



Huntsville, Alabama

308 Fountain Circle
Huntsville, AL 35801

Cover Memo

Meeting Type: City Council Regular Meeting **Meeting Date:** 5/11/2023

File ID: TMP-2830

Department: Finance

Subject:

Type of Action: Approval/Action

Resolution authorizing the Mayor to enter into an Agreement between the City of Huntsville and Greshman, Brickner & Bratton, Inc. for Cost of Services Study for Public Works - Sanitation Services.

Type of Document: Resolution No.

Finance Information:

Account Number: 6200-55-55200-515370-00000000-

City Cost Amount: \$ 62,685.00

Total Cost: \$ 62,685.00

Special Circumstances:

Grant Funded: \$ N/A

Grant Title - CFDA or granting Agency: N/A

Resolution #: N/A

Location: (list below)

Address: N/A

District: District 1 ☐ District 2 ☐ District 3 ☐ District 4 ☐ District 5 ☐

Additional Comments:

RESOLUTION NO. 23-____

BE IT RESOLVED by the City Council of the City of Huntsville, Alabama, that the Mayor be, and is hereby authorized, to enter into a contract between the City of Huntsville and Gershman, Brickner & Bratton, Inc. (GBB), in the total amount of SIXTY-TWO THOUSAND, SIX HUNDRED EIGHTY-FIVE AND .00/100 DOLLARS (\$62,685) which includes 2 optional tasks to perform a Solid Waste Rate Study, on behalf of the City of Huntsville, a municipal corporation in the State of Alabama, which said agreement is substantially in words and figures similar to that document attached hereto and identified as "Contract between the City of Huntsville and GBB," consisting of a total of one (1) page, plus thirty additional pages, and the date of April 18, 2023, appearing on the margin of the first page, together with the signature of the President or President Pro Tem of the City Council, and an executed copy of said document being permanently kept on file in the Office of the City Clerk of the City of Huntsville, Alabama.

ADOPTED this the 11th day of May, 2023.

President of the City Council of
the City of Huntsville, Alabama

APPROVED this the 11th day of May, 2023.

Mayor of the City of Huntsville, Alabama

April 18, 2023

Penny Smith, Director of Finance
Chris McNeese, Director of Public Works
City of Huntsville
308 Fountain Circle
Huntsville, AL 35801

RE: Proposal for Solid Waste Rate Study

Dear Ms. Smith and Mr. McNeese:

Gershman, Brickner & Bratton, Inc. (GBB) and Raftelis (together, the “GBB Team”) are honored to have the opportunity to propose to the City of Huntsville to perform a Solid Waste Rate Study. The objectives of this project are to:

- Analyze the extent to which the expenses incurred by the Administration Division are attributable to solid waste collection.
- Identify the nexus between the City’s cost of service and the individual rates the City charges customers for those services.
- Analyze the difference between the City’s cost of service, and the rates for those same services provided by other similar jurisdictions.
- Analyze the enterprise fund’s expenditures and project its total revenue requirement over a five-year planning horizon (FY 2023 through FY 2027).
- Design rates and develop a multi-year rate adjustment plan that will achieve the enterprise fund’s revenue requirement, and meet the City’s rate-making policy objectives.
- Assist the City in communicating the proposed rate adjustment to the solid waste rate committee and the City Council.

These objectives will be reviewed and modified as necessary during the study as outlined in the scope of work below.

About GBB

GBB has been on the front lines as an international solid waste management consulting firm since 1980, planning and implementing integrated waste management programs designed to provide cost-effective services, protect the environment, and sustain natural resources.

With its extensive expertise and consultants with complementary experience and skills, GBB is uniquely positioned and qualified to provide communities like yours with valuable insight and assistance to plan and implement economically sound and environmentally sustainable solid waste management solutions.



Innovative, Sustainable Solutions
for Solid Waste Management



Gershman, Brickner & Bratton, Inc.
8300 Boone Boulevard
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Vienna, VA 22182



Main: (703) 573-5800



hello@gbbinc.com



www.gbbinc.com



QUALITY · VALUE · ETHICS · RESULTS



Driven by environmental sustainability since its founding, GBB considers sustainability to necessitate balancing environmental, economic, and community needs. To commit to this goal and to measure our progress, GBB developed its first formal Environmental, Social, and Governance (ESG) Strategy in 2022. As part of its ESG efforts, GBB set out to become carbon neutral and, in September 2022, received verification of its purchased and retired offsets for the emission of greenhouse gases (GHG) relating to its operations for calendar years 2021 and 2022.



About Raftelis

Raftelis helps local governments and utilities thrive by providing management consulting expertise to help transform local governments and utilities. They have helped more than 600 organizations in the last year alone. They work in all areas of management consulting, including finance, assessment, communications, technology, executive recruitment, and strategic planning. They help local governments and utilities improve their financial foundation while minimizing the impact on the people that rely on their services; enhancing organizational performance; identifying top talent; establishing strategic plans; using technology to provide and convey data-driven insights; and telling an organization's story in a compelling, concise way.

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



1 - Project Approach

Together, the GBB Team will achieve the project objectives by performing the following tasks.

1.1 - Task 1. Initiate Project

Objective

The objective of this task is to successfully kick off the project and develop clear communication protocols for the project's lifespan. During this task, we will do the necessary administration and coordination to put in place a process that results in a high-quality product completed on schedule and budget.

Approach to Project Management

Throughout the project and all Tasks detailed below, GBB will conduct ongoing project management and administration. The GBB Project Manager plans, coordinates, monitors, and controls all project tasks in concert with all other appropriate project team members. Keeping all activities coordinated allows the team to adhere to the agreed-upon project schedule.

GBB includes regular and consistent team and client communications, consisting of email and phone correspondence and virtual meetings. The most important aspect of communications is the approvals



process and having a clear understanding of the client's approval protocols. This ensures the client is involved with the project progress needs and prevents surprises in deliverables and invoicing.

GBB has internal safeguards to track and project forward all personnel hours and expenses incurred on a task. For this project, the Project Manager and GBB's finance administrator will track such expenditures and review them with the Senior Project Principal. Analyzing weekly costs helps prevent cost overruns and allows the client to shift allocated funding from one task to another if the need should arise. GBB believes that the client should be made aware of any "assignment creep" where approved tasks are expanded beyond what was initially contracted. In its monthly invoicing of services to the client, GBB typically indicates the dollar value of project work completed so our clients can see where the work stands in any given month. As necessary, the monthly reporting will indicate how the project schedule is proceeding and whether issues need to be addressed relative to analysis, approach, assumptions, schedule, and/or administration.

For quality assurance purposes, the Project Manager will issue guidance to each GBB Project Team member before the commencement of work to convey expectations, sources to use for problem-solving, and the budget and schedule. The Project Manager will guide project strategy, direction, and written deliverables to assist in minimizing the cost and time needed for editing and production before submission to the client. For quality control, before submitting draft work products, each is internally reviewed by the Senior Project Principal and revised to ensure professional quality and performance consistency.

1.1.1 - Project Kickoff

Methodology

GBB's Senior Project Principal and Project Manager will begin with issuing a Data and Information Request (if necessary) and scheduling a project kickoff call or virtual meeting to take place within one to two weeks of the Notice to Proceed (NTP) (pending client's availability). The initial call will be between the GBB Team and the City's staff and other team members as assigned by the City and GBB (Project Team). During this meeting, the team will conduct introductions, discuss high-level project objectives and processes, review the timeline and a detailed project schedule prepared by GBB, and outline communication protocols for the project's duration, including establishing recurring Project Team calls or meetings.

If GBB issues a Data and Information Request, the City should reply as quickly and thoroughly as possible because information and data received by GBB may be informative during the kickoff call and may be useful in confirming the scope of work.

Deliverables & Schedule

- Project team kickoff meeting with GBB and Raftelis team members
- A finalized project schedule with targeted milestone dates
- An outline of project communication protocols, including establishing any regular or recurring meetings
- The GBB team may issue a data request to solicit additional available information to assist in the project research process as deemed necessary



1.2 - Task 2. Gather and Analyze Data; Develop Rate Model

Methodology

After our meeting, we will gather the financial and operational information we will need to perform our analysis. The financial information we will need will likely include, but not be limited to, the following:

- The general ledger trial balance for the most recently completed two fiscal years. (The general ledger trial balance includes detailed line item revenues and expenditures for the City, as well as the beginning and ending reserve balance)
- Fiscal year-to-date revenues and expenditures
- Debt service schedules (if applicable)
- Operating and capital budgets

The operational information that we will need will likely include, but not be limited to, the following:

- Customer census data including the number and type of single-family customers, and residential cart size subscription data, commercial customer service levels (i.e., number and size of bins, number of weekly pickups), and the number of loads (or pulls) for rolloff customers
- Number of tons of solid waste and recyclables collected by customer sector
- The City's Solid Waste Plan and relevant technical memos
- Contractual information regarding the City's material delivery arrangements with various transfer, processing and landfill facilities

Once we have gathered information, we will develop an Excel-based rate model to mirror the revenues and expenditures in the solid waste enterprise fund. The rate model will show the enterprise fund's total actual revenue, expenditures, and cash balance for the most recent two years, and projected operating results and cash balance over a five-year planning horizon.

