$ (1,353,128) C
Fund Balance After Rate Contribution	\$12,939,415	\$12,927,910	\$12,244,025	\$10,651,272	\$9,158,893	\$7,805,765 F = D + C

Figure 3-2, **Figure 3-3**, and **Figure 3-4** summarize the information presented in **Figure 3-1** by customer class (excluding beginning and ending fund balance, which were not separately allocated to each customer class).

Figure 3-2. Cart Rate Revenue Summary

	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
Rate Increase / Decrease	6.0%	6.0%	5.0%	5.0%	4.0%
Total Projected Costs	\$11,349,990	\$12,280,995	\$13,842,758	\$14,311,024	\$14,695,591 A
Total Projected Revenue at <u>Adjusted Rates</u>	\$11,046,856	\$11,709,667	\$12,295,150	\$12,909,908	\$13,426,304 B
Total Excess (Deficiency) of Revenues vs. Costs	\$ (303,134)	\$ (571,328)	\$ (1,547,607)	\$ (1,401,116)	\$ (1,269,287) C = B - A

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Figure 3-3. Bin Rate Revenue Summary

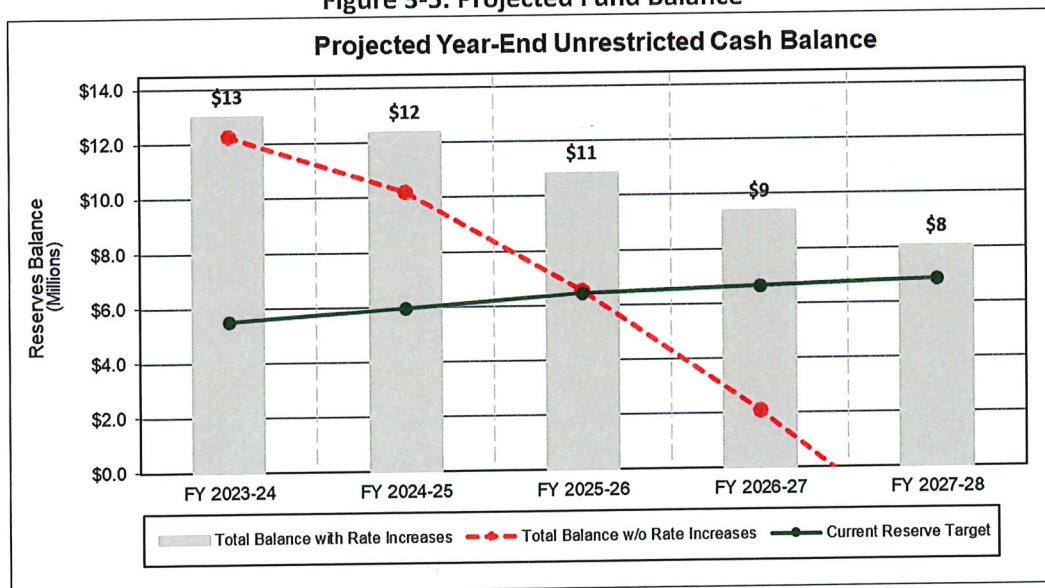
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
Rate Increase / Decrease	0.0%	0.0%	1.0%	3.0%	3.0%
Total Projected Costs	\$ 5,333,574	\$ 5,631,540	\$ 5,752,191	\$ 5,969,841	\$ 6,146,102 A
Total Projected Revenue at Adjusted Rates	\$ 5,673,706	\$ 5,673,706	\$ 5,730,443	\$ 5,902,357	\$ 6,079,427 B
Total Excess (Deficiency) of Revenues vs. Costs	\$ 340,132	\$ 42,167	\$ (21,748)	\$ (67,485)	\$ (66,675) C = B - A

Figure 3-4. Roll-off Rate Revenue Summary

	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
Rate Increase / Decrease	6.0%	6.0%	4.0%	4.0%	4.0%
Total Projected Costs	\$ 1,264,873	\$ 1,444,076	\$ 1,364,325	\$ 1,418,343	\$ 1,467,512 A
Total Projected Revenue at Adjusted Rates	\$ 1,216,371	\$ 1,289,353	\$ 1,340,927	\$ 1,394,564	\$ 1,450,347 B
Total Excess (Deficiency) of Revenues vs. Costs	\$ (48,502)	\$ (154,724)	\$ (23,398)	\$ (23,779)	\$ (17,166) C = B - A

The summary of resulting impacts on the City's solid waste enterprise fund balance of the projected rate adjustments above can be seen in the figure below:

Figure 3-5. Projected Fund Balance



The City's decision to use rate phasing will strategically leverage the City's reserve funds to supplement the rates over the coming years and return the fund balance to near the reserve target. HF&H recommends that the City revisit the cost to provide service in FY 25-26 and beyond as revenues and expenditures may change due to unknown conditions, and the use of reserve funds may need to be adjusted.

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The recommended rates for FY 23-24 are shown in **Figure 3-6** below.

Figure 3-6. Solid Waste Scheduled Services

RATES PER MONTH July 1, 2023								
CART SERVICE - The rate is based on the size of the garbage cart and includes up to two recycling and yard waste carts serviced every other week at no additional charge.								
Fiscal Year 2023-24				Adjustment 6.0%				
Fiscal Year 2024-25				Adjustment 6.0%				
Fiscal Year 2025-26				Adjustment 5.0%				
Fiscal Year 2026-27				Adjustment 5.0%				
Fiscal Year 2027-28				Adjustment 4.0%				
Service Per Week	32 Gal.	64 Gal.	96 Gal.	3rd Recycle or Yardwaste Cart		Up to 8.47		
	1	32.50	44.76	58.99				
	2	61.26	85.79	114.25				
3	90.00	126.78	169.49					
COMMERCIAL FRONT-LOAD BIN SERVICE				1Yard = 2,96Gal Carts				
Fiscal Year 2023-24				Adjustment 0.0%				
Fiscal Year 2024-25				Adjustment 0.0%				
Fiscal Year 2025-26				Adjustment 1.0%				
Fiscal Year 2026-27				Adjustment 3.0%				
Fiscal Year 2027-28				Adjustment 3.0%				
Garbage/Organics Non-compacted Rates								
Container Size								
	1 Yard	2 Yard	3 Yard	4 Yard	5 Yard	6 Yard	8 Yard	
Service Per Week	1	154.43	268.11	407.12	522.29	637.47	824.15	1078.32
	2	322.93	550.30	828.31	1058.66	1289.02	1662.37	2170.74
	3	491.42	832.49	1249.50	1595.04	1940.58	2500.58	3263.16
	4	659.92	1114.67	1670.70	2131.41	2592.12	3338.84	4355.57
	5	828.42	1396.86	2091.90	2667.79	3243.67	4177.05	5447.97
Garbage/Organics Compacted Rates								
Service Per Week	1	287.95	561.98	883.68	1157.71	N/A	1991.76	N/A
	2	589.98	1138.04	1781.45	2329.50	N/A	3997.91	N/A
	3	892.02	1714.12	2679.21	3501.31	N/A	6003.47	N/A
	4	1194.06	2290.18	3576.96	4673.11	N/A	8009.33	N/A
	5	1496.10	2866.25	4474.73	5844.89	N/A	10015.17	N/A
Mixed Recyclables Non-Compacted Rates								
Service Per Week	1	72.14	161.51	242.27	362.38	452.97	543.56	803.47
	2	219.96	398.69	560.20	800.43	981.61	1162.80	1682.60
	3	367.77	635.87	878.14	1238.47	1510.26	1782.03	2561.74
	4	515.58	873.05	1196.07	1676.52	2038.91	2401.28	3440.89
	5	663.40	1110.22	1514.01	2114.56	2567.53	3020.52	4320.02
Mixed Recyclables Compacted Rates								
Service Per Week	1	161.51	362.38	543.56	803.47	N/A	1323.27	N/A
	2	398.69	800.43	1162.80	1682.60	N/A	2722.22	N/A
	3	635.87	1238.47	1782.03	2561.74	N/A	4121.15	N/A
	4	873.05	1676.52	2401.28	3440.89	N/A	5520.10	N/A
	5	1110.22	2114.56	3020.52	4320.02	N/A	6919.05	N/A

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In addition to routine scheduled service, the City also provides unscheduled solid waste services for customer convenience such as roll-off or dumpster service, extra pick-ups, or service of large/bulky items. There are no cross-subsidies between the non-scheduled services (which are charged on a time and materials basis) and the schedule cart or bin rates. Non-scheduled services proposed for FY 23-24 are identified in **Figure 3-7** below and may increase by their respective cost of service each fiscal year.

Figure 3-7. Non-Scheduled Elective Services

Proposed (FY2023-24)							
Solid Waste Enterprise Rates							
- NON-SCHEDULED SERVICES -							
Bin Service ¹							
	Fiscal Year 2023-24		Adjustment 6.0%				
	Fiscal Year 2024-25		Adjustment 6.0%				
	Fiscal Year 2025-26		Adjustment 4.0%				
	Fiscal Year 2026-27		Adjustment 4.0%				
	Fiscal Year 2027-28		Adjustment 4.0%				
DEPOSIT (Required on all bin rentals)³							\$742.00 per bin
BIN SERVICE CHARGE							
	1 to 8 Cubic Yards (frontload)		\$138.00 per haul ¹				
	10 to 40 Cubic Yards (roll-off)		\$356.16 per haul ¹				
PROCESSING CHARGE (applicable to 10-40 cubic yard bins)							
	Garbage or Construction/Demolition		\$118.72 per ton				
	Clean Wood, Yard Waste, Metals Only		\$93.28 per ton				
	Mixed Recyclables Only		\$82.68 per ton				
	Clean Cardboard Only (Non-Compacted)		\$62.54 per ton				
OTHER CHARGES							
	40 Yard Compactor Rental		\$82.68 per month				
	Haul Materials Outside City Limits		\$594.66 per haul				
	Compactor Special Handling Charge		\$41.34 per haul				
Extra Cart Service Charges ¹							
	Fiscal Year 2023-24		Adjustment 6.0%				
	Fiscal Year 2024-25		Adjustment 6.0%				
	Fiscal Year 2025-26		Adjustment 5.0%				
	Fiscal Year 2026-27		Adjustment 5.0%				
	Fiscal Year 2027-28		Adjustment 4.0%				
	32 Gal.	64 Gal.	96 Gal.	Each additional bag or 32-gallon equivalent of material collected			\$7.42
Per Service	\$7.42	\$9.54	\$12.72				
Extra Bin Service Charges ^{1,2}							
	Fiscal Year 2023-24		Adjustment 0.0%				
	Fiscal Year 2024-25		Adjustment 0.0%				
	Fiscal Year 2025-26		Adjustment 1.0%				
	Fiscal Year 2026-27		Adjustment 3.0%				
	Fiscal Year 2027-28		Adjustment 3.0%				
Front-load Bin	1 yd.	2 yd.	3 yd.	4 yd.	5 yd.	6 yd.	8 yd.
Garbage, Organics	\$30.00	\$64.00	\$92.00	\$121.00	\$144.00	\$173.00	\$230.00
Mixed Recycling	\$24.00	\$52.00	\$75.00	\$95.00	\$116.00	\$136.00	\$184.00
NOTE: Extra Cart/Bin service charge applies only to extra material collected during regular service. Call back fee may be added to this amount if extra service requires a driver to make an unscheduled trip to service location.							

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 September 26, 2023
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Figure 3-7. Non-Scheduled Elective Services (Cont.)

Proposed (FY2023-24)						
Solid Waste Enterprise Rates						
- NON-SCHEDULED SERVICES -						
Bulky Item Charges ¹						
Fiscal Year 2023-24		Adjustment 6.0%				
Fiscal Year 2024-25		Adjustment 6.0%				
Fiscal Year 2025-26		Adjustment 5.0%				
Fiscal Year 2026-27		Adjustment 5.0%				
Fiscal Year 2027-28		Adjustment 4.0%				
Level 1 Bulky Materials (per item) ⁴		\$46.64	Level 2 Bulky Materials (per item) ⁴		\$82.68	
- Less than 4 feet in length, height, or width			- Greater than 4 feet in length, height or width			
- Less than 75 lbs.			- Between 75 lbs. and 200 lbs.			
- Tires (up to 4 tires, 16" or less, no rims)			- Tires (up to 4 tires, 20" or less, with our without rims)			
- Loose bagged trash/recyclables (up to 6 bags)			- Items with special handling required (e.g. Refrigerator w/CFCs)			
Christmas Tree Pick-Up			\$21.20			
Special Charges ¹						
	Time	Carts	Time	FL Bins	Time	Roll-off Bins
	FY 23-24	Adj. 6.0%	FY 23-24	Adj. 0.0%	FY 23-24	Adj. 6.0%
	FY 24-25	Adj. 6.0%	FY 24-25	Adj. 0.0%	FY 24-25	Adj. 6.0%
	FY 25-26	Adj. 5.0%	FY 25-26	Adj. 1.0%	FY 25-26	Adj. 4.0%
	FY 26-27	Adj. 5.0%	FY 26-27	Adj. 3.0%	FY 26-27	Adj. 4.0%
	FY 27-28	Adj. 4.0%	FY 27-28	Adj. 3.0%	FY 27-28	Adj. 4.0%
Container Removal/Wash/Exchange/Disconnect ⁴		\$ 46.64		Cost/Varies by Size		Cost/Varies by Size
Container Replacement/with Delivery ⁴		\$ 93.28		Cost/Varies by Size		Cost/Varies by Size
Call Back Fee ⁴		\$ 23.32		\$ 63.00		\$ 155.82
Stand-by Time ⁵	Per Hour	\$ 235.80	Per Hour	\$ 235.80	Per Hour	\$ 235.80
Stand-by Over Time ⁵ - 1.5 x Hourly Rate	Per Hour	\$ 264.35	Per Hour	\$ 264.35	Per Hour	\$ 264.35
Vacation Hold ⁴		\$ 26.50		N/A		N/A
Lock (replacement)		N/A		Actual Cost		Actual Cost
Public Outreach/Education Items (No Charge)						

¹ City staff will determine the charges for non-mandated services as requested by customer not listed above based on labor, vehicle, and processing costs.

² Compacted rates charged at two (2) times the non-compacted rates in the above table.

³ City staff may adjust for long term rentals.

⁴ Rate based on the approximate equivalent cost of staff salary per Cost Allocation Plan X duration of time to provide service.

⁵ Billed at the Solid Waste Equipment Operator II Step E Total Hourly Rate per the Cost Allocation Plan.

Casey Wichert
 September 26, 2023
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D. New Development Impact Fee

As new areas of the City are developed, and new customers require solid waste collection service, the City will incur additional costs related to adding such new customers to existing operations. Such costs may include, but are not limited to, expansion of materials processing infrastructure and procurement of new collection vehicles and containers. As such, in order to maintain sufficient revenue to support ongoing operations, while also providing resources to serve new customers, the City plans to enact a Development Impact Fee which will be assessed on all new developments and collected through the building permitting process (and not through the solid waste rates). The City has examined the costs of future infrastructure and capital equipment necessary to serve new development and has divided the costs proportionately over future growth projections and service population as identified in the City of Brentwood General Plan. The fee for new development is identified, by land use, below in **Figure 4-1** for FY 2023-24, and may increase each subsequent Fiscal Year by the Engineering News Record Construction Cost index.

Figure 4-1. Solid Waste Development Fee

Facility Description	Quantity	Cost	Single Family Residential Cost	Multi Family Residential Cost	Non-Residential Cost
Carts	3 per Dwelling	\$65.00 EA	\$ 886,636		
Side Load Truck	1 per 2250 Dwelling	\$383,364 EA	\$ 774,710		
Bin	3 per 100 Units	\$2,834 per set		\$ 167,886	
	3 per 10,000 SF	\$2,834 per set			\$ 3,645,667
Front-Load Truck	1 per 3,000 Units	\$360,000 EA		\$ 710,880	
	1 per 1,000,000 SF	\$360,000 EA			\$ 4,340,085
SUBTOTAL COSTS			\$ 1,661,346	\$ 878,766	\$ 7,985,752
TOTAL FACILITY COSTS			\$ 1,661,346	\$ 878,766	\$ 7,985,752
Remaining Development			4,547	5,924	12,864,033
Service Population			14,640	14,098	26,215
% Share			27%	26%	48%
Cost Share per Remaining Development			\$ 365.38	\$ 148.34	\$ 0.62

Casey Wichert
September 26, 2023
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* * * *

We appreciate the opportunity to be of service to the City. We value our relationship with you and the City and are committed to providing you the highest level of service in the performance of this matter for you. Should you have any questions, please feel free to call me at (925) 977-6964.

Sincerely,
HF&H CONSULTANTS, LLC



Dave Hilton
Senior Project Manager

Attachment C: Sample Invoice





Invoice

HF&H Consultants, LLC
 Managing Tomorrow's Resources Today
 590 Ygnacio Valley Road, Suite 105
 Walnut Creek, CA 94596
 (925) 977-6965

Invoice Month Date, Year
 Project No: Project #
 Invoice No: Invoice Number

Billing Contact Name
 Client Name
 Address
 City, CA Zip Code

Project Project # Project Name
Professional Services from Month Date, Year to Month Date, Year

Task	0001	Task Name		
Professional Personnel				
			Hours	Rate
			Amount	
Consultant #1 Name			# of Hours	Billing Rate
Consultant #2 Name			# of Hours	Billing Rate
				Dollar Amount
				Dollar Amount
	Totals		Total Task # of Hours	Total Task Dollar Amount
	Total Labor			Total Task Dollar Amount
			Total this Task	\$ Total Task Dollar Amount

Task	0002	Task Name		
Professional Personnel				
			Hours	Rate
			Amount	
Consultant #1 Name			# of Hours	Billing Rate
Consultant #2 Name			# of Hours	Billing Rate
				Dollar Amount
				Dollar Amount
	Totals		Total Task # of Hours	Total Task Dollar Amount
	Total Labor			Total Task Dollar Amount
			Total this Task	\$ Total Task Dollar Amount
			Total this Invoice	\$ Total Invoice Dollar Amount



HF&H Consultants, LLC
590 Ygnacio Valley Road, Suite 105
Walnut Creek, CA 94596

October 21, 2024

Ms. Jordan Lane
Deputy Director
San Luis Obispo County
Integrated Waste Management Authority
870 Osos Street, San Luis Obispo CA 93401
submitted via email: jlane@iwma.com

SUBJECT: Solid Waste Management Fee Study - R3 Proposal

Dear Ms. Lane,

R3 Consulting Group, Inc., (R3) is pleased to submit this proposal to the San Luis Obispo County Integrated Waste Management Authority (IWMA) to provide a Solid Waste Management Fee (SWMF) Study.

Introduction

R3 is richly experienced with what it takes to successfully develop fee studies for public agencies like IWMA. Over the course of our 22 year history, we have completed solid waste rate and fee studies for dozens of public agencies throughout California, including ongoing engagements with several joint powers' authorities like IWMA. We have successfully shepherded the results of such fee studies through stakeholder and public engagement sessions, Proposition 218 noticing processes, and adoption at public hearings. We pride ourselves in delivering fee studies that are concise, clearly identify primary issues of concern, and tee up clear decision alternatives for elected policy makers.

We are intimately familiar with many of the public agencies and key solid waste stake holders in San Luis Obispo County (County), having worked with or for most public agencies in the County over the course of the last five years. Through current working engagements with the City San Luis Obispo and Los Osos Community Services District we have developed positive working relationships with ten cities and special districts, and their solid waste contractor, Waste Connections.

We have previously served the County, Templeton Community Services District, Morro Bay, Paso Robles and Atascadero in solid waste consulting engagements with successful outcomes, which also included positive relationships with solid waste service providers in those communities. Importantly for this engagement, we previously served the IWMA in conducting the IWMA's one and only SWMF revenue review. Through that engagement we developed an in-depth understanding of the relationships between the IWMA, the solid waste service providers, and the solid waste ratepayers who ultimately fund payment of the fee.

We have thoroughly reviewed the IWMA's request for proposals (RFP) for the SWMF Study consulting services and are supremely confident in our ability to completely fulfill the IWMA's consulting service needs. We are enthusiastic about this opportunity to serve the IWMA once again and we welcome questions you may have regarding our proposal.

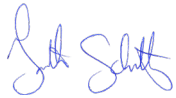
Project Team

Garth Schultz, Principal, will serve as Project Lead and primary point of contact. As President of R3, Garth is authorized to contractually bind and negotiate contracts on behalf of the firm. **Scott Hanin**, **Rose Radford**, **Jim Howison**, and **Jordan Muratsuchi** will provide direct support to Garth. More information on our team, including resumes, can be found in Section 1. Additionally, our team has the ability to draw upon additional staff members as needed.

* * * * *

We are excited about this opportunity to work with the IWMA's team. Should you have questions regarding our proposal or need additional information, please do not hesitate to reach out directly.

Sincerely,



Garth Schultz | *Principal*
R3 Consulting Group, Inc.
510.292.0853 | gschultz@r3cgi.com

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1. QUALIFICATIONS OF CONTRACTOR AND PERSONNEL

Firm Profile

- | | |
|--|---|
| <ul style="list-style-type: none"> » R3 Consulting Group, Inc.
1512 Eureka Road, Suite 220
Roseville, CA 95661
p 916.782.7821 f 916.782.7824 | <ul style="list-style-type: none"> » Primary Point of Contact
Garth Schultz Principal, Project Lead
gshultz@r3cgi.com
p 510.292.0853 f 916.782.7824 |
| <ul style="list-style-type: none"> » Type of Organization Since 2002
S- Corporation; CA Small Business
In business for 22 years | <ul style="list-style-type: none"> » Office Locations & Employees
Roseville and Oakland
19 Team Members |

About R3

Over the past two decades, we have specialized in providing a diverse range of solid waste management consulting services to public agencies, including zero waste planning, rate and financial reviews, competitive procurement and/or extension negotiations of collection, processing and disposal services, development, implementation and monitoring of service contracts and franchise agreements, and legislative compliance. Our team has dedicated their careers to the field of solid waste management and sustainability, and skillfully deliver expert industry analysis and recommendations to our clients.

We provide a range of services to our clients, including:

- › Financial and technical analyses of programmatic and policy alternatives.
- › Rate reviews and cost-of-service studies.
- › Legislative compliance and audits to ensure compliance is maintained.
- › Negotiation and competitive procurement assistance for collection, processing, and disposal services.
- › Zero waste planning, implementation, and 5- and 10-year updates to zero waste plans based on progress and necessary pivots.
- › Development, implementation, and monitoring of service contracts and franchise agreements.
- › Operations and performance reviews.

Financial and Rate Services

R3 staff members have broad experience conducting solid waste rate reviews and performing financial and rate structure analyses for municipalities, public utilities, and regional authorities. R3's understanding of the perennial challenge of local governments to balance complex services and programs with the realities of budget constraints allows us to provide effective and meaningful financial consulting services to our clients.

Our rate review projects provide comprehensive review and analysis of contractor rate applications, resulting in documented adjustments to projected revenues and expenses plus specific recommended rate adjustments. Our financial and rate analysis projects furnish the financial information and comparative analysis our clients require to make sound, informed decisions.

Our solid waste financial and rate analysis services include:

- › Financial and operational strategic planning.
- › Conducting detailed rate reviews and indexed rate adjustments.
- › Conducting cost of service and revenue requirement studies.
- › Assisting municipal agencies with budgeting and long-term financial planning.
- › Developing rate models and multi-year rate financial projections.
- › Evaluating alternative funding mechanisms and conducting Nexus Studies to support those mechanisms.

- › Revising rate structures to support solid waste management objectives and comply with Proposition 218.
- › Performing rate and service surveys.
- › Customer rate setting and adjusting.
- › Audits of solid waste billing systems and franchise fee payments.
- › Development of refuse vehicle impact fees and solid waste development fees.

Franchise Fee Assessment Studies

Our team has assisted 40+ jurisdictions throughout California with reviewing their solid waste fees and determining the nexus between the actual supported expenses and the fees being charged. These fees include street maintenance and repair costs associated with refuse collection vehicles, government property rights associated with the value of using the public right of way, solid waste management, street sweeping and catch basin cleaning, illegal dumping, program administration, oversight, compliance, and other expenditures that may be eligible for recovery from solid waste rates.

The studies involve researching, analyzing, and summarizing current fee revenues paid and comparing those values to the cost-recovery, government property value fee estimates, and other impacts identified in the analysis.

Our fee assessment studies include:

- › Cost-Recovery, Vehicle Impact, and/or Property Value Analyses.
- › Comparison of results from analysis to current fee revenues.

Key Personnel

Garth Schultz, Principal, will serve as Project Lead and primary point of contact. Garth brings 20+ years of solid waste management experience in both the private and public sectors. He will provide team oversight, fee study analysis, and leadership to this project. He will contribute his expertise in developing strategies for straightforward legislative compliance and rate reviews, as well as developing and revising ordinances and policies.

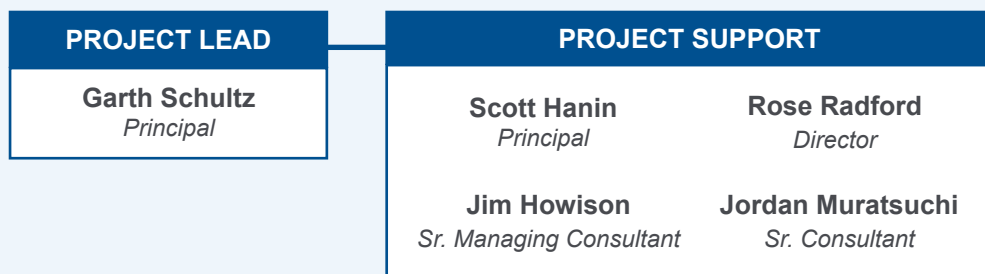
Scott Hanin, Principal, has assisted dozens of jurisdictions in the procurement, development, and/or negotiations of their solid waste agreements. He understands the financial and cost issues at hand and is particularly adept at negotiating solutions that work for both parties. His nearly 20 years working as the City Manager of El Cerrito and the Executive Director of RecycleMore gives him a unique level of insight.

Rose Radford, Director, has assisted many jurisdictions in planning for SB 1383 requirements, providing advice to client jurisdictions on the anticipated effects of changing requirements for organics programs, as well as the implications of the changes in reporting regulations for diversion performance, regulatory compliance, and long-term planning efforts.

Jim Howison, Sr. Managing Consultant, will provide detailed analysis on the SWMF analysis, as well as reviewing financial reports, revenue projections, and preparation of financial reports. He brings comprehensive experience in planning and managing all financial aspects and services, complex projects, and operations for solid waste companies.

Jordan Muratsuchi, Sr. Consultant, has assisted numerous jurisdictions by conducting rate and fee studies, cost-of-service and other financial analyses. He assists clients in understanding the benefits and drawbacks of their current solid waste collections agreements, specifically with regards to legislation such as AB 341, AB 939, AB 1826, and SB 1383. Jordan also excels in developing rate and fee structures for the firm and its clients.

Managerial Flow Chart





Garth Schultz

Principal, Project Lead

About

Garth Schultz is the President of R3 and has 20+ years of solid waste management experience in both the public and private sectors. He is an expert in solid waste and recycling public administration including operations, finances, policy, community outreach, sustainable materials management programs, achievement of local, regional and statewide objectives, and engagement with elected officials. His values are strongly rooted in the ethics of public service, and he is deeply committed to advancing community, environment, and climate change mitigation and adaptation interests.

Garth is skilled in identifying and communicating simple solutions to complex problems and shepherding adoption of public policy outcomes that benefit the community and the environment. As managing partner of R3, he oversees R3's engagement with 100+ active R3 clients. This provides a clear view of the wide range of approaches that government agencies employ to further their solid waste and recycling goals and objectives. All of this experience and commitment will be leveraged in this engagement with the Authority.

Education & Certifications

- » Master of Public Administration and Public Policy Development, Cal State East Bay
- » Bachelor of Science in Environmental Science, Minor in Public Policy, University of California, Berkeley

Relevant Experience

- » **Solid Waste Rate Study | City of San Luis Obispo**
Managed R3's engagement with the City of San Luis Obispo to review the cost-based rate application from San Luis Garbage Company. The review was conducted pursuant to the rate adjustment manual that was historically employed by the City for review of such rate applications. The review incorporated several complicating factors, including adjustment to the Integrated Waste Management Authorities fees, adjustments to rate application for differences in timing for implementation of new rates, and R3's identification of recommended adjustments to the historical approach prescribed in the rate manual. R3's work resulted in decreases to the original rate request and successful adoption of the recommended rates by the City Council. R3's work and findings were subsequently cited by other consultants with respect to other cost-based rate applications in the County of San Luis Obispo. Since the original engagement with the City, R3 has been engaged to support the City in negotiations of amended and restated agreements with the garbage company, and to assist the City and Los Osos Community Services District in evaluating and eventually implementing alternatives to the historical rate manual.
- » **Rate Methodology Review and Annual Rate Adjustments | Marin Franchisors' Group**
Led the research for various rate setting methodologies and the complete restructuring of the base year detailed rate review methodology for the communities of San Rafael, Larkspur, Fairfax, San Anselmo, Ross, Las Gallinas Valley Sanitary District, and Marin County. He also assisted in the development of a valuable new methodology for the recycling revenues balancing account, which now addresses recycling commodities fluctuations, including how the processing cost and recycling revenue projections are adjusted annually. Since implementation of the new rate methodology over 5 years ago, Garth and R3 have been continuously re-engaged by the Marin Franchisor's Group for rate adjustment support and other matters including franchise fee calculations.
- » **Solid Waste Rate Study | City of Santa Clara**
Led the development of Santa Clara's Solid Waste Rate Study, which involved projection of expenses for 2 different haulers, 3 different post-collection cost arrangements, a variety of administrative and management costs, and a clean-up campaign program. He worked closely with City staff to develop financial projections for several fiscal years, as well as the associated residential and commercial customer rates to meet the City's solid waste financial needs and obligations. Garth supported City staff development of Prop. 218 notices and supported staff in individual meetings with Council members, as well as full Council study sessions and rate adoption hearings. Since implementation of the first Rate Study for the City, Garth and R3 have been continuously re-engaged by the City for annual rate adjustment and other matters include franchise fee calculations.
- » **Franchise Fee Revenue Justification | Various Jurisdictions**
Garth is the lead consultant for R3's franchise fee justification studies for 20+ public sector clients. Working alongside our clients' legal counsel, Garth led the development of our methodology conducting cost-recovery analyses, vehicle impact analyses, and property value analyses. In his leading role, Garth directs research, analysis, and value estimation for each jurisdiction's solid waste management, administration, oversight, compliance, and other expenditures that may be eligible for recovery from solid waste rates via franchise fees. His primary focus is delivering franchise fee studies that provide defensible justification for our client's solid waste franchise fees allowed by present legal frameworks, while also providing an assessment of client risk associated with those franchise fees.



Scott Hanin

Principal, Project Support

About

Scott Hanin has more than 35 years of solid waste experience, including serving as the Executive Director of the West Contra Costa Integrated Waste Management Authority (RecycleMore). Scott was also City Manager for the City of El Cerrito for 17 years, a member agency of RecycleMore. Scott oversaw all aspects of city government including budget development, strategic planning, community engagement, organizational development and restructuring, capital projects, legislative compliance, and oversight of all department heads.

Throughout his career Scott has worked in many related capacities including a recycling outreach coordinator, project manager of buy-back and drop of centers and environmental analyst for the City of New York. In his work as a consultant, Scott has assisted agencies throughout California with all aspects of their solid waste and diversion programs including contract development and management, program design, financial analysis and rate setting. He is currently assisting a number of jurisdictions in developing and evaluating SB 1383 programs and administering the related contract documents.

Education & Certifications

- » Master of Public Administration, New York University
- » Bachelor of Arts in Political Science, University of Delaware

Relevant Experience

- » **Franchise Fee Revenue Justification** | Various Jurisdictions
Scott is providing overall direction and quality assurance for our team's efforts related to providing franchise fee justification studies for 20+ public sector clients. He is responsible for conducting cost-recovery analyses, vehicle impact analyses, and property value analyses. His primary focus is reviewing the current local fees included on solid waste franchises to determine their relationship to actual expenses associated with related activities, vehicle impacts, sanitation fees or value associated with the franchise to help ensure Proposition 218 compliance.
- » **Negotiation and SB 1383 Compliance Assistance** | City of Clayton
Worked with the City to review SB 1383 programs, review the cost impacts and develop a new solid waste franchise agreement for negotiation of a long-term franchise agreement.
- » **Assistance with Agreement Assignment** | Cities of Cerritos, Downey and San Luis Obispo County
Worked with jurisdictions to conduct a review of the financial and operational strength of Athens and Waste Management, including the impact of the assignment on company finances, and to review operations and organizational structure, in order to determine its ability to take over all the responsibilities described in the Franchise Agreements.
- » **Solid Waste Agreement Negotiations and Development** | Cities of Martinez, Union City and Pinole
Assisting in the review of their current exclusive franchise agreement and developing a new, SB 1383 compliant agreement with the necessary services and requirements.
- » **Cost-Based Review, Performance Review, and Negotiations** | Cities of San Bruno and Union City
Assisted the City with their process of negotiating a new solid waste franchise agreement which includes both operational and financial reviews and development of new SB 1383 programs and their evaluation.
- » **Procurement Services** | City of Rancho Cordova
Assisted the City with development of a Request for Proposals, community engagement plan, and development of a new, SB 1383-compliant residential solid waste agreement. This included developing schedules, deal points, drafts, and presentations for stakeholders.
- » **Procurement Services** | City of Rosemead and Norco
Assisted with the development of an RFP, and a new, SB 1383 compliant agreement. This includes developing schedules, deal points, drafts and presentations for stakeholders as well as City fee development and Proposition 218 compliance.
- » **Assistance with Disposal Agreement Negotiations** | City of Los Altos
Served as negotiator for the City to assist in securing a new disposal agreement with Republic Services in an effort to ensure disposal capacity, increased diversion and rate stability.
- » **Program Oversight, Development, Negotiation, and Compliance** | RecycleMore*
In his former role as Executive Director, Scott was primarily responsible for developing programs and public education, negotiating agreements, setting rates, and ensuring regulatory compliance for six jurisdictions. Scott was also responsible for rate setting and negotiating with franchised haulers for new organics program and area wide public information program.

*denotes completion with prior organization



Rose Radford

Director, Project Support

About

With her strong background in research and technical writing, Rose is R3's Director for solid waste management planning, program development, and regulatory reporting. As a part of her main consulting practice, Rose applies her knowledge and experience with regulatory compliance to help her clients solve real-world problems and navigate the complex programmatic requirements that apply to jurisdictions throughout California. Of particular relevance, Rose has been providing comprehensive on-call assistance to the County of San Benito for the past three years.

Rose provides advice to client jurisdictions on their fee structures and outcomes, anticipated effects of changing requirements for organics programs, and the implications of the changes in reporting regulations for diversion performance, regulatory compliance, and long-term planning efforts. Her diverse solid waste industry experience also includes hauler and facility audits, Zero Waste planning and implementation, Municipal Code analysis and revision, data and tonnage tracking and modeling, and strategic planning for landfill, organics, and recyclables processing capacity.

Education & Certifications

- » Master of Public Administration in Environmental Science and Policy, Columbia University
- » Bachelor of Science in Conservation and Resource Studies, University of California, Berkeley
- » Construction and Demolition (C&D) Facility Evaluator, Recycling Certification Institute

Relevant Experience

- » **Revenue Audit** | San Luis Obispo County Integrated Waste Management Authority
Led financial audits and on-site reviews of each of the 16 licensed haulers and 3 landfills within the County to verify accuracy of three years of fee payments to IWMA. R3 found a net underpayment of about \$50,000 across all audited companies.
- » **SB 1383 Compliance and On-Call Assistance** | County of San Benito
Currently assisting San Benito, a rural county and not subject to most requirements of SB 1383, in edible food capacity planning, program design, and implementation, including drafting the MOU between the County and its two cities (Hollister and San Juan Bautista), direct web-based trainings for businesses, development of educational materials, in-person outreach, including a presentation to the Chamber of Commerce, as well as site visits to identified businesses, and coalition-building with the San Benito Food Bank. Most recently, Rose has been assisting in an update to the County's non-exclusive hauling permit system which anticipates full SB 1383 roll-out, and has been working with the County to evaluate the feasibility of siting an organics processing facility and transfer station in the County.
- » **SB 1383 Compliance and On-Call Assistance** | Cities of Los Altos, Martinez, Brentwood, Clayton, Rio Vista, Pleasant Hill, Newark, West Sacramento, Burbank and Rialto
Currently assisting with SB 1383 implementation, including direct engagement with purchasing staff from all departments, oversight of and direction for the hauler's implementation of SB 1383 requirements as negotiated by R3 (in the case of Rio Vista, Los Altos, Concord, Pleasant Hill, and Martinez, which each included universal roll-out of organics containers to all customers), preparation and maintenance of the implementation record, and holding frequent meetings to review and discuss all aspects of the solid waste management program.
- » **SB 1383 Implementation, Rates, and On-Call Support** | City of Concord
Providing staff supplement support to the City over the past seven years. Rose works closely with the city staff on all aspects of solid waste planning and SB 1383 implementation, from developing and receiving letters and exemption forms, to drafting and mailing Notices of Violation for non-subscription to organics service, revising the City's Corrective Action Plan in coordination with CalRecycle, and engaging the City Council and hauler in regular annual rate-setting. Rose developed a simplified checklist to easily track distinct actions to be taken for compliance and developed the City's municipal code updates.
- » **Contract Extension Negotiations** | Cities of Rio Vista, Clayton, Newark, Los Altos, Martinez and Pleasant Hill
Recently conducted contract extension negotiations on behalf of the Cities. She completed an SB 1383-readiness analyses, which identified key contract terms to include, drafted the proposed contract language, and negotiated key outcomes. The City of Los Altos franchise extension included all SB 1383-related compliance items and universal roll-out, which was completed far ahead of the state's deadline. The extension negotiations for Pleasant Hill resulted in a franchise agreement that was SB 1383-ready, including universal roll-out of organics service to all businesses and a 20% reduction in the rate increase originally proposed. Rose led negotiations on behalf of the City of Newark, successfully reducing the proposed rate increase from 7.8% to 7.36%. The Rio Vista negotiations resulted in successful completion of the City's Corrective Action Plan and included organics roll-out effective May 1 of this year and were conducted simultaneously with a base year rate review and approved the same night. The City of Martinez extended its contract with Republic Services with no rate increase that year.



Jim Howison

Sr. Managing Consultant, Project Support

About

Jim Howison brings comprehensive experience in planning and managing all financial aspects and services, complex projects, and operations for solid waste companies. He is well-versed in devising and executing strategies, overseeing accounting operations, producing reports, increasing efficiency, assessing financial performance and risk, managing audits and internal control processes. Jim provides advice and guidance to management on future financial plans, as well as reviews of financial reports, monitor accounts, and prepare financial forecasts.

Jim demonstrated his abilities at Mt. Diablo Resource Recovery to such an extent that R3 ultimately brought him on board. Jim is recognized for leading and monitoring multi-functional teams and multitasks to achieve desired goals. Skilled at fostering and maintaining professional relationships with clients and enhancing process, performance, productivity, efficiency, and organizational growth. He is an out-of-the-box thinker and creative problem-solver with exceptional interpersonal, leadership, communication, and analytical skills.

