

# CITY OF BELLEVUE



## Proposal for Solid Waste Services Contract Procurement Support

September 30, 2025





**HF&H Consultants**  
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September 30, 2025

Jon Gire  
Program Manager, City of Bellevue  
450 110th Avenue NE  
Bellevue, WA 98004  
*Sent via email: JGire@bellevuewa.gov*

**Subject: Proposal for Solid Waste Services Contract Procurement Support**

Dear Jon Gire,

HF&H Consultants, LLC (HF&H) is pleased to submit this proposal to the City of Bellevue (City) to perform consulting services related to procuring a new solid waste franchise agreement.

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.

For over thirty-five years, procurements have been the cornerstone of HF&H's practice. Since 2016 we have been working closely with California's Department of Resources Recycling and Recovery (CalRecycle) to design franchise agreements for alignment and compliance with California's sweeping organics (SB 1383) and EPR (SB 54) legislation. We are familiar with the new organics and EPR legislation facing Washington communities, and are uniquely positioned to provide guidance and insight as you design your next franchise agreement.

We understand that the City desires to retain much of the existing solid waste system structure and plans to use the franchise expiration as a chance to fine tune currently underserved areas of the system, particularly the City's growing multi-family sector. HF&H has recently driven major service improvements (e.g., organics and bulky items) for multi-family customers through procurement processes. This clarity of vision will enable our combined team to immediately focus on the known service and regulatory gaps and begin designing targeted solutions to aid in achievement of the City's ambitious Zero Waste Goal.

Due to the length of the attachments, HF&H has prepared a custom web page for the City to view our attachments. These work samples can be viewed at <https://tinyurl.com/mu4yn664>.

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

Sincerely,  
HF&H Consultants, LLC



Rob Hilton  
President

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# ATTACHMENTS

- A. [Staff Resumes \(Attached and Online\)](#)
- B. [Standard Billing Rates and Arrangements \(Attached and Online\)](#)
- C. [Work Sample: CCCSWA Collection Franchise Agreement \(Online Only\)](#)
- D. [Work Sample: WVSWMA Collection and Processing Agreement \(Online Only\)](#)



## **Section 1. Experience**

### **CENTRAL CONTRA COSTA SOLID WASTE MANAGEMENT AUTHORITY (CCCSWA)**

The CCCSWA's waste contracts were set to expire, and the incumbent provider had a near infrastructure monopoly that made it unlikely to get competition for collection services (which typically account for 80% of total ratepayer costs). HF&H engineered a two-phased competitive process that resulted in a change in transfer facilities that broke the historic infrastructure monopoly and allowed competition for both the collection services as well as disposal and processing. We kicked the process off by deploying our interactive design-intake framework to reveal priorities and build consensus. We then led the client team through a collaborative RFP and agreement drafting process. To support proposal evaluation, HF&H performed a regional benchmarking exercise to determine the reasonability of each proposer's costs. HF&H supported CCCSWA staff by evaluating proposals for each phase of the RFP and performing detailed cost analysis against the benchmarks. The two-phase procurement process ultimately provided ratepayers with the most value possible by maximizing the level of competition and optimizing leverage through negotiations with multiple proposers. The results were six carefully coordinated agreements, providing high value for a reasonable cost. This was an example of HF&H's ability to custom tailor complex processes to clients' unique conditions to maximize ratepayer benefits.

#### **References**

- David Krueger, CCCSWA Executive Director, Phone: (925) 906-1803, Email: [david@recyclesmart.org](mailto:david@recyclesmart.org)
- Manuel Gouveia, Republic Services Area Municipal Director, Phone: (562) 221-1703, Email: [mgouveia@republicservices.com](mailto:mgouveia@republicservices.com)

### **WEST VALLEY SOLID WASTE MANAGEMENT AUTHORITY (WVSWMA)**

As for all procurements, HF&H conducted a design-intake process to determine new agreement objectives. Priorities included: service reliability; multi-family dwelling collection service equity; modernized information systems; reformed education and outreach; and new accountability systems focused on performance over liquidated damages. HF&H designed, drafted, and advertised the solicitation package. HF&H led parallel negotiations, with participation by staff and attorneys, which resulted in: resolved service reliability by eliminating split-body vehicles; adding tablets to trucks ensuring relief drivers understood route sequencing; and, robust transparent reporting. Multi-family services were expanded to meet the unique needs of each building type, with particular focus on ensuring adequate three-stream service and adding programs (bulky, batteries, oil...) that single-family customers had previously received. Information systems were modernized through an app, read-only access to contractor data, and new reporting templates, paired with PowerBI to make dashboards and visualization of performance data accessible to contract managers. Education and outreach was modified from an old-style "newsletter" program with a half-time recycling coordinator to a flexible CBSM method with 5 full-time equivalents (FTEs) and dedicated budget for future campaigns. The outdated liquidated damages were replaced by a hybrid process allowing for a range of resolutions based on the nature of the issue.



## **References**

- Bryan Mekechuk, WVSWMA Board of Directors Chair, Phone: (650) 780-7466, Email: bmekechuk@cityofmontesereno.org
- Paul Nelson, West Valley Collection & Recycling (WVC&R) Government Affairs and Project Manager, Phone: (408) 283-8500, Email: Paul.Nelson@wasteconnections.com

## **RESPONSES TO RFP QUESTIONS**

### ***1.) From your team's experience, briefly describe an especially effective solid waste contract provision related to increasing participation in compostable collection service in the multifamily sector.***

