

CITY OF OCEANSIDE

PROFESSIONAL SERVICES AGREEMENT

**PROJECT: AS-NEEDED SOLID WASTE, RECYCLING, ORGANICS, AND
EDIBLE FOOD RECOVERY CONSULTING SERVICES – 700010731**

THIS AGREEMENT, dated _____, 20____ for identification purposes, is made and entered into by and between the CITY OF OCEANSIDE, a municipal corporation, hereinafter designated as "CITY", and HF&H CONSULTANTS, LLC, hereinafter designated as "CONSULTANT."

NOW THEREFORE, THE PARTIES MUTUALLY AGREE AS FOLLOWS:

1. **SCOPE OF WORK.** The CONSULTANT desires to provide as-needed solid waste, recycling, organics and edible food recovery consulting services as is more fully described in CONSULTANT'S proposal dated March 28, 2025, attached hereto and incorporated herein as Exhibit A.
2. **INDEPENDENT CONTRACTOR.** CONSULTANT'S relationship to the CITY shall be that of an independent contractor. CONSULTANT shall have no authority, express or implied, to act on behalf of the CITY as an agent, or to bind the CITY to any obligation whatsoever, unless specifically authorized in writing by the CITY. CONSULTANT shall be solely responsible for the performance of its employees, agents, and subcontractors under this Agreement, including the training of each employee regarding the rights and responsibilities of an employer and employee for any potential discrimination or harassment claim under state or federal law. CONSULTANT shall report to the CITY any and all employees, agents, and consultants performing work in connection with this project, and all shall be subject to the approval of the CITY.
3. **WORKERS' COMPENSATION.** Pursuant to Labor Code section 1861, the CONSULTANT hereby certifies that the CONSULTANT is aware of the provisions of Section 3700 of the Labor Code which require every employer to be insured against liability for Workers' Compensation or to undertake self-insurance in accordance with the provisions of that Code, and the CONSULTANT will comply with such provisions, and provide certification of such compliance as a part of this Agreement.
4. **LIABILITY INSURANCE.**
 - 4.1. CONSULTANT shall, throughout the duration of this Agreement maintain

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comprehensive general liability and property damage insurance, or commercial general liability insurance, covering all operations of CONSULTANT, its agents and employees, performed in connection with this Agreement including but not limited to premises and automobile.

4.2 CONSULTANT shall maintain liability insurance in the following minimum limits:

Comprehensive General Liability Insurance
(bodily injury and property damage)

Combined Single Limit Per Occurrence	\$ 2,000,000
General Aggregate	\$ 4,000,000*

Commercial General Liability Insurance
(bodily injury and property damage)

General limit per occurrence	\$ 2,000,000
General limit project specific aggregate	\$ 4,000,000

<u>Automobile Liability Insurance</u>	\$ 2,000,000
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*General aggregate per year, or part thereof, with respect to losses or other acts or omissions of CONSULTANT under this Agreement.

4.3 If coverage is provided through a Commercial General Liability Insurance policy, a minimum of 50% of each of the aggregate limits shall remain available at all times. If over 50% of any aggregate limit has been paid or reserved, the CITY may require additional coverage to be purchased by the CONSULTANT to restore the required limits. The CONSULTANT shall also notify the CITY promptly of all losses or claims over \$25,000 resulting from work performed under this contract, or any loss or claim against the CONSULTANT resulting from any of the CONSULTANT'S work.

4.4 All insurance companies affording coverage to the CONSULTANT for the purposes of this Section shall add the City of Oceanside as "additional insured" under the designated insurance policy for all work performed under this agreement. Insurance coverage provided to the City as additional insured shall be primary insurance and other insurance maintained by the City of Oceanside, its officers, agents, and employees shall be excess only and not contributing with insurance provided pursuant to this Section.

4.5 All insurance companies affording coverage to the CONSULTANT pursuant to this agreement shall be insurance organizations admitted by the Insurance Commissioner

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of the State of California to transact business of insurance in the state or be rated as A-X or higher by A.M. Best.

- 4.6 CONSULTANT shall provide thirty (30) days written notice to the CITY should any policy required by this Agreement be cancelled before the expiration date. For the purposes of this notice requirement, any material change in the policy prior to the expiration shall be considered a cancellation.
- 4.7 CONSULTANT shall provide evidence of compliance with the insurance requirements listed above by providing, at minimum, a Certificate of Insurance and applicable endorsements, in a form satisfactory to the City Attorney, concurrently with the submittal of this Agreement.
- 4.8 CONSULTANT shall provide a substitute Certificate of Insurance no later than thirty (30) days prior to the policy expiration date. Failure by the CONSULTANT to provide such a substitution and extend the policy expiration date shall be considered a default by CONSULTANT and may subject the CONSULTANT to a suspension or termination of work under the Agreement.
- 4.9 Maintenance of insurance by the CONSULTANT as specified in this Agreement shall in no way be interpreted as relieving the CONSULTANT of any responsibility whatsoever and the CONSULTANT may carry, at its own expense, such additional insurance as it deems necessary.
5. **PROFESSIONAL ERRORS AND OMISSIONS INSURANCE.** Throughout the duration of this Agreement and four (4) years thereafter, the CONSULTANT shall maintain professional errors and omissions insurance for work performed in connection with this Agreement in the minimum amount of Two Million Dollars (\$2,000,000.00).

CONSULTANT shall provide evidence of compliance with these insurance requirements by providing a Certificate of Insurance.

6. **CONSULTANT'S INDEMNIFICATION OF CITY.** To the greatest extent allowed by law, CONSULTANT shall indemnify and hold harmless the CITY and its officers, agents and employees against all claims for damages to persons or property arising out of CONSULTANT's work, including the negligent acts, errors or omissions or wrongful acts or conduct of the CONSULTANT, or its employees, agents, subcontractors, or others in connection with the execution of the work covered by this Agreement, except for those claims arising from the willful misconduct, sole negligence or active negligence of the CITY, its officers, agents, or employees. CONSULTANT'S indemnification shall include any and all costs,

**AS-NEEDED SOLID WASTE, RECYCLING, ORGANICS, AND EDIBLE FOOD
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expenses, attorneys' fees, expert fees and liability assessed against or incurred by the CITY, its officers, agents, or employees in defending against such claims or lawsuits, whether the same proceed to judgment or not. Further, CONSULTANT at its own expense shall, upon written request by the CITY, defend any such suit or action brought against the CITY, its officers, agents, or employees resulting or arising from the conduct, tortious acts or omissions of the CONSULTANT.

CONSULTANT'S indemnification of CITY shall not be limited by any prior or subsequent declaration by the CONSULTANT.

7. **COMPENSATION.** CONSULTANT'S compensation for all work performed in accordance with this Agreement, shall not exceed \$180,289 per year for the two year contract term, for a not to exceed total contract price of \$360,579.

No work shall be performed by CONSULTANT in excess of the total contract price without prior written approval of the CITY. CONSULTANT shall obtain approval by the CITY prior to performing any work that results in incidental expenses to CITY.

8. **TIMING REQUIREMENTS.** Time is of the essence in the performance of work under this Agreement and the timing requirements shall be strictly adhered to unless otherwise modified in writing. All work shall be completed in every detail to the satisfaction of the CITY by May 31, 2027.

The CITY may offer, and CONSULTANT may agree, to renew the Agreement for two (2) additional one (1) year terms upon the same terms and conditions, including compensation, provided CONSULTANT at the end of the Agreement term is not in default of the Agreement.

9. **ENTIRE AGREEMENT.** This Agreement comprises the entire integrated understanding between CITY and CONSULTANT concerning the work to be performed for this project and supersedes all prior negotiations, representations, or agreements.

10. **INTERPRETATION OF THE AGREEMENT.** The interpretation, validity and enforcement of the Agreement shall be governed by and construed under the laws of the State of California. The Agreement does not limit any other rights or remedies available to CITY.

The CONSULTANT shall be responsible for complying with all local, state, and federal laws whether or not said laws are expressly stated or referred to herein.

Should any provision herein be found or deemed to be invalid, the Agreement shall be construed as not containing such provision, and all other provisions, which are

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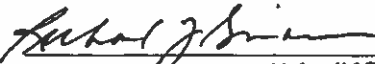
otherwise lawful, shall remain in full force and effect, and to this end the provisions of this Agreement are severable.

11. **AGREEMENT MODIFICATION.** This Agreement may not be modified orally or in any manner other than by an agreement in writing signed by the parties hereto.
12. **TERMINATION OF AGREEMENT.** Either party may terminate this Agreement by providing thirty (30) days' written notice to the other party. If any portion of the work is terminated or abandoned by the CITY, then the CITY shall pay CONSULTANT for any work completed up to and including the date of termination or abandonment of this Agreement. The CITY shall be required to compensate CONSULTANT only for work performed in accordance with the Agreement up to and including the date of termination.
13. **SIGNATURES.** The individuals executing this Agreement represent and warrant that they have the right, power, legal capacity and authority to enter into and to execute this Agreement on behalf of the respective legal entities of the CONSULTANT and the CITY.

IN WITNESS WHEREOF, the parties hereto for themselves, their heirs, executors, administrators, successors, and assigns do hereby agree to the full performance of the covenants herein contained and have caused this Professional Services Agreement to be executed by setting hereunto their signatures on the dates set forth below.

HF&H CONSULTANTS, LLC

CITY OF OCEANSIDE

By:  By: _____
Name/Title SENIOR VICE PRESIDENT Jonathan Borrego, City Manager

Date: April 24, 2025 Date: _____

By: 
Name/Title PRESIDENT

Date: 4/24/25

APPROVED AS TO FORM:


City Attorney

Employer ID No.

NOTARY ACKNOWLEDGMENTS OF CONSULTANT MUST BE ATTACHED.

CERTIFICATE OF ACKNOWLEDGEMENT

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

STATE OF CALIFORNIA

County of CONTRA COSTA } ss.

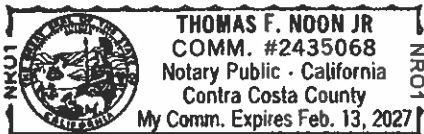
On APRIL 24, 2025 before me, Thomas F. Noon, Jr., a Notary Public, personally appeared


RICHARD S. SIMONSON AND ROBERT C. HILTON

who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is are subscribed to the within instrument and acknowledged to me that he / she / they executed the same in his / her / their authorized capacity(ies), and that by his / her / their signature(s) on the instrument the person(s) or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.




Thomas F. Noon, Jr. – Notary Public

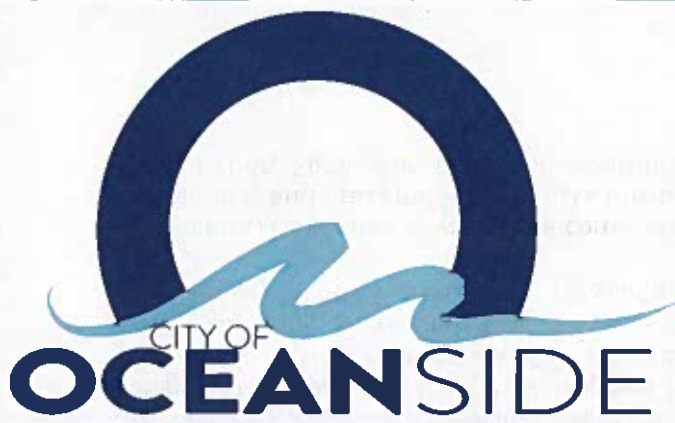
OPTIONAL INFORMATION

The Jurat contained within this document is in accordance with California law. Any affidavit subscribed and sworn to before a notary shall use the preceding wording or substantially similar wording pursuant to Civil Code sections 1189 and 8202. A jurat certificate cannot be affixed to a document sent by mail or otherwise delivered to a notary public, including electronic means, whereby the signer did not personally appear before the notary public, even if the signer is known by the notary public. The seal and signature cannot be affixed to a document without the correct notarial wording. As an additional option an affiant can produce an affidavit on the same document as the notarial certificate wording to eliminate the use of additional documentation.

Document Title: City of Oceanville - Professional Services Agreement

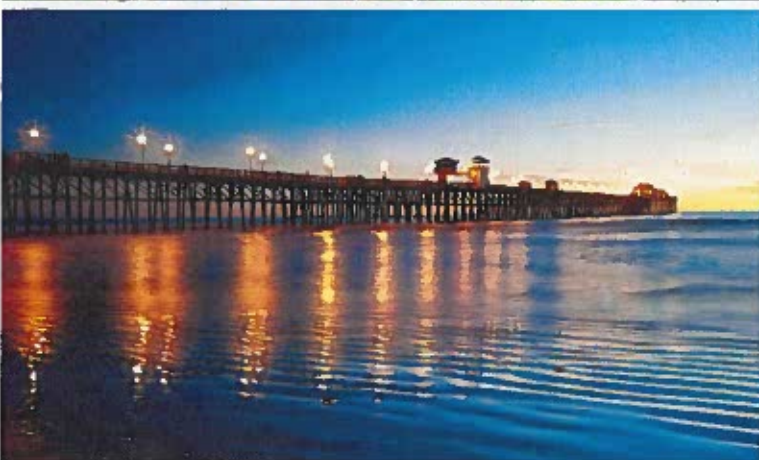
Document Date: 4/24/25 Total Pages including this page 6

Capacity: ___ Individual ☒ Corporate Officer ___ Attorney-In-Fact
___ Partner ___ Trustee ___ Other



CITY OF OCEANSIDE

As-Needed Solid Waste, Recycling, Organics, and Edible Food Recovery Consulting Services Proposal



March 28, 2025



HF&H Consultants

590 Ygnacio Valley Rd. Suite 105
Walnut Creek, CA 94596
Phone: (925) 977-6950
Web: hfh-consultants.com

March 28, 2025

Ken Prue
Environmental Officer
City of Oceanside
300 N Coast Highway
Oceanside, CA 92054

Subject: Proposal to Provide As-Needed Solid Waste, Recycling, Organics, and Edible Food Recovery Consulting Services

Dear Ken Prue,

HF&H Consultants, LLC (HF&H) is pleased to submit this proposal in response to the City of Oceanside's (City) Request for Proposal (RFP) for as-needed solid waste, recycling, organics and edible food recovery consulting services. HF&H has been a trusted partner to the City since 2009, providing comprehensive consulting support through contract administration with the City's Franchise Service Provider (Waste Management or WM), contract procurement and negotiation, technical assistance, and strategic advisory services. HF&H has also supported the City's organic waste diversion goals since 2016 and developed the City's 2020 Zero Waste Plan.

The City will benefit from HF&H's unique insights into the City's operations, goals, and challenges that have been developed through our longstanding relationship with the City; since 2009, we have shared success in achieving zero waste objectives, ensuring SB 1383 compliance, and optimizing the City's franchise agreement. As we submit this proposal, we are committed to leveraging our technical expertise to further support the City, enhancing the effectiveness of its solid waste and recycling programs at the City's direction.

While we have addressed all aspects of the RFP criteria and provided detailed proposals for each task, we understand that our **submission** may require modifications based on the City's current budget. We welcome the opportunity to collaborate with the City to refine the scope of work and prioritize tasks, ensuring alignment with the City's goals and budgetary needs.

HF&H'S UNDERSTANDING OF OCEANSIDE'S UNIQUE NEEDS AND OPPORTUNITIES

Oceanside is widely recognized as a leader in California's zero waste movement and regulatory compliance. The City's award-winning programs, robust contract services, and state-of-the-art facilities predate the widespread adoption of the "zero waste" concept and have consistently supported the City's progress toward its diversion goals. HF&H played a key role in drafting and negotiating the City's current Franchise Agreement with Waste Management (WM), securing enhanced services and funding to support organics diversion, SB 1383 compliance, technical assistance, recycling, and educational outreach.

In addition, HF&H has developed a comprehensive understanding of the City's programs, local challenges, and stakeholder interests through our work on the City's Zero Waste Plan and SB 1383 Action Plan. Our prior collaboration with the full range of parties involved in this



upcoming engagement has provided HF&H with an intimate knowledge of the City's system, programs, and Franchise Agreement, which will minimize onboarding time and ensure that the City receives immediate solutions to the tasks at hand. This depth of understanding is critical to ensuring the success of this engagement in a timely manner.

Engaging a consultant without this level of City-specific and subject matter expertise would require significant time and effort to bring them up to speed. Given our experience, HF&H can immediately step in, eliminating the learning curve; this in turn limits the resource demand on City staff and enables the City to meet its regulatory compliance goals in a timely and efficient manner.

OUR EXPERIENCE WILL SUPPORT OCEANSIDE'S SUCCESS WHILE MINIMIZING STAFF DEMAND

The City's SB 1383 Action Plan estimates that full implementation of the law will cost \$815,000 and require 3.8 full-time equivalent (FTE) positions. With ongoing fiscal uncertainties and rising staff demands, HF&H is committed to providing the necessary staffing and technical expertise to supplement the City's team. Our approach is designed to ease the burden on City staff in program design and implementation, in many of the tasks we propose to develop tools for City Staff use and provide training to minimize the City's need for future consulting support.

Through this proposal, HF&H aims to provide invaluable technical support and guidance, allowing the City to focus its efforts on its core operations while we handle the complex requirements of solid waste, recycling, and organics management and funding systems (e.g., Franchisee performance reviews, cost-based rate adjustments, etc.). Our goal is to strengthen the City's team, not replace it, by providing expert consulting services that support the City's long-term sustainability objectives.

In conclusion, HF&H's technical expertise, deep familiarity with the City's systems, and commitment to collaborative support will ensure the City of Oceanside achieves its solid waste and recycling goals in the most efficient and cost-effective manner possible.

HF&H has read and agrees to the terms of the City's sample agreement, including the provisions for insurance and indemnification. This engagement will be staffed out of our Southern California Office at 2081 Business Center Dr, Suite 265, Irvine CA 92612. We will also leverage current remote staff that live within the City of Oceanside and the County of San Diego.



Ken Prue
March 28, 2025
Page 3 of 3

* * * * *

If you would like to discuss our proposal, please contact me directly at rchilton@hfh-consultants.com or (925) 977-6959.

Sincerely,
HF&H CONSULTANTS, LLC

A handwritten signature in black ink, appearing to read 'Rob Hilton', written over a horizontal line.

Rob Hilton
President



HF&H Consultants

590 Ygnacio Valley Rd. Suite 105

Walnut Creek, CA 94596

Phone: (925) 977-6950

Web: hfh-consultants.com

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A. PROJECT TEAM RESUMES

B. CLIENT REFERENCE LETTERS

C. ADDENDUM 1



Section 1: Firm Background

HF&H CONSULTANTS

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.

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. Additionally, our understanding of California's organics, recycling, and solid waste infrastructure, programs and systems, and the policies that shape these systems now and, in the future, are unparalleled. In addition to working directly with these systems, HF&H has been at the forefront in actively monitoring legislative initiatives from policy design to formal legislative rulemaking to track and provide technical expertise to our clients, local governments, like Oceanside. This type of legislative technical expertise has been critical most recently in helping local governments track and stay ahead of industry changing legislative initiatives like SB 1383, and SB 54 (California Plastic Prevention and Packaging Producer Responsibility Act). Our track record measured our technical expertise, and 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.

Our History with Oceanside

The City of Oceanside and HF&H have a well-documented history of collaborative success. We are proud to have supported the City of Oceanside in becoming the first jurisdiction in North County San Diego to implement a robust commercial food scraps recycling program in alignment with AB 1826 (Mandatory Commercial Organics Recycling), which set the stage for successful implementation of SB 1383. This was a particularly meaningful accomplishment for the City when considering the definitive lack of food scrap processing capacity in the region at the time of implementation. Our work with City Staff on their revised Franchise Agreement also provided \$5 million in funding for potential expansion of food waste processing capacity at the City's San Luis Rey Wastewater Treatment Plant.

The City of Oceanside, with the assistance of HF&H, also recently completed an update to the City's Zero Waste Plan, which included an SB 1383 Action Plan to achieve regulatory compliance with State Legislation. Elements of the SB 1383 Action Plan include, but are not limited to:

- Expanded organic waste collection and processing programs through a restated Franchise Agreement.
- Enhanced public education and outreach, including technical assistance for edible food recovery, commercial food scraps, and recycling services.



- Container contamination minimization through route-reviews and city-requestable waste characterizations.
- Procurement of recovered organic waste products and recovered content paper and writing supplies.
- Expanded recordkeeping and reporting.
- Issuance of Notices of Violations (NOVs) and fines commencing January 1, 2024.
- Compliance with CalGreen and specific provisions of the State's Model Water Efficient Landscaping Ordinance.

While the SB 1383 Action Plan aims to delegate large portions of the compliance requirements to a Franchise Provider beginning January 1, 2024, the City is ultimately responsible for compliance and there are several responsibilities that may not be reasonably delegated. Furthermore, the City's Restated Franchise Agreement will cost ratepayers an estimate of five hundred million dollars (\$500,000,000) over its ten-year term, making it incumbent upon the City to closely monitor contract compliance.

HF&H commits to leveraging our large and experienced team of experts to ensure that the City achieves its stated objectives, that we are anticipating potential issues, minimizing future headaches, and minimizing increased staffing demand for the City. Below is a brief synopsis of how our past experience will benefit the City of Oceanside, while Section 2 highlights the relevant experience of our team.

BROAD RANGE OF EXPERTISE – PRACTICE AREAS

The City has requested a broad range of services, and HF&H has the range of experience necessary to meet all of the City's consulting needs related to the City's Organics, Recycling and Solid Waste Programs. Below are some of the particular practice areas directly related to providing municipalities with consulting support services.

Organics, Recycling, Solid Waste, and SB 1383 Technical Assistance and Contract Management

HF&H has managed solid waste contracts for clients that represent nearly every type of solid waste program available, from exclusive solid waste franchises to open permit systems. This experience across an array of systems statewide, as well as our long history with the City of Oceanside assures the City that its most pressing solid waste needs will be met. HF&H has provided industry-leading processes and tactics required to achieve SB 1383, AB 939, and SB 54 compliance, and can leverage our proven tools to ensure success. Expanded compliance requirements associated with SB 1383 and other mandates can often overwhelm jurisdictions that lack in-house resources; we're committed to supporting the City, developing tools, and training staff should the City desire to bring these functions in-house in the future. We help our clients increase diversion volumes and achieve solid waste reduction compliance by:

- Using in-depth industry knowledge to develop, evaluate, implement, and monitor progressive recycling and solid waste diversion programs to meet or exceed mandated and community-defined diversion goals. HF&H utilizes state of the art databases and tools



such as PowerBI to automate reporting and provide visually appealing analysis that is easily understood.

- Effectively managing solid waste contracts by proactively addressing compliance issues, reviewing billing and service records, and providing expert program tracking techniques.