Education & Certifications

- » Master of in Business Administration in Finance, Saint Mary's College
- » Bachelor of Science in Accounting, Loyola Marymount University

Relevant Experience

- » **Franchise Fee Revenue Justification** | Various Jurisdictions
Jim is heavily engaged in our team's efforts related to providing franchise fee justification studies for 20+ public sector clients. He is responsible for conducting cost-recovery analyses, vehicle impact analyses, property value analyses. He is researching, analyzing, and estimating the value of each jurisdiction's solid waste management, administration, oversight, compliance, and other expenditures that may be eligible for recovery from solid waste rates via franchise fees. He's also looking at: (1) the value of the impact that solid waste collection vehicles have on their streets and (2) estimate the value of the City- government property rights conveyed to the City's contracted solid waste provider(s) that may be eligible for recovery.
- » **Negotiation Assistance** | City of Clayton
Managed the financial review of the City of Clayton's rate negotiations. With extensive experience in accounting and finance saved the residents and business of Clayton in excess of \$1 million over the term of the contract. This was achieved through recognition of accounting/finance practices not in accordance with Generally Accepted Accounting Practices (GAAP) and industry standards. The City Manager personally thanked Jim for his contribution to the process.
- » **RFP Process** | City of Pomona
Presented in sub-committees and at the City Council meeting to list the pros and cons of Pomona outsourcing its solid waste management program. The discussions entailed logistical issues of future requirements concerning alternative fueled garbage trucks, implementation issues, and operational limitations specific to municipal ran operations.
- » **2024-225 Detailed Rate Reviews** | City of Mill Valley (on behalf of MVRs Franchisors)
Jim is building on past successes by taking the lead on the Mill Valley 2023 Detailed Rate Review. The review requires the appropriate estimation of revenue and cost projections, which are then used to calculate rate increase for ten different jurisdictions. The review also includes changes in routes related to MSW, Organics, and Recycling materials. The purchase of fixed assets and the appropriate useful life to ensure fair cost recovery for Mill Valley Refuge Services while protecting rate payers from excessive rate increases. Jim also represents R3 at City Council meetings, and any meetings require agency staff.
- » **Financial Analysis on Hauling Companies Audited Financial Statements** | City of Santa Barbara
Analyzed and performed an extensive financial analysis on the hauling company's audited financial statements. The objectives included: (1) Determining financial soundness of the company; (2) Noting any unusual activity; (3) Determining the liquidity or cash-flow health of the organization; and, (4) drawing a conclusion, based on a financial, economic, and accounting interpretation as to changes in the year-over-year audited financial statement.
- » **Performance Review and Special Rate Review** | City of Santa Rosa
Led the financial analysis of a detailed rate review including an in-depth examination of compensation and fixed asset accounting. The result was a decrease in the proposed rate increase of 58.04%, resulting in a multi-million dollar savings for ratepayers. The rate adjustment was reduced from 7.45% to 3.44%.
- » **Financial Analysis** | City of Lakeport
Led the financial review of a small family ran garbage company and issues brought forth due to internal and external factors impacting the rate study. Became part of the Team that led discussions with City Official on alternative rate increasing



Jordan Muratsuchi

Sr. Consultant, Project Support

About

Jordan Muratsuchi has 10 years of solid waste, recycling, and community engagement experience. Prior to joining R3, he was the Executive Director of an environmental 501c(3) nonprofit focused on waste management and community beautification. He has a diverse comprehension of environmental management, with direct experience in waste management, regional and community-based natural resource management, ecological restoration, stormwater management, and environmental engineering.

As Sr. Consultant for R3, Jordan combines his strong analytical skills with regulatory knowledge to develop cost-effective programs for clients. He is solution-focused and well-versed in working with governmental, business, and community stakeholders and clients. He regularly conducts rate studies, cost-of-service and other financial analyses, and assists clients in understanding the benefits and drawbacks of their current solid waste collections agreements, specifically with regards to legislation such as AB 341, AB 939, AB 1826, and SB 1383. Jordan is solution-minded and strives to tailor results to the unique conditions of individual communities.

Education & Certifications

- » Master of Science, Natural Resources & Environmental Management, University of Hawai'i, Mānoa
- » Bachelor of Science, Civil Engineering (Environmental Concentration), University of Michigan
- » Certified Manager of Zero Waste, Solid Waste Association of North America

Relevant Experience

- » **Solid Waste Regional Rate Setting** | 10 Agencies within San Luis Obispo County
Currently developing a regional-scale rate application methodology for 10 agencies within the County and their franchised hauler. This engagement will produce a single rate setting methodology combining all 10 agencies, replacing the current rate setting manual developed in 1994 which has been independently applied to each agency. The new regional rate setting will be simpler, incorporate new industry standards, stabilize rate adjustments, and overall lead to a more transparent process.
- » **Hauler Revenue Audit** | San Luis Obispo County Integrated Waste Management Authority
Reviewed the base year rate applications from the City's two haulers to ensure logical consistency, mathematical accuracy, and conformance with the rate setting methodology and franchise agreements. Provided recommendations which resulted in an adjusted rate increase which was less than initially requested.
- » **Solid Waste Rate Study** | City of San Luis Obispo
Conducted a full solid waste rate study for the City, including a detailed (base year) rate review, cost-of-service analysis, and analysis of legal liability. Additionally, he redeveloped the City's Solid Waste Rate Setting Manual, originally created in 1994, to modernize and streamline it with the anticipated product ensuring a straight-forward rate setting process.
- » **Update of Non-Exclusive Hauler Fee** | City of Roseville
Conducted a review and analysis of the fee paid by the City's permitted, non-exclusive haulers. The review resulted in an updated fee amount, based on recovering the City's actual costs for hosting and managing the non-exclusive hauling operation. The City now has an updated and documented methodology for calculating a cost-based non-exclusive hauler fee.
- » **Solid Waste Rate Study** | City of Morro Bay
Conducted a review and analysis of the Franchised Hauler's solid waste rate application. We reviewed the rate application from the City's Franchised Hauler to ensure logical consistency, mathematical accuracy, and conformance with the franchise agreement and industry standards. Our team provided recommendations to the rate adjustment and for future rate application methods to ensure fair reasonable process for the City and Franchised Hauler.
- » **2022 Base Year Rate Review** | City of Union City
Reviewed the base year rate applications from the City's two haulers to ensure logical consistency, mathematical accuracy, and conformance with the rate setting methodology and franchise agreements. Provided recommendations which resulted in an adjusted rate increase which was less than initially requested.
- » **Solid Waste Rate Study** | City of Concord
Reviewed the City's franchised waste hauler's cost-based (Base Year) rate application. This review included verifying the Base Year rate adjustment application for accuracy including conformance with the franchise agreement, consistency with audited financial statements, mathematical accuracy, and overall reasonableness. After making appropriate adjustments, the review resulted in an adjusted rate increase significantly lower than requested.
- » **Rate Review and Other Solid Waste Services** | Butte County
Currently assisting with projecting future needs to sufficiently operate the Neal Road Recycling and Waste Facility. This includes developing a rate model to estimate expenses and recommend revenue requirements that will provide financial resources to fund landfill operations and build out reserves to industry standard levels. Additionally, rate reviews (both base year and intermittent year) will be conducted for the County's three haulers, and Jordan is providing other solid waste consulting services in the fields of edible food recovery, capacity planning, and agreements.

2. TECHNICAL WORKPLAN

Task 1 Initiation and Data Collection

Objectives

Kick-off the SWMF Study with IWMA staff. Request, gather, and review key information needed from IWMA, solid waste service providers, and other stakeholders.

Approach

Our intention via this task is to quickly initiate the engagement after contract execution so that we can meet the IWMA's timeline for SWMF fee development and Board adoption.

Starting immediately after authorization to proceed, R3 will:

- › Prepare a detailed information request to the IWMA regarding:
 - Past, current, and future projections of expenses, revenues, and fund balance reserves.
 - Reports of recent years' SWMF payment remittances from solid waste service providers, including specific amounts by date and including revenue and fee calculation remittance documentation.
 - Contact information for SWMF solid waste service fee payors (service providers).
 - Listing of stakeholders for engagement, including the local task force (LTF).
 - Schedule of LTF meetings.
- › Prepare a detailed information request to solid waste service providers regarding:
 - Current numbers of residential solid waste service accounts, by service type.
 - Current numbers of commercial and other solid waste service accounts, also by service type.
 - Reports of revenues (net and gross billed) each for residential and commercial solid waste service accounts for three most recent years (including YTD through 2024).
 - Other information as determined by R3 and IWMA.

In tandem with preparation of the information requests, R3 will also schedule a virtual kick-off meeting with IWMA staff, during which R3 and IWMA staff will:

- › Review, adjust and finalize information requests.
- › Review and discuss the existing Solid Waste Management Fee methodology and identify ideal Study outcomes and results.
- › Discuss LTF and other stakeholder engagement needs and timing.

Following the kick-off meeting, R3 will finalize information requests to IWMA and the solid waste service providers.

Regarding the latter, R3 will rely on positive past and current working relationships with the providers to help make sure there is good communication and mutual understanding of:

- › The reasons for and nature of the information requests.
- › The specifics of the requests and the simplest approach to providing timely responses.
- › Quick resolution of potential need for non-disclosure agreements regarding requested information (this was a key hang up in the prior audit process and R3 proposes to tackle such needs first thing so that information needed for the Study is provided timely by the solid waste service providers).

Task 1 Schedule

TIMELINE	TASK
Week of December 2, 2024	<ul style="list-style-type: none"> – Initiate engagement and prepare information request to IWMA and solid waste service providers. – Meet with IWMA staff for a virtual kick-off meeting discussing and affirming approach, schedule, identification of key stakeholders and approach to engaging them. – Issue information request to IWMA and solid waste service providers.
Week of December 9, 2024	<ul style="list-style-type: none"> – Review and analyze information received from IWMA and follow-up with clarification questions as needed.
Week of December 16, 2024	<ul style="list-style-type: none"> – Review and analyze information received from solid waste service providers and follow-up with clarification questions as needed.

Task 2 Evaluation of Alternatives

Objective

Summarize other approaches to fee revenue generation employed by other regional solid waste joint powers' authorities.

Approach

R3 already retains detailed information about fee revenue generating approaches currently in use in other many regional solid waste agencies, including:

- › Alameda County Integrated Waste Management Authority (StopWaste).
- › Central Costa Waste Authority (RecycleSmart).
- › Marin County HHW and Waste Management Authority (Zero Waste Marin).
- › West Contra Costa Integrated Waste Management Authority (RecycleMore).
- › Monterey Regional Waste Management District.
- › Sonoma County Waste Management Authority (Zero Waste Sonoma).
- › South Bayside Waste Management Authority (RethinkWaste).

We propose to cost-effectively refresh our existing comparison for the IWMA and include up to three other regional agencies identified by the IWMA or R3 that are not included in this list (for 10 comparison agencies in total). For each of the agencies, R3 will describe their fee revenue generating methodology, identify the potential benefits and drawbacks of each, and describe opportunities and barriers that may exist if the IWMA were to pursue alternative SWMF funding strategies.

The comparison will be prepared in a matrix format, including the details described above, and will address the feasibility of the alternative fee revenue generating methodologies to address known areas of concern to the IWMA, including but not limited to:

- › How alternatives to the current SWMF would address differences between areas of the County that are exempt from SB 1383 vs. those that are required to comply with SB 1383 (and thus receive different levels of service from the IWMA).
- › How the alternatives could address the IWMA's policy interests in cost-of-service proportionality between residential and commercial sectors.
- › How the alternatives would provide for ongoing review and fee stability to ratepayers.

- › The ability for the IWMA, Board and R3 to easily describe the requirements of the alternative fee methodology in a way that is easy to understand and administer.

Once completed, R3 will provide the matrix comparing alternative fee approaches to the County, along with findings and recommendation regarding IWMA's selection of SWMF future approach. Given what we know at this time, we contemplate a recommendation that the IWMA keep with its current approach, but with modification to how amounts extended to ratepayers by the solid waste service providers are defined. R3 will also schedule a virtual meeting with IWMA staff (and/or identified stakeholders as appropriate to review the matrix, answer questions, and discuss approach to selection of approach for the Study.

Task 2 Schedule

TIMELINE	TASK
Week of December 2, 2024	<ul style="list-style-type: none"> – Seek IWMA direction regarding three regional agencies to add to the list provided above. – Start the process of updating prior analysis.
Week of December 9, 2024	<ul style="list-style-type: none"> – Complete updates to comparison analysis and information gathering for additional agencies yet to be identified.
Week of December 16, 2024	<ul style="list-style-type: none"> – Meet virtually with IWMA staff and/or stakeholders to review and discuss results.

Task 3 Selection of SWMF Approach

Objective

Work with IWMA staff (and stakeholders as appropriate) to select the future SWMF approach.

Approach

Task 2, above, is structured as such in response to the RFP's prompt for a survey of other regional agencies as examples of fee methodology and evaluation of solid waste management fee alternatives. R3 concurs that an understanding of other regional agency fee approaches is a valuable exercise and will ultimately help in the reporting phase of this engagement.

That said, at present we see little reason for the IWMA to move towards an alternative approach to its current SWMF approach. That may change as we complete Tasks 1 and 2, and we have not established conclusions on this point. However, we also believe that transitioning to alternative fee revenue generating mechanism can also be risky, and as such we are not inclined to recommend moving to an alternative approach without very good reason. Note however, that we do see reason to consider modifications to the current approach (e.g., potentially a fixed amount for residential rate payers and a percentage of revenues for commercial ratepayers) and see such changes as being very feasible without undue risk.

We suggest that the approach to this task be:

- › Preparation of a brief memorandum with recommendations for future SWMF approaches.
- › Review and potential revision to the memorandum in collaboration with JPA staff.
- › Presenting the findings and recommendations to stakeholders, likely including the LTF, and seeking their feedback.
- › Finalization of memorandum with findings and recommendations after due consideration of stakeholder feedback, again in collaboration with IWMA staff.

Task 3 Schedule

TIMELINE	TASK
Week of December 16, 2024	<ul style="list-style-type: none"> – Preparation of memorandum and remittance to IWMA staff. – Virtual review meeting to discuss with IWMA staff.
Week of January 6, 2025	<ul style="list-style-type: none"> – Virtual meeting with LTF and/or other stakeholders regarding findings and recommendations.
Week of January 13, 2025	<ul style="list-style-type: none"> – Finalization of memorandum with due consideration to stakeholder feedback.

Task 4 Calculation and Projection of Future SWMF

Objective

Develop multi-year calculations and projections of SWMFs based on the conclusions of prior tasks.

Approach

In its simplest terms, this task involves taking the IWMA programmatic cost information and calculating fee amounts by type (for the selected SWMF approach) for the coming fiscal year (FY) 2025-26 and forecasting expenses, revenue need, and adjustments to SWMF in future years.

At its core, this is a mathematical exercise that will express and project the dollar amounts (or percentages of dollar amounts, as may be the case) which will ultimately be the subject of the Board rate hearing in Task 6.

Such analyses always consider:

- › Current expenses and projections of the ways in which they will change over time.
- › Current revenues and projections of how they need to change over time with changes in expenses.
- › Projection into the future for five to ten years (or more, if necessary, though projections beyond 10-years cannot be expressed with any level of confidence).

R3 regularly conducts similar projections (often involving significantly more complicated circumstances) and is therefore adept and completing such analyses.

In doing so for the IWMA, we contemplate applying the following principles, which were expressed in the RFP and which we will seek to refine as necessary during the course of completing precursor tasks:

- › SWMF calculations and future projections will contemplate use of available fund balances to offset revenue generating need where appropriate, and in such a way that preserves appropriate reserves while also achieving logical and understandable adjustment to SWMFs paid by ratepayers.
- › Ultimately results in revenues that are adequate to cover IWMA’s operating expenses, which include providing services to member agencies for compliance with State regulations, while not over generating revenues (as has been the case in recent years).
- › Addresses cost of service and proportionality expectations established by Propositions 218 and 26, by residential and commercial sectors and by SB 1383 exempt vs. non-exempt areas of the County.
- › The result of this task will be an Excel based rate model that R3 will share in its entirety with IWMA staff. The rate model will include prior expense and revenue history, projections of future expenses and revenue need, and calculations of per ratepayer SWMFs for the coming three to five fiscal years. The rate model will also become the “backbone” of the SWMF Study Report, and thus will address the requirements of IWMA’s Fee Setting Policy FS-1.

Task 4 Schedule

TIMELINE	TASK
Week of January 6, 2025	<ul style="list-style-type: none"> Begin SWMF rate model development.
Week of January 13, 2025	<ul style="list-style-type: none"> Continue SWMF rate model development. Review rough draft in virtual meeting with IWMA staff if necessary to resolve certain questions.
Week of January 20, 2025	<ul style="list-style-type: none"> Provide complete draft of SWMF rate model to IWMA staff for review and comment. Review in virtual meeting with IWMA to adjust outcomes if necessary.
Week of January 27, 2025	<ul style="list-style-type: none"> Provide final draft of SWMF rate model to IWMA staff, which staff will need for discussions with the Executive Committee as they related to the IWMA's FY 2025-26 budget development process.

Task 5 Reporting

Objective

Prepare one draft and one final SWMF Study Reports meeting the requirements of IWMA's Fee Setting Policy FS-1 and addressing the cost-of-service and proportionality requirements of Propositions 218 and 26.

Approach

R3 will prepare one draft SWMF Study Report for review and comment by IWMA staff, and then will provide one final SWMF Study Report, addressing IWMA comments. R3 produces dozens of such reports annually and has a well-honed approach.

Key considerations that will be addressed in the report include:

- › Balance of conciseness with the detail necessary to demonstrate adherence to the Rate Setting Policy and Propositions 218 and 26, include cost-of-service proportionality by sector and compliance area.
- › Clear demonstration that recommended SWMFs are adequate to fully meet the cost-of-service requirements of the IWMA.
- › Directly addresses how resultant SWMFs are justified and fair to all parties, including member agency ratepayers.
- › Description of how the SWMF methodology will provide for ongoing review and fee stability to ratepayers.
- › Step by step description of how the methodology can be adjusted in accordance with extraordinary changes in costs.
- › The SWMF setting process should be defensible and fair to all parties.

Task 5 Schedule

TIMELINE	TASK
Week of February 3, 2025	<ul style="list-style-type: none"> Begin report development.
Week of February 10, 2025	<ul style="list-style-type: none"> Continue report development. Clarifying questions to IWMA staff if necessary.

Week of February 17, 2025	<ul style="list-style-type: none"> Provide draft SWMF Study report to IWMA staff for review and their consolidated written comments.
Week of February 24, 2025	<ul style="list-style-type: none"> IWMA staff provide consolidate written comments on draft SWMF Study report to R3. Virtual meeting to discuss comments and potential meetings if necessary.
Week of March 3, 2025	<ul style="list-style-type: none"> Final SWMF Study report to IWMA staff.

Task 6 Presentation to Board

Objective

Provide in-person presentation of SWMF Study outcomes and recommendation to the Board during rate hearing.

Approach

R3 will attend the Board meeting in person to present the outcomes and recommendations of the SWMF Study. R3 will develop a short PowerPoint presentation (in collaboration with IWMA staff) in advance of the Board meeting and rate hearing. R3 will assist IWMA staff in responding to Board questions and comments during the meeting and will address the Board in response to public comment, as may be necessary. R3 staff have participated in such presentations dozens of times and have a well-refined approach to such presentations.

Task 6 Schedule

TIMELINE	TASK
April 9, 2025	<ul style="list-style-type: none"> Anticipated during regularly scheduled Board meeting

3. BUDGET, RETAINER, AND/OR RATES

R3 proposes to complete the Workplan included for a total fee of **\$40,000**. Estimates of consultant time, by staff person, are included in **Table 1**, below, along with estimated fee amount by task type. Invoices for fee payments will be at the schedule shown in **Table 2**, on the following page.

Any additional consulting services beyond those proposed not included in the Workplan will be charged at the standard rates shown in **Table 3**, on the following page. Fees for the additional work will be billed monthly at the first of each month, for the preceding month, and are due within 30 days of the invoice date.

Table 1: Fee Breakdown

TASK	STAFF					HOURS	COST
	Garth Schultz	Scott Hanin	Rose Radford	Jim Howison	Jordan Muratsuchi		
	<i>Principal</i>	<i>Principal</i>	<i>Director</i>	<i>Sr. Managing Consultant</i>	<i>Sr. Consultant</i>		
1. Initiation and Data Collection	5	-	5	-	10	20	\$ 5,175
2. Evaluation of Alternatives	5	5	5	-	-	15	\$ 4,700
3. Selection of SWMF Approach	5	-	-	-	5	10	\$ 2,675
4. Calculation and Projection of Future SWMF	9	2	-	10	20	41	\$ 10,275
5. Reporting	9	2	-	-	25	36	\$ 8,825
6. Presentation to Board	15	1	-	-	15	31	\$ 8,350
TOTAL	48	10	10	10	75	153	\$ 40,000

Table 2: Payment Schedule

INTERVAL	INVOICE DATE	DUE DATE	COST
Project Engagement Fee	December 2, 2024	January 1, 2025	\$ 10,000
Analysis Fee	February 2, 2025	March 4, 2025	\$ 10,000
Reporting	March 2, 2025	April 1, 2025	\$ 10,000
Project Completion Fee	March 30, 2025	April 29, 2025	\$ 10,000
TOTAL			\$ 40,000

Table 3: Standard Rates

CLASSIFICATION	RATE
Principal / Sr. Director	\$ 325
Director	\$ 290
Sr. Managing Consultant	\$ 250
Managing Consultant	\$ 225
Sr. Consultant	\$ 210
Consultant	\$ 190
Associate Consultant	\$ 175
Expert Witness	1.5x Rates Listed Above
REIMBURSABLE COSTS	
Consultants/Subcontractors	Cost plus 10%
Lodging and Meals	Direct cost
Travel — <i>Private or company car</i>	At Current Federal Rate
Travel — <i>Other</i>	Direct cost
Delivery and other expenses	Direct cost

R3

R3 Consulting Group
1512 Eureka Road, Suite 220
Roseville, CA 95661
916-782-7821

INVOICE

San Luis Obispo IWMA
870 Osos Street
San Luis Obispo, CA 93401

Invoice number 10152
Date 01/25/2021

119074 SLO IWMA - Hauler Audit
For Services Rendered up to January 25,2021

Professional Fees

Consulting Work

	<u>Hours</u>	<u>Rate</u>	<u>Billed Amount</u>
Project Manager Rosemarie Radford	18.00	185.00	3,330.00
Project Analyst Claire Wilson	10.75	155.00	1,666.25
Task Subtotal:	28.75		4,996.25
Professional Fees subtotal	28.75		4,996.25

Total Invoice Amount Due 4,996.25

3. BUDGET, RETAINER,
AND/OR RATES

SAMPLE

4. CLIENT REFERENCES

1. Zero Waste Sonoma

Ms. Leslie Lukacs, Executive Director

2300 County Center Drive, Suite B-100, Santa Rosa, CA 95403
707.565.3687 | leslie.lukacs@sonoma-county.org

Project Description

R3 has worked closely with Zero Waste Sonoma (the Sonoma County Waste Management Authority) for over 15 years, providing critical support on high level matters including continuation of the agency's joint powers' agreement. R3's services have ranged from providing detailed analysis of organics processing and facility needs to competitive procurements for facility developers and operators, and development of innovating deconstruction, demolition and construction debris policy. R3 has also provided Zero Waste Sonoma with debt service financing studies and annual fee setting support, which are important aspects of the agency's budget development and fee setting process. This work entailed detailed analysis of agency fiscal reports, providing analysis and estimates of per ratepayer impacts, and assisting staff in preparing final recommendations for Board adoption.

Community Benefits

- › Budget and fee structure that sustainably funds Zero Waste Sonoma's programs.
- › Consistent consulting services that build upon prior successes and outcomes.
- › Solutions-oriented approaches that resolve key issues and avoid pitfalls.
- › Engagement at all organizational levels, staff, leadership, Board and member agencies.

2. Zero Waste Marin

Ms. Kimberly Scheibly, Executive Director

P.O. Box 4186, San Rafael, CA 94913-4186
415.473.4057 | kimberly.scheibly@marincounty.gov

Project Description

R3 has worked closely with Zero Waste Marin (the Marin County Zero Waste and Household Hazardous Waste Joint Powers Authority) for over 10 years, providing a variety of consulting services over that time. R3's services have ranged from design and implementation of improved construction and demolition recovery programs to implementation of region-wide programs for SB 1383 compliance and development of long-term solid waste planning studies. Over the last several years, R3 has provided financial and budgetary services to Zero Waste Marin, which have been critical to the agency's budget development and fee setting process.

This work entailed detailed analysis of agency fiscal reports, running scenarios regarding alternative funding approaches, providing analysis and estimates of per ratepayer impacts, and assisting staff in preparing final recommendations for Board adoption. R3 is a closely trusted partner to Zero Waste Marin staff, Board members and member agencies, and is regularly called on by staff to provide new and additional consulting services to augment staff's experiences and skill sets.

Community Benefits

- › Budget and fee structure that sustainably funds Zero Waste Marin's programs.
- › Consistent consulting services that build upon prior successes and outcomes.
- › Solutions-oriented approaches that resolve key issues and avoid pitfalls.
- › Engagement at all organizational levels, staff, leadership, Board and member agencies.

3. City of San Rafael

(on behalf of Marin Franchisors Group)

Mr. Cory Bytof, Sustainability Program Manager

1313 Fifth Avenue, San Rafael, CA 94901

415.485.3407 | cory.bytof@cityofsanrafael.org

Project Description

In 2017, R3 was engaged to conduct a comprehensive Rate Methodology Review on behalf of Marin Franchisors' Group (Group). The Group is comprised of the cities of San Rafael and Larkspur, the Towns of Fairfax, Ross and San Anselmo, the County of Marin, Las Gallinas Valley Sanitary District, and the Town of Anselmo. Our team's primary objectives were to streamline the Group's rate-setting methodology to address recycling commodities fluctuations and complete a meet-and-confer negotiation process to resolve \$1.15 million in accumulated losses from the processing and sale of recyclable materials since the recycling market crash.

R3 worked with the Group and franchised hauler, Marin Sanitary Service (MSS), to develop a rate-adjustment methodology that addressed changes and challenges in the industry in the coming years.

Project tasks included:

- › **Developing a Simplified Rate Adjustment Methodology** – R3 simplified and streamlined the existing rate-adjustment methodology and proposed a method of addressing changes and challenges in the industry in the coming years (i.e., where the industry is going and what the Group and MSS should be planning for) as well as the proposed approach to address potential MSS requested changes to programs and services in non-detailed rate review years.
- › **Developing a New Methodology for Recycling Revenues Balancing Account** – R3 addressed recycling commodities fluctuations, including how the processing cost and recycling revenue projections are set initially and adjusted after.
- › **Developing a Methodology for Addressing Commercial Migration** – i.e., more recycling and composting results in a smaller garbage cart and lower price, but not less service or cost.

Community Benefits

- › Stable and predictable rate adjustments in each year, and a basis for rate control in future years.
- › Significant saving on consultant costs and staff time to conduct the of the annual rate adjustment process (anticipated annual 70-80% reduction in time and costs).
- › Improved accuracy and transparency of the rate adjustment process.
- › New performance metrics for outreach and education as well as regular operations, billing, and customer service.
- › A revised rate-setting methodology designed to address rate fluctuations, while maintaining an emphasis on responsible solid waste management, good value to customers, and reduction of waste to landfill, including:
 - Rates based on set revenues due to MSS, which will be escalated annually based on one simple Water, Sewer, and Trash (WST) index.
 - 2.5% minimum and a 5% maximum rate cap for operational expenses (excluding franchise/agency fees and the cost of processing, recycling, composting and disposal).

4. City of El Cerrito

Ms. Christina Leard, Management Analyst

10890 San Pablo Ave (City Hall), El Cerrito, CA 94530

510.215.4338 | cleard@ci.el-cerrito.ca.us

Project Description

R3 has been a long-standing trusted consultant to the City of El Cerrito, having worked for the City on a regular basis for over 10 years, since 2013. Over that time, we have provided the full spectrum of our solid waste consulting service offerings, including annual rate setting services, operational reviews, financial reviews, contract negotiations, regulatory compliance planning, vehicle procurements and financial, special studies on outsourcing and recycling reserve revenues, and other on-call services.

During these engagements, R3 worked hand in hand with the City's Environmental Services Division Managers, Public Works Director, and City Management to improve the operational efficiency, financial stability, and overall value of the City's integrated solid waste management utility. R3 presented to the City Council on a regular basis and was a leader in securing a new solid waste collection services agreement that provided a host of new beneficial programs and services at no additional cost to the City's ratepayers. In all, R3's years of work with the City have helped ensure that City's solid waste and recycling operations will continue to be environmentally and fiscally sustainable for years to come.

Community Benefits

- › Cost-effectiveness and efficiency improvements for solid waste collection operations.
- › Financial stability of the City-owned recycling collection system.
- › High-value solid waste programs and services from the City's private operating partner.
- › Full compliance with CalRecycle requirements including SB 1383.
- › Stable rates for solid waste customers, with near-zero opposing public comments in rate hearings over a 10-year period.

5. City of Redlands

Mr. Chris Boatman, Assistant City Manager

P.O. Box 3005, Redlands, CA 92373

909.798.7510 | cboatman@cityofredlands.org

Project Description

The City maintains its solid waste enterprise fund financial models and solid waste rates to fund the costs of providing solid waste services. The City uses a rate model to project revenues and expenses for the enterprise fund for responsible planning. R3 developed the City's current rate model, which included setting rates for the past five years. The City engaged R3 to update the financial plan and project the next five years of rates through the Proposition 218 process. As such, R3 is projecting City expenses for the next 10 years, accounting for the City's current and future needs, and calculating the respective solid waste rates required to generate sufficient revenues. This rate study will acknowledge SB 1383 requirements, reserve fund and pension needs, capital improvement planning, while being mindful of the current market volatility and inflation. Additionally, R3 is analyzing alternative rate structures that may better suit the needs and conditions of the City.

For this engagement, our team is currently:

- › Projecting City costs for the next 10-years and setting the next five (5) years of solid waste rates.
- › Analyzing alternative solid waste rate structures.
- › Planning for the City's SB 1383 requirements and financial accounting for implementation of associated expenses.
- › Accounting for reserve funds, pension requirements, capital improvement plans and general projection of costs over the next 10 years.

Community Benefits

- › Approximation of costs related to SB 1383 implementation.
- › Updated 10-year Financial plan.
- › Five years of projected rates to meet the City's revenue requirements.
- › Development of potential alternative rate structures.
- › Assistance with Proposition 218 noticing and public hearings.

6. City of Santa Clara

Mr. Dave Staub, Deputy Director of Public Works

1700 Walsh Ave., Santa Clara, CA 95050

408.615.3086 | dstaub@santaclaraca.gov

Project Description

R3 is currently assisting the City in the facilitation of two Request for Proposals (RFP) for Disposal and Yard Waste processing services. R3 has developed two RFPs in coordination with City staff and has developed draft agreements for dedicated disposal and yard trimmings processing services. Draft Agreements and RFPs included newly requested City services along with updated regulatory language and updated evaluation criteria for the responses. The RFPs have been released and coordination is underway for a virtual pre-proposal public meeting. R3 will assist in the development of responses to questions about the RFP, will work with City staff to review submitted proposals and will conduct interviews and negotiate with the top ranked proposers. Following negotiations R3 will finalize the new Disposal and Yard Trimmings Agreements and provide staff support to the City in development of materials and reports for City Council consideration.

Previously, R3 was engaged by the City to assist in the preparation and negotiation of the City's exclusive Franchise Agreements (Agreements) with Recology South Bay (Recology) and Mission Trail Waste Systems (MTWS). R3's work included development of a multi-year Rate Study to help the City establish and set customer rates for solid waste services provided under the New Agreements. R3 also worked with City staff throughout the negotiation process to ensure that the new Agreements achieve the City's objectives, including compliance with applicable state legislation, and the City's long-term financial and diversion goals. R3 also assisted with the procurement of a separate contract for waste processing services to meet SB 1383 requirements with GreenWaste Recovery. Negotiations resulted in three compliance options for Council consideration, at varying levels of rate-payer convenience and expense.

City Council selected the most convenient and most expensive option, with projected increases in rates of about 60% over three years. R3 completed a Rate Study for rates effective July 1, 2020, 2021, and 2022 to ensure ongoing funding of City's entire solid waste program and new expenses related to SB 1383 compliance. Actual rate increases over the three-year period have been slightly lower than originally projected.

Community Benefits

- Successful negotiations of three solid waste agreements that were executed by the City and are now in effect.
- Successful completion of a cost-of-service rate study which meets the annual solid waste system funding requirements, complies with Prop 218, addresses discounted rates for low-income residents, and funds the costs of SB 1383 compliance.

7. County of San Benito

Ms. Celina Stotler, IWM Manager

2301 Technology Parkway, Hollister, CA 95023

831.801.0718 | cstotler@cosb.us

Project Description

R3 is currently assisting the County of San Benito's Regional Solid Waste Agency with comprehensive solid waste support in all aspects of their waste management program. This includes technical support for legislative compliance, hazardous waste program support, solid waste report analysis, franchise agreement oversight, and solid waste management planning over the JPA agreement. We also provide comprehensive on-call assistance to the County staff, which has been pleased with our responsiveness and engagement.

Since beginning the contract with the County of San Benito in 2021, our team has drafted ordinances and the Memorandum of Understanding for SB 1383 implementation, which we presented to the County Board of Directors and the Cities of Hollister and San Juan Bautista City Councils for adoption. The County qualified for the rural exemption from most requirements of SB 1383 for the first five years, but already has mandatory organic waste collection in the Cities of Hollister and San Juan Bautista and was required to meet certain other specific requirements of SB 1383 such as capacity planning. We conducted a comprehensive edible food recovery effort,

working closely with the food bank, conducting a community meeting, visiting and inspecting all Tier 1 and Tier 2 edible food generators identified in the County, and establishing recordkeeping and reporting practices. R3 also drafted updated purchasing policies for the County including the SB 1383 requirements for recycled content paper products, as well as Zero Waste Event guidance.

R3 also assists the County in administration and oversight over the active landfill, John Smith Road, which is owned by the County. The current operator, Waste Connections, applied for and was denied an expansion of landfill capacity, and R3 is now engaged by the County in an options analysis regarding the development of a transfer station in the County. R3 has also assisted the County in developing an RFQ for organics processing to assist in managing mixed organics and landscaping waste, currently being used beneficially on-site at the active landfill.

In addition to SB 1383 requirements and related programs and policies, R3 has also assisted the County with other on-call projects such as conducting research on illegal dumping abatement and enforcement program options, supporting the hire of a new full-time position for managing illegal dumping efforts County-wide and the current development of an illegal dumping task force to organize cross-agency and interdepartmental illegal dumping mitigation efforts. R3 also supported the development of a new non-exclusive hauling permit process for solid waste haulers in the County, which included code updates for the County and both member agencies, an interagency MOU, the establishment of a new annual permit fee, and finalization of the permit language based upon direct engagement with the haulers.

Finally, R3 provides ongoing support by attending meetings with CalRecycle, directly assisting the County and member agencies on their purchasing policies and implementation records, assistance with the Electronic Annual Report due annually to CalRecycle on August 1, as well as rate adjustment reviews for the County's residential franchise agreement and for the landfill's operator.

Community Benefits

- › Ordinances, Memorandum of Understanding, and approved Rural Exemption for County and Regional Agency members.
- › Compliance with SB 1383 requirements (that currently apply with the Rural Exemption).
- › Development of a robust and well-staffed illegal dumping program.
- › New non-exclusive hauler permitting process.
- › Purchasing policy development and staff engagement and training for implementation.
- › Landfill operating agreement assistance and options analysis for possible future transfer station and organics processing facility.
- › Annual task support with EAR and rate adjustments.
- › Comprehensive on-call, responsive support.

Relevant Project Experience

Since 2002, R3's project team has developed a unique level of relevant experience and knowledge of solid waste solutions that can help you deliver the programs and policies that your community needs. Our team is proud to have served 120+ clients over the past three years, and below, we have compiled a sample list.

CLIENT	SERVICES				
	On-Call Consulting Services	Operations & Performance Review	Financial Studies / Rate Reviews	Legislative Compliance	Procurement / Negotiations
City of Beaumont	X		X	X	X
City of Brentwood	X			X	
City of Burbank	X			X	
City of Citrus Heights	X		X	X	X
City of Concord	X	X	X	X	
City of Downey		X	X		X
City of Duarte	X			X	
City of Folsom		X	X	X	X
City of Glendale	X	X	X	X	X
City of Los Altos	X	X	X	X	X
City of Menlo Park	X		X	X	
City of Morro Bay			X		
City of Petaluma		X	X	X	X
City of Pomona	X	X	X	X	X
City of Porterville		X	X	X	
City of Paso Robles			X		
City of Riverside			X	X	X
City of San Bruno		X	X	X	X
City of San Rafael	X	X	X	X	X
City of Santa Clarita			X	X	X
City of San Luis Obispo			X		
City of Santa Monica		X	X	X	
County of Plumas	X		X		
County of San Benito	X			X	X
County of San Luis Obispo		X			
County of Sonoma			X	X	X
County of Ventura			X	X	X
San Luis Obispo IWMA			X		
Marin Franchisor's Group	X		X		X
Town of San Anselmo	X		X	X	X

5. IDENTIFY EXISTING AND POTENTIAL CONFLICTS OF INTEREST

R3's Mission and Vision

R3's mission and vision establish the key tenets by which we have avoided conflicts of interest. R3's vision, the reason we exist, is ***to deliver a regenerative future for every community***, and we achieve that through our mission ***to serve communities by providing unbiased, expert analysis that sustainably advances environmental policy, finance, and operations***.

No Conflicts of Interest

R3 has no history of conflicts of interests in our 20-year history successfully completing hundreds of engagement with public agency clients throughout the State of California. The primary way we avoid conflicts of interests is through only representing public agencies in matters of solid waste contracting, finance, rates, and policy – we don't work for private solid waste utility providers, and our core mandate is to protect public agency interests

Current Engagements in San Luis Obispo County

R3 is currently engaged on two interrelated matters in San Luis Obispo County, under contract with the City of San Luis Obispo and Los Osos Community Services District. The work engagements involve review of and adjustment to solid waste contractor rate applications for 2025 and development of new rate adjustment methodology for changes to solid waste rates in future years.

While our current engagements are with the City and the District, the work products being developed will also be to the benefit of eight other agencies in San Luis Obispo County including Avila Beach Community Services District, Cambria Community Services District, Cayucos Sanitary District, City of Arroyo Grande, City of Grover Beach, City of Pismo Beach, Nipomo Community Services District, and Oceano Community Services District.

These current engagements involve review and negotiation of amounts of, and annual future adjustments to, ratepayer compensation to waste collection service providers. Upon conclusion of the engagements, new compensation rates will be established, pursuant to authorization by local Councils or Boards. In many respects, this outcomes of these engagements relate the work desired by the IWMA, in that the outcome affects the rates paid by residents and businesses in much of San Luis Obispo County.

Synergies of Interest

There are no conflicts of interest between R3's role in the current engagements described above, and the proposed role providing the IWMA with the Solid Waste Management Fee Study. In fact, we contend that there is synergy of interests between our current engagements and the proposed engagement with the IWMA – namely, in representing the other public agencies and the IWMA, our interests are in ensuring that outcomes are both financially responsible and legally supportable while also being protective of ratepayer interests.

Conflict of Interest Avoidance Measures

We foresee no actual or potential conflicts of interest arising because of IWMA engaging R3 as its consultant for the SWMF. To the extent that a potential conflict were to be identified during the engagement, R3's first approach would be to meet and confer with the IWMA to determine whether a real or perceived conflict exists. In the event that the IWMA and R3 determine that a real or perceived conflict of interest is present, our first steps would be to modify our engagement to avoid the conflict, i.e., to remove ourselves from it. Beyond that step, we would work closely with the IWMA to identify resolution or mitigation measures, in the extremely unlikely event that they become necessary.

6. DISCLOSURE OF LITIGATION

R3 has no current civil or criminal litigation or indictment involving the firm, any of its joint ventures, strategic partners, prime contractor team members, and subcontractors. R3 acknowledges that this disclosure requirement is a continuing obligation, and any litigation commenced after our submitted proposal under this RFP must be disclosed to the IWMA in writing within five (5) days after the litigation has commenced.