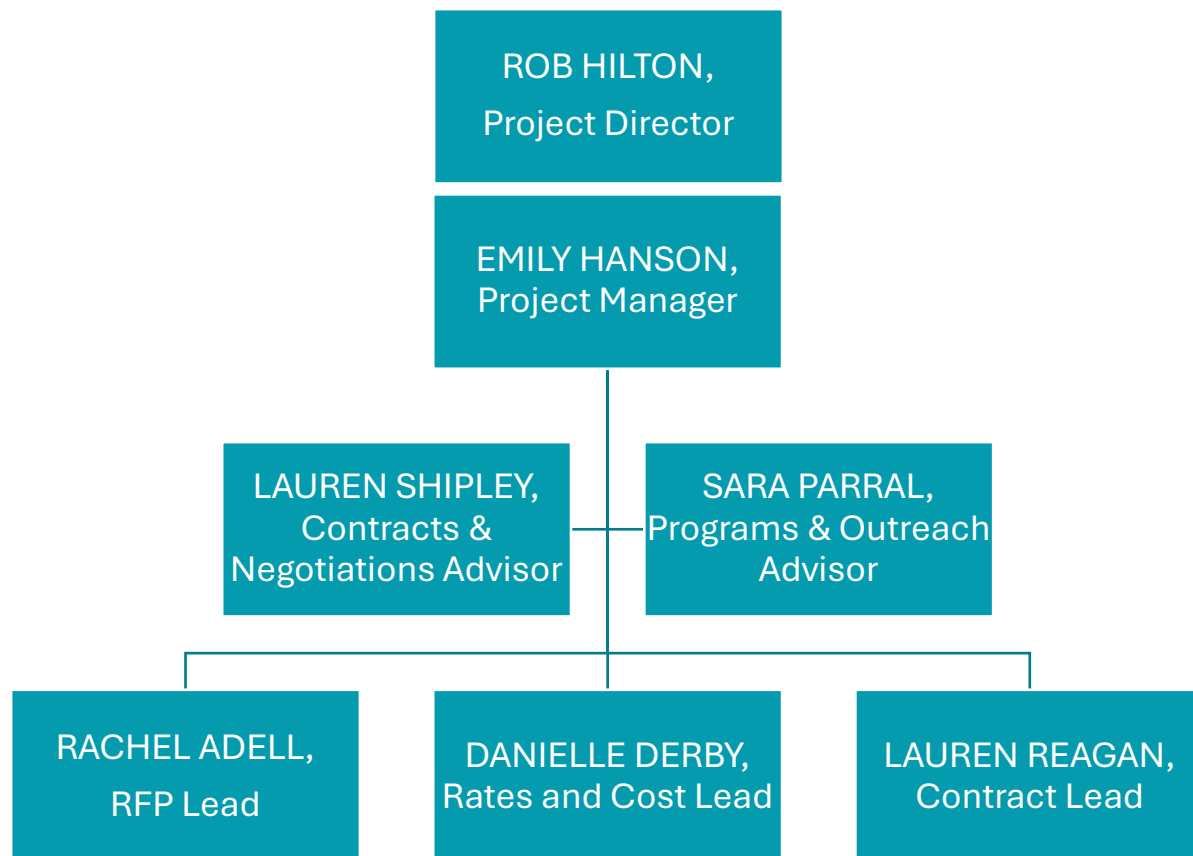
Multi-family is perhaps the most complex sector of customers, making cookie-cutter, or simple container-drop approaches ineffective. HF&H has found that MFD often requires an agency-specific approach, with careful attention paid to the unique nature of each client's customer base and MFD infrastructure. For example, contractually-required direct outreach, with messaging and materials that are ultra specific to an agency's customers, and prioritize multiple outreach touchpoints is more successful than mass distributing fliers printed in a variety of languages. In WVSWMA, HF&H developed a community-based-social-marketing approach, which resulted in 100% participation among multi-family buildings. The contract defined detailed minimum staffing and cost-allocation requirements for targeted outreach. It required an initial outreach "blitz" to ensure that all MFDs were subscribed to adequate service levels, with minimum gallons-per-dwelling-unit requirements. The contractor's outreach team then worked directly with each building to set-up service, ensure proper color coordination, labeling, training, and property manager support. In the first year this program aided in collected organics increasing approximately 40%, with more growth anticipated. HF&H is also currently underway with a multi-phased pilot study to drive MFD food scrap diversion in the City of Sunnyvale, with particular focus on which granular elements of CBSM lead to demonstrable diversion results.



## Section 2. Expertise

The following project team has been assembled specifically for the scope of this engagement, and includes top industry professionals with a range of backgrounds and perspectives, designed to bring the most value to the City of Bellevue. Every HF&H client project includes a team of consultants using work processes that provide a consistent level of quality. Partners, managers, and staff members each play a role in scoping, drafting, preparing, reviewing, supervising, and carrying out detailed work plans and schedules, monitoring status, performing analyses, drafting work products, creating reports, and presenting results in a timely and cost-effective manner. Please see below for the requested project organization chart, and [Attachment A](#) for detailed staff resumes.