The following is a sample of the results the City may receive:

- Millions of dollars saved for jurisdictions, collectively, through expert monitoring and auditing of Franchise Service Provider compliance.
- Completion of Electronic Annual Reports, Implementation Record support, and CalRecycle liaison assistance for ongoing compliance.
- Ongoing legislative monitoring to ensure compliance and inform the City of upcoming legislative changes.
- Diversion rate increases in a short timeframe.

Review Program Fees and Contractor Performance Reviews (Audit Services)

At HF&H, our global approach to recycling and solid waste performance reviews prevents problems and protects your jurisdiction by ensuring accuracy, integrity, and excellence at every turn. Over the past two decades, franchise agreements have evolved from a few pages centered around insurance and risk mitigation to several hundred pages of comprehensive requirements necessary to comply with regulations and the unique needs of each jurisdiction. HF&H has assisted, and continues to assist dozens of California communities in ensuring that their solid waste haulers are financially and operationally compliant with the voluminous requirements of their franchise agreements.

Our performance review/audit services include, but are not limited to:

- Verifying that residential and business invoices reflect approved rates and accurate service levels.
- Ensuring all franchise, AB 939, SB 1383 and other city fees are calculated accurately and remitted in a timely manner.
- Confirming that haulers have complied with recycling and solid waste service contract terms; made reasonable and appropriate rate requests and adjustments; and accurately reported tonnage.

Our expert audit and program review staff has reviewed the financial and operating records of approximately 100 hauling companies on behalf of our clients. As a result, individual clients have recovered in excess of one million dollars in fees due from haulers.



Financial Analysis and Rate Adjustment Reviews

HF&H provides expert evaluations of Franchise Service Provider rate/compensation modification applications, financial statements, operation records, and rate structures to our clients. HF&H has assisted over 100 communities, including the City of Oceanside throughout the Western United States to successfully analyze rate and compensation increases. Our objective reviews and studies provide our clients with every statistic necessary to successfully address Franchise Service Provider rate and compensation queries by:

- Calculating Franchise Service Provider rates and compensation in cost-based rate adjustment years to cover specified Franchise Service Provider and municipal costs and to maximize waste reduction goals
- Ensuring all current and requested rates and compensation are reasonable, compliant with the franchise agreement, and supported by accurate documentation.

Individual clients have saved millions of dollars in avoided Franchise Service Provider rate and compensation increases.

- A recent HF&H rate review resulted in a reduction in the collection Franchise Service Provider's requested rate increase from 21.9% to 7.9% (based on more than a \$1,400,000 reduction to the hauler's projected revenue requirement and a \$342,000 increase in the hauler's projected revenue for the forthcoming rate period).
- A recent HF&H processing facility compensation review resulted in a reduction in the facility operator's requested compensation from \$29.8 million to \$27.8 million—a savings of \$2.0 million.

In addition to our extensive statewide experience, HF&H has worked with the City of Oceanside for several years to verify the accuracy of its Franchisee rate requests. Additionally, we have designed the compensation and adjustment mechanisms in the current Franchise Agreement. As the chief architects of the current compensation structure, the City can be assured that HF&H understands the intricacies and details required to verify an accurate adjustment to rates.

Cost-Based Rate Review, and As-Needed Extraordinary Rate Request Review

HF&H has conducted rate reviews for over fifty jurisdictions and cost of service studies for dozens of agencies, including the Cities of San Diego, Los Angeles, and San Francisco. Our rate reviews are conducted to optimize the efficiency of recycling and solid waste programs and services and ensure that rates supporting these services are accurate and pursuant to the terms of Exhibit E-2 of the Franchise Agreement (or sufficient to cover the revenue requirement of municipal operations). Our reviews ensure operations and rate systems are cost effective, accurate, achieve waste reduction goals, and meet long-term community needs by:

- Ensuring accountability of rate requests submitted by the Franchise Provider. Accuracy and conformance to contractual terms are paramount to the provision of quality service and protection of rate payers.



- Conducting management and rate studies that accurately assess management's key assumptions and corresponding rate systems. HF&H makes certain new or modified planning strategies and objectives are appropriate, financially sound, and viable.
- Providing operation evaluations that accurately determine the effectiveness, efficiency, and safety of services provided by operator. We identify causes of performance shortfalls; offer proven recommendations to reduce costs and improve productivity and services; and assist with monitoring program results.

As a result of recent HF&H management and operations reviews, our clients have reported improvements such as a 10% decrease in routes, approximately \$100,000 in reduced annual costs, and 10% increases in waste diversion. The City will benefit from our vast experience conducting rate reviews as we can implement existing processes to expedite delivery of engagement results.

Stakeholder Engagement, Commission, and City Council Presentations

The City of Oceanside will benefit from HF&H's extensive education and outreach experience. Our contract management practice has allowed us to develop an expansive library of education and outreach collateral supporting all types of zero waste programs. In addition to our unique library, HF&H offers the following benefits to the City of Oceanside:

- Education and outreach will be led by HF&H Senior Associate, Sara Parral. Sara served as a Customer Service & Outreach Manager for GreenWaste Recovery from 2010 through 2023 where she managed a staff who provided customer service and technical assistance to individuals and businesses on zero waste efforts, developed and implemented diversion plans, and established strategic partnerships to engage the public on sustainability topics.
- HF&H's team is local to the City of Oceanside. Project Director, Philip Mainolfi, and other team members (Colleen Foster, Annika Andersen, Caitlin Barboza) all reside within forty-five (45) minutes of the City, ensuring they will be available to the City for Tasks where our presence is required.
- HF&H is familiar with the City's Commission and Council engagement process, having prepared for, attended and supported years of public meetings for the City of Oceanside, as both staff, and as a consultant.
- HF&H worked with the City of Oceanside on stakeholder engagement throughout the roll-out of its commercial food scraps recycling program, development of the City's Zero Waste Plan and the Franchise procurement process. Additionally, several of HF&H's team members have extensive experience in the design, development, and ongoing implementation of the City's Green Oceanside educational campaigns. This history ensures our familiarity with the City's processes, brand, and expectations, ensuring we will propose solutions specific and characteristic to the City's needs.

Ordinance Updates

As part of our contracting assistance projects, we assist clients in updating their municipal codes for consistency with regulations and their franchise agreements. For example, HF&H revised the Cities of Anaheim, Carlsbad, Inglewood, Palm Desert, Ridgecrest, and



Watsonville's municipal codes and the County of San Bernardino and Merced's Codes of Ordinances to implement SB 1383. HF&H also assisted numerous other clients, including the City Oceanside, in updating their ordinances to align with the mandatory and enforceable mechanism requirements of SB 1383 and other ongoing updates. Other updates include support with construction and demolition ordinance, single-use bans, and more.

SB 1383 and Zero Waste Plan Diversion Program Technical Assistance

HF&H is able to provide environmentally, economically, and socially sustainable solutions to local governments because we recognize the impact public services can have, and we have the tools to plan, implement, and monitor programs and services that make a difference.

- Our intimate understanding of the types of programs and initiatives required to reach SB 1383 compliance and zero waste ensures that our analyses carry with them an assurance that they are achievable and will mitigate a city's environmental footprint.
- Our approach to SB 1383 compliance and zero waste and sustainability is supported by innovative contract management, public education and outreach, diversion program, and policy implementation techniques.

HF&H brings common sense to planning. We share our clients' vision and assist our clients in achieving that vision by developing clear, attainable, cost-effective steps. HF&H reviews upstream and downstream options and bases recommendations on robust analyses using our benchmarking database to estimate future program diversion, greenhouse gas emissions reductions, and costs. We then prepare sustainable funding strategies, which will ensure success from implementation through goal attainment and beyond.

HF&H has assisted, and continues to assist, numerous clients to navigate the various aspects of SB 1383 compliance, including providing organics capacity, edible food recovery, reporting, generator compliance, and procurement. The figure below is a vignette of HF&H's SB 1383 experience; we would be happy to provide additional qualifications or information upon request.

Figure 1. SB 1383 Client Experiences

Jurisdiction	SB 1383 Program Planning		Franchises, Negotiation, Ordinances, Cost Analysis, Funding			SB 1383 Implementation				
	Compliance Assessments	Compliance Planning	Franchise Development, Negotiations	Ordinance Development or Revisions	Cost Analysis/Funding	Capacity Planning	Edible Food Recovery	Reporting	Generator Compliance	Product Procurement
Alameda		X	X	X	X					
Albany	X	X	X		X					
Alhambra		X	X							
Aliso Viejo	X	X	X		X					
Anaheim	X	X	X	X						



Jurisdiction	SB 1383 Program Planning		Franchises, Negotiation, Ordinances, Cost Analysis, Funding		SB 1383 Implementation					
	Compliance Assessments	Compliance Planning	Franchise Development, Negotiations	Ordinance Development or Revisions	Cost Analysis/ Funding	Capacity Planning	Edible Food Recovery	Reporting	Generator Compliance	Product Procurement
Bakersfield			X	X						
Bell Gardens	X	X	X	X		X	X	X	X	X
Beverly Hills	X	X	X	X	X					
Brea	X		X							
CalRecycle			X	X						
Carlsbad	X	X	X	X	X	X	X	X	X	X
CCCSWA (6 agencies)	X	X		X	X					
Chino Hills			X							
Cupertino	X	X	X		X					
Dublin	X	X	X	X	X					
El Centro			X		X					
El Monte	X	X	X							
Elk Grove	X	X	X		X	X				
Encinitas	X	X			X					
Fullerton	X		X							
Garden Grove	X	X	X	X		X	X	X	X	X
Gardena	X	X	X	X		X	X	X	X	X
Hawthorne				X						
Huntington Beach			X							
Inglewood		X	X	X		X		X		
Kern County	X	X	X	X	X	X				
Lawndale			X	X		X		X	X	
Livermore	X	X	X							
Manhattan Beach	X		X							
MCRWMA (7 agencies)	X	X			X	X				
Merced County	X	X	X			X	X			X
MRWMD (9 agencies)	X	X	X	X	X					
Nevada County			X		X					
Oceanside	X	X	X	X	X	X				
Orange County	X	X	X		X	X				
Palm Desert	X		X	X				X	X	
Placentia	X		X	X						
Pleasanton	X	X	X	X	X			X		X
RWMA Yuba Sutter (6 agencies)	X	X								
Redondo Beach			X							
Sacramento			X							
San Bernardino County		X			X	X				
San Diego County		X	X	X		X				
San José	X	X	X	X	X			X		X
San Leandro		X						X	X	
San Ramon	X		X							
Santa Ana			X							
Santa Barbara County		X	X							



Jurisdiction	SB 1383 Program Planning		Franchises, Negotiation, Ordinances, Cost Analysis, Funding		SB 1383 Implementation					
	Compliance Assessments	Compliance Planning	Franchise Development, Negotiations	Ordinance Development or Revisions	Cost Analysis/ Funding	Capacity Planning	Edible Food Recovery	Reporting	Generator Compliance	Product Procurement
Santa Cruz County	X	X	X	X	X	X				
Santa Maria	X	X			X					
SBWMA (12 agencies)	X	X	X		X					
Seal Beach			X							
SLOIWMA (7 agencies, 32 CSDs)	X	X	X	X						X
South Gate	X	X	X							
Stanislaus County			X	X	X					
Stockton		X	X	X	X	X	X	X	X	
Sunnyvale	X	X	X	X	X	X				
Taft	X		X	X						
Vacaville	X	X	X	X	X					
Watsonville	X	X			X					
WVSWMA (4 agencies)	X	X	X	X	X	X				
Yorba Linda	X		X				X	X	X	
Yuba City	X	X	X							

SB 1383 JACE Compliance Evaluation Support

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, and will impact every City across California prior to 2027. HF&H has assisted the cities of Vacaville, Inglewood, Redondo Beach, Huntington Beach, Seal Beach, and Bell with their JACE compliance evaluations. Our project manager for this engagement, Colleen Foster has also presented at multiple conferences most recently, across the State to present on how best to prepare for a JACE compliance evaluation, further establishing our technical expertise on the subject matter. Our experience supporting other jurisdictions with their compliance evaluations will allow us to prepare the City of Oceanside for the compliance evaluation. This task has not been requested by CalRecycle at this time, however, to be responsive to the RFP, we did incorporate the cost into the annual base cost of service. A JACE compliance review is estimated to take a minimum of six months to over a year to complete.

Edible Food Recovery Support

HF&H supported Zero Waste Marin, the Joint Power Authority for solid waste and recycling services in Marin County, in developing their edible food recovery program. In developing ZWM's program, which includes over 140 generators and two major food recovery organizations, HF&H performed strategic outreach and technical assistance to both generators and FROs. HF&H has conducted direct interviews with representatives from FROs to identify their nuanced capacity challenges and opportunities that may not be reflected in available databases. HF&H staff are active leaders within multiple statewide edible food recovery



working groups and are champions of creating a food recovery system that allows the jurisdictions to be a valuable partner and advocate of food donation. Serving cities and counties across the state, including the City of Oceanside from prior direct work with the City's edible food recovery program, has allowed HF&H to develop relationships with both food recovery organizations, corporate contacts, and local systems to improve coordination and information sharing.

HF&H has assisted more than 20 jurisdictions with organic waste and edible food recovery capacity planning as required by CalRecycle. Additionally, we recognize that edible food recovery capacity is more complex and intersectional than simply measuring tons of food. Aside from leading a statewide edible food recovery capacity planning stakeholder group, HF&H has conducted various capacity analyses for jurisdictions by engaging directly with food recovery organizations and creating customized tools for understanding capacity across a geographical landscape. Included in this effort was an interactive geographic information systems (GIS) map of a client's regional edible food recovery system, including locations of food generators and FROS, juxtaposed with layers of demographic factors (age, race, income, etc.), population density, and food insecurity metrics. From these capacity and program development exercises, we identified key pain points regarding available data and what is needed to optimally use capacity planning tools. The City of Oceanside will benefit from our ability to leverage these lessons learned across the state to develop a food recovery program that balances your environmental, social, and fiscal goals.

Contractor Reporting and Data Analysis

HF&H has successfully developed and implemented comprehensive Franchise Service Provider reporting for dozens of jurisdictions, with over 40 Franchise Service Providers utilizing the reporting platform to provide accurate and consistent reporting to our clients. HF&H's Franchise Service Provider reports allow information to be collected in alignment with franchise agreements and legislative recordkeeping and reporting requirements. Our review and analysis of hauler submitted data has allowed us to identify reporting errors, misallocated tons, operational procedures not in alignment with franchise agreements, and opportunities for program enhancements.

HF&H has developed tools for enhanced access to insights from hauler report and industry trend data using business intelligence software for several clients. This product establishes a dynamic jurisdiction 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. The business intelligence software provides the ability to filter and analyze data at various levels, enabling comprehensive comparisons of local, regional, and State trends. This real-time access to actionable insights empowers jurisdiction staff to identify areas for improvement, track performance over time, and make data-driven decisions to enhance program efficiency and compliance.



Figure 2. SB 1383 Generator Compliance Summary Report Sample

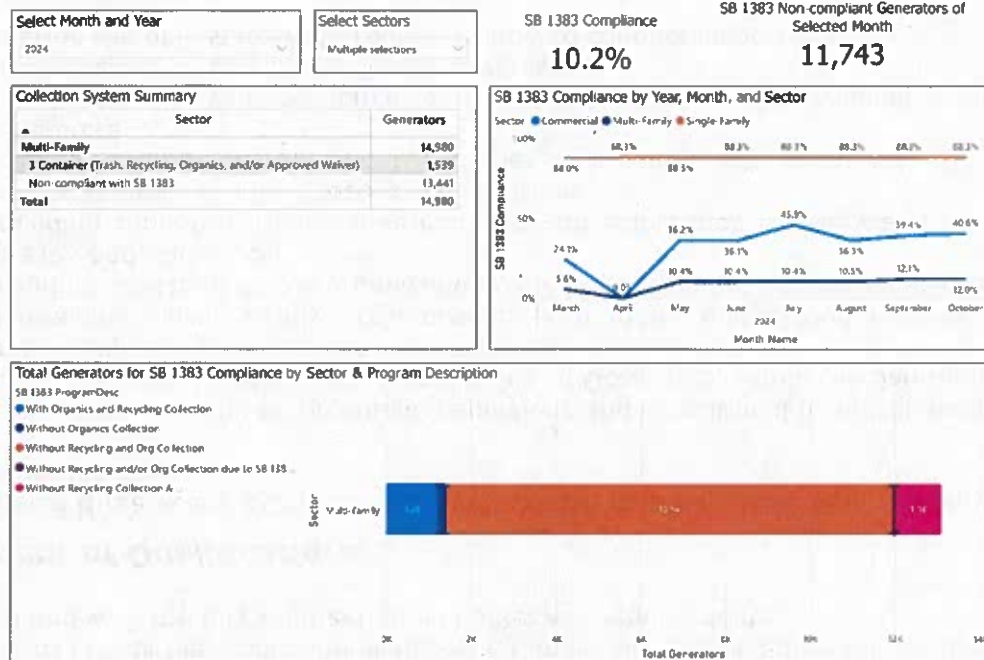
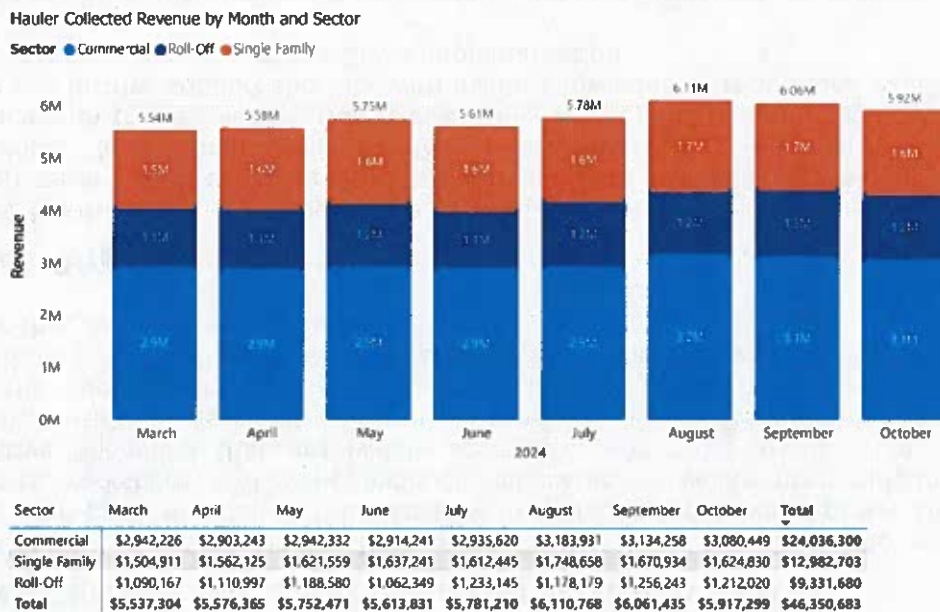


Figure 3. Hauler Collected Revenue Summary Report Sample





SOLANA CENTER FOR ENVIRONMENTAL INNOVATION

Solana Center for Environmental Innovation (SCEI) is an award-winning environmental 501(c)(3) non-profit founded in 1983. Located in Encinitas, we serve all of San Diego County. Our classes, workshops, and events focus on soil, water, and waste, promoting upstream and preventative behaviors that are widely accessible. We make green living practical for individuals, businesses, schools, and local governments. Our organization believes in circular systems that support our vision: a world with landfills and oceans free of discarded resources. Small actions every day make a big impact. We are in the business of meeting each person wherever they are on their environmental journey.

Services Offered

SCEI has been working on food waste and edible food recovery since before the state legislation came into effect. Over time through contracts with 80% of regional jurisdictions, we developed and standardized time-tested procedures that will ensure the City's full compliance with the legislation. Our relationships with CalRecycle and regional food rescue agencies will further support the City with inside knowledge of regulators' expectations and agencies' capacity that impact the City's implementation.

SCEI supports all client cities in planning, managing, and implementing their SB 1383 Edible Food Recovery programming. This included conducting outreach and education, inspecting food generators and food recovery organizations, developing an enforcement program, identifying businesses as Tier 1 or Tier 2, supporting food generators and food recovery organizations in their Electronic Annual Reporting, maintaining their edible food recovery data, and consulting with the City on meeting all CalRecycle requirements.

Statement of Qualifications

Over the past three years, SCEI has been an industry leader in edible food recovery and SB 1383 partner for cities by:

- Conducting over 400 enforcement inspections and educational technical assistances
- Consulting with 13 cities, including the City of Oceanside, within the San Diego region on CalRecycle regulations and requirements
- Maintaining close, positive relationships with major edible food recovery players including local food rescue organizations, the Department of Environmental Health and Quality, and CalRecycle
- Providing consistent region-wide education on edible food recovery and SB 1383 to food generators and food rescue organizations
- Creating comprehensive Tier 1 and Tier 2 business lists based on 10,000 food generators
- Delivering region wide economies of scale and consistency of messaging available due to the breadth of San Diego County coverage
- Offering the only state-wide course for how to conduct inspections

Through this extensive experience, SCEI feels confident in their ability to train the City on how to meet SB 1383 regulations and implement their edible food recovery programming with their own staff.

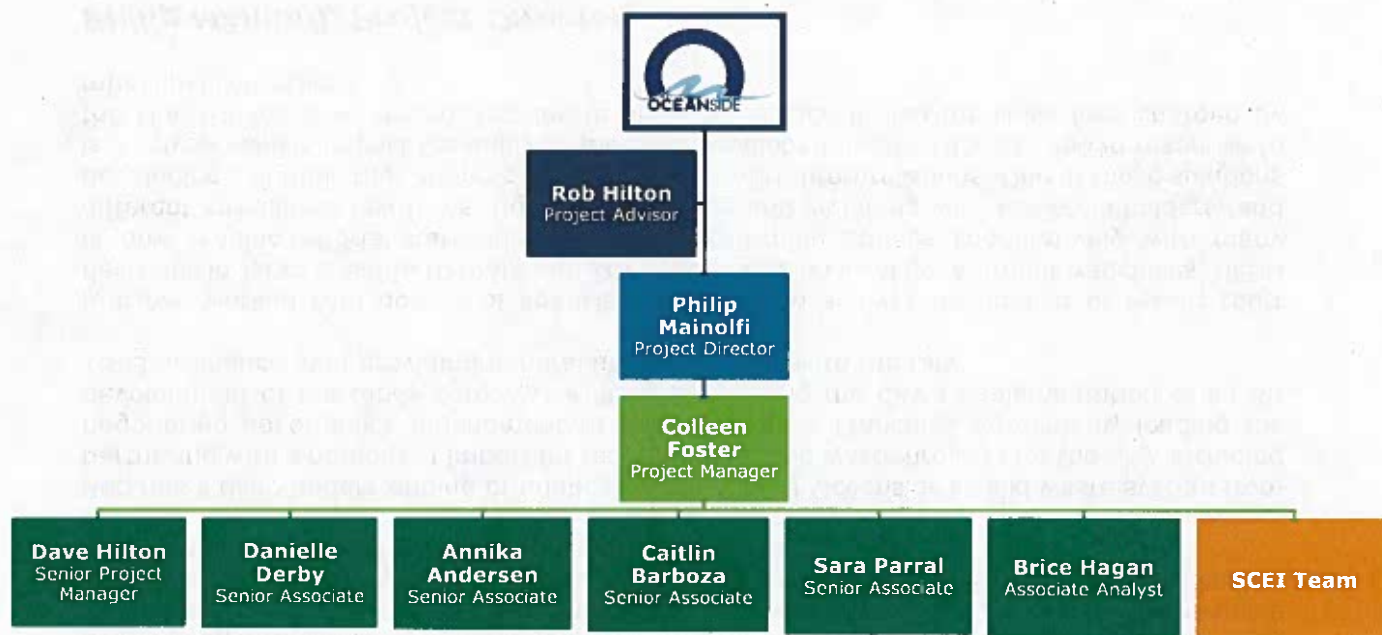


Section 2: Project Team

This section is a roster of staff members proposed for this engagement, highlighting their relevant qualifications and expertise. Each team member has been carefully selected based on their experience and ability to contribute to the successful and timely completion of components of the project. Most of our selected team members for this engagement are local to San Diego County, allowing for a deep understanding of the area and its specific needs. We are committed to ensuring that each task of the project is completed on schedule, leveraging the skills and dedication of our team. Colleen Foster will serve as the primary contact for all work assigned by the City. Colleen's years of experience working directly with the City, and previously for the City, as well as being a resident of Oceanside, positions Colleen well to support with this engagement. Additionally, as the Project Director, Phil Mainolfi, will provide oversight of the overall project, and will be available to the City to help ensure the success of the overall project, further contributing his experience from working with the City in previous engagements. Please note that no staff member assigned to this engagement will be replaced without prior written approval of the City's project manager.

