



# County of Nevada

## Proposal: Eastern County Solid Waste Parcel Charge Fee Study



November 5, 2021



**NEVADA COUNTY**  
**SOLID WASTE DEPARTMENT**

950 Maidu Avenue  
Nevada City, CA 95959

**EASTERN COUNTY SOLID WASTE PARCEL CHARGE  
FEE STUDY**

**PROPOSAL**

*November 5, 2021*

**HF&H CONSULTANTS, LLC**

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November 5, 2021

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**Subject: Proposal – Eastern County Solid Waste Parcel Charge Fee Study**

Nevada County Purchasing Division:

HF&H Consultants, LLC (HF&H) is pleased to submit this proposal in response to the County of Nevada's (County) October 5, 2021 Request for Proposals. Our proposal is organized as requested and includes an appendix with additional information.

**The Experience You Need.** HF&H is uniquely qualified to assist the County with an update to its solid waste parcel charge. HF&H assisted the County in their negotiations with Truckee Tahoe Sierra Disposal (TTSD), drafted the franchise agreement, and set the rates for rate year one of the agreement. Understanding the nuances of how rates were initially derived, the services being provided to each customer type, and the methodology for billing customers and compensating TTSD is critical when changing rates and/or rate structures.

As part of this project, HF&H we will discuss with County staff the feasibility of implementation of an updated parcel charge, particularly as it relates to how the County's franchised hauler, TTSD, is compensated. The County needs to be assured that any rate increases to generate additional funds to cover costs incurred by the County are remitted back to the County by TTSD. As currently written, the franchise agreement with TTSD appears to require the County to remit all parcel charge revenue to TTSD and remit 4% back to the County for franchise fees. Increasing the parcel charge without revising the franchise agreement may not result in the County receiving the additional funding as expected.

**Our Consulting Team.** Our proposed team members have varied backgrounds in engineering, accounting, and finance management. We bring a unique and diverse perspective to our clients, and we view our role as a rates consultant from different perspectives:

- From the public's perspective, we want to be viewed as an independent, objective outside party that is capable of explaining the impact of potential changes in clear, simple, and meaningful terms that laypeople can understand.

Nevada County Purchasing Division

November 5, 2021

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- From the elected officials' perspective, we want to be viewed as an authoritative expert that can help them craft a solution that balances the community's interests and strengthens the community by building consensus.
- From the staff's perspective, we want to be viewed as a teammate who can help develop a preferred alternative that optimizes rate-making objectives.
- From a personal perspective, we want all parties involved to feel highly satisfied with our services from start to finish.

The work for this project will be managed by an owner of HF&H.

We appreciate the opportunity to submit our proposal and look forward to discussing it with you.

Sincerely,

HF&H CONSULTANTS, LLC



Rick Simonson  
Senior Vice President

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# **NEVADA COUNTY**

## **EASTERN COUNTY SOLID WASTE PARCEL CHARGE FEE STUDY**

PROPOSAL



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## TAB A. FIRM'S QUALIFICATIONS

### Firm History

Founded in 1989, HF&H Consultants, LLC, provides consulting services to water, wastewater, and solid waste agencies. HF&H Consultants provides financial, economic, and general consulting services to public officials in the following areas: rate-setting, cost of service studies, financial planning and budgeting, resource management, public policy development, litigation, and negotiations.

Today, HF&H Consultants has grown to a firm of thirty-two professionals, which makes us one of the largest ratemaking firms on the West Coast. With offices located in northern and southern California, HF&H Consultants directs its practice to cities, counties, and special districts in the western United States. As such, HF&H Consultants provides clients with the breadth of experience of a national firm, and the responsiveness, accountability, and personal commitment of a local firm. Our consultants are seldom far away and, as a result, our clients always receive a quick, personal response to their needs.

The synergy resulting from our staff's engineering, accounting, economics, and public policy backgrounds provides substantial added value to clients, which can rarely be achieved by individual engineering, accounting, or management consulting firms.

HF&H Consultants has a low staff-to-executive ratio to allow the firm's most experienced members to participate actively in client projects, rather than only in practice development and project administration. Unlike firms that delegate critical tasks to junior staff, our senior employees are involved throughout our clients' projects. The close working relationship between our management and staff ensures effective supervision and quality control.

### Firm Capabilities

When local agencies have problems or needs related to recycling, solid waste, water, and wastewater services, they hire HF&H for a few key reasons:

- Our team of **recognized leaders** in our consulting field.
- Our **customized approach**, analytical models, and solutions address each client uniquely.
- Our reputation for **objective, fact-based solutions**.
- Our commitment to conducting **professional, thorough, and detailed analysis** to support our findings and recommendations.
- Our **pledge to deliver high-quality services** responding quickly and personally to clients, meeting timelines, and delivering work products that exceed expectations.

### Firm Qualifications

Over the past 30 years, HF&H has conducted more than 1,000 rate, capacity fee, and related studies for more than 400 solid waste, water, wastewater, and stormwater. This body of work is the basis for the sterling reputation that HF&H enjoys.

The following is a link to our firm website which includes summaries of recent studies: <http://hfh-consultants.com/services/>. Brief descriptions of some of the recent projects we conducted, which are similar to those requested in the County's RFP, are provided below.

All services related to this proposal shall be provided by HF&H. No sub-consultants will be used to conduct this work.