### PROJECT ORGANIZATION CHART





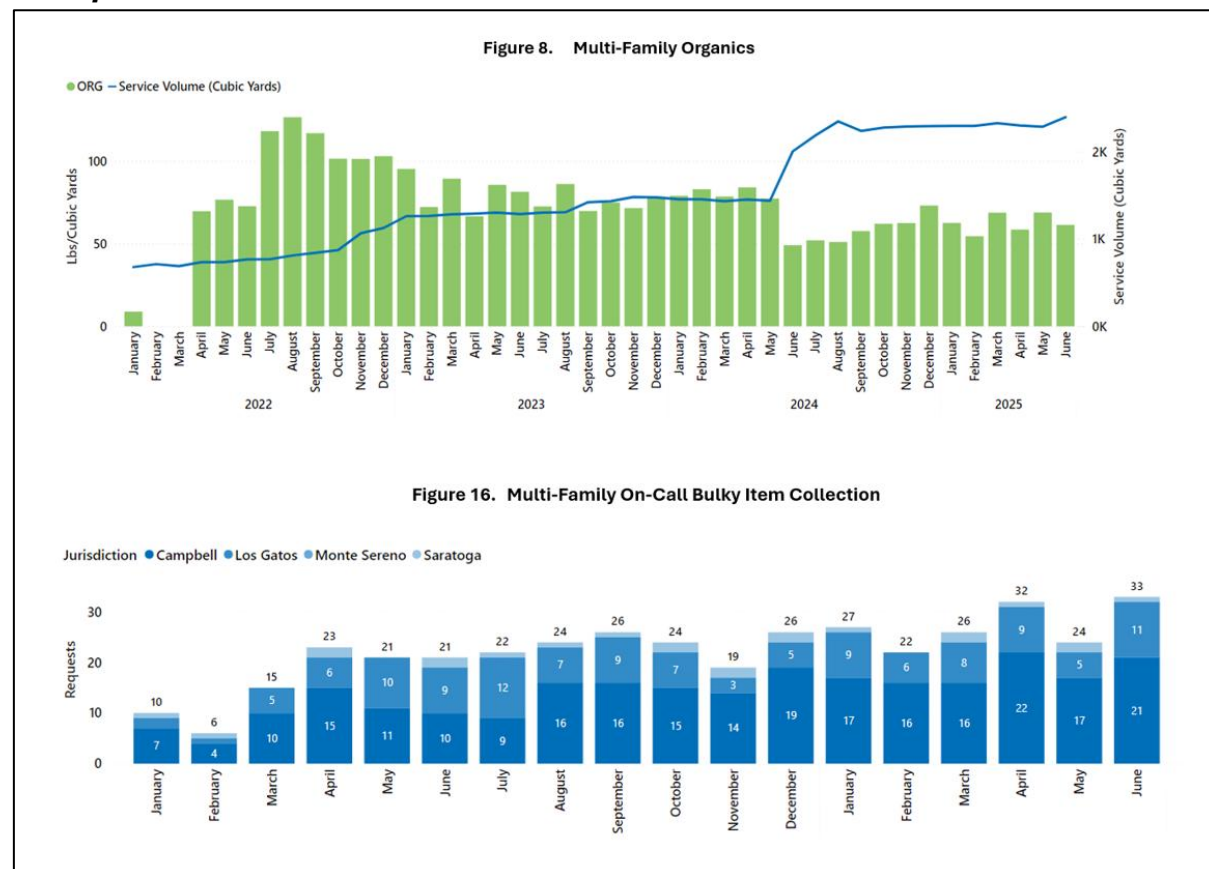


## RESPONSES TO RFP QUESTIONS

### 1.) ***"Real-time data: City has read-only, real-time access to contractor's operational data and live performance dashboards."***

It has become common in recent years to include provisions in franchise agreements requiring haulers to provide their municipal partners with read-only access to their customer service systems. Such access provides the agency's contract manager real-time access to customer information, service levels, notes, and other key operational data. Many hauling companies have developed internal systems and methods for sharing read-only terminal access with their municipal partners. This is somewhat different from developing a dashboard to share performance data, which HF&H finds is less common. However, in our capacity as Executive Director of the WVSWMA, and through a recent procurement process for the WVSWMA, we worked closely with the hauler to develop specific data templates that can be used with PowerBI to provide highly customizable dashboards, and documented it as an ongoing contract requirement. This is a service that HF&H, through discussions with the City, may frame as a "menu item" in a competitive procurement. The RFP, not just the franchise agreement, would be structured to solicit discrete cost and operative proposals for accomplishing what the City has in mind, leaving the City with a range of potential options which may then be refined through evaluation and negotiations.

#### ***Example:***





***2.) Customer rates: Billing surcharge of +25% to customers not subscribed to all three collection services (garbage, recycle, compostables), unless exemption granted by City for extraordinary cases (space, waste volume/type). Contractor remits 75% (inclusive of surcharge) to City for each customer with an active surcharge.***

The concept of a "nonutilization charge" (a surcharge for customers who don't utilize all required programs) has been tried in other communities and can reduce barriers to participation for customers who object to programs on the basis of cost. HF&H would not recommend the hauler be permitted to retain any portion of the surcharge as it creates a disincentive to get the unsubscribed customers into the desired service levels (i.e., the hauler makes money and incurs less cost than if they provided the service to the customer). If the City would like to explore this, one approach may be for the hauler to collect the surcharge, but rather than keep a portion, remit the full surcharge amount to the City. The City would then use that pool of funds to create positive incentive payments for the hauler. For example, the hauler could be paid a one-time amount per customer for each customer that goes from 1- or 2-container service to a full 3-container system. That amount could vary based on the size or type of customer. We would also recommend working closely with City legal advisers to ensure compliance with local regulations concerning fees and taxes.





## Section 3. Approach

We have provided a detailed description of our standard approach to competitive procurements, which has been honed over decades of experience and hundreds of engagements in our Statement of Qualifications (SOQ), which was submitted to the Shared Procurement Portal (SPP).

### PROJECT TIMELINE

Task No.	Activity (Task and Subtask)	2025			2026											
		O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
<b>Task 1:</b>	<b>Project Kick-off, Diligence, and System Design Intake</b>															
1.1	Project Team Kick Off Meeting w/ City															
1.2	Prepare Detailed Project Schedule															
1.3	Preparation of RFI to the City and Hauler															
1.4	Regulatory Diligence, Review Existing Franchise Agreement															
1.5	Develop/Adapt Comprehensive Design Intake Form															
1.6	Design Intake Meetings															
1.7	Preparation of Design Intake Document Summary															
1.8	Develop Process Integrity/Anti-Lobbying Guidelines															
<b>Task 2:</b>	<b>Develop Proposal Evaluation Criteria</b>															
2.1	Design Framework and Evaluation Criteria															
2.2	Establish Evaluation Methodology															
<b>Task 3:</b>	<b>Identify and/or Engage Potential Service Providers</b>															
3.1	Develop Qualified Vendor List															
3.2	Conduct Direct Outreach for Competition															
<b>Task 4:</b>	<b>Draft Franchise Agreement and Cost Forms</b>															
4.1	Lead Agreement Development															
4.2	Lead Cost Form Development															
<b>Task 5:</b>	<b>Prepare RFP and Issue RFP Package</b>															
5.1	Prepare Request for Proposal (RFP)															
5.2	Review Staff Report to Council															
5.3	Prepare Presentation for City Council															
5.4	Attend and/or Present at City Council Meeting															
5.5	Compile and Release RFP Package															
<b>Task 6:</b>	<b>Pre-Proposal Meeting and Proposer Q&amp;A</b>															
6.1	Schedule and Prepare for Pre-Proposal Meeting															
6.2	Attend Pre-Proposal Meeting															
6.3	Lead Responses to Pre-Proposal Questions															
6.4	Issue Necessary Addenda and Update Agreement, Exhibits															