HF&H TEAM

Figure 4. Project Team Organization Chart



Rob Hilton, Project Advisor

Since 2002, Rob has provided recycling and solid waste consulting services to public agencies for projects covering a wide range of strategic, operational, programmatic, contractual, and financial issues.



Rob is recognized by organizations like CalRecycle, League of Cities, and the California Resource Recovery Association as a statewide leader on the subject of sustainable solid waste rate structures facing Proposition 218 requirements. Rob has worked with numerous clients throughout California whose successful recycling and composting programs create tension with their funding systems that are typically based on disposal. Through this work, Rob has developed a sophisticated understanding of the dynamic balance between sustainable funding for programs and creating incentives for both the users and service providers. This is made all the more challenging in the context of California's Proposition 218, which requires cost of service and leaves little room for incentives and subsidies.

Rob has a deep understanding of nuances of the City of Oceanside's solid waste system from partnering with a number of important recycling and solid waste projects for the City, including negotiating an organics amendment to the City's prior Franchise Agreement, leading the development of the City's Zero Waste Plan, Overseeing the City's implementation of an SB 1383 ordinance, and providing general advisory services to the City.

Rob has worked with dozens of agencies statewide to analyze the impact of recent court decisions in *Jacks v. Santa Barbara* and *Zolly v. Oakland* on local government franchises. HF&H is now leading efforts statewide, including performing studies cooperatively with many different specialized law firms, hosting workshops and webinars with key stakeholders, and developing solutions that are responsive to these court interpretations. One of those solutions is a refuse vehicle impact fee analysis that Rob developed nearly 15 years ago in response to the *Howard Jarvis v. Fresno* decision in order to replace in-lieu franchise fees charged by municipal collectors.

Philip Mainolfi, Project Director

Philip Mainolfi brings over 18 years of prior financial, accounting and process automation experience, as well as 13 years of diverse experience in the solid waste industry. At HF&H, Philip has served over eighty clients on approximately two-hundred (200) engagements, including but not limited to: contract management, rate adjustments, ordinance revisions, franchise procurements, performance reviews, SB 1383 implementation, and CalRecycle compliance reviews. Philip previously worked with the City of Oceanside to oversee WMs performance under the prior Franchise Agreement, draft the City's 2020 Zero Waste Plan, procure the City's new Franchise Agreement, review WM rate adjustment requests, transition billing to WM, and implement a revised education and outreach program. While in the private sector, he spent three years managing solid waste contract compliance for 46 municipalities and government agencies, developing financial models, automating financial reporting processes, designing and developing management reporting tools, and managing external audits. Philip received invaluable insight into hauler/processor operations, zero waste planning, and public outreach, which he has supplemented in his role at HF&H with his exposure to dozens of other jurisdictions. Prior to entering the solid waste industry, Mr. Mainolfi spent four years as a business analyst at Brown Brothers Harriman where he focused on process automation, procedure development, and the implementation of a centralized data ecosystem for global asset sub custody.

Colleen Foster, Project Manager

Colleen Foster, Senior Associate with HF&H, has 20 years of experience with local government in solid waste and recycling, public policy, community development and water/wastewater



utility management. Her expertise is in contract administration, public competitive procurement, SB 1383 compliance, solid waste/recycling/organics planning and implementation, zero waste programming, regulatory compliance, climate action, sustainable food systems/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/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/performance analysis, SB 1383 compliance gap analysis, compliance action planning, enforcement, implementation record

Dave Hilton, Senior Project Manager

As a Senior Project Manager with HF&H, Dave Hilton has experience in the solid waste and recycling industry involving field audits, contract analysis, procurement evaluation, rate applications, operational reviews, cost of service rate modeling, refuse vehicle impact analysis, and surveys. Additionally, Dave is certified in Zero Waste Principles and Practices with both CRRA and SWANA.

With over a decade of experience in solid waste management consulting, Dave has been engaged in a wide variety of projects for more than 60 public Agencies. In his time with HF&H he has been integral to numerous competitive procurements and negotiations. With a passion for Ratepayer advocacy, environmental stewardship, and ensuring his client's reach their financial goals, Dave has managed dozens of cost-based rate adjustments resulting in fair and equitable rates that have continued to help clients meet their diversion goals. He is committed to delivering high quality service to clients by understanding their business needs, developing strong relationships, and consistently following-through on deliverables that exceed their expectations.

Danielle Derby, Senior Associate

Danielle Derby specializes in providing rate and audit services within our solid waste and recycling practice. She has experience reviewing costs for programs and services that comply with SB 1383 regulations, performing index, cost-based, and special rate reviews for solid waste rate adjustment, and performing compliance reviews. Her expertise lies in executing cost of service studies for jurisdictions looking to enact solid waste rates that are compliant with Proposition 218, which requires extensive data gathering, financial modeling, and communication with stakeholders. Danielle also works with the contract services side of HF&H by assisting with solid waste procurements. Her work ranges from evaluating proposer cost forms; benchmarking proposed programs, comparing operating statistics and rates; and supporting negotiations. Prior to joining HF&H, Danielle worked as an auditor at PricewaterhouseCoopers.



For the past several years, Danielle has assisted many jurisdictions with their cost-of-service studies. Danielle continues to assist the City of Sunnyvale and the City of Ontario with their detailed (by container size and material type) cost-of-service studies to update rates based on the changing regulatory environment and cost of living. In the past couple of years, she assisted the City of Brentwood and the City of Santa Cruz with their high level (by customer class) cost-of-service studies that balance financial detail and practical rate relationships. Currently, she is assisting the City of Long Beach with updating their existing detailed level model and the City of San Diego with determine their cost to provide residential services as the municipal hauler transitions to charging for solid waste collection services.

Annika Andersen, Senior Associate

Annika Andersen is a Senior Associate with HF&H and has over six years of experience within sustainable policy and program management, with focuses in zero waste management and program development, solid waste, recycling, and organics statewide compliance, contract negotiations and Franchise Service Provider monitoring, and environmental inspection. Annika is currently supporting cities and counties with program implementation of SB 1383 requirements for inspection, enforcement, and edible food recovery, strategic planning to reach zero waste goals, and infrastructure development of facilities that are crucial for progressing towards diversion goals.

Prior to her tenure at HF&H, Annika supported the City of Oceanside's Green Oceanside and Solid Waste/Recycling programs as the Senior Environmental Specialist. While with the City of Oceanside, she administered oversight of the City's current franchised hauler, facilitation of the evaluation process for a new franchise agreement, implementation of SB 1383 compliance requirements and reporting efforts to the State, and development of an edible food recovery program to serve as a regional model in San Diego County. Additionally, she supported the multi-year implementation of commercial organics recycling to all businesses and multi-family generators within Oceanside through Franchise Service Provider management, weekly meetings, site visits, creation of over 30 outreach products, analysis of service data, and reporting progress updates to the State. Furthermore, Annika assisted in the updating to Oceanside's 2020 Zero Waste Plan, routinely created and facilitated distribution of education and outreach collateral for multiple campaigns/programs and applied for and managed various state-funded payment programs and grants.

Caitlin Barboza, Senior Associate

Caitlin Barboza is a Senior Associate with HF&H and has over nine years of experience within sustainability program development, implementation, and management, with focuses on solid waste, recycling, and organics programs; edible food recovery; State reporting; Franchise Service Provider and hauler monitoring; recycling compliance inspections; and environmentally preferable product procurement. Ms. Barboza is currently supporting jurisdictions with SB 1383 program implementation, as well as CARB's Advanced Clean Fleets (ACF) Regulation.

Prior to joining HF&H, Caitlin supported the County of San Diego's Solid Waste Planning and Recycling section as a Program Coordinator. Caitlin oversaw implementation of jurisdictional SB 1383 requirements, including development of compliant Franchise Agreements, Solid Waste Ordinance, procurement policies, and recordkeeping systems. Additionally, she supported the multi-year implementation of 3-stream services to all businesses and residential generators within unincorporated San Diego County through frequent



communication with the County's 8 non-exclusive franchise haulers, analysis of service data and programmatic hauler reporting, processing waivers and self-haul registrations, and reporting to the State. Caitlin also coordinated regional capacity planning efforts for organics processing and edible food recovery, as well as facilitated the Technical Advisory Committee Edible Food Recovery Subcommittee monthly meetings. Furthermore, Caitlin assisted in updating the County's Organic Materials Ordinance to allow for decentralized organics processing, presented programmatic updates to Board Offices and the Deputy Chief Administrative

Sara Parral, Senior Associate

Sara Parral is a Senior Associate with HF&H supporting our Recycling and Solid Waste division with a focus in contract management, SB 1383 compliance, and public education. She brings to the firm over 13 years of experience in the solid waste industry with a primary emphasis in developing and implementing outreach and education programs for residential and commercial sectors. Currently, Sara supports multiple clients with SB 1383 planning and implementation to meet compliance including developing regulation guidelines, staff level work plans, and management/council presentations.

Prior to her work with HF&H, Sara served as the Customer Service and Outreach Manager at GreenWaste Recovery, where she managed a staff who provided customer service and technical assistance to individuals and businesses on zero waste efforts, developed and implemented diversion plans, and established strategic partnerships to engage the public on sustainability topics. Sara created educational collateral including presentations, newsletters, brochures, and frequently participated in speaking engagements for industry groups, educational institutions, and businesses.

Brice Hagan, Associate Analyst

Brice Hagan is an Associate Analyst with HF&H. Prior to joining us, he worked for the City of Oceanside's Solid Waste and Recycling program where he assisted in the administration of the City's franchise agreement and transition to a new agreement. As an Associate Analyst, he provides support to our Contract Service Team. He currently supports with SB 1383 planning and implementation, managing solid waste franchise agreements, audit services, solid waste rate reviews, grant management, CalRecycle annual reporting, and community public education and outreach.

SCEI TEAM

Mallika Sen, Environmental Solutions Director

Mallika Sen will be overseeing SCEI's portion of this engagement. As the Environmental Solutions Director, Mallika brings a wealth of experience in project management, regulatory compliance, and environmental solutions. She currently oversees SCEI's 14 contracts related to SB1383 and edible food recovery. With a focus on managing complex projects and ensuring regulatory alignment. Mallika has extensive knowledge of SB1383 and a strong network of relationships with key stakeholders, including CalRecycle, the Department of Environmental Health and Quality, Feeding San Diego, and the Food Bank.



With a background in food waste prevention, recovery, and organic recycling, Mallika has successfully conducted over 100 technical assistances and inspections of food generators and recovery organizations within San Diego County. She also leads SCEI's quarterly state-wide Inspector Training Course, providing critical guidance on compliance and best practices. Mallika's experience spans across school, commercial, and residential sectors, equipping her with a diverse skill set to address a wide range of environmental challenges. Her dedication to environmental stewardship and her ability to build strong relationships make her a trusted leader in the field.

Larissa Amaral, Environmental Solutions Associate Manager

As the Environmental Solutions Associate Manager, Larissa Amaral will be the primary contact and project manager for this contract, bringing her extensive in-field experience overseeing and directly working with over 300 food generators and food recovery organizations. She will provide support related to the implementation and outreach efforts for these organizations, ensuring smooth operations and regulatory compliance.

Larissa has managed inspections, technical assistance, and recordkeeping compliance for over 600 food generators and food rescue organizations across client cities. She has conducted over 200 technical assistance and inspections to food generators and food rescue organizations. Additionally, Larissa leads annual reviews of cities' education and outreach programs to ensure the information provided to food generators and recovery organizations is accurate and accessible. By analyzing the histories of over 300 food generators, she creates inspection priority plans that help cities allocate resources effectively. Larissa's meticulous planning and monitoring ensure the successful completion of client city deliverables, reinforcing her commitment to environmental solutions and success of all engagements.

Gurpuran Singh, Environmental Specialist

As an Environmental Specialist, Gurpuran Singh will support this engagement by conducting education and outreach to food generators and food recovery organizations. She will also assist in performing inspections and providing technical assistance to regulated food generators and food rescue organizations, ensuring compliance and effective operation.

Gurpuran has conducted annual reviews of cities' websites and educational materials to ensure that food generators and food recovery organizations have access to accurate and up-to-date information. She has provided technical assistance and conducted inspections for food generators and food rescue organizations, offering valuable guidance to ensure regulatory compliance. Additionally, Gurpuran has reviewed food recovery organizations throughout the region serving client cities, providing customized and updated lists to clients to enhance their operations. Her work also includes delivering updated lists of regulated food generators and food recovery organizations within client cities' regions, ensuring stakeholders have the necessary information for effective program implementation.

Megan Phelps, Bilingual Environmental Lead

As a Bilingual Environmental Lead, Megan Phelps will support this engagement by conducting inspections, assisting with implementation recordkeeping, and providing Electronic Annual Reporting assistance to food generators and food recovery organizations.



Megan has provided technical assistance and conducted inspections for food generators and food rescue organizations, ensuring regulatory compliance and operational effectiveness. She developed and maintained SCEI's implementation recordkeeping database for all client cities, ensuring accurate and efficient management of records. Megan has also managed edible food recovery programming for two of SCEI's client cities, ensuring the successful delivery of these programs. Additionally, she has conducted reminders and provided assistance to food generators and food recovery organizations to ensure the timely and accurate submission of Electronic Annual Reporting, helping clients meet compliance deadlines and requirements

SCEI agrees to not replace staff without prior approval of the City's project manager.



Section 3: Scope of Work & Methodology

UNDERSTANDING SCOPE

HF&H has provided the following detailed methodology to respond to each RFP task, including defining the task, providing an understanding of task scope, and HF&H proposed approach to execution within the proposed budget. The proposed scope was designed for efficiency to provide the requested services in a timely manner; upon project initiation, HF&H will meet with the City to prioritize and schedule all work to be completed. A detailed schedule will be completed for City approval that is similar to prior schedules we have provided for engagements such as the franchise transition plan, billing transition plan, and education and outreach plans. Please note, hours may be shifted among tasks within the budgetary limitations of the proposed scope, and we are confident that this flexibility will allow us to meet deadlines without compromising quality.

METHODOLOGY

Task A. As-Needed Organics, Recycling, Solid Waste, and SB 1383 Technical Assistance

RFP Task A Description. Provide ongoing as-needed technical assistance and expertise on solid waste, recycling, organics and SB 1383 implementation along with other solid waste regulated mandatory programs, services, ordinances, reports, and enforcement requirements, as outlined in the 2020 Zero Waste Plan SB1383 Action Plan.

Understanding of Task A Scope.

Through HF&H's update of the City's Zero Waste Action Plan in 2020, and our history of working with the City and its partners, HF&H gained a deep understanding of City programs and local issues and stakeholder interests associated with the City's goals for sustainability, climate action, and zero waste. HF&H has worked closely with all of the parties that will be involved in the core scope of work for this upcoming engagement has a foundational knowledge of how the City develops, implements, and maintains programs. Based on this direct experience combined with our industry knowledge and technical expertise, HF&H is well positioned to provide as-needed technical assistance to the City regarding various solid waste, recycling, and organics programs, services, systems, and infrastructure. We know the City's cost structures, contractual systems, operational capacity, and the City's concerns, that will enable us to provide tailored recommendations on best management practices and project objectives, with a look ahead approach of what is relevant in the industry today, and in the future.

Additionally, HF&H prepares updates on pending and recently approved legislation and distributes these updates to its past and existing clients, including the City of Oceanside. As the State continues to implement new solid waste handling restrictions and requirements, the City of Oceanside will benefit from working with a consultant well-versed in coordinating municipal code language and solid waste requirements. Additionally, we have a database full of templates and related client documents to utilize for the City's advantage including documents related to planning and monitoring related to SB 1383 and Zero Waste.



HF&H Approach.

HF&H is uniquely qualified to undertake Task A as we have worked closely with the City on development of an organic material management plan dating back to 2016, when we initially performed an organics feasibility study. For the past several years we have collaborated with the City to develop and implement the SB 1383 Action Plan. By selecting HF&H, the City will receive the support of a consultant with a nuanced understanding of the City's current situation, minimizing the learning curve necessary to begin program implementation.

HF&H's broad range of solid waste and recycling experience provides the City of Oceanside with an on-call source to address any as-needed organics, recycling, solid waste, and SB 1383 technical assistance needs that become necessary. HF&H is immediately available to the City of Oceanside to address issues as they arise, whether small or large, with just a telephone call, email, virtual meeting or an in-person meeting.

As requested by the City, HF&H will provide additional support to City Staff and other stakeholders to improve engagement with SB 1383 diversion programs and to establish best management practices and standard operating procedures. We will provide administrative or direct assistance to those who need it. Working collaboratively with City staff, HF&H can immediately begin providing this technical support as project staff will be fully informed of the history and development of the SB 1383 Action Plan, Franchise Agreement, and the community's perception of its programs and potential barriers to participation.

Task B. Contract Management

RFP Task B Description. Contract management, dispute resolution, oversight and administration support of the current Franchise Agreement (Agreement) and other City contracts within the solid waste, recycling and organics program, including but not limited to, professional service agreements funded through the City's solid waste fund and any relative grant.

Understanding of Task B Scope. Our prior work managing the City of Oceanside's Franchise Agreement has developed our understanding of the City's needs and shaped our approach to completing Task B and other related tasks. The City of Oceanside, similar to many jurisdictions, relies on its partners to provide comprehensive programs and services aimed at achieving the City's Zero Waste and SB 1383 goals. This collection of programs requires that the City oversee performance and contractual compliance, which can often be a time-consuming task, particularly when considering the moving pieces such as the ongoing implementation of organics and recycling collection programs, oversight of contractual requirements, franchisee fees, rate requests, working with the Franchise Provider's subconsultant on technical assistance and education, and other food recovery and food waste prevention programs. In addition, HF&H has experience directly supporting clients and subcontractors with CalRecycle grants, including but not limited to the SB1383 Local Assistance Program (OWR), beverage container recycling grants, household hazardous waste/used oil grants, and food recovery grants. Our extensive background and understanding of contract administration and grants equip us with the expertise to effectively support the City in contracts within the solid waste, recycling and organics program, funded through the City's solid waste fund and related grants.



HF&H Approach: Through dozens of contract management engagements over the past two decades, HF&H has come to realize that frequent and consistent communication is required to ensure all stakeholders are on the same page and working cohesively to achieve our clients' goals. Our prior work managing the City of Oceanside's Franchise Agreement reaffirms our theory, particularly when contemplating the volume of moving pieces. From ongoing oversight of existing programs and systems such as residential and commercial organics, to working with the Franchise Provider's subconsultant, such as Ardurra on education, there is an array of activities and stakeholders to manage and align with, that will benefit from our already established relationships.

With a multitude of activities and stakeholders to coordinate and align, HF&H commits to taking a proactive role in managing the contract. Our approach to contract management includes regular meetings with City Staff to discuss issues, concerns, goals, action items, priorities and how these may interface with the City's other pending projects. Additionally, we commit to alleviating other City Staff responsibilities such as reviewing Franchise Provider reports, drafting meeting agendas, and attending ad-hoc meetings to address issues or concerns that may arise.

Task 1. Monthly Alignment Meetings with City Staff

Historically, City Staff has spent significant effort drafting action items, tracking status, and following up with various stakeholders. HF&H proposes easing the City's administrative burden by hosting monthly alignment meetings to address all of the current moving pieces. HF&H will provide an agenda for these meetings outlining important topics and action items for the month for all parties. Potential items for inclusion may include: Franchise Agreement requirements and status updates, Franchise Fees or rate analysis updates, SB 1383 technical assistance, organics and recycling concerns or issues, customer service performance, education campaigns, reporting issues, CalRecycle compliance reviews or grant updates, upcoming meetings, and other relevant information. HF&H will also use this meeting to provide a status update on other Tasks included in this proposal. Following the meeting, HF&H will provide meeting notes and follow-up with all parties on outstanding action items.

Task 2. Review Franchise Provider Monthly Reports

HF&H will work with the City and Franchise Provider to review, maintain, and enhance the City's franchise reporting system to ensure it is compliant with the requirements of the Franchise Agreement, useful to City staff, and minimizes the manual manipulation of data on the part of all parties. HF&H staff will facilitate a contract management kick-off meeting to review contract and franchise provider requirements and the current reporting system being utilized, and its overall performance. Under a previous engagement with the City, HF&H designed the monthly reporting system for the City and Franchise provider's use. HF&H will utilize the kickoff meeting and initial contract management meetings to review the performance of the existing system with consideration of additional enhancements. This discussion and review will better inform the level of updates required for effective and ongoing reporting. HF&H has budgeted up to 120 hours to assist in the development, testing, refinement, and finalization of reporting tools, as well as ongoing monitoring of reports.

For contract management clients HF&H will typically 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. Our review of hauler tonnage, gross receipts



and fee reports sometimes indicate a need for further review. Early review minimizes potential issues. Additionally, HF&H will develop a summary report containing trend analyses that will allow the City to easily visualize program progress. The City will be provided with an opportunity to provide input and revise this summary report format.

On a monthly basis, HF&H will perform a review of Franchise Provider-provided reports, conduct a trend analyses versus previous periods, and draft a summary for City review. Initially, HF&H will work with the City to evaluate exactly which WM reports the City would like us to review, and to what level of detail to be the most beneficial for City Staff as task budget allows.