## **Cost Efficiencies & Improved Quality**

### **Effective Project Management**

HF&H is committed to providing the County with a focused, attentive, and expert team of consultants. Part of that commitment to the County, and to all of our clients as well as our professional staff, is that we place relatively low demands on our Project Managers' workloads. While many of our competitors require 50+ hour work weeks and 80%-90% billable "utilization" of their staff, HF&H's professionals work an average of 42.5 hours per week with an average utilization of 68.9%. This leads to what clients have frequently reported to us: our staff are accessible, pleasant to work with, and willing to dig into nuances of the project.

We manage workloads carefully through our project management system, including bi-weekly planning updates and "all hands" meetings forecasting all current and proposed project work for each professional and over a six- to nine-month (or more for large projects) planning horizon. This process allows us to identify when the workload for an individual professional has reached capacity.

Prior to taking on any new work assignment, HF&H is considerate of the schedule and projected workload for each professional to be assigned. This is intended to ensure that the professional has the time to be focused on and attentive to the client's needs. The close working relationship between our management and staff ensures effective supervision and quality control.

### **Meetings**

The RFP calls for attendance at a minimum of nine meetings. Our proposal adequately budgets for in-person attendance at six of the meetings (one kickoff meeting, two community outreach meetings, one Solid and Hazardous Waste Commission meeting, and three Board of Supervisor meetings). It is our experience, however, that telephonic and/or screen share meetings are adequate for review meetings with staff. Therefore, we have assumed the other two review meetings required with staff will be done virtually. This will allow us to meet more frequently with staff to review our findings and recommendation.

### **Financial Planning Model and Cost-of-Service Rate Model**

Our models are exceptionally user friendly. They contain worksheets that organize the analysis into logical units. Each worksheet has a column that indicates the flow of calculations among worksheets and within each worksheet. Each worksheet also contains footnotes referring to source documents and key assumptions.

All of the modeling becomes available to the County at no additional cost or licensing fees. The models are designed for inclusion in the project report as part of the administrative record.

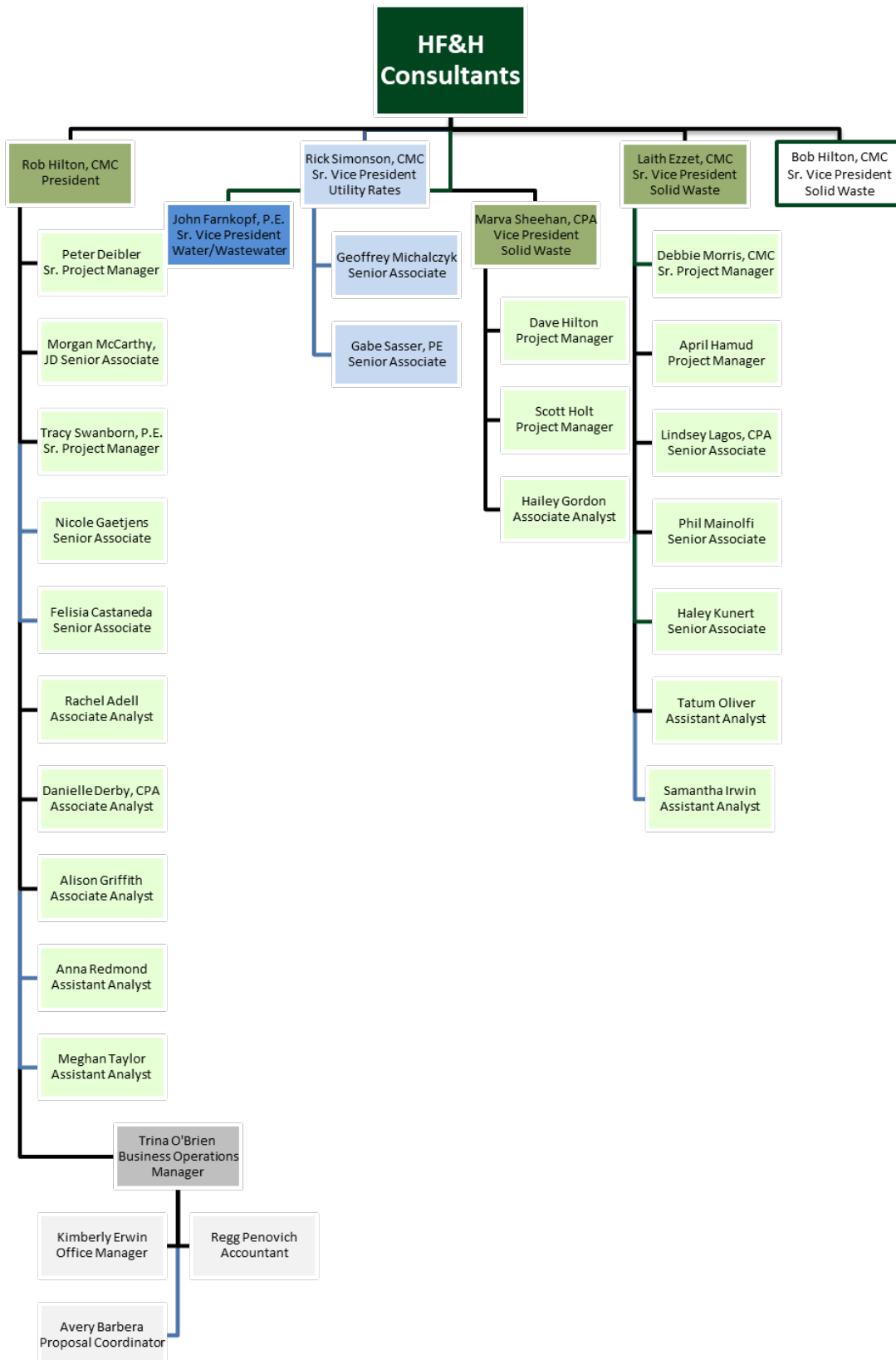
## **Documentation**

Our rate recommendations will be documented in a concise report written for the layperson. We are mindful of creating an administrative record that anticipates and addresses potential challenges. The effectiveness of our reports is one reason why we have managed to consistently gain rate approval.

