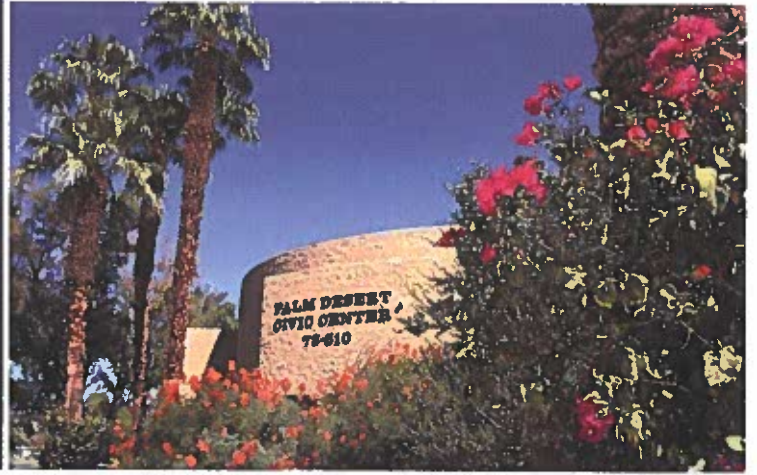


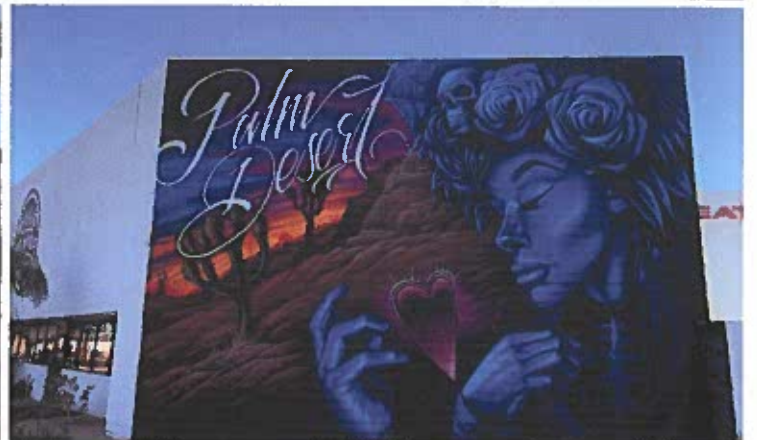


PALM DESERT



City of Palm Desert

Solid Waste, Recycling, and Organics Consulting Services Proposal



October 17, 2024

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Telephone: 949/251-8628

Northern California
Southern California
www.hfh-consultants.com

October 17, 2024

Luis Moctezuma
Economic Development - Management Analyst
City of Palm Desert
73510 Fred Waring Dr
Palm Desert, CA 92260

Subject: Request for Proposal (RFP) for Solid Waste, Recycling, and Organics Consulting Services

Dear Luis Moctezuma,

HF&H Consultants (HF&H) is pleased to submit this proposal to the City of Palm Desert (City) to provide the requested solid waste, recycling, and organics consulting services. We have enjoyed working for the City over the last five years, assisting with contract management and compliance, budget and rate analyses, legislative support and monitoring, and other solid waste contract and financial assistance. This ongoing work, including developing the 2022 Amended Franchise Agreement between the City and Burrtec Waste and Recycling Services ("Franchise Agreement"), has allowed us to become intimately familiar with the unique and wonderful characteristics of the City's solid waste and recycling programs.

HF&H has a long history of successfully providing the requested consulting services exclusively to local governments. We believe that HF&H can support the City based on the following unique qualifications and knowledge gained from our work with the City since 2019:

- ***We have experience working with the City of Palm Desert and its solid waste hauler Burrtec.*** HF&H assisted the City in drafting and negotiating its Franchise Agreement. HF&H has also assisted the City with contract monitoring, SB 1383 implementation, rate adjustment reviews, organics and other waste program development and implementation, fee reviews, rate component and rate revenue analysis, tonnage reporting, contract service inquiries, and other contracting assistance. Beyond our work with the City of Palm Desert we have audited and managed franchise agreements in Burrtec cities, reviewed Burrtec proposals, and negotiated Burrtec contracts on behalf of numerous public agencies, including the cities of La Quinta, Pomona, Rancho Cucamonga, Riverside, San Bernardino, Santa Clarita, Upland, Yucca Valley, County of San Bernardino, Indio Waste Transfer Station Authority, and others.
- ***HF&H is regarded as the industry expert for SB 1383 and other regulatory compliance.*** Since developing model tools for CalRecycle in 2019, HF&H has continued to support jurisdictions and other regulated entities across the state with implementing programs and policies to reach compliance with SB 1383 regulations. In total HF&H has worked with over 90 communities throughout California, representing over 10 million residents, continuously adapting compliance to fit a variety of real-world conditions. Our range

"Their experience and advice has been invaluable, and HF&H has become a valued member of our operation."

Mark Ladney
City of Garden Grove

* The City of Palm Desert has authorized HF&H's use of City provided photos in this proposal through the current project with the City.

Luis Moctezuma
 October 17, 2024
 Page 2 of 2

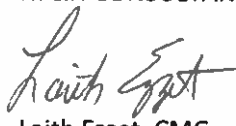
of experience supporting California jurisdictions with SB 1383 includes, but is not limited to, corrective action plan (CAP) assistance, contract management compliance, strategic planning, cost modeling, sole source and competitive procurements, ordinance development, and engagement in the regulatory process.

- **HF&H tracks new legislation and engages in the regulatory process to ensure solid waste regulations best support our clients needs.** HF&H has dedicated staff that monitor solid waste legislation so that our clients are always up to date on how changes in legislation may impact them. HF&H has also been engaging in the SB 54 regulatory process throughout 2023 and 2024 to ensure that jurisdictions' interests are reflected in the final regulatory requirements. We have been providing the City of Palm Desert updates throughout the rulemaking process so that they may consider how to approach the new regulatory requirements.
- ***HF&H has over thirty full-time professionals that possess a wide variety of certifications and expertise.*** We have selected specific staff for the City's project team that possess the skills necessary to successfully complete all tasks required and can bring in additional staff with specific expertise as needs arise.
- ***The proof of our success is best expressed by our clients.*** We have included references in Section 1 and we encourage the City to contact each of them. We perform a variety of solid waste consulting services for our clients and we believe that the City is best served by knowing how well we will work with the City to perform the specific services requested in this RFP.
- ***HF&H does not provide solid waste consulting services to private waste haulers or facility operators*** in order to avoid conflicts of interest that may arise in firms that attempt to serve public agencies and the private sector. Our government focus ensures that we are aware of the unique requirements of public officials.

We will manage this particular engagement from our Irvine office, utilizing staff familiar with local solid waste and diversion issues and who can be readily available to participate in project meetings virtually or in person.

We appreciate the opportunity to submit this proposal and are confident that our team has the competencies and experience to serve the City with the highest degree of responsiveness and professionalism. If you would like to discuss our proposal, I may be reached directly at (949) 251-8902 or lezzet@hfh-consultants.com.

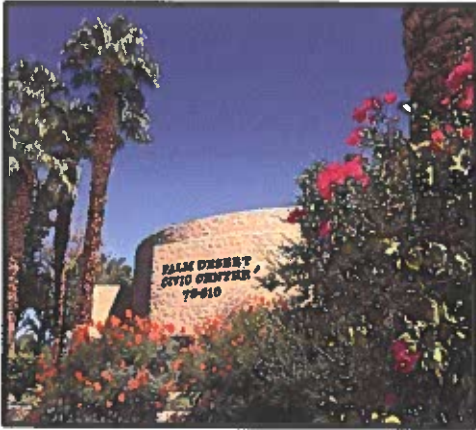
Sincerely,
 HF&H CONSULTANTS, LLC



Laith Ezzet, CMC
 Senior Vice President



Haley Kunert
 Senior Project Manager



City of Palm Desert Mission Statement

The City of Palm Desert provides exemplary and sustainable services, amenities, and programs for the benefit of the community.