San Luis Obispo County

Solid Waste Management Fee Study

PROPOSAL / OCTOBER 21, 2024



October 21, 2024

Jordan Lane
Deputy Director
San Luis Obispo County IWMA
870 Osos Street
San Luis Obispo, CA 93401

Subject: Proposal for Solid Waste Management Fee Study

Dear Ms. Lane:

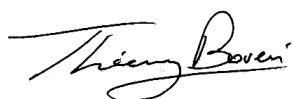
Raftelis is pleased to submit our proposal for the **Solid Waste Management Fee Study** for the San Luis Obispo County Integrated Waste Management Authority (IWMA). We understand the importance of developing a justifiable, transparent, and compliant fee structure that accurately reflects the costs of solid waste management services while maintaining financial stability and supporting the IWMA's operational goals. Our team is dedicated to providing a fee-setting methodology that meets all regulatory requirements, including Propositions 218 and 26, and ensures that fees are equitable, defensible, and easy to implement.

Our approach will include a comprehensive analysis of historical data, customer class statistics, operational expenses, and capital improvement needs, followed by the development of a robust financial model that supports long-term sustainability. We will work closely with IWMA staff, stakeholders, and permitted haulers to gather accurate data and provide clear recommendations on fee alternatives that align with IWMA's mission and ensure revenue sufficiency. Throughout the process, Raftelis will prioritize collaboration and communication to ensure that all stakeholders are informed and engaged.

With Raftelis' extensive experience in conducting financial studies for local governments and utilities, we are confident in our ability to deliver a comprehensive and reliable fee study for IWMA. We are committed to meeting the project timeline and ensuring that the final deliverables are in alignment with IWMA's goals for sustainable, cost-effective, and transparent solid waste services.

Thank you for considering Raftelis for this important project. We look forward to the opportunity to collaborate with IWMA and help drive your mission forward. Please feel free to reach out if you have any questions or need additional information.

Sincerely,

A handwritten signature in black ink that reads 'Thierry Boveri'.

Thierry Boveri, CGFM
Vice President



Diversity and inclusion are an integral part of Raftelis' core values.

We are committed to doing our part to fight prejudice, racism, and discrimination by becoming more informed, disengaging with business partners that do not share this commitment, and encouraging our employees to use their skills to work toward a more just society that has no barriers to opportunity.



Raftelis is registered with the U.S. Securities and Exchange Commission (SEC) and the Municipal Securities Rulemaking Board (MSRB) as a Municipal Advisor.

Registration as a Municipal Advisor is a requirement under the Dodd-Frank Wall Street Reform and Consumer Protection Act. All firms that provide financial forecasts that include assumptions about the size, timing, and terms for possible future debt issues, as well as debt issuance support services for specific proposed bond issues, including bond feasibility studies and coverage forecasts, must be registered with the SEC and MSRB to legally provide financial opinions and advice. Raftelis' registration as a Municipal Advisor means our clients can be confident that Raftelis is fully qualified and capable of providing financial advice related to all aspects of financial planning in compliance with the applicable regulations of the SEC and the MSRB.

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QUALIFICATIONS OF CONTRACTOR AND PERSONNEL

Who is Raftelis

HELPING LOCAL GOVERNMENTS AND UTILITIES THRIVE

Local government and utility leaders partner with Raftelis to transform their organizations by enhancing performance, planning for the future, identifying top talent, improving their financial condition, and telling their story. We've helped more than 700 organizations in the last year alone.

Firm Information

Firm Name: Raftelis Financial Consultants, Inc. (DBA Raftelis)

Firm Headquarters: 227 W. Trade Street, Suite 1400, Charlotte, NC 28202

Relevant Experience: We have detailed our solid waste experience in the Client References section of the proposal.

Firm History: Raftelis is a subchapter S-Corporation incorporated in the state of North Carolina on April 23, 2004. The predecessor to Raftelis, Raftelis Environmental Consulting Group, Inc., was established on May 10, 1993 by George A. Raftelis to provide financial and management consulting services of the highest quality to public-sector clients. In 1999, the firm's name was changed to Raftelis Financial Consulting, PA. Following the sale of a portion of the firm to a group of employees on April 22, 2004, the firm's name changed to Raftelis Financial Consultants, Inc., which remains the firm's legal name. We currently do business as Raftelis.

Primary Contact:

Thierry Boveri, CGFM, Vice President / E: tboveri@raftelis.com / P: 407.628.2600 / F: 828.484.2442

We believe that Raftelis is the *right fit* for this project. We provide several key factors that will benefit the IWMA and help to make this project a success.

RESOURCES & EXPERTISE: This project will require the resources necessary to effectively staff the project and the skillsets to complete all of the required components. With more than 180 consultants, Raftelis has the largest water-industry financial and management consulting practice in the nation, including many of the industry's leading rate consultants and experts in key related areas, like stakeholder engagement and data analytics. Our depth of resources will allow us to provide the IWMA with the technical expertise necessary to meet your objectives.

DEFENSIBLE RECOMMENDATIONS: When your elected officials and customers are considering the validity of recommended changes, they want to be confident that they were developed by experts using the latest industry standard methodology. Our staff are involved in shaping industry standards by chairing committees within the Solid Waste Association of North America (SWANA) and co-authoring many industry-standard books regarding utility finance and rate setting. Being so actively involved in the industry will allow us to keep the IWMA informed of emerging trends and issues and to be confident that our recommendations are insightful and founded on sound industry principles. In addition, with Raftelis' registration as a Municipal Advisor, you can be confident that we are fully qualified and capable of providing financial advice related to all aspects of utility financial planning in compliance with federal regulations.

HISTORY OF SIMILAR SUCCESSSES: An extensive track record of past similar work will help to avoid potential pitfalls on this project and provide the know-how to bring it across the finish line. Raftelis staff has assisted 1,700+ local governments and utilities throughout the U.S. with financial and rate consulting services with wide-ranging needs and objectives. Our extensive experience will allow us to provide innovative and insightful recommendations to the IWMA and will provide validation for our proposed methodology ensuring that industry best practices are incorporated.

USER-FRIENDLY MODELING: A modeling tool that your staff can use for scenario analysis and financial planning now and into the future will be key for the IWMA going forward. Raftelis has developed some of the most sophisticated yet user-friendly financial/rate models available in the industry. Our models are tools that allow us to examine different policy options and cost allocations and their financial/customer impacts in real time. We offer model options including Microsoft Excel-based and web-based tools that are developed with the expectation that they will be used by the client as a financial planning tool long after the project is complete.

RATES THAT ARE ADOPTED: For the study to be a success, rates must be successfully approved and implemented. Even the most comprehensive rate study is of little use if the recommendations are not approved and implemented. Raftelis has assisted numerous agencies with getting proposed rates successfully adopted. We focus on effectively communicating with elected officials about the financial consequences and rationale behind recommendations to ensure stakeholder buy-in and successful rate adoption.



How we stack up

OUR TEAM INCLUDES

180+ consultants focused on finance/management/communication/technology for the public sector

2 chairs & **16** members of AWWA and WEF utility finance and SWANA management committees and subcommittees

RAFTELIS HAS PROVIDED ASSISTANCE FOR

1,700+ public agencies and utilities

that serve more than

25% of the U.S. population

including the agencies serving

41 of the nation's 50 largest cities

in the past year alone, we worked on

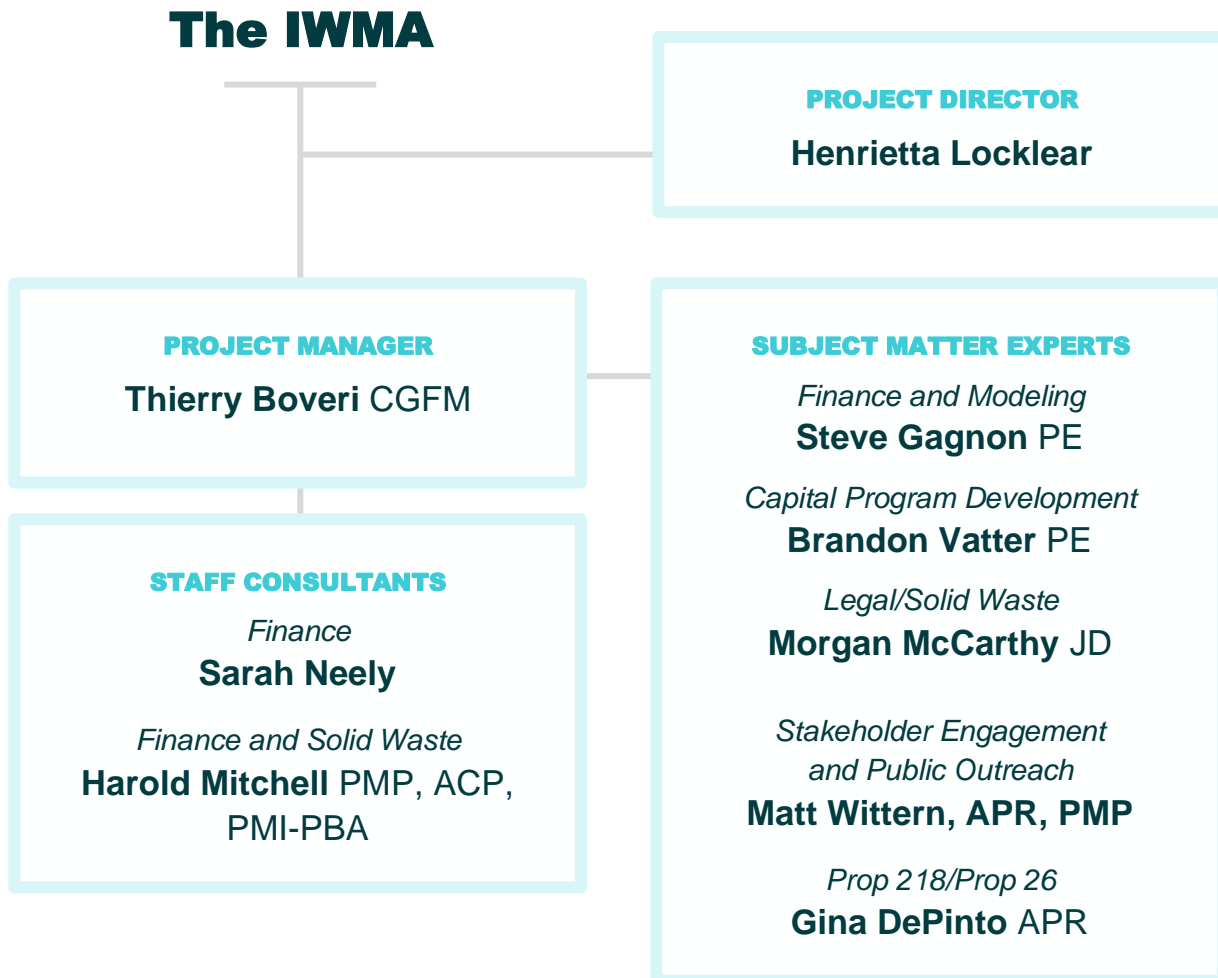
1,300+ projects for **700+** agencies in **47** states

Key Personnel

WE HAVE DEVELOPED A TEAM OF CONSULTANTS WHO SPECIALIZE IN THE SPECIFIC ELEMENTS THAT WILL BE CRITICAL TO THE SUCCESS OF THE IWMA'S PROJECT.

Our team includes senior-level professionals to provide experienced project leadership with support from talented consultant staff. This close-knit group has frequently collaborated on similar successful projects, providing the IWMA with confidence in our capabilities.

Here, we have included an organizational chart showing the structure of our project team. On the following pages, we have included resumes for each of our team members as well as a description of their role on the project.



Henrietta Locklear MPA

PROJECT DIRECTOR

Vice President & Director of Stormwater Management Consulting



ROLE

Henrietta will be responsible for overall project accountability and will be available to provide quality assurance and control, industry perspective, and insights into the project.

PROFILE

Henrietta has 20 years of experience in local government finance and stormwater management. She specializes in working with local government staff, stakeholders, and elected officials to identify solutions and implement programs to meet environmental and public health challenges. Henrietta is experienced in governmental financial analysis and planning, particularly in stormwater utility implementation and rate studies. She is also experienced in all aspects of utility implementation, with particular focus on policy analysis and development, and data and billing system implementation. Henrietta has worked with more than 50 local governments on stormwater funding analyses, fee feasibility, or implementation projects and has served as project manager for more than 20 stormwater utility fee implementation projects. She was a member of the working group that developed the certification test for American Public Works Association's (APWA) Stormwater Manager Certification. She was also a reviewer for the Water Environment Federation's Special Publication entitled, *User-Fee-Funded Stormwater Programs*, 2nd Edition. In addition, Henrietta co-authored two chapters in the industry guidebook *Water and Wastewater Finance and Pricing: The Changing Landscape*, which are entitled, "Public Outreach and Gaining Stakeholder Commitment" and "Expanding Financing and Pricing Concepts into Stormwater." Henrietta has a wealth of experience with public input processes. On a variety of projects, she has developed and facilitated public stakeholder processes, outreach strategies, and education campaigns for programs ranging from stormwater utilities and National Pollutant Discharge Elimination System (NPDES) compliance efforts to brownfields, on-site wastewater, and hazard mitigation programs. She convened Raftelis' Affordability Community of Practice, a group of firm professionals focusing on thought leadership in the affordability arena. She is a Municipal Advisor Representative, having passed the Series 50 exam.

KEY PROJECT EXPERIENCE

Metro Nashville Davidson County Metro Water Services (TN): Stormwater Capital Charge Development

As a part of its ongoing financial services engagement, Raftelis was asked to participate in the development of a stormwater capital charge. Raftelis provided support to staff in the examination of development data and

Specialties

- Stormwater program planning & development
- Stormwater finance & utility development
- Stormwater rate structure analysis & cost allocation
- Affordability program analysis, development & implementation
- Billing & information systems
- Meter technology modernization (AMI/AMR)
- Public involvement & stakeholder facilitation
- Management policy & practice
- Technical writing
- Business process development & improvement
- Data & systems integration
- Database architecture & analysis

Professional History

- Raftelis: Vice President (2019-present) and Director of Stormwater Management Consulting (2021-present); Senior Manager (2015-2018); Manager (2013-2014); Senior Consultant (2011-2012)
- AMEC Morrisville, NC: Team Leader/Project manager (2009-2011)
- AMEC Raleigh, NC: Supervisor/Project manager (2008-2009); project manager (2006-2008)
- AMEC Nashville, TN: Public Affairs Coordinator (2004-2006)
- Wake County Government: Planning Technician (2003-2004); Intern (2003)
- School of Government, University of North Carolina at Chapel Hill: Research Assistant (2004)

Education

- Master of Public Administration - University of North Carolina at Chapel Hill (2004); Deil S. Wright Award for Outstanding Capstone Paper
- Bachelor of Arts in Political Science - University of North Carolina at Chapel Hill (2002); Phi Beta Kappa; Order of the Golden Fleece

Certifications

- Series 50 Municipal Advisor Representative

Professional Memberships

- WEF
- US Water Alliance (One Water Council)

development of a per square foot of impervious area rate for the new charge. Raftelis developed a memorandum describing the justification for the new charge and providing recommendations for its application to development.

City of Spring Hill (TN): Stormwater Rate Study

In 2022, Raftelis was engaged to perform financial planning and rate studies for the City of Spring Hill's (City) stormwater, water, sewer, and sanitation services. Henrietta led the stormwater study, which included a comprehensive program assessment, determination of level of service, development of a five-year financial plan, cost-of-service analysis, and a rate study report. This involved detailed analysis of the City's equivalent residential unit, units of service, and the development of options for stormwater fee rate structure changes. Raftelis provided the City a recommended rate plan and financial plan model.

City of Mt. Shasta (CA): Stormwater Financial Plan and Rate Study

Raftelis was engaged by the City to develop a financial plan and rates for a stormwater charge. The City's current charge is a per-account fee charged to water customers, while the City is interested in a variable fee based on impervious area. Raftelis developed a financial plan and units of service estimate as well as developed the recommended unit of charge (equivalent residential unit) for the City. The project is ongoing [1/2023]

City of Memphis (TN) – Solid Waste Financial Plan and Rate Study

Raftelis was engaged by the City in 2016 to develop a financial plan and options for service delivery enhancements to its bulk waste (outside the cart trash) pick up program. Raftelis developed a financial plan model and assisted the City with the consideration of service level agreement options and rates to support the program. Raftelis has continued to be engaged by the City to the present, and has assisted with a study of rate structure modifications, consideration of further service level agreement changes and options for in-house versus outsourced delivery, and supported the City through financial plan updates that were necessary because of outsourced contract changes, disaster costs, and personnel changes. For FY2022, Raftelis began serving as budget analysis tracking and support with an updated model and dashboard that provide at-a-glance health reports on the solid waste fund. In FY2023, Raftelis will continue in that role and has provided specialized analysis and support on potential service level changes. Henrietta is the project manager for the effort and oversees Raftelis staff and subcontractor support.

Hamilton County (OH): Stormwater Fee Feasibility Study and Rate Structure Modification Support

Raftelis was engaged by Hamilton County (County) to support in the analysis, creation, and possible implementation of a County-wide impervious surface fee, while mitigating the impacts to customers already paying stormwater fees to various municipal agencies. The effort has evolved as MSD of Greater Cincinnati has developed a feasibility study for implementing a wet weather charge, realigning its rate structure. The engagement has included work with convened agency and community stakeholders, one on one engagement with agency staff, data acquisition and data development to assess customer impacts and other tasks. Henrietta has managed the effort.

City of Corpus Christi (TX): Stormwater Utility Fee Feasibility and Implementation

Henrietta managed Raftelis' engagement with the City of Corpus Christi to develop and implement a stormwater utility fee to fund the City's stormwater management, operations, maintenance, and MS4 compliance. Raftelis supported the City on all aspects of the utility fee development, from financial plan and data development to rate calculations and stakeholder engagement. Raftelis provided support and strategic guidance to the City on public involvement and communications. Raftelis, with support from a local PR firm, conducted stakeholder research and developed a communications plan, and designed and helped facilitate a series of stakeholder advisory group meetings so affected stakeholders could have a voice into the stormwater fee development. Raftelis also developed and deployed custom software, the Parcel Data Management System (PDMS) that serves as a data maintenance and customer service tool for the stormwater fee parcel data and interfaces with the City's utility billing system and GIS.

Village of Western Springs (IL): Stormwater Utility Fee Feasibility and Implementation

The Village of Western Springs (Village) has engaged Raftelis to conduct a two-phased stormwater utility fee study and implementation. Henrietta managed the engagement, which included a feasibility analysis of the various factors involved in selecting a fee funding strategy. She presented the feasibility study results to the Village Board, which moved to implement the fee. Support for the Village during the implementation phase includes development of collateral for public engagement, finalizing the financial plan, rate structure and rates, assistance with credit program development, and implementation of billing in coordination with a billing system upgrade and conversion.

Rockdale County (GA): Stormwater Financial Plan and Rate Study, Rate Structure Analysis, Feasibility Study

Rockdale County (County) has engaged Raftelis to support its stormwater program the past several years on a series of projects. Henrietta has led and managed the engagements. The initial project included developing a financial plan, analyzing the rate structure and rates (which had not been altered since the utility's creation), and developing a plan for implementing a new structure, new rates, and converting the billing method from a standalone to a tax billing method. To support the County's first stormwater revenue bond issue, Raftelis was engaged to develop a Feasibility Study for a proposed Stormwater Revenue Bond to fund needed capital projects. The engagement included an update to the financial model to project future cost requirements and income to project the County's anticipated debt service coverage as well as deliverable of a written report and tables to be included in the County's official statement. Following on the support work, Raftelis has continued to serve the County, with a digitizing effort for all single family properties in the County to support its next rate structure change, a FY2023 update to the financial plan, a new rate study, and continued support for complex parcel cases where past billing amounts are being updated by the County to billings based on new parcel lines and impervious area.

East Liverpool (OH): Stormwater Utility Rate Study

As a subcontractor to AWR Engineering, Inc, Raftelis is assisting the City with an update to their stormwater utility rate structure, including digitizing of impervious area to calculate an updated ERU. Henrietta manages Raftelis efforts, including the data development resulting in a memorandum describing the ERU calculation methodology, which included parcel aggregation and relationship development.

New Hanover County (NC): Stormwater Funding Feasibility Study

Raftelis was engaged by New Hanover County (County) in 2017 to complete a stormwater funding feasibility study. As a result of the findings of that study, in 2018 the County decided to pursue the implementation of a stormwater utility. This implementation phase of the project includes finalizing the stormwater program plan, developing billing data, developing a stormwater fee credits program, development of billing and data maintenance processes and tools, finalizing the financial model, assisting with the development of a utility and rate ordinance, public outreach, and implementation support. Henrietta provided quality assurance for the project. The stormwater utility successfully went live in July 2021.

Arlington County (VA): Stormwater Feasibility Study, Implementation Study

Raftelis is engaged by Arlington County (County) to conduct a multi-phase project for a stormwater utility feasibility study and stormwater utility implementation. The County was concerned about the distribution of financial burden among its customers and asked Raftelis to compare the impacts of existing Sanitary District Tax add-on, which serves as a dedicated source of funding for the County's stormwater program, with the impacts of the projected stormwater user fee. Raftelis conducted a benchmarking survey of regional peer utilities to provide a context of how stormwater programs are funded in the State of Virginia and the Mid-Atlantic. The team analyzed financial and policy information that shapes the County's existing stormwater program, including the organizational capacity for customer support and technical capacity to integrate the stormwater user fee into existing billing mechanisms. Raftelis also created a 10-year financial plan and dynamic rate model to support the feasibility study. The rates projected by the model took into account the County's operations and maintenance

budget, capital improvement plan, anticipated debt service requirements as well as the impact of any new program elements, such as a stormwater user fee credit. The stormwater utility feasibility report for Phase 1 of the project described the program and its projected 10-year needs, discussed stormwater user fee rate structure components, presented the proposed user fee rates, and compared their impacts among different customer classes and geographic areas of the County in contrast to the current tax.

In Phase 2 of the project, the County is preparing to implement the stormwater utility. Henrietta served as project manager in Phase 1 and serves as project director in Phase 2.

Boston Water and Sewer Commission (MA): Stormwater Feasibility Study, Implementation Study

Raftelis was engaged by the Boston Water and Sewer Commission (Commission) to study the feasibility of developing a stormwater management fee and then to implement the fee. The feasibility engagement included developing a 30-year cost projection for the stormwater program, determination of optimal fund structure and billing mechanism, a study of comparable organizations' fee practices, analysis of and recommendations on rate structure, development of the draft rate base including consideration of the impacts of other large governmental entities in the service area, recommendations on a credit or incentive program, development of a public fee portal, assistance with public outreach and other support. Raftelis completed the feasibility study and, after a pandemic hiatus, is currently working with the Commission on implementation. Implementation includes providing guidance on processes, credit program, community engagement, a grant program, coordination with the City of Boston, and final data development and billing system implementation. The fee is anticipated to go-live in July 2023. Henrietta served as project manager for the feasibility and much of the implementation work and now serves as project director for the engagement.

Rantoul (IL): Stormwater Billing System Development

Raftelis was selected to develop a stormwater billing system for the Village of Rantoul. Henrietta was the project director for the engagement.

City of Akron (OH): Wet Weather Fee Feasibility Study

As part of a wastewater cost of service and rate study, Raftelis was engaged to perform a feasibility analysis of a wet weather fee for the City, which has significant wet weather costs. Henrietta led the study, which included development of options for cost allocation for the fee, rate structure analysis, development of draft units of service under an impervious area based wet weather charge, and high level analysis of billing system and data maintenance options. The City is considering the study and recommendations.

American Water Works Association: Thinking Outside the Bill Publication

Henrietta was project manager and lead author for a project for the AWWA to create the third edition of the Thinking Outside the Bill publication on best practices for water utilities looking to address affordability in their communities. The new publication updates text with recent research and information on factors that impact water affordability including demographic data, COVID-19 impacts, and new recommended metrics to identify affordability issues. New publication sections include guidance on researching affordability, community information gathering, types of custom assistance programs and their costs and benefits, and ways to select a solution that meets the needs of the community. The publication also includes best practices in customer assistance programs and gleaned from case studies throughout the text, with data taken from interviews with utility program leaders. The project was completed on a short timeframe and resulted in a high-quality publication in a short timeframe and included input from a steering committee from AWWA.

Boulder County (CO): Stormwater Feasibility Study, Implementation Study

Raftelis is engaged by Boulder County, CO as it evaluates the feasibility of establishing a stormwater utility and fee. With two engineering subconsultants, the team documented the current stormwater management program and gap

analysis, and oversaw data development, financial planning and ratemaking. Raftelis assisted with internal and external communications and establishing policies and processes around billing and customer service. The project is on hold. Henrietta served as project director for the engagement.

City of Reno (NV): Stormwater Utility Fee Feasibility and Implementation

Raftelis was engaged by the City of Reno (City) to study the feasibility of developing a stormwater management utility and fee. As part of the project, Raftelis assessed the City's current and future desired level of service, development of a long-term financial model, developed stormwater utility administration costs, determined the proper unit of charge (Equivalent Residential Unit (ERU)), completed a units of service and rate structure analysis, assessed stormwater fee impacts on key customer segments, and compared stormwater rates and rate structures to other peer communities. Henrietta oversaw all aspects of the project, including the efforts to complete the rate base and rate structure analysis, peer community analysis and the development of presentation materials, report documentation, and recommendations. Henrietta is now managing the stormwater utility implementation, which includes refinement of the financial plan, selection of the rate structure, ordinance development, development of billing and customer service processes, and public outreach.

City of St. Petersburg (FL): Stormwater Development Fee Options Study

Raftelis was engaged by the City of St. Petersburg to assess an existing, but expired fee-in-lieu of stormwater treatment and to develop recommendations for alternative funding options, including extension of the expired fee. Raftelis researched and performed interviews with other stormwater programs that have development related fees for funding infrastructure. In addition, Raftelis assessed the expired fee and interviewed staff at the City about the past program and options for funding. Based on the goals of the City, the team agreed with continue to allow the fee-in-lieu to lapse in order to encourage on-site stormwater treatment and to examine other funding options such as an impact fee or trading program in the future based on demand or changing conditions. Henrietta was the project manager for the effort.

City of Apopka (FL): Stormwater Rate Study and Rate Structure Update

The City of Apopka and Raftelis are currently working on a stormwater rate study to update the City's rate structure from customer class-based charges to an impervious area-based stormwater fee. Raftelis is digitizing all commercial properties in the City to calculate impervious area-based fees and a sample of residential properties to determine class wide fees. Henrietta manages the stormwater teamwork which includes performing a statistical analysis using a regression equation to determine estimated impervious area values for all single-family residential properties in the City based on the sample properties. These estimated values were then placed into 3 tiers to create a more equitable residential rate structure. This project remains in progress and work is currently being completed to examine the applicability and equity of retaining the City's existing fixed fees by customer class, or if variable fees should be utilized exclusively with the anticipated rate structure changes.

City of Treasure Island (FL): Stormwater Rate Study and Rate Structure Update

Raftelis is assisting the City with a stormwater rate and rate structure update, including an update to their equivalent residential unit (ERU), impervious area mapping and rate structure alternatives analysis. Henrietta oversees the stormwater team engaged in the work.

City of Hallandale Beach (FL): Stormwater Utility Fee Study and Rate Structure Update

Raftelis is assisting the City with an evaluation of their existing stormwater utility billing data, matching parcels to accounts and determining where parcels with impervious area may not have current stormwater accounts, in advance of a stormwater utility update. Henrietta oversees the stormwater team engaged on the project.

City of Stuart (FL): Stormwater Rate Study and Rate Structure Update

Raftelis is assisting the City with a stormwater rate and rate structure update, including an update to their equivalent residential unit (ERU). The City currently uses a rate structure with both impervious area and pervious area components and the team is evaluating the City's current billing policies, with a particular emphasis on equity between various customer classes, including multi-family residential customers and vacant residential customers. Henrietta provides oversight and quality assurance on the project.

City of West Palm Beach (FL): Stormwater Rate Structure Analysis

City of West Palm Beach is a long term Raftelis client and the stormwater team was engaged to support a stormwater billing data update, including digitization of impervious area for both non-single family residential parcels and a sample of single-family residential parcels in the City of West Palm Beach (City). The team then used this data to calculate a new Equivalent Residential Unit (ERU) for the City and select tiering thresholds for a three-tiered residential rate structure. Henrietta led the stormwater team.

Town of Surfside (FL): Stormwater Rate Structure Review

Henrietta served as expert witness for the Town, providing a review with a review of previously produced technical reports and their existing rate structure to provide litigation support. Support including benchmarking the Town's rate structure to that of other stormwater utilities in Florida and industry best practices and review of legal documents such as the Florida statute enabling stormwater utilities and impervious area within the utility's service area for various customer classes to provide the Town an opinion on its rate structure.

City of Largo (FL): Stormwater Rate Study and Rate Structure Update

The City of Largo contracted Raftelis to analyze and recommend updates to its stormwater rate structure as part of a water, sewer, and stormwater rate study. The City's data and stormwater rates were developed in 1991 and had only received ad hoc updates since then. Henrietta managed the stormwater teamwork, which included an initial analysis of the City's equivalent residential unit and recommended changes. This was followed with further work to analyze and implement changes to the rate structure around multi-family and non-single family residential properties. perform an update of the City's multi-family residential properties within their stormwater rate structure and evaluate billing assumptions for this customer class. This effort measured the impervious area on all multi-family properties in the City and found that the City's approach was fair, but that some properties' bills needed updates.

Town of Pembroke (NC): Water Billing Data Investigation, Rate Study

Henrietta directed a water billing data investigation and rate study for the Town, whose water consumption and resultant billings have remained below levels seen prior to the COVID-19 pandemic. The data investigation included bill recreation, consumption trend analysis, and evaluation of enrollment and water conservation data for the University of North Carolina at Pembroke, the Town's largest water and sewer customer.

City of Pompano Beach (FL): Stormwater Rate Structure Update and Billing Data Analysis

The City is a long-term client of Raftelis and the stormwater team was engaged to update the City's existing stormwater utility billing data, including calculation of a ERU and digitizing impervious area for a portion of the City's non-single family residential parcels. Henrietta led the stormwater team, overseeing the team's work.

Zone 7 Water Agency (CA): Development Impact Fee Review

Zone 7 Water Agency is a long term Raftelis client and engaged us in 2019 to review the Agency's practice of charging a development impact fee (DIF) for certain types of development on agricultural land. The study involved review of the Agency's DIF and practices around imposition of the DIF, research of other program's practices and triggers for imposing their DIFs and documenting findings and responses to key questions posed by the Agency and some of its customers.

Pittsburgh Water and Sewer Authority (PA): Stormwater Utility Implementation

Pittsburgh Water and Sewer Authority (PWSA) engaged Raftelis to provide a broad set of services related to water, sewer, and stormwater financial planning, ratemaking, and support for PUC proceedings. As part of this set of services, Raftelis assisted PWSA with all aspects of stormwater utility implementation, including development of a stormwater billing information management software, impervious area data and parcel-to-account relationships, billing policies and processes, credit program, customer outreach materials and website content. Henrietta served as advisory and quality assurance on the project, advising on major options for data development and credit program development.

Capital Region Water (PA): Stormwater Funding Source Evaluation and Utility Implementation

Capital Region Water (CRW), the sewer and stormwater authority in Harrisburg, PA, engaged Raftelis to evaluate establishing a dedicated funding source for its stormwater regulatory requirements, following a financial capability assessment (FCA) of its regulatory costs. Raftelis conducted a feasibility study to determine program costs, and how to equitably recover costs from customers. Henrietta led the stormwater team which analyzed the customer base using GIS and assessor data to develop preliminary stormwater rates for CRW, developed stormwater billing policies with CRW staff, calculated stormwater fees for all customers, and worked with CRW staff to develop a public-facing stormwater fee finder map to prepare for public outreach and utility implementation. In addition, Henrietta worked closely with CRW staff to update fees for go-live billing, develop data maintenance processes and a data maintenance database with scripted tools.

City of Newburgh (NY): Stormwater Fee Planning Study

In 2016 the City completed a New York State mandated Stormwater Management Plan and in the same year was issued a CSO consent order by the state. The City's Long-Term Control Plan includes objectives focused on green stormwater infrastructure to reduce runoff and CSOs. In this stormwater fee planning study, Raftelis was contracted to assist the City as they consider establishing a dedicated funding source to help pay for the stormwater system operations, maintenance, and capital needs associated with these regulatory requirements. Work includes GIS, financial planning, and rate design services to determine how a per parcel charge might be structured, implemented, and administered. Stormwater fee models that have been implemented within New York State and around the country are being evaluated to determine the best fit for Newburgh and may include elements such as credits for installed stormwater mitigation best practices, or a per residential unit charge grounded in geospatial analyses of property impervious areas. Henrietta manages the stormwater team efforts, which are ongoing.

City of Newport (RI): Stormwater Feasibility Study

Raftelis and CH2M were engaged by the City of Newport (City) to conduct a stormwater feasibility study and evaluate the potential impact of a stormwater fee on the existing sewer fee. Henrietta oversaw the Raftelis team, which completed a units of service assessment that is tied to parcel measured impervious area and cost-of-service analysis to separate sewer and stormwater costs. Raftelis developed a rate model that evaluated four rate structure alternatives and analyzed impacts on selected properties and general customer classes. The results of the feasibility study were accepted, and the City is considering the next stage of the analysis in the stormwater utility implementation process.

Metropolitan St. Louis Sewer District (MO): Stormwater Rate Study

Raftelis serves as Metropolitan St. Louis Sewer District (MSD) financial and rate consultant under a multi-year engagement. Henrietta assisted MSD with the development of its stormwater rate proposal for MSD's 2018 rate case, including the development of the proposed credits and incentives program. Henrietta provided testimony in the 2018 rate case.

City of Raleigh Public Utilities Department (NC): Organizational Analysis

In March 2012, the City of Raleigh (City) contracted Raftelis to conduct a comprehensive organizational analysis and development study for the City's Public Utility Department within a 20-week time frame. For several years, the City has been discussing whether to relocate its stormwater utility from the Public Works Department to the Public Utilities Department. The move could have far-reaching effects on the relationship between stormwater and transportation, the efficiency of planning, design and engineering activities, regulatory compliance, and customer service management. Henrietta is one of the project leads on the Raftelis team. With extensive knowledge of and experience in the field of surface water management, the Raftelis team was asked to compile, measure, and analyze the costs and benefits of relocating the utility. As this data would inevitably be presented in both qualitative and quantitative formats, Raftelis conducted both types of analysis to arrive at its recommendation. Finally, Raftelis has reported its findings to the leadership of Public Utilities, Public Works, and the City of Raleigh. In the past, Henrietta served as project manager for on-call stormwater services contract. In this position, she served as lead for tasks including a benchmarking study of the City's program.

Philadelphia Water Department (PA): Affordability Analysis and Customer Assistance Program Implementation and Support, and Management Study and Rate Case Support

Henrietta manages several efforts for Raftelis' engagements with Philadelphia Water Department (City). These include the development of the City's affordability program and a management study of the utility's meter-to-cash operation and annual reporting efforts to support the department's financial planning and cost-of-service studies. For the management audit, she oversaw the review of customer service and billing processes as well as a detailed analysis of the utility's billing system. She is also assistant project manager for Raftelis' multi-year engagement with the Department to provide financial consulting services. Henrietta has led the development of the City's affordability program, the Tiered Assistance Program, which launched July 1, 2017.

City of Baltimore (MD): Stormwater Fee Implementation

Henrietta served as project lead for a complex and fast-paced project to implement a stormwater fee for the Bureau of Water and Wastewater with the City of Baltimore (City). She was the architect of the project approach covering all aspects of required elements for implementation and ensured the delivery of multiple key elements. One element was the credits program and Henrietta assisted staff with the credit program development including an innovative participation-based credit for residential customers. The City sent its first stormwater bills in October of 2013 and Henrietta has continued to assist the City with customer service, billing system and policy topics to the present.

City of Calgary (Canada): Stormwater Rate Study

In 2016, Henrietta led a broad-based survey associated with the City of Calgary's (City) recent analysis of a potential stormwater rate structure change. Raftelis was engaged as a sub-contractor for the City's recent utility rate study and rate structure analysis. The peer survey and industry summary covered a range of practices around stormwater fees including rate bases, credits and incentives, implementation of green infrastructure programs, data sources, and billing methods. The report was used to inform the development of a plan for rate structure change in the City's next five-year planning cycle. Henrietta presented results to the steering committee. In 2020, Raftelis was re-engaged to further the City's analysis and planning for a rate structure change. The study involves the analysis of incremental changes to the rate structure and development of a detailed implementation plan for carrying out those steps in the next business cycle. The City elected not to pursue a variable fee.

Granville-Person Cooperative Stormwater Services (NC): Stormwater Utility Implementation

Henrietta served as project manager for implementation of an innovative multi-jurisdictional utility in a group of jurisdictions affected by nutrient-sensitive waters rules. The three municipalities and two counties that make up the collaborative group differ in population, population density, land use/land cover, and current and planned level of service provision. The project thus involved complex policy development around rate structure, organizational structure, and other issues. In addition, Henrietta served as the Stormwater Utility Services Manager for the group

of jurisdictions to assist with coordination and regulatory compliance. Her duties included assisting the local governments with compliance for the Falls Watershed nutrient management strategy rules. She has served as the manager from 2013 to 2016. She now manages the staff that serve in that role and provides senior oversight of the project.

City of Thornton (CO): Stormwater Utility Feasibility Study and Implementation

Raftelis was engaged by the City of Thornton (City) to conduct a stormwater utility feasibility study and to assist with implementation of a fee, after the stormwater fee was selected as the funding methodology. Henrietta managed the project, which included analysis of feasibility elements, including available data, billing system, legal questions, possible rate structure options and development of a financial planning model and plan. With respect to the rate structure and units of service, the team selected a statistically significant sample of residential properties, digitized them and established the equivalent residential unit for the City, as well as digitized non-single family residential properties and analyzed and developed policy on single family attached properties. During implementation, Raftelis supported the City in board and public outreach and in billing policy and billing questions.

City of Boulder (CO): Stormwater Rate Structure Analysis

Henrietta was the lead for a stormwater rate structure analysis for the City of Boulder (City) as part of a comprehensive water, wastewater and stormwater rate assessment and to develop rate alternatives for each utility. The study included a detailed review of policies and practices incorporated in separate utility rate models maintained and updated by the City for validation and/or modification as well as a comprehensive review of improvements to the utility rate structures. The City's stormwater collection and drainage systems are faced with equitably recovering increased operating and capital requirements associated with increasing storm drainage service levels following the flooding experienced by the City in the fall of 2013. Alternatives included impervious area only and impervious area and gross area structure and the implementation of a credits program to incentivize green infrastructure practices. The team assessed how well City goals and customer concerns were addressed by the alternatives through detailed customer bill impact analysis. Throughout the project Raftelis has worked extensively with City staff to review and refine study findings and recommendations. With City staff, Henrietta presented interim study recommendations to the standing Water Resource Advisory Board (WRAB) to provide direction regarding policies, practices and adjustments to the utility rate structure for review and approval by City Council.

City of San Jose (CA): Stormwater Program Funding Needs Study

Henrietta served as project manager for a fast-paced project to assess the City of San Jose's (City) stormwater program funding needs, funding gap, and potential funding sources. The City is under a consent decree with the San Francisco Baykeeper, which in part, requires the City to identify and secure funding sources for capital improvements required under the agreement. Henrietta has overseen the data collection, financial plan development and funding gap determination as well as opinion research to determine citizens' knowledge and understanding of the stormwater system and needs and willingness to pay for service. The engagement is ongoing.