**Proposal for Solid Waste Services Contract Procurement Support**  
Section 3. Approach



Task No.	Activity (Task and Subtask)	2025			2026											
		O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
<b>Task 7: Technical Review and Due Diligence</b>																
7.1	Prepare Proposal Evaluation Tool															
7.2	Conduct Thorough Review of Proposals															
7.3	Review Franchise Agreement Exceptions and Prepare Digest															
7.4	Review Costs for Completeness/Compliance/Logic															
7.5	Prepare Comparative Analysis and Projected Rate Impacts															
7.6	Draft Written Clarifications for Proposers															
<b>Task 8: Proposer Interviews and Site Visits</b>																
8.1	Convene and Prep Evaluation Panel															
8.2	Facilitate Panel Discussions/Deliberations															
8.3	Schedule and Prepare for Proposer Interviews															
8.4	Lead Proposer Interviews															
8.5	Organize and Schedule Site Visits															
8.6	Document Evaluation Process for Integrity															
<b>Task 9: Present Evaluation Results to City Council</b>																
9.1	Review Staff Report to Council															
9.2	Prepare Presentation for City															
9.3	Attend and/or Present at City Council Meeting															
<b>Task 10: Contract Negotiations</b>																
10.1	Lead Contract Negotiations with Top Proposer															
10.2	Lead Contract Drafting and Tracking															
10.3	Track and Validate Changes Negotiated to Cost Forms															
10.4	Final document Assembly and Review of Exhibits															
<b>Task 11: Finalize Contract and Cost Forms/Rates</b>																
11.1	Final Administrative Review of Complete Agreement															
11.2	Review Staff Report to Council															
11.3	Prepare Presentation for City Council															
11.4	Attend and/or Present at City Council Meeting															
11.5	Preparation of Final Documents for City Attorney															

## RESPONSES TO RFP QUESTIONS

### 1.) Briefly describe how your team will bring innovation to this project.

HF&H has played a defining role in the state of the solid waste industry since our founding. Members of our project team have participated at the highest levels of industry organizations and have witnessed exponential growth in the technology offerings available to our clients. We routinely work with our clients to implement new technologies, and also customize them to our clients' unique needs. We are adept at differentiating between novel gimmicks and tools that may provide value through the duration of a franchise agreement. However, we also understand that innovation is more than just technology. We believe strongly in process innovation, and are continuously working to evolve our internal practices, processes, and tools to not only reflect the modern state of the industry, but to be the tip of the spear on knowledge and process innovation. Since our founding we have pioneered new methods of contractor procurement, rate setting, and contract management, and are committed to continuing our status as leading industry change-makers. The approach to contractor procurement that we



will bring to this engagement (see SOQ) represents the best-of-the-best collective learnings of seasoned consultants, legal experts, waste hauling managers, and waste tech professionals.

***2.) Briefly describe your team’s approach to incorporate emerging solid waste policies in a solid waste services contract. Washington State recently passed legislation related to organics management and extended producer responsibility for packaging materials.***

HF&H has perhaps more experience working with emerging issues and regulations than any other waste consulting firm. Following the passage of California’s SB 1383, CalRecycle selected HF&H to develop and disseminate a Model Franchise Agreement, along with other tools, designed to aid jurisdictions statewide with understanding and achieving compliance with the sweeping and complex new regulations. We are deeply familiar with dynamic legislative processes, and understand the balance of structuring a long-term contract both for compliance but also agility and risk mitigation. We are accustomed to writing and negotiating franchise agreements which anticipate regulatory shifts while the actual rulemaking is still in-process. The biggest risks in these circumstances are typically related to uncertainty on cost and hauler requirements. Our cost-based approach to contractor procurement is designed to protect municipalities from hauler requests for rate increases in the face of changing laws and conditions. We also understand how dramatically laws and policies can change from passage to implementation, and caution our clients against relying too heavily on nascent conditions. We recently deployed these strategies in San Leandro and the CCCSWA, with both franchise agreements containing provisions anticipating the implementation of packaging EPR as well as California’s Advanced Clean Fleets Rule.



## Section 4. Pricing

### A. PRICING FORM WITH NOT-TO-EXCEED BUDGETS BY PHASE

HF&H has thoughtfully prepared our not-to-exceed cost proposal in the City's Pricing Form format. The Pricing Form includes the not-to-exceed amount for each of the major tasks, inclusive of all the subtasks as illustrated in our proposed project timeline in Section 3a above. Each of the major tasks includes the key deliverables for each task and our not-to-exceed budget by task, and in total, is included in Table 1 below.

### B. PRICING BACKUP TIME ESTIMATES AND CONSULTANT FEE SCHEDULES

HF&H has also included the back-up detail for the Pricing Form that includes the expected level of effort shown as time estimates for the project team for each of the major tasks as Table 2 below. HF&H has also included our standard billing rates and terms in [Attachment B](#).

### C. OPTIONAL COST-SAVING OPPORTUNITIES

HF&H also recognizes the City has assembled a robust multi-departmental project team to lead this project on behalf of the City, a team that has deep experience in solid waste and knowledge of the local requirements and conditions. HF&H is confident in the strength of partnership and that deep collaboration yields even better outcomes than any one party could accomplish independently. As such, HF&H is delighted to offer the City three (3) distinct types of price-efficiency opportunities: 1) subtasks that HF&H believes are necessary that could be independently absorbed by the City team, 2) subtasks that HF&H believes are necessary and where HF&H could play a more supportive and advisory role to the City team, and 3) subtasks that HF&H has found helpful to strengthen any competitive procurement process, but that are not necessary and are therefore optional. These price-efficiencies are detailed in Table 3 below.

### D. IN-PERSON MEETING COSTS

HF&H is committed to performing nearly all our work remotely using virtual tools to complete the proposed scope of work and in accordance with the detailed schedule illustrated in Section 3a of this proposal. As requested in the RFP, HF&H has provided the incremental cost for in-person meetings, as requested by the City, included as Table 4 below.

- **NOTE:** HF&H is also pleased to offer to the City two (2) in-person meetings with both the Project Director (Rob Hilton) and the Project Manager (Emily Hanson), at no additional cost to the City.