We will use the current customer census information to model the existing revenue, and compare that modeled revenue to the actual revenue recorded in the City's accounting system. The purpose of this step is to confirm that the customer census information used in the rate model is accurate.

We will design and construct a dashboard for the City's rate model. The dashboard will enable the City to perform sensitivity analysis and see at a glance the impact of changes to various assumptions (inflation, growth rates, capital expenditures, rate increase percentages, etc.). The dashboard will enable the City to visually present the justification for any proposed rate adjustments to the solid waste rate committee and the City Council. We have included an example of one of our dashboards on the following page.



Figure 1 - Raftelis will develop a customized financial model for the City that incorporates a dashboard to allow you to easily run scenarios and see the impacts in real time. Shown is a sample dashboard of a multi-year financial planning model that we developed for the City of Oklahoma City, OK solid waste operations.

1.3 - Task 3. Project the Revenue Requirement and Design New Rates

Methodology

Based on the information we collect, we will project the City's revenue requirement as well as the cash balance for the City's enterprise fund over a five-year planning horizon. We will determine the revenue requirement for the current year by annualizing the City's fiscal year-to-date cash expenditures. We will project revenue requirements for future years by applying anticipated changes in the City's expenditures.

We will allocate the revenue requirement for the collection operations among the City's residential and commercial sectors. We will then compare the revenue requirement for each customer sector with their respective revenues at the current rates. This will enable us to determine the extent to which rate equity exists among customer sectors. Additionally, it will provide us with a target revenue amount for use in designing new solid waste rates. We will address the various rate-design issues and develop rates to meet the revenue requirement for various alternative rate-making policies and multi-year rate adjustment scenarios.



1.4 - Task 4. Gather Information on Solid Waste Rates from Comparable Jurisdictions

Methodology

We will gather information on the solid waste rates charged by other similar jurisdictions. In addition to simply collecting the amount charged to customers by those jurisdictions, we will also collect other information that will enable us to determine and quantify any distinguishing characteristics in comparing those rates to the City of Huntsville. For example, we may collect information about whether other services (e.g., recycling, bulky waste collection, etc.) are included in the rates of other cities.

We expect that we will gather information from other Alabama jurisdictions. These jurisdictions will likely include, but not be limited to, the following:

- Auburn, AL
- Montgomery, AL
- Opelika, AL
- Phenix City, AL
- Tuscaloosa, AL

We will prepare tables comparing the rates in these jurisdictions to those in the City of Huntsville. These tables will also address the various distinguishing characteristics among the jurisdictions.

1.5 - Task 5. Evaluate Rate-Making Objectives

Methodology

Once the new rates have been designed, we will extend them by the current customer census data to ensure that they will generate the targeted amount of revenue. We will then meet with City staff and the solid waste committee to review the rate adjustment scenarios. Together, we will re-visit the rate-making objectives described previously and evaluate whether, and the extent to which, the new rates meet the City's objectives. We will also compare them to the rates in other jurisdictions. Based on our discussions, we will make any needed revisions to the rate adjustment scenarios.

1.6 - Task 6. Virtual Presentation of Rate Adjustment Scenarios to City Staff

Methodology

We will prepare a PowerPoint presentation that describes our analysis and outlines the various alternate rate adjustment scenarios. This presentation will summarize the historical, current, and projected operating results of the enterprise fund for each of the various scenarios. We will review this PowerPoint presentation with City staff, and make any needed revisions.



1.7 - Optional Task 7. Present Rate Adjustment Scenarios to City Staff and Solid Waste Committee (In Person)

Methodology

We will prepare a PowerPoint presentation that describes our analysis and outlines the various alternate rate adjustment scenarios. This presentation will summarize the historical, current, and projected operating results of the enterprise fund for each of the various scenarios. We will review this PowerPoint presentation with City staff, and make any needed revisions.

We will present our findings, and the various alternative rate adjustment scenarios, at a meeting of the City Council. The purpose of this presentation will be to obtain the Council's direction on which of the rate adjustment scenarios it prefers. The goal of this meeting will be for the Council to select and approve a rate adjustment scenario.

1.8 - Optional Task 8. Draft and Final Report

Methodology

Based on the rate adjustment scenario selected by the City Council, we will prepare a draft report briefly describing the work we performed, our findings, and the selected rate adjustment scenario. We will submit the draft report to City staff for its review and comment. We will make any necessary changes, and finalize the report. The final report will be suitable for submission to the City Council. ask 8. Participate in City Council Meeting to Approve New Rates

We will present the findings of our analysis, and the recommended rate adjustment scenario, at the public hearing. We will answer questions from the City Council and from members of the community.

Optional Deliverables

- Two (2) drafts of our report provided in Microsoft Word for review and comment by the City within two weeks of the draft report being submitted by GBB.
- One (1) final report provided in PDF format (and other native files if necessary).
- Presentation of Findings (Assumed to be virtual)
- Project close-out call or virtual meeting to review/discuss the final report and potential next steps.

GBB anticipates this task will take approximately 4 to 8 weeks to complete.

1.9 - Project Assumptions

Overall project assumptions include the following:

- As of the time of this proposal, all meetings are assumed to occur virtually.
- All written feedback from the City will be consolidated from all of its team members. Written feedback will be provided within the native format of the document for which feedback is provided, to the extent possible.
- Requests for additional meetings, research questions or activities, written content, or deliverables may incur additional time and expense charges.
- Once the team has agreed on project/task/deliverable direction and/or approvals regarding the direction and status of those items has been granted, subsequent changes in direction or approval may incur additional time and expense charges.

- Revisions requested on written deliverables that significantly affect or change the overall direction of the deliverable or are inconsistent with the previous direction may incur additional time and expense charges.

2 - Anticipated Schedule

We estimate the project schedule to be aligned with the following breakdown.

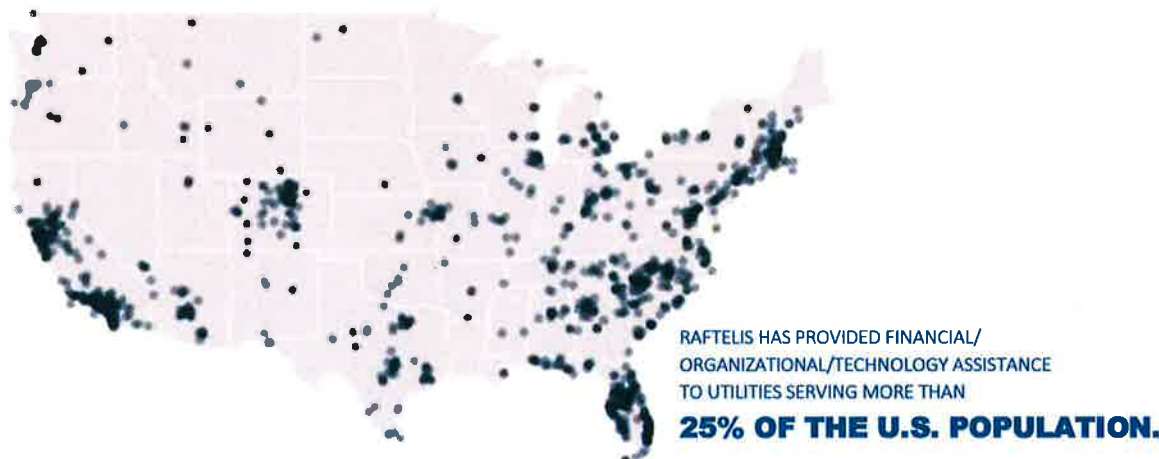
Task	Estimated Timeframe (all taking place in CY 2023)*
1. Project Initiation	6 weeks (Mid-May - Late June)
2. Gather and Analyze Data, Develop Rate Model	5 weeks (Late June - Late July)
3. Project the Revenue Requirements and Design Rates	4 weeks (Mid-June - Mid-July)
4. Solid Waste Comparisons	4 weeks (Mid-June - Mid-July)
5. Evaluate Rate-Making Objectives	4 weeks (Late June - Late July)
6/7 Present Rate Adjustment Scenarios to Staff and Council	4 weeks (Early July - Late July)
8. OPTIONAL: Draft and Final Reports and Presentation	6-8 weeks (Late June - Late August)
Total:	14-18 weeks (Mid-May - Late August)

*Note: All timeframes and durations are estimated at this time and will be determined upon acceptance of this proposal.

3 - Experience

RAFTELIS HAS THE MOST EXPERIENCED UTILITY FINANCIAL & MANAGEMENT CONSULTING PRACTICE IN THE NATION.

Raftelis' staff has assisted more than 1,500 local government agencies and utilities across the U.S., including some of the largest and most complex agencies in the nation. In the past year alone, Raftelis worked on more than 1,200 financial, organizational, and/or technology consulting projects for over 600 agencies in 46 states, the District of Columbia, we have provided descriptions of projects that we have worked on that are similar in scope to the City's project.