Adams County (CO): Stormwater Utility Credit Study

Henrietta managed an engagement with Adams County (County) to complete a Stormwater Utility Credit study, of which the outcome was to develop guidelines, policies, and procedures for offering utility fee credits to customers in the Adams County Stormwater Utility. The team completed a preliminary review of the stormwater program and utility documentation, financial materials, billing data, and the Stormwater Management Task Force meeting materials and minutes. Following this review, Henrietta visited sites around the utility service area that were representative of existing stormwater management or special drainage conditions. Henrietta summary of these site visits and an overview of available credit types were presented to utility staff and the County board along with the preliminary Raftelis recommended program structure. Henrietta used program costs and other data to determine maximum available credits and estimate the revenue impacts of implementing the program. Raftelis recommended

that the utility implement a limited credit program, focused primarily on incentivizing treatment practices that result in improved water quality or reduced peak flow or runoff volume. Recommendations were based on analyses of the utility's costs and a determination of which costs have the potential to be reduced through customers' stormwater treatment or activities, and which costs could not be further reduced through these means. Finally, Henrietta estimated the potential revenue impact of implementing the recommended credit program.

Pinellas County (FL): Utility Business and Rate Sustainability Analysis

Henrietta led the development of the business case for Advanced Metering Infrastructure (AMI), monthly billing, and rate structure changes. Pinellas County (County), located in the Tampa-St. Petersburg area of Florida, provides potable water, wastewater, and reclaimed water service throughout its utility service area. The County engaged Raftelis in January 2014 to conduct a comprehensive utility business and rate sustainability analysis to provide a comprehensive road map for the County utility over the next decade in terms of customer service, technology, rate structure, and sustainability. The business case initiatives include evaluation of the billing cycle (currently bi-monthly), the potential for automating the meter reading process, and other technology and process improvements. Another part of the project, focused on rate sustainability, included development of a comprehensive 10-year financial forecast and evaluation of existing rate structures for equity, revenue sufficiency, and long-term sustainability.

Based on the need for a comprehensive analysis of the factors involved in changing the utility's business model, Henrietta lead workshops to define over 80 cost variables involved in the transitions. The results of the workshop were rolled into a detailed, flexible model that allowed for a variety of scenarios (from conservative to not conservative) to be modeled for seven business case scenarios and the best, worst, and expected costs and benefits for each. The model provides a 20-year net present value to the utility for each case. Henrietta vetted the model with staff, employing collaborative work with stakeholders throughout the business case development. The results were explicated in a detailed report in late 2014 and presented to the core group and the County management team. The report, including the long-term road map for utility enhancements and rate recommendations, was finalized in early 2015 and presented to the Board of County Commissioners.

County of San Diego (CA): Stormwater Funding Strategy Study

Henrietta served as project manager for a study of the County of San Diego's (County) funding strategies to meet new, stringent regulatory requirements for stormwater. The study includes analysis of an array of options including county-only and regional funding alternatives that would include the jurisdictions within the County, co-permittees under a single water quality permit. The study involves coordination with the co-permittees as well as extensive data analysis, development of a financial model and implementation plan for the recommended strategy.

City of Sacramento (CA): Stormwater Rate Structure Analysis and Rate Study

Raftelis was engaged by the City of Sacramento (City) to develop rate structure alternatives for the City's water, wastewater, and stormwater drainage rate structures. Henrietta oversaw the development of the stormwater drainage rate structure alternatives and modeling, including more than five alternatives. She oversaw the development of the potential rates from each and for modeling the City's favored rate structure alternative. Raftelis' findings were compiled in a report, and Henrietta contributed to presentations to stakeholders and staff throughout the project on the storm drainage fee alternatives. Henrietta led a follow-up project to update the rate structure alternatives and rates in 2019, based on a new capital plan and refined billing data.

City of Richmond (VA): Stormwater Fee Structure Study

Since 2007, Raftelis has been engaged by the City of Richmond (City) Department of Public Utilities (DPU) as its financial and rate consultant. Henrietta lead the review of a potential stormwater fee structure change under the City's consideration. Since the rate structure posed issues of public acceptance as proposed, Henrietta developed

additional, more palatable alternatives for the City's consideration. The analysis involved a detailed impacts analysis for customers. Henrietta assisted with presentations to staff on the alternatives, the selected alternative and the potential rates for the current stormwater financial plan. Henrietta lead an assessment of reporting capabilities, gaps, and needs for DPU. The goal of the assessment and Raftelis recommendations is to enable staff to streamline reporting and facilitate strategic activities within the Department. Implementation of assessment results included assisting DPU with the development of its water loss program.

City of Charlotte (NC): Stormwater Program Assessment

In 2019, Raftelis' was engaged by City of Charlotte (City), has been to assess the City's program including comparing the program with those of other utilities nationwide. Henrietta lead the assessment, which included reviews of program policies and finance, including funding methodology. One focus of the assessment was on the City's Maintenance and Repair program which is the portion of the City's capital improvement program that resolves drainage complaints from citizens. The program has a large backlog of projects and the City sought to analyze the program and the best solution to resolve the backlog, including potential level of service, policy and funding changes. As a part of the study, Raftelis performed analysis of debt funding options over 10-year and 20-year planning horizons as one option to increase investment to meet capital needs. Raftelis provided a broad assessment of the program's health, identified chief challenges for the future and recommended strategies to meet those challenges. Raftelis provided presentations to Council and to the program's citizen stakeholder committee on the study and results. The City followed that engagement with a strategic plan for the stormwater program. Then, in 2022, the City re-engaged Raftelis to guide City staff through a facilitated examination of the program's future state, and development of a vision for how the program may shift into asset management following a 5-year capital "surge" of projects to address a backlog of citizen-complaint driven capital needs.

Northeast Ohio Regional Sewer District (OH): Stormwater User Fee Implementation

Henrietta assisted in the Data Track of the project to develop a user fee to support Northeast Ohio Regional Sewer District's (NEORSD) stormwater management program. Once implemented, the stormwater management program will serve 61 municipalities and two counties that are part of NEORSD's service area. She developed policy documentation for the utility's data management. Henrietta also assisted in a variety of tasks to support the development of a user fee to support the NEORSD's stormwater management program. She has performed policy analysis and documentation and data analysis to support program implementation and billing and data development. She also supervised additional documentation and analysis and peer reviewed project deliverables. As project manager, Henrietta has overseen project management for NEORSD, reviewing charges, invoicing, and subcontractor invoicing in compliance with NEORSD standard procedures. She managed both data development and data quality control tasks as supervisor of the data and policy analysts performing tasks such as parcel aggregation and database development.

Henrietta served as assistant project manager for the billing implementation phase of the project. In this capacity, she has led policy review and development and prepared and reviewed deliverables.

City of Dallas (TX): Stormwater Rate Structure Study, Rate Structure Change Implementation and Support

Henrietta served as assistant project manager for the study and implementation of a stormwater rate structure change for the City of Dallas (City). The City implemented a stormwater fee in 1991 that generates about \$49 million annually. The rate structure change represents a significant effort on the part of the City to assure the financial stability of its Storm Drainage Fund, recover costs more equitably from its ratepayers, and to do both in a transparent fashion. If implemented, the updated rate structure embodies a considerable change, not only for ratepayers receiving changed bills, but also for the City's business processes for billing and account maintenance. Raftelis is tasked with determining the stormwater cost-of-service and developing the stormwater financial plan.

Raftelis will also be updating available impervious area data and evaluating potential rate structures. We will be performing an account review and evaluating the impacts upon customers of a rate structure change. In addition we will evaluate the billing mechanism and perform account to parcel matching. Raftelis will assist the City with necessary rate ordinance changes and with public outreach around the rate structure changes. Raftelis will be assisted by subcontractors K Bealer, Pacheco Koch Consulting Engineers, and Ware and Associates.

Town of Kernersville (NC): Stormwater Strategic Plan

Henrietta served as project manager for the development of a strategic plan for the Town's stormwater program. The plan development involved a series of workshops with staff throughout the Town that touch the stormwater program and the development of a comprehensive plan to drive the program over the next five years. Her team is currently conducting a review of the Town's stormwater billing data and providing recommendations on bringing the data up to date. Previously, Henrietta led a project to review the Town's stormwater program. She conducted interviews of stormwater, public services, and Town administrative staff to document stormwater program details. She then analyzed the program for compliance with NPDES requirements and is in the process of compiling results. The project also involved developing a written procedure for the annual stormwater billing update for the fees, which are conveyed on Guilford and Forsyth Counties' tax bills.

City of Tacoma (WA): Stormwater Cost Allocation Study

Henrietta served as technical reviewer of the stormwater cost allocation study as part of a water, wastewater, and surface water rate study. In this role, she provided guidance on cost allocation methodology.

Town of Mooresville (NC): Stormwater Feasibility Study and Implementation Project

Henrietta served as Project Lead for a feasibility study for the Town of Mooresville. Tasks included development of stormwater program existing and future costs, including staffing, hourly equipment costs, and capital program costs. She assisted with development of rate base estimate and fee estimations. She developed stakeholder process meeting materials and presentations, and led stakeholder meetings.

City of Charlotte and Mecklenburg County (NC): Stormwater Strategic Planning

Henrietta served as project manager for strategic planning in support of business process improvements for all business processes that relate to stormwater utility billing, collections, database maintenance, and customer service. The outcomes from this project supported improvements in the connectivity between the third-party billing vendor and the stormwater utility and among the departments serving stormwater customers. In addition, Henrietta served as project manager for the analysis of residential rate structures and crediting options for this well-established stormwater utility. She developed options and analyzed rate implications and pros and cons of various options. She also presented initial options to the Stormwater Advisory Committee (SWAC), responded to comments, presented revised options to SWAC, and developed handout materials for SWAC and final report for staff.

Philadelphia Water Department (PA): Stormwater Rate Structure Analysis and Credits Study

Henrietta served as project key lead for a study assessing potential changes to Philadelphia Water Department's (PWD) stormwater fee rate structure, credits regulations, and green infrastructure incentives. The project involved a detailed assessment of the Department's then current rate structure and program, a national credit and incentives study of comparable utilities, as well as an intensive stakeholder input process. Henrietta led the national credits study and coordinated the stakeholder process, including policy development and assessment. Henrietta also oversaw data analysis inputs into the stakeholder process.

Town of Butner (NC): Stormwater Management Program Development

Henrietta served as project manager for a stormwater management program development project for the Town of Butner (Town). The Town is subject to both NPDES Phase II rules and the recently mandated Falls Lake Nutrient

Management Strategy, which is considered to be one of the strictest set of nutrient management rules in North Carolina. Henrietta developed a five-year stormwater program plan, prepared the Town's NPDES Phase II permit application, and assisted in presentation of each of these to Town Council for approval. As part of the project, Henrietta developed planning level costs for the program and then assessed options for funding the program plan. The Town is currently weighing these options.

Tri-Cities (TN) (Bristol, Elizabethton, and Johnson City/East Tennessee State University): Program Review

Henrietta co-authored Notices of Intent (NOI) for renewal of MS4 NPDES Phase II permits for three northeast Tennessee cities, one of which was a co-permitted application with East Tennessee State University (ETSU). To complete the NOIs, Henrietta reviewed current programs with each of the permittees, consulted with the regulator on acceptable BMPs, developed best management practices and measurable goals for each permittee, and developed Public Information and Education plans (PIE plans) for each permittee. Henrietta also coordinated the co-permitting information and development of BMPs between Johnson City and ETSU, and coordinated the on-time submission of NOIs, submitting one on behalf of a permittee.

City of Wilmington (NC): Stormwater Rate Study

As project manager for a rate study of a 10-year old stormwater utility in eastern North Carolina, Henrietta developed a program cost-of-service for the seven-year analysis period as well as a rate model, and performed rate modeling. Issues considered in the cost-of-service projections and rate model included uncertainties in costs related to regulatory compliance and landfill fee. The utility funds an aggressive capital improvements program and all modeling was performed in compliance with the City of Wilmington's conservative cash management principals and with existing revenue bond covenants. Henrietta drafted the cost-of-service report and rate study report.

Lexington-Fayette Urban County Government (KY): User Fee Review

Henrietta was peer reviewer for the development of a user fee to support LFUCG's stormwater management program including review of policy documentation.

City of Tega Cay (SC): Stormwater Utility Feasibility and Implementation

Henrietta was project manager for development and implementation of the stormwater utility for the City of Tega Cay. In this role, she coordinated program review and finalization, crediting process, cost-of-service analysis, rate structure and rate study reports, rate ordinance and enterprise fund establishment, data development, and public relations assistance. She also served as client manager overseeing annual updates to the billing file for annual stormwater fee billing.

City of Aspen (CO): Stormwater Regulation Assessment

Henrietta performed an analysis of current regulations and the degree to which development standards encourage green stormwater practices. In addition, she performed reviews of draft manual chapters.

City of Manchester (NH): Stormwater Utility Feasibility Study

Henrietta was project manager for the feasibility study and development of an implementation plan for the stormwater utility for the City of Manchester. In this role, she was responsible for reviewing policy papers related to data issues, as well as ensuring timely deliverables and financial control of the project.

Wake County Department of Environmental Services (NC): Countywide, Multi-Jurisdictional Stakeholder Group Recommendations

As project manager, Henrietta was responsible for a multi-faceted project to implement the recommendations of a countywide, multi-jurisdictional stakeholder group that recently completed its work. The project involved several disparate elements: facilitation of a stakeholder group tasked with developing a multi-jurisdictional post-

construction ordinance, development of a risk-based methodology for erosion control enforcement, and an innovative pilot basin model that would help the Wake County Department of

Environmental Services test development scenarios. In this role, she oversaw the coordination and management of a stakeholder group; conducted research on risk factors for construction site erosion, channel protection methodologies, and other stormwater concerns; conducted interviews with local key stakeholders including stormwater staff, regulators, and members of the real estate community; and supervised modeling schedule, technical review and input, and publicization.

City of Jacksonville (NC): Stormwater Management Consulting

As project manager for year-long management consulting project to assist the City Of Jacksonville (City) departments, Henrietta was responsible for stormwater compliance activities with organization, scheduling, tracking of activities, and reporting to enable the City to comply with its NPDES phase II permit. The project also included education sessions for Council, assistance with the creation of the City's stormwater ordinance to include construction and post-construction requirements, and coordination with the Unified Development Ordinance revisions process.

Southeast Metro Stormwater Authority (CO): Stormwater Utility Evaluation and Credits Study

Henrietta served as project manager for a project to identify and describe potential credits and other fee-reducing actions that could be undertaken by the Southeast Metro Stormwater Authority (SEMSWA) stormwater utility in Englewood, CO. This analysis included a qualitative screening of the pros and cons of credits, an examination of the financial implications of adopting credits, a presentation to the Board of SEMSWA about the options, and development of credit application policies and procedures chosen by the Board. Henrietta managed the project, wrote the qualitative and quantitative analyses, and presented to the Board of SEMSWA.

Georgetown County (SC): Stormwater Utility Implementation

Henrietta was project manager for development and implementation of a stormwater utility for Georgetown County. In this role, she coordinated the program review and finalization, crediting process, cost-of-service analysis, rate structure and rate study reports, rate ordinance and enterprise fund establishment, data development, and public relations assistance. In addition, she ensured timely deliverables and financial control of the project and responded to requests for follow-up on work for MS4 program implementation and program management.

City of Cartersville (GA): Stormwater Fee Implementation Project

As project manager for the implementation phase of the City of Cartersville's stormwater utility, Henrietta developed a public education and outreach campaign. Her responsibilities included writing public education and outreach plan and carrying out the plan. She created content and oversaw design of public education materials such as brochures, and drafted stakeholder policy papers and meeting presentations. Henrietta coordinated timely delivery of materials and meeting follow-up tasks.

City of Bettendorf (IA): Policies and Designs Research

Henrietta was primary researcher and writer of technical, informational papers for use by staff to present to council on policies and designs of infiltration practices nationwide. Topics were: the use of infiltration practices to reduce required detention volume and utility credits for infiltration practices.

Metro Water Services of Nashville and Davidson County (TN): Billing Data Analyses, Stormwater Rate Structure Alternatives

Henrietta has led several analyses for Metro, including billing data analyses related to a sewer rate structure change and, most recently, stormwater rate structure alternatives analysis in 2020.

From 2004 to 2006, Henrietta worked with Metro extensively, including managing the development of the City's stormwater management manual included drafting manual revision language and BMP designs and communicating with client and stakeholders on responses to revisions. Train staff and assist Metro Water Services of Nashville and Davidson County with training for development community on new manual. She assisted with Phase I of revisions including facilitation of staff technical review and public stakeholder groups for Metro Water Services, Stormwater Division. Responsibilities included developing policy options for discussion, review, and modification or adoption by stakeholders groups; coordination of group meetings including distribution of meeting materials, facilitating communication among group members, and fielding and addressing group member concerns; addressing policy concerns from multiple agencies including Metro Planning, Public Works, Public Health, Legal and state environmental agencies. In addition, Henrietta revised the stormwater management manual based on stakeholder and staff process.

Knox County (TN): Stormwater Ordinance and Manual Revisions

Henrietta assisted with Stormwater Ordinance and Manual Revisions for Knox County. Her responsibilities included conducting policy research and development; formulating policy alternatives and recommendations; drafting white papers on policy research and recommendations and drafting stormwater management manual chapters.

PUBLICATIONS

- "Trackin' Mud: Keeping an Eye on the Construction General Permit," Current Issues in Stormwater Regulation. Lorman Educational Services, 2011
- "Washington State Decision Makes LID Mandatory," Stormwater Magazine, 2009, <http://www.stormh2o.com/july-august-2009/washington-state-decision.aspx>
- "Mind the Gap: The National Water Infrastructure Gap and the Local Stormwater Manager," Stormwater Magazine, 2007
- "National Policy, Local Innovation: Clean Water State Revolving Funds at 20 Years," Stormwater Magazine, 2007
- "Preparing for Everyday Threats: A New Landscape in Stormwater Infrastructure Security," Stormwater Magazine, 2007
- "What's all the fuss? News and Views on EPA's Proposed Water Transfer Rule," Stormwater Magazine, 2007
- "Successful Implementation of Riparian Buffer Programs," Stormwater Magazine, 2006
- "Municipal Stormwater System Maintenance: An Assessment of Current Practices and Methodology for Upgrading Programs," Stormwater Magazine, 2005

PRESENTATIONS

- "Facilitating and Tracking Chesapeake Bay Compliance through Stormwater Fee Credits - Baltimore's Innovative Program," WEF Technical Exhibition and Conference (WEFTEC), 2015
- "Saving Money Together: A multi-jurisdictional Environmental Compliance Approach in North Carolina," Utility Management Conference, 2014
- "Stormwater Billing: Getting the Best of Both Worlds," Stormwater Congress, WEFTEC, 2013
- "Satisficing LID: Local Government Ordinances that Incorporate LID," Annual Conference of the Southeastern Stormwater Association, 2011
- "Mobile Scanning to Collect First Floor Elevations for Assessing Coastal Risk," The North American Surface Water Quality Conference and Exposition, 2011
- "Mobile Scanning to Collect First Floor Elevations for Integrated Hazard Risk Management Projects," AMEC Technical Summit, 2010
- "Satisficing LID: Real Life Experiences with Local Government Ordinances that Incorporate Low Impact Development," The North American Surface Water Quality Conference and Exposition, 2010
- "Managing Septic Systems to Meet NPDES and Infrastructure Sustainability Goals," North Carolina American Public Works Association Annual Conference and Equipment Show, 2010

- “NPDES and Performance Measurement,” The North American Surface Water Quality Conference and Exposition, 2009
- “Wasting Water by Law,” WaterEC, the International Water Efficiency Conference, 2009
- “Major Trends in Stormwater Utility Fee Credit Programs,” The North American Surface Water Quality Conference and Exposition, 2007
- “Infiltration BMPs: Policies and Design Standards That Permit Detention Volume Reductions,” The North American Surface Water Quality Conference and Exposition, 2006
- “Municipal Stormwater System Maintenance: An Assessment of Current Practices and Methodology for Upgrading Programs,” The North American Surface Water Quality Conference and Exposition, 2005
- “How Public is Too Public? Property Tax Records Availability on North Carolina Government Websites,” Digital Government Innovation Bulletin, No. 2004/02, Institute of Government, 2004
- “How Public is Too Public? Property Tax Records Availability on North Carolina Government Websites,” Southeastern Conference on Public Administration, 2004

Thierry Boveri CGFM

PROJECT MANAGER

Vice President

ROLE

Thierry will manage the day-to-day aspects of the project ensuring it is within budget, on schedule, and effectively meets the IWMA's objectives. He will also lead the consulting staff in conducting analyses and preparing deliverables for the project. Thierry will serve as the IWMA's main point of contact for the project.

PROFILE

Thierry is a Vice President with Raftelis and brings a client focused approach with a desire to add value through creative problem solving and attention to detail. Thierry has performed numerous revenue sufficiency and cost of service studies for over 55 local governments, has prepared financial feasibility and disclosure reports totaling over \$1.5 billion in debt proceeds issued through the traditional bond market, state revolving, and bank loans.

Thierry specializes in the performance of solid waste cost of service and financial evaluations with the following areas of concentrations:

- Long-Range Financial Modeling / Planning in Support of Master Plans
- Solid waste collection and disposal cost of service and rate studies
- Assistance in formation of Solid Waste Enterprise Fund and development of residential assessments
- Triple Bottom Line (TBL) Economic Analyses including financial, environmental, and social components
- Financial and economic evaluations of solid waste system operations
 - E.g., full and marginal cost evaluations, cost benefit analyses, Landfill financial assurance, revenue enhancements (host fees, out-of-county rates, etc.), recycling market evaluations and other analyses.
- Landfill capacity utilization and closure and post-closure care financial assurance
- Review of contractual arrangements (e.g., evaluation of collection hauler bids / contracts)
- Assistance in development of municipal interlocal agreements
- Assistance in feasibility studies in the issuance of debt (i.e., Bond Feasibility studies) and assistance in development of Bond Resolution / Trust Indenture agreements

Thierry is an active member of several industry associations, including SWANA, and has been a primary author to several publications and a featured speaker at several conferences including the 2017 Waste to Energy Conference to present the *Lee County Success Story, Weathering the Storm to Achieve Financial Sustainability*, the 2018 Florida SWANA conference to present on *The Circular Economy (CE) and Solid Waste Management*, the 2019 Florida SWANA conference to lead a panel discussion regarding the *State of Curbside Recycling in Florida, Solid Waste Legislation and Policies Panelist* at the 2020 national Swanapalooza Virtual Conference, and *Landfill Topics* panel discussion panelist



Specialties

- Solid waste fees
- Water & sewer rate fees
- Parks & recreation fees
- Wholesale fees
- Impact fees
- Feasibility study
- Utility acquisition/valuations
- Capital planning tools
- Business/strategic plans/negotiations
- Desktop financial asset evaluation/reinvestment
- Cost/benefit analysis/life cycle NPV analysis
- Financial policies/best management practices

Professional History

- Raftelis: Vice President (2022-present); Senior Manager (2019-2021); Associate, PRMG (2005-2019)

Education

- Bachelor of Arts in Economics; Bachelor of Arts in International Business - Rollins College (2005)

Certifications

- Certified Government Financial Manager, No. 15483

Professional Memberships

- Solid Waste Association of North America: Florida – Board of Directors; Finance & Planning Committee
- AWWA: Florida Section - Finance & Rates Committee
- WEF: Utility Management Committee
- Government Finance Officers Association

2021 FL SWANA Spring Conference. Thierry also presented to the government finance officers associated on effective utility management and life cycle analysis. He last presented on the “*Top 5 Keys to Successful Financial Planning for Solid Waste Managers*” at the 2021 SWANA Wastecon and He last presented on the “*Top 5 Keys to Successful Financial Planning for Solid Waste Managers*” at the 2021 SWANA Wastecon and “*MRF Funding Roadmap for Local Governments*” at the 2022 SWANA Wastecon.

KEY PROJECT EXPERIENCE

Municipality of Anchorage (AK): Collection and Disposal COS Study

The Municipality of Anchorage, Alaska (MOA) provides refuse collection and solid waste disposal services to a population of approximately 292,000 residents. Raftelis worked with the Solid Waste Services department to develop a long-range solid waste collection and disposal model for use by staff to analyze the sufficiency of existing rate revenues to fund: program capital financing alternatives, test sensitivity of disposal alternatives to landfilling, assess the sufficiency of the current closure fund reserves, and perform a triple bottom line evaluation to assess the environmental and social impacts of disposal alternatives, under consideration by the MOA. The TBL analysis utilized the EPA’s WARM model to identify greenhouse gas (GHG) equivalents for differing landfill waste diversion alternatives. To assist the MOA in assessing the economic comparison a discounted cashflow method was developed based on an assumed value for the cost of GHG equivalents per metric ton in addition to direction financial and social costs for comparison.

City of Wilmington (NC): Solid Waste Financial Analysis Study

The City of Wilmington (City) provides trash, recycling, yard waste, and bulky waste collection services to approximately 31,170 residential and commercial accounts producing approximately 46,200 tons of refuse, recycling, yard waste, and bulky waste per year. The City offers a wide range of services and service levels from offering residents the choice of container size and bulky waste collection by appointment to commercial collection frequency ranging from twice a week to twice daily service. Thierry served as the solid waste financial analysis practice lead. The following provides an overview of the key objectives of the Study: i) developed a forward-looking financial model of solid waste operations through the Fiscal Year 2030 (the "Forecast Period") to project funding requirements and examine sensitivity of changes in operations to the Division’s fiscal position and rate needs; ii) examined sensitivity of potential changes in the net cost to process the City’s recyclables pursuant to the Division’s recycling processing contract; iii) assess the potential for additional fees to recover the cost for higher levels of service provided by the Division which do not benefit customers equally in proportion to the charges for service (e.g., bulky waste and yard waste collection services); iv) financial fleet replacement model; and v) provide rate recommendations for the Fiscal Year 2022 and identify potential future rate needs based on current operating conditions.

Oklahoma City (OK): Collection Cost-of-service Study; Collection In-housing Study & Contract Negotiations Support

The City of Oklahoma City, OK provides solid waste collection and disposal services to approximately 645,000 people with contract collection services to about 60% of the customer base and 40% performed in-house. Collection services primarily include refuse, recycling, and bulky waste. In addition, the City is responsible for a number of solid waste programs from neighborhood clean ups, household hazardous waste, rural recycling convenience centers, street sweeping, and others. Thierry was the project manager who assisted the City through the performance of a formal Cost of Service rate study and financial forecast model, including a life cycle analysis of vehicle and cart costs. Key elements of the engagement were three-fold: i) providing recommendations concerning rate revenue adjustments over a 10-year period; ii) providing recommendations concerning the establishment of cash reserves for operating, capital, storm, cart, and other reserves; iii) identification of the cost of service for several of the City’s key services including, bulky waste collection, recycling, illegal dumping and litter collection, and flow fee design.

Hillsborough County (FL): Comprehensive Solid Waste Collection and Disposal Cost-of-service Study

Hillsborough County (County) is located on the gulf coast of central Florida and provides solid waste and collection disposal services to approximately 300,000 assessed residential dwelling units and processes over 1 million tons of waste annually. The County operations include waste-to-energy facility, landfill, composting, material recycling facility, household hazardous waste, transfer stations and local community collection sites. Thierry has performed annual solid waste forecasts for the County since 2011, including retail and wholesale rate setting, cost / benefit evaluations, assistance in review of franchise collection agreements, landfill gas RFP procurement, determination of average and marginal cost of operation by disposal facility, support for credit rating agency surveillance and feasibility analyses. As it relates to review of contract operations, Thierry was responsible for:

- Modeling and forecasting contracted operating costs
- Independent review associated with calculation of allowable indexing to various contracted service rates for collection, facility operations and waste disposal
- Development of a proposed contracted services pass-through provision to the solid waste assessment and tip fees

Thierry also assisted the County with their issuance of the Solid Waste and Resource Recovery Facility Bonds Series 2016 A/B in the combined principal amount of approximately \$114 million. As a result of the recent change in market conditions for the sale of recovered materials, the County requested Thierry assist in the analysis and review of the County's currently curbside recycling agreement. The evaluation is currently on-going.

Lee County (FL): Comprehensive Solid Waste Collection and Disposal Cost-of-service Study

Lee County (County) is located on the gulf coast of southwest Florida and provides solid waste and collection disposal services to approximately 167,000 assessed residential dwelling units located in unincorporated areas of the County, as well as, providing disposal service to several municipalities within the County. The County operations include waste-to-energy facility, ash landfill, composting, material recycling facility, C&D recycling facility, household hazardous waste, transfer stations and local community collection sites. Thierry has performed annual solid waste forecasts for the County since 2015, including performing comprehensive revenue sufficiency and cost of service evaluations for the solid waste system resulting in the adoption of the current solid waste assessment and tip fees currently charged by the County. As it relates to review of contract operations, Thierry was responsible for:

- Modeling and forecasting contracted operating costs
- Review of historical charges relative to actual contract terms
- Master plan support services
- Assistance in drafting of a new bond resolution with specific consideration of contracted services

Babcock Ranch Community Independent Special District (BRCISD): Solid Waste Collection Enterprise Fund Study

BRCISD is in Southwest Florida and is a new planned residential and retail commercial known as America's first solar powered community. Thierry assisted the BRCISD in the creation of a solid waste collection enterprise fund model as part of the creation of the Babcock Ranch CDD. The study required assistance in the development of interlocal agreements, pricing mechanisms, life-cycle cost analysis and financial projections. The financial projections required detailed accounting of future costs related to expansion and scaling of vehicles, warehousing and CNG fueling facilities, as well as, expected timing and cost of vehicle replacements. In addition, Thierry assisted in developing estimated routes, hours of operation and staffing needs. The study resulted in the approval of the recommended rates for service and the provision of a working financial model for staff use for planning and budgeting.

Hernando County (FL): Comprehensive Solid Waste Collection and Disposal Cost-of-service Study

Hernando County is located in west central Florida serving a population of approximately 187,000 residents. Thierry has served the County since 2016 on an on-going basis and has performed various services for the County,

including development of a solid waste financial forecast model, cost / benefit evaluations, determination of average and marginal cost of disposal and assistance in evaluating proposals for alternative contracted disposal service. More recently, Thierry has assisted the County with the development and modeling of their solid waste collection operations, which until 2019 had been provided directly to residents by the County's franchised contractor.

Collier County (FL): 2019 Annual Utilization and Capacity Report Development

Thierry assisted Collier County (County) in development of the 2019 Annual Utilization and Capacity Report (2019 AUIR) for the solid and hazardous waste division. The 2019 AUIR included developing long-range projections of waste generation within the County and identifying the projected development and use of existing permitted landfill disposal capacity. The evaluation included examining the reduction in capacity from reducing elevations from 200 to 150 feet and possible addition of two additional cells not contemplated in the landfill permit.

City of Arcadia (FL): Comprehensive Solid Waste Collection Study

The City of Arcadia (City) is located in southwest Florida serving approximately 8,000 residents. Thierry recently performed a solid waste collection study that was completed in 2018 to assist the county in determining the cost of collection service and corresponding rates varying by service level comprising frequency and volume of service being requested. As part of the evaluation Thierry developed a financial forecast of operations and performed an assessment of the adequacy of existing resources to meet the service level objectives of the City. The study resulted in the approval of a multi-year rate plan and indexing provision.

ADDITIONAL RECENT SOLID WASTE PROJECT LIST

- Anchorage, AK: *Collection and Disposal COS Study 2020*
- Bainbridge Island, WA: *Collection System & Solid Waste Management Assessment 2022*
- Chandler, AZ: *Comprehensive Solid Waste Collection and Transfer Station COS & Benchmarking Evaluation 2021*
- Currituck County, NC: *2021 Solid Waste Rate Study*
- Dare County, NC: *2021 Solid Waste Rate Study*
- Georgetown, SC: *Solid Waste COS Study 2022*
- Hillsborough County, FL: *Comprehensive Solid Waste Collection and Disposal COS Study 2022*
- Lee County, FL: *Comprehensive Solid Waste Collection and Disposal COS Study 2022*
- Long Beach, CA: *Waste-to-Energy and SB 1383 Procurement Support Services 2022*
- Madera County, CA: *Solid Waste COS Study 2021*
- Martin County Fl: *2022 Solid Waste Rate Study*
- Manatee County Fl: *2022 Solid Waste Rate and Bond Feasibility Study*
- Nashville/Metro, TN: *Solid Waste Collection COS Study 2022*
- Oklahoma City, OK: *Collection COS Study 2021; Collection In-housing Study & Contract Negotiations Support 2022*
- Oxnard, CA: *Solid Waste Impact Fee Study 2021; Solid Waste COS Study 2022*
- Pinellas County, FL: *2022 Solid Waste Rate Study*
- Portland/Metro, OR: *Bulky Waste Assessment 2022*
- Tulsa, OK: *2021 Solid Waste Financial Plan & Procurement Support*
- Wichita, KS: *Solid Waste COS Study 2020*

Steve Gagnon PE

SUBJECT MATTER EXPERT – FINANCE AND MODELING

Vice President



ROLE

Steve will provide input and guidance as a Subject Matter Expert for the finance and modeling components of this project.

PROFILE

Steve has 25 years of experience in financial analysis and environmental engineering. For the past 15 years Steve has provided financial planning and rate setting services to agencies all over California. He has also helped utilities make major investment decisions such as whether to invest in food waste to energy projects. He has also managed the construction and installation of water treatment equipment and oversaw Superfund remediation for the U.S. Army.

KEY PROJECT EXPERIENCE

City of Oxnard (CA): Water Rate Study

In early 2023, Raftelis assisted the City of Oxnard to develop a financial plan and set rates for their water and utility. The City of Oxnard has a very vocal and involved customer base. We simplified their rate structure and helped assess capital spending. We held a series of open houses that discussed the basics of rate setting. We also presented to council; the first meeting was a rate-setting basics workshop and the second presented the draft rates. During the public hearing, Raftelis and Staff fielded questions from the public. The rates were implemented by Council in the Spring of 2023. Steve served as the Project Manager.

Burbank Water and Power (CA): Water Rate Study

Raftelis assisted Burbank Water and Power with a professional water rate study. Raftelis helped staff select a rate structure from three structures including Budget Based Tiered Rates and performed a cost-of-service study to allocate costs to the customer classes. Burbank currently has a seasonal rate for commercial classes and has decided to go with a traditional tiered rate structure for single-family customers and a uniform rate for non-residential classes. Steve served as the Project Manager.

City of Pasadena (CA): Water and Wastewater Rate Study

Raftelis assisted Pasadena Water and Power in preparing its first professional water rate study, and Steve is serving as the Project Manager. Raftelis helped the City select a rate structure by discussing the pros and cons of different rate structures. We prepared a financial plan to ensure rate revenue recovers all costs and will complete a cost-of-service study to allocate costs to each customer class, followed by a rate design to collect costs from each class based on the cost of service. Raftelis is conducting a wastewater rate study.

Specialties

- Utility cost-of-service & rate structure studies
- Conservation rate studies
- Economic feasibility studies
- Capital budgeting studies
- Wastewater rate studies
- Capital recovery/capacity fee studies
- Survey research of water & wastewater utility characteristics & rates

Professional History

- Raftelis: Vice President (2023-present); Senior Manager (2020-2022); Manager (2017-2019); Senior Consultant (2014-2016)
- APTwater, Inc. (Now Ultura): project manager (2011-2014)
- PBS&J (now ATKINS): project manager - Utility Finance (2005-2011)
- Earth Tech (now AECOM): Senior project manager (2004-2005)
- Malcolm Pirnie, Inc. (now ARCADIS): Consultant (2002-2003)
- National Parks Conservation Association - Business Plan Initiative: Business Plan Consultant (2000)
- U.S. Army Corps of Engineers - New England Division: project manager (1995-1999)
- Geophex, Limited: Graduate Research Assistant (1994)

Education

- Master of Business Administration - University of Southern California (2001)
- Master of Science in Environmental Engineering - University of Massachusetts (1995)
- Bachelor of Science in Civil Engineering - University of Massachusetts (1994)

Certifications

- Registered Professional Environmental Engineer in Arizona
- Series 50 Municipal Advisor Representative

Professional Memberships

- AWWA

City of San Francisco Public Utilities Commission (CA): Water and Wastewater Rate Study

In early 2023, Raftelis assisted the City of San Francisco Public Utilities Commission to develop a financial plan and set rates for their water and wastewater utilities. The City has one of the lowest per capita water use in the state at 4 hundred cubic feet per single-family home per month. The City operates a very large water system that serves the city and many surrounding wholesale agencies. Raftelis worked with City Staff to functionalize their operating costs and develop a two-tiered rate for residential customers. Raftelis supported staff during rate committee presentations. The rates were adopted in the Spring of 2023. Steve served as the Project Manager for the water rate study.

City of Manhattan Beach (CA): Water Financial Plan and Rate Study

Steve helped the City of Manhattan Beach to create a water financial plan and set rates. The City had two major concerns; 1) wells were impaired in the near term and the city would have to purchase more imported water and 2) the City was unsure about tiered rates given recent litigation. Steve worked with city staff to discuss the pros and cons of tiered rates. After reviewing these pros and cons with the city attorney and manager, staff recommended cost based tiered rates as of this writing. Steve presented the financial need and rate study results to city council and the public.

Otay Water District (CA): Water Rate Study

Steve led a recent water rate study for the District in the Spring of 2022. Working with the District he updated their cost-of-service study, rate structure which included tier breakpoints. The District decided to use the Commodity Demand method and only base (commodity) and max day cost components as opposed to max day and max hour components. Based on discussions with District operations staff, the project team decided to allocate water purchase costs to what is termed base costs, reducing the water rate for tiers 1 and 2.

City of Tracy (CA): Wastewater Rate Study

In 2019, the City of Tracy (City) engaged Raftelis to perform a wastewater rate study. Raftelis is currently working with City staff to best plan for expenses to minimize customer impacts, and Steve is serving as Project Manager.

City of San Diego (CA): Renewable Energy Project

The City of San Diego (City) is considering a renewable energy project to take landfill gas and create electricity. Steve prepared a financial model evaluating three alternatives: 1) do nothing and purchase electricity from a regional provider, 2) enter into a contract with a private entity to run and the renewable energy facility and sell electricity to the City at an agreed upon rate, 3) to purchase the facility and run it with City staff. The analysis gives the City a range of acceptable electricity rates for negotiating with a private party for option 2.

Delta Diablo Sanitary District (CA): Food Waste to Energy Financial Analysis Project

Steve, as a sub-consultant to HDR, prepared the financial analysis for a potential food waste to energy project in which the Delta Diablo Sanitary District (District) would take food waste slurry, convert it to biogas and sell electricity. There were many unknowns in the project including exact operations and maintenance costs and the tipping fee from the nearby landfill. Steve performed a Monte Carlo simulation to help the District visualize the probability of a financially viable project given all the unknowns.

Running Springs Water District (CA): Water and Wastewater Rate Study

Steve assisted the Running Springs Water District (District) establish water and wastewater rates and evaluate the financial health of the Fire and Ambulance Department. The District is unique in that many residents are absentee owners of vacation homes. As such, the District is maintaining a higher than average level of fixed charges for both water and sewer to equitably distribute costs among full-time and part time residents. Steve also prepared a 10-year financial plan for the Fire and Ambulance Department showing its financial health under different property tax, other revenue and expenses assumptions, including fire engine replacement.

Encina Wastewater Authority (CA): Net Present Value Analysis

Steve helped the Encina Wastewater Authority (Authority) analyze the Net Present Value of three large capital investments: 1) their co-generation facility, 2) the heat dryer and 3) the fats, oils and greases (FOG) receiving facility that supports Encina's co-digestion facility operation. For the co-gen facility, the analysis involved calculating the Net Present Value of electricity purchase costs with and without the co-gen facility. The heat dryer analysis involved calculating the equivalent annual cost of operating solely the centrifuge (with the associated disposal cost of sludge) versus operating the heat dryer and its reduced sludge disposal costs. Lastly, he helped the Authority analyze its options for alternative digester fuels for co-digestion to enhance digester gas production - FOG versus beer waste - based on the tipping fees and associated maintenance costs of each.