## **Firm Organization Chart and Staffing Levels**

**Figure A-1** is an organization chart of our current staff. Our firm is currently made up of 32 consultants and administrative staff. Over the past five years, through strategic hires, our staffing level has increased each year from 24 consultants and administrative staff to our current level of 32.

Figure A-1. HF&H Firm-Wide Organization Chart



## TAB B. EXPERIENCE AND REFERENCES

### HF&H Project Experience

HF&H has selected the following recent projects to demonstrate our solid waste rate-making experience.

#### West Bay Sanitary District – Solid Waste & Sewer Rate Models (2012-Present)

HF&H has been assisting the District with annual rate updates for both Solid Waste and Sewer Service Charges since 2012. Specifically, with regard to Solid Waste rates and most-recently, the District wanted to update its solid waste and recycling collection rate model to reflect 2021 projected results and also look at longer term projections with an emphasis on rates covering costs by customer type (e.g., residential, commercial). The current rate model was first developed by HF&H in 2012 and updated annually since.

#### Client Contact

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The model provided an in-depth analysis using truck volume capacity as another variable along with disposal. HF&H updates the model annually to reflect changes in projected collection costs.

#### Results

HF&H updated the District's rate model in 2020 to derive the necessary rate increase by customer class: residential and commercial for the 2021 rate year. We then determined the revenue requirements for the residential customer class by size of container (20 gallon, 32 gallon and 96 gallon). The following summarizes the assumptions for each of the two rate scenarios:

- Scenario #1 – Maintains the current rate structure and rate relationships between service levels and provides sufficient revenue to cover projected operating costs by customer class. Residential and commercial rates would be adjusted by two different percentages.
- Alternative Scenario #2 – Developed an Equivalent Cart Factor and presented alternative rates to each of the residential and commercial cart sizes and a 5% decrease to the commercial bin rates. Projected adjustments to both customer classes over a four-year period.
- Ultimately, the Board chose to raise the 20-gal cart rate by 10.25%, the 32-gal cart rate by 4.09% and no change was adopted for the 64-gal and 95-gal cart rates. The Board also chose to reduce the commercial bin rates by 5%. This alternative assures the District that the rate for each level of service is based on the cost to provide the specific services to each customer class and subscription volumes, no customer is subsidizing another.



### **County of Sacramento – Solid Waste Collection Rate & Facility Rate Studies (2020-2021)**

The County had not implemented a rate increase since 2010 and the last rate study was performed in 2008. It owns and operates a landfill and transfer station and provides collections services to approximately 160,000 residential customers in the County. With the costs of future programs and future landfill module development, it was facing significant declines in its solid waste enterprise fund balance. The County wanted a 5-10 financial projection model for all three operations (landfill, transfer station and collection) with rates that would provide financial stability and collection rates that would meet Proposition 218 requirements.

#### **Client Contact**

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#### **Results**

HF&H developed a facility financial model and a collection operations financial model. The results from the facilities model was included in the collections model where appropriate. We provided the cost of service rates and developed multiple rate scenarios for the County to consider to help minimize the initial rate shock to its rate payers. HF&H developed a phase-in approach which utilized the County’s reserves to allow lower than necessary increases for a few years, while maintaining a reasonable level of reserves. Our rate model developed cost-of-service based rates which reflect the cost to provide service to each service level, so no customer class is subsidizing another.

### **Town of Hillsborough – Solid Waste Cost-of-Service Rate Study (2021)**

Over the past seven years, HF&H has assisted the Town of Hillsborough (Town) in developing funding for its solid waste, water, and wastewater services. Most recently-HF&H conducted a solid waste cost-of-service study. The Town, a member of RethinkWaste, contracts with Recology to provide solid waste, recyclable material, and organic material collection, processing, disposal services to its residents and businesses. The City was concerned with maintaining adequate funding to support expanding contract management activities and newly enacted SB 1383 regulations, all while ensuring the rate structure maintains compliance with Proposition 218.

#### **Client Contact**

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Finance Manager  
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#### **Results**

HF&H updated the Town’s rates to be effective January 1, 2022 and realigned the rates with the cost-of-service so no customer class is subsidizing another. The most significant finding from the cost-of-service analysis found residential rates needed increases, while commercial rates should decrease, to ensure no one customer class was subsidizing another. In addition, the residential rate changes differed depending on the level of service (i.e., container size). The cost to provide service to residential customers with smaller size containers (20-gallon and 32-gallon) exceeded current rates, requiring a double digit monthly increase. The cost to provide service to residential customers with larger sizes containers (64-gallon and 96-gallon) were less than the current rates.