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ATTACHMENTS

Attachment A. Letters of Reference



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Section 1: Experience and Technical Competence





Section 1: Experience and Technical Competence



Background

Founded in 1989, 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. The City's project partner, who is intimately familiar with the City, will be supervised by Laith Ezzet. Laith has supported Palm Desert through various engagements dating back to an assignment review from Waste Management to Burrtec in 2006.

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 CRRA 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 teams' 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.

Relevant Project Experience

City of Anaheim General Solid Waste Consultant Services (2009-Present)

HF&H has provided support to the City of Anaheim with solid waste consulting services since 2009. HF&H's work for the City includes: contract monitoring support, hauler public education and outreach oversight, negotiations support; internal staff presentation and report support (staff reports, memorandums, letters, etc.); rate analysis and rate survey projects; and, AB 939, AB 341, AB 1826, SB 1383 along with other regulatory compliance



assistance services to the City. HF&H meets with the hauler monthly to review new contract implementation, reports, and service issues.

Project Results

- Solid waste contract requirements have been successfully implemented and monitored, and HF&H has been available to the City to meet all of its solid waste consulting needs.
- Using hauler report data, HF&H provided requested updates to City staff regarding hauler performance.
- HF&H supported the City's rate adjustment process by obtaining and presenting industry rate information through HF&H's wide network of industry connections.

Client Contact

Ayumi Takayasu, Operations Manager, atakayasu@anaheim.net, (714) 765-6860

City of Bell Gardens

Contract & Legislative Compliance (2011-Present)

Project Description

The City of Bell Gardens' residential sector is served under an exclusive franchise agreement. The City's commercial and multi-family sector is served by several haulers under non-exclusive competitive franchise agreements. The City of Bell Gardens retained HF&H to monitor hauler contract compliance, assist with AB 939 and AB 341 compliance, and provide ongoing solid waste consulting assistance.

HF&H provides ongoing consulting services that address all areas of Bell Garden's solid waste services. These services have included the following:

- Reviewing the haulers' operational and financial data to ensure proper payment of city fees and reporting of tonnage.
- Reviewing rate increase requests submitted by the exclusive franchised hauler on an annual basis.
- Developing measures to ensure compliance with the State's mandatory recycling programs and providing updates to City Council.
- Preparing AB 939 Annual Reports.
- Developing construction and demolition diversion procedures and documents to ensure compliance with the CalGreen building code.
- Amending the exclusive and non-exclusive solid waste agreements to conform with the requirements of AB 341, AB 1826, AB 1594, and SB 1383.
- Amended the municipal code and developed new ordinances to comply with SB 1383.

Project Results

- Ensures that City fees are accurately calculated and remitted on time.
- Works with each hauler on an individual basis to ensure compliance with the AB 341, and AB 1826.
- Ensures hauler compliance – meetings between HF&H, the haulers, and the City ensures compliance with all of the requirements of the solid waste and recycling collection contract.
- Ensures legislative compliance.



Client Contact

Bernardo Iniguez, Director of Public Works & Facilities, biniguez@bellgardens.org, (562) 806-7770

City of Garden Grove

Contract & Legislative Compliance (2017-Present)

In 2017, HF&H was assisting the City of Garden Grove to negotiate an organics program with Republic Services. During this work, the City received a letter from CalRecycle stating that the City was facing a compliance order for not implementing their AB 341 plan. The City retained HF&H under a separate contract to assist with AB 341, AB 1826, and hauler contract compliance issues.

HF&H provides ongoing consulting services that address all areas of Garden Grove's solid waste services. These services have included the following:

- Develop and monitor the City's AB 341 AB 1826, and SB 1383 implementation plans for CalRecycle
- Participate in conference calls and a site visit with CalRecycle, including responding to CalRecycle information requests
- Review the EAR and public education and outreach material prepared by the franchised hauler
- Research potential disposal reporting issues at a local material recovery facility; visit the facility and meet with facility representatives, City staff, and CalRecycle staff; and prepare and follow up on open issues
- Participate in monthly meetings with City staff and the franchised hauler to review outstanding items

Project Results

HF&H successfully developed AB 341, AB 1826, and SB 1383 plans that were approved by CalRecycle, and continues to assist the City to ensure ongoing compliance. HF&H also assisted the City to implement a commercial recycling cart rate with an amendment to the franchise agreement to help encourage additional customer compliance with AB 341. HF&H is in the process of amending the City's solid waste agreement to be compliant with SB 1383.

Client Contact

Mark Ladney, Senior Program Specialist, Public Works, markla@ggcity.org, (714) 741-5372

City of Irvine

Franchise Management/Waste Hauler Audits (2010-Present)

The City of Irvine has an exclusive franchise agreement with Waste Management of Orange County (WM) for the collection, transportation, recycling, and disposal of solid waste from the residential and "Village" commercial area of the City, and non-exclusive agreements with over 20 haulers for the collection, transportation, recycling, and disposal of solid waste from areas of the City that are not subject to the City's exclusive franchise agreement.

HF&H provides ongoing consulting services that address all areas of the City's solid waste services. Our services have included the following:

- On an ongoing basis, HF&H meets with the City and the exclusive hauler to assist in the development of new programs to increase hauler-collected diversion.



- On a quarterly basis, HF&H reviews tonnage and fee payment reports submitted to the City by the non-exclusive and exclusive haulers. HF&H meets with the City to review hauler contract compliance, diversion, fee payments, and AB 341 compliance.
- On an annual basis, HF&H reviews annual franchise fee remittances, reported receipts, and determines the reasonableness and accuracy of tonnage reported by selected waste haulers under the non-exclusive agreements and the exclusive hauler for residential and Village commercial solid waste collection for the selected years.
- SB 1383 compliance assistance and program implementation for exclusive and non-exclusive haulers.
- Legislative compliance assistance for CalRecycle meetings and reports including the EAR, Implementation Record, and CAP reporting.
- Participation in negotiating the first amendment of the exclusive franchise agreement, which implemented the residential SB 1383 compliant organics program.
- Various requests for which the City has requested our assistance as we have continued to build our trusted partnership with the City.

Project Results

HF&H successfully developed SB 1383 plans that were approved by CalRecycle and continues to assist the City to ensure ongoing compliance through management of its solid waste franchise agreements. We have assisted the City in improving its AB 341 and AB 1826 compliance numbers and SB 1383 regulatory compliance through routine check-ins with haulers, tracking performance, and reporting findings to the City. Through reviewing rate adjustment requests, we have ensured the rates assessed by the City's exclusive hauler are in compliance with the franchise agreement.