Task 3. Facilitate Monthly Meeting with City and Franchise Provider

To facilitate the ongoing implementation of Franchise Agreement requirements and respond to issues as they arise, HF&H proposes to facilitate a monthly meeting with the City and Franchise Provider. For each meeting, HF&H will prepare meeting agendas and documents, draft meeting minutes, and follow up on intended meeting results and action items. HF&H will discuss any issues and develop an agenda for the Franchise Provider meeting during the monthly alignment meeting with the City leading up to the Franchise Provider meeting. After the meeting, HF&H will update the Franchise Provider meeting agenda and distribute it to applicable parties. HF&H will attend the meeting with the Franchise Provider and provide support to the City.

Task 4. Ad-hoc Meetings and Correspondence

Understanding that unforeseen events occur, HF&H commits to attending up to one additional meeting per month with the City's Franchise Provider or the City. Additionally, we have budgeted two (2) hours per month for assisting with ad-hoc requests such as drafting letters, memos, and staff reports.

Task C. Review Program Fees and Contractor Performance

RFP Task C Description. Provide analysis and evaluation to ensure all franchise AB 939/SB 1383 or other programming fees are remitted by the contract hauler appropriately and accurately per Agreement terms. Confirm hauler has complied with recycling and solid waste service contracts, contract milestones and assess liquidated damages where applicable.

Understanding of Task C Scope.

HF&H's extensive experience in both designing and assisting the City with the execution and implementation of the City's Franchise Agreement for recyclable materials, organic materials, and solid waste collection, processing, and disposal gives us an unparalleled, in-depth understanding of the agreement. Since we were responsible for drafting the agreement, we possess direct, comprehensive knowledge of how it functions, including the funding mechanisms and fees established within it. This deep familiarity with the agreement ensures that we can effectively assess and verify whether all franchise AB 939/SB 1383 or other program fees are accurately and appropriately remitted by the contract hauler in accordance with the Agreement's terms. Additionally, we can confirm the hauler's compliance and performance with recycling and solid waste contract requirements, evaluate contract milestones, and determine any applicable liquidated damages if directed by the City.



HF&H Approach.

Task 1. Monthly Franchise Fee and Programming Fee Analysis

This task involves the monthly analysis and evaluation of all Franchise related fees and required supporting documentation due from WM to the City, ensuring compliance with the terms outlined in the Franchise Agreement. Specific tasks include:

- Franchise Reimbursement (Section 7.1): Confirm that WM remits the monthly Franchise Reimbursement, which is calculated as 6.09% of Gross Receipts from services performed under the Agreement. The fee should be paid out of WM's profit and be reviewed for accuracy based on Gross Receipts.
- AB 939/SB 1383 Reimbursement (Section 7.2): Verify that the monthly AB 939/SB 1383 Reimbursement is being paid by WM in equal installments monthly for a total of \$815,000 per year (per rate year one). HF&H's analysis will ensure this fee is being correctly remitted to the City and adjusted annually per the terms of the Franchise Agreement Section 7.5 Adjustment to Reimbursement.
- Solid Waste Programming Fee (Section 7.3): Ensure that WM is accurately paying the monthly Solid Waste Programming Fee of \$119,166.67 per month as outlined in the Franchise Agreement. This fee supports the City's programs related to solid waste services, and verification of timely and accurate payments will be conducted. HF&H's analysis will ensure this fee is being correctly remitted to the City and adjusted annually pursuant to Franchise Agreement Section 7.5, Adjustment to Reimbursement.

Task 2. Annual Curbside Rebate Sharing Reimbursement

This task focuses on confirming WM's compliance with the Curbside Program Rebate Sharing Reimbursement obligations under the Franchise Agreement:

- Curbside Program Rebate Sharing (Section 7.4): HF&H will review the revenues received from CalRecycle for the sale of Recyclable Materials, ensuring that any rebate sharing payments exceeding \$80,000 are accurately remitted to the City. This payment is due 45 days after WM receives the rebate from CalRecycle. The review will verify that the payment is properly calculated, prorated if applicable, and made within the required timeframe.

Task 3. Gross Receipt Analysis

Pursuant to the City's Franchise Agreement Section 7.6, each monthly remittance to City shall be accompanied by a statement listing the amount of each fee paid; calculation of each fee; and, statement of Gross Receipts by Customer Type for the period collected from all operations conducted or permitted by this Agreement. The City may at any time during the Franchise Agreement term, request a detailed calculation of Gross Receipts that may include, but is not necessarily limited to, the number of Customers charged at each Service Level and Rate for each billing period.

HF&H has included project hours to conduct a gross receipts analysis, once during the term of the Consulting Services Agreement within Task D. Initial Performance Review/Audit.



Task 4. Fee and Billing Audit

Additionally, and pursuant to the City's Franchise Agreement, the City may, at any time during the term of the Franchise Agreement, perform an audit of WM's billings and payment of fees. Should City or its agent perform this review and identify billing errors or other errors in payment of fees valued at one percent (1%) or more of Gross Receipts for the period reviewed, WM shall, in addition to compensating City for lost fees, reimburse the City's actual cost of the review.

HF&H has included project hours to conduct a fee and billing audit, once during the term of the Consulting Services Agreement within Task D. Initial Performance Review/Audit.

Task D. Initial Performance Review and Audit

RFP Task D Description. Upon request by the City, HF&H will conduct one required detailed performance review (Audit) of WM to assess criteria such as compliance with services, collection efficiency, and revenue generation as described in the Franchise Agreement.

Understanding of Task D Scope.

Pursuant to the City's Franchise Agreement Section 6.3 Performance Review and Audit, the City may conduct, and WM shall cooperate with two (2) performance reviews and detailed financial audits, at any point during the term of Franchise Agreement, in the City Franchise Contract Administrator's sole discretion, to verify WM has fulfilled its financial and operational obligations under this Agreement. The purpose of such review and audit shall be, without limitation, to review Complaints, billings, and City Reimbursements, and to determine if WM has met the performance standards described in the Franchise Agreement. The City may choose to enlist professional service providers to perform such review and audit, and WM shall be required to pay City's actual costs for such services up to ninety thousand dollars (\$90,000) per review (such amount shall be adjusted annually by the annual percentage change in CPI-U, calculated in accordance with Exhibit E).

During the term of this engagement, and upon request by the City, HF&H will perform up to one required detailed performance review (Audit) of WM to assess criteria such as compliance with services, collection efficiency, and revenue generation as described in the Franchise Agreement. To ensure ratepayers obtain the full benefit of this Franchise Agreement option, we can scope our services to the full requirement payment amount by Waste Management (\$90,000). If the City desires to reduce the level of testing, we can customize our scope accordingly.

HF&H Approach.

Task 1. Develop Audit Work Plan

We will review the existing documents, including but not limited to:

- Franchise Agreement between the City of Oceanside and Waste Management
- Contract monthly and annual reports submitted to the City, as applicable



- Other available contract-related documents

HF&H will facilitate one project kick-off meeting (up to two (2) hours) with City staff initially to determine priority performance metrics to be considered for the audit with Waste Management, and to finalize any other project objectives and project schedule. Following the meeting, HF&H will provide meeting notes to the City, that will serve as the baseline requirements for the audit with Waste Management. Following the project kick off meeting with the City, HF&H will facilitate one, up to two (2) hour meeting with Waste Management to review required audit metrics, project objectives, and schedule. If requested by the City, HF&H will prepare for and conduct a follow-up virtual meeting with City staff to confirm the understanding of the project objectives and schedule.

Task 2. Data Request

Based on the results of our planning procedures from this task, HF&H will prepare and provide a document request list to WM. Additionally, if necessary, HF&H may also request data from third parties to assist in confirming WM-reported data. Examples of WM data to be requested may include:

- Customer lists and billing details
- Customer billing credit data
- Missed pick-up listings
- GPS routing information
- Internal tonnage reports documenting tons collected, diverted, and disposed
- Data supporting RDRS disposal tonnage revision
- Evidence supporting diversion coordinators full-time status
- Invoices for procurement of recovered organic waste products
- Site visit records
- Customer service reports
- Maintenance records
- Other data to be reviewed

After the transmittal of the data request to WM, HF&H will meet virtually with WM to review the audit objectives, audit process, and documents needed to complete the audit to ensure they understand what is expected during the review process. This meeting helps ensure time spent on the audit is on actual audit test work rather than communication issues. Finally, HF&H will follow up with WM to ensure the data requested is provided to HF&H in a timely manner to remain on schedule. WM-submitted data will be reviewed by HF&H for contract compliance.



Task 3. Compliance Audit Analysis

The tasks below specifically address a general scope and approach to accomplishing a performance review/audit for the City. During the project kick off meeting with the City, the City will be provided with the opportunity to provide input as to priority objectives and compliance audit performance metrics. HF&H will then tailor the following analysis list to meet the City's preferences. HF&H will:

- Develop and execute a test plan to sample transactions to determine the accuracy of WM's customer base rates billed and contract compliance.
- Perform an electronic comparison of one month's billing schedules obtained to the rate schedule to determine systemic variances in what is billed versus what is allowed per the rate schedule.
- Request GPS route data to substantiate missed pick-ups and evidence of credits paid to applicable customers.
- Review documentation made available by WM to confirm they are meeting the diversion coordinators requirement. We will request names of WM staff serving in these roles, the dates of assignment to the duties related to these roles, and hours assigned. We will request to review payroll records confirming staff provided were employed for the hours provided. Our ability to execute this objective is limited to documentation WM would be able to provide to substantiate resources were dedicated to the City.
- Make inquiries of WM staff to obtain an understanding of how they meet or plan to meet certain requirements as detailed within the Franchise Agreement, and identified within the audit priority objectives.
- Request invoices related to recovered organic waste products procured on behalf of the City and summarize recovered organic waste product tons procured.
- Perform procedures to validate tonnage, including:
 1. Obtain from the City and review the monthly tonnage reports submitted by WM for the period under review. These reports should include a schedule of tonnage disposed and diverted by line of service and disposal/diversion/processing location
 2. Obtain and review WM's reports from their internal landfill disposal reporting systems and agree to the tonnage data reported to the City
 3. Inquire of WM to determine if there were any mis-allocated tons identified to be related to the City of Oceanside
 4. Verify the updated tonnage data reported to the City agrees to the data reported to Approved Facilities.
- Research data on CalRecycle's website to report historical AB 939 diversion.
- Review a sample of complaints and the number of calls made by customer on each selected complaint and determine the remediation timeline.



- Review source documents provided by WM in order to verify WM's compliance with requirements as stated in objectives above.
- Receive documents electronically and participate in a virtual screen-sharing meeting in which we will validate certain support records maintained in WM's system to corroborate information reported to the City.

All meetings will be conducted virtually using screen sharing.

Task 4. Report

We will provide a written report to the City that:

- Documents HF&H's audit findings.
- Offers recommendations, if applicable, as to how to address discrepancies or inaccuracies in records and reports made to City, methods of assessing the City fees, or surrounding other issues that may arise during our review.
- Includes comments, if applicable, regarding WM's compliance with the reviewed Agreement terms.

We will provide a draft report to the City for review. We will additionally provide a draft report to WM for acknowledgement and response prior to finalizing the report, and, if applicable, incorporate WM's response in the final report. We will revise the report based on City and WM's feedback and submit our final report to the City. We will discuss the report's findings with City staff during a virtual meeting, if requested by the City. HF&H's emphasis on quality control and assurance will be held to the highest standard and care. The City can be confident that the report will be free of grammatical and formatting errors.

Task E. Annual Rate Adjustment Request and Tonnage Review

RFP Task E Description. Ensure Franchise Provider makes reasonable and appropriate rate requests and adjustments and accurately reports collected tonnage.

Understanding of Task E Scope. HF&H has assisted the City of Oceanside with its rate adjustment annually from 2020 through 2023. Additionally, we have assisted other jurisdictions in over 100 solid waste rate adjustments and rate component analyses, including but not limited to the Cities of Inglewood, Bell Gardens, Garden Grove, Fullerton, Irvine, Moreno Valley, Placentia, San Dimas, Seal Beach, and Yorba Linda 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 found during our reviews for clients are typically 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 long-lasting effects on rate payers.

HF&H will review the accuracy of the rate adjustment request calculations in accordance with the allowable annual adjustments as outlined in Article 8 and Exhibit E of the Franchise Agreement and document findings related to the franchisees submittal.



Having crafted the rate adjustment methodology as part of the City's Franchise procurement process, the City can be assured that HF&H understands all of the intricacies associated with the annual adjustments. Following our review, HF&H will send an email to the City containing the reviewed version of the hauler's submitted files or recalculations. As part of our standard practice, HF&H ensures that the correct indices are applied, including but not limited to the employment, vehicle maintenance, fuel, CPI, disposal, and processing. Additionally, HF&H will coordinate with the City and Franchisee to ensure the rate adjustment request submission deadline is followed and the establishment of adjusted rates are effective January 1 annually.

HF&H Approach. HF&H will review WM's rate adjustment request and perform the following:

Task 1. Initiate Project and Request Data

Upon receipt of WM's annual rate adjustment request, HF&H will facilitate a virtual meeting with City Staff to initiate the project. This meeting will serve as a forum for reviewing the project approach, objectives, key milestones, and deadlines. While our prior work surrounding rate increases with City Staff provided a foundational understanding of the process, the initiation meeting will offer a forum for the City to provide additional context surrounding its unique situation which will help ensure the project deliverables and timeline are congruent with the City's goals.

Upon initial review of the submitted rate application, HF&H will develop a request for information (RFI) for the City and/or WM. Information requested may include tonnage reports, documentation of gate rates, recycling commodity revenues, or other information necessary to determine the accuracy of the rate adjustment that was not provided with the rate application or otherwise.

Task 2. Client Correspondence

While HF&H plans to include the City on all correspondence with WM, additional communication with the City may be necessary. More often than not we find discrepancies in rate applications (often times as simple as rounding errors). If errors are discovered, we will reach out to the City to determine how they would like to proceed before discussing with WM. We have budgeted for three hours of client correspondence to facilitate meetings with City Staff throughout the rate increase process.

Task 3. Review Rate Adjustment Request

Upon receipt of all required information, HF&H will verify the consistency of the rate calculation formulas with the rate adjustment provisions of the franchise agreement, including proper application of the rate adjustment indices. Additionally, HF&H will verify that the percentage changes in the rate adjustment indices used in the rate adjustment formula have been properly calculated and properly account for the five percent (5%) cap on the rate adjustment. HF&H will review reports of collected tonnage to ensure reporting accuracy through trend analysis and analysis of additional data points such as subscription levels, as needed.

HF&H will independently re-cast the rates to ensure that all math and formulas are working correctly. If errors are found, we will work with the City and WM to update the rate adjustment application to reflect accurate calculations. This task will culminate in a final rate sheet that may be used by the City for Council meetings or rate payer communications. Having



developed the City's rate increase methodology and trained WM on how the rate adjustment calculation works, we are uniquely positioned to complete this analysis in an expeditious manner.

Task 4. Document Findings in Memo Report

Following review of the rate adjustment application, HF&H will prepare a memorandum for the City documenting rate adjustment requirements of the City's Franchise Agreement, the process and methodology undertaken for reviewing WM's rate application, and any applicable findings. The memorandum will also include attachments such as WM's rate request and the final rate sheets to be implemented for the upcoming rate period. We have budgeted for one round of revisions based on the City's feedback.

Task 5. Draft Staff Report

HF&H will draft a staff report to accompany the rate adjustment for the required City Council meeting(s). While we have numerous examples to use as a basis, including prior iterations from the City of Oceanside, it is important that the staff report is tailored specifically to the City's current practices. Therefore, HF&H will coordinate with City Staff prior to drafting the staff report to identify any specifics that should be included or considered. The City will receive a draft, and be provided an opportunity to comment or redline the HF&H staff report. After the City's review HF&H will finalize the staff report for submittal.

Task F. Cost-Based Rate Review, and As-Needed Extraordinary Rate Request Review

RFP Task F Description. Conduct rate analysis for the solid waste and recycling program per the terms of the Agreement, including but not limited to review of Franchise Provider rate requests and their conformance with index-based rate adjustments, cost-based methodology adjustments, and extraordinary rate adjustments.

Understanding of Task F Scope.

The index-based adjustment, which is described in Exhibit E1, involves use of various cost adjustment factors (such as the percentage change in the consumer price index and changes in Tonnage and tipping fees) to calculate adjusted Rates. Such Rate adjustment calculations shall be performed in strict conformance to the procedures described in Exhibit E1. Index-based rate adjustments will be conducted under Task E of this proposal.

In Rate Periods Four and/or Eight, Rates shall be adjusted using the cost-based methodology described in Exhibit E2 that involves a review of WM's actual costs and revenues and projection of costs and revenues for the coming Rate Period. This cost-based Rate adjustment will be performed instead of the index-based Rate adjustment for the applicable Rate Periods. The cost-based adjustment process is intended to provide the City an opportunity to adjust Rates to more accurately reflect the Franchisee's actual revenues and costs of operations. Such Rate adjustment calculations shall be performed in strict conformance to the procedures described in Exhibit E2 of the Franchise Agreement.

HF&H Approach.



Task 1. Project Initiation

HF&H will meet with WM and the City, virtually, to discuss the Rate Application Review process, identify individuals with whom we will be working, and establish a schedule for conducting work. Following the meeting, HF&H will receive the rate application from Waste Management and perform a cursory review of submitted data to ensure all information required by the Franchise Agreement is submitted. The cost-based rate application requires submittal of financial statements, a financial schedule reconciliation, operational data (e.g., route information, personnel, productivity stats, vehicles, and operational changes), variance analysis, and projections. In the event information is missing, HF&H will notify the City and Franchisee that the rate application is incomplete. Early identification of missing data will help expedite the review process as the data may be obtained while other tasks are performed.

Task 2. Cost and Expense Determination

The Rate Period Four Franchisee compensation is comprised of four (4) components: 1) WM's forecasted annual cost of operations, calculated based on the procedures described in the franchise agreement; 2) WM's forecasted profit, as specified in Exhibit B2; and, 3) WM's forecasted pass-through costs; and 4) Forecasted City Reimbursements. HF&H will review the Application by performing the following tasks:

- HF&H will review the following cost categories to ensure only allowable and justifiable forecasted costs are included in the Application:
 1. Labor-related costs
 2. Vehicle-related costs (excluding fuel)
 3. Fuel Costs
 4. Other Costs
 5. Depreciation costs
 6. Disposal Costs
 7. Recyclable Materials Processing Costs
 8. Organic Materials Processing Costs

Additionally, HF&H will review WM's projections for each of these cost categories to verify all costs have been projected by their proper index described in Exhibit E2 of the Franchise Agreement. HF&H will verify these costs are reasonable to provide services required by the Franchise Agreement and are reasonable compared to industry standards and WM's initial proposal.

- HF&H will review the justification and support for the key assumptions made by WM in projecting City fees to be included in the Rate Period Four revenue requirement. HF&H will verify the proper fees have been remitted to the City for the then-current year. HF&H will communicate with WM and the City to revise the assumptions used to calculate the revenue requirement, if necessary.

HF&H's review is different in scope than an audit of financial statements; such audits are performed by the independent certified public accountants retained by Republic. HF&H will



rely on the audited/reviewed financial statements provided by WM, as required under the Franchise Agreement.

Task 3. Review of Revenue from Customer Billings

HF&H proposes reviewing the revenue generated from customer billings in order to assess the reasonableness and accuracy of the gross rate revenues as reported by WM. In order to complete that review, HF&H will: 1) review the current customer subscription data received from WM multiplied by the current rates in order to calculate the actual revenues received; and, 2) test a limited judgmental sample of commercial and residential customer accounts to verify the rates match the current City-approved rate schedules.

HF&H's Review is different in scope than an audit of financial statements; such audits are performed by the independent certified public accountants retained by WM. HF&H will rely on the audited/reviewed financial statements provided by Republic, as required under the franchise agreement.

Task 4. Determine Revenue Requirement

HF&H will determine the City's revenue requirement. This includes comparing Rate Period Four projected revenues (reviewed in Task 3) with the revenue requirements (calculated in Task 2) to calculate the overall rate adjustment factor necessary. HF&H will meet once with WM, virtually, to review our preliminary findings and receive their comments and any additional information supporting their Application. If appropriate, based on this information, HF&H may adjust our preliminary calculations. Finally, HF&H will present the final adjusted calculations to the City.

HF&H assumes that the revenue requirement will be calculated consistent with the procedures of Exhibit E2 of the franchise agreement. HF&H has not included scope or budget for the review of any extraordinary rate increase requests that WM may make, as the scope of an extraordinary adjustment cannot be reasonably predicted at this time. Should an extraordinary rate increase request be made by WM, HF&H recommends that the City require WM to pay the actual costs associated with the review of those items on a time and materials basis.

Task 5. Communication of Findings

HF&H will summarize the findings of our review of WM's Application and our position on any outstanding matters in a draft report to the City. Following submittal of the draft, HF&H will facilitate a virtual meeting with the City and WM to review the findings and adjustments related to the Application.

Following this meeting, HF&H may revise the report based on information received and agreements arrived at during that meeting. HF&H will present one final report addressing the overall results of the Review to the City. This report will include the final recommended rate adjustment factor to adjust customer rates by. The City can be assured that the report will have been reviewed by both Project staff and Administrative staff to ensure that the report reads professionally and is free of grammatical, formatting, and spelling errors.



This report is limited to the process described in Exhibit E2 of the franchise agreement and will not include any additional issues that the parties may wish to negotiate or resolve through this process that are not already noted in this proposal.

Task 6. As Requested – Extraordinary Adjustment Request Review

The scope of services for performing an extraordinary rate adjustment can vary significantly based on the scope of the requested adjustment. For example, a change in state fees surrounding landfilled tonnage would require relatively few hours for review, while major operational changes related to a change in law could require a much more significant undertaking and several hundred hours of review. Without a cursory understanding of the requested extraordinary adjustment, it's virtually impossible to provide an accurate fee estimate.

With that said, HF&H has performed a significant number of extraordinary adjustment reviews and will follow the procedures outlined in Section 8.3 of the franchise agreement. This process would entail meeting with WM to understand the nature of the request, developing minimum standards for the application to ensure reasonability and accuracy of the request could be determined, reviewing the application for mathematical accuracy and reasonability, and presentation of findings to the City.

Task G. Stakeholder Engagement, Commission, and City Council Presentations

RFP Task G Description. Participate in City hosted stakeholder engagement workshops, Committee and Commission meetings regarding programs, services, ordinances and regulations.

Understanding of Task G Scope.

HF&H recognizes that on-going stakeholder engagement may be necessary to assist with SB 1383 compliance, contract administration, rates analysis, rate adjustments, and program updates as needed. Our prior work with the City of Oceanside on stakeholder engagement (both internal and public facing engagements) has shaped our understanding of the City's needs and desires. In the past we have worked with City staff using an iterative revision process ensuring the final interaction with stakeholders, Commission, and the City Council aligns with the City's vision.