To reduce rate shock, through the use of reserves, HF&H developed a method to phase-in the necessary increases to the smaller residential containers, while reducing the rates for the larger residential containers and commercial containers to the true cost-of-service.

## TAB C. QUALIFICATIONS OF TEAM

### Key Employees

The project team comprises four HF&H consultants. The following team has worked together closely on numerous solid waste, water, and wastewater rate studies. They all work together in the firm's Walnut Creek, CA office.

We are proposing four key staff members who will perform the tasks described in Section C. Additionally, we are including Tracy Swanborn as an "Advisor". Ms. Swanborn has extensive knowledge of the County's franchise agreement with Truckee Tahoe Sierra Disposal, as she assisted the County in negotiating the agreement, which went into effect January 1, 2019. We will have access to Ms. Swanborn throughout the process to gain additional insight and historical perspectives.

Detailed résumés for each of the personnel proposed for this project are included in **Appendix A**. No subconsultants will be used for this project.

### **Rick Simonson, CMC, Senior Vice President - Project Director**

Rick will be the Project Director. As Director, he will provide the leadership, guidance, and perspective needed to ensure that the review of the County's revenues, expenses, and reserves and the development of cost-of-service based rates is performed with the needs of the CCCSWA in mind. In this regard, he will:

- Attend all key meetings with County staff, committees, the public, and the Board of Supervisors;
- Review the detailed task plans and work products to ensure that they address the engagement objectives;
- Monitor performance against the work plan and schedule through the timely and frequent review of interim and final work papers and reports; and,
- Present our findings and reports at all public meetings.



During more than 21 years with HF&H, Rick has been the Project Director for numerous solid waste rate reviews and cost-of-service rate model. He has managed rate review projects for the cities of, Alameda, Sunnyvale, the Marin Franchisors Group (San Rafael, Larkspur, Ross, Marin County and Las Gallinas Valley Sanitary District) and the South Bayside Waste Management Authority (SBWMA), including providing specific member agency assistance (City of San Mateo, Town of Hillsborough, and the West Bay Sanitary District). His review experience includes analyzing operational and financial data, negotiating with third-party hauling companies, and presenting the findings to City Councils and Board of Directors/Supervisors.

Rick will act as the Project Director for all portions of the project scope.

### **Scott Holt, Project Manager – Project Manager**

Scott has over 20 years of financial and accounting experience in the solid waste industry. Prior to joining HF&H, Scott was a Division Controller with Republic Services, Inc. and responsible for accounting functions of two material recovery facilities, one combined transfer, C&D processing, composting facility, an energy plant, one active landfill, and two closed landfills. Before joining Republic Services, Scott was a Division Controller at Allied Waste Industries with responsibility for the company's hauling, transfer, and landfill operations in Contra Costa County. During this time, Scott was responsible for one of the company's largest hauling operations with over 140,000 customers and 11 independent franchise agreements. Responsibilities included annual budgeting, pro-forma analyses for potential new contracts, and preparation of rate adjustment applications.



Since joining HF&H in January 2014, Scott has assisted in rate-setting analyses for clients such as the Cities of Cupertino, Sunnyvale, Union City, the Marin Franchisors Group (San Rafael, Larkspur, Ross, Marin County, and Las Gallinas Valley Sanitary District), the Town of Fairfax, and the County of San Mateo.

As Project Manager, he will be responsible for the following functions:

- Lead all project meetings and presentations.
- Work closely with the Project Director to manage progress against the schedule and budget.
- Supervise HF&H staff.
- Perform QA/QC on all models and deliverables.

### **Danielle Derby, CPA, Senior Associate – Lead Analyst**

Danielle has worked at HF&H for over two years, and was recently promoted to Senior Associate. Previously, Danielle worked for the past three years at PWC, where she acquired the following skills: auditing, GAAP and industry auditing experience, project management skills, team collaboration, and composition of confidential financial information for auditing. At HF&H, Danielle has gained experience in our Rates and Audit field in the solid waste and recycling practice involving cost compliance with SB 1383 regulations. She has additional experience performing rate reviews, special rate reviews, rate surveys, and cost of service studies. Danielle has also been cross-trained in our Contract Services field to assist in solid waste franchise agreement procurements and negotiations.



Since joining HF&H, Danielle has been assigned to review many financial models, including the solid waste and wastewater rate model for Proposition 218 compliance for the City of Taft. Danielle also supported the City of Cupertino with their maximum special rate adjustment review in response to the change in the recycling market, as well as their sole-source solid waste franchise agreement negotiations. Last year, Danielle assisted the City of San Jose with their annual commercial rate review, and will assist the City with another annual index-based rate review in 2021.

Danielle will work closely with Scott in developing the financial model and rate scenarios, with assistance from project support analyst, Anna.

**Anna Redmond, Assistant Analyst – Support Analyst**

Anna is an Assistant Analyst with HF&H. Since joining the firm in 2021, Anna has gained experience on a range of projects including rate reviews, contract negotiation, and sustainable materials management plans. Most-recent solid waste rate setting projects include index-based rate adjustments for the Monterey Regional Waste Management District and the City of Pleasanton.

Anna will provide support to Scott and Danielle, as necessary. Anna has been specifically selected for this project as her focus at the firm is on rate setting and financial analyses.