Hi-Desert Water District (CA): Water Rate Study

Steve helped the Hi-Desert Water District (District) establish defensible and affordable water rates for a District with a high number of low-income residents. The study included an update of their miscellaneous fees. The District has one main source of water, which limits the rate differentiation between tiers. The study included an extensive outreach program to educate customers as to the need for rate adjustments.

City of Port Hueneme (CA): Cost-of-service Rate Study

The City of Port Hueneme (City) has some of the highest water rates in the area due to the amount of capital reinvestment needed to maintain the system. Steve is helping City Council and Staff assess the impacts of their decisions, including capital reinvestment, loan refinancing and fixed charge pricing on customer bills. The study included a rate workshop with City Council to show the Council the effects of their decisions.

Mesa Water District (CA): Water and Recycled Water Rate Study

Mesa Water District (District) prides itself on the fact that it is no longer dependent on imported water. Steve helped the District revise their water and recycled water rates in a few months during a fast-paced rate study. The study included over 10 financial plan options for the Board to select from.

City of Pomona (CA): Water, Recycled Water, and Wastewater Rate Study

Steve helped the City of Pomona (City) establish water, recycled water and wastewater rates. He established defensible tiered rates based on the City's multiple sources of water and use characteristics. He also established pumping charges based on the costs associated with serving water to high elevation customers. The engagement included working with rate committee members, staff and council members to ascertain their rate setting goals. It also included a 10-year financial plan and modeling rates under industry standard reserve targets.

City of Lakewood (CA): Water Rate Study

Steve helped the City of Lakewood (City) develop cost-of-service based tiered water rates. Of note, Steve recommended revising the current practice of providing free water for the first four units of water in single family first tier. To ease the impacts of this change, the City decided to transition the rates over a 5-year period. The study included a full five-year financial plan and a review and recommendations on reserve levels.

City of Orange (CA): Water and Wastewater Rate Study

Steve helped the City of Orange (City) update its water rates and rate structure to ensure that rates are based on cost-of-service principles. The study included a financial plan to fully fund operational and capital expenses and reserves. Steve also helped the City establish wastewater rates for its sanitation enterprise. The rates were revised to reflect sewer whereas they were previously based on water use.

Channel Islands Beach Community Services District (CA): Water and Wastewater Rate Study

Steve helped the Channel Islands Beach Community Services District (District) establish equitable water and wastewater rates. Particularly noteworthy in this study was a class of customers that required the District to reserve

capacity in the water treatment plant for possible future growth. Steve explained the cost causation-based rate for this customer class at Board meetings and the Public Hearing. Steve also held special web-based workshops with this customer class to explain cost-of-service principles and the basis for the rates.

City of Shasta Lake (CA): Water Financial Planning Study

The City of Shasta Lake's (City) water revenue dropped significantly during the recent drought - while their water costs increased due to emergency water purchases from expensive sources. In addition, the City's infrastructure was over 80 years old which necessitated significant capital expenditures. Steve worked with City staff to develop a water financial plan that fully funded their capital program, reserves and operational expenses. The financial plan called for a 30% revenue increase in one year. Steve presented the basis for revenue adjustments and rate development at a well-attended public hearing at City Hall.

Santa Fe Irrigation District (CA): Water Cost-of-Service Study

Santa Fe Irrigation District (District) has one of the largest per capita water use rates in the State due to its large lots, many of which have orchards and other agriculture requiring irrigation. Steve worked with City Staff and Board members to establish water cost-of-service based rates which included a complete restructuring of their fixed charges so that the District could pass through their fixed wholesaler charges. The consumption rates were based on the peaking characteristics of each class. Steve presented at a contentious Public Hearing, in which the rates were adopted, to answer Board and the Public's questions.

City of Encinitas (San Dieguito Water District, CA): Water Cost-of-Service and Rate Study

Steve helped the City of Encinitas (City) establish water rates that are based on cost-of-service principles. Cost-of-service based rates create large bill impacts for the agricultural class. Steve worked with City staff and the Council rate setting committee to evaluate rates and explain rate setting basics to the committee and public in a Proposition 218 public hearing.

Trabuco Canyon Water District (CA) Water, Recycled Water, and Wastewater Rate Study

Steve helped the Trabuco Canyon Water District (District) establish water, wastewater and recycled water rates. The Trabuco Canyon Water District's revenue plummeted significantly during the recent drought. Steve helped the District establish rates, including drought rates, that fully funded operations, capital expenses and reserves. The District previously had a 7-tier rate structure. Steve helped the district establish a 4-tier rate structure in which the rates were based on the supply costs and peaking costs to serve water in each tier - as required by Proposition 218. The study started with a pricing objectives exercise so that the Board could communicate its most important rate setting goals. Steve presented financial plan options and rate study results and a public hearing.

Sweetwater Authority (CA): Water Rate Study

Steve evaluated water rates, including drought rates, for the Sweetwater Authority in light of recent legal concerns over their current rate structure. The evaluation includes a cost-of-service study to clearly demonstrate the nexus between the rate for each single-family tier and the associated costs to serve that tier. The study started by soliciting input from Board members regarding their water pricing objectives so that rates could be designed accordingly. Steve concluded the study with presentations to the District Board of Directors and the Public.

Moulton Niguel Water District (CA): Water and Wastewater Capacity Fees and Miscellaneous Fees Study

Steve prepared water and wastewater capacity fees and miscellaneous fees in June of 2016. The water and wastewater capacity fees were calculated using the buy-in methodology and varied by meter size. The Moulton Niguel Water District (District) also decided to implement a water demand offset fee for new water connections based on the premise that the recycled water system offsets potable water use and benefits potable water users. Steve attended Board meetings to help staff explain the rationale and basis for the capacity fees.

Steve also helped calculate miscellaneous fees by interviewing staff to assess the time and effort involved with the fees, benefit burden rates and material charges to properly calculate over three dozen fees for the water and wastewater systems. The deliverable included an excel model with which the District could update the miscellaneous fees in the future.

City of Henderson (NV): Water and Wastewater Financial Planning and Rate Study

Steve created water and wastewater rate and financial planning models for the City of Henderson as well as updating their water and sewer system development charges. The models were used over the next 5 to 10 years not only to calculate water and wastewater rates but also to create yearly financial statements.

City of Redlands (CA): Water and Wastewater Rates and Development Impact Fees Study

Steve updated the City of Redland's (City) water and wastewater rates and development impact fees. The rate study process included workshops with the City's Utility Advisory Committee in which he presented the basics of rate setting and the financial environment of the utilities. The interactive workshops solicited input from committee members and staff regarding revenue adjustments and rates.

PROJECT LIST

- City of Anaheim (CA) - Wastewater rate study
- Boxelder County (CO) - Stormwater funding research
- Blue Plains Wastewater Treatment Plant (DC) - Valuation study
- Confidential Fortune 500 Aerospace Corporation (CA) - Strategic remediation financial planning and analysis
- City of Coronado (CA) - Wastewater rate study
- Earth Tech (CA) - Operation excellence plan
- Fallbrook Public Utility District (CA) - Water conservation-based sewer rates
- City of Fullerton (CA) - Sewer fee assessment
- Helix Water District (CA) - Conservation based water rates; capacity fee study
- Julian and Pine Valley Sanitation Districts (CA) - Wastewater rate study
- Keweenaw National Historical Park, National Park Service (MI) - Business plan
- City of La Habra (CA) - Sewer rate study and long-range financial plan
- La Habra Heights County Water District (CA) - Water user rate study and long-range financial plan
- City of Lemon Grove (CA) - Wastewater rate study
- Marine Corps Base Camp Pendleton (CA) - Utility privatization
- Metro Wastewater Joint Powers Authority (CA) - Valuation of treatment capacity
- Olivenhain Municipal Water District (CA) - Drought water rates; wastewater rate update; capacity and annexation fee update; long-term water planning financial model; water supply cost benefit analysis
- Otay Water District (CA) - Capacity fees update; water rate structure update and drought phasing plan; performance metrics
- Town of Parker (AZ) - Water rate study; benchmarking and efficiency analysis
- City of Pico Rivera (CA) - Valuation of groundwater pumping rights
- City of Poway (CA) - Water and wastewater rate models
- Town of Quartzsite (AZ) - Third party rate review
- Rainbow Municipal Water District (CA) - Water conservation-based sewer rates
- Rowland Water District (CA) - Water rate study
- County of San Diego (CA) - Sewer utility rate study
- Sweetwater Authority (CA) - Water rate study
- U.S. Army Sudbury Annex Superfund Site (MA) - Base realignment and closure
- Walnut Valley Water District (CA) - Water rate study
- Western Municipal Water District (CA) - Long-range financial plan

Brandon Vatter PE

SUBJECT MATTER EXPERT – CAPITAL PROGRAM DEVELOPMENT

Senior Manager

ROLE

Brandon will provide input and guidance as a Subject Matter Expert for the capital program development components of this project.

PROFILE

Brandon has over 27 years of experience working directly with multiple public and private clients on the regulatory, consulting, water, wastewater and stormwater utility sides to deliver capital, operations, and asset management programs on-time, at or under budget, and in compliance with necessary regulatory obligations. Brandon's experience includes NPDES permit review and compliance, NPDES permit writing, Clean Water Act (CWA) consent decree negotiations with Federal EPA and ORSANCO, and CWA consent decree implementation. Brandon regularly works with communities to bring practical hands-on experience with capital improvement program development and delivery, asset management program development and implementation, planning & implementation of integrated watershed management plans, green and gray infrastructure projects for wet weather and consent decree compliance, hydraulic modeling, water, sewer and storm sewer design, wastewater collection and treatment facilities, solids processing facilities, nutrient removal studies, and water, stormwater and wastewater master planning. Brandon also brings practical field construction knowledge through performance of onsite construction management and inspections for multiple projects and has directed instrumentation, control, process coordination, and start-up for multiple projects.

With a strong technical, operations, and project management background, Brandon regularly provides guidance on necessary capital investments, capital delivery and throughput improvements, NPDES permit compliance and EPA regulatory compliance to meet the obligations, goals, asset management needs, and affordability of clients.

KEY PROJECT EXPERIENCE

Sanitation District No. 1 of Northern Kentucky (KY): Compliance Projects, Watershed Management Plans, Capacity Management Operations & Maintenance

Brandon was the Director of Planning & Design for Northern Kentucky SD1 where he led 4.5 FTEs to deliver between \$100M to \$150M of stormwater and wastewater capital projects annually through highly efficient processes and procedures, staff training, and strategic and cost-effective use of consultant support. He directed the planning & design of multiple wastewater and stormwater compliance projects within the



Specialties

- Capital Program Development & Risk Advisor
- Capital Program Delivery Technical Expert
- Asset Management Program Development & Execution
- Capital & Operating Program Organizational Review and Efficiency Improvements
- Cost Efficiency and Reductions Reviews
- Integrated Watershed Management Technical Expert

Professional History

- Raftelis: Senior Manager (2019-present)
- Mott MacDonald: Senior Project Manager (2011-2019)
- Sanitation District No. 1 of Northern Kentucky: Program Manager, Director of Planning & Design (2004-2011)
- Black & Veatch Corporation: Project Manager (2001–2004)
- CH2M Hill: Project Manager (1997-2001)
- Ohio EPA, Division of Surface Water: Regulatory Compliance Officer (1994-1996)
- B.G. Danis Industries, Heavy Construction: Cost Estimator (1993-1994)

Education

- Bachelor of Science in Civil Engineering - University of Cincinnati (1997)

Professional Registrations

- Professional Engineer: OH, 66169, 2001
- WEF Utility Management Committee – Capital Program Development

Professional Memberships

- WEF
- National Society of Professional Engineers
- NACWA
- Chi Epsilon

combined and separate sewer systems to address storm water at its source to reduce overflow volume and comply with a Consent Decree and NPDES permit requirements.

Brandon led a team to develop first of its kind integrated watershed management plans for the 16 watersheds in the NKSD1 service area to plan and implement singular projects that achieved the multiple objectives of reducing CSOs and SSOs, reducing surface flooding, reducing pollutant loads from stormwater discharges, eliminating sewage basement backups, and achieving measurable improvement to in-stream water quality. **SD1's Integrated Plan was estimated to save the ratepayers over \$1 Billion compared to a traditional long-term control plan mandated by the Regulators.**

Brandon also led a team to develop SD1's Capacity Management Operations & Maintenance (CMOM), Nine Minimum Control (NMC) and overall utility-wide stormwater and wastewater asset management program to meet CWA regulatory requirements, increase efficiency and reduce costs across SD1's operations. The programs were developed by in-house staff, greatly increased efficiency and lowered costs, and moved the organization from a reactive to a proactive asset manager.

Hamilton County (OH): Capital Improvement Program

Brandon served from 2011 to 2022 for Hamilton County (OH) as lead technical reviewer and risk advisor for the MSDGC \$4 billion consent decree wet weather and capital improvement program. Brandon worked with the team and the County Administration to confirm MSDGC was complying with all NPDES permits and the consent decree wet weather improvement program. Worked with the County Administration to develop wastewater and stormwater management annual capital improvement programs over the last 5 years that met all regulatory and asset management requirements with zero percent rate increases to the ratepayers. MSDGC's annual operating and capital budget is about \$450M. Documented savings from 2010 to 2019 to the MSDGC ratepayers have been over \$80 million in operating budget savings and \$800 million dollars in capital budget savings. **This work prevented 30% of rate increases due to operating expense avoidance and prevented over 20% of rate increases due to capital expense avoidance.**

Pittsburgh Water and Sewer Authority (PA): Green First Integrated Watershed Management Plan, Stormwater Program Management

After Brandon's work at SD1, **Brandon lead a team to develop the Green First Integrated Watershed Management Plan for the Pittsburgh Water & Sewer Authority (PWSA) to achieve over 6 billion gallons of overflow reduction, reduce surface flooding, basement sewage flooding, and improve in-stream water quality at a lower cost** than a traditional gray infrastructure only plan to meet TMDL and overall Clean Water Act requirements.

Brandon served as PWSA's Stormwater Program Manager leading a team of internal PWSA staff to develop and implement a \$250M five-year stormwater management capital program. Brandon trained and assisted internal PWSA staff on project management planning and design for multiple GSI projects in high yield stormwater runoff locations across the City of Pittsburgh (City) to mitigate extreme storm events for infrastructure resiliency, address local surface and basement sewage flooding, as well as CSO reduction balanced with gray infrastructure techniques. All while making sure the projects were brought in on-budget and on schedule.

Brandon also assisted PWSA with developing a stormwater utility and the necessary asset management capital program for proactive renewal of existing stormwater infrastructure through a prioritized asset management program.

City of Baltimore (MD): Capital Improvement Program

Working with the Department of Public Works (DPW) Finance Department to assess the utility's stormwater, water, sewer, and solid waste capital budgets and project delivery processes compared to Best-in-Class utilities to optimize and streamline the capital budget development process and project delivery processes with the goal of developing a six-year CIP that accurately reflects the capital dollars most likely to be spent in FY2024 balanced with affordability, and prioritizes the highest regulatory and asset management projects of the Stormwater, Water, Wastewater, and Solid Waste programs. Baltimore DPW's annual operating and capital budget is \$550M - \$600M.

Developing a Master Cash Flow Spending Tracking report and Master Program Schedule Summary to track project spending and schedule compliance to allow for accurate forecasts of necessary PAYGO and bond funds needed to support the capital program and deliver over \$200M per year in capital projects spending.

City of Dayton (OH): Capital Improvement Program

Brandon is currently assisting the City with implementing new processes and procedures, including a cash flow target spending plan, spending and schedule variance reports, and master program schedule, to ramp up capital delivery for Dayton Water from about 20 projects per year to 50 projects per year to implement the recommended projects in the water and wastewater master plans. Brandon is also developing a formal five-year CIP planning document for Dayton Water to accompany the annual budgeting process. The document will include details about specific capital projects to be undertaken over the next several years, across all divisions, service areas, and infrastructure assets managed by the Department.

Region of Peel (Ontario, Canada): Capital Improvement Program

Assessed the utility's water and sewer asset management programs and overall capital delivery program for comparison against Best-in-Class Utilities. **Brandon reviewed current processes and procedures, identified gaps and provided recommendations and next steps for the Region to become a Best-in-Class Asset Management Utility and increase their capital projects delivery from about \$350M per year to over \$700M per year.** The Region's annual operating and capital budget is about \$900M. The identified gaps and recommended improvements were then incorporated into a 10-year rate study to account for necessary future costs and rate increases to address affordability constraints of the community.

City of Lafayette (CO): Capital Improvement Program

Brandon worked with finance and engineering staff to develop a 10-year capital improvement program for the water and sewer utilities based on Best in Class practices for asset management and new asset construction. The CIPs were then used in a 10-year rate study to account for necessary future costs and to optimize the amount and timing of rate increases to address affordability constraints of the community. Brandon also reviewed the stormwater utility and provided Best in Class practices compared to the current program for future implementation.

Bear Creek Special Utility District (TX): Capital Improvement Program

Brandon worked with finance and engineering staff to develop a 10-year capital improvement program for the water utility based on Best in Class practices for asset management and new asset construction based on the projects identified in their Master Plan. The CIP was then used in a 10-year rate study to account for necessary future costs and to optimize the amount and timing of rate increases to address affordability constraints of the community.

Town of Greenburgh (NY): Capital Improvement Program

Brandon reviewed the water utility's current CIP to recommend suggested improvements to meet Best in Class practices for annual water main replacement, valve & hydrant replacement program, asset management program development, GIS and CMMS improvements, and updates to their Master Plan. The Utility used this information to justify the needed rate increase and obtain town council support.

City of Aubrey (TX): Capital Improvement Program

Brandon worked with finance and engineering staff to develop a 10-year capital improvement program for the water and sewer utilities based on Best in Class practices for asset management and new asset construction. The CIPs were then used in a 10-year rate study to account for necessary future costs and to optimize the amount and timing of rate increases to address affordability constraints of the community.

City of Corinth (TX): Capital Improvement Program

Brandon worked with finance and engineering staff to develop a 10-year capital improvement program for the water and sewer utilities based on Best in Class practices for asset management and new asset construction. The CIPs were then used in a 10-year rate study to account for necessary future costs and to optimize the amount and timing of rate increases to address affordability constraints of the community.

City of Manor (TX): Water and Wastewater Financial Rate Study

Brandon is currently assisting Manor with review of the water and wastewater master plans as part of a financial rate study. Brandon is working with the local engineer and utility staff to confirm growth and flow assumptions, projects sizing and costs, and identify opportunities to reduce nearly \$400M of estimated capital investments to provide a more affordable short-term and long-term capital improvement plan for the City.

Brandon reviewed the stormwater utility's current operations and capital programs and asset management practices compared to Best in Class stormwater utility programs and provided recommendations for incremental and proactive improvements. The improvements were then incorporated into a stormwater rate study to account for necessary future costs and rate increases.

Collier County (FL): Capital Improvement Program

Brandon worked with finance and engineering staff to develop a 10-year capital improvement program for the water and sewer utilities based on Best in Class practices for asset management and new asset construction. The CIPs are being used in a 10-year rate study to account for necessary future costs and to optimize the amount and timing of rate increases to address affordability constraints of the community.

City of St. Helena (CA): Water and Sewer Rate Study

As part of a sewer and water rate study, **helped the water utility reduce their 10-year CIP cost by \$6.6M (8%) and identified an opportunity to save up to an additional \$646,000** with a follow-on chlorine dosing optimization engineering study. In addition, helped justify adding asset management funds to the sewer and water pipeline portion of their CIP to achieve best in class annual asset renewal.

City of Canandaigua (NY): Water Rate Study

As part of a water rate study, **helped the water utility reduce their 10-year CIP cost for their water treatment needs by 10% (\$2M) and identified an opportunity to save up to an additional 8% on their 10-year CIP (\$1.7M)** with a follow-on chlorine dosing optimization engineering study. In addition, helped justify adding asset management funds to the water distribution portion of their CIP to achieve best in class annual asset renewal.

City of Columbus (OH): Water Rate Study

As part of a water rate study, Brandon is developing capital budget items and costs for the City to take over operations and maintenance of Franklin County's water and sewer systems. This work includes budgeting for the necessary annual water and sewer renewal/replacement programs, water meter, valve and hydrant renewal/replacement, manhole renewal/replacement, and water and sewer asset condition assessments.

City of Spring Hill (TN): Sanitation & Stormwater Utility Rate Studies

Brandon reviewed the stormwater utility's current operations and capital programs and asset management practices compared to Best in Class stormwater utility programs and provided recommendations for incremental and proactive improvements. The improvements were then incorporated into a stormwater rate study to account for necessary future costs and rate increases.

City of Charlotte (NC): Stormwater Utility Asset Management Study

Brandon reviewed the stormwater utility's current asset management program compared to Best in Class practices and provided recommendations for efficiency and cost reduction improvements to increase their rate of annual asset condition assessments and renewal. Next phase of the work will assist utility staff with implementing the recommendations.

City of Mt. Shasta (CA): Stormwater Utility Rate Study

Brandon is assisting the City with writing State Revolving Loan Fund applications and securing SRF funding for over \$10M of stormwater projects. The SRF program is offering low interest loans currently about ½ of market bond interest rates and principle forgiveness grants. Brandon also wrote a grant application on behalf of the City for the Federal Department of Transportation RAISE grant for reconstruction of 4 miles of Mt. Shasta Boulevard (former federal highway) \$43M project.

City of Rockdale (GA): State Revolving Loan Fund

Brandon is assisting the City with writing State Revolving Loan Fund applications and securing SRF funding for over \$42M of water, wastewater, and stormwater projects. The SRF program is offering low interest loans currently about ½ of market bond interest rates and principle forgiveness grants.

Pittsburgh Water and Sewer Authority (PA): Stormwater Asset Management Program

Served as Program Manager and worked with PWSA staff to develop the stormwater asset management program for PWSA, including the overall vision, goals & objectives, levels of service, and annual operating and capital budgets needs. Working with PWSA staff, developed and implemented a \$30M annual stormwater management capital program to support construction of new infrastructure and proactive renewal of existing stormwater infrastructure through a prioritized asset management program. Oversaw the planning and design of multiple stormwater management projects in high yield stormwater runoff locations across the City of Pittsburgh (City).

Developed Green First Integrated Watershed Management Plan to achieve over 6 billion gallons of overflow reduction, reduce surface flooding, basement sewage flooding, and improve in-stream water quality at a lower cost than a traditional gray infrastructure only plan to meet TMDL and overall Clean Water Act requirements.

Oversaw and provided guidance and training to PWSA project management staff for the design and construction of green infrastructure to mitigate extreme storm events for infrastructure resiliency, address local surface and basement sewage flooding, as well as CSO reduction balanced with gray infrastructure techniques.

Hamilton County (OH): Capital Improvement Program

Lead technical reviewer and risk advisor for wet weather and capital program management oversight for the Hamilton County (County) Board of County Commissioners and County Administration. Brandon's and the team's role was to advise the County on regulatory compliance, asset management needs and budgets, and program management risks and opportunities to more cost-effectively and efficiently implement MSD of Greater Cincinnati's planned \$3.5 Billion (2006\$) Wet Weather Abatement Program to minimize impacts to sewer rates, address future regulatory risks, efficiently and cost-effectively renew the existing system assets, and minimize ongoing legacy costs of the ultimate program to achieve overall compliance with the Clean Water Act. Played a lead role to develop integrated watershed plans to take advantage of EPA's Integrated Planning Law to ensure the final plan adopted

and implemented by MSDGC is the most cost-effective, reasonable, and practical approach for the Hamilton County ratepayers.

Brandon and the team saved Hamilton County in excess of \$900M in capital and operating cost reductions through our work.

The team has provided the County with assessments regarding every aspect of the program's organization, management organization, processes and procedures, planning and project sizing, cost-effectiveness, operating and capital costs reductions, strategy for regulatory compliance, including future regulations, asset management vision and execution, project execution, as well as a series of special studies, including the proper calibration and validation of the Collection System Hydrologic and Hydraulic Model (SWM) development. Technical assessments have covered a wide range of topics, including: the SWM; the flow monitoring program; asset management program, the sustainable infrastructure (Green) program; tunnels, pump stations, and relief sewers; new stormwater system; surface flooding and basement backup relief, regulatory compliance; water quality issues; and the various treatment technologies being demonstrated or planned.

Advised the County on policies and procedures to be implemented to address the implementation, monitoring, and effectiveness of planned storm sewer separation, post-construction stormwater MS4 permit requirements, and green infrastructure projects in conformance with their current MS4 NPDES permit, the Mill Creek TMDL, EPA Stormwater Regulations, and overall compliance with the Clean Water Act (CWA). Performed owner representative services for various design-build and construction manager at risk projects.

Assisted the County with the development of two Integrated Watershed Management Plans within their CSO and SSO Muddy Creek and SSO 700 watersheds to reduce the costs of their Consent Decree. IWM in these two watersheds has allowed the County to reduce costs by over \$150M for addressing overflows while providing greater water quality and community benefits.

Frankfort Sewer District (KY): Operating Procedures Manual

Led the development of a private source inflow & infiltration removal program for Frankfort Sewer District (FSD) including the development of a standard operating procedures manual for the program. Program includes utilization of GPS and field data tablet collection integrated with FSD's CMMS, a property owner cost-share program to properly remove I/I from private property. Included regular public, city leaders, and stakeholder presentations and interaction throughout.

Huntington Sanitary Board (WV): Integrated Watershed Management

Brandon provided strategic guidance and assistance to the Huntington Sanitary Board (HSB) to incorporate Integrated Watershed Management and a green infrastructure demonstration program into HSB's capital program and modifications to the CSO Long Term Control Plan. The IWM plan to be incorporated into their WVPDES WWTP Permit. This IWM plan will be an example of including CSO regulatory compliance under an integrated planning context within an NPDES permit as opposed to a Consent Order or Decree. WVDEP is working closely with HSB to modify their WVPDES WWTP permit to include green infrastructure and an IWM approach.

Huntington Stormwater Utility (WV): Stormwater Utility Implementation

Providing strategic guidance and assistance to the Huntington Stormwater Utility in the development of their stormwater utility in their separate and combined sewer systems. Performing stormwater management plan reviews for implementing green infrastructure to manage stormwater in extreme and typical year storm events for new and redevelopment throughout the City. Assisting with developing ordinances and standard protocols and procedures for GI maintenance inspections.

Philadelphia Water Department (PA): Green Design Projects

Brandon served as a QA/QC reviewer for an annual contract to design multiple green infrastructure projects, multiple green streets and green parks throughout Philadelphia.

City of New York City (NY): Right of Way Bioswales Design Projects

Brandon served as a QA/QC reviewer for an contract to design over 500 right of way bioswales in the Newtown Creek watershed in New York City for New York Department of Environmental Protection.

Huntington Sanitary Board (WV): Capital Improvement Program

Assisted Huntington Sanitary Board (HSB) with identifying and evaluating the condition of critical assets within their collection system and wastewater treatment facility and developing the construction and capital renewal costs and needs for those critical assets. Work also included regulatory risk guidance for meeting the stringent requirements of their LTCP, presentations to the board and city council for funding approval, and assisting HSB with development of an asset management program.

City of Dayton (OH): Various Design, Engineering and Construction Projects

Directed and performed design, inspection, construction phase services, and start-up for installation of two new dry chemical-type chlorine gas scrubbers. Designed outdoor fluoride storage tank with containment area and new chlorine gas vacuum feed systems.

Performed design, inspection, construction phase services, and start-up for new sodium hypochlorite storage and feed facilities to replace the existing chlorine gas feed system. Improvements included three new 5,500 gallon storage tanks, tank fill system, and transfer and feed pumping to achieve a chlorine dosing rate of 2.0 mg/l at a peak flow of 210 mgd. New improvements were located on the second floor of the existing RAS pump station.

Performed design, inspection, and construction phase services for improvements to the existing 21 O-mgd peak flow pump station. Improvements included wetwell and suction piping modifications for all pumps, screening improvements, new SCADA pump control system, and force main modifications, including installation of drain valve vaults.

Evaluated chemical and biological phosphorus and total nitrogen removal alternatives and determined the most cost-effective method of achieving target phosphorus and total nitrogen removal based on each facility's existing infrastructure.

Directed and designed various improvements to the existing 72-mgd average and 190-mgd peak flow treatment facilities, including twenty new trickling filter motorized rotary distributors with a central PLC control system, fifteen new trickling filter ventilation fans; a new boiler building addition to house three new 11.7 million btuh heating water boilers for plant-wide service, heating water system upgrades for sludge heat exchangers and building heating supply; replacement, upgrades, and installation of 64 slide and sluice gates; new aeration basin drain system; WAS piping improvements; leak repair of existing concrete at the aeration basins; structural repair of failed effluent trough supports at the final clarifiers; valve and actuator replacement at the effluent filters; and design of a new instrumentation and control system for the aeration air supply system.

Project manager for the preparation of a water and wastewater facilities master plan update covering expansion of the existing City of Dayton water supply and wastewater collection and treatment infrastructure to serve new outlying areas, including Clayton, Tri-cities, Dayton airport, and Miami County. Existing Stoner model was updated and used to check fire flows, demands, and evaluate new pipelines. Included routing and sizing of new

water mains and booster pump stations to accommodate the future development and projected water demands and wastewater production.

Led the design for approximately 20,000 feet of new 16-inch and 20-inch water main to serve the City of Clayton maximum day and fire flow demands from the existing City of Dayton water supply infrastructure. Initial design maximum day and fire flow demands are 1.5 and 2.2 mgd, respectively, with ultimate maximum day demands of 3.7 mgd. Included stray current corrosion mitigation design to protect the new water main from an existing cathodically protected natural gas line.

Greater Cincinnati Water Works (OH): Cost Analysis Study

Performed and participated in a study and present value cost analysis development of alternatives for the C.M. Bolton WTP Wellfield Expansion Study. The study addressed an increase to the existing WTP's raw water supply from approximately 34 to 50 mgd. Alternatives for expansion by adding both horizontal collector wells and/or vertical wells in phases were examined along with O&M costs over a 30-year return period.

Metropolitan Sewer District of Greater Cincinnati (OH): Mill Creek Wastewater Treatment Plant Odor Control Evaluation

Performed plant and neighborhood-wide odor sampling and modeling to determine processes that had the highest impact on off-site odors. Used air travel model to determine extent of offsite impact, number of occurrences per year, and improvements needed to reduce impacts. Work included preliminary design and lifecycle costing of odor control improvements for the top eight highest odor producing processes.

Great Miami River Sewer Crossing

Managed and participated in design of approximately 2,063 feet of 60-inch casing pipe and 36-inch sanitary sewer to be installed by microtunneling to cross under the Great Miami River and connect to the Taylor Creek WWTP. The sewer is located in the Great Miami Aquifer requiring special design considerations for the sewer and manholes to combat groundwater forces and infiltration.

Northern Kentucky Water District (KY): SCADA Improvements Study

Performed study, preliminary design, and cost estimating of various SCADA improvements to the Northern Kentucky Water District's complete distribution system facilities to migrate the existing system from telephone lines and Aquatrol based communication to radio and Wonderware based communication, remote control, and monitoring. Served as project manager for the PLC and Wonderware programming services for the final construction.

Managed and performed resident engineering, inspection, construction phase, and startup services for a new chemical and maintenance building construction and plant wide SCADA system for the existing 40 mgd Ft. Thomas WTP. All existing chemical storage and feed systems were replaced. An automatic plant flow control system to automate raw water flow changes with finished water demands were implemented, along with remote operation of all chemical metering and filtering control.

Louisville Metropolitan Sewer District (KY): Phase 2 Plant Improvements Project

Worked with plant staff to write the Operation and Maintenance manual for the Phase 2 Plant improvements project. The project consisted of increasing the annual average day hydraulic capacity from 15 to 19.5 mgd by adding additional raw water pumping, screening, and grit removal; constructing three new secondary clarifiers, and adding additional sludge pumping and final effluent flow monitoring.

Louisville Water Company (KY): Water Main Project

Conducted a study of alternatives to rehabilitate and/or replace approximately 33,000 feet of existing 48-inch cast-iron unlined water main. Researched and developed cost opinions for various rehabilitation techniques, including joint seals with cement mortar or epoxy lining, cured-in-place liners, sliplining, pipe-bursting, and structural grout repair.

Greene County (OH): Facilities Improvement Project

Designed improvements to wastewater facilities to increase capacity from 4.5 to 9.5 mgd, including installation of 3,000 feet of 66-inch PCCP sanitary sewer through the City of Bellbrook's potable water wellfield and delineated wetlands. Improvements to facilities included a preliminary treatment building with fine screening and screenings washing and compacting, aerated grit and grease removal facilities, a new 142-foot diameter aeration basin, new 121-foot secondary clarifier, a new aeration blower/generator building, and new flow control structures. Improvements also included RAS pump upgrades, drain pump station improvements, a biosolids storage pad, new plant-wide SCADA system, new engine generator, and screw pump station elimination.

Performed inspection, hands-on startup, and process optimization for a seven dry ton per day sludge processing facility. Major processes included sludge dewatering with centrifuges, lime stabilization, and polymer feed facilities.

RELEVANT PROFESSIONAL EXPERIENCE

Sanitation District No. 1 of Northern Kentucky: Director of Planning and Design (2007-2011)

While the Director of Planning & Design for SD1, Brandon lead the development of SD1's CMOM and NMC programs. The programs were focused on developing best business practices to implement an asset management program and developed by in-house staff. The results of the AM program greatly increased efficiency, lowered costs, and moved the organization from a reactive to a proactive organization.

- *Lowered cost of CCTV inspection by 25%*
- *Increased in-house crew CCTV inspection footage by 110%.*
- *Reduced pipeline repair and replacement costs by 70% while increasing annual asset renewal by 500%*
- *Automation saved \$725,000 in the first year* by reducing the number of pipes needing cleaning while simultaneously reducing dry weather SSOs by 24%.
- *Reduced dry weather SSOs by 54%.*
- SD1 was consistently at least *50% below the industry benchmark for dry weather SSOs* because of their CMOM program.
- Published in the EPA publication, *Innovative Internal Camera Inspection and Data Management for Effective Condition Assessment of Collection Systems*, dated April 2010 as a model to be used when developing automated asset management programs.
- SD1's asset management program was *used as a model for developing asset management programs in Columbus, Ohio, Boston Massachusetts, Clayton County, Georgia, Tuscaloosa, Alabama, and Puerto Rico.*

The asset management program included a nationally recognized prioritized and proactive asset management program that spans across 33 local member communities. The asset management program was over 1 billion dollars in total asset value consisting of 1,700 miles of sanitary sewers & associated MHs, 400 miles of storm sewers and associated structures & catch basins, 129 pump stations and force mains where previously no program existed. The program consisted of a Continuous Sewer Assessment Program (CSAP) for the sewers and manholes, including catch basin inspection and cleaning, and a preventative maintenance program (PMP) for the pump stations, force mains and air release valves. The goal of the CSAP was to inspect all 1,700 miles of gravity sewers within 10-years. CSAP consisted of cutting-edge decision logic diagrams that have been fully automated for both field and office staff utilizing technology in various forms for next action decision-making to inspect, clean, and/or rehab/replace a pipe segment only when needed.

The program is designed to prevent the need for repeated actions that provide no further asset life renewal and focus investment on the assets that have the least remaining useful life. The CSAP represents the future of asset management and is now the cornerstone of SD1's sewer asset management program.

The Preventative Maintenance Program (PMP) for the force mains and air release valves was developed based on a complete inventory of all record documents associated with each pump station and force main, field inspection of all 148 air release valves and 129 force mains (nearly 100 miles), CCTV inspection of all gravity sewers 1 mile downstream of force main discharges, and surge analyses and force main condition assessments of high criticality pump stations and force mains. The PMP developed complete integration of all data in one central location for each pump station and force main, regular field inspection and rehab/replacement of air release valves, fully utilizing SD1's computerized maintenance management system (CMMS) for logging inventory and tracking work associated with each pump station and force main, prioritized ongoing force main condition assessment, and recommendations for surge mitigation improvements at high criticality pump stations.

Given the proven success of this program for the sewer and storm water assets, asset management efforts expanded to all of SD1's enterprise assets including wastewater treatment and pump station vertical assets, facilities, fleet, and inventory control management. Transferring methods and utilization across other departments provided the integration and optimization of managing SD1's Capital Improvement Program. SD1's approach and asset management program logic has been used to develop several asset management program software solutions currently utilized in the utility industry. This work ultimately resulted in the development of a simple and effective continuous improvement process model to collect data and effectively manage SD1's business risk exposure.

Key and measurable outcomes included the formal implementation of an AM Vision and Program, development of levels of service and key performance indicators, development of many operational SOPs, and development of effective communication strategies to internal and external stakeholders to achieve shared and unified support.

Lead the study to update the sanitary and storm sewer collection system, treatment plants and pump stations total asset value for use in financial planning and bond rating. ***Total asset value went from approximately \$600M to over \$1Billion as a result of this update study.*** A complete bottoms-up estimate was performed to update the value of each asset class.

Development of a cutting-edge, highly accurate and validated collection system hydraulic model within InfoWorks able to accurately simulate SD1's 1,600 mile collection system, seasonal conditions, antecedent moisture, and varying groundwater levels within a single model. Because of its accuracy, this model was accepted by the regulators to use for quarterly and annual reporting of overflow frequency and volumes.

In July 2010, SD1 experienced a 100-year storm and 8 days later then experienced a 50-year storm. These events caused major flooding, public and private property damage, and basement backups throughout the combined sewer system (CSS) on both occasions. Brandon led the project to understand the root causes of the flooding and damage, evaluate alternatives to increase the level of protection against flooding and basement backups and select the desired solutions throughout the CSS to mitigate future flooding, backups, and damage and increase the level of resilience of the sewer infrastructure. Solutions were analyzed on a series of criteria including, level of protection against basement backups, future flooding, property damage, CSO reduction, water quality improvement, use of green infrastructure, and cost. The selected solutions included a combination of relatively low cost green and gray infrastructure to increase the resilience level of the infrastructure and level of protection against flooding and basement backups in the immediate term with longer-term solutions to be implemented with the CSO LTCP. The study found through an investment of \$15M, a majority of the basement backups (161 of 200) could be eliminated

and the infrastructure level of protection increased from the current 2-year storm to a 25-year storm protection level while also reducing CSO volume in the short-term by 35 MG.

Led the development of a public and private source inflow & infiltration removal program for SD1 which included the business case development of economic and non-economic factors, utilization of GPS and pentop technology for data collection, a 50/50 cost-share program with private property owners to properly remove I/I from private property, and regular public, city leaders, and stakeholder presentations and interaction. Projects were developed to holistically address both sanitary and storm assets renewal both on the public and private side and utilization of green infrastructure to provide both water quantity and quality benefits for storm water runoff. Projects are currently in various phases of development, design and construction.

Led the study to update the sanitary and storm sewer collection system, treatment plants and pump stations total asset value for use in financial planning and bond rating. Total asset value went from approximately \$600 million to over \$1 billion as a result of this update study. A complete bottoms-up estimate was performed to update the value of each asset class. Utilized current condition data collected for the sewers and pump stations to calculate asset values and remaining useful life. Data was prepared to be entered into SD1's CMMS for annual updates to asset value and remaining useful life categories for asset management yearly planning and rehabilitation/replacement cost forecasting.

Led a team of three consultants to develop and implement the nine minimum controls program for SD1's combined sewer system and 92 CSOs. NMC program was approved by the regulators and has been implemented. Innovative and cost-effective solids & floatables control program was developed consisting of simple S&F controls (bar racks, weirs/baffles, and net bags), regular diversion inspections, and a comprehensive approximate 12-year catch basin retrofit program. Project identified low-cost simple improvements to the combined sewer system to maximize conveyance to the treatment plant and reduce overflow volumes. One example was adjustment of start/stop elevations at a pump station to reduce typical year annual CSO volume by 80 MG; the equivalent of a six MG storage tank (\$30 million savings).