HF&H Approach.

HF&H has included proposed budget into the scope to support up to two (2) City Council meetings, and up to two (2) Commission meetings during the term of the Consulting Services Agreement. At the request of the City this may include both in person presentation support, and limited preparation support for staff reports and/or PowerPoints. The City will receive unmatched insight and support from HF&H's Project Director and Project Manager who have provided hundreds of presentations at public meetings and are highly effective in working with elected bodies to navigate difficult decision-making processes.



Task H. Ordinance Updates

RFP Task H Description. Provide technical assistance in the development and drafting of any and all ordinance updates relative to solid waste, recycling, organics, and/or other zero waste plan objectives.

Understanding of Task H Scope.

HF&H assisted the City in its initial ordinance update for SB 1383 prior to the regulations going into effect. At the time the ordinance was adopted, it was understood that revisions would likely be necessary as the City worked through its franchise procurement process since negotiations surrounding the Franchise Agreement could create inconsistencies between the ordinance and Franchise Agreement. Regardless of the known potential for conflicts, it was advisable to move forward with the ordinance at that time since an enforceable mechanism was an eligibility requirement for CalRecycle's local assistance grants. Our familiarity with the City's existing ordinances and process will allow us to efficiently evaluate any potential discrepancies between the ordinance and franchise agreement or needs in the City's municipal code. HF&H has assisted dozens of agencies around the State with ordinance updates and has a time-efficient process for recommending and drafting appropriate updates.

HF&H Approach.

HF&H will review relevant sections of the existing municipal code to determine if there are any updates needed to conform to the franchise agreement or to comply with new or upcoming state regulations. HF&H tracks solid waste legislation and can use existing resources and knowledge to ensure conformance with appropriate regulations. After an initial analysis, HF&H would provide City staff with a list of proposed changes. Once changes are approved by City staff, we would then provide a red-lined copy of the applicable ordinance for the City's review and consideration.

Task 1. Design Intake Meeting with City

HF&H would facilitate one project initiation two (2) hour virtual meeting to discuss ordinance project scope, limitations, and priorities.

Task 2. Review Existing Ordinance versus Franchise Agreement

HF&H will review the City's existing SB 1383 ordinance and other related ordinances for compliance and conformance to the Franchise Agreement, and SB 1383 state law.

Task 3. Draft Updated Ordinance

Based on HF&H's review and analysis conducted in Task 2, HF&H will provide recommended edits to the City's ordinance for City staff/Attorney's review and consideration.

Task 4. Revision of ordinance based on City staff/Attorney comments

Following receipt of one set of consolidated written comments from the City, HF&H will revise the draft ordinance and provide a final ordinance draft to the City.



Task I. SB 1383 Diversion Program Technical Assistance

RFP Task I Description. Assist in developing, evaluating and selecting SB 1383 diversion programs, and drafting long range implementation plans and Standard Operating Procedures for implementation, monitoring, and enforcement.

Understanding of Task I Scope.

HF&H has been supporting the City of Oceanside with organics implementation dating back to CY 2016 with engagements including: an organics feasibility study, negotiation of a commercial food scraps program with the City's current Franchise Provider, development of the City's SB 1383 Action Plan, and engaging in the City's competitive procurement process which focused on a SB 1383 compliant collection program. Additionally, our SB 1383 planning and implementation engagements for 106 other jurisdictions ensures that we are well-versed in this type of work and prepared to bring innovative solutions from across the state to the City of Oceanside.

HF&H Approach.

HF&H will provide SB 1383 Diversion Program Technical Assistance as described in Task A.

Task J. SB 1383 JACE Compliance Evaluation Support

RFP Task J Description. SB 1383 compliance evaluation support and assistance with Jurisdiction and Agency Compliance and Enforcement (JACE) inspection and compliance review.

Understanding of Task J Scope.

(Only if needed during term of Consulting Services Agreement – Years 1 and 2)

HF&H is available to support the City in working with CalRecycle's JACE team evaluations, which began in 2024. Article 15 of SB 1383 outlines enforcement oversight provisions whereby CalRecycle evaluates a jurisdiction's compliance with SB 1383 requirements. HF&H has assisted the cities of Vacaville, Inglewood, Redondo Beach, Bell, and Huntington Beach with their JACE compliance evaluations. Our experience supporting other jurisdictions with their compliance evaluations will allow us to prepare the City for a compliance evaluation if requested by CalRecycle.

Even though it is our understanding that CalRecycle has not yet requested a JACE compliance evaluation of the City of Oceanside, in response to the City's RFP, HF&H has included proposal costs as a contingency amount available to the City, during the term of the engagement. Please note our proposed budget is limited to the contingency amount, unless provided direction from the City to adjust task projects and available budget. Any additional support needed for CalRecycle enforcement, such as supporting a CalRecycle Corrective Action Planning process, which could follow a JACE compliance evaluation depending on findings, are not included.



HF&H Approach.

A JACE compliance review is estimated to take a minimum of six months to over a year to complete, based on CalRecycle's initial year of JACE compliance evaluation conducted in 2023 and 2024.

Task 1: Project Initiation/JACE Review Meeting with CalRecycle

Based on prior experience with the CalRecycle JACE team and support for other clients, CalRecycle will most likely provide email notification to the City, communicating their intent to conduct a JACE compliance evaluation of the agency. Once this email is received, and pending City direction to commence Task J activities, HF&H will immediately facilitate a meeting with the City and CalRecycle to go over the CalRecycle JACE evaluation process, expectations, timeline, and deliverables. This meeting will provide additional insight to CalRecycle's expectations. HF&H will follow-up with City staff prior to and following the meeting to review immediate priorities, timelines, and to identify any potential barriers to a successful evaluation.

Task 2: Provide Responses to CalRecycle's IR Follow-up Questions

Following CalRecycle's initial email notice of their intent to conduct a JACE compliance evaluation, CalRecycle will send a formal request (by email) for the City's Implementation Record. The City will be provided with 10 business days to provide CalRecycle access to the City's Implementation Record. Due to the fact that timing of a CalRecycle JACE compliance evaluation request is unknown, HF&H recommends that the City request engagement and execution of Task K, Implementation Record, as soon as possible following commencement of a Consulting Services Agreement to ensure the City's readiness for CalRecycle's JACE evaluation.

CalRecycle will review the City's implementation record and provide the City with a draft response that may include questions related to information gaps or compliance areas of concern. Upon direction by the City, HF&H will review CalRecycle's response and provide the City with a draft response in writing based on HF&H's understanding of the City's programs and services, as well as any other relevant documentation available through our current and previous engagements with the City. HF&H may need to request additional information from the City and its partners to complete a detailed response on behalf of the City and will coordinate directly with all parties during this phase of the process.

Task 3. IR Review Meeting with CalRecycle and the City

Following the drafting of Implementation Record responses to CalRecycle, HF&H will facilitate a virtual meeting with CalRecycle and the City to review draft responses and to provide any needed clarity on implementation record documents provided by the City to CalRecycle.

Task 4. Attend CalRecycle Site Visit(s)

Following review of the City's Implementation Record, CalRecycle will conduct a site visit of the City. During the site visit CalRecycle will visit a significant geographic region of the City, including but not limited to a sampling of all collection routes for all streams (organics, recycling, and solid waste), City facilities, and edible food recovery organizations and generators within the City. Additionally, it is anticipated that CalRecycle will conduct "lid flips"



of several hundred containers throughout the multi-day site visit, and then request to follow the material streams collected that day to their final designated facility for processing and diversion. CalRecycle JACE site visits may take anywhere from 1-5 days pending the size of the City and the CalRecycle evaluator's preference. HF&H has included within the project scope time to support, in person, two (2) days of site visits by CalRecycle. HF&H has also provided additional time in the project scope to support preparation of Site visit coordination with CalRecycle, the City's Franchise Provider, and the City prior to the site visit.

Task 5. Attend Post Site Visit Meetings with CalRecycle and City Staff (Internal Prep with City, CalRecycle meeting, and Debrief with City)

HF&H will facilitate up to three follow-up meetings with City staff, CalRecycle, and other applicable parties following the CalRecycle JACE site visit to resolve any potential or identified issues if possible. Immediate and detailed follow-up to CalRecycle JACE compliance evaluation activities and inquiries further mitigates the potential for misunderstandings, additional requests for clarification, or the potential for notices of violations in follow-up to the evaluation process.

Task 6. Review CalRecycle Draft Findings and Draft Response to CalRecycle

Once CalRecycle has completed their JACE compliance evaluation activities including but not limited to the review of the Implementation Record, and the Site Visit, CalRecycle will send the City a Draft Findings report that will details any areas of compliance gaps that could result in a Notice of Violation pursuant to SB 1383. HF&H will review this draft findings report with the City, and will provide the City will a draft response for submittal to CalRecycle.

Task 7. Attend Final CalRecycle Compliance Review Meeting

If needed, HF&H will facilitate one final meeting with the City and CalRecycle to review the response to the draft findings report. This meeting will prioritize resolution of any potential compliance issues in an effort to mitigate any further potential enforcement action by CalRecycle.

Task K. Implementation Record (IR) Support

RFP Task K Description. Maintain and update the City's SB 1383 required Implementation Records on a regular basis and monitor all required data points and provide analysis for ongoing compliance, budgeting, and enforcement needs.

Understanding of Task K Scope. Jurisdictions have responsibilities under SB 1383 to monitor and report on multiple levels of programming, collection services, compliance monitoring, edible food recovery, processing capacity, procurement, and more. Development and upkeep of the City's Implementation Record requires ongoing coordination with various stakeholders and aggregating and organizing data within a central platform that can be accessible to CalRecycle within ten business days of a request.

HF&H Approach. HF&H will meet and confer with the City upon project kick-off to determine the best approach to support the City's current Implementation Record.



Task 1: One Day Onsite Implementation Review

In an effort to mitigate costs, and based on HF&H's previous experience supporting the development of the City's Implementation Record previously, HF&H proposes to conduct a limited one day onsite review of the City's current Implementation Record. During this review, HF&H will meet with City staff and will "live" review the City's required Implementation Records through screen share of both digital folder storage systems and the City's Recyclist reporting system. During this review, HF&H will work closely with City staff to identify any potential gaps for required information pursuant to SB 1383.

Task 2: Develop and Provide Action Plan

Based on HF&H's one day Implementation Record review assessment with the City as described in Task 1, HF&H will provide a summary of recommended actions for the City to implement and update with the City's Implementation Record. Recommended actions will be tailored to meet SB 1383 requirements and other potential related JACE compliance evaluation preferences and metrics. This will help prepare the City for when CalRecycle's requests commencement of their JACE compliance evaluation, as detailed in Task 1.

SCEI will also provide light support for the City for implementation recordkeeping related to edible food recovery. SCEI provides comprehensive implementation recordkeeping for all their client cities and has worked in the City's Recyclist system.

Task L. Develop and Implement SB 1383 Food Recovery Program Requirements

RFP Task L Description. Develop and implement SB 1383 Food Recovery program requirements, including but not limited to, Tier identification lists, inspections, complaint investigations, education and outreach, capacity planning, compliance reporting and Implementation Record support.

Understanding of Task L Scope. Jurisdictions are required by SB 1383 to develop and implement an edible food recovery program. This includes oversight and inspection of food recovery activities by edible food recovery generators (EFGs) and food recovery organizations/services (FROs/FRSs). The City of Oceanside has been an early leader in developing and implementing a comprehensive edible food recovery program, with tier identification technical assistance, annual reporting support, and overall food recovery guidance provided by SCEI. HF&H will partner with SCEI to provide a continuation of edible food recovery support and technical assistance, with the intention to prepare and train City staff to manage all aspects of their edible food recovery program entirely inhouse.

SCEI Approach.

In support of the edible food recovery services provided since 2022, SCEI will provide training on how to conduct tier identification of new EFGs in the City. With experience conducting tier identification across thirteen local cities, SCEI will be able to train the City on the best and most effective ways to conduct efficient tier identification of new EFGs.

SCEI will also provide approximately 3 SOPs based on city-requested topics. Examples of these topics may include how to conduct inspections, assess a business over the phone,



conduct annual reporting assistance to EFGs and FROs. SCEI has experience writing edible food recovery enforcement programming SOPs for client cities. This SOP included what the next steps for the enforcement program are and which tasks would be completed by the client and SCEI.

SCEI will meet with the City every other month throughout the duration of the contract to ensure the City stays up to date on programming and SB 1383 regulations. SCEI will also work to provide consulting during these meetings on what would be best practice for the City's edible food recovery programming. HF&H will provide as-needed assistance with SCEI to determine if resources need to be reassessed to build edible food recovery capacity beyond what is currently available. Further details on inspection, enforcement follow-up, and recordkeeping/reporting are provided in Task M below.

Task M. In-Person Technical Assistance and Inspection Support for EFGs

RFP Task M Description. Provide in-person technical assistance to one-hundred fifteen commercial edible food generators and twenty-one food recovery entities, including but not limited to, waste assessment, organic waste diversion recommendations, reporting guidance, and assistance with food rescue programs.

Understanding of Task M Scope. As of 2022, jurisdictions are required to conduct inspections of edible food generators and food recovery organizations/services every year to assess that the maximum amount of excess edible food is being recovered and donated. SCEI has been conducting inspections and technical assistance visits of EFGs since 2022 for the City, along with requested assistance on annual reporting and implementation recordkeeping. In conjunction with tier identification and inspection protocols already employed, SCEI and HF&H will prioritize which EFGs and FROs to visit for in-person inspections to ensure a variety of generator contexts. These inspections will fulfill the City's annual inspection requirements while also providing knowledge sharing and training for City staff on edible food recovery inspections. Furthermore, City staff will be able to access SCEI's inspector training course, which is conducted state-wide and offers access to edible food recovery specific curriculum and jurisdictional peers for further information sharing opportunities.

SCEI Approach.

SCEI will assist and train city staff on approximately 22 in-field inspections, complaint investigations, and technical assistance visits of any City-requested EFG or FRO. SCEI will join the City on requested inspections or site visits, scheduled by the City, and provide on-site feedback on best practice review of EFG edible food recovery programming. During the inspections or site visits, SCEI staff will provide guidance to the generator on compliance requirements and steps needed to comply, and may also provide minimal waste assessment and waste diversion recommendations. Following these visits, SCEI will enter all relevant inspection/site visit documentation into Recyclist and conduct follow-up, as needed, with City staff. Follow-up may include providing educational materials (as described in Task N and O), conducting additional site visits, contacting the franchise hauler for waste diversion support, and/or commencing enforcement actions.



Additionally, SCEI runs a state-wide, two-part inspector training course quarterly. This course educates on SB 1383 regulations, goes into depth on how to conduct inspections, and provides real-life examples of areas for regulation. This course has provided over 80 individuals education related to how to conduct inspections for EFGs. After being asked to rank their confidence to conduct an inspection before and after the course, attendees' confidence increased from an average of 2.5 out of 5 to 4.1 out of 5. Included in this proposal is registration for 8-9 City staff members.

Task N. Edible Food Recovery Education

RFP Task N Description. Develop edible food recovery educational materials for commercial businesses such as guidance documents, posters, flyers, etc.

Understanding of Task N Scope. The City has developed a suite of outreach materials for food recovery education of commercial generators, including a dedicated webpage, a sample Food Recovery Partnership Form, the Food Too to Good Guide, the Food Waste Tracking and Solution Guide, and the 10 Steps to a Food Recovery Program Guide. All these materials were developed in preparation for SB 1383 requirements becoming active. HF&H will provide review and updates to the existing messaging for these developed products to modernize the language based on observations during generator inspections and to align with state-wide tools. If requested, HF&H will further adapt existing state-wide templates for generator-specific education or develop limited copy messaging of additional outreach materials for commercial businesses. All products will be provided in a format that can be easily formatted to the City's design standards or can be designed by the City's preferred design firm. SCEI will provide additional review as needed.

HF&H Approach.

As needed, HF&H can provide updates to existing educational products for commercial businesses, including reviewing and preparing suggested changes to the website and educational collateral. HF&H staff will use their prior experience with these public facing outreach materials to provide minimal changes, if requested by the City.

As a result of HF&H's active involvement in state-wide food recovery working groups, staff can support further development of outreach materials using existing templates or by drafting limited copy. HF&H will also utilize SCEI staff for review, as needed, given their experience developing, customizing, and reviewing other cities' materials for donation methods for buffets, edible food recovery and donation programs for EFGs, and tax information for EFGs donating food.

Task O: Food Waste Prevention Education

RFP Task O Description. Design, execute, and distribute educational programming for food waste prevention strategies for businesses and food service workers, and other food recovery and value-added processing education.

Understanding of Task O Scope. The City has developed a suite of outreach materials for food waste prevention for businesses and food service workers, including the Food Too to Good Guide, and the 10 Steps to a Food Recovery Program Guide the Food Waste Tracking and Solution Guide, and the 10 Steps to a Food Recovery Program Guide. All these materials were



developed in preparation for SB 1383 requirements becoming active. HF&H will provide review and updates to the existing messaging for these developed products to modernize the language based on updated guidance for food waste prevention from across the state. If requested, HF&H will further adapt existing state-wide templates for generator-specific education or develop limited copy messaging of additional outreach materials for food waste prevention at commercial businesses. All products will be provided in a format that can be easily formatted to the City's design standards or can be designed by the City's preferred design firm. SCEI will provide additional review as needed.

HF&H Approach.

As needed, HF&H can provide updates to existing educational products for food waste prevention at commercial businesses, including reviewing and preparing suggested changes to the website and educational collateral. HF&H staff will use their prior experience with these public facing outreach materials to provide minimal changes, if requested by the City.

As a result of HF&H's active involvement in state-wide food recovery working groups, staff can support further development of outreach materials using existing templates or by drafting limited copies. HF&H will also utilize SCEI staff for review, as needed, given their experience developing, customizing, and reviewing other cities' materials for food waste prevention techniques among EFGs.

Task P. Food Recovery and Food Waste Prevention Education to Residential and Multi-Family Residents

RFP Task P Description. Develop food recovery and food waste prevention education and customized support to single family and multifamily residents, including biannual in person or virtual workshops, digital resources, promotion, and follow-up surveys.

Understanding of Task P Scope. The City has developed a large suite of outreach materials for food waste prevention for single and multi-family residents, including a series of videos from the Green Oceanside Kitchen, date label and food storage guides, recipe ideas, and guidance produce seasonality in partnership with backyard gleaning efforts. All these materials were developed through the Green Oceanside Kitchen brand and in alignment with the City's Zero Waste Plan. HF&H will provide review and updates to the existing messaging for these developed products to modernize the language. If requested, HF&H will further adapt existing state and national templates for household food waste prevention or develop limited copy messaging of additional outreach materials for residential food waste prevention. All products will be provided in a format that can be easily formatted to the City's design standards or can be designed by the City's preferred design firm. SCEI will provide additional review as needed.

HF&H Approach.

As needed, HF&H can provide updates to existing educational products for food waste prevention, including reviewing and preparing suggested changes to the website, educational collateral, and video work. HF&H staff will use their prior experience with these public facing outreach materials to provide minimal changes, if requested by the City. Furthermore, if the City would like further support on in person or virtual engagement, HF&H can provide as-



needed advisory support on workshop workplans, promotional materials, and follow-up surveys.

As a result of HF&H's active monitoring of national food waste prevention policy and program implementation, staff can support further development of outreach materials using existing templates or by drafting limited copy. HF&H will also utilize SCEI staff for review, as needed, given their experience with residential food waste prevention educational provided to neighboring San Diego jurisdictions.

Additional As-Needed Services

We believe we have effectively addressed the City's desired scope of services as described in the RFP, though this represents just a small cross-section of our capabilities. We are open to offering additional services as needed to better align with the City's goals. We welcome the opportunity to meet with the City to further refine the scope and ensure our proposal fully supports its objectives.



Section 4: Fee Schedule

HF&H staff are available to begin work on this project immediately following contract execution. We have reviewed the assignments of the staff that we are proposing for this project, and they have sufficient time available to assist the City, ensuring that Oceanside receives the highest level of service and responsiveness.

We will perform the scope of work as described in Section 3 of this proposal based on time and materials. The estimated total budget is \$360,579 for the entire term of this engagement. While we have addressed all aspects of the RFP criteria and provided detailed proposals for each task, we understand that our submission may require modifications based on the City's current budget. We welcome the opportunity to collaborate with the City to refine the scope of work and prioritize tasks, ensuring alignment with the City's goals and budgetary needs.

