CITY OF MARTINEZ **CITY COUNCIL AGENDA**
April 15, 2015

TO: Mayor and City Council

FROM: Michael Chandler, Senior Management Analyst

SUBJECT: Initiation of Organics Recycling Collection Program Assessment

DATE: April 9, 2015

RECOMMENDATION:

Adopt a resolution authorizing the City Manager to begin the process of assessing the potential rate impacts of implementing an organics recycling collection program in Martinez.

The Franchise/Infrastructure Subcommittee met on March 31, 2015, and recommended forwarding this action to Council for approval.

BACKGROUND:

The City's current franchise agreements for refuse and recycling do not include a provision for "food scraps and food soiled paper" (also known as organics) recycling collection. This service is available to the entire Central Contra Costa Solid Waste Authority (CCCSWA) territory of Danville, Lafayette, Moraga, Orinda, Walnut Creek and portions of unincorporated Contra Costa; and the cities of Richmond, El Cerrito, San Pablo and San Ramon. Acceptable materials in addition to food scraps would include food soiled napkins, paper towels, paper cups, paper plates, and paper "to go" containers in addition to compostable or paper bags. For residential customers, the food scraps/food soiled paper would be combined with the customers' yard debris and the pickup schedule would change from bi-weekly to weekly collection. The collected material would be transported to the Compost Facility located on the closed West Contra Costa Landfill in Richmond. The facility is owned and operated by Republic Services and is properly permitted to receive and process both food scraps/food soiled paper and yard debris. Additionally, the facility has sufficient permit capacity to absorb the City's organics.

For commercial and multi-family customers, the program would be available on an "opt-in" basis, except for those customers required to participate by State law due to large quantities of organics. The cost of the new organics collection service will be spread across all service tiers and included in the existing one-rate system, which is based on size of refuse container and number of pickups per week.

Considering an organics recycling collection program now is important for a number of reasons, some of which include State legislation. Assembly Bill 1826 requires businesses to arrange for organics recycling service, beginning with the largest generators of organics in 2016 and

ramping down to the majority of businesses over the next few years,. AB 1826 builds on the success of the Mandatory Commercial Recycling (MCR) legislation enacted through Assembly Bill 341 (and implemented in Martinez in 2012) with a goal to help achieve the State's target of 75% diversion by 2020. AB 1826 also requires local jurisdictions such as Martinez to implement organics recycling collection programs and conduct related education and outreach for all businesses subject to the law.

Assembly Bill 1594 eliminates a loophole in State law that allowed yard debris collection used as landfill cover (known as Alternative Daily Cover, or ADC) to count as diverted material. AB 1594 requires local jurisdictions to identify by 2018 how they intend to manage yard debris currently being used as ADC. Currently in Martinez, the collected yard debris goes to Keller Canyon Landfill and is used as ADC. The City was recently notified by representatives from CalRecycle that Martinez would not have met its State-mandated diversion requirements in 2013 (the most recently reported collection year) if ADC had not counted toward diversion. Implementing an organics recycling collection program now that diverts both food scraps/food soiled paper and yard debris to the Richmond Compost Facility instead of the Keller Canyon Landfill will enable the City to achieve early compliance with both laws and achieve a higher diversion rate.

Crowe Horwath (formerly *NewPoint Group*) prepared the City's original "Rate Setting Process and Methodology Manual" in 2000 (as well as its 2011 revision) and has been the City's preferred consultant for solid waste rate setting analysis for over 15 years. A copy of their proposal is attached as Exhibit A. Should the Council direct staff to commence this process, staff will execute a contract and the consultant review will immediately begin. A follow up meeting with the Franchise/Infrastructure Subcommittee to review the findings and recommendations will be held in early June. Upon the Subcommittee's recommendation, a public hearing to amend the City's franchise agreements with Republic Services to include the new organics recycling collection services would follow on the June 17th City Council meeting. The effective date of implementing the new program would be January 1, 2016, which would allow sufficient time for effective public outreach and education. New rates for 2016 would be set in November following receipt of the August-to-August change in CPI as stipulated in the Rate Manual. The City's rates over the past three years have been stable and compare favorably with area jurisdictions as shown in Exhibit B.