City of Huntsville, Alabama Proposal for Solid Waste Rate Study

April 18, 2023

Recent Solid Waste Experience

This matrix shows a brief sample of some of the solid waste clients throughout the U.S. that Raftelis staff has assisted and the services performed for these utilities.

		Project Team Client Experience	Acquisition Support Services	Assistance in Formulation of Interlocal Agreements	Collection System Study	Comprehensive Collection and Disposal System Rate Study	Debt Issuance Support	Detailed Institutional Review and Report Documenting All Contracts, Facilities and Operations	Development of Financial Models for Staff Use	Development of Formal Minimum Financial Reserve Policy	Landfill Air Space Utilization and Remaining Life Calculations	Landfill Closure and Post-Closure Care Cost Projections	Master Plan Financial Analysis Support	Regulatory Assistance Related to Franchise Collection Hauler Rate Filing	Sensitivity Analyses to Examine Financial Effects from Changes in Operations	Solid Waste Impact Fee	Total & Marginal Cost Evaluations of Disposal Facilities	Financial Planning Study	Feasibility Analysis of Pay-As-You Throw Options
AK	Municipality of Anchorage	•						•			•	•							
CA	City of Long Beach																	•	
CA	City of Monterey Park				•			•	•										
CA	City of Ontario				•			•	•										
CA	City of Oxnard															•			
FL	Babcock Ranch Community Independent Special District (BRCISD)	•	•	•	•			•											
FL	City of Arcadia	•			•														
FL	City of Cape Coral			•															
FL	City of Clermont	•		•															
FL	Collier County	•			•						•	•							
FL	Charlotte County	•												•					
FL	City of Edgewater	•		•															
FL	Hernando County	•			•						•	•			•		•		
FL	Hillsborough County	•	•	•	•	•	•				•	•	•		•		•		
FL	Lee County	•	•	•	•	•	•	•	•		•	•	•		•				
FL	Martin County	•			•			•			•	•							
FL	Manatee County	•					•												
FL	North Sumter County Utility Dependent District	•	•		•														
FL	Miami Shores Village	•			•														
FL	City of Plant City	•			•														
FL	City of Panama City	•		•															
FL	Pinellas County	•			•			•					•		•				
FL	Sarasota County	•			•			•											
FL	City of Stuart	•		•															
FL	City of Tampa				•														
KS	City of Wichita	•						•			•	•							
OH	Montgomery County Environmental Services	•			•														



City of Huntsville, Alabama Proposal for Solid Waste Rate Study

April 18, 2023

	Project Team Client Experience	Acquisition Support Services	Assistance in Formulation of Interlocal Agreements	Collection System Study	Comprehensive Collection and Disposal System Rate Study	Debt Issuance Support	Detailed Institutional Review and Report Documenting All Contracts, Facilities and Operations	Development of Financial Models for Staff Use	Development of Formal Minimum Financial Reserve Policy	Landfill Air Space Utilization and Remaining Life Calculations	Landfill Closure and Post-Closure Care Cost Projections	Master Plan Financial Analysis Support	Regulatory Assistance Related to Franchise Collection Hauler Rate Filing	Sensitivity Analyses to Examine Financial Effects from Changes in Operations	Solid Waste Impact Fee	Total & Marginal Cost Evaluations of Disposal Facilities	Financial Planning Study	Feasibility Analysis of Pay-As-You Throw Options
OK	City of Oklahoma City			•	•			•									•	
OK	City of Tulsa				•													
NC	Dare County				•			•									•	
NC	City of Greenville																	
NC	City of Raleigh	•																•
NC	City of Rocky Mount	•															•	
NC	City of Wilmington	•			•			•		•	•							
NM	Village of Ruidoso											•						
TN	City of Memphis																•	
WA	City of Tacoma				•			•	•									

Lee County, FL

Raftelis, previously Public Resources Management Group, Inc. (PRMG), has been serving the utility enterprise for approximately fifteen years on variety of rate, financial, and business consulting projects. The County's Utility System provides: i) retail water service to approximately 81,000 accounts which translates to over 133,000 Equivalent Residential Connections (ERCs); and ii) retail wastewater service to approximately 59,000 accounts which equates to approximately 106,000 ERCs. The Utility also provides wholesale water and wastewater service to local governments and private utilities. Since 2015, the firm has also been assisting in rate and financial issues for the Solid Waste Division. The County's Solid Waste System disposes of over 800,000 tons of waste annually and includes an 1,836 ton per day waste-to-energy facility (WTE), landfill, and a composting facility, serving over 253,000 residential units and commercial establishments. Raftelis has developed detailed financial and business models for the two enterprise funds, evaluated rates for services, assisted in system financings and has provided other ongoing financial and business support projects. The following summarizes the services that have been recently provided to the County.



Onsite Disposal System Elimination Program

Raftelis performed a preliminary desktop life cycle cost evaluation (the "Financial Evaluation") in support of the Captiva Island Wastewater Alternative Study (the "Study"). The primary purpose of the Financial Evaluation is to develop a financial forecast to examine fiscal impacts of alternative wastewater treatment options to certain residents and businesses on Captiva Island that currently utilize On-site Treatment and Disposal Systems ("OSTDS"). The Financial Evaluation considered two (2) wastewater treatment and disposal alternatives consisting of:

- Alternative A – Advanced OSTDS, which examines the lifecycle costs of ownership and operation of an advanced OSTDS that complies with current regulations (i.e., aerobic septic systems with mound drain fields); and
- Alternative B – Regional wastewater service provided by City of Sanibel (the "City"), which examines the lifecycle cost of service extension and charges from the City.
- Based on the assumptions and evaluations, the cost relationship among Alternative A and Alternative B vary at different points during the Forecast Period, with Alternative A less costly during the initial 20 years and Alternative B less costly overall by the end of the Forecast Period. The parties are evaluating the business and financial risks for the program and anticipate moving forward with the elimination of the OSTDS facilities in the future.

Solid Waste Services

Raftelis has prepared a financial forecast and revenue sufficiency analysis and model of the County's Solid Waste Division, which includes both disposal and collection services. The financial forecast and model were prepared to evaluate the current and projected fiscal position, support the development of collection and disposal fee rates for service, and develop a funding plan for ongoing capital re-investment. The financial forecast encompassed a six-year planning horizon. Study tasks have included:

- Compilation of historical solid waste deliveries received by the County, by waste type, and the projection of solid waste tonnage to estimate residential assessment and tipping fee disposal revenues
- Preparation of forecast of residential/dwelling unit, and commercial customer growth, and waste generation rates to estimate solid waste collection revenues as well as the delivery of municipal solid waste to the County disposal facilities
- Projection of electric rate revenues derived from the operation of the waste-to-energy (WTE) facility, recognizing changes in fuel prices, and contractual arrangements for the sale of electricity to other utilities
- Projection of operating expenses, including contractual fees for:
 - Operation of the landfill and other disposal facilities
 - Providing collection services by the County's contractors
- Preparation of change in landfill closure and long-term liability for expense recognition and funding considerations
- Development of a capital funding plan, including the funding of a landfill replacement reserve (new landfill) for future disposal requirements
- Developed cost allocation and development of rates based on cost to provide service by customer and waste type
- Providing the rate and financial model for County staff's internal use



Raftelis has annually updated the financial and revenue sufficiency model in support of annual budget process, to review the financial position of the system, and to maintain compliance with the overall business plan adopted by the Board of County Commissioners.

Other Utility and Solid Waste Services

Raftelis has also assisted the County with the following utility services:

- With the aid and direction of staff, Raftelis developed a formal written financial management policy regarding the Utility Enterprise Fund and to adopt certain fiscal policies and to promote the creditworthiness of the utility. The policies focused on operating capital reserves, debt coverage, debt to utility plant ratios, and other criteria designed to promote sustainable financial operations. The policy was approved by the Board of County Commissioners. Additionally, Raftelis has drafted a formal financial management policy for the Solid Waste Fund and is pending approval from the Board of County Commissioners.

Raftelis prepared a "capital funding tool" to allow County staff to quickly evaluate changes in capital plans/costs/timing during the fiscal year after budget completion.

City of Auburn, AL

Raftelis has assisted the City of Auburn (City) and the Water Works Board of the City of Auburn (AWWB) since 2008 on various studies including, water and wastewater rate studies, utility impact fee studies, miscellaneous charge studies, and solid waste rate studies. Raftelis assisted the AWWB with its drought rate policies in 2008 and 2011 in response to severe drought conditions affecting the AWWB water supplies. A review of historical water usage patterns was conducted and a phased approach for the implementation of drought rates corresponding to changing drought conditions was recommended. In 2011 and 2017, Raftelis conducted reviews of the City's solid waste residential collection rates and assisted the City in a multi-year phase-in of rates to better align revenues with costs while mitigating customer impacts. All studies required several public workshops and meetings with the City Council and AWWB Board and recommendations were subsequently adopted by the applicable governing bodies. Raftelis is currently engaged by the AWWB to conduct a comprehensive review of the water system, which will include a revenue sufficiency and capital funding analysis over the next five-year period, an update to the water impact fees, and an evaluation of the miscellaneous service charges based on the current cost of providing service.