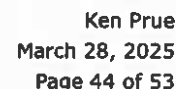
Figure 5. Fee Estimate

Task #	Task Description	Project Adviser	Project Director/Sr. Project Manager Associate	Project Manager/Sr. Associate	Associate Analyst	Admin	Solana Center - Project and Associate Managers	Solana Center - Specialists and Leads	Total Labor Hours	Total Cost (\$)
		\$ 365	\$ 115	\$ 265	\$ 185	\$ 135	\$ 155	\$ 140		
Task A As-Needed Organics, Recycling, Solid Waste, and SB 1393 Technical Assistance										
1	SB 1393/Zero Waste Action Plan Program Review (Includes Task D)	1	8	12	-	-	-	-	21	\$ 6,065
2	Quarterly desktop compliance review	1	-	4	32	-	-	-	37	\$ 7,345
3	Distribution of media	-	-	-	16	4	-	-	20	\$ 3,500
4	Record in implementation record	-	-	-	12	-	-	-	12	\$ 2,220
Task A Total		1	8	12	-	-	-	-	21	\$ 6,065
	Input in implementation record	-	-	-	12	-	-	-	12	\$ 2,220
Task B Contract Management and Program Administration										
1	Monthly Meetings with City Staff	3	24	36	-	-	-	-	63	\$ 18,195
2	Review Franchise Monthly Reports	-	4	12	144	-	-	-	160	\$ 31,080
3	Monthly Meeting with Franchise Provider	6	12	96	96	-	-	-	210	\$ 49,170
4	Ad-hoc Meetings and Correspondence	-	6	48	-	-	-	-	54	\$ 14,610
Task B Total		9	46	192	240	-	-	-	487	\$ 113,055
Task C Program Fees and Contractor Performance Review										
1	Monthly Franchise Fee Analysis	-	4	18	-	-	-	-	22	\$ 6,030
2	Annual Carlsbad Program Rebate Sharing Reimbursement Review	-	2	8	-	-	-	-	10	\$ 2,750
3	Request Gross Receipt Analysis (Included in Task D)	-	-	-	-	-	-	-	-	\$ -
4	Request Fee and Billing Audit (Included in Task D)	-	-	-	-	-	-	-	-	\$ -
Task C Total		-	6	26	-	-	-	-	32	\$ 8,780
Task D Initial Performance Review/Audit										
1	Develop Audit Workplan	2	1	3	-	-	-	-	6	\$ 1,840
2	Data Request	-	2	4	2	-	-	-	8	\$ 2,060
3	Compliance Audit Analysis	2	12	80	120	-	-	-	214	\$ 47,910
4	Audit Report	6	8	40	40	-	-	-	94	\$ 22,710
Task D Total		10	23	127	162	-	-	-	322	\$ 74,520



Figure 5. Fee Estimate (Continued)

Task #	Task Description	Project Advisor	Project Director/Sr. Project Manager/Associate	Project Manager/Sr. Associate	Associate Analyst	Admin	Solana Center - Project and Associate Managers	Solana Center - Specialists and Crafts	Total Value Hours	Total Cost (\$)
		\$ 165	\$ 115	\$ 265	\$ 185	\$ 135	\$ 155	\$ 140		
Task E Annual Rate Adjustment Request Review										
1	Initiate Project and Request Data		1	2	-	-	-	-	3	\$ 845
2	Client Correspondence		1	2	-	-	-	-	3	\$ 845
3	Review Rate Adjustment Request		4	12	2	-	-	-	18	\$ 4,810
4	Document Findings in Memo Report	1	4	12	-	2	-	-	19	\$ 5,075
5	Draft Staff Report		2	4	-	2	-	-	8	\$ 1,960
Task E Total		1	12	32	2	4	-	-	51	\$ 13,535
Task F Cost Based Methodology Adjustment - Extraordinary Adjustment Request Review										
1	Project Initiation	2	2	8	-	-	-	-	12	\$ 3,480
2	Cost and Expense Determination	-	16	48	120	-	-	-	184	\$ 39,960
3	Review of Revenue from Customer Billings	2	6	12	20	-	-	-	40	\$ 9,500
4	Determine Revenue Requirement	2	4	8	16	-	-	-	30	\$ 7,070
5	Communications of Findings	4	16	20	40	12	-	-	92	\$ 20,820
6	As Requested - Extraordinary Adjustment Request Review	To be determined based on extent of extraordinary request See narrative for further detail								\$ -
Task F Total		10	44	96	196	12	-	-	358	\$ 80,830
Task G Stakeholder Engagement, Commission, and City Council Presentations										
1	Commission/Council	-	28	30	-	-	-	-	58	\$ 16,770
2	As-Needed Stakeholder Engagement	-	-	8	8	-	-	-	16	\$ 3,600
Task G Total		-	28	38	8	-	-	-	74	\$ 20,370
Task H Ordinance Updates										
1	Design Intake Meeting with Staff	-	2	2	-	-	-	-	4	\$ 1,160
2	Review Existing Ordinance vs. Franchise Agreement	-	2	6	-	-	-	-	8	\$ 2,220
3	Draft Updated Ordinance	-	2	8	-	-	-	-	10	\$ 2,750
4	Revision of Ordinance based on Staff/Attorney Comments	-	1	2	-	4	-	-	7	\$ 1,385
Task H Total		-	7	18	-	4	-	-	29	\$ 7,515
Task I SB 1383 and Zero Waste Plan Program Technical Assistance										
1	As-Needed SB 1383 and Zero Waste Plan Program Technical Assistance	Included in Task A								\$ -
Task I Total		-	-	-	-	-	-	-	-	\$ -
Task J SB 1383 JACE Compliance Evaluation Support										
1	Project Initiation/JACE Review meeting with City Staff and CalRecycle	1	2	8	-	-	-	-	11	\$ 3,115
2	Response to CalRecycle's IR follow-up questions	-	-	4	6	-	-	-	10	\$ 2,170
3	IR Review meeting with CalRecycle and the City	-	-	6	-	-	-	-	6	\$ 1,590
4	CalRecycle Site Visit (Assuming 2 in person inspection days)	-	-	30	10	-	-	-	40	\$ 9,800
5	Post Site Visit - Pre Findings review meetings with CalRecycle and staff	-	-	6	10	-	-	-	16	\$ 3,440
6	CalRecycle Draft Findings Report - HF&H review and draft response	-	2	4	4	-	-	-	10	\$ 2,430
7	Final CalRecycle Compliance Review meeting	1	2	6	-	-	-	-	9	\$ 2,585
Task J Total		2	6	64	30	-	-	-	102	\$ 25,130
Task K Implementation Record Support										
1	One day onsite IR Review	-	-	10	10	-	-	-	20	\$ 4,500
2	Develop and provide IR Action Plan	-	2	2	2	-	-	-	6	\$ 1,530
Task K Total		-	2	12	12	-	-	-	26	\$ 6,030



Task #	Task Description	Project Advisor	Project Director/Sr Project Manager Associate	Project Manager/Sr Associate	Associate Analyst	Admin	Solana Center - Project and Associate Managers	Solana Center - Specialists and Leads	Total Labor Hours	Total Cost (\$)
		\$ 365	\$ 315	\$ 265	\$ 185	\$ 135	\$ 155	\$ 140		
Task I: Develop and Implement SB 1382 Food Recovery Program										
1	Tier Identification Training for City Staff	-	-	2	-	-	10	-	12	\$ 2,080
2	Develop Edible Food Recovery SOPs for Program Implementation	-	-	6	-	-	30	-	36	\$ 6,240
3	Meeting Prep and Coordination	-	-	24	-	-	36	-	60	\$ 11,940
4	Task Invoicing and Reporting	-	-	-	-	-	-	36	36	\$ 5,040
5	Task Program Planning	-	-	-	-	-	48	-	48	\$ 7,440
Task I Total		-	-	32	-	-	124	36	182	\$ 32,740
Task M: In-Person Technical Assistance and Inspection Support for EFGs										
1	Conduct generator inspections with City Staff	-	-	12	-	-	127	-	139	\$ 22,865
2	Maintain Implementation Record for Inspections and Technical Assistance of EFGs	-	-	-	-	-	-	5	5	\$ 700
3	Provide Access to Inspector Training Course	-	-	-	-	-	-	-	-	\$ 8,000
4	Task Invoicing and Reporting	-	-	-	-	-	-	36	36	\$ 5,040
5	Task Program Planning	-	-	-	-	-	48	-	48	\$ 7,440
Task M Total		-	-	12	-	-	175	41	228	\$ 44,045
Task N: Edible Food Recovery Education										
1	Review and update existing City-developed Edible Food Recovery Education	-	-	5	-	-	-	-	5	\$ 1,325
2	Develop copy for new Edible Food Recovery Education	-	-	10	-	-	-	5	15	\$ 3,350
Task N Total		-	-	15	-	-	-	5	20	\$ 4,675
Task O: Food Waste Prevention Education - Food Service Businesses										
1	Review and update existing City-developed Food Service Food Waste Prevention Education	-	-	5	-	-	-	-	5	\$ 1,325
2	Develop copy for new Food Service Food Waste Prevention Education	-	-	10	-	-	-	5	15	\$ 3,350
Task O Total		-	-	15	-	-	-	5	20	\$ 4,675
Task P: Food Waste Prevention Education - Residential and Multi-Family Residents										
1	Review and update existing City-developed Residential Food Waste Prevention Education	-	-	5	-	-	5	-	10	\$ 2,100
2	Develop copy for new Residential Food Waste Prevention Education	-	-	10	-	-	-	-	10	\$ 2,650
Task P Total		-	-	15	-	-	5	-	20	\$ 4,750
Total Cost										
Total Cost Tasks A Through P										\$ 446,715.00
Franchise Hauler Reimbursement for Task D: Performance Review Expenses										\$ (90,000.00)
										\$ 3,864.00
Total Cost Including Expenses										\$ 360,579.00



Section 5: Relevant Experience & References

HF&H EXPERIENCE

Below we provide a description of, and references for, select relevant projects conducted during the previous three years. Examples of work we have produced for clients can be found on our website via this link: <https://hfh-consultants.com/hfh-clients/city-of-oceanside/>

City of Oceanside – Organics Infrastructure Development (2017-2024)

The City of Oceanside has a Zero Waste Goal and ambitious policies, programming, and education in support of those goals. Among those programs are a robust residential yard trimmings composting program with infrastructure provided through a compost facility located in the City and a City-owned food recovery kitchen focused on value added processing of recovered food. With organics as a major focus of the Zero Waste plan and the added state requirements from AB 1826 and SB 1383, the City began planning for the necessary infrastructure to handle expanded organic waste streams.

Results

In 2017 and 2018, HF&H worked with the City to conduct an Organics Feasibility Study that assessed the technical and cost feasibility of various configurations of collection and post-collection systems for handling residential, multi-family, and commercial food waste. The systems considered in the feasibility study included conventional and advanced composting systems, anaerobic digestion, co-digestion with bio-solids, and dehydration. From this study, HF&H recommended: 1) a mixed residential organics collection and compost-based processing system; and, 2) a source-separated commercial organics collection and co-digestion based processing system that could ultimately feed into the City's San Luis Rey Water Reclamation Facility.

In 2018 and 2019, HF&H worked with the City to negotiate the collection, pre-processing, and temporary third-party co-digestion system that would handle organics collected from all commercial customers through a mandatory/universal roll-out. The contract included all pre-processing requirements, primary treatment options through the franchisee, and then rights for the City to redirect the food waste slurry to the City for either testing or final acceptance. This program was set to launch as COVID forced closures on businesses and has restarted in late 2020.

In 2020 and 2021, HF&H worked with the City to update their Zero Waste Plan, including incorporating an SB 1383 Action Plan into the Zero Waste Plan. HF&H assisted the City with a competitive RFP that included one or more separate contracts for new or expanded facilities to receive, process, and market the organics collected in the City. The RFP was specifically structured to permit separate handling of mixed organics (food mixed with yard trimmings) from source separated food waste that could be injected into the City's wastewater digesters.



County of San Diego – Non-Exclusive Franchise and Ordinance Updates (2018-2021)

The County of San Diego set a goal of 75% diversion by 2025. In April 2017, the Board of Supervisors received the "Final Strategic Plan to Reduce Waste", prepared by HF&H, which provided an action plan to move the County from a diversion level of 62% to 75%. A key recommendation in the plan is implementation of significant programmatic and performance standard changes to the County's non-exclusive franchise system for residential and commercial customers. In addition, regulation of C&D haulers, which are currently operating in an open market, through the non-exclusive franchise system is also recommended to increase C&D diversion. In 2018, the County retained HF&H to lead the development of the redesign of non-exclusive franchise system, updates to the solid waste ordinance, preparation of a new C&D recycling ordinance, and the stakeholder engagement process.

Results

HF&H revised the County's existing solid waste franchise agreement to encompass significant enhancements focused on expanding hauler obligations to provide recycling and organics programs. We also included minimum diversion standards and other performance standards to give the County the tools to effectively monitor Franchise Service Provider performance. Since this redesign of the County's non-exclusive franchise agreement has been occurring while SB 1383 regulations are being developed, HF&H also integrated numerous provisions to support the County's compliance with SB 1383 including: food waste collection, container color and labeling requirements, route monitoring and contamination noticing, SB 1383 education and reporting, low-population area exceptions, physical space and de minimis customer waivers, edible food recovery carve out, and more.

In tandem, HF&H revised the County's solid waste ordinance to reflect the changes in the non-exclusive collection system and clarify generator requirements. During the process, we conducted two hauler workshops and meetings with various stakeholders and integrated feedback into the final draft agreement and ordinance. The franchise agreement and ordinance were approved by the Board of Supervisors in May 2021.

The County also engaged HF&H to revise its C&D recycling ordinance to comply with CALGreen recycling requirements. The revised C&D ordinance became effective in early 2020.

City of Moreno Valley – Solid Waste Rate Adjustment (2020-Present)

The City of Moreno Valley entered into a 10-year amended and restated agreement with Waste Management ("WM") in 2022 for residential, commercial, and industrial solid waste collection services within the City. Since 2020, the City of Moreno Valley has engaged HF&H annually to review the reasonableness and accuracy of requested rate adjustments based on the rate adjustment provisions in the previous agreements and the amended and restated agreement.

In order to verify the reasonableness of the solid waste rate increase requests, HF&H:

- Obtained and reviewed the solid waste agreement, amendments, current rate schedule, and documentation submitted to the City by WM.



- Requested clarification and/or additional documentation from WM regarding the assumptions and rationale for the requested rate increases.
- Evaluated the reasonableness and appropriateness of the WM rate increase requested considering terms of the agreement, information provided by WM, and industry practice.

Results

For each rate adjustment request, HF&H provides a memorandum to the City summarizing the initial findings and steps taken to address these findings as well as the final solid waste rates for the upcoming fiscal year. In each year, HF&H found minor discrepancies in the initial adjustments that were remedied prior to conclusion of the memorandum, demonstrating our ability to work collaboratively with WM. This memorandum is reviewed annually by City Council and rate adjustments have occurred on time in accordance with the franchise agreement.

City of Inglewood – Contract Compliance Audit (2013-Present)

In May 2012, the City of Inglewood entered into an exclusive franchise agreement for solid waste collection services, which was amended and restated in 2021. HF&H assisted the City in negotiating the original and amended and restated agreements. The City retained HF&H to verify that the hauler was complying with selected requirements of the agreement for the years 2013, 2015, 2017, 2019, and 2021. Additionally, we are currently completing the 2023 contract compliance audit for solid waste collection services.

HF&H performed contract compliance audits to verify the hauler's compliance with certain terms of the agreement, including, but not limited to:

- Reviewed the accuracy of the hauler's roll-off billing
- Verified the accuracy of tonnage reported as diverted and disposed
- Verified accuracy of franchise fee payments
- Verified insurance and performance bond requirements were met
- Verified vehicle age and fuel requirements were met as specified in the agreement
- Reviewed educational requirements, including site visits, were being addressed
- Reviewed documentation supporting procurement of Recovered Organic Waste Products to meet the City's SB 1383 target

Results

HF&H found inaccuracies in roll-off billing and franchise fee payments made to the City.



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.

On a monthly 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.

HF&H also prepares for and attends the annual CalRecycle conference calls and site visits to the City.

Results

Since 2010, through our annual audits of the solid waste haulers serving the non-exclusive and exclusive sectors of the City of Irvine, we have recovered over \$200,000 in under-reported franchise fees for the City.

Zero Waste Marin – Edible Food Recovery (2023-Present)

Zero Waste Marin (ZWM) is the Joint Power Authority for solid waste and recycling services in Marin County, responsible for implementing SB 1383 programs throughout the County and ensuring regulatory compliance. ZWM has partnered with HF&H to develop an edible food recovery system that goes beyond minimum SB 1383-compliance and achieves effective solutions for reducing food insecurity and minimizing organics disposal to landfills. Our strategy is based on providing ZWM three key elements necessary to develop a strong foundation for the continuous growth and enhancement of their edible food recovery program.

1. **Strong data gathering and analytics.** HF&H has supported over 20 jurisdictions across the state with organics and edible food recovery capacity planning. Our methodical and thorough approach to gathering and interpreting data provided ZWM with a clear picture of the County's current edible food recovery landscape as well as the tools to efficiently monitor and address changes over time.
2. **Community-centric relationship management.** The SB 1383 edible food recovery requirements, more than any other, rely on strong community partnerships. Our staff's experience managing outreach teams and offering technical assistance in diverse communities including the City of San Francisco, the City of San Leandro, and the County of Santa Cruz have helped ZWM build lasting relationships with their key food recovery



organizations in order to sustain a strong collaboration that will lead to a resilient food recovery network.

3. **Proven SB 1383 compliance strategies.** HF&H wrote the first SB 1383 franchise agreement and prepared the first SB 1383 implementation plan in the state. Our initial efforts were later incorporated into the CalRecycle model franchise, ordinance, food recovery agreement, and purchasing policies for CalRecycle. HF&H utilized our experience working in over 70 communities throughout California to adapt a compliance plan for ZWM that was unique to the County's needs and priorities, including protecting small, local, businesses, and supporting the County's essential food recovery organizations.

Preliminary Results

HF&H performed a comprehensive review of the County's Tier 1 and Tier 2 edible food generators. This review included conducting online research, making direct phone calls to businesses, and performing site visits to verify each generator's regulatory status and gather contact information to incorporate into the County's edible food generator database. HF&H developed a final list of regulated generators that was provided to the County and serves as a baseline for their program design moving forward. The County is utilizing this list to send official notifications of regulatory requirements and SB 1383-required educational materials to generators. To provide further insights to the County on the needs of Tier 1 and Tier 2 edible food generators, HF&H provided technical assistance to a targeted group of generators by performing in depth virtual visits to better understand each generator's operations, determine if there were any additional opportunities for food recovery, and to offer detailed information on steps to demonstrate compliance with SB 1383.

HF&H also provided support on the annual generator verification survey to promote a simple survey process for recipients while also providing valuable information to County staff on each generator's compliance with edible food recovery activities and recordkeeping. In turn, the County will use this survey to optimize their limited inspection and enforcement resources by prioritizing outreach and site visits to non-responsive generators.

A key element of this engagement was to support the County in strengthening its relationships with the County's main food recovery organizations (FROs). HF&H facilitated multiple meetings with each FRO to identify challenges to recovery efforts and new opportunities. This effort facilitated a level of trust building between the FROs and County staff, an essential element to ensure an accurate capacity analysis and understanding of the County's edible food recovery needs, challenges, and opportunities.

While conducting outreach to FROs to better understand available recovery capacity within the County, HF&H identified an additional subset of community organizations that provide food distribution services to hard-to-reach communities. We provided the County with additional support by implementing a preliminary survey with these smaller organizations to understand recovery preferences, operations, and current and future capacity opportunities.

Finally, HF&H is currently engaged in the research and development of an edible food capacity planning process for 2022 and 2024. The 2022 analysis is a retroactive capacity analysis to provide a baseline report for the County and meet the 2022 capacity reporting requirements of SB 1383. The analysis for 2024 includes an extensive survey with FROs and collaboration with various regional representatives across the state to standardize questions and disposal



factor calculations. This analysis will additionally meet the County's compliance requirements for SB 1383.

WVSWMA – Executive Director/Contract Management (1997-Present)

The West Valley Solid Waste Management Authority (WVSWMA) was created to manage the solid waste for its four member agencies (Cities of Campbell, Saratoga and Monte Sereno and the Town of Los Gatos). WVSWMA has a franchise agreement with West Valley Collection & Recycling LLC (WVC&R) for the collection of solid waste, recyclable and organic materials and construction and demolition debris and the processing of recyclable materials and commercial organic materials. WVSWMA has a separate agreement with Waste Management, Inc (Guadalupe Landfill) for disposal of solid waste and the processing of organic materials and construction and demolition debris. In addition to managing the agreements, WVSWMA assists the member agencies with regulatory compliance.

Results

HF&H was instrumental in the establishment of the WVSWMA and has been the contract Executive Director since its inception. In the 24 years, HF&H has provided three executive directors (Scott Hobson, Bob Hilton, and now Marva Sheehan, all partners at HF&H). During this time HF&H has performed the following:

- Competitive procurement of solid waste collection services, including the negotiation of the franchise agreement;
- Sole source negotiations of the disposal agreement (2005 and 2020);
- Sole source negotiation of a new and amended solid waste collection agreement (2014);
- Negotiated an amendment to the solid waste collection agreement to meet SB1383 requirements (2021);
- Preparation of implementation and monitoring plan with member agencies and WVC&R to meet compliance requirements for SB 1383;
- Annual filing of the four member agency annual reports with CalRecycle;
- Review of annual contract rate adjustment requests and any special rate adjustment requests;
- Preparation of Board Packet and running the quarterly Board meetings;
- Customer complaint liaison between member agencies and WVC&R; and,
- Other tasks related to the management the agreements and solid waste issues in the WVSWMA area.



SB 1383 Experience

SB 1383 regulations require compliance with a broad range of organics management planning, monitoring, and compliance activities. The requirements of SB 1383 became effective January 1, 2022, and since 2018 HF&H has assisted dozens of California jurisdictions in planning to meet this challenge.

Building on four regional SB 1383 educational workshops hosted by HF&H in 2018 and 2019 for local governments, development of four Model SB 1383 Implementation Tools for CalRecycle, and performance of dozens of SB 1383 projects for jurisdictions across the state, HF&H developed and refined several tools to help our clients plan for SB 1383 compliance, identify program gaps, provide for food recovery programs, identify processing capacity, negotiate Franchise Service Provider roles in implementation and compliance, and draft or amend franchise agreements and ordinances. HF&H has assisted, and continues to assist, numerous clients to navigate the various aspects of SB 1383 compliance, including providing organics capacity, edible food recovery, reporting, generator compliance, and procurement. See the following table for a summary of HF&H's SB 1383 experience, followed by brief descriptions of the projects grouped as: 1) SB 1383 Program Planning; 2) Franchises, Negotiations, Ordinances, Cost and Funding Analyses; and, 3) SB 1383 implementation. SB 1383 Program Planning project descriptions begin on page 3; Franchises, Negotiations, Ordinances, Cost and Funding Analysis project descriptions begin on page 6; and, SB 1383 Implementation project descriptions begin on page 10.

SCEI EXPERIENCE

City of Oceanside – EFG Compliance Assistance (2022-Present)

Throughout the duration of this contract, SCEI has assisted the City of Oceanside in providing all EFGs and FROs information related to SB 1383 compliance, conducting inspections and technical assistances to EFGs and FROs, supporting businesses in compliance efforts, reviewing the City's website for compliance with regulations, providing annual reporting assistance, and ensured accurate recordkeeping through Recyclist database.

City of La Mesa – EFG Compliance Assistance (2023-Present)

On behalf of the City of La Mesa, SCEI has completed over 40 inspections and technical assistances, ensured an accurate FRO list for EFGs to draw upon, conducted tier identification based on over 45 EFGs, assisted the City in developing the enforcement process for their edible food recovery programming, provided ongoing consulting to the City related to updating regulations, and provided additional support to businesses to ensure compliance.

City of National City - EFG Compliance Assistance (2023-Present)

For the City of National City, SCEI has conducted 64 inspections and technical assistances, completed implementation recordkeeping for all outreach and inspections, assisted the City in developing the enforcement process for their edible food recovery programming, provided as-needed consulting to the City, supported the City in meeting paper procurement requirements, and provided education to all FROs and EFGs related to meeting SB 1383 regulations.



City of Poway - EFG Compliance Assistance (2023-Present)

Scope of work: SCEI supported the City of Poway through conducting 37 inspections and technical assistances and providing extra communication and support to businesses to ensure compliance. SCEI completed implementation recordkeeping for all education and enforcement interactions. SCEI did a thorough review of the city's website, updated their FRO list, and provided educational and compliance resources to all EFGs to assist in meeting regulations.

CLIENT REFERENCES

Below please find summary tables of references for HF&H and SCEI. Additional reference contact information can be provided upon request.