Client Contact

Ryan Ramos, Senior Management Analyst, rramos@cityofirvine.org, 949-724-6250

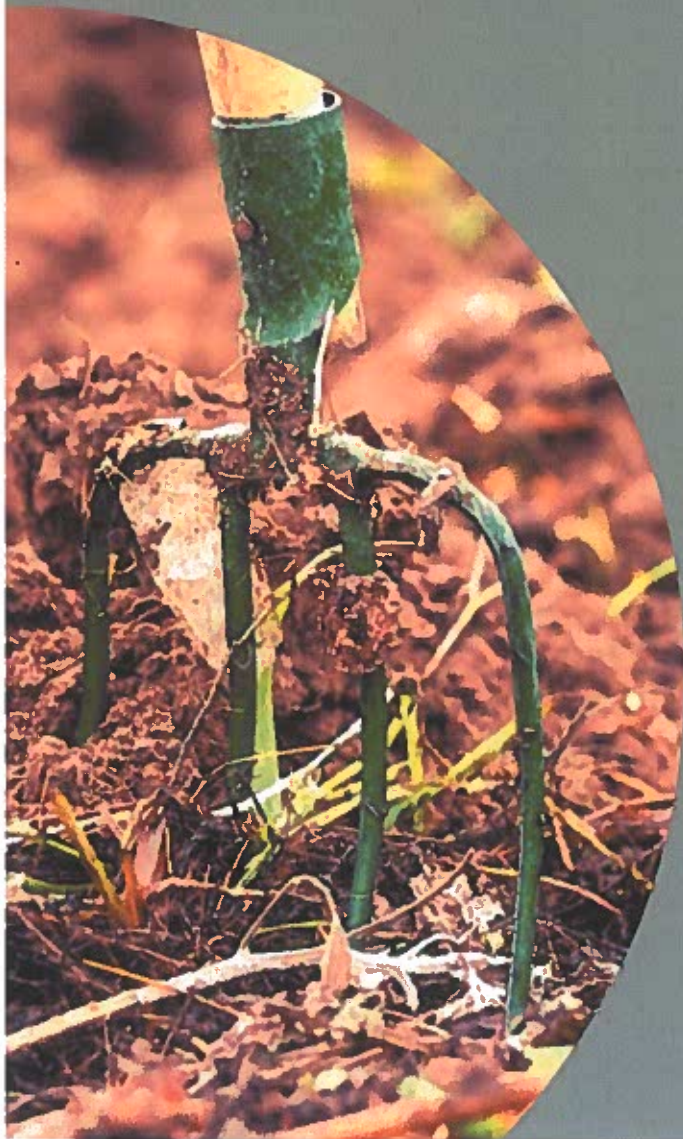
References

Client Name and Title	Jurisdiction	Email Address	Phone Number
Ayumi Takayasu Operations Manager	City of Anaheim	atakayasu@anaheim.net	(714) 765-6860
Bernardo Iniguez Director of Public Works & Facilities	City of Bell Gardens	biniguez@bellgardens.org	(562) 806-7770
Mark Ladney Senior Program Specialist, Public Works	City of Garden Grove	markla@ggcity.org	(714) 741-5372
Ryan Ramos Senior Management Analyst, Public Works & Sustainability	City of Irvine	awilliams@cityofinglewood.org	(310) 412-5333



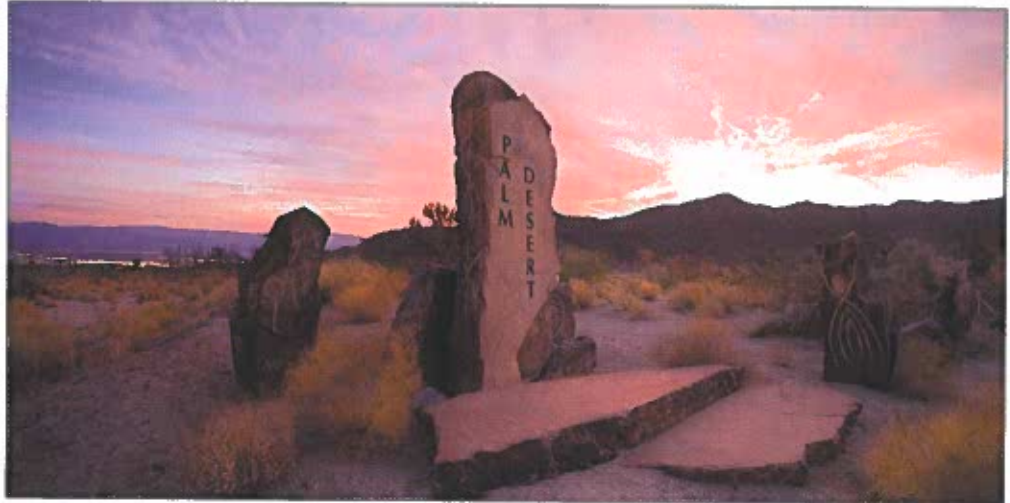
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Section 2: Firm Staffing and Key Personnel





Section 2: Firm Staffing and Key Personnel



Staffing and Key Personnel

The core team providing services to the City of Palm Desert will consist of the seven members included below. Additional personnel may be added to the project to support as needed.

Laith B. Ezzet, CMC

Project Director

A Certified Management Consultant, Laith Ezzet has over 30 years of experience as an economist and solid waste consultant. As Senior Vice President of HF&H, he has assisted over 100 public agencies to plan, implement, and monitor their solid waste collection, recycling, and disposal programs to achieve compliance with CalRecycle regulations, including AB 939, AB 341, AB 1826, and SB 1383. During the course of these engagements, he has presented to or participated in more than 200 public workshops and public meetings for City Councils, Boards of Supervisors, and citizens' advisory groups. He has assisted public agencies to obtain solid waste agreements and/or waste flow agreements through competitive procurements and exclusive negotiations valued at more than two billion dollars. Laith is a past member of the Board of Directors of the California Resource Recovery Association, and for over 20 years has served as a Director of the Southern California Founding Chapter of the Solid Waste Association of North America.

Diversion Programs and Contract Management

Laith has helped more than 50 public agencies monitor and evaluate their recycling and waste diversion program requirements in order to comply with state waste diversion goals, and negotiated revised franchise agreement terms to enhance recycling and waste diversion programs offered in those communities. He has assisted cities to develop waste and recycling tonnage reporting formats and related auditing requirements for both exclusive franchise agreements and non-exclusive service arrangements. He assisted the City of Los Angeles in evaluating the feasibility of achieving its 70% diversion plan. He has assisted agencies to manage their solid waste collection and recycling contracts, and/or manage compliance with CalRecycle SB 1383 requirements, including the Cities of El Monte, Garden Grove, Huntington Park, Inglewood, Irvine, Lawndale, La Quinta, Newport Beach, Palm Desert, Yorba Linda, and others. He has assisted numerous agencies to plan, identify SB 1383 program gaps, negotiate and/or evaluate organics recycling programs to comply with AB 1826 and/or SB 1383, including the Cities of Anaheim, Aliso Viejo, Brea, Fullerton, Garden Grove, Huntington Beach, Inglewood, Lawndale, Norwalk, Palm Desert



Palmdale, Placentia, Santa Ana, Seal Beach, South Gate, Yorba Linda, Whittier, and the Counties of Santa Barbara and San Bernardino.

Procurement and Contract Negotiations

Laith has managed numerous procurement engagements for solid waste services contracts, including RFP preparation, proposal evaluation, and negotiation support. Examples of clients for whom he has helped to obtain new solid waste services contracts include the Cities of Alhambra, Anaheim, Beverly Hills, Bellflower, Cerritos, Dana Point, Diamond Bar, El Centro, Hermosa Beach, Huntington Park, Imperial Beach, Indian Wells, Inglewood, Lake Forest, Lawndale, Long Beach, Manhattan Beach, Mission Viejo, Newport Beach, Norwalk, Orange, Palm Desert, Palmdale, Pico Rivera, Rancho Palos Verdes, Rancho Cucamonga, Rancho Santa Margarita, Redondo Beach, Riverside, Santa Ana, Santa Clarita, South Gate, Tustin, West Hollywood, and Whittier, as well as the Counties of Orange, San Bernardino, and Santa Barbara. He managed the procurement of a new solid waste system operator for San Bernardino County's landfills and transfer stations. He has assisted public agencies to secure solid waste agreements with a total value in excess of two billion dollars, including competitive procurements, renegotiation of existing contracts, and waste flow agreements. The competitive solid waste collection procurements managed by Laith have a total value over one billion dollars, and he has saved public agencies more than 200 million dollars, with some agencies saving up to 40%. He assisted the Orange County City Managers' Solid Waste Working Group negotiate 10-year waste disposal agreements with the County of Orange. He authored a paper entitled "How Much Can You Save Through Competitive Proposals?" that was presented at the Solid Waste Association of North America's (SWANA) Western Regional Symposium. In October 2022 he led a seminar for the American Public Works Association titled "Best Practices for Solid Waste Contracting."