Oklahoma City Water Utilities Trust, OK

The City of Oklahoma City (City) provides solid waste collection and disposal services to approximately 645,000 people with contractor provided collection service to about 60% of the customer base and City in-house provided collection service to about 40% of the customer base. Collection services primarily include refuse, recycling, and bulky waste. The City is also responsible for a number of solid waste programs from neighborhood clean ups, household hazardous waste, rural recycling convenience centers, street sweeping, and others. Raftelis recently assisted the City through the performance of a formal Cost of Service rate study and financial forecast model. A key element of the engagement included: i) providing recommendations concerning rate revenue adjustments over a 10-year period including modeling of fleet replacement and identifying capital needs; ii) providing recommendations concerning the establishment of cash reserves for operating, capital, storm, cart, and other reserves; and iii) identification of the cost of



service for several of the City's key services including, bulky waste collection, recycling, illegal dumping and litter collection, and flow fee design. Raftelis assisted the City in modeling cart and fleet replacement cycles. Currently Raftelis is assisting the City in determining the cost of in-housing certain contracted operations.

Metropolitan Government of Nashville and Davidson County, TN

The Metropolitan Government of Nashville and Davidson County (Metro) provides solid waste collection and disposal service to residents and businesses within the Urban Services and General Services District (USD/GSD). The metro offers curbside trash and recycling collection service, access to four (4) convenience centers, and household hazardous waste programs. Solid waste services within the USD / GSD are primarily funded by property taxes from the USD and GSD taxing districts, respectively. Solid waste operations are primarily funded through a special revenue fund. Since some costs related to solid waste operations are funded through the general fund and Metro offers differing levels of service among the USD/GSD, Metro tasked Raftelis with performing a detailed cost of service study, including development of a multi-year financial forecast model of solid waste operations. Additionally, Metro is interested in exploring a potential future transition from a special revenue fund to an enterprise fund. Key elements of the evaluation included: a) identifying fiscal impacts from a recent change to contracted collection service resulting in a significant increase in cost within the USD; b) assisting in identifying capital and fleet replacement needs, c) identification of indirect overhead costs that may be charged should Metro wish to transition to an Enterprise Fund; and d) projection of overall funding requirements to examine sensitivity to the general from changes in solid waste operations. The engagement included development of an interactive financial model with a executive management style dashboard to facilitate working sessions and present key fiscal metrics necessary to determine required general fund transfers from the USD/GSD.

City of Wilmington, NC

Raftelis was involved in performing a comprehensive Rate Study, operational assessment, and collection routing optimization study for the City of Wilmington to ensure the Solid Waste Division is operating efficiently and cost-effectively and that the existing charges and fee structure adequately recover the expenses associated with providing service. This effort included developing a ten-year prospective financial model with estimated costs of service for the upcoming fiscal year as well as providing rate recommendations. Additionally, this included performing a full operational assessment and providing recommendations for improvement. Developing the costs of service also required a detailed analysis of the Division's fixed assets, fleet, and future CIP. Performing this analysis provided additional insight to the Division's operations as a whole and provided the basis for final recommendations.

A key finding of the study was to make recommendations to adjust the City's solid waste collection fees by 4% for the Fiscal Year 2022, which required a formal presentation to City stakeholders and City Council. The proposed rate recommendations were unanimously approved. The study is currently in the initial of a two-phase engagement scheduled for final completion later this year.

4 - Project Team

GBB's project team includes the following key personnel who will bring their skills and specialized solid waste management and financial analysis expertise to this project:



City of Huntsville, Alabama Proposal for Solid Waste Rate Study

April 18, 2023

- **Steve Simmons**, GBB President, will serve as **Senior Project Principal**, providing internal peer review, quality assurance, participation in visioning sessions and briefings, and overall leadership.
- **Morgan McCarthy, JD**, GBB Project Manager, will serve as **Project Manager**, managing the day-to-day activities of the members of the GBB Project Team and acting as the primary point of contact with representatives of the City of Huntsville.
- **Thierry Boveri**, Raftelis Vice President, will manage the day-to-day work of the Raftelis team and provide peer review and quality assurance for that work.
- **Sarah Neely**, Raftelis Consultant, will have a key role primarily on tasks 2 and 3 (gathering and analyzing data and Project Revenue) and 6, presenting ensuing rate adjustment scenarios.

Additional GBB staff will be included throughout the project, as necessary. Short bios follow with more information in "See Attachment D – Complete Resumes."



Steve Simmons, GBB President – Project Role: Senior Project Principal

Mr. Simmons is a sustainable development business leader with more than 40 years of experience in the environmental services and energy industries. He is highly experienced in program and project management, financial modeling, new business development, waste and power marketing, technology evaluation, profit and loss management, facility design, procurement, and construction, having worked with leading international engineering/consulting firms and energy companies. Throughout his career, he has helped communities and companies develop programs and projects implementing the 3 Ps of sustainability: planet, people, profit.



Morgan McCarthy, GBB Project Manager – Project Role: Project Manager

Ms. McCarthy is a Certified Practitioner in Zero Waste Principles and Practices with over 16 years of solid waste, yard waste and food waste, and recycling management experience in the public and private sectors. For over seven years, prior to joining GBB, she was Project Manager for two West Coast environmental consulting firms where she led a wide range of projects assisting California cities, counties, solid waste authorities, and the state in providing efficient and sustainable environmental services including but not limited to waste audits, feasibility studies, strategic planning, and cost-of-service studies.



Thierry Boveri, Raftelis Vice President

Mr. Boveri has over 18 years of experience demystifying the economics and cost of local government services to support decision making for community stakeholders specializing in the utility and solid waste industry. He has performed numerous utility revenue sufficiency and cost-of-service studies for more than 55 local governments throughout the United States; assisted in a variety of economic and miscellaneous fee studies; and prepared financial feasibility and disclosure reports totaling over \$1.5 billion in debt proceeds. He has also been involved in formulating financial policies regarding liquidity and financial position related to industry best management practices. He has supported contract negotiations and provided other related utility and management advisory services. He specializes in the performance of solid waste cost of service and financial planning evaluations with the following areas of concentration.



Sarah Neely, Raftelis Consultant

Ms. Neely brings a client-centric approach with a desire to provide value in all her engagements. She has contributed to projects involving solid waste, water, wastewater, and stormwater enterprise systems. She specializes in the performance of solid waste cost of service and financial planning evaluations with concentrations that include solid waste collection cost of service and rate studies; disposal cost of service and rate studies; and financial/economic evaluations of solid waste system operations.

5 - Fees and Payment Terms

For the services described herein, we propose the following amounts for our Fees inclusive of reimbursable expenses. We will perform this work on a time and expenses basis and will issue invoices monthly. Payment of invoices shall be due within 30 days. Please refer to Attachment A – Compensation Rate and Fee Schedule for the basis upon which the following fees were developed.

GBB's fee for providing the above services, if both optional tasks are selected, will be \$62,685 depending if and depending on the final level of effort and timetable associated with the scope of work.

GBB prefers all payments be made electronically. GBB's wiring instructions are included in Attachment B – Wiring Instructions. Please refer to Attachment C – General Terms and Conditions for a complete list of terms and conditions that apply to this arrangement.

If additional work is agreed upon, GBB will either propose an additional fee quote or invoice in accordance with Attachment A – Compensation Rate and Fee Schedule, which will not be subject to adjustment through December 31, 2023. Our invoices will be addressed to you referencing this matter.

Summary of Fees

Task	Fee (\$USD)
1. Project Initiation	\$5,200
2. Gather and Analyze Data, Develop Rate Model	\$9,050
3. Project the Revenue Requirements and Design Rates	\$19,750
4. Solid Waste Comparisons	\$1,500
5. Evaluate Rate-Making Objectives	\$2,400
6. Present Rate Adjustment Scenarios to Staff and Council (virtual)	\$6,280
Sub-total:	\$44,180
7. OPTIONAL: Present Rate Adjustments (in-person)	\$11,280
8. OPTIONAL: Draft and Final Reports and Presentation	\$7,225
Total (with 2 optional tasks):	\$62,685



6 - Terms and Conditions

This proposal relies on the full cooperation of the team to inform us of any changes made during and/or after phases of the work. This includes providing GBB with all documentation and information affecting our work. Fees are based on the project requirements and schedule presented at this time. Delays or accelerations in the project schedule may result in claims for additional fees. GBB maintains professional and public liability insurance. Time records and reimbursable expense records are maintained on a generally recognized accounting basis.

All data and information contained herein and provided by GBB in response to a request for a proposal are considered confidential and proprietary.

Please refer to Attachment C – General Terms and Conditions for a complete list of terms and conditions that apply to this proposal.

7 - Acceptance of Services Agreement

We are confident that we can provide a valuable service, and we look forward to your consideration of our resources. If you have any questions or need additional information, please do not hesitate to contact me.