FISCAL IMPACT:

The total cost of the contract with *Crowe Horwath* for assessment of organics collection services is not-to-exceed $24,750. Republic Services has agreed to pay half of the cost of the contract resulting in a net cost to the City of $12,375. Funds are available for this purpose within the Special Revenue Recycle Fund.

ACTION:

Motion to adopt a resolution authorizing the City Manager to begin the process of assessing the potential rate impacts of implementing an organics recycling collection program in Martinez.

Attachments:
Resolution
Exhibit A – Crowe Horwath Proposal of March 15, 2015
Exhibit B – 2015 Residential Garbage Rate Survey

APPROVED BY: Rob Braulik, City Manager

RESOLUTION NO. -15

AUTHORIZING THE CITY MANAGER TO BEGIN THE PROCESS OF ASSESSING THE POTENTIAL RATE IMPACTS OF IMPLEMENTING AN ORGANICS RECYCLING COLLECTION PROGRAM IN MARTINEZ

WHEREAS, the City's current franchise agreements with Republic Services do not provide options for food scraps and food soiled paper ("organics") recycling collection; and

WHEREAS, numerous other agencies throughout the area offer organics recycling collection to customers, including those cities and unincorporated County areas within the Central Contra Costa Solid Waste Authority territory; and

WHEREAS, a provision of organics recycling collection services in Martinez would help the City satisfy several legislative initiatives aimed at increasing diversion from the landfill; and

WHEREAS, in order to properly consider the impacts of amending the franchise agreements to provide for such new service, the City needs to enlist the specialized services of a qualified consultant; and

WHEREAS, Crowe Horwath (formerly NewPoint Group) prepared both the City's original Rate Setting Process and Methodology Manual ("Rate Manual") in 2000 and its revision in 2011, and has provided quality solid waste rate setting analysis to the City for over 15 years; and

WHEREAS, Crowe Horwath submitted a proposal to the City dated March 15, 2015, for assessment of organics collection services provided by Republic Services at a not-to-exceed cost of $24,750; and

WHEREAS, Republic Services has agreed to fund half the cost of the assessment, resulting in a net cost to the City $12,375, funds for which are available in the City's Special Revenue Recycle Fund; and

WHEREAS, a report on the process, and the approval of any amendments to the franchise agreements, will come back to the City Council for consideration at a later date.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Martinez hereby authorizes the City Manager to begin the process of assessing the potential rate impacts of implementing an organics recycling collection program in Martinez.

* * * * * *

I HEREBY CERTIFY that the foregoing is a true and correct copy of a resolution duly adopted by the City Council of the City of Martinez at a Regular Meeting of said Council held on the 15th day of April, 2015, by the following vote:

AYES:

NOES:

ABSENT:

RICHARD G. HERNANDEZ, CITY CLERK
CITY OF MARTINEZ

Exhibit A

Crowe Horwath LLP
Independent Member Crowe Horwath International

575 Market Street, Suite 3300
San Francisco, California 94105-5829
Tel 415.576.1100
Fax 415.576.1110
www.crowehorwath.com

March 15, 2015

Mr. Michael Chandler
Senior Management Analyst
City of Martinez
525 Henrietta Street
Martinez, California 94553

Subject: **Assessment of Organics Collection Services Provided by Republic Services, Inc.**

Thank you for considering Crowe Horwath LLP (Crowe) to assist the City of Martinez (City) with an assessment of new organics collection services, including both foodwaste and yardwaste materials. This assessment is necessary for purposes of the City evaluating the potential impacts to ratepayers from implementation of a new residential and/or commercial organics collection program. The City's exclusive franchise refuse and recycling collection hauler, Allied Waste Services (AWS, a subsidiary of Republic Services, Inc.), would provide the new organics collection services (foodwaste and yardwaste combined) to residents and multi-family residential and commercial entities within the City.