**Proposal for Solid Waste Services Contract Procurement Support**  
Section 4. Pricing



## PRICING FORMS

TABLE 1: PRICING FORM		
Proposed Scope of Work	Key Deliverables	Not-To-Exceed Budget
Task 1: Kick-off, Diligence, and System Design Intake	Detailed Project Schedule, Request for Information (RFI) to City and Hauler, Comprehensive Design Intake Summary, and Project Integrity/Anti-Lobbying Guidelines (Optional)	\$ 37,300
Task 2: Develop Proposal Evaluation Criteria	Proposal Evaluation Criteria and Evaluation Methodology	\$ 4,300
Task 3: Identify/Engage Potential Service Providers	Qualified Vendor List	\$ 2,400
Task 4: Draft Franchise Agreement and Cost Forms	Draft Franchise Agreement (including Exhibits), Draft Comprehensive Set of Cost Forms	\$ 28,900
Task 5: Prepare RFP and Issue RFP Package	Request for Proposal (RFP) Solicitation, Presentation for City Council Prior to Issuance of RFP Package	\$ 36,000
Task 6: Pre-Proposal Meeting and Proposer Q&A	Responses to Proposer Q&A, Presentation for Pre-Proposal Meeting, and Necessary Addenda and Updates to the RFP Package	\$ 20,600
Task 7: Technical Review and Due Diligence	Proposal Evaluation Tool, Franchise Agreement Exceptions Digest, Cost Proposal Comparative Analysis, Written Follow-up and Clarification Questions to Proposers	\$ 75,800
Task 8: Proposer Interviews and Site Visits	Proposer Interview Questions, General Evaluation Guidelines, Process Integrity Documentation (Optional)	\$ 10,300
Task 9: Present Evaluation Results to City Council	Presentation for City Council to Engage in Negotiations	\$ 10,900
Task 10: Contract Negotiations	Final Negotiated Draft Franchise Agreement and Final Set of Negotiated Draft Cost Forms and/or Customer Rates	\$ 42,100
Task 11: Finalize Contract and Cost Forms/Rates	Presentation for City Council to Award Franchise Agreement, Final Draft Agreement for City Attorney Review	\$ 16,000
Grand Total Project Price		\$ 284,600
Price Efficiency Opportunities		\$ (40,200)
Total Project Price Including Efficiencies		\$ 244,400

**Proposal for Solid Waste Services Contract Procurement Support**  
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TABLE 2: BACK UP DETAIL FOR PRICING FORM							
Proposed Scope of Work	Executive	Senior PM	Cost Lead	Technical Lead	Analyst/Admin.	Total Hours	Proposed Cost
	\$370	\$320	\$270	\$215	\$170		
Task 1: Kick-off, Diligence, and System Design Intake	19	40	58	8	1	126	\$ 37,300
Task 2: Develop Proposal Evaluation Criteria	2	4	8	1	0	15	\$ 4,300
Task 3: Identify/Engage Potential Service Providers	2	3	2	0	1	8	\$ 2,400
Task 4: Draft Franchise Agreement and Cost Forms	4	32	38	26	8	108	\$ 28,900
Task 5: Prepare RFP and Issue RFP Package	8	21	66	32	10	137	\$ 36,000
Task 6: Pre-Proposal Meeting and Proposer Q&A	4	27	31	10	0	72	\$ 20,600
Task 7: Technical Review and Due Diligence	28	57	108	84	0	277	\$ 75,800
Task 8: Proposer Interviews and Site Visits	2	11	17	7	0	37	\$ 10,300
Task 9: Present Evaluation Results to City Council	8	16	9	2	0	35	\$ 10,900
Task 10: Contract Negotiations	29	48	38	27	0	142	\$ 42,100
Task 11: Finalize Contract and Cost Forms/Rates	5	22	20	5	4	56	\$ 16,000
<b>Total Labor - All Tasks</b>	<b>111</b>	<b>281</b>	<b>395</b>	<b>202</b>	<b>24</b>	<b>1,013</b>	<b>\$ 284,600</b>
							\$ (40,200)
							<b>\$ 244,400</b>



**Proposal for Solid Waste Services Contract Procurement Support**  
Section 4. Pricing



TABLE 3: PRICE EFFICIENCY OPPORTUNITIES		
Price Efficiency Opportunities	Summary of Pricing Efficiency Opportunity	Price Deduction
<b>Task 1: Kick-off, Diligence, and System Design Intake</b>		<b>\$ (1,700)</b>
1.8 Develop Integrity/Anti-Lobbying Guidelines	<i>City Election (Optional Task)</i>	\$ (1,700)
<b>Task 2: Develop Proposal Evaluation Criteria</b>		<b>\$ (2,100)</b>
2.1 Design Framework and Evaluation Criteria	<i>City Could Lead Task (with HF&amp;H Support)</i>	\$ (1,100)
2.2 Establish Evaluation Methodology	<i>City Could Lead Task (with HF&amp;H Support)</i>	\$ (1,000)
<b>Task 3: Identify/Engage Potential Service Providers</b>		<b>\$ (1,300)</b>
3.2 Conduct Direct Outreach for Competition	<i>City Election (Optional Task)</i>	\$ (1,300)
<b>Task 4: Draft Franchise Agreement and Cost Forms</b>		<b>\$ -</b>
<i>No Price Efficiency Opportunities</i>	<i>Not Applicable</i>	\$ -
<b>Task 5: Prepare RFP and Issue RFP Package</b>		<b>\$ (3,300)</b>
5.3 Prepare Presentation for City Council	<i>City Could Lead Task (with HF&amp;H Support)</i>	\$ (2,300)
5.5 Compile and Release RFP Package	<i>City Could Absorb Task and Complete (without HF&amp;H Support)</i>	\$ (1,000)
<b>Task 6: Pre-Proposal Meeting and Proposer Q&amp;A</b>		<b>\$ (8,500)</b>
6.1 Schedule and Prepare for Pre-Proposal Meeting	<i>City Could Absorb Task and Complete (without HF&amp;H Support)</i>	\$ (2,700)
6.3 Lead Responses to Pre-Proposal Questions	<i>City Could Lead Task (with HF&amp;H Support)</i>	\$ (5,800)
<b>Task 7: Technical Review and Due Diligence</b>		<b>\$ (3,500)</b>
7.6 Draft Written Clarifications for Proposers	<i>City Could Lead Task (with HF&amp;H Support)</i>	\$ (3,500)
<b>Task 8: Proposer Interviews and Site Visits</b>		<b>\$ (13,000)</b>
8.1 Convene and Prep Evaluation Panel	<i>City Election (Optional Task)</i>	\$ (1,100)
8.2 Facilitate Panel Discussions/Deliberations	<i>City Election (Optional Task)</i>	\$ (2,400)
8.3 Schedule and Prepare for Proposer Interviews	<i>City Could Absorb Task and Complete (without HF&amp;H Support)</i>	\$ (900)
8.4 Lead Proposer Interviews	<i>City Could Lead Task (with HF&amp;H Support)</i>	\$ (5,500)
8.5 Organize and Schedule Site Visits	<i>City Could Absorb Task and Complete (without HF&amp;H Support)</i>	\$ (500)
8.6 Document Evaluation Process for Integrity	<i>City Election (Optional Task)</i>	\$ (2,600)
<b>Task 9: Present Evaluation Results to City Council</b>		<b>\$ (2,100)</b>
9.2 Prepare Presentation for City	<i>City Could Lead Task (with HF&amp;H Support)</i>	\$ (2,100)
<b>Task 10: Contract Negotiations</b>		<b>\$ -</b>
<i>No Price Efficiency Opportunities</i>	<i>Not Applicable</i>	\$ -
<b>Task 11: Finalize Contract and Cost Forms/Rates</b>		<b>\$ (4,700)</b>
11.3 Prepare Presentation for City Council	<i>City Could Lead Task (with HF&amp;H Support)</i>	\$ (2,700)
11.5 Preparation of Final Documents for City Attorney	<i>City Could Absorb Task and Complete (without HF&amp;H Support)</i>	\$ (2,000)
		<b>\$ (40,200)</b>