Led a team of three consultants to develop and implement projects for eliminating SSOs at 14 high priority pump stations and provided a backup power solution at 129 PSs.

Managed and participated in design of approximately 61,000 feet of new 30-inch through 60-inch sanitary sewers and a new 15 mgd peak remote pumping station along with 15,000 feet of 24-inch force main. Worked with the Sanitation District to expand and replace their existing sanitary system infrastructure to treat current and future sanitary flows.

Managed construction phase services and performed inspection for over 5,000 feet of 24-inch force main. Reviewed submittals and interfaced with the Contractor and SD1's full-time inspection staff to ensure a well-constructed project. Conducted training session on restrained joint pipe with SD1's inspection staff to familiarize staff with inspection and installation of restrained joint piping.

Led and managed multiple consultants for various sewer and pump station design projects from conception through preliminary and final design, and through various construction phases. Projects included:

- Pond Creek Pump Station, 7.2 MGD
- Burlington Pump Station, 3.0 MGD
- Riley Road Pump Station, 9.4 MGD
- Alex-Licking Pump Station, 3.6 MGD
- Sunset Pump Station, 1.3 MGD

- Diversion Pump Station, 17 MGD
- Ash St Pump Station, 7 MGD
- Lakeview PS Surge Tanks: Two, approximately 7,000 gallon surge tanks to reduce damaging surge pressures in the force main from 500 psi to less than 250 psi.
-

Eastern Regional Collection System

Managed the design of approximately 35,000 feet of new sanitary sewers ranging in size from 8-inch to 54-inch. Approximately 26,000 feet of force mains ranging in size from 16-inch to 20-inch. Sewers were constructed to convey flow to the new Eastern Regional Water Reclamation Facility. Sewer infrastructure was sized to provide ultimate build-out growth capacity and eliminate eight MG of overflow volume in a typical year.

Western Regional Tunnel

Managed the design of six miles of 12-foot bore diameter tunnel through shale and limestone, steel ribs and lagging initial support, 8.5-foot finished diameter T-lock lined RCP, approximately 4,600 ft of open-cut 8.5 feet diameter fiberglass reinforced polymer mortar pipe, approximately 702 feet of aerial pipe bridge across a low-lying creek and floodplain. Gravity flow control structure to control flows ranging from eight MGD to 250 MGD to the downstream treatment plant and store flows in the tunnel. Innovative features of the project: first project where both RCP and fiberglass reinforced polymer mortar pipe joints were tested for exterior pressure capacity in order to withstand 100 psi of groundwater pressure, surge analyses performed to design features into the tunnel to avoid transient waves during storm events, unique multiple redundant sluice gate gravity flow control shaft to regulate flows to the treatment plant.

Western Regional Collection System

Approximately 13 miles of new sanitary sewers ranging in size from 30-inch through 72-inch. Approximately 15,000 feet of 24-inch force main. Sewers were constructed to convey flow to the new 20 MGD Western Regional Water Reclamation Facility. Sewer infrastructure was sized to provide ultimate build-out growth capacity and eliminate 60 MG of overflow volume in a typical year.

River's Edge Inline Storage and Conveyance Project

8,000 feet of 84-inch and 110-inch Hobas pipe to replace the existing 27-inch Ohio River Interceptor in Dayton, KY. The project provides 2.2 MG of inline storage and reduces two local CSOs by 56 MG in a typical year. Unique aspects of the project included:

- Design/build project partnership with a local developer to take advantage of an opportunity associated with a proposed riverfront development.
- Challenging geotechnical conditions related to poor soils, settlement, and local and global stability. Involved surcharging the existing soils and laying portions of the sewer in "humps" to counteract the proposed settlement of the underlying soils. Involved the use of stone mattresses below the pipe to bridge areas of poor soils.
- Evaluation and mitigation of surge conditions in the storage pipe to ensure pipe was properly vented and damaging surge pressures did not develop due to fill and conveyance rates
- Two junction chambers between the existing combined sewers and the new conveyance pipe to eliminate a grade conflict between the pipes at both CSOs and also serve as solids & floatable control chambers.
-

Targeted Sewer Cleaning Project

Led the development and implementation of a comprehensive combination sonar and CCIV inspection and cleaning of the major interceptor sewers within the SD1 system. Approximately 80,000 feet of interceptor and key portions of the combined sewers along the Ohio and Licking Rivers were inspected utilizing above and below the waterline technology to assess condition and determine the amount of debris in the sewers. The interceptor sewers were installed in the 1950s and had never been inspected until this project. The condition assessment allowed each

pipe to be prioritized by structural and maintenance condition and led to the first phase of cleaning approximately 30,000 feet of interceptor sewer completed in 2009. Post-cleaning sonar and CC1V inspection of the sewers was performed with the cleaning to assess compliance with cleaning requirements (95% of the debris required to be removed) and to confirm post-cleaning structural condition of the sewer. Estimates predict that CSO volume would be reduced by 20 MG per year from this work.

Miscellaneous Sewer and Pump Station Upgrades

Involved in the day-to-day decision-making and project development for rehabilitation and replacement of the existing sewers, force mains, and pump stations infrastructure throughout the 1,700 mile collection system; Key decisions made: Should trenchless techniques such as pipe bursting, horizontal directional drilling, or cured-in-place lining be used over open-cut; should sewers be rerouted or upsized; what is the history of backups, flooding, dry weather overflows or FOG related problems; how do these repairs integrate with the CSAP and watershed plans.

Preventative Maintenance Program (PMP) for Pump Stations, Force Mains, and Air Release Valves

The PMP was developed based on a complete inventory of all record documents associated with each pump station and force main, field inspection of all 148 air release valves and 129 force mains (nearly 100 miles), CCTV inspection of all gravity sewers one mile downstream of force main discharges and surge analyses and force main condition assessments of high criticality pump stations and force mains. Inspection techniques of the force mains consisted of field walks, insertion probes to identify location, ground penetrating radar, surface location instruments, and the PPIC pipe-diver to locate and identify leaks and air pockets for high criticality force mains. As a result, the PMP called for complete integration of all data in one central location for each pump station and force main, regular field inspection and rehab/replacement of air release valves, fully utilizing SD1's computerized maintenance management system (gbaMS) for logging inventory and tracking work associated with each pump station and force main, prioritized ongoing force main condition assessment, and recommendations for surge mitigation improvements at high criticality pump stations.

PUBLICATIONS & PRESENTATIONS

- Asset Management Made Easy - SD1's Continuous Sewer Assessment Program Implements Practical Asset Management," WEFTEC, 2014
- Asset Management Made Easy – Applying Best Business Practices to Develop Practical Asset Management, WEFTEC 2013
- “Great, we now have a Stormwater Utility! Now how do we prioritize and fix all the problems?, multiple presentations, 2020 - 2022
- "Do Not Forget the Force Mains!,, WEF Collections System, 2010," Five Cities Plus Conference, 2010
- SD1's Innovative Continuous Sewer Assessment Program and Data Automation: Lessons Learned After Three Years of Implementation, WEFTEC 2011 & 2013.
- The Need for an Integrated Water Quality Affordability Strategy, NYWEA, June 2012, WEF Webinar, June 2012, WEFTEC USEPA Integrated Planning Panel, October 2012, Charleston, WV Infrastructure Task Force 2013, WEFTEC 2013, Great Lakes - St Lawrence GI Conf 2017
- Alternative Approaches to Affordability Workgroup, WEF, AWWA, US Conf of Mayors – Reviewer of guidance developed on alternative approaches for measuring a community’s ability to afford needed water, wastewater and stormwater improvements and infrastructure, 2013
- Water Quality Trading, WEF Publication, Chapter Author – The Future of Water Quality Trading for CWA Compliance, 2014
- Green Infrastructure Implementation, WEF Publication, Chapter Author – Navigating the Institutional Landscape for Implementation of GI, 2013
- Ask the Experts, Green Infrastructure, Center for Watershed Protection - Watershed Science Bulletin, April 2013
- Developing and Defending Your Utility’s Private Lateral Program: A Legal Perspective, KY/TN WEA Annual Conference, July 2011.

- Integrating Stormwater Controls Designed for Channel Protection, Water Quality, and Inflow/Infiltration Mitigation in Two Pilot Watersheds to Restore a More Natural Flow Regime in Urban Streams, Watershed Science Bulletin, Center for Watershed Protection, Spring 2012
- Peeking into the World of Private Source I/I Control, An Integrated Approach to SSO Control, KY/TN WEA Annual Conference, July 2011
- Sanitation District No.1 Partners with Development Community to Cost-Effectively Reduce Overflows into the Ohio River, WEF Collections System, 2008
- Backing Them Up - Staging Inline Storage and Green Infrastructure as Low Cost Steps Towards Controlling a Big CSO - Willow Run CSO, WEF Collections System, 2010
- Cleaning Large Diameter Interceptors: Everybody Knows They Need to Do It, But Doesn't Want to Admit It, WEF Collections System, 2010
- What if Industrial Flows Don't Make It to the Plant? Determining and Addressing Potential Water Quality Impacts of Non-Domestic Dischargers in a Combined Sewer System, WEF Collections System, 2010
- Knowing Your Pump Station's Stress Level, WEF Collections System, 2010
- Don't Let Your Model Sit on a Shelf: Are You Getting the Most Out of Your Model?, WEF Collections System, 2010 (Co-author)
- Understanding Tunnel Operation: The Use of Transient Analysis in the Planning and Design of the Northern Kentucky Western Regional Tunnel, WEFTEC, 2008
- Floatables Control is Surfacing Again, What Can You Do? WEFTEC, 2008
- Accurate Representation of Inflow and Infiltration in Separate Sewer System Models, Revolutionizing Infrastructure Sizing, WEF Collections System, 2007
- Developing an Accurate Model to Support Cost-Effective Collection System Design Solutions: Methods and Benefits, WEF Collections System, 2006
- Practical Applications of a System-Wide Model, KY-TN Water Professionals Conference, 2005
- Providing Sanitary Sewer Service Across the Great Miami River, WEFTEC, 2004
- How Should You Remove Your Nitrogen and Phosphorus? A Nutrient Removal Study for the City of Dayton, Ohio Advanced Wastewater Treatment Facilities (AWTF), OWEA Annual Conference, Dayton, Ohio, 2001
- Chlorine Risk Reduction Through the Use of Chlorine Gas Scrubbers, A Chlorine Risk Reduction Study for the City of Dayton, Ohio Water Treatment Plants, AWWA Southwest District, Ohio Section Meeting, 2000
- "Proving that Bladder Surge Tanks Cured Excessive Surge Conditions in a 30" Force Main," WEFTEC, 2011
- "When Good Water's Gone Bad: Prevention and Control of Sewer System Overflows. SD1's Watershed Approach to Water Quality Improvement and Compliance with the Consent Decree," WEFTEC, 2011
- "SD1's Watershed Approach," WEFTEC, 2009
- "Integration of Field Inspection Data and Automated Analysis Streamlines Sewer System O&M and Rehabilitation Work for SD1," WEFTEC, 2009
- "Implementing a Sewer Overflow Consent Decree through Watershed Management," WEFTEC, 2008
- "Western Regional Conveyance and Storage Tunnel," KSPE Annual Conference, 2008
- "Steps to Implementing an Early Warning and Predictive Water Quality Monitoring Program," KY/TN AWWA/WEA Annual Conference, 2004

Morgan McCarthy JD

SUBJECT MATTER EXPERT – LEGAL AND SOLID WASTE Manager

ROLE

Morgan will provide input and guidance as a Subject Matter Expert for the legal and solid waste components of this project.

PROFILE

Morgan has a wealth of experience in the field of environmental management. As a Project Manager, she has dedicated over 17 years to solid waste, yard waste, food waste, and recycling management. Her expertise extends across both public and private sectors, making her a valuable asset in sustainable practices.

In her role as a Project Manager, Morgan has worked closely with multiple cities, counties, and states. She excels in various areas, including Franchise Agreement Drafting and Negotiation, RFP Development, Municipal Code Drafting, and Regulatory Compliance. During her tenure as a Project Manager at West Coast environmental consulting firms, she led diverse projects for California municipalities. These projects included waste audits, feasibility studies, strategic planning, and cost-of-service analyses. Her contributions have helped cities and counties provide sustainable environmental services.

RELEVANT PROFESSIONAL EXPERIENCE

GBB, Inc.: Project Manager (2022-2024)

- Led GBB's program to support zero waste to landfill from store renovations for a large confidential retail company with more than 200 US stores, a global presence, and a desire to enhance the sustainability of its operations. Led a team that reviewed construction document sets, evaluated individual materials for reuse and diversion potential, identified and vetted local reuse, commingled recycling, and specialty recycling outlets, coordinated with General Contractors to utilize these facilities, performed site visits to observe on-site waste management activities during construction, and tracks and reports store renovation diversion outcomes.
- Project Manager for the development of a Solid Waste Infrastructure for Recycling (SWIFR) Grant for Baltimore County, MD, to expand their current MRF operations, minimizing landfill disposal and GHG emissions.
- Developed a Request for Proposals and draft agreement as a vital member of the GBB Project Team procuring a transfer station operator for Culpeper County, VA.
- Project Manager of the procurement process for Transfer and Disposal services for three Transfer Stations in Baltimore County, MD. Developed the Request for Proposals and draft agreement.
- Project Manager of the solid waste rate study performed for the City of Huntsville, AL to analyze which expenses are attributable to solid waste



Specialties

- Capital recovery fee studies procurements
- Contract negotiation
- Waste audit
- Franchise agreement drafting
- Waste & recycling facility operations
- Waste & recycling program optimization
- Community recycling programs
- Financial analysis (cost of service studies)
- Feasibility studies
- Strategic planning
- Capital improvement projects
- Cng project development
- Regulatory compliance
- Legal research
- Municipal code drafting
- Zero-waste visioning
- Grant application & development
- Construction & demolition diversion tracking

Professional History

- Raftelis: Manager (2024-present)
- GBB: Project Manager (2022-2024)
- HF&H: Project Manager (2019-2022)
- MuniEnvironmental: Project Manager (2015-2019)
- EDCO: Director of Special Projects (2014-2015)
- Rent-a-Bin: Facilities Director (2006-2012)

Education

- Juris Doctor - Thomas Jefferson School of Law (2014)
- Bachelor of Science in Computer Science, minor in Business, Magna Cum Laude - Liberty University (2007)

Certifications

- SWANA / CRRRA Certified Practitioner in Zero Waste Principles and Practices (2023)
- SWANA Certification for Integrated Solid Waste Management (2023)
- Project Management Professional (PMP) In Progress

Professional Memberships

- SWANA

collection; identify the nexus between actual costs and rates charges to customers; benchmark against comparable jurisdictions; develop a five-year planning horizon; and propose a multi-year rate adjustment.

- Developed a landfill agreement/procurement review and advisory for Anderson County, TN.
- Project Manager for a Comprehensive Inter-island Solid Waste Management Plan developed for the Commonwealth of the Northern Marianas Islands (CNMI). The project included a waste characterization and illegal dumping sampling on the islands of Saipan, Tinian, and Rota; a high-level zero waste kickoff workshop leading to the CNMI zero waste proclamation that the governor signed; zero waste visioning with stakeholders to determine options/interests for inclusion in the comprehensive solid waste management plan and, ultimately; the development of the inter-island solid waste management plan.
- Project Manager of the Zero Waste Study and Pilot Project performed on the island of Tinian for the Commonwealth of the Northern Marianas Islands to set forth a clear and realistic path forward for the Tinian government to follow that will include strategies for the prevention, collection, and processing of residential and commercial waste.
- Published two articles on the waste dilemma that fast fashion has created throughout the world in Waste Today.
- Develops Environmental Monitoring Monthly Reporting for Seneca County while liaising with the Ohio EPA and Seneca County Health Department, including but not limited to a focus on Air, Water, and Waste.

HF&H Consultants: Project Manager (2019-2022)

- She spearheaded the successful end-to-end development, execution, and completion of 56 projects for the consulting firm, providing cost-effective waste audits, franchise agreements and RFP development, financial analyses, strategic planning, and management consulting services to local governments throughout California.
- Oversaw the entire lifecycle of capital improvement projects, Design/Build/Operate, from ideation to completion, to upgrade numerous facilities.
- Served as Project Manager of feasibility studies with comprehensive analyses on whether specific sites were conducive to prospective capital improvement projects.
- Wrote technical reports detailing collection program optimization and routing, waste audit findings, and cost-of-service studies.
- Developed and negotiated solid waste, yard and food waste, and recycling collection, processing, and disposal agreements and amendments on behalf of Cities and counties, including Taft, Ridgecrest, Carlsbad, Oceanside, Dublin, Oakland, Contra Costa County, San Bernardino, Livermore, Bakersfield, County of Kern, County of San Luis Obispo, Atascadero, Arroyo Grande, Paso Robles, Pismo Beach, Morro Bay, Grover Beach, Templeton, and over 23 community service districts.
- Developed and released RFPs for material collection, processing, and disposal, in addition to evaluating proposals, negotiating proposed contract changes, and recommending proposers to client cities and counties.
- Developed contract compliance and tracking mechanisms and monitored parties' contract compliance.
- Drafted new and updated city, county, and state code regulations.
- Provided due diligence analyses of cost, contract, and technical ability of the proposed purchasing company of the existing city solid waste services provider.
- Wrote expert witness reports for numerous city clientele involved in litigation with their solid waste services provider(s).

MuniEnvironmental, LLC: Project Manager / Vice President of Marketing (2015-2019)

- Served as the Project manager for municipal infrastructure improvement projects that optimized waste removal, recycling, and water system capabilities for Bellflower, Hawaiian Gardens, Corona, Lomita, Bell, and Santa Fe Springs.
- Performed audits of waste removal systems to prioritize top needs and developed action plans tailored to address all regulatory code compliance needs and Recovered more than \$1M in an undisclosed City after performing thorough audits of waste records.
- Engaged with City residents to explain any new code updates and legislation and spoke on behalf of residents with representatives for the Independent Cities Association, LA County Solid Waste Task Force, Orange County Waste Management Commission, California City Managers Foundation, California Contract Cities Association, and Orange County Recycling Commission.

- Developed, drafted, reviewed, and successfully negotiated business contracts to reflect current legislation on municipal codes.
- Developed RFPs and draft agreements, created feasible action plans, conducted site visits to verify contract requirements were being met, and adjusted work plans to ensure corrective actions were taken to maintain regulatory compliance.

EDCO Disposal (CA): Director of Special Projects (2014-2015)

- Led a wide range of initiatives for the company providing integrated waste removal and recycling programs to serve residential homes, multi-family properties, commercial businesses, multi-tenant buildings, industrial centers, construction sites, and community events.
- Negotiated construction and miscellaneous vendor contracts which saved the company \$1M+.
- Led the construction of two CNG public fuel stations valued at \$4M per project.
- Collaborated with cross-functional planning and building teams for Escondido, San Marcos, Fallbrook, Signal Hill, Buena Park, El Cajon, Poway, San Diego, and National City to understand the particular needs of respective projects.
- Coordinated logistics between teams, so disposal initiatives were streamlined and completed with minimal delay or disruption in service.
- Stayed up to date on regulatory compliance requirements for waste, refuse, recycling, hauling, and transportation needs so that all projects obtained necessary permits and local, state, and federal code compliance.
- Negotiated contracts to secure best-cost options when purchasing equipment, land, and contractor services.
- Worked with stormwater consultants and inspectors to keep facilities compliant with current codes and took the necessary action to correct any NPDES violations.
- Audited water sampling techniques to find problem areas and constructed methodologies that improved the quality and accuracy of samples.
- Worked with stormwater consultants to develop SWPPP and personally Re-certified stormwater permits (NPDES) for all 13 internal MRF and/or Transfer facilities.

City of Placentia (CA): Intern – Development Services (2014)

- Performed extensive research on Civic Openness in Negotiations; Prepared memorandums to be used by the City Manager and City Council.
- Prepared recommendations on RFPs for Old Town Placentia Revitalization; Assisted in the development of City parks and public recycling centers; Developed signage guidelines codified for the Old Town Santa Fe District.

Rent-a-Bin (dba The Conservation Station): Facilities Director (2006-2012)

- Supervising daily operations and managing twenty-five employees for the dumpster rental company and established The Conservation Station, the parent company's recycling & buy-back center.
- Prepared and audited Diversion and Recycling Reports and improved recycling and diversion operation by over 30%.
- Established two community recycling programs benefiting local high schools.
- Liaised with state and county officials to ensure compliance with California State and LA county legislation, including EPA and Cal-EPA regulations.
- Complied with safety legislation and corporate safety requirements.
- Minimized handling and operational costs by regularly proposing operational improvements for the residential hauling routes.
- Researched and tracked current and proposed California legislation.
- Ensured the highest environmental safety/operational excellence standards by effectively managing daily operations.
- Enhanced process improvements by creating a positive team-oriented environment through employee development, engagement, and motivation.
- Oversaw payroll and accounts payable/receivable and formulated the company budget.

PROJECT LIST

- Baltimore County (MD) - Development of RFP for Transfer and Disposal Services/SWIFR Grant Application
- Tinian - Commonwealth of the Northern Marianas Islands - Zero Waste Visioning/Waste Characterization/Pilot Collection Study
- Saipan & Rota - Commonwealth of the Northern Marianas Islands - Zero Waste Visioning/Waste Characterization
- Confidential Client (Worldwide) - C&D Plan Development and Recommendations/Diversion Tracking
- Carlsbad (CA) - Development of RFP for Collection of Trash, Recycling & Organic Waste & Disposal Services/Proposal Evaluation & Council Recommendation/Negotiation with Recommended Proposer/Solid Waste Cost of Service Study/Municipal Code Update for Solid Waste (3-Cart System and SB 1383)
- Carlsbad (CA) - Amendment to Transfer Station Operating Agreement/Negotiation with Current Operator/Development of RFP for Transfer Station Services/Negotiation with Recommended Proposer
- Oakland (CA) - Expert Witness Report; Cost of Service Study; Waste Audit
- Bakersfield (CA) - Development of RFP for Collection of Trash, Recycling & Organic Waste & Disposal Services/Municipal Code Update for Solid Waste (3-Cart System and SB 1383)
- Taft (CA) - Development of RFP for Collection of Trash, Recycling & Organic Waste & Disposal Services/Sewer Cost of Service Study/Municipal Code Updates for Sewer and Solid Waste (3-Cart System and SB 1383)
- Ridgecrest (CA) - Development of RFP for Collection of Trash, Recycling & Organic Waste & Disposal Services/Municipal Code Updates for Solid Waste (3-Cart System and SB 1383)
- Kern County (CA) - 2-Season Waste Characterization/Development of RFP for Collection of Trash, Recycling & Organic Waste & Disposal Services/Feasibility Permitting Study on Organics Technology
- Oceanside (CA) - Development of RFP for Collection of Trash, Recycling & Organic Waste & Disposal Services/Sewer Cost of Service Study/Municipal Code Updates for Sewer and Solid Waste (3-Cart System and SB 1383)
- San Luis Obispo Integrated Solid Waste Authority (CA) - Amendment to Collection and Disposal of Solid Waste Agreements for seven (7) Cities and eleven Community Service Districts for Compliance with SB 1383 (3-Cart System/Organics Procurement Req)/Negotiations with Haulers/Municipal Code Updates for Solid Waste (3-Cart System and SB 1383)
- Azusa (CA) - After expiration of Amended contract, Development of RFP for Collection of Trash, Recycling & Organic Waste & Disposal Services/Cost of Services Study
- San Bernardino County (CA) - Development of RFP for Collection of Trash, Recycling & Organic Waste & Disposal Services/Municipal Code Update for Solid Waste (3-Cart System and SB 1383)
- San Luis Obispo Integrated Waste Management Authority (CA) - Visioning and short/mid/long term Strategic Planning
- Atascadero (CA) - After expiration of Amended contract, Development of RFP for Collection of Trash, Recycling & Organic Waste & Disposal Services/Cost of Services Study
- San Bernardino County (CA) - Development of RFP for Collection of Trash, Recycling & Organic Waste & Disposal Services/Municipal Code Update for Solid Waste (3-Cart System and SB 1383)
- San Luis Obispo Integrated Waste Management Authority (CA) - Visioning and short/mid/long term Strategic Planning
- Santa Fe Springs (CA) - C&D permitting/Diversion reporting/AB 341 & AB 1826 Contract Amendments/Municipal Code updates for AB 341, AB 1826 & C&D Permitting Program/Hauler Negotiations
- Industry (CA) - C&D permitting/Diversion Tracking and Reporting
- Bellflower (CA) - Cost of Services study for Solid Waste

PUBLICATIONS

- “Fast Fashion: Addressing Waste in the Fashion Industry – The Role of Consumers, Waste Today” 2024
- “Fast Fashion: Addressing Waste in the Fashion Industry Through Innovation, Waste Today” 2024

Matt Wittern APR, PMP

SUBJECT MATTER EXPERT – STAKEHOLDER ENGAGEMENT AND PUBLIC OUTREACH

Manager



ROLE

Matt will provide input and guidance as a Subject Matter Expert for the stakeholder engagement and public outreach components of this project.

PROFILE

Matt has a 25+ year public relations career serving clients and customers in the local government, public utility, engineering, and construction sectors. He excels at designing and implementing strategic communications campaigns that incorporate stakeholder input to inform, advocate and achieve behavior change. His specialty is successfully translating complex subjects and concepts into messages that are easily understood by target audiences. At Raftelis he manages strategic communications planning and implementation, as well as stakeholder engagement initiatives. Prior to joining Raftelis, Matt managed a variety of public affairs efforts at Denver Water, which included designing the public engagement and public information strategies for nearly a billion dollars' worth of infrastructure projects, spearheading the public process for the utility's policy decision regarding Community Water Fluoridation, and led development of processes to gain stakeholder support for preventative maintenance on critical infrastructure. He earned a B.A. in journalism, is Accredited in Public Relations (APR) from the Public Relations Society of America (PRSA) and achieved status as a Project Management Professional (PMP) from the Project Management Institute. Matt has presented at national conferences including the American Water Works Association's ACE and the City-County Communications and Marketing Association's (3CMA) Annual Conference. Matt's work has earned prestigious Gold Pick Awards from the Colorado Chapter of PRSA and SAVVY Awards from 3CMA.

KEY PROJECT EXPERIENCE

Denver Water (CO): Government and Stakeholder Relations

Matt served for many years in Denver Water's Public Affairs Division, where he managed community outreach and public information initiatives from small water main replacement projects impacting neighborhoods all the way up to strategic communications for the half-billion-dollar project to raise Gross Reservoir Dam to increase the facility's storage capacity. Matt also spearheaded the public process to evaluate alternatives related to the Denver Water Board of Water Commissioners' Community Water Fluoridation policy.

Madera County (CA): Solid Waste Management Study Stakeholder Engagement and Communications

Matt served as lead strategist and facilitator for this solid waste management study in 2023. There were significant challenges, as a highly vocal and organized group in the east part of Madera County had sued the government about past solid waste management practices. Using stakeholder engagement techniques, Matt and the team at Raftelis

Specialties

- Strategic communication planning
- Stakeholder engagement
- Public involvement
- Community outreach
- Primary & secondary research
- Expert positioning
- Media relations
- Social media
- Art direction
- Reputation management
- Coalition building
- Advocacy campaigns

Professional History

- Raftelis: Manager (2023-present); Senior Consultant (2019-2022)
- Denver Water: Senior Community Relations Specialist/Communications Manager (2015-2019)
- Communication Infrastructure Group: Counselor (2006-2015)
- CollegenInvest: Marketing Communications Manager (2005-2006)
- Transportation Expansion (T-REX) Project: Community Relations Manager (2002-2005)
- LawsComm: Client Service Coordinator (1998-2002)

Education

- Bachelor of Arts in Technical Journalism (Public Relations) - Colorado State University (1999)

Professional Memberships

- Public Relations Society of America: Accredited in Public Relations (APR)
- Project Management Institute - Project Management Professional (PMP)
- International Association of Public Participation (IAP2) - Certified in Public Participation
- WEF
- AWWA

brought all stakeholders to the table for discussions on what the best solution would be for them – providing value for the dollar, while also conforming to new more stringent state regulations. The study also benefitted from strong key messaging and use of myriad county-owned publications and earned media coverage. In the end, Raftelis was able to show where input from stakeholders greatly influenced the recommendations of the study, which was adopted by the County Board of Supervisors.

Tuolumne Utilities District (CA): Stakeholder Engagement and Proposition 218 Compliance

Matt was the project manager on an engagement to build stakeholder awareness of and support for the District’s efforts to acquire its own water rights. The rights – some dating back to the Gold Rush era – are owned by power provider PG&E. While PG&E was offering the rights and associated water collection infrastructure at a good price, the acquisition would require customer water rates to increase. Starting with in-depth interviews of community leaders and individuals who were skeptical of the acquisition, Raftelis designed a multi-pronged campaign designed to create a fact-based community conversation about the opportunity and anticipated bill impacts. As the community became more aware, sentiments from one-on-one conversations and coverage in local media started to change. Unfortunately, just as the District sent out a Proposition 218 notice to cement its legal ability to close the deal, leadership at PG&E changed and the utility pulled out of the deal. The campaign is on indefinite hold until PG&E returns to the negotiating table.

Charlotte Water (NC): Bill Payment Plan Communications

Matt was the project manager for the team that designed and implemented a campaign that help Charlotte Water reduce the number of past-due accounts by promoting the utility’s payment assistance program. Raftelis created a nine-month, measurable promotional campaign that included in-person events, posters placed in local businesses, direct mail, paid digital ads, transit advertising, social media, Spotify ads, billing inserts, newsletter articles, website updates, and direct emails to account holders.

Water Environment Federation: Biosolids Communication Toolkit

WEF hired Raftelis to develop a communication toolkit to help wastewater agencies communicate confidently about biosolids. Matt was on the copywriting team that researched biosolids media coverage and interviewed agencies with successful outreach programs; then wrote a comprehensive guide and training module that walks readers through the steps needed to develop and execute a successful biosolids communication effort. The toolkit includes guidance for making the business case for proactive outreach, it covers best practices for handling a “hit piece,” for managing pushback from the community, using social media and much more, including downloadable imagery, infographics, social media posts and templates. The team also supported WEF with training on the use of the toolkit.

Fairfax County/City (VA): Community Redevelopment Communications and Engagement

Matt played a support role in implementing the strategic communications and engagement plan for the joint redevelopment of the Sherwood-Willard health and community center. The Raftelis team guided a large, multi-disciplinary team of city and county employees through a discovery and planning process to assure key stakeholders are informed of the project and opportunities to provide input into the design.

EPIC: Water Quality Communications (CCR Report Template)

Matt was on a multi-disciplinary team of writers, graphic designers and data visualists to develop an award winning entry into the Environmental Policy and Innovation Center’s contest to reimagine the Consumer Confidence Report. Raftelis’ team created an online and print template for the CCR that improved its accessibility to all audiences, using the CDC Clear Communication Index, the Flesch-Kincaid reading scale, and best-in-class design. Raftelis was selected through a competitive process to also design a national template for the CCR. That project is underway now.

Augusta County Service Authority (VA): Water Quality Communications (CCR Report)

Based on their first-place win on the CCR contest sponsored by EPIC, Raftelis was invited by The Virginia Health Catalyst to help them develop a CCR template to be used by Augusta County Service Authority. That project is underway now, with Matt serving as project manager.

City of Port Hueneme (CA): Water Rate Change Stakeholder Engagement and Communications

A rate study had not been performed for some time for this small coastal city, and the City Council stressed that affordability was a key factor for their approval. They also stressed the importance of transparency, especially as it related to ensuring the community's significant population of individuals for whom English was not their primary language. As the strategic communications project coordinator, Matt conducted public outreach efforts for the City of Port Hueneme (City) that included the development of an infographic that explains the City's rate structure changes, a Proposition 218 notice, and facilitated three public workshops to explain the changes. All materials were translated into Spanish-language versions to enable communication across a potential language barrier. Raftelis' recommended rates were subsequently adopted by City Council.

Montecito Water District (CA): Water Rate Change Communications

This coastal community faced the opportunity to reduce its reliance on surface water sources that are becoming less and less certain due to the effects of climate change and drought. Their solution was to switch over to a guaranteed source using a state-of-the-art desalination plant. This change modified the cost structure paid by customers, but also came with benefits that were not obvious at first glance. Matt managed the implementation of a strategic communications plan that included development of a variety of communication tools and pieces that effectively made the case for why the changes planned will provide long-term community benefits. Raftelis' recommended changes were subsequently adopted by the board of directors, who also voiced appreciation for the communications and outreach performed in the months leading up to their vote.

Oklahoma City Water Utilities Trust (OK): Water Rate Change Stakeholder Engagement and Communications

Raftelis was hired by this major central US utility to perform comprehensive water rates, solid waste, and tap fee studies to ensure its ability to fund a major pipeline project, ensure adequate reserves to fund winter storm cleanup operations and maintain its outstanding bond rating. Matt designed and facilitated a series of stakeholder workshops at the start of the study to gather input that would set the course of the studies. As the results came into focus, Matt led the team in developing an immersive set of communications tools that effectively communicated key elements and findings of the studies to elected officials and decision makers. Ultimately, these efforts paid off with the City's approval of rate and fee recommendations.

City of Arcadia (FL): Water Rate Change Communications

Rarely do we find ourselves in the position to recommend a reduction in water and sewer rates, but that was the case in early 2021 for the City of Arcadia, FL. Matt worked closely with the City to develop a set of compelling key messages, graphics, and communication tools the City published and distributed to explain rate structure benefits to its customers. As a measure of the value, the client wrote that the deliverables were "the best money (she'd) ever spent on consulting services."

Sterling Heights (MI): Water Rate Change Communications

As part of Raftelis' rate study, the City made changes to its rate structure and rates to ensure they remained fair and reasonable, as low as the best service will allow, and supported a financially strong system that delivers high-quality water to you today and in the future. Matt was the architect of the strategic communications plan that included detailed analysis of key stakeholders, messages designed to communicate complex concepts in a clear and concise manner, and printed tools designed to raise awareness and support for the changes.

Town of Erie (CO): Water Rate Change Communications

Late in the rate study process, with dollars remaining unspent in the project budget, Matt was engaged to liaise with the town's Public Information Officer to develop messages and communication tools to build awareness and support for proposed changes. These tools helped the Town overcome objections from opponents to proposed rate changes by helping communicate the value of water and the need for critical infrastructure investments.

Bullhead City (AZ): Water Utility Acquisition Communications

In a bid to take over the City's privately-owned water utility and make it owned by its customers, Raftelis was engaged by Bullhead City to develop a defensible valuation. The owners of the utility were resistant to the idea and launched a public relations campaign in a bid to scuttle the effort. Raftelis developed a series of communication tools that refuted the existing disinformation campaign and set the record straight. In the end, voters in Bullhead City approved the vision and authorized the City to continue down the path of purchasing the utility.

PRASA (Puerto Rico): Water Rate Change Communications

Raftelis was hired by PRASA – the government entity in Puerto Rico charged with providing water and wastewater treatment services to the island – to perform a comprehensive rates and fees study and provide strategic communications services. As the study neared completion, Raftelis delivered a turnkey public information campaign with accompanying messages, tools, and tactics. The PRASA communications staff took it from there, and worked diligently to share the information with stakeholders and customers.

Cucamonga Valley Water District (CA): Water Rate Change Communications

The Cucamonga Valley Water District, in California's Inland Empire, was updating its rates and fees to account for a modified pass-through fee for State Water Project water, along with aligning its tiered rate structure to more closely follow the varied costs of different sources of water. In addition, CVWD's financial plan and Capital Investment Plan called for infrastructure upgrades to its aging water infrastructure before costly breaks and outages became more common. Matt coordinated the implementation of a strategic communications and outreach plan that included communication tools such as bill stuffers, FAQs, a fact sheet/infographic, and Proposition 218 notice. Misinformation about the proposed rate increase was quickly rebutted and the board of directors unanimously approved Raftelis' rate recommendation in 2021.

Crestview-Lake Arrowhead Water Agency (CA): Proposition 218 Compliance

Crestview-Lake Arrowhead Water Agency (CLAWA) had not had a rate increase in 26 years and needed to ensure compliance with California's Proposition 218 requirements. CLAWA sought specialized assistance communicating the purpose and need for rate increases to customers on a strict implementation timeline. Matt provided strategic communications assistance, including guidance on messaging strategy and tactics, resulting in a successful adoption of the recommended rate adjustment.

Amador Water Agency (CA): Water Rate Change Stakeholder Engagement and Communications

Amador Water Agency (AWA or "Agency") provides treated water, untreated water, and wastewater collection and treatment services to approximately 10,000 customers across 568 square miles in Amador County. Over the years, the Agency has absorbed a variety water and wastewater systems that collectively make up its current system. These systems joined Amador Water Agency in various states of repair – often operating below industry standards and best practices. Prior rate adjustments were difficult, and the Agency struggled to perform maintenance and make improvements on its systems to raise levels of service. Raftelis was engaged early in the rate study process, and Matt developed a customized strategic communications plan and messaging that helped the agency tell its story effectively. Using a suite of communications tools, the Agency successfully made the case for the need for rate adjustments and set itself on a path to success.

City of Santa Cruz (CA): Water Rate Change Stakeholder Engagement and Communications, Proposition 218 Compliance

Residents of this popular tourist destination are some of the most water wise in the entire country, and pride themselves on their low per-capita water usage. Raftelis was engaged to perform a detailed water rates study that included a concurrent public involvement component. Over a period of 18 months – and made more difficult by the COVID-19 pandemic – Matt and colleagues at Raftelis provided strategic communications counsel and facilitated stakeholder outreach and engagement activities that informed the rate study process. This process included development of an online engagement community from scratch, multiple community presentations and strategic communication tools. Further, Matt led development and provided art direction on the Proposition 218 Notice, which is a legal requirement before City Council votes to adopt rate change recommendations.

City of St. Helena (CA): Water Efficiency Communications

Like many of its neighbors, the City of St. Helena is working to combat the effects of climate change. For this community in California's wine country, customers needed to dramatically curtail their water usage to avoid more painful water restrictions. But with a modest in-house staff, the city asked Raftelis to jump in to help communicate a suite of conservation messages. Within just a period of days, Matt developed conservation messaging, social media content, infographics, newsletter articles, giveaways, fact sheets, and other tools to raise awareness among the city's water customers, which helped result in considerable water conservation.

Western Municipal Water District (CA): Expert Positioning

Following a successful water rate study and after defeating a court challenge, the District hired Raftelis to draft an article to share its story with other nearby providers on the tricky issue of water budgets. Working closely with the District Manager and legal counsel, Matt authored a piece and developed accompanying graphics that was published in *Journal AWWA* and subsequently won an award at ACE 2023.

City of Newport Beach (CA): Water Rate Change Communications and Proposition 218 Notice

The City of Newport Beach (City) Utilities Division provides water service to more than 86,000 people over 50 square miles. A high-income community composed of primarily single-family residential properties, there was significant resistance to past water rate increases. For the past four years, City Council declined to increase rates, but with costs such as purchasing supplemental water rising by 75% in recent years, the time had come for action. Matt was on the Raftelis team charged with developing a comprehensive strategic communications plan, messages and communications tools, including a Proposition 218 notice. The effort communicated the great need for infrastructure improvements to ensure continued deliver of high-quality drinking water and water for fire protection. City Council voted to increase rates at the end of 2019.