This proposal is organized as follows:

A. Project Background

B. Project Scope

C. Project Schedule and Cost.

A. Project Background

The following State legislation, recently signed by Governor Brown, necessitated that the City and AWS reconsider how City organics (i.e., foodwaste and yardwaste) will be managed into the future:

- **Assembly Bill 1826** (Wesley Chesbro) requires businesses to separate their food scraps and yard trimmings for composting or anaerobic digestion. AB 1826 builds on the success of the mandatory commercial recycling program established by AB 341. Beginning with the largest generators of food waste in 2016 and ramping down to the vast majority of businesses over several years, AB 1826 bill will require businesses to sign up for organics recycling service.

  Beginning on April 1, 2016, businesses that generate 8 cubic yards (CY) or more a week must source separate food scraps and yard trimmings and arrange for recycling services for that organic waste. On January 1, 2017, businesses generating 4 CY or more per week of organics are also subject to the diversion requirement. The bill also requires a business that generates 4 CY or more of commercial solid waste per week, on and after January 1, 2019, to arrange for organic waste

recycling services. If the California Department of Resources Recycling and Recovery (CalRecycle) makes a specified determination, CalRecycle could decrease that amount to 2 CY, on or after January 1, 2020.

Each jurisdiction, on and after January 1, 2016, is required to implement an organics recycling program to divert organics from the businesses subject to this act, except as specified with regard to rural jurisdictions, thereby imposing a state-mandated local program by imposing new duties on local governmental agencies.

- **Assembly Bill 1594** (Das Williams), eliminates a loophole in state law that allows yard trimmings, prunings, and other greenwaste that is used as landfill cover to count as being "diverted" from landfills.[1]

  Commencing January 1, 2020, use of green material, as defined, as alternative daily cover (ADC) does not constitute diversion through recycling and would be considered disposal for purposes of compliance with California's mandated 50 percent diversion from disposal (required by AB 939, California's source reduction and recycling law). Commencing August 1, 2018, the new law requires a local jurisdiction to include information in an annual report on how the local jurisdiction intends to address these diversion requirements and divert green material that is being used as ADC. If sufficient capacity at facilities that recycle green material is not expected to be operational before a certain date, local jurisdictions must include a plan to address those barriers.

The City estimates that ratepayers will have a surplus fund balance of approximately $170,000 as of December 31, 2015. This surplus fund balance resulting from the City implementing a smaller rate decrease (2.03 percent versus 5.19 percent) than was recommended during the 2013 base year rate review. The City is considering options for use of this surplus funding. Supporting establishment of a foodwaste collection program may be one of the potential uses for these funds.

AWS also is currently in the process of rolling out new programs for neighboring Central Contra Costa Solid Waste Management Authority (CCSWA) areas. Timing of this roll-out is scheduled through July of this year. AWS will soon provide CCSWA residential and commercial customers with organics collection that includes foodwaste. AWS will be able to leverage its experience with this CCSWA roll-out to the City.

The City currently offers residents bi-weekly (every other week) organics collection. Under a scenario where the City incorporated foodwaste into residential organics collection, due to the potential for odor, AWS would need to collect the organic material weekly rather than bi-weekly. As part of this assessment, the City would like to understand the potential rate impacts of this potential increase in collection frequency.

AWS also likely will begin using its West County (Richmond) facility for composting/processing yardwaste and/or foodwaste collected from the City. Due to AB 1594, some City yardwaste material which was formerly transported to Keller Canyon Landfill for use as ADC may now be composted/processed at this West County facility. The City will need to assess potential rate impacts of this facility change.

B. Project Scope

Crowe will assist the City with evaluating the rate impacts of potential program changes involving the City's organic stream (yardwaste and/or foodwaste). We will review pro-forma analyses provided by AWS in response to the City's requests to AWS for costing potential program changes in the area of organics collection.