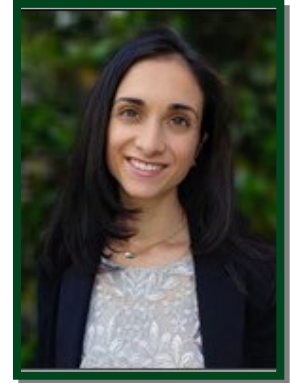
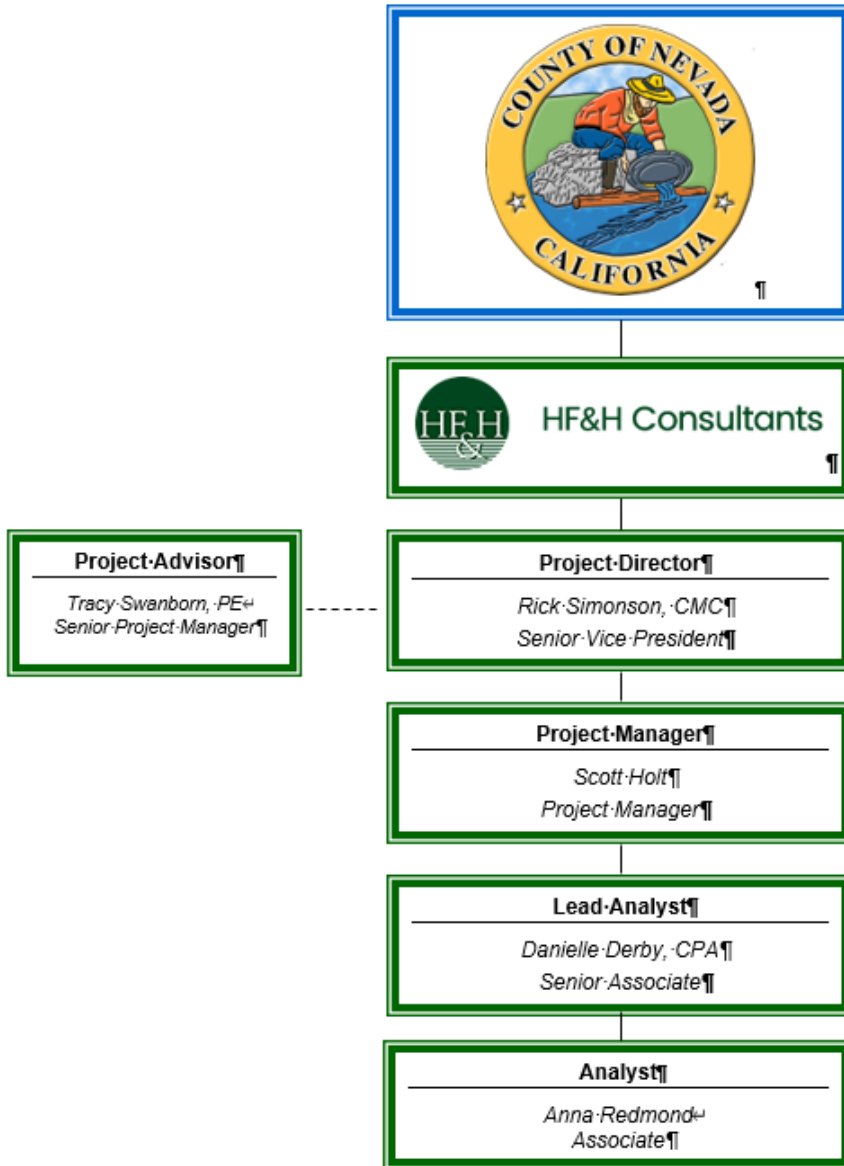


Figure C-1. Project Organization Chart



### Other Relevant Information

HF&H utilizes a project and resource planning system that integrates with our accounting, timekeeping, and invoicing systems to ensure accurate, real-time information. This tool helps HF&H make sure the right people are on the right projects at the right time. Automated project scheduling, real-time resource allocation, budgeting, and forecasting help HF&H project managers ensure that appropriate staff are available and allocated effectively and that projects come in on time and within budget. Timesheet entries and expense reports feed actual costs back into the project plan for an accurate rolling forecast that HF&H project managers use to make faster, more informed decisions, which ensures projects stay on track.

Having entered the detailed project plan in our system and reported against it on a daily basis, the project manager can monitor progress on a basis that is timely for the current condition of the particular engagement (rather than on a predetermined bi-weekly or monthly schedule). Similarly, work papers are reviewed on a basis that is timely for the specific engagement (and not waiting until the preparation of the final report or, worse yet, after completion of the engagement). The project manager can identify and address delays or analytical problems on a real time basis.

A quality work product is a team effort involving all parties throughout our data gathering, analysis, and reporting phases: HF&H directors and managers; HF&H analysts, and client staff and management. Consultants assigned to the project shall be qualified to perform the work; have a clear work plan that meets professional standards, and execute their assignments effectively. The project manager is responsible for the day-to-day monitoring of work, review of work products, and anticipation of problems or concerns. In addition to reviewing the processes and progress of consultants, client staff reviews the work products prepared by the project team. This helps the HF&H team ensure the accuracy and relevance of findings, the appropriateness of recommendations, and the clarity of work products.

The project director and manager are responsible for adjusting the work plan as the engagement progresses, ensuring that our consultants/analysts are adequately supported, assuring consistency among approaches and methods, and scheduling work to ensure the efficiency of efforts. Additionally, the project manager reviews work in progress, attends key interviews and meetings, reviews the results of the analyses, and evaluates the conclusions and checks the clarity of written materials.