Figure 6: HF&H Reference Table

Client Name and Title	Jurisdiction	Email Address	Phone Number
Michael Wonsidler Program Manager	County of San Diego	michael.wonsidler@sdcounty.ca.gov	(858) 694-2465
Anna Chacon Purchasing & Sustainability Division Manager	City of Moreno Valley	annac@moval.org	(951) 413-3195
Tony Olmos Public Works Director	City of Inglewood	tolmos@cityofinglewood.org	(310) 412-5333
Ryan Ramos Senior Management Analyst	City of Irvine	rramos@cityofirvine.org	(310) 412-5333
Kimberly Scheibly Executive Director	Zero Waste Marin	kscheibly@marincounty.org	(415) 473-6170
Bryan Mekechuk Council Member	WVSWMA	bmekechuk@cityofmontesereno.org	(408) 354-7635



Figure 7: SCEI Reference Table

Client Name and Title	Jurisdiction	Email Address	Phone Number
Rocio Ramos Environmental Specialist II	City of Oceanside	roramos@oceansideca.org	(760) 435-5864
Serena Lee Environmental Analyst II	City of La Mesa	slee@cityoflamesa.us	(619) 667-1102
Ricardo Rodriguez, Assistant Engineer	City of National City	ricardor@nationalcityca.gov	(619) 336-4388
Jennafer Steffen, Management Analyst	City of Poway	jsteffen@poway.org	(858) 668-4728



ATTACHMENT A

Project Team Resumes





ROB HILTON

President



Historical Experience

Years of Experience: 22
Clients: 147
Engagements: 623
Articles and Speeches: 35

Education

B.A., Political
Science/Public
Administration, UC Davis

Zero Waste Principals and
Practices, CRRA/SWANA
Joint Certification

Professional History

HF&H Consultants, LLC:
2002 to present

Professional Organizations

Past President, California
Resource Recovery
Association (CRRA)

Faculty, Solid Waste
Association of North
America (SWANA)

Institute of Management
Consultants (IMC)

Contact Information

(925) 977-6959
rchilton@hfh-consultants.com

RANGE OF EXPERIENCE

Since 2002, Rob has provided recycling and solid waste consulting services to public agencies for projects covering a wide range of strategic, operational, programmatic, contractual, and financial issues.

Rob is recognized by organizations like CalRecycle, League of Cities, and the California Resource Recovery Association as a statewide leader on the subject of sustainable solid waste rate structures facing Proposition 218 requirements. Rob has worked with numerous clients throughout California whose successful recycling and composting programs create tension with their funding systems that are typically based on disposal. Through this work, Rob has developed a sophisticated understanding of the dynamic balance between sustainable funding for programs and creating incentives for both the users and service providers. This is made all the more challenging in the context of California's Proposition 218, which requires cost of service and leaves little room for incentives and subsidies.

Rob has a deep understanding of nuances of the City of San Diego's solid waste system from partnering with a number of important recycling and solid waste projects for the City, including an RFP for developing new C&D infrastructure at the Miramar Landfill, analyzing alternative funding strategies for implementing residential collection programs under the People's Ordinance, analyzing the value and options related to the City's recycling contracts, supporting the City operation's financial responses to managed competition, and leading the development of the City's Zero Waste Plan.

Rob has worked with dozens of agencies statewide to analyze the impact of recent court decisions in *Jacks v. Santa Barbara* and *Zolly v. Oakland* on local government franchises. HF&H is now leading efforts statewide, including performing studies cooperatively with many different specialized law firms, hosting workshops and webinars with key stakeholders, and developing solutions that are responsive to these court interpretations. One of those solutions is a refuse vehicle impact fee analysis that Rob developed nearly 15 years ago in response to the *Howard Jarvis v. Fresno* decision in order to replace in-lieu franchise fees charged by municipal collectors.

EXPERTISE

- Sustainable Prop 218 Rates
- Franchise Negotiations
- Franchise Procurements
- High Diversion/Zero Waste Plans
- Strategic Planning
- Stakeholder Engagement
- Policies and Municipal Codes
- Municipal Funding and Nexus Fee Studies



PHILIP MAINOLFI

Senior Project Manager



Historical Experience

Years of Experience: 13
Clients Served: 80
Past Engagements: 180

Education

B.S., Finance, Bentley University

Professional History

HF&H Consultants, LLC:
2017 to present

Vertigratation Ventures, LLC –
Owner: 2016-2017

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

Brown Brothers Harriman –
Business Analyst:
2008-2012

Branson Ultrasonics –
Intern: 2007

Vizquest – Business
Development Intern:
2006-2007

Professional Organizations

Southern California Waste
Management Forum
(SCWMF) Board Chair

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

Contact Information

(949) 504-5150
pmainolfi@hfh-consultants.com

RANGE OF EXPERIENCE

Philip Mainolfi brings over 18 years of prior financial, accounting and process automation experience, as well as ten years of diverse experience in the solid waste industry. While in the private sector, he spent three years managing solid waste contract compliance for 46 municipalities and government agencies, developing financial models, automating financial reporting processes, designing and developing management reporting tools, and managing external audits. Philip received invaluable insight into hauler/processor operations, zero waste planning, and public outreach, which he has supplemented in his role at HF&H with his exposure to dozens of other jurisdictions. Prior to entering the solid waste industry, Philip spent four years as a business analyst at Brown Brothers Harriman where he focused on process automation, procedure development, and the implementation of a centralized data ecosystem for global asset sub custody.

RECENT ENGAGEMENTS

- City of Los Angeles – Cost of Service Study
- San Bernardino – Landfill Financial Modeling
- Merced County – Franchise Negotiations
- City of Atwater – Franchise Procurement Evaluation
- City of Livingston – Franchise Procurement Evaluation
- MCRWMA – Landfill Financial Model
- MCRWMA – SB 1383 Long-Range Plan
- City of Oceanside – Zero Waste Plan & Franchise Procurement
- County of San Diego – Strategic Plan
- County of Orange – Landfill Model Update

EXPERTISE

- Cost of Service Studies
- Strategic Planning
- Franchise Procurements
- High Diversion/Zero Waste Plans
- Performance & Operations Audits
- Financial Modeling
- Sustainable Municipal Funding
- Data & Process Automation

RECENT CLIENTS





COLLEEN FOSTER

Senior Associate



"I enjoy serving and helping clients meet their sustainability goals in all scenarios, always seeking ways to provide creative, collaborative, and efficient solutions and support at every stage of a project."

Historical Experience

Years of Experience: 20
Clients Served: 6
Articles and Speeches: 60

Education

Master of Environmental
Law and Policy –
Vermont Law School
B.A., International
Relations –
UC Davis

Professional Certification

Management and
Leadership in Water –
Cal State San Marcos

Professional History

HF&H Consultants, LLC:
June 2023 to present.

City of Oceanside,
Environmental Officer,
2007-2023

City of South Pasadena,
Community Improvement
Coordinator, 2005-2007

Professional Organizations

California Product
Stewardship Council (Vice
President)

California Resource
Recovery Association
(CRRRA) (Past
President/Board Advisor)

Solid Waste Association of
North America (SWANA)

Contact Information

(925) 210-2462
cfooster@hfh-consultants.com

RANGE OF EXPERIENCE

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

EXPERTISE

- SB 1383/Regulatory Compliance
- Contract Administration
- Procurement/Negotiations
- High Diversion/Zero Waste Systems and Programs
- Strategic Financial Planning
- Stakeholder Engagement
- Policies, Municipal Codes, Enforcement
- Food Recovery
- Legislative Advocacy
- Education & Outreach

RECENT CLIENTS





DAVE HILTON

Senior Project Manager



"Ratepayer advocacy, environmental stewardship, and ensuring our client's reach their financial goals are the things that drive me."

RANGE OF EXPERIENCE

Dave Hilton is a Senior Project Manager with HF&H and has experience in the solid waste and recycling industry involving field audits, contract analysis, procurement evaluation and negotiations, rate applications, operational reviews, and surveys.

RESULTS

- **County of San Mateo** – Analyzed data provided by the County's franchise hauler to develop and provide the County with a cost of service rate model which determined necessary rate increases to residential and commercial customer classes respectively in order for each sector to meet its revenue requirements for the hauler to provide the County with solid waste service. This model also allowed for the County to review multiple rate increase scenarios for each respective customer class over a seven year projection period to ensure that revenue requirements were met while eliminating customer class subsidy.
- **City of Brentwood** - Provided the City with a dynamic rate modeling system projecting costs and revenues over a 10 year period that is compliant with the San Juan Capistrano Prop. 218 decision. The model also allows City staff to evaluate what rate adjustments would be required to meet the enterprise's target fund balance per City policy.
- **Monterey Regional Waste Management District** - Assisted in the procurement, negotiations, and implementation of a new hauler for the seven Peninsula Cities of Monterey County. Developed new rate structure and rate adjustment methodology for each jurisdiction and reviewed annual rate adjustment applications. Ongoing review of quarterly reports analyzing and tracking each jurisdictions diversion levels. Most recently Dave led a cost based rate adjustment, the first for the 7 Agencies under their new contract, and worked with the District staff to adjust, and implement new rates for each Agency.

EXPERTISE

- Rate Adjustment Reviews
- Cost of Service Studies
- Agency Fee Audits
- Performance Reviews
- Billing System Audits
- Financial Modelling
- Procurement Analysis
- Vehicle Impact Studies

RECENT CLIENTS



Historical Experience

Years of Experience: 13
Clients Served: 95
Past Engagements: 302

Education

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

Zero Waste Principals and
Practices, CRR/SWANA
Joint Certification

Professional History

HF&H Consultants, LLC:
2012 to present

Professional Organizations

Solid Waste Association of
North America

Contact Information

(925) 977-6964

dhilton@hfh-consultants.com



DANIELLE DERBY

Senior Associate



"My passion is merging our client's operational and environmental initiatives through detailed financial analysis."

Historical Experience

Clients Served: 84
Past Engagements: 192

Education

B.S., Accounting, Saint Mary's College, Moraga

Certified Public Accountant
License Number: 138309

Professional History

HF&H Consultants, LLC:
2019 to present

PricewaterhouseCoopers:
2016 to 2019

Speaking Engagements

SWANA SoCal Webinar:
Commodity Market Trends
(2022)

Cal Recycle Zone Works:
Commodity Markets &
Influences (2022)

RANGE OF EXPERIENCE

Danielle Derby specializes in providing rate and audit services within our solid waste and recycling practice. She has experience reviewing costs for programs and services that comply with SB 1383 regulations, performing index, cost-based, and special rate reviews for solid waste rate adjustment, and performing compliance reviews. Her expertise lies in executing cost of service studies for jurisdictions looking to enact solid waste rates that are compliant with Proposition 218, which requires extensive data gathering, financial modeling, and communication with stakeholders. Danielle also works with the contract services side of HF&H by assisting with solid waste procurements. Her work ranges from evaluating proposer cost forms; benchmarking proposed programs, comparing operating statistics and rates; and supporting negotiations. Prior to joining HF&H, Danielle worked as an auditor at PricewaterhouseCoopers.

Annually, Danielle assists multiple jurisdictions with their rate setting adjustment application review and calculation. Currently, she is assisting the City of San Jose with its annual commercial rate adjustment and the City of Livermore with its cost-based rate adjustment by comparing contractor's rate applications to the applicable methodologies within their respective franchise agreements. In the coming months, Danielle will continue to support the City of Sunnyvale with its annual contractor's compensation adjustment which requires detailed reconciliation and projection of various expense categories. Danielle has assisted the City of Oakland with its annual rate setting for the past 4 years and plans to assist the City once again in March.

FOCUS AREAS

- Financial modeling/assurance for cost of service rate structures
- Data gathering and detailed support validation
- Cost review and compliance for franchise agreements
- Annual index or cost-based rate reviews

RECENT ENGAGEMENTS

- **City of Oakland:** Annual Solid Waste Rate Setting
- **City of San Jose:** Annual Commercial Rate Setting
- **City of Sunnyvale:** Annual Contractor

RECENT CLIENTS



CITY OF OAKLAND



Sunnyvale



CVSan

Contact Information

(925) 900-5950

dderby@hfh-consultants.com



ANNIKA ANDERSEN

Senior Associate



"I am driven to provide valuable and long-lasting programs and services that not only directly serve my clients but also contribute to the overall sustainability of the broader communities I work within."

Historical Experience

Years of Experience: 8
Clients Served: 10

Education

B.A., Sustainability, Policy and Governance Track
B.A., United States History – Arizona State University, Tempe, AZ

Certification

CRRA / SWANA Zero Waste Principle and Practices

Professional History

HF&H Consultants, LLC – Senior Associate: April 2023 to present

City of Oceanside – Senior Environmental Specialist (*most recent role*): September 2019 to December 2022

City of Tempe – Environmental Services Program Assistant (*most recent role*): October 2015 to January 2019

Professional Organizations

California Resource Recovery Association, Edible Food Recovery Technical Council (CRRA EFR TC)

Solid Waste Association of North America (SWANA)

Contact Information

(925) 466-2372
aandersen@hfh-consultants.com

RANGE OF EXPERIENCE

Annika Andersen is a Senior Associate with HF&H and has over six years of experience within sustainable policy and program management, with focuses in zero waste management and program development, solid waste, recycling, and organics statewide compliance, contract negotiations and contractor monitoring, and environmental inspection. Annika is currently supporting cities and counties with program implementation of SB 1383 requirements for inspection, enforcement, and edible food recovery, strategic planning to reach zero waste goals, and infrastructure development of facilities that are crucial for progressing towards diversion goals.

Prior to her tenure at HF&H, Annika supported the City of Oceanside's Green Oceanside and Solid Waste/Recycling programs as the Senior Environmental Specialist. While with the City of Oceanside, she administered oversight of the City's current franchised hauler, facilitation of the evaluation process for a new franchise agreement, implementation of SB 1383 compliance requirements and reporting efforts to the State, and development of an edible food recovery program to serve as a regional model in San Diego County. Additionally, she supported the multi-year implementation of commercial organics recycling to all businesses and multi-family generators within Oceanside through contractor management, weekly meetings, site visits, creation of over 30 outreach products, analysis of service data, and reporting progress updates to the State. Furthermore, Annika assisted in the updating to Oceanside's 2020 Zero Waste Plan, routinely created and facilitated distribution of education and outreach collateral for multiple campaigns/programs and applied for and managed various state-funded payment programs and grants.

EXPERTISE

- SB 1383/Diversion Program Planning and Implementation
- Edible Food Recovery Policy and Program Development
- Ongoing Contract Management & Transition Assistance
- Public Procurement Requests and Evaluation Procedures
- Public Education & Outreach Campaigns

RECENT CLIENTS

**ZERO
WASTE
MARIN**



The City of
SAN DIEGO

City of
Carlsbad





CAITLIN BARBOZA

Senior Associate



Historical Experience

Years of Experience: 8
Clients Served: 4

Education

B.A., Marine Science—
University of San Diego, San
Diego, CA

Certifications

ISO 19011 Auditing
Management Systems

California Environmental
Quality Act (CEQA) Practice
Certificate (UCSD Extension)

Professional History

HF&H Consultants, LLC –
Senior Associate: November
2023 to present

County of San Diego –
Recycling Program
Coordinator (*most recent
role*): January 2020 to
November 2023

SCS Global Services –
Sustainable Forestry and
Seafood Program
Coordinator: March 2017 to
March 2019

United States Peace Corps –
Environmental Conservation
Specialist: February 2015 to
August 2016

Professional Organizations

California Resource Recovery
Association, Organics
Recycling Council Executive
Board

Contact Information

(925) 210-2357
cbarboza@hfh-consultants.com

RANGE OF EXPERIENCE

Caitlin Barboza is a Senior Associate with HF&H and has over eight years of experience within sustainability program development, implementation, and management, with focuses on solid waste, recycling, and organics programs; edible food recovery; State reporting; contractor and hauler monitoring; recycling compliance inspections; and environmentally preferable product procurement. Ms. Barboza is currently supporting jurisdictions with SB 1383 program implementation, as well as CARB's Advanced Clean Fleets (ACF) Regulation.

Prior to joining HF&H, Caitlin supported the County of San Diego's Solid Waste Planning and Recycling section as a Program Coordinator. Caitlin oversaw implementation of jurisdictional SB 1383 requirements, including development of compliant Franchise Agreements, Solid Waste Ordinance, procurement policies, and recordkeeping systems. Additionally, she supported the multi-year implementation of 3-stream services to all businesses and residential generators within unincorporated San Diego County through frequent communication with the County's 8 non-exclusive franchise haulers, analysis of service data and programmatic hauler reporting, processing waivers and self-haul registrations, and reporting to the State. Caitlin also coordinated regional capacity planning efforts for organics processing and edible food recovery, as well as facilitated the Technical Advisory Committee Edible Food Recovery Subcommittee monthly meetings.

Caitlin also served as a Peace Corps volunteer in Panama, where she worked with community members to implement a novel trash collection program as well as a recycling program at the local primary school. It was through this role that Ms. Barboza initially began working in solid waste and recycling, with a focus on stakeholder engagement in a historically disadvantaged community with inequitable access to resources and services.

EXPERTISE

- SB 1383, AB 341, and AB 1826 Compliance and Implementation
- Edible Food Recovery Policy and Program Development
- Franchise Hauler Administration
- Environmentally Preferable Product Procurement

RECENT CLIENTS





SARA PARRAL

Senior Associate



Historical Experience

Years of Experience: 13
Clients Served: 8
Past Engagements: 8

Education

M.A., Negotiation, Conflict Resolution, Peacebuilding, California State, Dominguez Hills

Certified Practitioner in Zero Waste Principles and Practices 2023

Professional History

HF&H Consultants, LLC:
2023 to present

GreenWaste Recovery, LLC
– Customer Service & Outreach Manager: 2010-2023

Contact Information
(949) 210-2468

RANGE OF EXPERIENCE

Sara Parral is a Senior Associate with HF&H supporting our Recycling and Solid Waste division with a focus in contract management, SB 1383 compliance, and public education. She brings to the firm over 13 years of experience in the solid waste industry with a primary emphasis in developing and implementing outreach and education programs for residential and commercial sectors. Currently, Sara supports multiple clients with SB 1383 planning and implementation to meet compliance including developing regulation guidelines, staff level work plans, and management/council presentations.

Prior to her work with HF&H, Sara served as the Customer Service and Outreach Manager at GreenWaste Recovery, where she managed a staff who provided customer service and technical assistance to individuals and businesses on zero waste efforts, developed and implemented diversion plans, and established strategic partnerships to engage the public on sustainability topics. Sara created educational collateral including presentations, newsletters, brochures, and frequently participated in speaking engagements for industry groups, educational institutions, and businesses.

EXPERTISE

- Public Education & Outreach
- Zero Waste Planning & Implementation
- Contract Management
- Construction & Demolition Program Planning
- Zero Waste Technical Assistance
- SB 1383 Planning and Implementation
- Customer Service

RECENT ENGAGEMENTS

- **West Valley Solid Waste Management Authority** – (Ongoing) – SB1383 planning and implementation, technical assistance, education and outreach planning and implementation, managed competitive procurement for graphic design and rebranding, customer service support, and construction and demolition program planning
- **City of Encinitas** – (Ongoing) – SB 1383 implementation, compliance review, and rate application
- **City of Oceanside** – (Ongoing) – Outreach and education planning and implementation, contract management, transition planning, SB1383 program planning and enforcement, and reporting
- **Central Contra Costa Solid Waste Authority** – (2023) – SB 1383 implementation record support



BRICE HAGAN

Associate Analyst



Historical Experience

Years of Experience: 2
Clients Served: 7

Education

B.S., Environmental
Science –University of
California, Berkeley

Professional History

HF&H Consultants, LLC:
February 2024 to present

City of Oceanside Water
Utilities – Professional
Assistant: August 2022 –
January 2024

Professional Organizations

California Resource
Recovery Association
(CRRRA)

Certifications

SWANA Practitioner of Zero
Waste Principles & Practices

RANGE OF EXPERIENCE

Brice Hagan is an Associate Analyst with HF&H. Prior to joining us, he worked for the City of Oceanside's Solid Waste and Recycling program where he assisted in the administration of the City's franchise agreement and transition to a new agreement. As an Associate Analyst, he provides support to our Contract Service Team. He currently supports with SB 1383 planning and implementation, managing solid waste franchise agreements, audit services, solid waste rate reviews, grant management, CalRecycle annual reporting, and community public education and outreach.

Brice earned his B.S. in Environmental Science at the University of California, Berkeley where he focused on equitable resource management.

EXPERTISE

- Ongoing Contract Management & Transition Assistance
- SB 1383 Implementation Record Development & Maintenance
- SB 1383 Compliance
- Community Engagement

RECENT CLIENT ENGAGEMENTS

- **Inglewood** – Contract Support, Program Monitoring, and Hauler Audit
- **Seal Beach** – SB 1383 Implementation Planning
- **Palm Desert** – Contract Support and Program Monitoring
- **Aliso Viejo** – SB 1383 Gap Analysis
- **San Bernardino County** – Annual Rate Adjustment
- **Orange** – Self-Haul and Back-Haul Program Development

Contact Information

(949) 251-1106

bhagan@hfh-consultants.com

MALLIKA SEN

137 N. El Camino Real Encinitas, CA 92024 | 760.436.7986 x 724 | mallika.sen@solanacenter.org

CORE COMPETENCIES

- Expertise in program design and implementation
- Proficiency in leading teams and people management
- Skilled in customer support & relationship building
- Knowledgeable in CA's waste diversion regulations
- Skilled in wasted food diversion and edible food rescue implementation
- Expertise in waste diversion technical assistance, audits and program implementation

PROFESSIONAL HIGHLIGHTS

Solana Center for Environmental Innovation, Encinitas, CA

2018 to Present

Director of Environmental Solutions (Promoted from Manager 2020)

- Responsible for creation, development and execution for a full portfolio of environmental solutions programs for jurisdictions, businesses and residents ranging across areas of zero waste, food waste prevention and management and water conservation.
 - Service offerings span in-person technical assistance, webinars and workshops, resource packets, videos, outreach booths and waste audits.
- Program lead for environmental service contracts (\$350k+) with jurisdictions ensuring excellence in all deliveries.
 - Encinitas: Implementation of Zero Waste Campaign for residents, multi-family dwellings and businesses in support of SB1383, AB1826, AB827 and AB341 regulations. Work spanned creating an outreach campaign, webinar and video educational offerings, outreach booths, technical consulting, development of sector specific resource packets and surveys, and extensive social media outreach. Over 200 businesses and 1,000+ residents reached.
 - County of San Diego DPW: Execution of School Recycling Programs through in-person site assessments, waste audits, infrastructure deployment, education and recycling program implementation resulting in over 20,000 gallons recycling capacity increase. Developed edible food donation program in 3 schools yielding 16,000+ pounds of recovered food from 2018-2020.
 - Carlsbad: Conducted multiple commercial food waste prevention webinars and in-person visits to 30+ restaurants to provide education and outreach for SB1383, AB1826 and AB827 regulations. Ongoing work to reach an additional 50-100 restaurants by the end of 2021. Additional deliverables comprise commercial food waste prevention resource packet (developed), and in-progress multi-family video offerings and resource sheets to aid in AB341 and AB1826 compliance.
 - County of San Diego Watershed Protection: Creation and execution of multi-year Rain Barrel Distribution Program with year-on-year sales increase from 200 barrels in 2017 to over 1400 barrels in 2020. Orchestrated 11 distribution events over 4 years in geographically dispersed unincorporated county locations, conserving over 75,000 gallons of water with sales exceeding 3000 barrels.
 - Regional Solid Waste Association (RSWA): a Joint Powers Agency (JPA) comprised of the cities of Del Mar, Encinitas, Escondido, National City, Poway, Solana Beach and Vista) – SB 1383 food waste prevention and diversion campaign for businesses including restaurants and grocery stores including resource guides and tier identification. Activities include SB 1383 Compliance – coordinating member cities, creating resources and technical reports, researching and analyzing business data
 - Chula Vista: Implemented a Styrofoam reduction pilot program with 10 restaurants to understand challenges and potential solutions to reduce usage of Styrofoam products with alternative options resource packet deliverable to assist in transition.
 - Imperial Beach: Lead food waste prevention and diversion campaign for businesses including SB 1383 resource guides, branded outreach messaging materials and tier identification. Conducted Styrofoam reduction outreach program to restaurants in support of Marine Protection Ordinance with creation of resource packet to aid in transition to sustainable alternatives.
 - Del Mar: Conducted "Less to Landfill" consultations for businesses, assisted with compliance of AB1826 regulations, created compliance materials and FAQ for businesses, and calculated City's organic waste generation.
 - City and County of San Diego: Ongoing food waste reduction programming through workshops and events.