We will assist with facilitating discussions with City staff, the City Council subcommittee and AWS regarding alternatives for rolling out a new organics program. We will identify options for consideration by these stakeholders and perform analyses of alternative scenarios as requested. Where possible, we will

[1] Landfills are required to be covered at the end of each working day to reduce odor and vector impacts, and California has up until now allowed yard trimming to be used for this purpose in lieu of traditional soil cover.

leverage similar data from other California and neighboring jurisdictions as a basis for comparing results of our organics program analyses.

We will work with AWS to understand the cost and operational impacts from allowing customers to add plastic bags to the curbside single stream recycling cart. We will work with AWS to understand the options for this program (e.g., placing multiple bags in a single bag) and review the impacts of these options with the City. We will identify the rate impacts to City ratepayers from implementation of this plastic bag recycling program.

We will provide the City and AWS with copies of the draft report for review. We will receive comments on the draft report and incorporate these comments. We will then prepare a final report. The final report will incorporate comments received from the City and AWS, as appropriate. Once we have completed a final report, we will provide copies of this document to the City and to AWS.

Subtasks

1.1 Interview AWS management to understand changes in operations or other factors which influence potential changes to organics (yardwaste/foodwaste) collection

1.2 Develop model for determining impacts to AWS revenue requirements from changes in residential, multi-family, and/or commercial organics collection

1.3 Assess the impacts to ratepayers from incorporating plastic bag recycling into the curbside recycling program

1.4 Analyze and present alternative rate scenarios related to new/modified organics collection programs

1.5 Provide the City and AWS with draft report, and receive comments

1.6 Conduct meeting(s) with City Council Subcommittee

1.7 Provide the City and AWS with a final draft report

1.8 Prepare for and conduct meeting/workshop with City Council to review potential organics program changes.

Deliverables

- Draft Report
- Final Report
- City Council Subcommittee Meeting
- City Council Meeting.

C. Project Schedule and Costs

In order to complete the project within the proposed timeframe, we assume that AWS will submit all information necessary to complete our assessment and that AWS and the City will respond to our requests for information, interviews, and deliverable reviews in a timely manner. We assume an approximate April 15, 2015, start date. It is expected that our project would be completed by June 30, 2015 so that if the City desires these program changes, the City Council would be in a position to adopt the program changes by the end of June 2015. The City envisions that program implementation would occur thereafter over an agreed-upon schedule between the City and AWS such that the program changes are fully operational by January 1, 2016.

We will conduct this entire engagement for a not-to-exceed fixed price of $24,750. This corresponds to 155 consulting hours. Our fees reflect expenses for administration, word processing, and production. Crowe hourly rates are $185, $175, $145, and $100 for Principal, Senior Manager, Senior Staff, and Staff level personnel, respectively. Our costs include all professional fees and expenses. Crowe will bill the City monthly in arrears for our services.

We look forward to the opportunity to assist the City with this project. Please do not hesitate to contact Erik Nylund in San Francisco at (415) 230-4963 should you have any questions regarding this proposal or our qualifications to serve you.

Sincerely,

Lisa M. Voeller
Principal

Attachment A - Crowe Horwath
Integrated Waste Management Projects **(page 1 of 4)**