The project director and manager are responsible for reporting progress to client staff and management as frequently as appropriate for the project. In doing so, they are supported by our project reporting system that tracks hours and progress against plan by subtask and consultant. As part of this progress reporting, they will identify any areas of concern and recommend alternative approaches to addressing the concern.

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## TAB D. PROJECT PLAN

The following is a detailed description of our approach to the successful implementation of this project. This section includes the work plan (which includes the specific tasks, a timeline for completion, and the staff (and projected hours) assigned to each task.

### Work Plan

#### Task 1. Project Initiation

Project initiation begins with a kickoff meeting attended by key County and consulting staff. The purpose of the meeting is to establish the roles of County staff in providing data and reviewing deliverables. The participants will also be familiarized with the work plan, schedule, and roles of HF&H's staff. The kickoff meeting is also the first opportunity to discuss policy issues for eventual presentations to the community, Solid and Hazardous Waste Commission, and the Board of Supervisors.

Alternatives will be identified for analysis along with the required data. As part of defining these alternatives, we will discuss the feasibility of implementation of the updated parcel charge, particularly as it relates to how the County's franchised hauler, TTSD, is compensated. The County needs to be assured that any rate increases to generate additional funds to cover costs incurred by the County are remitted back to the County by TTSD. As currently written, the franchise agreement with TTSD appears to require the County to remit all parcel charge revenue to TTSD. Increasing the parcel charge without revising the franchise agreement may not result in the County receiving the additional funding as expected.

Project initiation also involves data collection. A data request will be submitted in advance of the kickoff meeting. As part of documenting the kickoff meeting, notes will be prepared and distributed, including a data request that reflects the alternatives that are identified in the meeting.

#### Task 2. Revenue Requirement Projections

We will prepare a five-year financial planning model projecting operating expenses, operating and non-operating revenue, and reserve fund balances. Expenses are based on the County's budget and capital improvement program.

The revenue requirement projections will indicate the future revenue increases that will be needed to fund the annual revenue requirements, including reserves. We will review the current reserves to determine the types of reserves (e.g., operating, landfill closure, capital, rate stabilization) and recommend minimum and target balances for each. Our approach is very methodical. We will establish rules for modeling the rate increases, which will either reflect current policies or that can be adopted as either informal or formal policies where none currently exist. Any changes in expenses will flow through the model as across-the-board, equal percentage rate increases on the existing rate structure over the five-year planning period.

Establishing prudent reserve targets is an extremely important component of a rate study.

This financial planning model will determine the annual increase needed in revenues in order to fully compensate TTSD, cover the County's costs related to providing solid waste services, and maintain a reasonable reserve balance.

### **Task 3. Cost-of-Service Analysis**

The cost-of-service analysis builds on the first year of the revenue requirement projections. We are particularly mindful of the administrative record that is called for in today's litigious rate-making environment. The County is aware that its rates must be cost based. Court cases in recent years provide additional guidance.

The cost-of-service analysis will allocate the revenue requirements between the fixed and variable costs. We will work closely with County staff to develop allocation factors based on the services provided to each parcel. **Paying particular attention to parcels with multiple dwelling units with centralized/shared community collection containers.** The result will be compared with the revenue from current charges to determine the difference and the transitional strategy that may be needed to align the updated rates with the cost of service without causing rate shock or hardships for any customer class.

The cost-of-service analysis is dependent on the rate structure for which rates are designed based on the results of the cost-of-service analysis. Prior to preparing the cost-of-service analysis, we will present alternatives for the County's consideration. In presenting these alternatives, we will determine whether the County's customer billing system has the ability to charge the rates. We do not want to pursue alternative rate structures before we know that they can be implemented by the County.

The cost-of-service analysis will clearly indicate how the revenue requirement is apportioned among the customer classes (e.g., single family, multi-family), which is a requirement under Proposition 218 in meeting the burden of proof.

### **Task 4. Rate Design**

The rate design will be integral with the cost-of-service analysis. We will carefully show each link in the analysis in meeting the burden of proof to demonstrate that the rates are clearly proportionate to the cost of providing service, as required under Proposition 218.

The process of designing rates is one in which the County's current rates are compared with the proposed alternatives that are identified during the cost-of-service analysis. Again, our approach is very methodical to ensure that the proposed alternatives meet all of the County's rate-making objectives.

Our rate designs are presented so that impacts are easily understood by staff, elected officials, and rate payers. We compare rate structure alternatives with the current rate structure and with comparable agencies' rate structures. We also compare the customer bills produced by those rate structures. We use tabular and graphical techniques to clearly communicate the differences. These techniques allow us to make refinements during meetings to achieve the optimal result.

### Task 5. Communicate Results

The purpose of this task is to present the results of the analysis to the County and the public. We will begin by documenting the results of the analysis in a draft presentation to present to the County's Solid and Hazardous Waste Commission (Commission) and up to two Community meeting. Prior to each presentation, we will review the draft presentations with County staff and revise according to their comments and/or feedback from the Commission and/or Community.

Our reports and presentations are geared towards helping the public and Board understand, and ultimately support, the rate changes.

Based on the feedback from County staff, the Commission, and the Community, we will prepare a draft report to present to the Board of Supervisors for their feedback. Based on that feedback, further revisions will be made to the analysis and the report.