Elbert County (CO): Impact Fee Study Stakeholder Involvement and Outreach

During a recent update of Elbert County's impact fees for Parks/Recreation, Public Facilities, Sheriff, and Transportation, Matt was the strategist behind development of the strategic communications and community outreach plan. It prescribed an extensive stakeholder engagement process featuring interactive online meetings and surveys, which informed the study prior to online work sessions with County Commissioners. County leaders credited this work with raising awareness in the community, making the study and recommendations less controversial and thus more politically acceptable.

City of Greeley (CO): Impact Fee Study Stakeholder Involvement and Outreach

Matt was the architect of two key elements of the impact fee study project the City of Greeley hired Raftelis to perform. On the front end, Matt managed the stakeholder outreach component that brought together key influencers and gathered input that subsequently informed the study. This was primarily accomplished by hosting a series of public virtual open houses where information was shared and feedback was gathered. Matt also lent his skills to the development of slide decks that greatly simplified the issues and helped City Council understand critical

components of the process. Ultimately, the process was successful in providing “maximum supportable” impact fee recommendations to Council, who later adopted lower than maximum fees.

La Plata County (CO): Impact Fee Study Stakeholder Involvement and Outreach

Matt was the architect of a comprehensive stakeholder outreach process that informed La Plata County’s impact fee study. Matt brought together key influencers and gathered input that subsequently informed the study. Input gathered helped staff at the County understand the significant resistance to impact fee adoption, and the process was shelved as impacts of the COVID-19 pandemic became more and more pronounced.

City of Lawrence (KS): Strategic Planning Stakeholder Involvement

Raftelis was hired to develop and implement a stakeholder involvement component to supplement the City’s Strategic Planning process (also led by Raftelis). As part of the engagement team, Matt facilitated stakeholder involvement sessions that gathered critical information about the vision residents had for the future of Lawrence; information that helped chart the course of the City’s Strategic Plan.

Town of Jackson (WY): Water Rate Change Stakeholder Engagement and Communications

The Town of Jackson, located in Teton County, boasts among the highest incomes of any county in the United States. Juxtaposed against that is the thousands of hourly and service industry jobs that support the vibrant tourism industry, and Raftelis accepted the challenge to develop a water and wastewater rate structure that was fair and equitable, while pricing in complications such as the prevalence of seasonal homes that only had seasonal demand and impact on the system. Matt led the creation of a Citizen Review Committee made up of representatives from myriad stakeholder groups. Through a series of meetings facilitated by Matt, the CRC ensured that the recommendation ultimately delivered to the Town Council was representative of the community and included measures for affordability. In addition, Matt was the architect of a multi-pronged strategic communications program that helped raise awareness of, and support for, changes to the rate structure among town residents. This included developing a suite of communication tools including newsletter articles, website copy, bill stuffers, graphics, social media content, and a capstone printed piece that summarized the study process.

Northern Colorado Water Conservancy District (CO): Strategic Communications and Stakeholder Outreach

Like many parts of the state, Northern Colorado is experiencing exceptional growth, with a population that is expected to double to a half-million people by 2050. As a key raw water provider to municipalities and agricultural interests, the Northern Colorado Water Conservancy District began plans in the 1980s to provide valuable source water to 15 partners working together to make the Northern Integrated Supply Project a reality. Today, on the cusp of state and federal regulatory approvals, NISP faces opposition from a very small but vocal minority who threaten to derail the public process and stop the project by any means necessary. Millions of dollars, years of planning and thorough environmental study and protections hangs in the balance. Raftelis was hired to assist Northern with development of a comprehensive public outreach and information campaign to ensure continued public support for this critical \$1.1 billion project. Matt Wittern conducted thorough primary and secondary research to inform a plan that when implemented will ensure those who will benefit most from the project will understand the value it brings and its role to help ensure a continued thriving community for years to come.

City of Wheat Ridge (CO): Stakeholder Engagement and Brand Identity Development

Matt was the project manager on the team hired to design and implement a community-based brand identity development for the City of Wheat Ridge (City). The City’s existing brand was designed by a high school student in the mid-1970s and despite the brand’s age and dated nature, there were voices in the community opposed to the City’s rebranding. Matt designed a process that brought together key community stakeholders using a variety of public engagement techniques to draw out from them their view of what was quintessentially Wheat Ridge. These elements were then distilled down to core themes that were woven into the City’s new identity. While there was no

consensus on what made Wheat Ridge Wheat Ridge, each group could literally point to an element of the brand and buy-in to the brand as a whole. The result was a process that members of City Council praised as the model for how City staff should encourage public involvement. A post-project survey found that 70 percent of respondents agreed that the new identity represents the City as a positive, progressive community.

PRESENTATIONS

- “Strategic Communications Bootcamp” 2023 Raftelis Performance Academy
- “Building Support For That Thing You Want to Do” 2023 City/County Communications and Marketing Annual Conference
- “Building Support For That Thing You Want to Do” 2023 NACWA StratCom Conference
- Panelist, 2023 NACWA Winter Conference
- "Developing Water Conservation Communication Campaigns That Aren't All Wet" 2022 North Texas Water Conservation Symposium
- “Is This Working? Determining Utility Communications Success” 2022 NACWA Strategic Communications H2O Workshop
- “Internal Communications: How to Effectively Talk with Your Own Employees” 2022 NACWA Strategic Communications H2O Workshop
- “Building Support for Water Rate Increases” AZ Water Association 2022 Annual Conference
- “Building Support for Water Rate Increases” Colorado Municipal League 2021 Annual Conference
- “Biosolids Communication Toolkit Workshop” Water Environment Federation
- “Re-imagining Engagement: Harvesting what we’ve learned about virtual public engagement for the future” ACE ’21 Annual Conference
- “Re-imagining Engagement: Harvesting what we’ve learned about virtual public engagement for the future” Arizona Water Association 2021 Annual Conference
- “It’s Human Nature: Using Social Science to Enhance Your Communications,” RMSAWWA/RMWEA, 2020
- “Ensuring Public Process Legitimacy Through the Lens of The Community Water Fluoridation Issue,” AWWA ACE Conference, 2016
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PUBLICATIONS

- “Protecting Against Water Rate Challenges With the Equivalent of Bear Spray”, Article, Journal AWWA, 2022 (Earned award at ACE)
- “Leverage Social Media in Times of Crisis”, Article, Journal AWWA, 2020

Gina DePinto APR

SUBJECT MATTER EXPERT –PROP 218/PROP 26

Manager



ROLE

Gina will provide input and guidance as a Subject Matter Expert for the Prop 218 and Prop 26 components of this project.

PROFILE

Gina is an award-winning and accredited public relations professional with more than 34 years of experience and leadership in crisis communications, community outreach, advocacy, stakeholder engagement, marketing, and media relations in the public and private sectors. Gina's leadership experience includes communications program management for \$2 billion in public transportation and water infrastructure projects, including the Port of Long Beach Gerald Desmond Bridge Replacement Project and the Orange County Groundwater Replenishment System. The GWRS has been covered by international media including National Geographic, Wall Street Journal, New York Times, BBC, CNN, and NPR to name a few. Prior to joining Raftelis, Gina served the residents of Santa Barbara County as the first executive Communications Manager in the county government's 171-year history. She advised the County Executive Team on strategic communications programs, crisis communication, media relations, issues management, internal communications, branding and culture change. During her tenure, the County Emergency Operations Center was activated 19 times and included two federally declared disasters, a global pandemic, two mass casualty incidents, and a \$2M embezzlement in the Public Works Department. Born and raised in Phoenix, Arizona, DePinto served as a public information officer for the City of Phoenix, public relations director for Farnam Companies, Inc. (animal health and pet products), and coordinated publicity for Olympic and World Champion figure skater Dorothy Hammill prior to relocating to California. Gina earned a bachelor's degree in organizational communication from Arizona State University, is accredited in public relations from the Public Relations Society of America (PRSA), and holds certificates in public participation from the International Association for Public Participation (IAP2). Gina is currently a member of the California Association of Public Information Officials (CAPIO), Public Relations Society of America (PRSA), and the Municipal Management Association of Southern California (MMASC).

KEY PROJECT EXPERIENCE

Orange County (CA): Infrastructure Outreach and Communications For Water Reuse Project

Gina led communications and outreach for the world's largest advanced water purification system for potable reuse. While Orange County's Groundwater Replenishment System (GWRS) is one of the most celebrated civil

Specialties

- Strategic communications planning
- Crisis & risk communications
- Reputation management
- Stakeholder engagement
- Media relations & media training
- Development & oversight of earned social and paid media
- Writing, copyediting, script writing
- Collateral development and art direction
- Branding and marketing
- Public speaking

Professional History

- Raftelis: Manager, Strategic Communications (2022-present)
- County of Santa Barbara: Communications Manager (2016-2022)
- Westbound Communications: Account Director (2013-2016)
- Orange County Water District: Communications Specialist (2006-2013)
- Bylines Public Relations & Marketing: Owner/Principle (1996-2006)
- Farnam Companies: Public Relations Director (2000-2003)
- City of Phoenix: Public Information Officer (1998-2000)
- Martz Goldwater Public Relations: Senior Account Executive (1996-1997)
- Dorothy Hammill's Ice Capades: Marketing Manager & Publicist (1993-1995)

Education

- Accredited in Public Relations – PRSA (2013)
- Bachelor of Arts in Organizational Communication - Arizona State University (1987)

Professional Memberships

- Public Relations Society of America
- California Association of Public Information Officials
- Municipal Management Association of Southern California

engineering and water reuse projects in the world, its success is equally recognized for the robust strategic public engagement and outreach program. In the early 2000s, public opposition had prevented or shuttered similar water reuse projects in Los Angeles and San Diego, but Orange County's system earned the public's trust and overwhelming support. The strategic communications plan included a support letter campaign, citizens advisory group, multicultural outreach, media outreach, speaker's bureau, and facility tour program with technology demonstrations and water tasting. To date, the GWRS has never been publicly opposed. Initially producing 70 million gallons of purified water per day in 2012, the GWRS final expansion will increase capacity from 100 MGD to 130 MGD, enough to secure water reliability for more than 1 million people.

Port of Long Beach (CA): Infrastructure Outreach and Communications

Gina led a team of six practitioners to design and manage the communication strategy for the \$1.8 billion Port of Long Beach Gerald Desmond Bridge Replacement Project, one of the largest and most significant highway infrastructure projects in California. Roughly 15 percent of the nation's waterborne cargo is trucked over it, and the bridge is a critical access route for commuters between the Port of Long Beach (Port), downtown Long Beach and surrounding communities. The work included the development of a content-rich website and mobile application to provide traffic conditions, construction updates, links to social media and live cameras, and weekly bilingual audio reports to deliver hands-free updates to professional truck drivers and commuters. Within months of launching, the app was featured as a successful communications case study in PR Week magazine.

Orange County (CA): Water Education and Outreach Program Development

While leading strategic communications at the Orange County Water District (OCWD), Gina was engaged with planning and directing content, and engaging partners and sponsors for several signature events to engage generational audiences about regional and state water resources and supplies, water efficiency, and environmental sustainability. Key partners and sponsors included The Walt Disney Company, National Geographic, Wyland Foundation, UC Irvine, UCLA, NASA JPL, USGS, National Water Research Institute, California Department of Water Resources, and others to support events like the annual O.C. Water Summit, Children's Water Education Festival, and the Groundwater Adventure Tour.

Orange County Water District (CA): Groundwater Contamination Outreach

Orange County's groundwater is the source of 75 percent of the drinking water for 2.4 million people. After levels of volatile organic chemicals and perchlorate were detected in groundwater wells exceeding the max loads allowed by the California Department of Public Health, the Orange County Water District (OCWD) initiated the South Basin Groundwater Protection Program to construct six monitoring wells to measure the direction and speed of the migrating contamination. Gina developed and managed the construction outreach plan to address impact mitigation measures, build support from municipal leaders, and assure residents that their drinking water was safe. Outreach tactics included messaging, materials, face-to-face communication, and community meetings with maps, pictures, visuals, and access to subject matter experts. The successful outreach program achieved 100% support of the program from all municipal partners and no public opposition.

Orange County (CA): Strategic Media Relations for Groundwater Replenishment System

Gina led media relations for Orange County's Groundwater Replenishment System (GWRS) interfacing with national and international broadcast, print, and online journalists. As the world's largest water reuse project of its kind, the GWRS was covered extensively by broadcast and print media including The Wall Street Journal, New York Times, Time, National Geographic, USA Today, The Economist, Der Spiegel (Germany), Christian Science Monitor, Discovery Channel, CNN, NBC News, and NPR. The GWRS was also featured in the water documentary, "Last Call at the Oasis," and is featured in the K-8 educational book series called "Going Blue" produced by Philippe Cousteau and EarthEcho International.

Soquel Creek Water District (CA): Strategic Communications and Citizen Advisory Committee Facilitation

For many years, the Soquel Creek Water District capital expenditures, water reliability projects, and rates have been at best, a source of opposition, and at worst, legally contested. In 2023, under extreme inflationary pressures, Raftelis was hired to update the Financial Plan, thoroughly review the cost of service, develop and implement a robust strategic communications plan, and facilitate an ad-hoc Water Rates Advisory Committee comprised of two Board members and citizen volunteers. Input and feedback from the Committee was helpful to Board deliberations and informed rate study scenarios. The strategies and tactics included messaging, website content, editorials, press releases, custom explainer videos, social media, bill stuffers, weekly and monthly newsletter content, open houses, a webinar, and an informative Proposition 218 public notice designed in a way that customers want to read. Ultimately, the Board successfully implemented new rates in February 2024.

City of Seal Beach (CA): Water and Sewer Rate Study Communications and Outreach

As the strategic communications project manager, Gina is leading public outreach efforts for the City including development of a rate study website, and producing an outreach implementation plan, FAQs, custom videos, a calendar of events and public meetings, and the Proposition 218 Notice. To inform and engage residents and customers, Gina has facilitated informational webinars, community meetings, and open houses. In February 2024, the City Council voted to delay adopting new rates for further study and review, and while the City considers adding a tax measure on the 2024 General Election ballot.

County of Marin (CA): Communications Audit and Development of Strategic Communications Plan

Gina is currently under contract to lead a comprehensive review and assessment of the County of Marin's communication program and resources. The County of Marin selected Raftelis to develop and implement a comprehensive, cohesive, organization-wide strategic communications plan to increase engagement with its communities and help staff share the County's story to build trust, understanding, and support for the County's programs, policies, and Board priorities. The plan will include an inclusive strategy for internal communications and articulate a vision for the County's outreach and engagement efforts across diverse and multi-lingual communities, define key roles and responsibilities, and propose a realistic implementation plan that informs appropriate resource allocation. Currently, the research phase is underway and includes a communications assessment, internal and external stakeholder interviews, benchmark interviews, and focus groups with the executive team, department leaders, middle managers, and staff tasked with centralized and department-specific communications.

City of West Sacramento (CA): Water, Sewer, and Solid Waste Rate Study Communications and Outreach

Raftelis was hired to build stakeholder awareness of and support for the City's water, sewer, and solid waste rate study. Gina was the architect of the strategic communications plan that included detailed analysis of key stakeholders, messages designed to communicate complex concepts in a clear and concise manner, and print, digital, and video tools designed to raise awareness and support for the changes. The City has a significant community of Russian speakers, so materials were produced in English, Spanish, and Russian. Gina produced a custom explainer video in three languages to communicate how rates are developed, particularly within the framework of California Proposition 218 laws.

City of Calistoga (CA): Water and Sewer Rate Study Communications and Outreach

In 2022, the City hired Raftelis to conduct its latest water and sewer rate study, which was expected to face opposition. Rates were already the highest in the region because Calistoga is a small town of only 5,000 people whose rates must cover the cost of having significant and aging capital utility systems – economies of scale. Gina developed and executed an engagement plan to guide outreach activities for the rate study. The tactics included an engagement plan with a master message platform; bilingual website content, fact sheet, video, and social media

content; direct mail; and a series of community meetings and Council presentations. The outreach began 18 months before the City Council successfully adopted new rates in December 2023.

Carpinteria Groundwater Sustainability Agency (CA): Rate Study Communications and Engagement

Gina provided strategic guidance to the Carpinteria Groundwater Sustainability Agency (CGSA) Executive Director in support of establishing a groundwater users sustainability fee. The CGSA was formed in 2020 after the groundwater basin was designated a high priority by the state Department of Water Resources under the Sustainable Groundwater Management Act (SGMA). Without the ability to collect rates or fees, the CGSA was operating on loans from the Carpinteria Valley Water District for two years. Gina developed and executed an engagement plan to guide outreach activities for the fee study. The tactics included an engagement plan with a master message platform; bilingual website content, fact sheet, video, and social media content; direct mail; and a series of community meetings and Board presentations. As recommended in Raftelis' Fee Study Report, the CGSA Board of Directors approved a groundwater fee assessed beginning with FY 2022-23.

Santa Barbara County (CA): Crisis Communications and Disaster Response

Over nearly six years as the Communications Manager for the County of Santa Barbara, Gina led communications for 19 extended emergencies including two federally declared disasters, a global pandemic, and two mass casualty incidents. In her first three months on the job, the county experienced two wildfires. To better serve the public, Gina initiated custom bilingual emergency messaging and social media across all communication channels, which is now the standard in California. Back-to-back wildfire and debris flow disasters that killed 23 people in Montecito necessitated staffing the Joint Information Center for seven continuous months to issue bilingual public information on preparedness, recovery and rebuilding, and support a 16-month Local Assistance Center and long-term Recovery Strategic Plan for the area.

Santa Barbara County (CA): Crisis Communication Messaging and Media Training

Gina developed a crisis communication plan, key messaging, Q&A, and media spokesperson training to guide the County of Santa Barbara (County) through a \$40 million pension rebalance and \$2 million embezzlement in the Public Works Department. For the pension rebalance, 4,600 employees were engaged through a series of face-to-face meetings with the executive and budget teams to address questions and concerns. The pension rebalance program ultimately led the County to embark on a 5-year transformation initiative and strategic plan called Renew 2022. Following the embezzlement, process improvements were implemented, and Gina developed messaging and collateral for a whistleblower program overseen by the County Auditor's Office.

WaterOne (KS): Media Training

WaterOne is an independent public water utility covering 17 cities and 272 square miles in Johnson County, Kansas. Customers consistently give W1 high marks with an average overall customer satisfaction rating of 90 percent for water quality, reliability, customer service, and for its responsive, friendly, professional staff. However, trust and credibility the agency enjoys today can be lost in a hot minute as a result of an unexpected crisis. When an organization finds itself in the midst of an unexpected crisis or has major news to share, PR training and media relations knowledge can come in handy. Media training helps spokespeople improve their communication skills, including how to articulate their message clearly and concisely, how to engage with the media effectively, and how to handle difficult questions or scenarios. Potential issues on the agency's radar include PFAS, lead action levels, boil-water incidents, and cyber security. With these and other scenarios in mind, Gina conducted a half-day spokesperson media training with off and on-camera guidance. Participants learned how to prepare messaging, think in soundbites, and hook, bridge, and flag. She then filmed them so they could apply what they learned in mock, on-camera interviews, and facilitated a team coaching session while reviewing the videos.

Canton Township (MI): Communications Assessment

Gina conducted a comprehensive review and assessment of Canton Township’s approach to communications and outreach to assure it was reaching constituents efficiently and with timely information while successfully achieving the Township’s mission. The assessment included a comprehensive, systematic, and customized review of the communication program through an environmental scan, in-depth materials review, internal and external stakeholder interviews, a public survey, focus groups, and benchmark interviews. The final assessment underscored efforts that are working well and provided many easy-to-implement recommendations.

City of Carson (CA): Strategic Communications and Marketing Plans

Raftelis was contracted to develop a citywide communication plan, event center marketing plan, and design new branding and wayfinding signage. To develop the plans, Gina conducted stakeholder interviews, a benchmark study, communications audit and developed an event center customer survey. To date, the City Council has not adopted the new branding.

Santa Barbara County (CA): Corporate Strategic Planning

In 2017, the County of Santa Barbara embarked on a five-year initiative to transform how the County government does its work. The Renew 2022 initiative originated with an internal strategic organizational plan in 2015, followed by the Budget Rebalance effort in 2016, which was intended to address significant pension cost increases. Renew ‘22 sought to build the County’s capacity for innovation and continuous improvement through organizational transformation. Gina developed a comprehensive communications and engagement plan, master messaging platform, fact sheets, video presentations, employee and public presentations, employee feedback surveys, logo development and branding guide, and four sessions of a one-day custom leadership development seminar scripted by Gina that was offered to 300 middle managers.

County of Santa Barbara (CA): Stakeholder Engagement Program

Recreational cannabis was overwhelmingly approved by voters in California, yet it remains a controversial and divisive land use, water, agriculture, and environmental issue. Gina led proactive and transparent outreach to ensure all stakeholders were engaged throughout the ongoing development of the County of Santa Barbara permitting and licensing ordinance that included more than 100 public meetings. A separate process followed to allow, permit and license a limited number of cannabis retail storefront operations. Gina developed an outreach program to address the challenge of creating a fair and legal process for retail storefront operators to apply for a license while also ensuring the community had every opportunity to provide input and address questions and concerns about security, traffic, parking, odor, and proximity to schools, daycare, and youth sports. In-person community meetings were replaced with virtual meetings in mid-2020 due to the pandemic at a time when using Zoom was new, uncomfortable, and seen as a barrier to participation. Tactics included interactive maps, bilingual videotaped presentations available on the website ahead of the virtual meetings, FAQs, a Zoom how-to guide, videos of the recordings, and a community survey. This outreach program was recognized by the California State Association of Counties (CSAC) with an Infrastructure Challenge Award, one of only 21 selected out of 433 entries.

PRESENTATIONS

- “Public Engagement Strategies and Best Practices” (panelist), 2024 AWWA ACE Annual Conference, Anaheim, Calif.
- “How Will Artificial Intelligence Transform Your Communications and Community Engagement,” 2023 CA-NV AWWA Annual Fall Conference, Las Vegas, Nev.
- “Business Communications,” County of Santa Barbara Employee University training and development curriculum (2019)
- “Elevate Your Leadership Communication Strategies,” County of Santa Barbara Leadership Certificate Program curriculum (2018)
- “Front Line Crisis Communications: Are You Prepared?” 2019 Public Relations Society of America Western District Conference, Phoenix, Ariz.

- “Emergency Communications: Technical Solutions, Political Risks, Community Information and Lessons Learned” (panelist), 2019 League of California Cities City Manager Conference, San Diego, Calif.
- “Emergency Situations and Crisis Plans for PEG Channels” (panelist), National Association of Telecommunications Officers and Advisors (NATOA), Webinar
- “Communication Tools and Methods During Times of Crisis,” 2018 California Association of Public Information Officials (CAPIO) Annual Conference, Santa Rosa, Calif.
- “California’s Year of Wildfires” (panelist), 2018 California Association of Public Information Officials (CAPIO) Annual Conference, Santa Rosa, Calif.
- “Emergency Communications and the Joint Information Center” (panelist), 2018 Summer Session, Municipal Managers Association of Southern California (MMASC), Pasadena, Calif.
- “Natural Disasters” panelist “Santa Barbara County Thomas Fire and 1/9 Montecito Debris Flow Communications,” 2018 National Information Officers Association (NIOA) Annual Conference, Clearwater Beach, Fla.

PUBLICATIONS

- “Create a More Cohesive Community Through Effective Public Engagement,” AWWA Source Magazine, October 2024
- “Customer Satisfaction Plunges As Rates Rise; What the Latest J.D. Power Study Report Tell Us and What You Can Do About It,” Think Tank, Raftelis, June 2022
- “Alisal Fire – Flood After Fire Threat Preparations,” consumer preparedness article, October 17, 2021
- “Behind the Scenes with the Emergency Public Information Communicators (EPIC),” guest editorial, Santa Barbara Noozhawk, April 13, 2017
- “Environmental Law Practice Grows,” guest editorial, Arizona Capitol Times, March 28, 1997
- “Build Brand Equity: A Race to the Finish,” guest editorial, Equestrian Retailer (B2B), September 2003
- “A New Way to Behave,” contributed feature article, Pet Business (B2B), February 2003

Sarah Neely

STAFF CONSULTANT – FINANCE Consultant



ROLE

Sarah will work at the direction of Thierry in conducting analyses and preparing deliverables for the project.

PROFILE

Sarah brings a client-centric approach with a desire to provide value in all her engagements. She has contributed to projects involving water, wastewater, solid waste, and stormwater enterprise systems. She specializes in the performance of solid waste cost of service and financial planning evaluations with the following areas of concentrations:

- Solid waste collection cost of service and rate studies
- Disposal cost of service and rate studies
- Long-Range Financial Modeling / Master Plans planning support
- Financial/economic evaluations of solid waste system operations
- Review of contractual arrangements (e.g., evaluation of collection hauler bids/contracts)
- Assistance in feasibility studies in the issuance of debt (i.e., Bond Feasibility studies) and assistance in development of Bond Resolution / Trust Indenture agreements

KEY PROJECT EXPERIENCE

City of Oklahoma City (OK): Solid Waste Cost-of-service Rate Study; Collection In-housing Study & Contract Negotiations Support

Sarah assisted the City in a formal cost of service rate study and financial forecast model, including a life cycle analysis of vehicle and cart costs. Key elements of the engagement included: i) providing recommendations concerning rate revenue adjustments over a 10-year period; ii) providing recommendations concerning the establishment of cash reserves for operating, capital, storm, cart, and other reserves; iii) identification of the cost of service for several of the City's key services including, bulky waste collection, recycling, illegal dumping and litter collection, and flow fee design. Sarah also assisted in the development of a management dashboard that City staff could use to test the sensitivity of rate requirements based on various capital financing scenarios and financial objectives.

City of Oxnard (CA): Solid Waste Impact Fee and Cost-of-service Study

Sarah assisted in the analysis and development of solid waste impact fees for the City of Oxnard (City). The fees developed included solid waste container, truck, and facility fees. Sarah supported the development of an impact fee model assessing the City's solid waste costs in terms of the appropriate units of service capacity per the fee type and the application of the cost per unit of service capacity to the customer's level of service requirements for fee design. The evaluation required review of the City's solid waste related fixed asset records and functional allocation of the assets (e.g., MRF and transfer station equipment, etc.). Most recently, Sarah assisted in a cost-of-service analysis for the City evaluating their collection and disposal rate structure for residential, commercial, and industrial customers. With the City having not conducted a cost-of-service analysis in over ten years, while subject to local, state, and federal mandates regarding solid waste handling (e.g., S.B. 1383), and rising costs, they were faced with funding

Specialties

- Solid waste fees
- Water & sewer fees
- Utility impact fee analysis
- Financial modeling/forecasting
- Revenue sufficiency studies
- Customer billing analysis

Professional History

- Raftelis: Consultant (2023-present); Associate Consultant (2021-2022)

Education

- Master of Business Administration, Finance - Rollins College (2021)
- Bachelor of Arts, International Business – Rollins College (2020)

Professional Memberships

- Solid Waste Association of North America (SWANA)
- Water Environment Federation (WEF)
-

deficiencies. A financial plan was developed to ensure adequate reserves over the five-year planning period and developed equitable rates for the City's customers.

Hillsborough County (FL): Solid Waste Rate Study and Bond Feasibility

Sarah assisted in preparing the annual financial forecast and revenue sufficiency analyses of the County's Solid Waste Division. The financial forecast and model were prepared to evaluate the current and projected fiscal position, support the development of collection and disposal fee rates for service, and develop a funding plan for ongoing capital re-investment. Sarah is also assisting the County in the issuance of solid waste bonds – the evaluation is currently on-going.

Lee County (FL): Solid Waste Rate Study

Sarah has assisted with the annual financial forecasts for the solid waste system. This project required performing comprehensive revenue sufficiency and cost of service evaluations for the solid waste system resulting in the adoption of the current solid waste assessment and tip fees currently charged by the County. Sarah has also assisted the County in ongoing updates to a capital planning tool for water and wastewater utility designed for County staff to determine effects on financial position and rates over various capital financing scenarios.

Madera County (CA): Solid Waste Master Plan & Disposal COS Study

Sarah assisted in the County in an expedited evaluation of the landfill cost of service. The primary purpose of the engagement was to: i) assess the cost of landfill disposal for the County's unincorporated residents; and ii) assess any effects to the unit cost of landfill disposal and the corresponding tip fee charged to the County's unincorporated residents from accepting contracted waste. The key study objectives and milestones achieved for the engagement included i) development of multi-year financial forecast (5 years) of the County's solid waste enterprise business operations; ii) allocations of cost for determination of the cost of disposal services to the unincorporated Residents of the County; and iii) assessed the effects to the unit cost of disposal from the County's current policy of accepting contracted waste at the landfill. In addition, Raftelis was engaged to perform an evaluation of the County's solid waste system stemming from: i) findings of a prior cost-of-service evaluation performed by Raftelis which identified the need for substantial fee increases; and ii) to address stakeholder concerns related to mandatory collection, perceived inequities in the cost recovery and rates charged to the differing disposal customers of the system, and general understanding of the financial and operational health of the solid waste system to assist with near-term and long-term planning and system operation for the County's Solid Waste Management System (SWMS). The evaluation examined the key elements of the County's SWMS including, but not limited to, customer demands, operations review, legal and regulatory environment, contractual relationships, and potential changes to the County's SWMS. As part of the evaluation, a comprehensive stakeholder outreach effort was developed to help ensure input and concerns from residents were identified and addressed.

PROJECT LIST

- City of Bainbridge Island (WA) – Solid waste collection system and waste management assessment
- City of Cape Coral (FL) – Solid waste collection in-housing study
- City of Chandler (AZ) – Solid waste cost-of-service rate study
- City of Galveston (TX) – Solid waste cost-of-service rate study
- City of Huntsville (AL) – Solid waste cost-of-service rate study
- City of Lincoln (CA) - Solid waste cost-of-service rate study
- City of Long Beach, (CA) - Solid waste waste-to-energy and SB1383 procurement support services
- City of Oklahoma City (OK) – Solid waste cost-of-service rate study, Collection In-housing Study & Contract Negotiations Support
- City of Orlando (FL) – Solid waste cost-of-service rate study
- City of Oxnard (CA) – Solid waste impact fee study, and solid waste cost-of-service rate study

- City of Port St. Lucie (FL) – Solid waste collection in-housing Study
- City of Tulsa (OK) – Solid waste cost-of-service rate study and waste-to-energy evaluation
- Calaveras County (CA) – Solid waste cost-of-service rate study
- Charlotte County (FL) – Solid waste rate study
- Hillsborough County (FL) - Solid waste cost-of-service rate study and bond feasibility
- Lee County (FL) - Solid waste cost-of-service rate study
- Manatee County (FL) – Solid waste rate and bond feasibility study
- Martin County (FL) - Solid waste cost-of-service rate study
- Madera County (CA) – Solid waste cost-of-service rate study and solid waste management system evaluation
- Village of Ruidoso (NM) – Solid waste cost-of-service rate study
-

PRESENTATIONS

- “Rates Across the State,” SWANA-Florida Winter Conference 2023
- “Solid Waste Impact Fees,” SWANA-Florida Winter Conference, 2022

Harold Mitchell PMP, ACP, PMI-PBA

STAFF CONSILTANT – FINANCE AND SOLID WASTE

Senior Consultant



ROLE

Harold will work at the direction of Thierry in conducting analyses and preparing deliverables for the project.

PROFILE

Harold specializes in stormwater financial assessments, supporting project decision-making and prioritization with detailed analyses. Previously, he optimized business applications and led IT projects at International Paper and managed SaaS and IT infrastructure projects for the City of Memphis. As a Lead Database Analyst for Memphis' Solid Waste Division, he enhanced fleet and route services with data visualizations and automated reporting. He led the integration of Rubicon's SaaS with Oracle's CRM database and ensured the fleet's 360+ vehicles were equipped for improved route tracking and maintenance. Harold holds an MBA with a focus on Project Management and Data Analytics and professional certifications, including PMP, PMI-ACP, and PMI-PBA. He is proficient in Power BI, SQL, and financial modeling.

RELEVANT PROJECT EXPERIENCE

Montgomery County (OH): Solid Waste Billing Software & Call Center

Montgomery County is engaged with Raftelis to support Annual Property Charge (APC) solid waste billing using the billing software designed by Raftelis for this purpose. Additionally, Raftelis staffed a call center to intake customer questions and disputes regarding the fee. Harold assisted in the development of standard operating procedures and training materials. Harold also managed the call center staff, ensuring appropriate coverage of representatives and that proper tracking procedures were utilized.

Additionally, he compiled and provided reports of activities and open inquiries to County staff on a weekly basis, ensuring inquiries were progressing through the appropriate channels before being closed out. He will continue in this role for the upcoming call center period in January 2025.

City of Memphis (TN): Solid Waste Division Financial Modeling

Conducting analysis of various service delivery scenarios for future fiscal years, to determine the revenue requirements for each. The results of this analysis will be a proposal for a new per-customer rate surrounding the new service delivery model proposed.

Port St. Lucie (FL): Solid Waste In-House Study

Conducting analysis pertaining to sourcing staffing, facility, and fleet needs in-house, regarding city solid waste services, for both residential and commercial customers within the servicing area. The result of this analysis will be a per customer, per service type cost, that will be provided as a high-level comparison to the current contracted service, per customer, cost.

Specialties

- Local Government/Rubicon
- Financial Modeling
- Solid Waste Collection and Operations
- Data Analytics
- Feasibility Studies

Professional History

- Raftelis: Senior Consultant (2023-Current)
- International Paper: Business Analyst (2022-2023)
- City of Memphis: Project Manager (2021-2022); Lead Database Analyst (2019-2021)

Education

- Master of Business Administration in Project Management & Data Analytics - University of Memphis (2022)
- Bachelor of Science in Sociology & Public Administration - University of Memphis (2017)

Certifications

- PMI-PMP (Project Management Professional)
- PMI-PBA (Professional Business Analyst)
- PMI-ACP (Agile Certified Practitioner)
- Microsoft Office Specialist (MOS Expert)

Professional Memberships

- Project Management Institute – PMI Memphis Chapter Member
- PMI Netherlands Chapter Member
- PMI Memphis Board Member, VP of Technology
- SWANA - Young Professional
- Leadership Memphis Alumni Member

Arlington County (VA): Stormwater Utility Implementation & Software

Arlington County (County) worked with Raftelis to explore the feasibility of moving from tax-based stormwater funding to a stormwater enterprise fund managed by a utility supported by impervious area-based user fees. The County ultimately decided to move forward with a utility and software to support the calculation and communication of stormwater fees to the County Treasurer for levy. Harold was involved in internal testing of the software and orchestrated user acceptance testing with the County. Harold also helped develop documentation on software functionality and use cases for the County.

RELEVANT PROFESSIONAL EXPERIENCE**Rubicon/Oracle CRM Integration: Lead Database Analyst**

Led requirements gathering, testing, and implementation of service request workflow within Rubicon's SaaS and Oracle's CRM database, for the City of Memphis – Solid Waste Division.

Rubicon Fleet Management: Lead Database Analyst

Ensured all Solid Waste Division's 360+ vehicles were podded to communicate within Rubicon's SaaS for improve route tracking and preventative maintenance for the entire fleet.

Macola Progression Upgrade: Business Analyst

Service Delivery Manager (SDM) for the upgrade and sustain process of an outdated application behind a security system. Led the migration of the application to VMs and removed the security system barrier(s) to assist with future support efforts, resulting in savings exceeding 100+ million in invoicing.

City-wide OKTA Rollout: Project Manager

Project Manager for City of Memphis' OKTA SSO rollout for all enterprise applications. This project helped increase the security of our local government's databases, systems, and information by utilizing enhance authentication methods for access.

TECHNICAL WORKPLAN

Project Understanding

Our understanding of the **Solid Waste Management Fee Study** for the **San Luis Obispo County Integrated Waste Management Authority (IWMA)** is centered on the need to develop a clear, justifiable, and compliant fee-setting methodology. The goal is to ensure that the solid waste management fees accurately reflect the cost of service, maintain financial stability, and comply with Propositions 218 and 26. This project will evaluate the existing fee structure, which includes recent modifications, to ensure that the fees are fair and transparent for both residential and commercial customers, while also supporting the IWMA's long-term operational goals.

The scope of work includes collecting and analyzing three to five years of historical financial data, customer and tonnage statistics, and operational costs to develop a comprehensive forecast of revenue and expenses. This analysis will inform the creation of a fee structure that accounts for future needs, including capital improvement projects and compliance with regulatory requirements such as SB 1383. Our methodology will ensure that all costs are allocated appropriately to customer classes and that the IWMA is positioned to sustainably manage its solid waste services in the coming years.

Raftelis will work closely with IWMA staff and stakeholders to develop a transparent and easily implementable fee structure that meets the IWMA's financial, operational, and compliance objectives. Throughout the process, we will ensure that the new fee recommendations are defensible, aligned with best practices, and considerate of the impact on ratepayers, focusing on minimizing rate volatility and ensuring equity across customer classes.

Technical Approach

PHASE 1: PROJECT INITIATION AND KICKOFF (WEEKS 1-2)

Task 1.1: Project Kickoff Meeting

- *How the Task Will Be Accomplished:* A kickoff meeting will be conducted to review the project scope, objectives, roles, and expectations with IWMA staff and stakeholders. We will finalize timelines, identify key data needs, and confirm communication protocols for the duration of the project.
- *Timeline:* October 23-27, 2024
- *Deliverables:* Project work plan and communication protocol.

PHASE 2: DATA COLLECTION, FINANCIAL FORECAST, AND MODEL DEVELOPMENT (WEEKS 3-6)

Task 2.1: Data Request and Collection

- *How the Task Will Be Accomplished:* We will send formal requests to IWMA and permitted haulers to gather revenue data, operational costs, and customer class information. Follow-up communications will ensure timely and complete data submission.

- *Timeline:* October 30-November 3, 2024
- *Deliverables:* Data request letters and submission tracking log.

Task 2.2: Historical and Forecasted Customer/Tonnage Statistics

- *How the Task Will Be Accomplished:* We will analyze three to five years of historical customer data, billing, recycling, and waste delivery statistics. Using trend analysis, we will develop a five-year forecast to support revenue and expense projections.
- *Timeline:* November 6-13, 2024
- *Deliverables:* Historical data analysis report and five-year forecast.

Task 2.3: Revenue Forecast Preparation and Validation

- *How the Task Will Be Accomplished:* Revenue projections will be developed using the historical data and forecasted tonnage statistics. A revenue test will validate the model by comparing forecasted revenues with actual audited figures from the most recent year.
- *Timeline:* November 14-21, 2024
- *Deliverables:* *Validated* revenue projection model.

Task 2.4: Operating Expense Allocation and Forecast

- *How the Task Will Be Accomplished:* We will analyze three to five years of operating expenses, then forecast future expenses based on identified trends and operational changes. This includes a wage analysis comparing IWMA staff compensation with regional benchmarks.
- *Timeline:* November 22-December 1, 2024
- *Deliverables:* Operating expense forecast and wage analysis report.

Task 2.5: Capital Funding Plan Development

- *How the Task Will Be Accomplished:* We will work with IWMA staff to evaluate capital improvement needs and funding sources for the next 10 years. This includes reviewing existing fixed assets and capital projects and aligning them with the Authority's objectives.
- *Timeline:* December 4-8, 2024
- *Deliverables:* 10-year capital improvement plan.

Task 2.6: Determination of Revenue Sufficiency

- *How the Task Will Be Accomplished:* Using the revenue and expense forecasts, we will develop a financial plan to ensure revenue sufficiency while maintaining reserve targets and minimizing rate increases. This will include a rate revenue adjustment forecast.
- *Timeline:* December 11-15, 2024
- *Deliverables:* Revenue sufficiency analysis and recommended reserve targets.

PHASE 3: COST OF SERVICE ANALYSIS AND RATE DESIGN (WEEKS 7-9)

Task 3.1: Cost Allocation and Rate Design

- *How the Task Will Be Accomplished:* We will allocate costs across customer classes (residential/commercial) based on industry-accepted methodologies. The rate design will be developed to ensure revenue sufficiency, fairness, and ease of implementation.
- *Timeline:* December 18-22, 2024
- *Deliverables:* Cost allocation report and rate design alternatives.