Client	Area Served	Project	Hauling Company
1. Alameda County Source Reduction and Recycling Board	Alameda County	Report and Case Studies on Source Reduction Measurement	N/A
2. Alameda County Source Reduction and Recycling Board	Alameda County	Five Year Financial and Compliance Audit; Evaluation of Commercial Recycling and Organics Program Phase In	Multiple
3. Calaveras County	Calaveras County	Disposal Economics Evaluation	Calaveras County
4. Contra Costa County	Contra Costa County – Rodeo/Oakley	Operational Review of New Residential Refuse and Recycling Program	Garaventa Enterprises
5. Contra Costa County	Contra Costa County – Rodeo/Oakley	Franchise Negotiations, Rate Setting Manual and Base/Interim Rate Reviews, Cost Analyses	Garaventa Enterprises
6. Contra Costa County	Contra Costa County – Bay Point	Rate Setting Manual and Base/ Interim Rate Reviews, Cost Analyses	Pleasant Hill Bayshore Disposal (Allied Co.)
7. Contra Costa County	Contra Costa County – El Sobrante	Rate Setting Manual and Base/ Interim Rate Reviews, Cost Analyses	Richmond Sanitary Service (Republic Services, Inc.)
8. Contra Costa County	Contra Costa County – Crockett	Cost and Rate Study	Crockett Garbage Service
9. Douglas County, NV	Douglas County, NV	Refuse Rate Setting Manual and Review	Douglas Disposal, Inc.
10. El Dorado County	El Dorado County	Refuse Rate Setting Manual and Review	El Dorado Disposal Service
11. El Dorado County	El Dorado County	Rate and Service Study; System Planning; Recycling Program Options Assessment; Comparative Surveys; Transfer Station/MRF Operations Review; Assessment of Franchise Extension Options; Franchise Valuations	Amador Disposal Service, American River Disposal Service, El Dorado Disposal Services (Waste Connections), Sierra Disposal Service, South Tahoe Refuse Company, and Tahoe-Truckee Sierra Disposal
12. King County, WA	King County, WA	Performance Audit (Review of Financial Reserve and Replacement Fund Policies, System Costs)	King County
13. Napa County	Napa County	Rate Setting Assistance and Cost Analyses	Napa Valley Disposal Service
14. Orange County	Orange County	Program Audit and Privatization	Orange County
15. Sacramento County	Sacramento County	Five-Year Operations Review and Rate Study	Sacramento County

Attachment A - Crowe Horwath
Integrated Waste Management Projects *(continued)* **(page 2 of 4)**

Client	Area Served	Project	Hauling Company
16. Sacramento County	Sacramento County	Refuse Rate Review and Cost Analyses	Independent Disposal Service
17. Sacramento County	Sacramento County	Refuse Rate Review and Cost Analyses	Camarillo Sanitation Service
18. San Bernardino County	San Bernardino County	Develop Solid Waste Rates (Including Funding for $82 Million in Capital Projects)	Various
19. San Bern. Desert Mountain Waste Management Coalition	San Bernardino County	Financial Review of $50 Million Enterprise Fund	Various
20. San Diego County Solid Waste Division	San Diego County	Management Audit and Financial Review (Internal Controls, Operating Reserves, Expenditures and Funding Requirements, Fund Solvency)	San Diego County
21. San Diego County Solid Waste Authority	San Diego County	Bond Financing Pro-Forma	Various
22. Yuba County	Yuba County	Disposal Economics Evaluation	Yuba County
23. City of Barstow	City of Barstow	Cost of Service Study, Rate Review, Route Audit, Time and Motion Study	Desert Disposal Service
24. City of Campbell	City of Campbell	Performance Audit	Green Valley Disposal
25. City of Commerce	City of Commerce	Disposal Economics Evaluation	City of Commerce
26. City of Concord	City of Concord	Operational Review of Concord Disposal Service	Concord Disposal Service
27. City of Concord	City of Concord	Franchise Extension Evaluations, Rate Setting Manual, Base/Interim Year Rate Reviews, Three–Cart System and Automation Planning, Recycling Program Development, and MRF Sort Line Assistance	Concord Disposal Service
28. City of Coronado	City of Coronado	Solid Waste Management Study	EDCO
29. City of Farmington, N.M.	City of Farmington, N.M.	Cost-of-Service Study and Rate Review	Waste Management of New Mexico
30. City of Fremont	City of Fremont	Close Out Audit and Balancing Account Audit	Waste Management of Alameda County
31. City of Los Gatos	City of Los Gatos	Performance Audit	Green Valley Disposal
32. City of Martinez	City of Martinez	Franchise Negotiations, Rate Setting Manual, Base/Interim Rate Reviews, Yard/Mixed Paper Recycling Cost Study, Single Stream Recycling Program Review	Pleasant Hill Bayshore Disposal (was BFI co., now Allied co.)