The revised draft report will be presented to the Board of Directors for their approval and their authorization for County staff to mail notices to rate payers, initiating the Proposition 218 protest process.

### Task 6. Implementation

The purpose of this final task is to conclude the project with successful implementation of the preferred alternative. We will assist in preparing the notice to rate payers required under Proposition 218 in Task 5. We will also assist in updating Section G-IV.8.18 of Article 8 of Chapter IV of the County's General Code. We will attend the protest hearing at the end of the 45-day protest period to answer questions.

### Task 7. Project Management

An allowance is required for monitoring schedules and budgets, periodic status calls with County staff regarding the progress of the project and other issues, as well as, for quality control checks to review each other's analyses and work products.

### Project Timeline

The proposed project timeline, including deliverables and meetings, is shown in **Table E-1**. The proposed schedule anticipates completion in time for the new rates to be adopted by July 1, 2022, in order for the new rates to be included in the County's FY 2022-23 tax roll. This schedule is highly dependent on receiving a notice to proceed no later than December 17, 2021. We expect to confirm this schedule at the outset of the project or revise accordingly.

**Table E-1. Project Schedule**

Tasks	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	Jun 2020	Deliverables
<b>Task 1 - Project Initiation</b>							
Meet with County Staff/Gather Data	*						Attend Meeting Request for Data
<b>Task 2 - Revenue Requirement Projections</b>							
Develop Revenue Requirement Projections							Draft model
Review Preliminary Analysis with County Staff		⊛					Virtual Meeting
Revise Model							Revised model
<b>Task 3 - Cost of Service Analysis</b>							
Develop Cost of Service Analysis							Draft model
Review Preliminary Analysis with County Staff		⊛					Virtual Meeting
Revise Model							Revised model
<b>Task 4 - Rate Design</b>							
Develop Alternative Rate Structures							Draft model
Review Preliminary Results with County Staff		⊛					Virtual Meeting
Revise Alternatives							Revised model
<b>Task 6 - Communicate Results</b>							
Commission Meeting			*				Models, Presentation
Public Outreach Meetings (2)				*			Presentations
Prepare Draft Report					*		Draft report
Review Draft Report with Staff			⊛				Conference call(s)
Revise Draft Report							Revised draft report
Board of Supervisors Meeting				*			Draft report/Presentation
Board of Supervisors Meeting							Final report/Presentation
<b>Task 7 - Implementation</b>							
Assist with Prep of Prop 218 Notice/Ord/Reso							Notice/Ord/Reso
Attend Prop 218 Protest Hearing						*	Presentation
<b>Task 8 - Project Management</b>							
Manage Schedule/Budget, Prepare Invoices							Status check-ins

\* = On-Site Meeting  
⊛ = Teleconference with staff

**Assigned Staff by Task**

Table E-2 presents the staff assigned, and projected hours, to complete the tasks outlined in Tab C.

**Table E-2. Project Staffing by Task**

Tasks	Estimated Hours and Fees							Work Products
	Simonson Project Director	Swanborn Project Advisor	Holt Project Manager	Derby Lead Analyst	Redmond Support Analyst	Admin	Total	
<b>Task 1 - Project Initiation</b>								
Meet with County Staff/Gather Data Task hours	6	4	6	2	2	0	20	Meeting notes
<b>Task 2 - Revenue Requirement Projections</b>								
Develop Revenue Requirement Projections	1	0	2	8	8	0	19	Draft model
Review Preliminary Analysis with County Staff	2	0	2	2	2	0	8	Conf. call(s)
Revise Model	1	0	4	2	2	0	9	Revised models
Task hours	4	0	8	12	12	0	36	
<b>Task 3 - Cost of Service Analysis</b>								
Develop Cost of Service Analysis	2	2	4	8	8	0	24	Draft model
Review Preliminary Analysis with County Staff	2	0	2	2	2	0	8	Conf. call(s)
Revise Model	1	0	4	2	2	0	9	Revised models
Task hours	5	2	10	12	12	0	41	
<b>Task 4 - Rate Design</b>								
Develop Alternative Rate Structures	4	2	8	10	10	0	34	Draft model
Review Preliminary Results with County Staff	2	0	0	0	0	0	2	Conf. call(s)
Revise Alternatives	1	0	2	6	6	0	15	Revised alternatives
Task hours	7	2	10	16	16	0	51	
<b>Task 5 - Communicate Results</b>								
Commission Meeting	8	0	4	2	2	2	18	Models, Presentation
Public Outreach Meetings (2)	12	0	4	2	2	1	21	Presentations
Prepare Draft Report	6	2	14	4	4	2	32	Draft report
Review Draft Report with Staff	2	0	0	0	0	0	2	Conference call(s)
Revise Draft Report	2	0	4	4	0	2	12	Revised draft report
Board of Supervisors Meeting	8	0	4	2	2	2	18	Draft report/Presentation
Board of Supervisors Meeting	8	0	2	2	0	0	12	Final report/Presentation
Task hours	46	2	32	16	10	9	115	
<b>Task 6 - Implementation</b>								
Assist with Prep of Prop 218 Notice/Ord/Reso	1	0	2	4	2	2	11	Notice/Ord/Reso
Attend Prop 218 Protest Hearing	8	0	0	0	0	0	8	Presentation
Task hours	9	0	2	4	2	2	19	
<b>Task 7 - Project Management</b>								
Manage Schedule/Budget, Prepare Invoices Task hours	2	0	6	0	0	0	8	Status check-ins
<b>Total Hours</b>	<b>79</b>	<b>10</b>	<b>74</b>	<b>62</b>	<b>54</b>	<b>11</b>	<b>290</b>	