Solid Waste Rate Studies and Audits

Laith has provided expert solid waste advice over 70 cities and counties in the areas of rate analysis, cost of service studies, program planning and funding, and negotiation of solid waste rates. Examples of clients whom he has assisted with fee audits, performance audits, contract compliance audits, and solid waste rate analysis of both existing and proposed services, include the Cities of Anaheim, Arcadia, Bellflower, Beverly Hills, Burbank, Chandler, Covina, Dana Point, Downey, El Monte, Fullerton, Garden Grove,

Glendale, Hermosa Beach, Hesperia, Indian Wells, Indio, Inglewood, La Palma, Laguna Beach, Laguna Niguel, Long Beach, Monterey Park, Moreno Valley, Orange, Palm Springs, Pasadena, Placentia, Pomona, Redondo Beach, San Bernardino, San Clemente, San Juan Capistrano, Santa Clarita, Santa Monica, Seal Beach, Torrance, Whittier, Yorba Linda, and others. During the course of these and other engagements, Laith has directed the auditing of financial and operating records at approximately 100 solid waste companies throughout Southern California.

Surveys

Laith is intimately familiar with solid waste rates and service arrangements in Southern California, having surveyed over 200 jurisdictions in the region. He directed a survey of solid waste rates and services in the 100 largest U.S. cities, the results of which were published in several industry journals. He completed a study, sponsored by SWANA, of solid waste services provided by the 100 largest municipal service providers of collection and disposal services in North America.

Education and Professional Credentials

A.B., Economics, Occidental College

M.B.A., Tuck School of Business Administration at Dartmouth College

Certified Management Consultant, Institute of Management Consultants USA



Haley Kunert is a Senior Project Manager with HF&H. Haley has two years of experience in sustainability services, gained while attending the University of California San Diego and over nine years with HF&H Consultants. She currently assists with SB 1383 planning and implementation, managing solid waste franchise agreements, legislative compliance and diversion monitoring, audit services, solid waste rate reviews, contract negotiation services, contract procurements and RFPs, valuation models, program implementation services, grant management, CalRecycle annual reporting, community public education and outreach, and conducting solid waste rate studies.

Ongoing Contract Management/Solid Waste Consulting Services

Haley assists with ongoing contract management and solid waste consulting services to cities in Southern California. The scope of work for these engagements includes monitoring contractor compliance with franchise agreement requirements regarding reporting, fee payments, and public education and outreach. Haley meets with City staff and haulers on a regular basis to review ongoing contractor compliance and monitor program diversion performance. She is currently assisting the cities of Palm Desert, Anaheim, Garden Grove, Huntington Beach, Inglewood, and Yorba Linda. Additionally, the engagements include a review of the haulers' annual rate adjustment requests and monitoring of reported tonnage and hauler fee payments.

Solid Waste Legislative Compliance

Haley has assisted clients in preparing for the mandatory recycling regulations included in Assembly Bills 939, 341, 1826, and 1383. This assistance has included gathering current commercial refuse and recycling service level data from the cities' haulers, documenting the number of accounts covered under the regulations, calculating the current level of compliance and appropriate recycling service fees, and developing public education and outreach materials. She is currently assisting the cities of Palm Desert, Seal Beach, Huntington Beach, Fullerton, Inglewood, Garden Grove, and Yorba Linda with tracking and implementation of recycling and organics recycling programs for businesses and multi-family complexes. Also, she annually assists the cities of Palm Desert, Inglewood, Garden Grove, Yorba Linda, Fullerton, and Anaheim in the completion or review of their CalRecycle EAR.

Procurement and Contract Negotiations (Including Organics Program Reviews)

Haley has assisted with numerous procurement engagements for solid waste services contracts, including RFP preparation, proposal evaluation, and negotiation support. Examples of clients for whom she has helped to obtain new solid waste services contracts or renegotiated existing agreements include the cities of Palm Desert, Anaheim, Brea Maywood, Seal Beach, Placentia, Lawndale, Redondo Beach, Inglewood, Santa Ana, Yorba Linda, and Garden Grove.

She has been assisting Orange County cities (Brea, Fullerton, Huntington Beach, Placentia, and Seal Beach) with negotiations of programs for compliance with SB 1383. Recently, the Cities of Anaheim, Garden Grove, and Yorba Linda have concluded their negotiations and implemented the required amendment or restated agreements. Previously, she completed reviews of each franchise agreement and an SB 1383 planning gap analysis to help the cities prepare and make key decisions to plan for SB 1383. She is also worked with the Cities of Inglewood and Palm Desert in negotiations for compliance with the requirements of SB 1383. Both Inglewood and Palm Desert are now reporting full compliance through auto-enrollment in their restated franchise agreements.



Solid Waste Rate Studies

Haley assisted with conducting surveys of residential and commercial solid waste collection services and rates in various cities throughout Orange, Los Angeles, San Bernardino, and Riverside Counties. Haley has also gathered rate and program data related to organics collection for the cities of Anaheim, Brea, El Monte, Fullerton, Garden Grove, Placentia, Villa Park, and Yorba Linda to determine the reasonableness of organics rates. For the past three years, she has assisted the City of Anaheim with a rate survey to gather information from all cities in Orange County.

Education and Professional Credentials

B.S., Environmental Systems, University of California San Diego, La Jolla

Certificate in Sustainability and Behavior Change with University of California San Diego Extension Program

2022 SWANA Young Professional of the Year – Discretionary Region

Current Southern California SWANA Chapter Vice President

SWANA National Steering Committee Member – Young Professional Representative

Sam Irwin

Lead Project Analyst

Sam Irwin is a Senior Associate with HF&H and assists in monitoring solid waste franchise agreements, reviewing solid waste rates, negotiating contract services, drafting modern solid waste contracts, updating municipal codes for SB 1383 legislative compliance, and surveying solid waste rates and programs. She has provided solid waste consulting services to cities including Palm Desert, Bell Gardens, Irvine, Lawndale, and Inglewood. She has performed rate adjustments for the Cities of Beverly Hills and El Centro as well as San Bernardino County and Orange County. As a graduate student, Sam researched natural resource management and incentives for organic waste diversion. She has led public education and outreach related to Zero Waste programs and practices for seven years, specializing in Organic Waste. Sam founded UC San Diego's Food Recovery Network to divert food waste for its highest purpose, feeding people, not landfills.

Solid Waste Rate Studies

Sam has assisted jurisdictions in the areas of rate analysis and negotiating solid waste rates. She has assisted the City of Anaheim with their solid waste rate survey for three years. In 2022, Sam modernized the rate survey form, increasing respondent understanding of questions asked, and clarifying responses provided. In 2021, she assisted Los Angeles County Sanitary District in surveying all 88 jurisdictions within the County, and created maps to share the geographical significance of the results. She has assisted the Cities of Beverly Hills and El Centro as well as Orange County in controlling increases to their solid waste rates by evaluating waste haulers' rate adjustment requests for accuracy and compliance with contract-rate adjustment provisions. Sam ensured the County of San Bernardino's rate schedules were accurately calculated for all thirty of its County-franchise areas in 2021, 2022, and 2023.

Education and Professional Credentials

B.A., International Studies, University of CA, San Diego

M.S., Applied Economics, University of Illinois, Urbana-Champaign

SWANA Certified Manager of Zero Waste



Lindsey Lagos brings 11 years of public accounting assurance experience to the HF&H Rates & Audits team. In her role as a Project Manager, she assists in hauler contract compliance audits, rate studies, cost of service analyses, conducting competitive solid waste procurements, contract negotiation services, and contract management. Lindsey's primary focus in her public accounting career was financial statement audits, which included assisting clients with the adoption of new regulations.