If this proposal agrees with your understanding of the project, and you agree with the proposed terms under which we will perform services, we are willing for this Proposal to serve as a Work Order by placing your signature below.

Sincerely,

Gershman, Brickner & Bratton, Inc.

Stephen Simmons, GBB President
ssimmons@gbbinc.com

Attachments:

- Attachment A – Compensation Rate and Fee Schedule
- Attachment B – Wiring Instructions
- Attachment C – General Terms and Conditions
- Attachment D – Complete Resumes



City of Huntsville, Alabama
Proposal for Solid Waste Rate Study
April 18, 2023

Client Approval:

Authorized by: Tommy Battle
For City of Huntsville, AL (Print Name)

Date: May 11, 2023

For City of Huntsville, AL (Signature)

As an industry expert, GBB often publishes thought leadership pieces in trade magazines and presents at national and regional conferences. To stay abreast of these publications and presentations, and for the latest news about GBB and the industry, [subscribe to the GBB Circular newsletter](#) and follow GBB on social media.





Attachment A – Compensation Rate and Fee Schedule

CY 2023 - GERSHMAN, BRICKNER & BRATTON, INC. (GBB)
COMPENSATION RATE AND FEE SCHEDULE ^(1, 2, 3, 4)

Fees for our services are based upon the time worked on a project by professional, technical, and clerical personnel using the following hourly rates per Project Role and fees described below. ^(1,2)

PROJECT ROLE	\$USD PER HOUR
Administrative Support / Research Assistant	\$97.00
Consultant I / Engineer I	\$138.00
Consultant II / Engineer II / Contract Administrator / Associate	\$160.00
Project Engineer / Senior Consultant	\$187.00
Project Manager	\$198.00
Senior Project Manager / Senior Project Engineer	\$242.00
Senior Principal Associate, Principal Associate, Associate Engineer	\$247.00
Project Principal (Vice President)	\$269.00
Senior Project Principal (Senior Vice President, President)	\$297.00
Founder Owner Associate	\$330.00

EXPENSES ⁽³⁾	CHARGE
Mileage on personal car	Current IRS rates per mile
Local travel expenses (tolls, parking, ground transportation, metro)	As incurred
Lodging, Meals, Meeting expenses	As incurred
Airfare ⁽⁴⁾ , Train fare	Coach class, Discount fares when available
Car rental	Discount rate
International telephone calls	As incurred
Graphics, Art, Wide-format printing, Mass reproduction	As incurred
Messenger and delivery service	As incurred
Subcontractors	As incurred
Project equipment, Rentals, Supplies	As incurred
Translation services	As incurred

⁽¹⁾ Hourly rates are effective through December 31, 2023. Subject to January 1, 2024, annual increase based on CPI.

⁽²⁾ For payments not received within 30 days of invoicing date, an interest charge of 1.00% per month will be applied.

⁽³⁾ A fee of 10 percent is applied to expenses, including subcontractors.

⁽⁴⁾ When gate-to-gate travel of over eight (8) hours is required, Business Class Airfare will be purchased, and 50% of gate-to-gate travel time will be charged. Please provide GBB with at least 3 weeks prior notice for scheduling airfare.



Attachment B – Wiring Instructions

If funds are transferred from a US bank:

Bank Account Name: Gershman, Brickner & Bratton, Inc., General Account
Local Branch Address: First Virginia Community Bank
11325 Random Hills Road, Suite 240, Fairfax, VA 22030
Bank Account Number: 123794
Bank Routing Number for incoming wires: 056 009 505

If the funds are transferred from a foreign bank:

Via Swift Format MT103
Field 56A Intermediary Institution: Pacific Coast Bankers' Bank
San Francisco, CA 94104
ABA: 121042484
SWIFT CODE – PCBBUS66

Field 57D Beneficiary Bank: First Virginia Community Bank
Address: 11325 Random Hills Road
Fairfax, VA 22030

Acct # with Pacific Coast Bankers' Bank: 056009505
*Field 59 Beneficiary Customer:

Name: Gershman, Brickner & Bratton, Inc.
Address: 8300 Boone Boulevard, Suite 500
Vienna, VA 22182

Account Number: **US056009505123794



Attachment C – General Terms and Conditions

Gershman, Brickner & Bratton, Inc.

General Terms and Conditions for Professional Services

WHEREAS based on the attached Letter Agreement, City of Huntsville, Alabama (hereinafter called "CLIENT") intends to engage Gershman, Brickner & Bratton, Inc., of Vienna, Virginia (hereinafter called "GBB") to provide certain professional consulting services (hereinafter called the "PROJECT") as more specifically described in the Letter Agreement. NOW, THEREFORE, the CLIENT and GBB do hereby agree as follows:

ARTICLE 1. SCOPE OF SERVICES – GBB shall perform the PROJECT effort as outlined in the attached Letter Agreement.

ARTICLE 2. PROJECT SCHEDULE – GBB is authorized to begin the Project as of the date that authorization to proceed is received, and the Project shall be completed according to a schedule mutually agreed upon between the CLIENT and GBB. The schedule may be adjusted in accordance with these Terms and Conditions as mutually agreed upon between the CLIENT and GBB.

ARTICLE 3. CHANGES IN SCOPE AND PROJECT SCHEDULE – If unanticipated events occur during the PROJECT, whereby a change in direction, additional effort, or suspension of work is required, the scope of services may change. Cost and schedule commitments shall be subject to renegotiation for unreasonable delays caused by the CLIENT'S failure to provide specified facilities or information or for delays caused by unpredictable occurrences or force majeure, such as fires, floods, riots, strikes, unavailability of labor or materials, delays, or defaults by suppliers of materials or services, process shutdown, acts of God or of the public enemy, or acts or regulations of any governmental agency. Temporary work stoppage caused by any of the above may result in additional costs (reflecting a change in scope) beyond that outlined in the Letter Agreement.

ARTICLE 4. RESPONSIBILITIES OF THE CLIENT – The CLIENT will: (1) Upon request by GBB, furnish GBB with copies of data, reports, surveys, and all other materials and information available to the CLIENT, whether or not identified by GBB as being required for this PROJECT which are now or during the duration of the PROJECT in the CLIENT'S possession; and (2) Provide, and assume responsibility for the accuracy and completeness of data it provides for the PROJECT, ~~and indemnify and hold GBB harmless against all losses or claims, including attorney's fees, arising or allegedly arising from acts of the CLIENT or any of its employees or agents or that are based upon information, representations, reports or data furnished, prepared or approved by the CLIENT or its designee for use by GBB.~~

*Text
stricken
agreed to
by both
parties.*

ARTICLE 5. PAYMENT – Payment for GBB'S services shall be in accordance with Letter Agreement. Payment for additional services rendered by GBB, if any, shall be as negotiated. All payments to GBB are due and payable within thirty (30) days of submission of an invoice to CLIENT. Any invoices unpaid after thirty (30) days shall accrue interest at the rate of one percent per month.

ARTICLE 6. INSURANCE – GBB shall, during the performance under the Letter Agreement, keep in force the following insurance: (1) Workman's Compensation Insurance, including Employer's Liability Insurance for its employees; (2) Comprehensive General Liability Insurance, covering bodily injuries and property damage with a combined single limit of \$1,000,000; (3) Comprehensive Automobile Liability Insurance, including operation of owned, non-owned and hired automobiles, covering bodily injury and property damage with a combined single limit of \$1,000,000; and (4) Umbrella/Excess Liability Insurance of \$1,000,000.

ARTICLE 7. INDEPENDENT CONTRACTOR - GBB'S services shall be furnished by GBB as an independent contractor and nothing herein contained shall be construed to create a relationship of employer/employee or master-servant, but all payments made hereunder, and all services performed shall be made and performed by GBB as an independent contractor.

ARTICLE 8. GENERAL CONSIDERATIONS - GBB shall be responsible for the performance of services in accordance with the standard of practice ordinarily exercised by the profession at the time and within the locality where the services are performed. Services are not subject to, and GBB does not provide, any warranty or guarantee, express or implied, including warranties or guaranties contained in any uniform commercial code. Any such warranties or guaranties contained in any purchase orders, requisitions, or notices to proceed issued by CLIENT are specifically objected to. GBB bases its decisions



City of Huntsville, Alabama Proposal for Solid Waste Rate Study

April 18, 2023

and its recommendations solely on the conditions about which GBB is aware during its performance of services to the CLIENT and is not responsible for the impact of any actions by the CLIENT or others after this period. GBB shall not disclose or permit disclosure of any information designated by the CLIENT as confidential, except to its employees and those who need such information in order to properly execute the services of the Letter Agreement. Where applicable, statements concerning probable cost estimates prepared by GBB as may be required by the Scope of Services represent its judgment as a professional familiar with the solid waste management industry. Accordingly, GBB cannot and does not guarantee that prices will not vary from any statement of probable construction cost or other cost estimates, including life cycle cost projections, prepared by it for the PROJECT. All documents, including Drawings and Specifications, prepared or furnished by GBB (and GBB'S independent professional associates and subcontractors) pursuant to the Letter Agreement are instruments of service in respect to the PROJECT and GBB shall retain an ownership and property interest therein whether or not the PROJECT is completed. The Letter Agreement does not create any rights or benefits for parties other than GBB and the CLIENT.