**Proposal for Solid Waste Services Contract Procurement Support**  
Section 4. Pricing



TABLE 4: COST PER IN-PERSON MEETING*			
Number of Attendees	Direct Expenses	Travel Time	Total Per Person
One (1) Person	\$ 1,250	\$ 2,800	\$ 4,050
Each Add'l Person	\$ 1,100	\$ 2,800	\$ 3,900

*\*Upon City Request*



# ATTACHMENT A

## Staff Resumes





# ROB HILTON

## PRESIDENT



## Range of Experience

Since 2002, Mr. Hilton has provided recycling and solid waste consulting services to over 150 public agencies in over 475 projects covering a wide range of strategic, operational, programmatic, contractual, and financial issues. Rob leads HF&H's diverse team of over 30 professionals with expertise ranging from engineering to accounting to public policy and law in support of our clients' ratepayer protection and sustainability goals. Most of Rob's time on client projects is focused on strategic planning, contract negotiation, management and performance reviews, and policy development.

### EXPERIENCE

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

### EDUCATION AND CERTIFICATIONS

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

Zero Waste Principals and  
Practices, CRRA and SWANA  
Joint Certification

### PROFESSIONAL LICENSE

Certified Management  
Consultant (CMC), Institute of  
Management Consultants USA

### HISTORY

HF&H Consultants, LLC:  
2002 to present

### ORGANIZATIONS

Past President, California  
Resource Recovery  
Association (CRRA)

Faculty, Solid Waste  
Association of North America  
(SWANA)

Institute of Management  
Consultants (IMC)

## Expertise

- SB 1383 Compliance
- Franchise Negotiations
- Rate Structure Design
- High Diversion and Zero Waste Plans
- Strategic Planning
- Stakeholder Engagement
- Policies and Municipal Codes
- JPA Formation and Management

## Recent Results

- **RecycleSmart.** Mr. Hilton has worked on 23 different projects for the Central Contra Costa Solid Waste Authority (RecycleSmart) with a wide range of efforts from: training new Authority staff on AB 939 reporting in 2006; to designing and negotiating compensation for the original commercial food waste to EBMUD program in 2008; to drafting the franchise and disposal agreements for the 2015-2025 franchises; to leading the development of the SB 1383 plan for the Authority in 2017 to 2021.
- **West Valley Solid Waste Management Authority.** Mr. Hilton serves as Executive Director of this Santa Clara County Joint Powers Authority, representing Saratoga, Los Gatos, Campbell, and Monte Sereno. He oversees contractor agreements for waste services, addresses customer concerns, leads public education campaigns, ensures regulatory compliance, manages daily operations and Board meetings, and partners with the Board Chair to implement strategic priorities.
- **San Luis Obispo Integrated Waste Management Authority.** Since 2019, Mr. Hilton has supported the JPA's reform after its former Executive Director was dismissed. He helped define the mission, vision, and strategic plan, and assisted with SB 1383 planning and funding for 35+ member agencies. When the County exited over policy differences, HF&H negotiated an MOU to maintain services without imposing JPA policies. HF&H is now reviewing operations to guide staffing needs aligned with the strategic plan.





# EMILY E. HANSON, J.D.

## SENIOR PROJECT MANAGER



## Range of Experience

Emily Hanson is a highly respected and talented executive with nearly 25 years of leadership, business development, and communications experience working for privately owned, non-profit, and technology start-up companies in the fields of recycling and waste diversion, alternative energy, climate mitigation, and resource conservation. Emily has negotiated more than 50 solid waste related contracts, made presentations and/or provided public testimony to 100+ jurisdictions and multiple regulatory agencies in California, and has proven herself as an accomplished and influential leader in the waste sector.

Since 2008, Emily has been deeply involved in the solid waste sector in California and beyond; she is uniquely positioned to evaluate and assess privately provided waste-related services to ensure the public interest is best represented and protected throughout client engagements. Emily led all aspects of business development for one of the largest private solid waste haulers in California, gaining both breadth and depth in all aspects of the company's collection and processing operations and contracts. Immediately prior to joining HF&H, she was recruited and served as Municipal Business Development Lead for a climate forward technology start-up combating methane emissions from discarding food in landfills.

Emily is widely recognized as a talented public speaker, successful and balanced contract negotiator, and foremost expert on most aspects of the waste industry. Her systems-level understanding of the industry supports her drive to identify and solve overlooked opportunities, often saving jurisdictions money while protecting the public interest. One of Emily's most recent and widely acknowledged accomplishments was independently visioning and designing systems around transparency and accountability to municipalities in reporting diversion and disposal across the state, specifically to resolve and daylight discrepancies between franchisee reports to jurisdictions and the State of California's Recycling and Disposal Reporting System (RDRS).

## Expertise

- Franchise Procurements
- Contract Negotiations
- Service Implementation
- Performance Reviews
- Regulatory Compliance
- Solid Waste Operations
- Facility Development and Expansion
- Legal and Administrative Opinions
- Policies and Municipal Code

## Current Engagements



### EXPERIENCE

Years of Experience: 25  
Clients: 30+  
Engagements: 100+

### EDUCATION

J.D., Santa Clara University  
School of Law

Certificate B.A., Politics and  
Environmental Studies, UC  
Santa Cruz

### HISTORY

HF&H Consultants, LLC  
2023 to present

Mill Industries, LLC  
2022 to 2023

GreenWaste Recovery, Inc.  
2008 to 2022

Habitat for Humanity  
2007 to 2008

Resource Conservation District of  
Monterey County  
2001 to 2008

### PROFESSIONAL APPOINTMENTS

Human Services Commission,  
Santa Cruz County



# LAUREN SHIPLEY

## SENIOR PROJECT MANAGER



### Range of Experience

Ms. Shipley brings over 15 years of procurement and franchise analysis, development, negotiations, and management experience to her role as a Senior Project Manager in HF&H's Northern California office. She began working with HF&H in 2008 and returned in 2011 after earning an MBA from the UCLA Anderson School of Management.