Solid Waste Hauler Contract Compliance Audits

Lindsey has performed hauler compliance reviews for the cities of Beverly Hills, Inglewood, Lawndale, Manhattan Beach, Redondo Beach, Palmdale, Aliso Viejo, and Whittier. She is currently performing compliance reviews for the cities of El Centro and Santa Ana. Compliance review tasks help determine if the solid waste hauler is compliant with key contract terms. Focus areas have included, but not limited to, billing validation, customer service, outreach and education requirements, reporting, and recycling program compliance.

Solid Waste Rate Services

Lindsey has assisted jurisdictions in the areas of rate analysis, cost of service studies, and negotiating solid waste rates. She has assisted the cities of Aliso Viejo, Beverly Hills, El Centro, Inglewood, Irvine, Lawndale, and Paramount, in controlling increases to their solid waste rates by evaluating waste haulers' rate adjustment requests for accuracy and compliance with contract-rate adjustment provisions. She has assisted the City of Long Beach in performing cost of service analyses to assist the city properly set rates.

Contract Procurement and Negotiations

Lindsey has assisted the cities of Alhambra, Chino Hills, Santa Ana, and South Gate through the procurement process for new solid waste collection and recycling agreements. She has assisted in the request for proposal (RFP) development through drafting rate and cost proposal forms and profiling existing contracts. She has analyzed and evaluated hauler proposals for solid waste collection and recycling services. She additionally participated in negotiations with the existing hauler for the cities of Aliso Viejo and Irvine.

SB 1383 Compliance

Lindsey has assisted the cities of Aliso Viejo and El Centro to amend and restate their solid waste agreements to properly incorporate SB 1383 requirements, including involvement in negotiating agreement terms and rate impacts with the related waste haulers. She has assisted the cities of Irvine, Lawndale, and South Gate in their compliance efforts through regulatory reporting, monitoring program progress, assisting with outreach, etc.

Education and Professional Credentials

B.S., Accounting, Chapman University

Certified Public Accountant

California Society of Certified Public Accountants (CALCPA)

Colleen Foster**Legislative Specialist**

Colleen Foster is Senior Associate with HF&H and has 20 years of experience with local government in solid waste and recycling, public policy, community development and water and wastewater utility management. Her expertise is in contract administration, public competitive procurement, SB 1383 compliance, solid waste, recycling, and organics planning and implementation, zero waste programming, regulatory compliance, climate action, sustainable food systems and food recovery, and legislative advocacy.



Prior to her tenure at HF&H, Colleen led the award recognized Solid Waste and Recycling Program (Green Oceanside) at the City of Oceanside, where she developed extensive experience overseeing public agency diversion programming, team and staff development, stakeholder engagement, voluntary and mandatory recycling and organics service rollouts, environmental inspections and programming (conservation, stormwater, zero waste), grant administration, biosolids and organics to energy planning, and leading innovative extended producer responsibility programming targeting difficult to recycle materials, single use plastics, and hazardous waste. In recent years, Colleen has developed expertise in SB 1383 regulatory compliance, managed and designed multiple model SB 1383 service programs surrounding innovative rate structures, pay as you throw, waste prevention, food recovery, and education and outreach for diverse audiences. Colleen is currently supporting multiple clients with franchise contract administration, rate and performance analysis, SB 1383 compliance gap analysis, compliance action planning, enforcement, implementation record development, and zero waste centric program development.

Education and Professional Credentials

Master of Environmental Law and Policy, Vermont School of Law

B.A., International Relations, University of California, Davis

Instructor - Zero Waste Principles and Practices Joint Certification with CRRA

2024 SWANA Professional Achievement Award for a Private Sector Member

Jake Kaihewalu

Data and Reporting Specialist

Jake Kaihewalu is a Senior Associate with HF&H and brings to the firm four years of experience in solid waste and recycling services related to contract compliance, technical and state reporting, public education and outreach, data analytics, and program development and implementation. He currently assists with ongoing contract management and monitoring, CalRecycle annual reporting and report template development, legislative compliance (including SB 1383 program development and implementation), and rate analysis projects.

Ongoing Contract Management/Solid Waste Consulting Services

Jake provides on-going contract management and solid waste consulting services to several cities in Southern California including the cities of Anaheim, Bell Gardens, Garden Grove, Irvine, and Yorba Linda. Jake has the unique experience of managing over 20 commercial haulers under various non-exclusive franchise agreements for his clients to ensure hauler compliance with all service, reporting, fee payment, rate structure, performance, and public education and outreach requirements. He prepares summary analysis documents using hauler report data and meets with City staff on a regular basis to review ongoing contractor compliance, monitor program diversion performance, and provide guidance on improving diversion program results.

Solid Waste Legislative Compliance

Jake has assisted clients in preparing for the mandatory recycling regulations included in Assembly Bills 939, 341, 827, 1826, and Senate Bill 1383. This assistance has included developing automatic enrollment programs for recycling and organics programs, creating outreach to assist non-compliant generators, and implementing Corrective Action Plans (CAPs) under SB 1383. In addition, Jake specializes in recordkeeping tool development such as hauler report templates, SB 1383 Implementation Record monitoring tools, and AB 341, AB 1826, and SB 1383 generator compliance tracking reports. Currently, he works with the cities of Anaheim, Bell Gardens, Garden Grove, and Irvine with tracking and implementation of recycling and organics recycling programs for businesses and multi-



family complexes, in addition to annually assisting cities in the completion or review of their CalRecycle EAR.

Education

B.S., Statistics and Data Science, University of California, Santa Barbara

B.A., Environmental Studies, University of California, Santa Barbara

Philip Mainolfi

Engagement Advisor

Philip Mainolfi brings over 15 years of prior financial, accounting, and process automation experience, as well as 10 years of diverse experience in the solid waste industry. Philip provides recycling and solid waste consulting services to public agencies in projects covering a wide range of strategic, operational, programmatic, contractual, and financial issues. He specializes in complex multi-jurisdictional and multi-hauler engagements, municipal procurements, long-range planning, as well as infrastructure evaluation and development. 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.

Audit Services

Philip served as an audit liaison for the oldest, and one of the largest, private banks in America for four years prior to moving to the solid waste industry. While working for a large solid waste corporation, Philip served as the primary point of contact on over 10 audits conducted by industry-leading consulting firms, government agencies and sole proprietors. His audit experience across multiple industries and firms has offered him unique insight into a wide spectrum of audit processes and procedures.

At HF&H Consultants, Phil's audit experience has included assisting in the tabulation and verification of hauler fee payments and tonnage, and report preparation for the Cities of Irvine, Bell Gardens, Hermosa Beach and Redondo Beach. Philip ensures that solid waste haulers remain in compliance with the approved contract by reviewing service and billing records.

Organics Recycling Rate Studies and Negotiations

Philip has assisted the Cities of Irvine and Aliso Viejo, and The County of San Bernardino in the areas of rate analysis and negotiating organics recycling service rates. He has conducted surveys of residential and commercial organic collection services and rates in the region, offering him an inimitable understanding of implemented and proposed local service rates and programs and how they impact participation. His analysis of local rates has also included surveying facility gate rates and providing independent pricing strategy consistent with the cost of service.

Organics Recycling Infrastructure Study

Philip has assisted the County of Orange in analyzing organics recycling infrastructure within the Counties of Los Angeles, Orange, Riverside, San Bernardino, San Diego, and Ventura. Philip has interviewed over fifty composting and anaerobic digestion facilities, as well as five haulers to determine available recycling capacities, facility designs, funding mechanisms, gate rates, operational challenges and feasibility of expansion.