ARTICLE 9. TERMINATION OF AGREEMENT – The Letter Agreement may be terminated by either party by thirty (30) days written notice to the other party without cause or by mutual written agreement of the parties. If the Letter Agreement is terminated, GBB shall be paid for the extent of services performed until the effective date of termination plus any expenses of termination.

ARTICLE 10. EQUAL EMPLOYMENT OPPORTUNITY – In accordance with applicable law, GBB shall not discriminate against any employee or applicant for employment because of race, religion, creed, color, sex, age, marital status, sexual orientation, personal appearance, family responsibilities, matriculation, political affiliation or ideology, ancestry, national origin, veteran status, or the presence of any sensory, mental, or physical handicap, unless based upon a bona fide occupational qualification.

ARTICLE 11. INDEMNIFICATION – GBB shall defend, indemnify, and hold harmless CLIENT and CLIENT'S employees and agents from and against any claims, suits, liabilities, costs, and expenses, including reasonable attorneys' fees, to the extent that they are based upon claims of negligent acts, errors, or omissions solely of GBB or any of its employees or agents. ~~Notwithstanding any other provision of the Letter Agreement, GBB'S liability to the CLIENT for any claims, liabilities, losses, damages, costs, and expenses, including reasonable attorneys' fees arising out of or relating to the Letter Agreement, including GBB'S negligence, errors, or omissions, shall not exceed the greater of \$50,000 or the value of work performed by GBB, and CLIENT hereby releases GBB from any liability above such amount. The CLIENT and GBB shall not be liable to each other in any event for interest (except as otherwise provided), loss of anticipated revenues, earnings, or profits, increased expense of operations, loss by reason of shutdown or non operation due to late completion or otherwise, or consequential damages. The CLIENT shall defend, indemnify, and hold harmless GBB and its agents and employees from and against any claims, suits, liabilities, costs, and expenses, including reasonable actual attorneys' fees, to the extent that they are based upon the claims of negligent acts, errors, or omissions of the CLIENT or any of its employees or agents. The CLIENT shall reimburse GBB for all expenses, including attorneys' fees, paid or otherwise incurred to successfully enforce the provisions of this Article if the CLIENT refuses to defend, indemnify or hold GBB harmless as provided.~~

*Text
Stricken
agreed to
by both
parties.*

ARTICLE 12. DELEGATION OF DUTIES – Neither the CLIENT nor GBB shall delegate its duties in the Letter Agreement without the written consent of the other party.

ARTICLE 13. EXTENT OF AGREEMENT – The Letter Agreement and these Terms and Conditions represent the entire integrated agreement between CLIENT and GBB and supersede all prior negotiations, representations, or agreements, either written or oral, for this PROJECT.

ARTICLE 14. GOVERNING LAW – The Letter Agreement shall be construed and interpreted under, and all respective rights and duties of the parties shall be governed by, the laws of the State of ~~Maryland~~ Alabama. *Text change agreed to by both parties.*

ARTICLE 15. SEVERABILITY – In the event any provisions of the Letter Agreement or these terms and Conditions shall be held to be impossible, invalid, and unenforceable, the remaining provisions shall be valid and binding upon the parties hereto. One or more waivers by either party of any provision, term, condition, or covenant shall not be construed by the other party as a waiver of subsequent breach of the same by the other party.



Attachment D – Complete Resumes



Stephen Simmons
President

"I believe the creative forces of the market will serve as the most effective pathway in solving the problems relating to climate change and resource depletion."

Education

Professional Certificate, Energy Policy & Sustainability, University of Denver, CO

B.S., Mechanical Engineering, University of Missouri-Rolla, Rolla, MO

Areas of Specialty

Long-term Solid Waste Management Planning

Disposal Infrastructure Development

Waste-to-Energy Technology Analysis

Due Diligence

Resource Recovery Parks/Eco-parks

Expert Witness

Select Multi-Year Clients

Prince William County, VA

Kent County, MI

Wasatch Integrated Waste Mgmt. District, UT

Select Presentations & Publications

Advancing the Circular Economy in Western Michigan – The Kent County Sustainable Business Park Story, presented in May 2022 at WasteExpo

What is the true cost of zero waste to landfill infrastructure?, published in April 2020 in Waste Today

Our Circular Economy: Transforming Ideas into Action, presented in October 2019 at WASTECON

Circular Economy Actions: Cities and Solid Waste Management, presented in June 2017 at the Sustainability and Circular Economy Summit

Recent Interview

Interviewed in the October 2019 issue of Chemical & Engineering News in a feature entitled *The Race Is On To Repurpose Garbage*

Mr. Simmons is a sustainable development business leader with 40 years of experience in the environmental services and energy industries. He is highly experienced in program and project management, new business development, waste and power marketing, technology evaluation, business financial modeling, profit and loss management, facility design, procurement, and construction. He has worked with leading international engineering/consulting firms and energy companies throughout his career.

As the President of GBB, he provides leadership for a team of executives, consultants, and subject matter experts who are dedicated to helping clients transition their business models, policies, programs, and infrastructure to long-term circular, sustainable, and economical systems.

Throughout his career, he has helped communities and companies develop programs and projects implementing the 3 Ps of sustainability: planet, people, profit. He has extensive renewable energy experience, having managed projects' development, construction, and operation with capital budgets in the hundreds of millions of dollars. These facilities have produced millions of megawatt-hours of renewable energy, displacing millions of tons of fossil fuels.

Representative Consulting Experience

Officer-in-Charge of a Solid Waste System Review and Planning Assistance project, for Dauphin County, PA, as it sought strategic advisory ahead of the end of an agreement with a neighboring community processing its municipal solid waste.

Officer-in-Charge of a Waste Disposal Options Analysis for the Pollution Control Financing Authority of Camden County, NJ that consisted in analyzing historical disposal volumes, destinations, and regional disposal options within 20 miles of the County; providing findings and recommendations for the future of MSW disposal; and aiding in the development of long-range legal strategies for the County and the 37 municipalities within the County, such as planning and executing a Request for Proposals for MSW disposal options.

Senior Project Principal leading a program to help the Kent County Department of Public Works transform the way it manages waste. The program elements include:



- The development of a Sustainable Business Park to attract innovative businesses which convert discarded materials into useful products and energy. The effort includes the procurement of an anchor tenant capable of recovering and converting 300,000 tons per year of discarded material in recyclables, renewable energy, and high value construction products.
- The development of a \$40 million in equipment and system refurbishments for waste-to-energy facility, with the objective of extending its useful reliable life for at least another 20 years.
- The procurement of a new 15-year operations and maintenance for the County's waste-to-energy facility.
- Conducted a condition assessment of the Lee County, FL WTE facility. Analyzed available energy conversion technologies and developed project options as a part of the County's 20-year strategic plan.

Conducted a condition assessment of the Lee County, FL WTE facility. Analyzed available energy conversion technologies and developed project options as a part of the County's 20-year strategic plan.

Senior Project Principal leading a team assisting a major consumer product brand in the development of a zero waste to landfill program for its retail store remodels. The team's recommendations led to the achievement of a diversion rates as high as 95%.

Senior Project Principal leading a team which prepared a bond feedstock feasibility study for a 1,400 ton per day anaerobic digestion facility in the greater Metro New York area. The study supported the issuance of bonds to finance the construction of the \$220 million facility.

Senior Project Principal and Project Manager of a Landfill Technical and Market Due Diligence performed for a private equity firm considering an investment in a landfill.

Senior Project Principal leading a team conducting feedstock feasibility and technology studies for a developer of waste to hydrogen facilities.

Senior Project Principal leading a consulting team assisting a private company developing novel waste-fuel processing facilities in multiple states.

Senior Project Principal leading a due diligence team supporting the acquisition of 1,250 ton per day construction and demolition landfill by a private equity firm.

Lead a team assisting the Hennepin Energy Recovery Corporation in the refurbishment of its waste-to-energy facility.

Served as an expert witness for the defense in a contract dispute relating to a failed waste-to-fuels facility.

GBB Project Manager as it supports Metro Vancouver, as a subcontractor to Ramboll Canada, during the assessment and procurement process for an operations and maintenance contractor for its waste-to-energy facility.

Senior Project Principal for a series of projects for the Prince William County, VA Department of Public Works including an advanced composting system to process source-separated food waste and leaf/yard waste; a 1.3 MW solar farm located on closed portions of the county landfill; an alternative waste conversion/technology demonstration center; and a K-12 and community education center. The projects are a combined County effort to develop a renewable energy park at its 1,000 ton per day landfill.



Served as the Independent Consultant for waste and recycling markets supporting the financing of an Mechanical Biological Treatment facility in Maine. Wrote consultant's reports in support of issuance of revenue bonds to construct the facility.

