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October 29, 2025

Erin Brewster  
Sustainability Program Manager  
Town of Truckee  
10183 Truckee Airport Road  
Truckee, CA 96161  
ebrewster@townoftruckee.gov

*Sent via email*

**Subject: Proposal to Support Collection Franchise Planning and Procurement**

Dear Erin,

HF&H Consultants, LLC (HF&H) is pleased to present this proposal to the Town of Truckee (Town) to assist in the development of the next generation solid waste collection franchise agreement for the Town and its ratepayers. This will be a multi-year project between now and the end of the current franchise agreement with Tahoe Truckee Sierra Disposal (TTSD), including multiple phases that have been detailed in our scope of work below.

## **Scope of Work**

This scope of work outlines the tasks and activities for a comprehensive collection services planning project, divided into four phases: Public and Stakeholder Engagement, Solicitation Document Design and Drafting, Proposal Process Management, and Negotiations. Each phase is carefully designed to support the unique conditions and goals of the Town in consideration of the next generation of the solid waste collection program.

### **PHASE 1: PUBLIC & STAKEHOLDER ENGAGEMENT**

During Phase 1, HF&H will support the Town in the performance of public and stakeholder engagement related to the next generation franchise agreement. The goal of this phase of the project is to gather sufficient information from Town staff, the public and stakeholders to inform decision-making about how best to serve residents and business given the Town's unique combination of climate and conditions, including: 1) the high number of second homes; 2) impacts resulting from high elevation and wildlife; 3) desired diversion services in light of existing regulatory requirements and/or exemptions therefrom; and, 4) whether to negotiate an extended or restated contract with the existing service provider or issue a competitive Request for Proposals (RFP) to choose a new provider. This will include conducting the following activities:

1. Preliminary Design and Review Process with Town Staff – To initiate the project, the HF&H team will begin developing a design intake document, which will form the foundation on which the entire RFP process is built. The design intake document will include a summary of existing services, potential gaps, regulatory compliance considerations, programmatic considerations, etc. The HF&H team will incorporate its findings, requests clarifications
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from Town staff, and identify critical decision-making points in preparation for stakeholder meetings, which will occur later in Phase 1, as well as further process design which will occur in Phase 2.

2. Residential Customer Engagement – HF&H will develop a survey instrument to use in gathering input about services, affordability, and satisfaction from residential customers throughout the various distinct neighborhoods within the Town service area. HF&H strongly recommends that the surveys be conducted by a third-party public opinion survey firm in a statistically valid manner, and HF&H has not included the cost of that third party in our proposal. If that option is not selected, HF&H recommends that Town staff promote an online survey through newsletters, email lists, and other methods available to them to encourage participation. HF&H has not included any budget for promoting the survey nor coordinating with parties that do. HF&H has budgeted approximately 40 hours of in-person intercept surveying using that same survey instrument at locations throughout the Town identified by Town staff.
3. Commercial & Multi-Family Customer Engagement – HF&H will participate in up to four in-person meetings with commercial and multi-family customer groups to make a presentation and solicit their input on service needs, affordability, and satisfaction. These customers are less likely to participate in surveys and their feedback tends to be more nuanced and specific to their business type. This in-person approach will facilitate a more candid and nuanced understanding of the needs. HF&H assumes that the same presentation can be used in each meeting, with only updates to the name of the group and the date of the meeting needed.
4. Industry Stakeholders – HF&H will facilitate a series of virtual meetings with up to four industry stakeholders that could provide services under the next generation franchise agreement. These industry stakeholder meetings are intended to offer Town staff an opportunity to meet potential future service providers and understand their experience, service options, and innovative approaches.
5. Present to Town Council – Following the engagement work performed in this Phase 1, HF&H will prepare and present to Town Council a PowerPoint style presentation that documents the results of the engagement with each group of stakeholders, identifies potential services and contract terms to include in the next generation franchise agreement, and identifies datapoints that may inform a decision on whether to negotiate with the existing provider or conduct a competitive RFP process.