Strategic Planning and Zero Waste Planning

Prior to HF&H consultants, Philip was a compliance manager for a large regional hauler, which led him to quickly realize that with the passing of SB 1383 virtually every franchise agreement in the State would be impacted. As such, Philip quickly embedded himself in the rulemaking process and assisted with the development of HF&H's SB 1383 product



offerings. Throughout the rulemaking process, Philip attended all of the formal and informal rulemaking meetings and provided comments and testimony on behalf of ten clients. Philip also attended an all-day meeting with CalRecycle staff to review the draft regulations and provide alternate approaches to the regulations. Philip also understood the importance of information sharing, providing several presentations surrounding SB 1383 compliance. For over five years, Philip has been widely regarded as an SB 1383 thought-leader.

Philip has supported or is currently supporting multiple jurisdictions and agencies with projects related to SB 1383, including several SB 1383 implementation plans, technical memos, SB 1383-compliant franchise agreements, and SB 1383-compliance ordinances for clients including: the Cities of Atwater, Dos Palos, Encinitas, Gustine, Los Banos, Oceanside, Ridgecrest, and Taft, as well as the County of San Bernardino, and JPAs such as MRWMD and MCRWMA. Philip also serves as an internal advisor for HF&H staff on SB 1383.

Philip is a SWANA and CRRA certified instructor of “Zero Waste Principles and Practices.” He has taught approximately a dozen zero waste classes to like-minded professionals. In 2021, Philip drafted an update to the City of Oceanside’s zero waste plan which involved development of the City’s organic waste processing infrastructure.

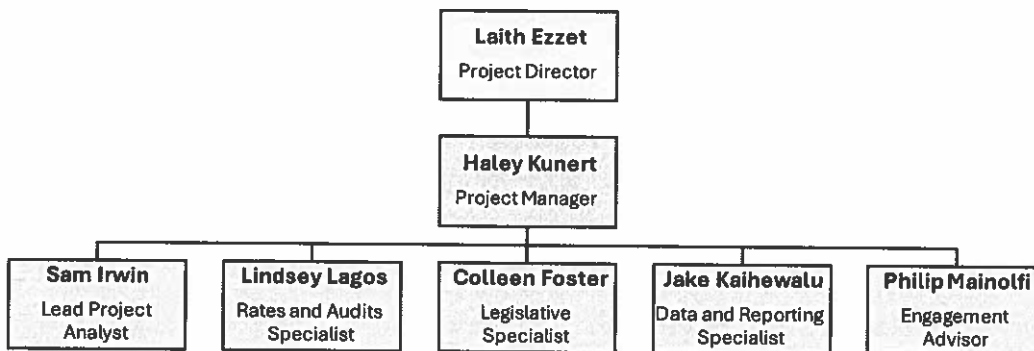
Process Automation and Tool Development

Philip has designed and developed several tools to assist jurisdictions with regulatory compliance. He has developed a client onboarding and contract analysis tool that efficiently analyzes compliance shortfalls and facilitates modernization of franchise agreements. He has also developed a contract compliance database that tracks action items and sends automated emails to responsible parties to ensure that deadlines are not missed. Philip has also developed robust reporting and management dashboards that allow jurisdictions to import hauler system-generated data, negating the risk and inefficiencies associated with manual reporting processes.

Education and Professional Credentials

- B.S. in Finance from Bentley University
- SWANA/CRRA Certified Practitioner of Zero Waste Principles & Practices
- Solid Waste Association of North America
- Southern California Waste Management Forum

Team Organization Tree



Subcontractors

HF&H does not plan to utilize subcontractors for this engagement.



Section 3: Proposed Method to Accomplish the Work



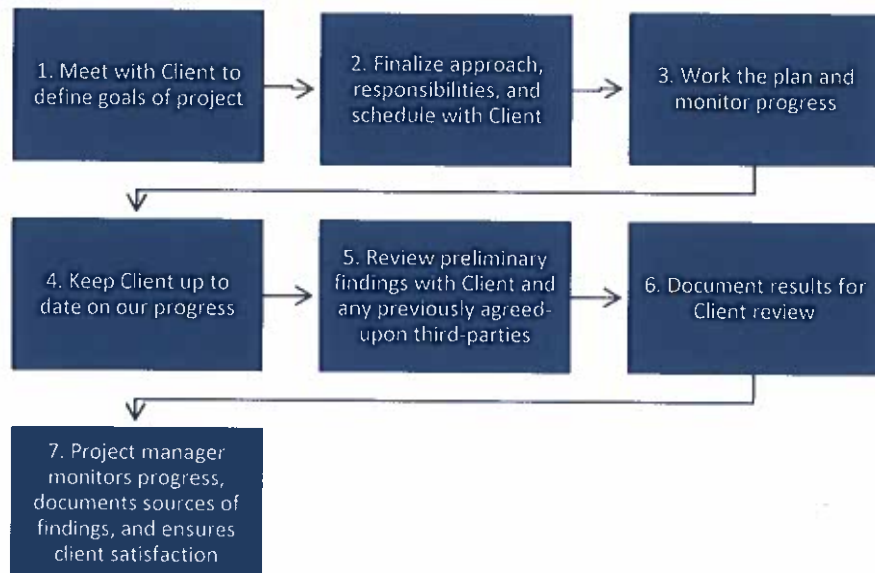


Section 3: Proposed Method to Accomplish the Work



Systematic Approach to Project Management & Quality Assurance

HF&H utilizes a highly client-interactive management consulting methodology that logically leads to the successful performance of our engagements and is tailored for each client's specific engagement and task. This methodology is intended to ensure alignment of project objectives to the organization's goals, agreement on existing conditions and consensus around the chosen solution, and clear communication of the recommendations. It is based on interaction between client and HF&H team staff, assignment of qualified staff, direction of staff by managers using clear work plans, and systems and procedures to support the team and the project. The seven steps that comprise HF&H's project management approach are summarized below. We have a more-detailed methodology that we would be happy to provide to the City, if desired.



Requested Solid Waste Consulting Services – Scope of Work

Kick-Off Meeting

Each year, HF&H will plan and facilitate a kick-off meeting in January with City staff to confirm the City's needs and priorities for the calendar year. HF&H will provide the City meeting notes after each kick-off meeting to document the discussion.

CalRecycle Support

CalRecycle Liaison Support - HF&H assists jurisdictions in communicating their successful program implementation to CalRecycle staff. In 2023, HF&H assisted the City of Palm Desert with automatic organics enrollment to achieve full compliance with SB 1383 and has continued monitoring generators' compliance status to allow the City to communicate compliance with SB 1383, AB 1826, and AB 341 to CalRecycle. In one year, HF&H assisted the City of Garden Grove by increasing their mandatory commercial recycling compliance by over 100% through outreach and negotiation of a commercial recycling cart rate as an option for customers with space constraints. HF&H knows the processes to work with and support developing responses from the City for CalRecycle through past and ongoing efforts. We will also support the City with drafting responses for any issues or concerns from CalRecycle staff.

Prepare CalRecycle Reports - HF&H has worked with CalRecycle staff to document jurisdictions' solid waste, recycling, and organics programs on behalf of the City of Palm Desert, as well as the cities of Bell Gardens, Garden Grove, Inglewood, Irvine, and Lawndale, by responding to CalRecycle's questions and attending site visits, at the city's request. The City of Palm Desert will benefit from HF&H's familiarity with CalRecycle's reports and representatives. Additionally, we understand that the hauler prepares the initial draft of the CalRecycle Electronic Annual Report (EAR) and we will support the City in its review of the draft EAR prepared by Burrtec. Since 2020, HF&H has supported the City with timely submittal of the EAR.