Senior Project Principal of a report on waste and energy developed for the Marion County Department of Environmental Services to support contract renewal negotiations with the County's Energy from Waste facility operator.

Officer-in-Charge for the development of a feasibility study for an organic waste management facility featuring anaerobic digestion and composting for the Mesa Grande Band of Mission Indians.

Officer-in-Charge of due diligence assignments for multiple confidential private sector clients seeking to acquire waste collection and conversion businesses.

Researched and reviewed military/government steam sales agreements, prepared a comparison matrix, and provided input on the steam sales approach as a GBB Project Team member that performed a 10-year energy recovery facility operations and capital plan for Wasatch Integrated Waste Management District UT.

Author of a report comparing MSW gasification technologies for the US Virgin Islands Waste Management Authority.

For a confidential private-sector firm, Project Manager of business development assistance provided to evaluate the potential development of a new transfer station.

As a dormant Construction and Demolition Debris (C&D) landfill presented a potential investment opportunity for a confidential equity investment group, was the Officer-in-Charge of the GBB team that evaluated the business and technical aspects of the proposed investment.

Representative Public Sector Experience

- **Fuel Sourcing Manager**
Evergreen Community Power (2013-2015)
- **Project Development Consultant**
Plasco Energy Group (2011-2012)
- **Vice President, Business Development**
ADAGE LLC, Duke Energy (2007-2010)
- **Vice President, Commercial Development**
Losonoco Inc. (2006-2007)
- **Founding and Managing Member**
Mainland Technologies (2002-2006)
- **Business/Project Manager**
American Ref-Fuel Company (1987-2002)



Morgan McCarthy, JD

Project Manager

"It's imperative that we are all a part of the solution to save the planet, which is why I work diligently at imagining solutions for the benefit of communities and the environment."

Education

JD, Thomas Jefferson School of Law, San Diego, CA

BS, Computer Science, Liberty University, Lynchburg, VA

Areas of Specialty

Procurement and Contract Negotiation

Waste Audit

Feasibility Studies

Franchise Agreement Drafting

Waste & Recycling Facility Operations

Waste & Recycling Program Optimization

Community Recycling Programs

Financial Analysis (Cost of Service Studies)

Strategic Planning

Capital Improvement Projects

Compressed Natural Gas Project Development

Regulatory Compliance

Legal Research

Municipal Code Drafting

Zero-Waste Visioning

Grant Application & Development

Construction & Demolition Diversion Tracking

Certification

SWANA / CRRA Certified Practitioner in Zero Waste Principles and Practices

A Certified Practitioner in Zero Waste Principles and Practices, Ms. McCarthy has over 16 years of solid waste, yard waste and food waste, and recycling management experience in the public and private sectors. In addition to working closely with multiple cities and counties as a consultant and company executive, she briefly worked on various initiatives for a City in California, gaining firsthand experience with public sector management and operations.

For over seven years, prior to joining GBB, she was Project Manager for two West Coast environmental consulting firms where she led a wide range of projects assisting California cities, counties, solid waste authorities, and the state in providing efficient and sustainable environmental services including but not limited to waste audits, feasibility studies, strategic planning, and cost-of-service studies.

Before that, she had key roles with regional Southern California waste management companies for eight years. She supervised daily operations for a recycling facility/container rental firm, improving recycling and diversion operations by over 30%. She also led multiple special projects in capital improvement projects, compressed natural gas development, and stormwater compliance.

In addition to her environmental acumen, she holds a law degree. She has extensive valuable expertise and experience with franchise agreement drafting and negotiation, RFP development, municipal code drafting, and regulatory compliance with local, state, and federal regulations.

Representative Consulting Experience at GBB

Project Manager of developing solid waste infrastructure grant application for Baltimore County, MD, to expand their current MRF operations, minimizing landfill disposal and GHG emissions.

A vital member of the GBB Project Team procuring a transfer station operator for Culpeper County, VA.

Project Manager of the procurement process management of Transfer and Disposal services for three Transfer Stations for Baltimore County, MD.



Project Manager of the Zero Waste Study and Pilot Project performed on the island of Tinian for the Commonwealth of the Northern Mariana Islands to set forth a clear and realistic path forward for the Tinian government to follow that will include strategies for the prevention, collection, and processing of residential and commercial waste.

Project Manager of the Zero Waste Center Feasibility Study performed for the University of Utah to understand what spaces are available on campus and could house a central Waste Management Center to receive, sort, and process all waste and recycling streams on campus, including bio-hazardous waste material and potentially compost.

Leads GBB's program to support zero waste to landfill from store renovations for a large confidential retail company with more than 200 US stores, a global presence, and a desire to enhance the sustainability of its operations. Leads team that reviews construction document sets evaluates individual materials for reuse and diversion potential, identifies and vets local reuse, commingled recycling, and specialty recycling outlets, coordinates with General Contractors to utilize these facilities, performs site visits to observe on-site waste management activities during construction, and tracks and reports store renovation diversion outcomes.

Representative Consulting Experience before GBB

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

She spearheaded the successful end-to-end development, execution, and completion of 56 projects for the consulting firm providing cost-effective waste audits, franchise agreement and RFP development, financial analyses, strategic planning, and management consulting services to local governments throughout California.

- Oversaw the entire lifecycle of capital improvement projects, from ideation to completion, designed to upgrade the material processing facilities for numerous clients.
- Developed feasibility studies to run comprehensive analyses for determining if specific sites were conducive to prospective improvement projects.
- Wrote technical reports detailing collection program optimization and routing, waste audit findings, and cost-of-service studies.
- Developed and negotiated solid waste, yard and food waste, and recycling collection, processing, and disposal agreements and amendments on behalf of the City and county, including Taft, Ridgecrest, Carlsbad, Oceanside, Dublin, Oakland, Contra Costa County, San Bernardino, Livermore, Bakersfield, County of Kern, County of San Luis Obispo, Atascadero, Arroyo Grande, Paso Robles, Pismo Beach, Morro Bay, Grover Beach, Templeton, and over 23 community service districts.
- Developed and released RFPs for material collection, processing, and disposal, in addition to evaluating proposals, negotiating proposed contract changes, and recommending proposers to client cities and counties.
- Developed contract compliance and tracking mechanisms and monitored parties' contract compliance.
- Drafted new and updated city, county, and state code regulations.
- Provided due diligence analyses of cost, contract, and technical ability of the proposed purchasing company of the existing city solid waste services provider.
- Wrote expert witness reports for numerous city clientele involved in litigation with their solid waste services provider(s).



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

As Project Manager for the solid waste and recycling consulting firm providing services to communities, non-profits, and governmental agencies, she:

- Presided over municipal infrastructure improvement projects that optimized waste removal, recycling, and water system capabilities for Bellflower, Hawaiian Gardens, Corona, Lomita, Bell, and Santa Fe Springs, California.
- Recovered more than \$1M per in an undisclosed City after performing thorough audits of waste records.
- Performed audits of waste removal systems to prioritize top needs and developed action plans tailored to address all regulatory code compliance needs.
- Engaged with City residents to explain any new code updates and legislation.
- Spoke on behalf of residents with representatives for the Independent Cities Association, LA County Solid Waste Task Force, Orange County Waste Management Commission, California City Managers Foundation, California Contract Cities Association, and Orange County Recycling Commission.
- Played an integral role in developing, drafting, reviewing, and successfully negotiating business contracts so that current legislation on municipal codes was reflected.
- Set project scopes in RFPs and subsequent contracts, created feasible action plans for each point, conducted site visits to verify that agreements in the output of new infrastructure projects were being met, and adjusted work plans as needed to ensure corrective actions were taken to maintain regulatory compliance in cities.

Representative Private Sector Experience

Director of Special Projects, EDCO Disposal, San Marcos, CA (2014-2015)

Led a wide range of initiatives for the company providing integrated waste removal and recycling programs to serve residential homes, multi-family properties, commercial businesses, multi-tenant buildings, industrial centers, construction sites, and community events.

- Negotiated construction and miscellaneous vendor contracts which saved the company \$1M+.
- Stayed up to date on regulatory compliance requirements for waste, refuse, recycling, hauling, and transportation needs so that all projects obtained necessary permits and authorizations for legally carrying out work.
- Negotiated contracts to secure best-cost options when purchasing equipment, land, and contractor services.
- Worked with stormwater consultants and inspectors to keep facilities compliant with current codes and took the necessary action to correct any violations.

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

Supervising daily operations and managing twenty-five employees for the dumpster rental company, she established The Conservation Station, the parent company's recycling & buy-back center and:

- Improved recycling and diversion operation by over 30%.
- Established two community recycling programs benefiting local high schools.
- Prepared and audited Diversion and Recycling Reports
- Minimized handling and operational costs by regularly proposing operational improvements for the residential hauling routes.