## **PHASE 2: SOLICITATION DOCUMENT DESIGN & DRAFTING**

During Phase 2 of this project, HF&H will support Town staff in the design and drafting of the next generation franchise agreement and the request for proposals document sent to potential proposers. The specifics of this task, including the extent of changes to the existing (current) agreement and whether it will be solicited on a sole-source or competitive basis will be largely determined in Phase 1. As such, the scope of this task is defined broadly and flexibly to allow the project to follow the direction of Town Council. This phase of the project will include the following tasks:

1. Design Intake Process – To initiate Phase 2, HF&H and Town staff will revisit the design intake document developed in Phase 1, in order to incorporate findings obtained through the stakeholder engagement. HF&H will walk Town staff through the existing franchised services and discuss a multitude of items ranging from whether the hauler may charge for residential overages to whether and how food waste is addressed. HF&H will be requesting
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the Town's input and guidance to inform our preparation of an RFP framework that will ultimately become a concise solicitation package for proposers. HF&H aims to gather as much input from the Town as possible, identify where consensus is easy to reach and where issues may need further consideration.

2. Update Franchise Agreement – HF&H will prepare an updated franchise agreement document that will reflect modern industry best practices and regulations, and also address new issues that have been included in modern franchise agreements, including the handling of zero emission vehicles, extended producer responsibility programs, and modernized approaches for customer service and outreach. Finally, we will incorporate changes to programs and contract terms that result from the design discussions had in Phases 1 and 2. HF&H will provide a draft of this agreement to Town staff for review and comments. HF&H anticipates that the comments from all reviewing Town staff members will be consolidated and non-conflicting.
3. Draft Solicitation Document – HF&H will prepare a document to solicit proposal(s) from either the existing provider (i.e., a “mini-RFP” like was done in 2016) or from a competitive field (i.e., a traditional RFP process). The document will present the current and desired services, proposal format and content requirements, and evaluation criteria. The solicitation document will be developed based on the direction received in Phases 1 and 2. HF&H will provide a draft of this agreement to Town staff for review and comments. HF&H anticipates that the comments from all reviewing staff members will be consolidated and non-conflicting.
4. Presentation to Town Council – Once the solicitation document and draft agreement have been finalized, HF&H will prepare and present to Town Council a PowerPoint style presentation that documents the results of the process to date, previews the new franchise agreement, describes the process which will be used to solicit proposals, and revisits any changes in services discussed/decided during the planning in Phases 1 and 2.

### **PHASE 3: PROPOSAL PROCESS MANAGEMENT**

During Phase 3 of this project, HF&H will support Town staff in the process of issuing the competitive RFP or “mini-RFP” document, managing the process for proposer(s) to prepare their response, and conducting the initial review of proposals received. The level of effort budgeted for this task assumes a competitive RFP and the receipt and evaluation of up to four collection proposals. If the decision in Phase 1 is to conduct a “mini-RFP” or sole-source negotiation with the existing service provider, this budget may be revised to reflect the lower level of effort associated with reviewing fewer companies’ proposals. This phase of the project will include:

1. Issue RFP – In the event of a competitive RFP, HF&H will develop a dedicated RFP website to house the RFP documents and manage communication with proposers. HF&H will post all of the final documents to that site. HF&H will advertise the RFP process to the industry stakeholders engaged in Phase 1, HF&H’s list of over 150 interested parties in RFP processes, and will post the RFP notice to industry email groups and associations to ensure all potential interested parties are aware of it. In the event of a sole-source (or “mini-RFP”) process, the documents will simply be emailed directly to the company’s designated representatives.
  2. Pre-Proposal Meeting – HF&H will facilitate an in-person pre-proposal meeting at the Town offices. This meeting will include a presentation to the potential proposers outlining the requirements and timelines of the RFP process. The meeting may also include a virtual
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tour of the ERL facility so that non-incumbent providers understand the extent of the facilities available to them.