SB 1383 Requirements Support – HF&H has worked with its clients, including the cities of Palm Desert, Bell Gardens, Inglewood, Irvine, Lawndale, Garden Grove, and Ridgecrest, to review and revise commercial recycling programs to meet mandatory commercial recycling and mandatory commercial organics requirements. As the State continues to implement new solid waste handling restrictions and requirements, the City of Palm Desert will benefit from working with a consultant well-versed in implementing diversion programs and coordinating municipal code language with solid waste requirements. We have been supporting the City with SB 1383 requirements such as edible food recovery, record keeping, reporting, waiver administration, and enforcement since 2020. Most recently we supported the City with an audit of your Implementation Record as required by SB 1383 to determine gaps and missing records. This audit is one of the various activities that can be performed and supported under this task to support SB 1383 compliance for future years.

Administration of the City's Solid Waste Franchise Agreement

Maintain a List of Contract Requirements and Due Dates – Through our on-going contract management engagement we have prepared a list of contract requirements and due dates to ensure the City receives full advantage of the programs already negotiated with Burrtec. We already have prepared tools for tracking contract requirements and hauler compliance for the City of Palm Desert, as well as other jurisdictions including Inglewood, Garden Grove, Yorba Linda, and Anaheim. Our understanding of the current Franchise Agreement will save the City time and money as we do not need to reanalyze the contract but can continue with processes currently established for monitoring due dates.

Facilitate Meetings with City and Hauler - We attend regularly scheduled and as-needed meetings for all of our contract management clients with the meeting frequency based on the individual needs of each client. We prepare meeting agendas and documents, draft



meeting minutes, and follow up on intended meeting results. Our experience working with the City of Palm Desert on its Franchise Agreement and assisting with subsequent contract matters, allows us to understand and navigate the City's unique relationship with their hauler and challenges related to diversion programs and generator outreach. Through this engagement we propose to continue with preparing and supporting monthly meetings with the City and Burrtec representatives.

Prepare Monthly Reports - As part of our periodic meetings with our contract management clients, we track and analyze hauler reports including tonnage reports, customer counts, and program participation, to monitor program success and identify possible issues in a timely manner. We assist our clients in conducting performance reviews of solid waste operations and contract compliance reviews. Our review of contractor tonnage, gross receipts and fee reports sometimes indicate a need for further review. Early review minimizes potential issues. We have also assisted the City of Palm Desert with developing tools for internal fee review, programmatic tracking, and outreach monitoring. If the City is interested, we will transition to our Strategic Initiative for Knowledge Integration reports using business intelligence software. This will establish a dynamic City report database, where City staff can view summary reports on tonnage and diversion, generator compliance, contamination monitoring, and other data collected from hauler reports in real-time through a custom online dashboard.

Review Hauler Reports for State Mandates – Our on-going contract management projects include regular monitoring of programs, customer service and other performance requirements. We recently implemented new reporting forms for the Cities of Garden Grove, Inglewood, Anaheim, and Yorba Linda that monitor complaints and inquiries over time. These forms, as part of our firm's Strategic Initiative for Knowledge Integration, have allowed us to identify areas of improvement while also highlighting other areas of concern that may be more minor in nature when analyzing the full scope of activity across the entire customer base. HF&H has provided disposal report reconciliation services to a number of clients throughout the state. For the City of San Leandro, HF&H performed a detailed analysis of reporting data from three separate and privately owned transfer and processing facilities located within the City's limits. We reviewed the methodology for how each facility allocated residual disposal tonnages to different jurisdictions and compared the data to historical disposal trends for the City. Our analysis discovered over 100,000 tons of disposal inaccurately allocated to the City of San Leandro. HF&H supported the City in summarizing this analysis into a disposal modification report submitted to CalRecycle in 2022. In the City of Lawndale, our disposal reconciliation work significantly improved the city's CalRecycle diversion rate.

Review Waste Evaluation and Contamination Monitoring Records – HF&H assists jurisdictions in reviewing hauler reports for SB 1383 and Franchise Agreement compliance, including hauler waste evaluation records and contamination monitoring. In 2023, our review of Burrtec's waste evaluation records identified missing and inconsistent information including images and number of sample points. After identifying gaps in the waste evaluation records, we worked with Burrtec to ensure the City's records were fully compliant with SB 1383. HF&H also assists on-going contract management clients with monitoring their contamination records including tracking the types of materials identified in contamination notices to better inform generator education needs. The City currently benefits from these reviews during the monthly hauler meetings with Burrtec and HF&H staff to determine if outreach is necessary for materials that are consistently found contaminants.

Review Rate Adjustment Requests – In 2024, HF&H assisted the City of Palm Desert with reviewing the one-time rate adjustment to adjust rates for assumptions made in Burrtec's cost proposal in 2021, in accordance with the City's Franchise Agreement. HF&H has also assisted the City in reviewing the hauler's standard rate adjustment request since 2020.

HF&H has assisted other Southern California jurisdictions with solid waste rate adjustments and rate component analyses, including recent projects for the Cities of Garden Grove, Fullerton, Placentia, Seal Beach, Inglewood, and San Bernardino County. Our reviews have identified unapproved ancillary charges and rate adjustment calculation errors for multiple clients. The majority of rate adjustment calculation errors that HF&H finds during our reviews are clerical or a misunderstanding of the rate adjustment methodology. Compounded annually, even small errors in the calculation of customer solid waste rates can potentially have a long-lasting effect. HF&H will continue to review the accuracy of Burrtec's rate increase request calculations in accordance with the allowable annual increase in the Franchise Agreement. HF&H is also able to assess extra-ordinary rate adjustment requests for accuracy and reasonableness, if such an adjustment is requested by Burrtec. When contractors request extraordinary rate adjustments, we assist our clients with review of such requests to determine the appropriate rate increase, if any, that is warranted. We have assisted numerous cities with such reviews.

Assist with Contract Amendments, as Requested by City – The solid waste industry continues to evolve through changes to solid waste regulations and technologies, and the industry anticipates unprecedented changes related to SB 54 and the Advanced Clean Fleets regulations. As a result of these and other regulatory and industry developments, there are many areas of the existing Franchise Agreement that may need to be amended.

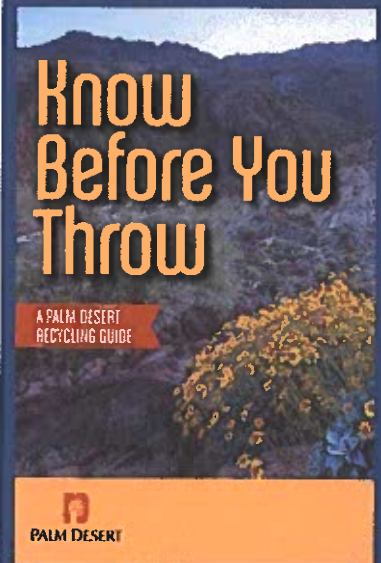
HF&H has been instrumental in defining the "state of the industry" throughout California, and if needed, we will assist the City in development of an agreement amendment that reflects modern best practices. HF&H will work closely with the City to identify and adapt the service specifications to industry trends and developments that have occurred since the current Franchise Agreement was developed. HF&H has an extensive library of franchise agreements and amendments throughout California to draw upon for examples of performance standards, service options, diversion requirements, and rate adjustment methodologies for the City's consideration.

Based on the discussions with City staff described above, we can prepare a draft amendment to fit the City's developing needs. City staff, including the City Attorney, will subsequently review the draft amendment, and the City will be responsible for consolidating comments from the City's various reviewers into a single "redline" of the draft amendment, which we will then use to prepare the draft amendment. This Task may be subject to additional budgetary limitations depending on the scope of drafting an amendment or if additional negotiations support is also required.