Attachment A - Crowe Horwath
Integrated Waste Management Projects *(continued)* **(page 3 of 4)**

Client	Area Served	Project	Hauling Company
33. City of Monte Sereno	City of Monte Sereno	Performance Audit	Green Valley Disposal
34. City of Pleasant Hill	City of Pleasant Hill	Franchise Assistance	Allied Waste Services
35. City of Pleasanton	City of Pleasanton	Rate Review and Franchise Assistance	Pleasanton Garbage Service
36. City of San Jose	City of San Jose	Curbside Recycling Study	Norcal
37. City of San Luis Obispo	City of San Luis Obispo	Rate Setting Manual and Financial Statement Review	San Luis Obispo Garbage
38. City of Saratoga	City of Saratoga	Performance Audit	Green Valley Disposal
39. City of Vacaville	City of Vacaville	Rate Reviews	Vacaville Sanitary Service
40. City of Vallejo	City of Vallejo	Refuse and Recycling Rate Reviews, Automation Planning, MRF Operations Assessment, Operational and Financial Review (Performance Audit)	Recology Vallejo (Vallejo Garbage)/ Vallejo Recycling
41. City of Victorville	City of Victorville	Refuse Rate Study	Victorville Disposal
42. Durham Rd. Landfill Trus Authority	City of Fremont, Newark, Union City	Landfill Closure and Post Closure	Waste Management of Alameda County
43. Integrated Collection Service	Several areas, OR	Hauler Profitability Study	Integrated Collection Service
44. Morrison & Foerster	City of Fremont	Litigation Support for Multi-Year, Multi-Jurisdictional, Balancing Account Amount	Waste Management of Alameda County
45. Morrison & Foerster	City of Newark	Litigation Support for Multi-Year, Multi-Jurisdictional, Balancing Account Amount	Waste Management of Alameda County
46. Morrison & Foerster	City of Union City	Litigation Support for Multi-Year, Multi-Jurisdictional, Balancing Account Amount	Waste Management of Alameda County
47. Rouge Disposal	Medford, OR	Hauler Profitability Study	Rouge Disposal
48. Roy F. Weston	City of Los Angeles	Solid Waste Disposal Information System	City of Los Angeles
49. South Tahoe Basin Waste Management Authority	El Dorado County, City of South Lake Tahoe, Douglas County, NV	Rate Setting Manual, Rate Review, and MRF Cost Assessment	South Tahoe Refuse Company
50. South Tahoe Basin Waste Management Authority	El Dorado County, City of South Lake Tahoe, Douglas County, NV	Update to Rate Setting Manual and Review	South Tahoe Refuse Company
51. Town of San Anselmo	Town of San Anselmo	Refuse Rate Review	San Anselmo Refuse & Recycling

Attachment A - Crowe Horwath
Integrated Waste Management Projects *(continued)* **(page 4 of 4)**