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## **TAB E. VALUE ADD**

Our recent work for the County allows HF&H to conduct this Parcel Charge Fee Study in an efficient and cost-effective manner. HF&H assisted the County in their negotiations with Truckee Tahoe Sierra Disposal (TTSD), drafted the franchise agreement, and set the rates for rate year one of the agreement. Understanding the nuances of how rates were initially derived, the services being provided to each customer type, and the methodology for billing customers and compensating TTSD is critical when changing rates and/or rate structures. HF&H does not need to come up the “learning curve” to assure a complete and accurate understanding of the rate and compensation methodology

The County needs to be assured that any rate increases to generate additional funds to cover costs incurred by the County are remitted back to the County by TTSD. As currently written, the franchise agreement with TTSD appears to require the County to remit all parcel charge revenue to TTSD and remit 4% back to the County for franchise fees. Increasing the parcel charge without revising the franchise agreement may not result in the County receiving the additional funding as expected.

The intent of the project is a revised Solid Waste Parcel Charge to fully compensate the County for costs incurred for landfill post closure maintenance costs, franchise agreement administration costs, and other solid waste-related activities.

If revisions to the County’s franchise agreement with TTSD are necessary for the successful implementation of our recommended Solid Waste Parcel Charges, HF&H is uniquely qualified to negotiate the changes on behalf of the County. Negotiations with TTSD and the drafting on an amendment to the current franchise agreement, if necessary, is not included in the projected hours or fee estimate included in this proposal.



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## TAB F. REQUIRED STATEMENTS

Attachment A  
RFP No. 148217  
Page 1 of 2

### REQUIRED STATEMENTS

This form is provided as a convenience for proposers to respond to the "Required Statements" section of this RFP. You may complete and return this form or include your own statements of assurance which meet the requirements.

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*By signature on the cover letter of this submittal and by including this document, I/we attest and agree to the following:*

2) Scope of Work and Addenda

I/We will perform the services and adhere to the requirements described in this RFP, including the following addenda issued by the County (*list the addenda by date and/or number*):

Addendum No. 1 - 11/01/2021

3) Public Records Act

I/We acknowledge that subsequent to award of this RFP, all of part of this submittal may be released to any person or firm who may request it, as prescribed by the State of California Public Records Act (Govt. Code 6250, et seq), and that:

None of this submittal is considered proprietary

OR

The portions/pages of this submittal identified below are proprietary and/or confidential for the reasons stated (cite the specific exemptions allowed by the California Public Records Act/Government Code):

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I/We acknowledge that the above statements may be subject to legal review and challenge.

4) Non-Substitution of Designated Staff

I/We assure that the designated project team, including sub-consultants (if any), is used for this project and that departure or reassignment of, or substitution for, any member of the designated project team or sub-consultant(s) shall not be made without the prior written approval of the County.

5) Non-Conflict of Interest

I/We warrant that no official or employee of the County has an interest, has been employed or retained to solicit or aid in the procuring of the resulting contract, nor that any such person will be employed in the performance of such contract without immediate divulgence of such fact to the County.

Attachment A  
RFP No. 148217  
Page 2 of 2

6) Non-Collusion

I/We warrant that this offer is made without any previous understanding, agreement or connection with any person, firm or corporation submitting a separate proposal for the same project and is in all respects fair, without outside control, collusion, fraud or otherwise illegal action.

7) Insurance Requirements

I/We agree to the indemnification and insurance requirements provided in the draft contract attached to the original RFP and that the cost of complying with the insurance requirements is included in our pricing. I/We agree to provide complete and valid insurance certificates within ten (10) days of the County's written request and acknowledge that failure to provide the documents within the time stated may result in the rejection of this proposal.

8) DEBARMENT AND SUSPENSION CERTIFICATION  
TITLE 49, CODE OF FEDERAL REGULATIONS, PART 29

The proposer, under penalty of perjury, certifies that, except as noted below, he/she or any other person associated therewith in the capacity of owner, partner, director, officer, manager:

- is not currently under suspension, debarment, voluntary exclusion, or determination of ineligibility by any Federal agency;
- has not been suspended, debarred, voluntarily excluded or determined ineligible by any Federal agency within the past 3 years;
- does not have a proposed debarment pending; and
- has not been indicted, convicted, or had a civil judgment rendered against it by a court of competent jurisdiction in any matter involving fraud or official misconduct within the past 3 years.

If there are any exceptions to this certification, insert the exceptions in the following space.

None.

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Exceptions will not necessarily result in denial of award, but will be considered in determining the firm's responsibility. For any exception noted above, indicate below to whom it applies, initiating agency, and dates of action.

Note: Providing false information may result in criminal prosecution or administrative sanctions. The above certification is part of the Proposal. Signing this Proposal on the signature portion thereof shall also constitute signature of this document.

## **TAB G. EXCEPTIONS**

We have reviewed the RFP including the Sample Personal Services Contract (Attachment A of the RFP) and do not take any exceptions. We will enter such an agreement if selected for the proposed project.

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