Task 3.2: Customer Impact Analysis

- *How the Task Will Be Accomplished:* We will evaluate the impacts of proposed rate changes on different customer classes, ensuring minimal disruption and rate stability. A detailed customer impact analysis will be prepared for review.
- *Timeline:* December 26-29, 2024
- *Deliverables:* Customer impact analysis report.

Task 3.3: Fee Schedule and Recommended Changes

- *How the Task Will Be Accomplished:* A new fee schedule will be developed, along with recommended changes to IWMA's rates, rules, and regulations to align with the proposed rate structure.
- *Timeline:* January 2-5, 2024
- *Deliverables:* Proposed fee schedule and regulatory changes.

PHASE 4: REPORTING AND PRESENTATIONS (WEEKS 10-12)

Task 4.1: Draft Report Preparation and Review

- *How the Task Will Be Accomplished:* A comprehensive draft report summarizing all analyses, findings, and recommendations will be prepared. The draft will be reviewed with IWMA staff, and their feedback will be incorporated into the final version.
- *Timeline:* January 8-12, 2024
- *Deliverables:* Draft report for IWMA staff review.

Task 4.2: Final Report and Presentation

- *How the Task Will Be Accomplished:* After incorporating staff feedback, we will finalize the report and prepare a presentation summarizing the study's findings. The final report will be presented to the IWMA Board and at a public hearing.
- *Timeline:* January 15-19, 2024
- *Deliverables:* Final report and PowerPoint presentation for IWMA Board and public hearing.

PHASE 5: IMPLEMENTATION AND PUBLIC ENGAGEMENT (WEEKS 13-14)

Task 5.1: Public Hearing Preparation and Support

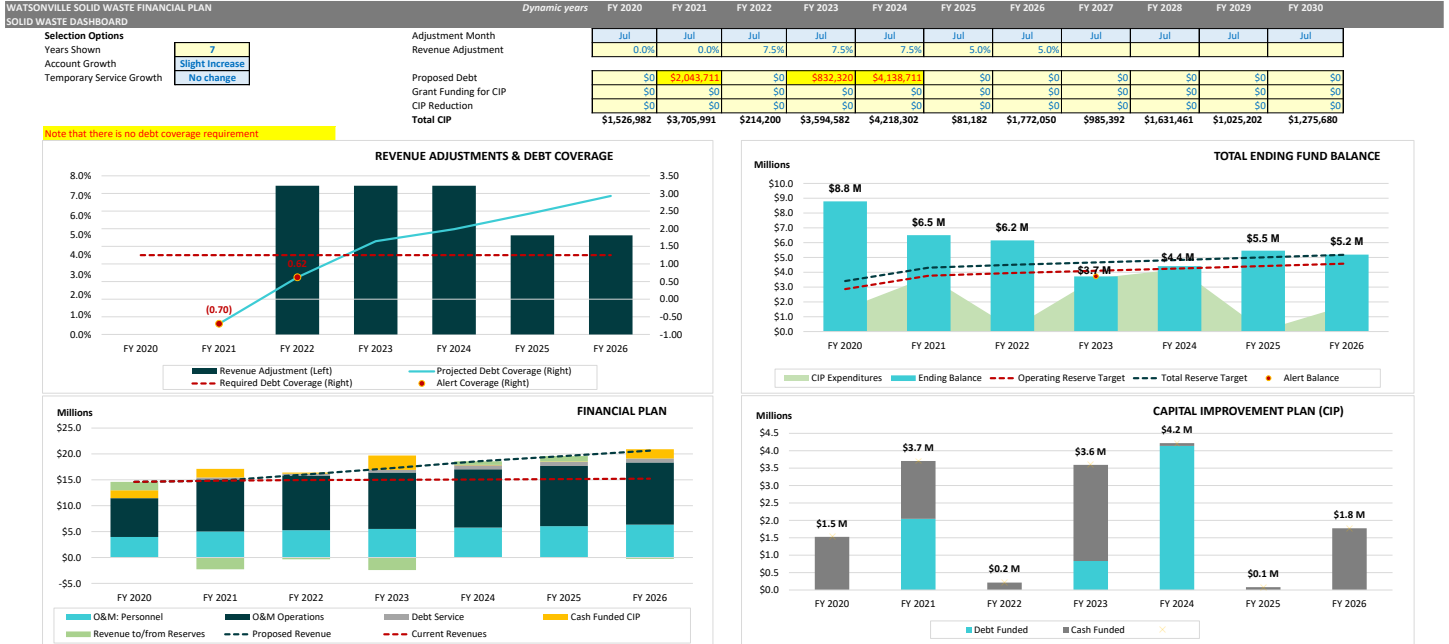
- *How the Task Will Be Accomplished:* We will assist IWMA staff in preparing for the public hearing, providing materials and responses to potential questions. Public engagement will focus on addressing concerns and communicating the benefits of the proposed fee structure.
- *Timeline:* January 22-26, 2024
- *Deliverables:* Public hearing materials and FAQs.

Task 5.2: Post-Implementation Support

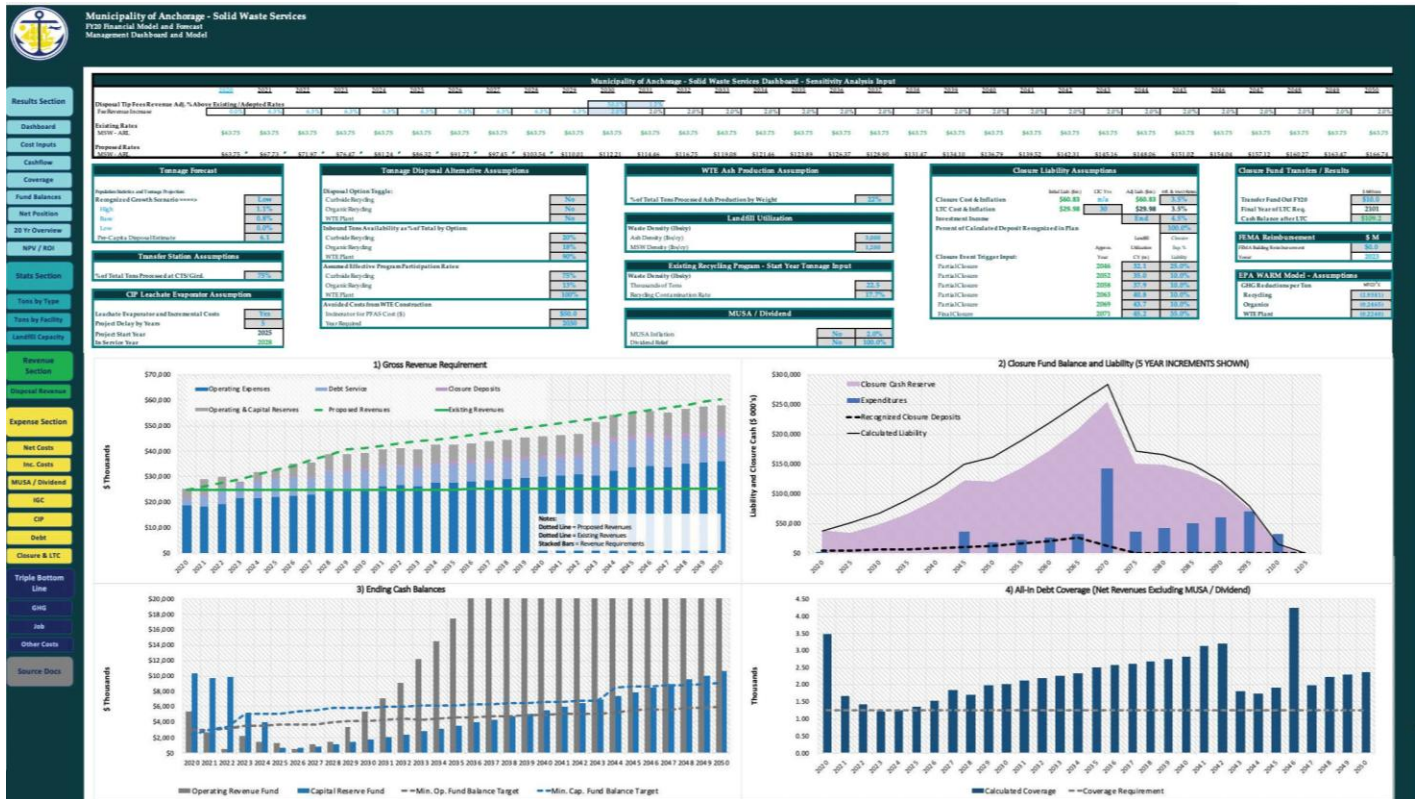
- *How the Task Will Be Accomplished:* After the new fee structure is adopted, we will provide ongoing support to ensure smooth implementation, including any necessary changes to billing systems or policies.
- *Timeline:* As needed post-hearing
- *Deliverables:* Implementation support documentation.

Raftelis will develop a customized financial model that incorporates a dashboard to allow you to easily run scenarios and see the impacts in real time. Shown here is a sample dashboard that we developed for another project.

CITY OF WATSONVILLE, CA



MUNICIPALITY OF ANCHORAGE, AK



Sample Invoice

RAFTELIS
 227 W. Trade St
 Suite 1400
 Charlotte, NC 28202



Address _____ Date _____
 Invoice No: _____

Project Project Number Project Name
Professional Services from Date to Date

Phase	Phase Number	Phase Name	Current	Prior Billings	
Contract					
		Total Billings	0.00	7,087.50	7,087.50
		Contract Ceiling			7,120.00
		Remaining			32.50
Total this Phase					0.00

Phase Phase Number Phase Name
Professional Personnel

	Hours	Rate	Amount
Sr. Consultant			
Name	4.00	185.00	740.00
Totals	4.00		740.00
Total Professional Fees			740.00

Contract	Current	Prior Billings	
Total Billings	740.00	19,469.25	20,209.25
Contract Ceiling			20,220.00
Remaining			10.75
Total this Phase			\$740.00

Phase	Phase Number	Phase Name	Current	Prior Billings	
Contract					
		Total Billings	0.00	0.00	0.00
		Contract Ceiling			9,000.00
		Remaining			9,000.00
Total this Phase					0.00

Phase	Phase Number	Phase Name	Current	Prior Billings	
Contract					
		Total Billings	0.00	0.00	0.00
		Contract Ceiling			6,720.00
		Remaining			6,720.00
Total this Phase					0.00
Total this Invoice					\$740.00

With Billing inquiries, please contact us at billing@raftelis.com

Project	Project Number	Project Name	Invoice
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Outstanding Invoices

Number	Date	Balance
Inv Number	Date	899.25
Inv Number	Date	662.50
Inv Number	Date	6,396.25
Total		7,958.00

	Current	Prior	Total	Received	A/R Balance
Billings to Date	740.00	26,556.75	27,296.75	18,598.75	8,698.00

Project	Project Number	Project Name	Invoice
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Billing Backup

Day, Date

Raftelis Financial Consultants

Invoice Number Dated X/XX/XXX

Time

Project	Project Number	Project Name	

Phase	Phase Number	Phase Name	

Professional Personnel

			Hours	Rate	Amount
	Sr. Consultant				
249	5 - Name	Date	4.00	185.00	740.00
	Prep for meeting - calculate \$ per tree, trees per priority area; meeting				
	Totals		4.00		740.00
	Total Professional Fees				740.00

Total this Phase \$740.00

Total this Project \$740.00

Total this Report \$740.00

Timeline

Raftelis will complete the scope of services within the timeframe shown in the schedule below. **Project completion is estimated for January 31, 2024.**

Task	Milestone	Deliverable	Est. Completion Date
Phase 1: Project Initiation and Kickoff			
Project Kickoff Meeting	Kickoff with IWMA staff	Finalized project work plan, communication protocol	October 27, 2024
Phase 2: Data Collection, Financial Forecast, and Model Development			
Data Request and Collection	Data requests sent	Data request letters and submission log	November 3, 2024
Historical and Forecasted Customer/Tonnage Statistics	Data collection from stakeholders	Historical analysis report and 5-year forecast	November 13, 2024
Revenue Forecast Preparation and Validation	Revenue test and validation	Validated revenue projection model	November 21, 2024
Operating Expense Allocation and Forecast	Expense data analysis completed	Operating expense forecast and wage analysis	December 1, 2024
Capital Funding Plan Development	Review capital needs and funding	10-year capital improvement plan	December 8, 2024
Determination of Revenue Sufficiency	Financial plan review	Revenue sufficiency analysis and recommended reserves	December 15, 2024
Phase 3: Cost of Service Analysis and Rate Design			
Cost Allocation and Rate Design	Cost allocation completed	Cost allocation report and rate design alternatives	December 22, 2024
Customer Impact Analysis	Impact assessment of rate changes	Customer impact analysis report	December 29, 2024
Fee Schedule and Recommended Changes	Finalized fee schedule	Proposed fee schedule and regulatory changes	January 5, 2024
Phase 4: Reporting and Presentations			
Draft Report Preparation and Review	Draft report review with IWMA	Draft report for review	January 12, 2024
Final Report and Presentation	Final report and board presentation	Final report and PowerPoint presentation	January 19, 2024
Phase 5: Implementation and Public Engagement			
Public Hearing Preparation and Support	Public hearing preparation completed	Public hearing materials and FAQs	January 26, 2024
Post-Implementation Support	Ongoing implementation assistance	Implementation support documentation	Ongoing post-hearing

SUMMARY OF KEY DELIVERABLES AND MEETINGS

- **Kickoff Meeting and Work Plan:** October 2024
- **Data Collection:** October-November 2024
- **Revenue and Expense Forecasts:** November-December 2024
- **Capital Improvement Plan:** December 2024
- **Cost Allocation and Rate Design:** December 2024
- **Draft Report:** January 2024
- **Final Report and Presentation:** January 2024
- **Public Hearing Preparation and Support:** January 2024

BUDGET, RETAINER, AND/OR RATES

Budget, Retainer, and/or Rates

The following table provides a breakdown of our proposed fee for this project. This table includes the estimated level of effort required for completing each task.

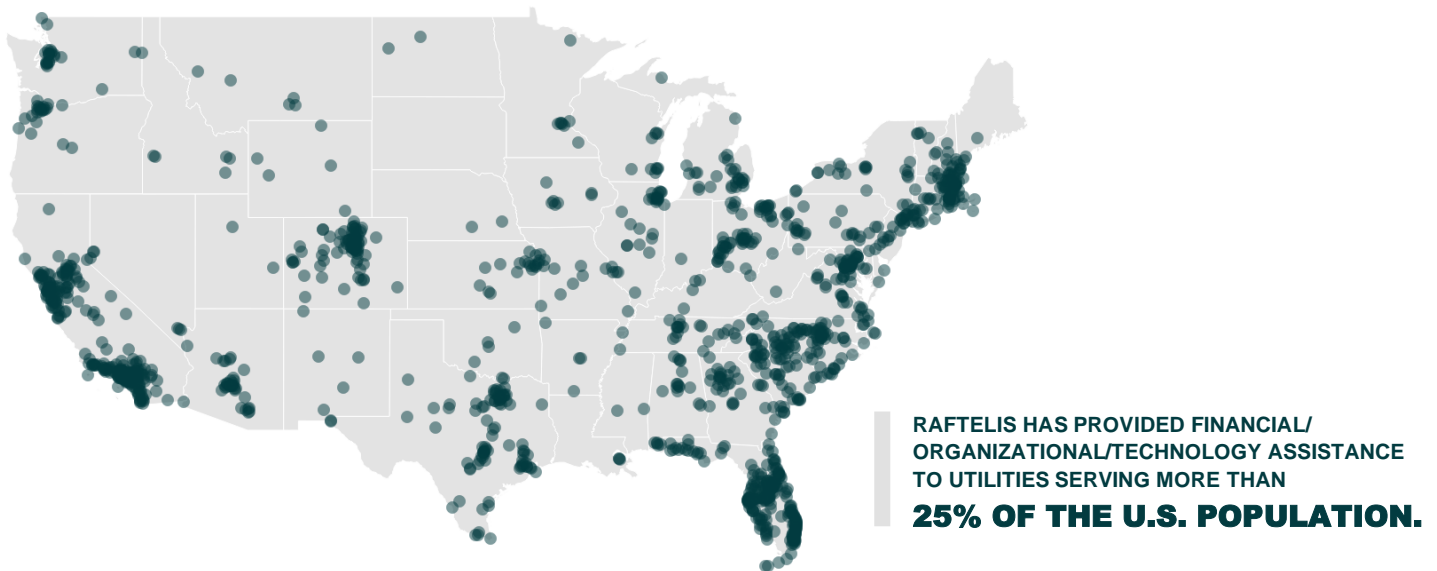
Phase	Total Cost
Phase 1: Project Initiation and Kickoff	\$2,000
Phase 2: Data Collection, Financial Forecast, and Model Development	\$14,500
Phase 3: Cost of Service Analysis and Rate Design	\$9,500
Phase 4: Reporting and Presentations	\$8,000
Phase 5: Implementation and Public Engagement	\$4,000
Total Budget	\$38,000

CLIENT REFERENCES

Client References

RAFTELIS HAS THE LARGEST FINANCIAL AND MANAGEMENT CONSULTING PRACTICE IN THE NATION FOCUSING ON THE UTILITY INDUSTRY.

Our staff has assisted more than 1,700 local government agencies and utilities across the U.S., including some of the largest and most complex agencies in the nation. In the past year alone, Raftelis worked on more than 1,300 financial, organizational, and/or technology consulting projects for over 700 agencies in 47 states, the District of Columbia, and Canada. Below, we have provided descriptions of projects that we have worked on that are similar in scope to the IWMA’s project. We have included references for each of these clients and urge you to contact them to better understand our capabilities and the quality of service that we provide.



Metropolitan Government of Nashville and Davidson County TN

References: Amanda Deaton-Moyer, Metro Finance Department, Assistant Director
 1 Public Square, Nashville, TN 37201 / P: 615.862.4782 / E: amanda.deaton-moyer@nashville.gov

Tony Vlasic, Metro Water Services, Assistant Director, Business and Finance
 E: tony.vlasic@nashville.gov

Type of Organization: Public utility/municipality

Metropolitan Government of Nashville and Davidson County (Metro) engaged Raftelis to study a proposed organizational structure for a stand-alone Solid Waste Department. Historically Waste Services was a division of the Department of Public Works and more recently, in 2021, transferred to Metro Water. As an output of state legislation, a Solid Waste Master Plan was developed and adopted by the City Council in 2021. The vision of the

Master Plan document is to achieve zero-waste within the next 20 to 30 years. The organizational assessment considered the strategic policy goals with an appreciation for the resources and requirements related to diversion initiatives alongside the present operational context. This culminated in two deliverables, a memorandum for City Council that recommended hiring a Director of Solid Waste with the intent to form a stand-alone department and a comprehensive report providing initial organizational recommendations and focus areas should a stand-alone department be formed. Key elements of the report included: a) a proposed organizational structure that provided alignment with the long-term zero waste vision and sufficient capacity to meet service level expectations as a stand-alone department, b) an update to the financial model developed previously by Raftelis incorporating key changes to cost of service considerations and impact of proposed organizational structure recommendations; and c) prioritized focus areas for the new Director to meet the strategic policy goals for solid waste in Nashville.

During the fall of 2023, Nashville Metro Water Services (MWS) conducted a second large-scale customer satisfaction survey to solicit feedback on customer service processes and to better understand customer awareness of the utility's policies, operations, and messaging to the public. This survey was a follow-up, to see how customers perceived the many changes that MWS had instituted over the last year and a half. Both surveys had more than 5,000 responses from the community, and allowed MWS to better understand where customers felt like processes were appropriate and helpful and where the organization had opportunities for improvement. The 2023 update showed that, in nearly every category, customers appreciated the changes that MWS had made and had higher levels of satisfaction.

City of Memphis TN

Reference: Philip Davis, PG, Solid Waste Director

125 North Main Street, Memphis, TN 38103 / P: 901.636.6872 / E: philip.davis@memphistn.gov

Type of Organization: Public utility/municipality

Raftelis has supported the City's Solid Waste Division for nearly ten years, providing financial planning, budgeting, rates, and service level options assessments and support. The Division provides services to more than 200,000 service points within the City for garbage, recycling, and outside trash collections. Our initial engagement centered on assessing options for service delivery models for outside cart (bulk waste), assessing rate implications of the service delivery models, and developing a multi-year rate plan to support the selected option. This project included completing a benchmarking study, analyzing the Division's operational costs and revenue, and developing a rate model and supporting documentation for the Division. Development of the rate model included updating the program's baseline costs, developing and refining alternatives to that baseline cost, and developing full cost recovery rates. The Division has continued to respond to changing circumstances over the years and Raftelis has supported analysis of increased costs, changes in customer demands and Council priorities over the years. In the near future, the Division is contending with depleted reserves in its special revenue fund and Raftelis has supported the Division in the development of a new rate plan for future fiscal years. Due to customer demand and the presence of blight throughout the City, the Department is exploring increasing the level of services provided to customers, particularly for outside trash collection. Raftelis also provides monthly budget analysis and tracking for the Division and supports the Division's annual budget update process for red and blackline transfers.

Madera County CA

Reference: Jared Carter, P.E., Deputy Public Works Director

200 West 4th Street, Suite 3100, Madera, CA 93637 / P: 559.675.7811 / E: jcarter@maderacounty.com

Type of Organization: Public utility/municipality

Raftelis was engaged by Madera County (County) to perform an evaluation of the County's solid waste system stemming from: i) findings of a prior cost-of-service evaluation performed by Raftelis which identified the need for substantial fee increases; and ii) to address stakeholder concerns related to mandatory collection, perceived inequities in the cost recovery and rates charged to the differing disposal customers of the system, and general understanding of the financial and operational health of the solid waste system to assist with near-term and long-term planning and system operation for the County's Solid Waste Management System (SWMS). The evaluation examined the key elements of the County's SWMS including, but not limited to, customer demands, operations review, legal and regulatory environment, contractual relationships, and potential changes to the County's SWMS. As part of the evaluation, a comprehensive stakeholder outreach effort was developed to help ensure input and concerns from residents were identified and addressed. The outcome of the engagement was unanimous approval of the study recommendations with no public comment.

City of Oxnard CA

Reference: Brian Yanez, Assistant Public Works Director

305 West Third Street, Oxnard, CA 93030 / P: 805.200.5412 / E: brian.yanez@oxnard.org

Type of Organization: Public utility/municipality

The City of Oxnard, CA provides solid waste collection service to 40,000 residential and commercial customers and operates the Del Norte Regional Recycling and Transfer Station. On an annual basis, the City's customers generate over 295,000 tons of municipal solid waste. In addition, the City processes approximately 24,900 tons of comingled recyclables and 22,000 tons of organic materials (green waste and food waste) at the Del Norte Regional Recycling and Transfer Station. Raftelis has conducted two studies on behalf of the City's Environmental Resource Division: a solid waste impact fee study, and a solid waste cost of service study. The scope of the impact fee study was to evaluate the feasibility of implementing an impact fee to recover both the cost of the collection vehicles and waste processing facilities. The results of the study were not implemented, however serve as a basis for further study. The City anticipates possibly updating the study in a future engagement to present findings to City council. Most recently, Raftelis completed a cost of service analysis for the City evaluating their collection and disposal rate structure for residential, commercial, and industrial customers. With the City having not conducted a cost of service analysis in over ten years, while subject to local, state, and federal mandates regarding solid waste handling (e.g., S.B. 1383), and rising costs, they were faced with funding deficiencies. Raftelis developed a financial plan to ensure adequate reserves over the five-year planning period and developed equitable rates for the City's customers. The City is in the process of taking the financial plan to Council to be adopted for Fiscal Year 2025.

Hillsborough County FL

Reference: Damien Tramel, Solid Waste Director

925 E. Twiggs Street, Tampa, FL 33602 / P: 813.541.9123 / E: trameld@hcfl.gov

Type of Organization: Public utility/municipality

Raftelis has prepared a financial forecast and revenue sufficiency analysis and model of the County's Solid Waste Division, which includes both disposal and collection services. The financial forecast and model was prepared to evaluate the current and projected fiscal position, support the development of collection and disposal fee rates for service, and develop a funding plan for ongoing capital re-investment. The financial forecast encompassed a six-year planning horizon. Study tasks have included:

- Compilation of historical solid waste deliveries received by the County, by waste type, and the projection of solid waste tonnage to estimate residential assessment and tipping fee disposal revenues
- Preparation of forecast of residential/dwelling unit, and commercial customer growth, and waste generation rates to estimate solid waste collection revenues as well as the delivery of municipal solid waste to the County disposal facilities

- Projection of electric rate revenues derived from the operation of the waste-to-energy (WTE) facility, recognizing changes in fuel prices, and contractual arrangements for the sale of electricity to other utilities
- Projection of operating expenses, including contractual fees for:
 - Operation of the landfill and other disposal facilities
 - Providing collection services by the County's contractors
- Preparation of change in landfill closure and long-term liability for expense recognition and funding considerations
- Development of a capital funding plan
- Developed cost allocation and development of rates based on cost to provide service by customer class, waste type, and service provided (e.g., disposal and residential collection since separately assessed)
- Assisted in development of residential assessment rate resolution and solid waste rate schedules and presentation to Board of County Commissioners
- Providing the rate and financial model for County staff's internal use

Raftelis has annually updated the financial and revenue sufficiency model in support of annual budget process, to review the financial position of the system, and to maintain compliance with the overall business plan adopted by the Board of County Commissioners.

Lee County FL

Reference: Douglass Whitehead, Solid Waste Director

1500 Monroe Street, 3rd Floor, Fort Myers, FL 33901 / P: 239.533.8917 / E: dwhitehead@leegov.com

Type of Organization: Public utility/municipality

Raftelis has prepared a financial forecast and revenue sufficiency analysis and model of the County's Solid Waste Division, which includes both disposal and collection services. The financial forecast and model were prepared to evaluate the current and projected fiscal position, support the development of collection and disposal fee rates for service, and develop a funding plan for ongoing capital re-investment. The financial forecast encompassed a six-year planning horizon. Study tasks have included:

- Compilation of historical solid waste deliveries received by the County, by waste type, and the projection of solid waste tonnage to estimate residential assessment and tipping fee disposal revenues
- Preparation of forecast of residential/dwelling unit, and commercial customer growth, and waste generation rates to estimate solid waste collection revenues as well as the delivery of municipal solid waste to the County disposal facilities
- Projection of electric rate revenues derived from the operation of the waste-to-energy (WTE) facility, recognizing changes in fuel prices, and contractual arrangements for the sale of electricity to other utilities
- Projection of operating expenses, including contractual fees for:
 - Operation of the landfill and other disposal facilities
 - Providing collection services by the County's contractors
- Preparation of change in landfill closure and long-term liability for expense recognition and funding considerations
- Development of a capital funding plan, including the funding of a landfill replacement reserve (new landfill) for future disposal requirements
- Developed cost allocation and development of rates based on cost to provide service by customer and waste type
- Providing the rate and financial model for County staff's internal use

Raftelis has annually updated the financial and revenue sufficiency model in support of annual budget process, to review the financial position of the system, and to maintain compliance with the overall business plan adopted by the Board of County Commissioners.

Oklahoma City Water Utilities Trust **OK**

Reference: Vanessa Aguilar, Business Manager Utilities Department

420 West Main, Suite 500, Oklahoma City, OK 73102 / P: 405.297.2825 / E: vanessa.aguilar@okc.gov

Type of Organization: Public utility/municipality

The City of Oklahoma City (City) provides solid waste collection and disposal services to approximately 645,000 people with contractor provided collection service to about 60% of the customer base and City in-house provided collection service to about 40% of the customer base. Collection services primarily include refuse, recycling, and bulky waste. The City is also responsible for a number of solid waste programs from neighborhood clean ups, household hazardous waste, rural recycling convenience centers, street sweeping, and others. Raftelis recently assisted the City through the performance of a formal Cost of Service rate study and financial forecast model. A key element of the engagement included: i) providing recommendations concerning rate revenue adjustments over a 10-year period including modeling of fleet replacement and identifying capital needs; ii) providing recommendations concerning the establishment of cash reserves for operating, capital, force majeure, cart, and other reserves; and iii) identification of the cost of service for several of the City's key services including, bulky waste collection, recycling, illegal dumping and litter collection, and flow fee design. Raftelis assisted the City in modeling cart and fleet replacement cycles. Raftelis recently assisted the City in determining the cost of in-housing certain contracted operations including solid waste collections of the franchise area and bulky waste collections. To analyze the cost of in-housing certain contracted operations, Raftelis identified the key operating costs including but, not limited to, the incremental costs associated with additional collection routing requirements, staffing, equipment and vehicles, carts, fuel, and stakeholder outreach.

Montgomery County Environmental Services **OH**

Reference: John Minear, Education and Outreach Manager

2550 Sandridge Drive, Moraine, OH 45439 / P: (O) 937.781.3060 (C) 937.607.9678 / E: minearj@mcoho.org

Type of Organization: Public utility/municipality

Raftelis completed a solid waste rate study and billing assistance for Montgomery County Environmental Services (MCES). The first phase of the study included three components: 1) information technology and business systems review; 2) solid waste rate benchmarking; and 3) rate development and financial planning. The primary task under the information technology and business systems review was to perform an audit of the County's solid waste billing system. MCES was concerned that it was not billing all of the customers it serves and that it may have been incorrectly billing others. One of the complicating factors was that MCES must rely on private haulers for billing information. The second objective of the solid waste rate benchmarking was to identify the way other solid waste districts in Ohio and across the country charge for the services provided. The third component of this work included developing a multi-year financial plan for the solid waste enterprise fund.

After these efforts were completed, the County retained Raftelis to develop, manage and support a new solid waste billing and customer service solution, the Montgomery County Annual Property Charge (MCAPC) system which MCES began using for the 2023 solid waste billing processes. This system provides an interface between hauler-reported solid waste service volumes and the County's parcel-based billing system. Raftelis developed and deployed the system successfully and now provides front-line customer service to County customers using the system.

In the few months after MCAPC implementation in 2023, the County was able to realize a modest increase in parcel fee revenue. Of note, this County-wide change resulted in only about 150 calls from customers. While the fees of the 215,000 residential customers did mostly remain the same, the group of 35,000 businesses in the County were most likely to see increases; however, Raftelis and the County worked to preempt issues using one-on-one discussions with the most impacted businesses. Raftelis also staffed the call center for three (3) months after implementation to address customer concerns, with plans to use the same short-term call center approach upon annual issuance of the parcel fee bills in future years. This project is a highly successful example of a web application billing technology that Raftelis developed to assess parcel charges implemented by the County billing system.

City of Wilmington NC

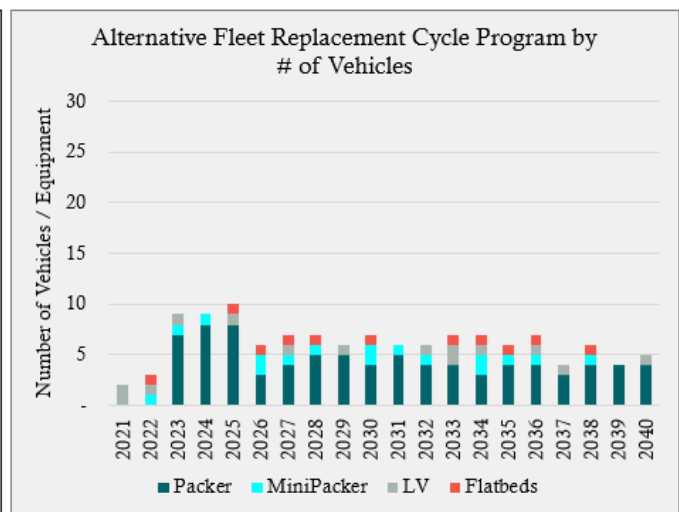
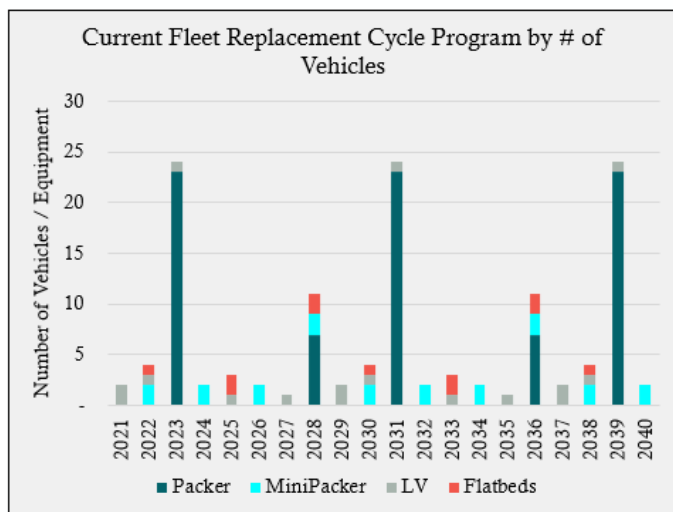
Reference: Rick Porter, MBA MESH

209 Coleman Drive, Wilmington, NC 28402 / P: 910.341.0081 / E: rick.porter@wilmingtonnc.gov

Type of Organization: Public utility/municipality

Raftelis was involved in performing a comprehensive Rate Study, operational assessment, and collection routing optimization study for the City of Wilmington to ensure the Solid Waste Division is operating efficiently and cost effectively and that the existing charges and fee structure adequately recover the expenses associated with providing service. This effort included developing a ten-year prospective financial model with estimated costs of service for the upcoming fiscal year as well as providing rate recommendations. Additionally, this included performing a full operational assessment and providing recommendations for improvement. Developing the costs of service also required a detailed analysis of the Division’s fixed assets, fleet, and future CIP. Performing this analysis provided additional insight to the Division’s operations as a whole and provided the basis for final recommendations.

A key finding of the study was to make recommendations to adjust the City’s solid waste collection fees by 4% for the Fiscal Year 2022, which required formal presentation to City stakeholders and City Council. The proposed rate recommendations were unanimously approved.



Charts shown above reflect the fleet module, a component of the financial model, used to assist staff in examining effects of changes in fleet replacement cycles. The tool also calculated estimated replacement cost, expected residual value from sale of used vehicles, and changes in maintenance expenses as vehicles age.

City of Chandler AZ

References: Dawn Lang, Deputy City Manager/CFO

175 South Arizona Avenue, 3rd Floor, Chandler, AZ / P: 480.782.2256 / E: dawn.lang@chandleraz.gov

Matt Dunbar Budget Manager

E: matthew.dunbar@chandleraz.gov

Type of Organization: Public utility/municipality

In 2021, Raftelis was tasked with development of a solid waste rate and cost of service study on behalf of the Management Services Department and Solid Waste Service Division of the Public Works and Utilities Department for the City of Chandler (City). The primary purpose of the Study was to:

- Review and validate the City’s most recent financial projections developed by staff, including review of the corresponding expenditure and funding needs (the “revenue requirements”) in order to confirm the rate revenue sufficiency and required adjustments of the solid waste system (the “system”);
- identify the cost of services offered by the City and provide a breakdown of the monthly user fee contribution to funding such services; and
- examine potential effects from changes in operations as requested by City staff.

The study considered changes in operations such as changes to the City’s transfer station hours of operation, curbside HHW services, and other operational changes. Please reference our study report for a more complete listing of the study considerations. Another key element of the study resulted in the adoption of recommended fees designed to result in a sustainable financial plan. This relied on providing the city recommendations to their cash reserves.

City of Georgetown sc

Reference: Scott Whittier, City Administrator

1134 N. Fraser Street, Georgetown, SC 29440 / P: 843.545.4600 / E: swhittier@georgetownsc.gov

Type of Organization: Public utility/municipality

The City of Georgetown (City) is an incorporated municipality with a population of approximately 8,400 residents. The City is located 60 miles north of Charleston and 36 miles south of Myrtle Beach. The City owns and operates the electric, water and wastewater and solid waste utilities. Raftelis completed a study for each of the water and sewer, electric and solid waste funds, focusing on the City's existing rate structures and providing recommendations to fully fund all operational and capital needs. Raftelis is assisting the client to establish a strategic plan to self-sustain each enterprise fund and address increasing needs for capital improvements funding.

The Raftelis team also completed a 2022-2023 Solid Waste Financial Plan, including development of a forecast of revenues and revenue requirements, and assessment of level of future increases. Regarding rates and fees, the team also evaluated sufficiency of existing fees, recommended defensible rates to support the Waste Management Fund, and defined alternatives to consider moving forward.

City of Oxnard CA

Reference: Brian Yanez, Assistant Public Works Director

305 West Third Street, Oxnard, CA 93030 / P: 805.200.5412 / E: brian.yanez@oxnard.org

Type of Organization: Public utility/municipality

The City of Oxnard, CA provides solid waste collection service to 40,000 residential and commercial customers and operates the Del Norte Regional Recycling and Transfer Station. On an annual basis, the City's customers generate over 295,000 tons of municipal solid waste. In addition, the City processes approximately 24,900 tons of comingled recyclables and 22,000 tons of organic materials (green waste and food waste) at the Del Norte Regional Recycling and Transfer Station. Raftelis has conducted two studies on behalf of the City's Environmental Resource Division: a solid waste impact fee study, and a solid waste cost of service study. The scope of the impact fee study was to evaluate the feasibility of implementing an impact fee to recover both the cost of the collection vehicles and waste processing facilities. The results of the study were not implemented, however serve as a basis for further study. The City anticipates possibly updating the study in a future engagement to present findings to City council. Most recently, Raftelis completed a cost-of-service analysis for the City evaluating their collection and disposal rate structure for residential, commercial, and industrial customers. With the City having not conducted a cost of service analysis in over ten years, while subject to local, state, and federal mandates regarding solid waste handling (e.g., S.B. 1383), and rising costs, they were faced with funding deficiencies. Raftelis developed a financial plan to ensure adequate reserves over the five-year planning period and developed equitable rates for the City's customers. The City is in the process of taking the financial plan to Council to be adopted for Fiscal Year 2025.

Madera County CA

Reference: Jared Carter, P.E., Deputy Public Works Director

200 West 4th Street, Suite 3100, Madera, CA 93637 / P: 559.675.7811 / E: jcarter@maderacounty.com

Type of Organization: Public utility/municipality

Raftelis was engaged by Madera County (County) to perform an evaluation of the County's solid waste system stemming from: i) findings of a prior cost-of-service evaluation performed by Raftelis which identified the need for substantial fee increases; and ii) to address stakeholder concerns related to mandatory collection, perceived inequities in the cost recovery and rates charged to the differing disposal customers of the system, and general understanding of the financial and operational health of the solid waste system to assist with near-term and long-term planning and system operation for the County's Solid Waste Management System (SWMS). The evaluation examined the key elements of the County's SWMS including, but not limited to, customer demands, operations review, legal and regulatory environment, contractual relationships, and potential changes to the County's SWMS. As part of the evaluation, a comprehensive stakeholder outreach effort was developed to help ensure input and concerns from residents were identified and addressed. The outcome of the engagement was unanimous approval of the study recommendations with no public comment.

CONFLICTS OF INTEREST

Conflicts of Interest

Raftelis serves the following public clients in San Luis Obispo County:

- City of Arroyo Grande
 - City of San Luis Obispo
-

DISCLOSURE OF LITIGATION

Disclosure of Litigation

Raftelis has been joined as a third-party defendant in a lawsuit filed by local developers against the Town of Fuquay-Varina, North Carolina. The subject of this currently pending litigation is development impact fees assessed by the town and developed by Raftelis. This is the only legal case in which Raftelis has been joined as a party in the history of our firm. Raftelis intends to vigorously defend the allegations and claim.

EXCEPTIONS AND DEVIATIONS

Exceptions and Deviations

Raftelis does not have any exceptions to or deviations from the requirements set forth in the RFP.