Client	Area Served	Project	Hauling Company
52. Yuba-Sutter Regional Waste Management Authority	Counties of Yuba and Sutter; cities of Live Oak, Marysville, Wheatland, and Yuba City	Refuse Rate Review	Recology Yuba-Sutter
53. California Department of Conservation	Statewide	Statewide Cost of Recycling Study, Multiple Years	Over 300 hauling companies
54. California Department of Conservation	Contra Costa County – Kensington	Curbside Program Cost Study	Bay View Refuse Service, Inc.
55. California Department of Conservation	City of San Marino	Curbside Program Cost Study	Rodriguez Brothers Disposal Service
56. California Department of Conservation	City of Torrance	Curbside Program Cost Study	City of Torrance
57. California Department of Conservation	City of Turlock	Curbside Program Cost Study	Turlock Scavenger Company
58. California Department of Conservation	Statewide	Plastics White Paper	Assessment of Plastics Recycling and Resource Conservation in California
59. California Department of Conservation	Statewide	Paper Recycling Efficiency Project	N/A
60. California Department of Conservation	Statewide	Compliance Audit of Recycling Facilities	N/A
61. California Energy Commission	County of Del Norte	Disposal Economics Evaluation	County of Del Norte
62. California Energy Commission	County of Lassen	Disposal Economics Evaluation	County of Lassen
63. California Integrated Waste Management Board	Statewide	Study on Factors Inhibiting Market Demand for Secondary Materials	N/A
64. California Integrated Waste Management Board	Statewide	Study on Factors Inhibiting Market Demand for Secondary Materials	N/A
65. California Integrated Waste Management Board	Statewide	Proposals for Specific Actions to Increase Demand for Secondary Materials	N/A
66. California Integrated Waste Management Board	Statewide	Cost-Benefit Analysis of Six Market Development Policies	N/A
67. California Integrated Waste Management Board	Statewide	Household Battery Waste Management Stream Assessment	N/A

Attachment B – Selected Firm Resumes

Erik Nylund, Senior Manager, Project Manager

Professional Summary

Mr. Nylund is a Senior Manager with Crowe. Mr. Nylund has 22 years of consulting experience, 19 of which have been in the area of solid waste rate setting for local governments.

Mr. Nylund will be responsible for managing the day-to-day work for the City. He will be the point person for communications between the City, the company, and Crowe. He has substantively participated on nearly all of the projects identified in Attachment A of this proposal.

For many of the projects noted in Attachment A, Mr. Nylund has worked to negotiate terms and conditions associated with refuse collection franchises and rates. He has familiarity with franchise agreements, rate setting practices/outcomes in the local area, as well as current service and program trends in the waste management industry which will be useful in discussions with AWS as part of this organics collection project. He is currently evaluating compliance of 16 Alameda County jurisdictions with the County's commercial recycling and organics program ordinance.

Mr. Nylund has extensive experience with City of Martinez. He has worked with City management, staff, and City Council subcommittee on a number of solid waste matters since 2000.

Selected refuse collection haulers that Mr. Nylund has recently worked with include:

Public

- Allied Waste Services
- Republic Services
- Waste Connections
- Waste Management

Private

- Concord Disposal Services
- Garaventa Enterprises
- Northern Recycling & Waste Services
- Pleasanton Garbage Service
- Recology Butte Colusa Counties
- Recology Vallejo (formerly Norcal Waste Systems)
- Recology Yuba-Sutter
- South Tahoe Refuse.

Mr. Nylund often presents results to City Councils and Board of Supervisors. In almost every case, he has received a unanimous vote in favor of recommendations. Prior to joining Crowe, Mr. Nylund was a consultant with NewPoint Group and also with the "big four" management consulting practices of Deloitte & Touche LLP and Ernst & Young LLP.

Education

- Master's in Business Administration (Finance emphasis)
- Bachelor's of Science in Civil Engineering
  - University of California at Davis

Mendi Julien, Senior Staff

Ms. Julien is a Senior Staff with Crowe Horwath, LLP, located in our Sacramento office. Prior to joining Crowe in October 2012 (after the combination of Crowe with NewPoint Group), she was an Associate with NewPoint Group, a Sacramento-based management consulting firm serving the public sector. Ms. Julien has ten years of professional experience in the consulting and operations management fields. Ms. Julien has six years of government consulting experience in California, four of which have been in the area of solid waste consulting for local governments. She has a Bachelor's of Science in Industrial Engineering from California Polytechnic State University, San Luis Obispo.

She has recently worked on solid waste projects for the following cities and counties: City of Pleasant Hill, City of Pleasanton, City of Vallejo, and South Lake Tahoe Basin Waste Management Authority.

Ms. Julien also has been a consultant on a previous *Five Year Financial and Compliance Audit* for the Alameda County Source Reduction and Recycling Board. She conducted on-site reviews of the sixteen (16) member agencies that received Measure D funding, during fiscal years 2006/07, through 2010/11. She assessed whether program and services expenditures where consistent with the "recycling" intent of Measure D. She also reviewed Measure D compliance for a total of 23 procurement and program services grant recipients.