Ms. Shipley recently assisted the City of San Ramon with negotiating a high diversion SB 1383-compliant franchise agreement, which resulted in requirements for 90% diversion. Beyond utilizing her negotiating skills to protect solid waste ratepayers, Ms. Shipley has assisted more than 75 municipal agencies with financial analysis, rate setting, audits, diversion planning, and municipal code drafting.

### EXPERIENCE

Years of Experience: 17  
Clients: 75  
Engagements: 132  
Articles and Speeches: 5

### EDUCATION

M.B.A., University of CA, Los Angeles

B.A., Legal Studies, University of CA, Berkeley

### HISTORY

HF&H Consultants, LLC:  
2008 to 2009, 2011 to 2021  
2025 to present

Hornblower Yachts, Inc.: 2005 to 2008

### ORGANIZATIONS

Solid Waste Association of North America (SWANA)

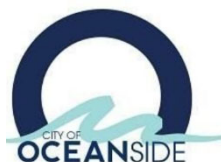
### Expertise

- Franchise Procurements
- Policies and Municipal Codes
- Contract Negotiations
- Performance Reviews
- RFP Development
- Regulatory Compliance

### Past Results

- **City of Oceanside.** Managed comprehensive design-intake process and solicitation package development which ultimately resulted in expanded organics program support and innovative organics processing arrangements.
- **City of San Ramon.** Managed a competitive RFP process that resulted in one of the first SB 1383 compliant franchise agreements in the State.
- **City of Oakland.** Performed billing audit and performance review of Waste Management; assisted with development of the City's C&D system, contract, and resulting municipal code revisions; assisted with the implementation of the Waste Management and California Waste Solutions agreements.

### Past Engagements







# SARA PARRAL

## PROJECT MANAGER



## 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.

### EXPERIENCE

Years of Experience: 13

Clients: 8

Engagements: 8

### EDUCATION AND CERTIFICATIONS

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

Zero Waste Principles and Practices, Joint Certification by California Resource Recovery Association and Solid Waste Association of North America

### HISTORY

HF&H Consultants, LLC:  
2023 to present

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

## 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 Results

- **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.



# RACHEL ADELL

## SENIOR ASSOCIATE



## Range of Experience

Rachel Adell is part of the diversion and contract services team and is a key team member in our contract and agreement writing projects. Her extensive contract writing and negotiations experience includes the County of San Bernardino franchise agreements, with five haulers across twenty franchise zones, City of Ridgecrest collection agreement, Merced County franchise agreements, Central Contra Costa County Waste Management Authority collection, transfer, disposal, and processing agreements, and the City of Oceanside collection agreement.

Rachel's diversion and compliance projects include the City of Carlsbad's Sustainable Materials Management Plan, the City of Oceanside Zero Waste plan update, the City of Encinitas' SB 1383 enforcement program, and Merced County Regional Waste Authority SB 1383 action plans. Finally, Rachel has aided in efforts for the MCRWMA, City of San Diego, County of San Bernardino, and County of Santa Barbara on facility and infrastructure projects.

Prior to HF&H, Rachel earned her master's degree and worked at the City of Glendale as a Recycling Program Assistant.

## Expertise

- SB 1383 Compliance
- Facilities Assessment
- Contracts and Agreements
- Strategic Program Planning
- Procurements

## Recent Results

- **City of Carlsbad.** C&D Permitted Hauler Process & Programs
- **Merced County.** Franchise Agreement Negotiations
- **City of San Diego.** Resource Recovery Facility
- **Central Contra Costa Solid Waste Authority.** Collection and Processing Agreements

### EXPERIENCE

Years of Experience: 10  
Clients: 35  
Articles and Speeches: 70

### EDUCATION

B.A. Humanities, Science and Environment, Virginia Tech (Cum Laude)

M.Sc. Environmental Policy and Management, Lund University, Sweden (with distinction)

Certificate Business Contract Law, Cornell University

### HISTORY

HF&H Consultants, LLC:  
2019 to present

City of Glendale: Recycling Program  
2015 to 2018

City of Los Angeles:  
2017 to 2018

### ORGANIZATIONS

California Resource Recovery Association, Board Member



# DANIELLE DERBY

## SENIOR ASSOCIATE



## 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.

### EXPERIENCE

Years of Experience: 9  
Clients: 84  
Engagements: 192

### EDUCATION AND CERTIFICATIONS

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

Certified Public Accountant  
License Number: 138309

### HISTORY

HF&H Consultants, LLC: 2019 to present

PricewaterhouseCoopers: 2016 to 2019

### PRESENTATIONS

Solid Waste Association of North America (SWANA) Webinar: Commodity Market Trends (2022)

CalRecycle Zone Works: Commodity Markets & Influences (2022)

## Expertise

- 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 Results

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



# LAUREN REAGAN

## ASSOCIATE ANALYST



### Range of Experience

Lauren Reagan provides support in our Diversion and Contract Services Team as an Associate Analyst. Lauren specializes in drafting and editing contracts and agreements throughout the negotiation process, including Central Contra Costa's five post-collection agreements; the City of Livermore's disposal agreement; the City of Dublin's amended & restated collection agreement, organics & disposal agreement, and recycling agreement; the County of Santa Barbara's post-collection agreement, and the City of Pleasanton's recycling agreement.

Lauren has also provided support in a cost-of-service study and rate application for Stanford, as well as a waste audit to track diversion efficacy and goals for the City of Sunnyvale.

Prior to joining HF&H, Lauren worked at real estate defense litigation firm as a litigation paralegal where she assisted the managing attorney and supervised other legal assistants. Throughout her time in the legal field, Lauren performed research, drafted pleadings and correspondence, reviewed document productions, and conducted extensive editing and proofreading. Lauren also completed a Bachelor of Arts degree in English at Fordham University in New York. Her legal experience and educational background allow her to support clients by ensuring clarity and accuracy in language to produce high quality work products.