SB 1383 Technical Assistance

HF&H has provided technical assistance to the City of Palm Desert on a number of projects which support SB 1383 implementation, program development, reporting, and enforcement. From 2020 through 2024, HF&H has supported the City in developing their SB 1383 Implementation Record, organics waiver program, self-haul permit program, construction and demolition debris diversion program, and more. We maintain a database full of templates, correspondence, and related client documents to utilize for the City's advantage including documents related to planning and informing staff related to SB 1383.

We have the staff necessary to provide additional support to the City. For example, HF&H has assisted City staff on an as-needed basis with supplemental analysis of City/hauler billing arrangements, review of proposition 218 notices, and preparation of public education and outreach. HF&H supported content development of Palm Desert's "Know Before You Throw: A Palm Desert Recycling Guide" that covered all outreach requirements of SB 1383. HF&H is confident we can assist or provide guidance to the City on a broad array of requested tasks related to solid waste services and SB 1383. HF&H's broad range of solid waste and recycling experience provides the City of Palm Desert with an on-call source to address any management or programmatic review that becomes necessary.



Other Duties Assigned by the City

Research and Evaluate Solid Waste, Recycling, and Organics Programs – HF&H prepares updates on pending and recently approved legislation and distributes these updates to its past and existing clients, including the City of Palm Desert. In addition to monitoring legislation and advising clients of regulatory changes, HF&H was retained by CalRecycle to assist with the development of the SB 1383 model ordinances, agreements, guidance document, and other model tools that are available on the CalRecycle website. We assist public agencies with planning, implementing, and monitoring of various solid waste collection and diversion programs, including for example the cities of Fullerton, Irvine, Inglewood, Garden Grove, Anaheim, and Bell Gardens. We can assist with review and assessment of environmental or solid waste data the City receives. For example, HF&H can assist the City with monitoring complaint calls, bulky items, or contamination tags to see if there are trends that show focus outreach or program development needs. Environmental and financial sustainability is a key element in our programs. HF&H has recently assisted San Diego County and the cities of Carlsbad and Oceanside with zero-waste plans that focus on sustainability and materials management. Additionally, through our ongoing monitoring of legislation, we can help the City stay informed, analyze jurisdictional requirements, and determine next steps regarding legislative matters, such as Senate Bill 54.

Evaluate Program Implementation – HF&H helps public agencies monitor and evaluate their solid waste, recycling, and organics programs in order to comply and adapt to the State’s waste diversion legislation. We assist cities in the development of tools and programmatic forms to assess and implement requirements. HF&H has assisted the City of Palm Desert in evaluating processes for organic waivers, self-haul permits, and construction and demolition debris diversion to comply with SB 1383, including helping City staff coordinate interdepartmentally across the City. HF&H recently assisted the cities of Garden Grove, Seal Beach, Huntington Beach, Inglewood, Yorba Linda, and Fullerton with SB 1383 waiver processes including forms, response templates, tracking files, and a process flow chart. HF&H has also assisted with similar program development for city self-haul processes for Orange, Seal Beach, Garden Grove, Yorba Linda, and Fullerton.

Assist with Drafting Ordinances - As part of our contracting assistance projects, we may assist clients in updating their municipal codes for consistency. For example, HF&H revised the City of Lawndale’s municipal code to implement a commercial permit collection system, and later revised it again as HF&H transitioned the city to a city-wide exclusive collection agreement. HF&H also assisted numerous clients, including the City of Palm Desert, in updating their ordinances to align with the mandatory and enforceable mechanism requirements of SB 1383. As part of our contract negotiation projects, HF&H evaluates our clients’ current program and updates it to meet current and anticipated needs while customizing each program to ensure alignment with each cities long term goals.

Additional Tasks Not Requested in the RFP Scope of Services

Assist City with Jurisdiction and Agency Compliance and Enforcement Branch (JACE)

Compliance Evaluation (Only if Needed during Term of Agreement)

As a part of our on-going contract monitoring projects, HF&H assists clients with their annual LAMD CalRecycle site visits and phone calls. Additionally, HF&H is available to support the new JACE compliance evaluations, which began in 2024. HF&H has assisted the cities of Vacaville, Inglewood, Redondo Beach and Bell with their JACE compliance evaluations. Our experience supporting other jurisdictions with their compliance evaluations will allow us to prepare the City of Palm Desert for the compliance evaluation. As this task has not been requested by CalRecycle at this time, we are not incorporating the cost into the annual base cost of service, but recommend a contingency to be available when a CalRecycle JACE representative contacts the City for the additional support that

will be needed to be accessible and develop responses to CalRecycle. A JACE compliance review is estimated to take a minimum of six months to over a year to complete.

Assist City with SB 54 Implementation, at City's Discretion

HF&H recognizes that there are many uncertainties with the SB 54 regulations. The City and HF&H will meet and confer once the SB 54 regulations have been finalized to determine if the City needs additional support to comply with and take full advantage of the SB 54 regulations. Additional support may include more extensive agreement amendments and program development but cannot be determined before the regulations have been finalized. Additional budgetary compensation will need to be considered.

Proposed Project Schedule

The proposed first year project schedule can be found on the following page.



Proposed Schedule for Calendar Year 2025

TASK	DESCRIPTION	Deliverables	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	Project Kick-Off Meeting	Meeting Agenda and Notes	Due											
	Task A: CalRecycle Support													
	A.1 CalRecycle Liaison Support	To Be Determined ("TBD") based on City needs.												
	A.2 Prepare CalRecycle Reports	Review EAR due annually July 1					Inform Hauler	X	X	Due 8/1				
	A.2 Prepare CalRecycle Reports (Continued)	Review Form 303 due annually October 1								Inform Hauler	X	Due 10/1		
	A.3 SB 1383 Requirements Support	TBD based on City needs.												
	Task B: Administration of City's Solid Waste Franchise Agreement													
	B.1 Maintain List of Contract Requirements and Due Dates	Updated List of Contract Requirements and Due Dates												
	B.2 Facilitate Meetings with City and Hauler	Monthly Meeting Agendas and Notes	X	X	X	X	X	X	X	X	X	X	X	X
	B.3 Prepare Monthly Reports	Compliance Monitoring Charts as Requested by the City	X	X	X	X	X	X	X	X	X	X	X	X
	B.4 Review Hauler Reports	Update City on Potential Anomalies in Hauler Reports	X	X	X	X	X	X	X	X	X	X	X	X
	B.5 Review Waste Evaluation and Contamination Monitoring Records	E-mail Confirming Accuracy and Completion of Reports												
	B.5 Review Waste Evaluation and Contamination Monitoring Records	Contamination Monitoring Charts	X	X	X	X	X	X	X	X	X	X	X	X
	B.6 Review Rate Adjustment Requests	Written Confirmation of Rate Adjustment Request					X	X	Due					
	B.6 Review Rate Adjustment Requests (Continued)	Draft Prop 218 Notice					X	Due						
	B.7 Assist with Contract Amendments, as Requested by City	Draft Amendment, if Requested.												
	Task C: SB 1383 Technical Assistance													
	C.1 SB 1383 Technical Assistance	TBD based on City needs.												
	Task D: Other Duties Assigned by City													
	D.1 Research and Evaluate Solid Waste, Recycling, and Organics Programs	TBD based on City needs.												
	D.2 Evaluate Program Implementation	TBD based on City needs.												
	D.3 Assist with Drafting Ordinances	TBD based on City needs.												
	Task E: Assist City with JACE Compliance Review (1)													
	E.1 Assist City with JACE Compliance Evaluation	Prepare for City's Compliance Evaluation												
	Optional Task F: Assist City with SB 54 Implementation	TBD based on City's needs.												

X - Indicates month deliverable will be worked on.

(1) The City will be subject to a JACE Compliance Evaluation during the proposed service period. Task E has been included as a contingency to be used in the year JACE issues the City's Compliance Evaluation.



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