She has substantial experience conducting structured interviews and synthesizing qualitative data for a broad range of State agencies and local governments. Ms. Julien is trained and specializes in program evaluation and performance auditing, organizational analysis, data analysis, business process assessment, reengineering, and design, and information technology solution analysis/feasibility studies.

Exhibit B - 2015 Residential Garbage Rate Survey

Jurisdiction	20 Gallon	Jurisdiction	35 Gallon	Jurisdiction	64 Gallon	Jurisdiction	96 Gallon
Brentwood	N/A	El Cerrito	$ 42.08	Pleasanton	N/A	El Cerrito	N/A
Concord	N/A	Castro Valley	$ 36.92	El Cerrito	$ 84.43	Orinda	$ 100.67
Dublin	N/A	Orinda	$ 35.75	Orinda	$ 67.30	Castro Valley	$ 91.33
Oakley	N/A	Pittsburg	$ 34.25	Castro Valley	$ 64.11	Richmond	$ 91.26
Pittsburg	N/A	Pleasanton	$ 33.80	Richmond	$ 61.28	El Sobrante	$ 88.50
Pleasanton	N/A	Hercules	$ 33.61	El Sobrante	$ 59.42	Moraga	$ 87.89
El Cerrito	$ 31.50	Pinole	$ 32.12	Hercules	$ 59.25	Livermore	$ 86.21
Orinda	$ 31.01	Richmond	$ 32.11	Moraga	$ 58.59	Hercules	$ 85.64
Hercules	$ 28.67	El Sobrante	$ 31.01	Pinole	$ 57.14	Lafayette	$ 85.47
Pinole	$ 27.17	Oakley	$ 30.94	Lafayette	$ 56.99	Pinole	$ 82.91
Richmond	$ 26.44	Lafayette	$ 30.20	San Pablo	$ 54.22	San Pablo	$ 81.26
Lafayette	$ 26.43	Moraga	$ 29.30	Livermore	$ 53.34	**San Ramon**	**$74.98**
El Sobrante	$ 25.50	Livermore	$ 28.76	Clayton	$ 50.88	County	$ 65.65
Moraga	$ 25.38	San Pablo	$ 27.94	**San Ramon**	**$47.00**	Danville	$ 65.16
Clayton	$ 24.38	Martinez	$ 27.73	County	$ 43.96	Martinez	$ 64.95
Castro Valley	$ 23.80	Concord	$ 27.35	Danville	$ 43.90	Walnut Creek	$ 60.84
Danville	$ 23.28	Clayton	$ 27.24	Antioch	$ 43.54	Clayton	$ 57.66
San Pablo	$ 23.00	**San Ramon**	**$27.16**	Oakley	$ 43.28	Dublin	$ 56.40
Antioch	$ 22.95	Antioch	$ 26.97	Pittsburg	$ 41.85	Antioch	$ 51.14
Benicia	$ 22.66	Benicia	$ 26.77	Walnut Creek	$ 40.73	Pleasant Hill	$ 49.39
San Ramon	**$21.98**	Danville	$ 25.81	Dublin	$ 38.75	Oakley	$ 49.07
Pleasant Hill	$ 20.86	Pleasant Hill	$ 24.14	Concord	$ 36.90	Pittsburg	$ 46.95
County	$ 20.33	Brentwood	$ 24.00	Brentwood	$ 35.67	Benicia	$ 46.15
Livermore	$ 19.36	County	$ 23.09	Benicia	$ 33.47	Concord	$ 45.20
Martinez	$ 19.35	Walnut Creek	$ 21.57	Pleasant Hill	$ 32.94	Brentwood	$ 42.82
Walnut Creek	$ 18.28	Dublin	$ 21.10	Martinez	$ 30.91	Pleasanton	$ 41.43