Thierry Boveri Vice President

Mr. Boveri brings a client-focused approach with a strong desire to provide value and client satisfaction. He has performed numerous utility revenue sufficiency and cost-of-service studies for more than 55 local governments throughout the United States, prepared financial feasibility and disclosure reports totaling over \$1.5 billion in debt proceeds issued through the traditional bond market, state revolving loans, and rural development loans; and assisted in a variety of economic and miscellaneous fee studies. He has also been involved in formulating financial policies regarding liquidity and financial position related to industry best management practices. He has supported contract negotiations and provided other related utility and management advisory services. He specializes in the performance of solid waste cost of service and financial planning evaluations with the following areas of concentration:

- Solid waste collection cost of service and rate studies;
- Disposal cost of service and rate studies;
- Assistance in formation of Solid Waste Enterprise Fund and development of residential assessments;
- Long-Range Financial Modeling / Master Plans planning support
- Financial/economic evaluations of solid waste system operations;
- Landfill capacity utilization and valuations;
- Review of contractual arrangements (e.g., evaluation of collection hauler bids / contracts);
- Assistance in development of municipal interlocal agreements;
- Assistance in feasibility studies in the issuance of debt and assistance in developing Bond Resolution / Trust Indenture agreements.

Education

BA, Economics and International Business,
Rollins College, Winter Park, FL

Areas of Specialty

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

Certification

Certified Government Financial Manager, No.
15483

Professional Memberships

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

Key Solid Waste Management Project Experience

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

Oklahoma City, OK provides solid waste collection and disposal services to approximately 645,000 people with contract collection services to about 60% of the customer base and 40% performed in-house. Collection services primarily include refuse, recycling, and bulky waste. In addition, the City is responsible



for a number of solid waste programs from neighborhood clean ups, household hazardous waste, rural recycling convenience centers, street sweeping, and others. Thierry was the project manager who assisted the City through the performance of a formal Cost of Service rate study and financial forecast model. A key element of the engagement was three-fold: i) providing recommendations concerning rate revenue adjustments over a 10-year period; ii) providing recommendations concerning the establishment of cash reserves for operating, capital, storm, cart, and other reserves; iii) identification of the cost of service for several of the City's key services including, bulky waste collection, recycling, illegal dumping and litter collection, and flow fee design.

Hillsborough County, FL is located on the gulf coast of central Florida and provides solid waste and collection disposal services to approximately 300,000 assessed residential dwelling units and processes over 1 million tons of waste annually. The County operations include waste-to-energy facility, landfill, composting, material recycling facility, household hazardous waste, transfer stations and local community collection sites. Thierry has performed annual solid waste forecasts for the County since 2011, including retail and wholesale rate setting, cost / benefit evaluations, assistance in review of franchise collection agreements, landfill gas RFP procurement, determination of average and marginal cost of operation by disposal facility, support for credit rating agency surveillance and feasibility analyses. He also assisted the County with their issuance of the Solid Waste and Resource Recovery Facility Bonds Series 2016 A/B in the combined principal amount of approximately \$114 million. As a result of the recent change in market conditions for the sale of recovered materials, the County requested assistance in the analysis and review of the curbside recycling agreement. The evaluation is currently on-going.

Municipality of Anchorage, AK provides solid waste services to approximately 290,000 residents and processes approximately 300,000 tons annually and operates a landfill, food waste and green waste organics collection and composting program, curbside recycling program, household hazardous waste, transfer stations and local community collection sites. Thierry has performed annual solid waste forecasts since 2019, including rate setting, cost / benefit evaluations, triple bottom line economic analysis of solid waste planning alternatives, and assistance formulating capital funding plans.

Hernando County, FL serves a population of approximately 187,000 residents. Thierry has served the County since 2016 on an on-going basis and has performed diverse services for the County, including development of a solid waste financial forecast model, cost / benefit evaluations, determination of average and marginal cost of disposal and assistance in evaluating proposals for alternative contracted disposal service. He also assisted the County with the development and modeling of their solid waste collection operations, which until 2019 had been provided directly to residents by the County's franchised contractor.

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

The City of Arcadia, FL serves approximately 8,000 residents. Thierry recently performed a solid waste collection study to assist in determining the cost of collection service and corresponding rates varying by service level comprising frequency and volume of service being requested. He developed a financial forecast of operations and performed an assessment of the adequacy of existing resources to meet the service level objectives. The result was the approval of a multi-year rate plan and indexing provision.



Sarah Neely Consultant

Ms. Neely brings a client-centric approach with a desire to provide value in all her engagements. She has contributed to projects involving water, wastewater, solid waste, and stormwater enterprise systems. She specializes in the performance of solid waste cost of service and financial planning evaluations with the following areas of concentrations:

- Solid waste collection cost of service and rate studies
- Disposal cost of service and rate studies
- Long-Range Financial Modeling / Master Plans planning support
- Financial/economic evaluations of solid waste system operations
- Review of contractual arrangements (e.g., evaluation of collection hauler bids/contracts)
- Assistance in feasibility studies in the issuance of debt (i.e., Bond Feasibility studies) and assistance in development of Bond Resolution / Trust Indenture agreements

Key Project Experience

City of Oklahoma City, OK - Assisted the City in a formal cost of service rate study and financial forecast model, including a life cycle analysis of vehicle and cart costs. Key elements of the engagement included: i) providing recommendations concerning rate revenue adjustments over a 10-year period; ii) providing recommendations concerning the establishment of cash reserves for operating, capital, storm, cart, and other reserves; iii) identification of the cost of service for several of the City's key services including, bulky waste collection, recycling, illegal dumping and litter collection, and flow fee design. Sarah also assisted in the development of a management dashboard that City staff could use to test the sensitivity of rate requirements based on various capital financing scenarios and financial objectives.

City of Oxnard, CA - Assisted in the analysis and development of solid waste impact fees for the City of Oxnard (City). The fees developed included solid waste container, truck, and facility fees. Sarah supported the development of an impact fee model assessing the City's solid waste costs in terms of the appropriate units of service capacity per the fee type and the application of the cost per unit of service capacity to the customer's level of service requirements for fee design. The evaluation required review of the City's solid waste related fixed asset records and functional allocation of the assets (e.g., MRF and transfer station equipment, etc.).

Hillsborough County, FL - Assisted in preparing the annual financial forecast and revenue sufficiency analyses of the County's Solid Waste Division. The financial forecast and model was prepared to evaluate the current and projected fiscal position, support the development of collection and disposal

Education

MBA, Finance, Rollins College, Rollins College,
Winter Park, FL

BA, International Business, Rollins College,
Rollins College, Winter Park, FL

Areas of Specialty

Solid waste fees

Water & sewer fees

Utility impact fee analysis

Financial modeling/forecasting

Revenue sufficiency studies

Customer billing analysis

Professional Memberships

Solid Waste Association of North America

Water Environment Federation

Presentation

Solid Waste Impact Fees, presented in 2020 at
the SWANA-Florida Winter Conference



fee rates for service, and develop a funding plan for ongoing capital re-investment. Sarah is also assisting the County in the issuance of solid waste bonds – the evaluation is currently on-going.

Lee County, FL - Has assisted with the annual financial forecasts for the solid waste system. This project required performing comprehensive revenue sufficiency and cost of service evaluations for the solid waste system resulting in the adoption of the current solid waste assessment and tip fees currently charged by the County. Sarah has also assisted the County in ongoing updates to a capital planning tool for water and wastewater utility designed for County staff to determine effects on financial position and rates over various capital financing scenarios.

Madera County, CA - Assisted in the County in an expedited evaluation of the landfill cost of service. The primary purpose of the engagement was to: i) assess the cost of landfill disposal for the County's unincorporated residents; and ii) assess any effects to the unit cost of landfill disposal and the corresponding tip fee charged to the County's unincorporated residents from accepting contracted waste. The key study objectives and milestones achieved for the engagement included i) development of multi-year financial forecast (5 years) of the County's solid waste enterprise business operations; ii) allocations of cost for determination of the cost of disposal services to the unincorporated Residents of the County; and iii) assessed the effects to the unit cost of disposal from the County's current policy of accepting contracted waste at the landfill.

Project List

- City of Bainbridge Island (WA) – Solid waste collection system and waste management assessment
- City of Cape Coral (FL) – Solid waste cost-of-service rate study
- City of Chandler (AZ) – Solid waste cost-of-service rate study
- City of Lincoln (CA) - Solid waste cost-of-service rate study
- City of Long Beach, (CA) - Solid waste waste-to-energy and SB1383 procurement support services
- City of Oklahoma City (OK) – Solid waste cost-of-service rate study
- City of Oxnard (CA) – Solid waste impact fee study
- City of Tulsa (OK) – Solid waste cost-of-service rate study and waste-to-energy evaluation
- Calaveras County (CA) – Solid waste cost-of-service rate study
- Hillsborough County (FL) - Solid waste cost-of-service rate study and bond feasibility
- Lee County (FL) - Solid waste cost-of-service rate study
- Manatee County (FL) –Water, wastewater, and solid waste bond feasibility study
- Martin County (FL) - Solid waste cost-of-service rate study
- Madera County (CA) – Solid waste cost-of-service rate study
- Village of Ruidoso (NM) – Solid waste cost-of-service rate study