3. Manage Proposer Q&A – HF&H will facilitate the question-and-answer process with proposers during the RFP process. HF&H anticipates up to 50 questions from proposers about the scope, process, facilities, customer profiles, programs, billing terms, etc., that are included in the RFP and franchise agreement. This is a normal part of the RFP process that is important for ensuring their understanding and receiving the best possible proposals. HF&H anticipates that Town staff will be available to review and support responses related to Town-specific services or elements of the service area.
4. Initial Proposal Evaluation – HF&H will conduct an initial evaluation of the proposals received to ensure completeness and compliance with the requirements of the RFP. This review will simply identify any areas of the required proposal(s) that were missing and will produce a recommendation for Town staff about which proposals to: 1) accept; 2) accept with certain required corrections; or, 3) reject as non-compliant.
5. Technical Review – HF&H will perform an initial technical review of each of the received proposals. HF&H will prepare a high-level summary of each proposal's technical approach to be used in briefing Town staff and later to present information to Town Council. HF&H will also prepare clarification and interview questions resulting from the review of the technical proposals.
6. Cost Review – HF&H will perform an initial review of the cost proposals received. This review will include a mathematical accuracy and logical consistency check as well as benchmarking the proposal against current service costs and other proposals received in the region through other RFPs. HF&H will prepare a high-level summary of each proposal's costs to be used in briefing Town staff and later to present information to Town Council. HF&H will also prepare clarification and interview questions resulting from the review of the cost proposals.
7. Contract Exception Review – HF&H will perform a review of the contract term exceptions proposed by each of the respondents. This review will include assessing the number and nature of the exceptions as well as assessing the likelihood of successful negotiations with each proposer. This task will produce an "exceptions digest" that will be used as a tool both for briefing Town staff and in the negotiations process with the successful proposer.
8. Proposer Interviews – HF&H will facilitate interviews with each proposer at the Town offices. HF&H anticipates that all interviews will be conducted over two consecutive days and that each interview will be approximately 90 minutes in duration, in addition to pre- and post- meetings with Town staff to prepare for and debrief the interviews. Following the final interview, HF&H will facilitate a meeting with Town staff to make a recommendation on which proposer(s) to enter into negotiations with. HF&H will not make a recommendation but will help to facilitate Town staff's evaluation and recommendation.

## **PHASE 4: NEGOTIATIONS**

During Phase 4 of this project, HF&H will support Town staff in the negotiation of the final franchise agreement with the selected provider. This proposal assumes that only one company will be included in the final negotiations. If Town staff determines that parallel negotiations with more than one proposer are appropriate, this budget will need to be amended to reflect the additional time required for the additional negotiation. This phase of the project will include the following tasks:

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1. Meet with Town Staff – Following completion of Phase 3, HF&H will meet with Town staff to align on strategy for negotiations with the selected finalist proposer. During this Task HF&H will also work with Town staff to define the final desired service package, assuming various service and cost options will have been provided and discussed during the proposal evaluation and interviews conducted in Phase 3.
  2. Negotiate with Finalist – HF&H will lead the negotiations with the selected proposer, though we assume participation by Town staff members that are identified as the negotiation team. These negotiations will be focused on achieving agreement on all common business terms, scope items, and compensation issues. HF&H assumes that there will be a total of four negotiations sessions, all in-person located at the Town offices. HF&H will prepare for and facilitate the negotiations, draft revisions to the contract based on those negotiations, and manage changes to the cost proposals resulting from the negotiations. HF&H will produce a final franchise agreement for execution by the selected proposer and the Town.
  3. Presentation to Town Council – HF&H will prepare a draft PowerPoint style presentation to present the recommendation for award of the franchise agreement to Town Council. HF&H assumes that Town staff will review the draft presentation and provide feedback and requests for edits. HF&H will finalize the presentation based on that feedback and will then make the presentation to the Town Council.
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# Budget

The proposed budget for this project is \$324,969, as detailed in the fee estimate below. This reflects hourly rates for professional and administrative personnel which are valid through December 31, 2026, and which will increase by three percent on January 1 of each subsequent year. Further billing policies are provided in Attachment A.