### EXPERIENCE

Years of Experience: 4

Clients: 4

Past Engagements: 8

### EDUCATION AND CERTIFICATIONS

B.A., English and American Studies, Fordham University, New York, NY

Zero Waste Principles and Practices, Joint Certification by California Resource Recovery Association and Solid Waste Association of North America

### HISTORY

HF&H Consultants, LLC:  
2024 to present

Rossi Domingue LLP:  
2022 to 2023

Fragomen, Del Rey, Bernsen & Loewy LLP:  
2021 to 2022

### ORGANIZATIONS

California Resource Recovery Association

### Expertise

- Contracts and Agreements
- Procurements

### Recent Results

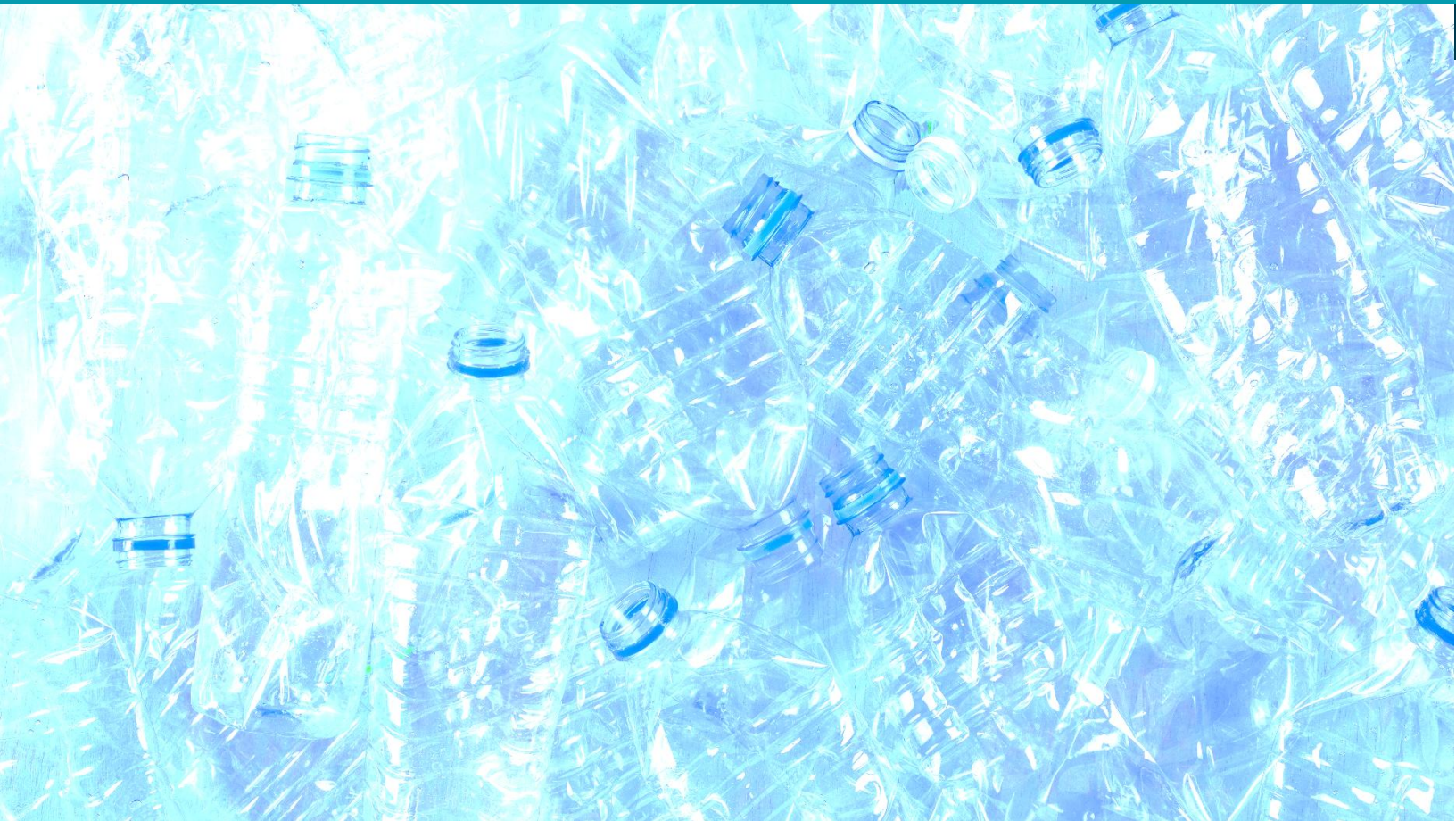
- **Central Contra Costa Solid Waste Authority.** Collection and Processing Agreements
- **City of Livermore.** Disposal Agreement
- **City of Dublin.** Amended & Restated Collection Agreement, Organics & Disposal Agreement, Recycling Agreement
- **Stanford University.** Cost of Service Study, Rate Application
- **City of Sunnyvale.** Waste Audit





# ATTACHMENT B

## Standard Billing Rates and Arrangements





# Standard Hourly Rates and Billing Arrangements

(Effective January 1, 2025 – December 31, 2026)

## PROFESSIONAL FEES

Hourly rates for professional and administrative personnel are as follows:

Position	Rate
Executive	\$335 - \$380
Senior Project Manager	\$310 - \$330
Project Manager	\$265 - \$295
Senior Associate	\$245 - \$275
Associate Analyst	\$190 - \$210
Assistant Analyst	\$160 - \$180
Administrative Staff	\$135 - \$170

## BILLING POLICIES

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

- It is our standard practice to e-mail invoices to our clients, although hard copies of invoices can be sent to clients on request.
- We round to the nearest one-quarter hour (e.g., if two hours and 55 minutes are spent on a task, it is recorded as three hours, if two hours and 5 minutes are spent on a task, it is recorded as two hours). A minimum charge of one-quarter hour is charged for any client work performed in a day.
- We do not markup out-of-pocket expenses; however, we may charge administrative or professional time related to the provision of the goods and services associated with these charges.
- If subcontractors are used, HF&H reserves the right to charge a 10% markup.
- Mileage fees are based on the round-trip distance from the point of origin.
- If a client's change to a previously scheduled meeting results in penalties being assessed by a third party (e.g., airline cancellation fee), then the client will bear the cost of these penalties.

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

## INSURANCE

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





# Standard Hourly Rates and Billing Arrangements

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

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

## INVOICES AND PAYMENT FOR SERVICES

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

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

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<sup>1</sup> HF&H Consultants does not own any company automobiles.



# ATTACHMENT C

**Work Sample: CCCSWA Collection  
Franchise Agreement (Online Only)**





# ATTACHMENT D

**Work Sample: WVSWMA Collection  
and Processing Agreement (Online  
Only)**