- Project manager for several internal programs including community compost program serving over 150 participants and diverting 42,000+ lbs. of food waste yearly, and e-waste collection program diverting 21,000+ lbs. of e-waste yearly.
- Represent organization at Technical Advisory Committee meetings, customer meetings, grant interviews and other external functions.

Sustainability Consultant | Hidden Resources

2018 to 2019

- Researcher and key contributor to yearlong compost and mulch market study for County of San Diego.
- Activities included current market assessment, survey creation, stakeholder and business interviews, identification of obstacles and potential improvement opportunities, recommendations to improve compost and mulch markets.
- Implemented edible food recovery programs in the City of Ramona with grocery stores, food pantries and businesses.

Early Career

1996-2015

- Extensive experience in project management, product development, customer communications, supplier relationships, and change management across a variety of high-tech companies.
 - *Principal Program Manager, MSFT, San Diego, CA*
 - *Sr. Program Manager | Research and Development Leader | Field and System Test Engineer | Nokia, San Diego, CA*
 - *Systems Engineer, Nortel, Dallas, TX*

AWARDS & RECOGNITION

- Tribute to Women in Industry (TWIN), San Diego
 - MSFT San Diego Representative - Women in Leadership
 - Nokia Values & Inspiration Leader Award
 - New Nokia Builders Award
-

EDUCATION

ZERO WASTE PRINCIPLES – CRR/SWANA

SUSTAINABILITY BUSINESS PRACTICES CERTIFICATION, UCSD EXTENSION, SAN DIEGO CA

M.S. AND B.S. ELECTRICAL ENGINEERING, VIRGINIA TECH, BLACKSBURG, VA

LARISSA AMARAL

137 N. El Camino Real Encinitas, CA 92024 | 760.436.7986 | larissa.amaral@solanacenter.org

CORE COMPETENCIES

- Detail oriented program development and project management
- Event coordination and planning
- Program administration including registration & attendance management, tracking, & reporting
- Fluent in Portuguese & English

PROFESSIONAL HIGHLIGHTS

Solana Center for Environmental Innovation, Associate Manager

2022- Present

- Design and implement special projects across both including Education and Environmental Solutions divisions including school visits and waste diversion events.
- Provide project support to internal teams and contribute to ongoing needs such as monthly and annual contract reports, request for proposals, and grant research and writing.
- Develop and implement process improvements in data collection and processing.

Administrative Assistant | CHAMPS, a division of AAM LLC, San Diego, CA

2021 to 2022

- Provide support to senior executives/clients and drive organizational success through the management of daily tasks and projects.

Solana Center for Environmental Innovation, Environmental Coordinator and Educator

2013 to 2016

- Engineered \$10,000 grant from SDG&E to create an interactive exhibit to educate 1,000 students and the general public about sustainable food systems, recycling, composting, water use efficiency, watershed protection, and zero waste.
- Executed, planned, and implemented grants and contracts for City of San Diego, County of San Diego, City of Encinitas and private companies.
- Headed program to assist local farmers in applying for a \$50,000 grant from California Department of Food and Agriculture's Healthy Soils Program that provided financial assistance for the implementation of conservation management on farmlands.
- Spearheaded outreach effort to engage the community and businesses through education on sustainable living and environmental conservation/protection practices to 32,000 San Diego County Residents and 8,000 students.
- Diverted 2,300,000 lbs of organic waste from landfill through implementation of waste programs and education.
- Conducted extensive and thorough waste-audits for schools and businesses, where successful waste diversion and zero-waste programs were implemented to educate the public, minimize waste stream, and comply with waste regulations.

Early Career

Environmental Department Intern, Solana Center for Environmental Innovation

Personal Trainer, Crunch Fitness

EDUCATION

SAN DIEGO STATE UNIVERSITY
Bachelor of Arts in Sustainability

GURPURAN K. SINGH

137 N. El Camino Real Encinitas, CA 92024 | (760) 436-7986 ex. 712 | gurpuran.singh@solanacenter.org

PROFESSIONAL HIGHLIGHTS

Environmental Solutions Lead | Solana Center for Environmental Innovation, Encinitas, CA **2023 to present**

- Conduct waste assessments of businesses, schools, and events, providing personalized guidance to maximize waste reduction and diversion.
- Provide technical assistance to businesses and schools to improve waste diversion practices and reduce waste.
- Develop and execute educational programs using creative methods to inspire and empower action on waste reduction.
- Produce resource guides and videos on waste management practices for commercial and residential sectors.
- Implement waste diversion programs at public events, providing education and guidance to event goers in addition to diverting waste.
- Develop additional programs to support residents and businesses with waste reduction, such as hard-to-recycle collection events, a reusable tableware loan program, and more.

Research Assistant | Love Lab of Urban Agriculture Research, San Diego, CA **2022-2023**

- Member of research team that created an on-campus food waste diversion program that successfully diverted ~560 lbs. of food waste, generated ~33.2 lbs of protein-rich poultry feed, and produced 15 dozen of eggs for food-insecure students and local communities in need.
- Collected data and performed analysis to improve experimental design by increasing the total food waste diversion rate by 25% of the initial design.
- Conducted qualitative analysis on experimental design and findings, including writing a research paper and literature review on municipal and agricultural food waste, Black Soldier Fly Larvae (BSFL) development, and existing programs in waste management and sustainable proteins.
- Created project timelines and experimental set-up, managed team research database, established communication channels, and built relationships with campus Sustainability department and local food distribution companies to ensure program viability.

Project Manager, Climate & Culture Lab | Oatly, Inc., Remote **2021-2022**

- Led the project management of a feasibility study that focused on the intersections of business development, environmental sustainability, sustainable agriculture, and environmental justice.
- Streamlined communication to increase collaboration between clients from multiple organizations.
- Conducted research and analysis for the project's feasibility which included sustainability metrics and supply chain analysis that was implemented in the pilot program development.
- Developed a policy analysis of federal, state, and tribal agriculture and food policies for the Great Plains Region.
- Successfully managed project goals, deadlines, and relationships from start to finish resulting in \$1MM for the pilot program funding.

EDUCATION

SAN DIEGO STATE UNIVERSITY

Bachelor of Science, Environmental Sciences



ATTACHMENT B

Client Reference Letters





City of Anaheim
DEPARTMENT OF PUBLIC WORKS
Operations Division

February 13, 2012

Mr. Laith Ezzet, CMC
Sr. Vice President
HF&H Consultants, LLC
19200 Von Karmen Ave. Suite 360
Irvine, CA 92612

Dear Laith,

On behalf of the City of Anaheim, I would like to thank you and your Team for the professional guidance and technical expertise you provided during our contract negotiations with Republic Services. Your Team exhibited tremendous flexibility throughout the process and did a wonderful job facilitating the group negotiations and keeping us all on task. Based on the combined efforts and completed staff work by City Staff & HF&H Team, the City Council unanimously approved this unique amendment to our existing Solid Waste Franchise Agreement.

The amendment secured an annual Host Fee and one-time infrastructure improvement payment to offset the impacts from the Material Recovery Facility owned and operated by Republic Services within the City of Anaheim. Republic Services received a term extension in return. The amended terms were accomplished without any increases to the rate payers.

In addition to maximizing the City's sustainability and financial position, the amended franchise agreement also has the following key enhancements:

1. One-time infrastructure improvement payment of \$2.5M to repave the roads around the Material Recovery Facility.
2. Anaheim will continue to have the Lowest Rate Guarantee for comparable services amongst the current material recovery facility customers.
3. Franchisee will have a 5% cap on annual increases to the service component of the rates.
4. Guaranteed trash diversion will be increased to meet new state recycling mandates. New regulation AB341 requires 75% statewide diversion by 2020.
5. Performance reviews will be tied to customer satisfaction surveys.
6. Free trash collection service at OCTA bus stops.
7. Free trash service at City facilities and neighborhood clean-up programs.

Please feel free to use our City as a reference for your quality and professional work. We could not have received these great results without your assistance.

Sincerely,

Dan DeBassio, P.E.
Public Works Operations Manager



City of Whittier

13230 Penn Street, Whittier, California 90602-1772
(562) 567-9500

March 5, 2025

Laith Ezzet
HF&H Consultants, LLC
19200 Von Karman Avenue, Suite 360
Irvine, CA 92612

Dear Laith:

I want you to know how much I appreciate you and your team at HF&H. Your technical and professional expertise in all things solid waste and recycling has guided the City successfully through three complex and significant projects.

- Drafting amendments to our current franchise agreements to bring them into compliance with SB 1383, highlighted your complete understanding of CalRecycle regulations. With the City having two solid waste haulers, it was no easy task to negotiate with both, and end up with amendments that satisfied CalRecycle, the City Council and our rate payers.
- The thorough audit you performed of our two haulers ended with a detailed report as well as a summary and findings that a non-technical person could easily understand.
- Most recently, you guided City staff through a mini-RFP process with our two current haulers resulting in a franchise agreement with one hauler to serve the entire City. The new franchise agreement provides no cost increase to residents, new carts Citywide, and enhanced services, including alley sweeping. The City Council was very pleased with the final agreement which was approved unanimously.

I value the fact the HF&H only consults for public agencies and not private waste haulers. I truly felt like HF&H staff was part of the City team while working on these projects. You and your staff are not just professional and knowledgeable, but also kind, patient and a pleasure to work with.

Sincerely,

Vicki L. Smith
Deputy Director of Public Works



City of Diamond Bar

21810 Copley Drive • Diamond Bar, CA 91765-4178

(909) 839-7000 • Fax (909) 861-3117
www.DiamondBarCA.gov

February 28, 2017

Laith Ezzet, CMC
Senior Vice President
HF&H Consultants, LLC
19200 Von Karman Avenue, Suite 360
Irvine, CA 92612

Dear Laith,

On behalf of the City of Diamond Bar, I would like to convey my appreciation to you and the HF&H Team for providing professional and technical expertise during the successful contract negotiations with Waste Management and Valley Vista Services. The negotiations were completed on time, within budget, and ultimately approved by the City Council well in advance of the agreement expiration.

The City of Diamond Bar has utilized the services of HF&H on more than one occasion, providing the community with robust services at competitive rates. The recent negotiations solidified the work that was performed during the City's last negotiating period, but also included some notable enhancements:

- No ratepayer increases for the first year of the amended agreement.
- Continued Franchise and AB939 revenues.
- Additional revenues for street sweeping services.
- New Organics programs that comply with AB 1826 requirements.
- Continuation of curbside HHW and bulky item pickups.
- Focus on accountability, including reporting and performance audits.

This letter serves not only as a reference for your professionalism and high quality of work, but as confirmation that the HF&H Team provides results that ultimately benefit the City, its residents and businesses we serve.

Thank you again for the opportunity to work with you and the HF&H Team. I am available to discuss specifics by phone at 909.839.7010 or by email at rmclean@diamondbarca.gov.

Sincerely,

Ryan McLean
Assistant City Manager

Jimmy Lin
Mayor

Ruth M. Low
Mayor Pro Tem

Carol Herrera
Council Member

Nancy A. Lyons
Council Member

Steve Tye
Council Member



GARDEN GROVE SANITARY DISTRICT

11222 ACACIA PARKWAY, P.O. BOX 339, GARDEN GROVE, CALIFORNIA 92842

January 10, 2023

To whom it may concern:

The Garden Grove Sanitary District has contracted with HF&H Consultants since 2017. Initially, HF&H was under contract to assist with AB 341 and AB 1826 compliance through program development and implementation.

Over the years, HF&H has become an important and reliable resource. The District has increased their scope of work to involve more components. In 2021-2022, HF&H assisted the District in negotiating an amended and restated agreement with our franchise waste hauler. HF&H staff listened to the District's needs and did their best to integrate those needs into the contract. HF&H was instrumental in negotiating lower initial rates for District residents while incorporating all components of SB 1383 compliance for single-family, commercial and multi-family developments and expanding pre-existing services.

HF&H continues to work with the District to assist in monitoring the negotiated amended and restated agreement and in providing guidance to both the District and the franchise hauler on all aspects of SB 1383 and its implementation. HF&H is also helping with oversight and monitoring to keep the District on schedule with our Notice of Intent to Comply filed with CalRecycle. Their experience and advice has been invaluable, and HF&H has become a valued member of our operation. HF&H regularly assists District staff with formal presentations to the community and the District's Board of Directors.

I highly recommend HF&H Consultants to any government entity in need of solid waste management advisement, skilled program development, and implementation. Please feel free to contact me at (714) 741-5372 if additional information is needed.

Sincerely,

A handwritten signature in black ink that reads "Mark Ladney". The signature is fluid and cursive.

Mark Ladney
Senior Program Specialist
Garden Grove Sanitary District
City of Garden Grove



GARDEN GROVE SANITARY DISTRICT

11222 ACACIA PARKWAY, P.O. BOX 339, GARDEN GROVE, CALIFORNIA 92842

October 14, 2019

To whom it may concern:

The Garden Grove Sanitary District (District) for the past two years has contracted with Hilton Farnkopf & Hobson, LLC Consultants (HF&H) for assistance in meeting its State mandated recycling compliance needs. HF&H has facilitated the development of the District's AB 341, and AB 1826 compliance Implementation plans. HF&H monitors the District's recycling compliance efforts working in concert with the City's franchise solid waste hauler Republic Wastes Services, Inc., and other key district/city staff. Most recently HF&H facilitated the creation of the City's Construction & Demolition Debris Program, and is currently facilitating the District's SB 1383 compliance efforts regarding Short-Lived Climate Pollutants. HF&H tasks consists of a review of State recycling laws to include District regulations, and City ordinances, facilitate negotiations with Republic Services on adjusted service rates, facilitate recycling program compliance action item follow-up, and perform field assessments.

HF&H remains a valuable resource to the District and City. HF&H professional advisement and coordination efforts are evident and have shown positive results by way of favorable communications being received from CalRecycle regarding the status of District programs. With more than 25 years of solid waste operations and consulting experience; HF&H has proven to be a leader in the solid waste industry.

I highly recommend HF&H Consultants to government entities in need of solid waste management advisement, skilled program development, and expertly facilitated plan implementation. For additional Information I can be reached at (714) 741-5956.

Sincerely

A handwritten signature in black ink, appearing to read "A. J. Holmon III", with a stylized flourish extending from the end.

**A. J. Holmon III
Environmental Services
Manager**



December 28, 2020

Colonel J. Burnley, Solid Waste Manager
Department of Public Works

Mr. Laith Ezzet, CMC
Senior Vice President
HF&H Consultants, LLC
19200 Von Karman Avenue, Suite 360
Irvine, California 92612

RE: Letter of Recommendation

On behalf of the City of Beverly Hills, I would like to take this opportunity to express my appreciation for the many years of outstanding service provided by HF&H Consultants.

Since 1993, HF&H has provided solid waste advisory services to the City of Beverly Hills, including contract procurement, franchise agreement negotiations, hauler audits, and rate analysis for the City's residential and commercial waste hauling services. The most recent projects included auditing the franchise hauler's cost of service, renegotiating the City's commercial solid waste collection and material processing contract with Athens, followed by a comprehensive solid waste rate study for residential and commercial services. The rate study was particularly challenging as the phase-in of solid waste rate increases needed to be sensitive to the economic circumstances surrounding the COVID 19 pandemic, and a year-long series of workshops and meetings were held with the Public Works Commission and City Council to address their concerns.

HF&H's professional and well-qualified staff have been a benefit to the City, and I am pleased to have the opportunity to recommend HF&H Consultants to other jurisdictions.

Sincerely,

A handwritten signature in blue ink that reads "Colonel J. Burnley" with a checkmark at the end.

Colonel J. Burnley, Solid Waste Manager
Public Works Department



CITY OF YORBA LINDA

P.O. BOX 87014

CALIFORNIA 92885-8714

May 9, 2018

Laith Ezzet, CMC
Senior Vice President
HF&H Consultants, LLC
19200 Von Karman Avenue, Suite 360
Irvine, CA 92612

Dear Laith,

On behalf of the City of Yorba Linda, I would like to express my appreciation to your and your team for assisting us with our recent contract amendment negotiations with Republic Services. We truly valued your expertise and guidance through this very complex subject matter, which we could not have navigated alone. We believe the negotiations were successfully completed on time, within budget and resulted in a substantial savings to the businesses of Yorba Linda.

Thank you for all your hard work, effort, professionalism and dedication. It was a pleasure working with you and your team and we look forward to other opportunities to engage HF&H in the future.

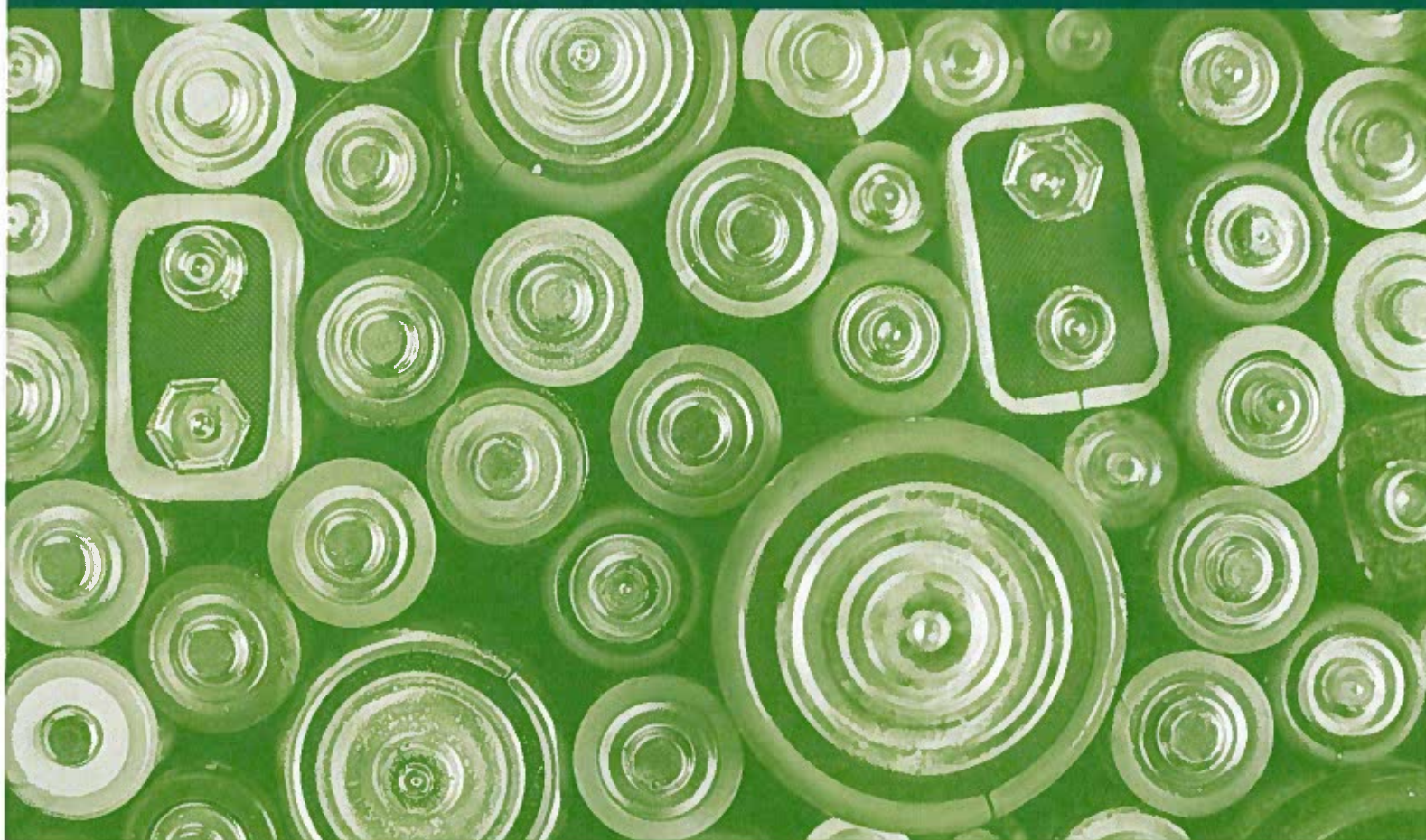
Sincerely,

David Christian
Assistant City Manager



ATTACHMENT C

Addendum 1



ADDENDUM NO. 1

**CITY OF OCEANSIDE
Request for Proposals for As-Needed Solid Waste, Recycling, Organics and
Edible Food Recovery Consulting Services**

The following ADDENDUM shall be made part of the Request for Proposals, and the proposer shall acknowledge receipt thereof on the acknowledgment of ADDENDUM NO. 1 (attached) and include with their proposal package.

1. The attached Question and Answer document addresses questions received before the question deadline.
2. All other specifications and details of the RFP, including due date, are unchanged.

ACKNOWLEDGEMENT OF

ADDENDUM NO. 1

CITY OF OCEANSIDE

**Request for Proposals for As-Needed Solid Waste, Recycling, Organics and
Edible Food Recovery Consulting Services**

Signing of this form acknowledges that the Consultant has received Addendum No. 1 and that he/she has read and understands the changes set forth in the Addendum.

This form must be signed by the Proposer's authorized representative and returned with the proposal documents.

Authorized
Representative



Name of Proposer HF&H Consultants, LLC

Date 3/27/2025