**Figure 1. Fee Estimate**

Town of Truckee Solid Waste Procurement	President	Sr. Manager	Sr. Assoc	Associate	Admin	Labor Hours	Labor \$	Expense \$	Total \$
<b>Phase 1 - Public Engagement</b>									
Design & Review Meetings w/ Town	18	20	0	0	0	38	\$ 12,968	\$ 600	\$ 13,568
Residential Surveys	8	54	4	0	0	66	\$ 21,197	\$ -	\$ 21,197
Commercial & MFD Visits	8	44	12	0	0	64	\$ 20,064	\$ -	\$ 20,064
Industry Stakeholders	8	8	0	0	0	16	\$ 5,480	\$ -	\$ 5,480
Report & Revise	12	20	8	0	8	48	\$ 14,276	\$ -	\$ 14,276
Presentation to Town Council	8	26	0	0	0	34	\$ 11,227	\$ 600	\$ 11,827
<b>Subtotal Phase 1 Budget</b>	<b>62</b>	<b>172</b>	<b>24</b>	<b>0</b>	<b>8</b>	<b>266</b>	<b>\$ 85,212</b>	<b>\$ 1,200</b>	<b>\$ 86,412</b>
<b>Phase 2 - Draft RFP &amp; Franchise</b>									
Design Intake Meetings w/ Town	8	8	0	0	0	16	\$ 5,480	\$ 300	\$ 5,780
Update Franchise	8	32	32	30	0	102	\$ 27,563	\$ -	\$ 27,563
Prepare Solicitation Document	8	20	48	0	12	88	\$ 23,834	\$ -	\$ 23,834
Presentation to Town Council	6	24	0	0	4	34	\$ 10,578	\$ 300	\$ 10,878
<b>Subtotal Phase 2 Budget</b>	<b>30</b>	<b>84</b>	<b>80</b>	<b>30</b>	<b>16</b>	<b>240</b>	<b>\$ 67,455</b>	<b>\$ 600</b>	<b>\$ 68,055</b>
<b>Phase 3 - Proposal Process Management</b>									
Issue RFP	0	2	0	0	4	6	\$ 1,360	\$ -	\$ 1,360
Pre-Proposal Meeting	0	8	0	4	0	12	\$ 3,378	\$ 100	\$ 3,478
Proposer Q&A	6	14	4	6	0	30	\$ 8,930	\$ -	\$ 8,930
Initial Proposal Evaluation	2	8	8	8	0	26	\$ 6,994	\$ -	\$ 6,994
Technical Review	8	40	20	16	0	84	\$ 24,143	\$ -	\$ 24,143
Cost Review	4	32	40	0	0	76	\$ 21,980	\$ -	\$ 21,980
Contract Exceptions Review	4	16	4	40	0	64	\$ 15,841	\$ -	\$ 15,841
Proposer Interview(s)	8	12	2	2	0	24	\$ 7,684	\$ 500	\$ 8,184
<b>Subtotal Phase 3 Budget</b>	<b>32</b>	<b>132</b>	<b>78</b>	<b>76</b>	<b>4</b>	<b>322</b>	<b>\$ 90,310</b>	<b>\$ 600</b>	<b>\$ 90,910</b>
<b>Phase 4 - Negotiations</b>									
Meetings w/ Town	8	24	0	0	0	32	\$ 10,588	\$ -	\$ 10,588
Negotiate w/ Finalist	40	96	28	28	0	192	\$ 58,257	\$ 600	\$ 58,857
Presentation to Town Council	8	12	0	8	8	36	\$ 9,847	\$ 300	\$ 10,147
<b>Subtotal Phase 4 Budget</b>	<b>56</b>	<b>132</b>	<b>28</b>	<b>36</b>	<b>8</b>	<b>260</b>	<b>\$ 78,692</b>	<b>\$ 900</b>	<b>\$ 79,592</b>
<b>Grand Total All Tasks</b>									<b>\$ 324,969</b>

In the event that the total proposed budget is more than is required to perform the work, HF&H will bill the Town the lesser amount. If it appears that more hours or expenses will be required than have been estimated here, HF&H will work with Town staff to determine the appropriate way to meet that need, which may include assignment of tasks to Town staff or adjustment to the budget.



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HF&H appreciates this opportunity to be of continued service to the Town and we look forward to starting work as soon as we receive your authorization to proceed. Should you have any questions or comments, please do not hesitate to contact me directly at (925) 977-6959 or [rchilton@hfh-consultants.com](mailto:rchilton@hfh-consultants.com).

Sincerely,  
HF&H Consultants, LLC

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

Rob Hilton  
President





# ATTACHMENT A

**Standard Hourly Rates and Billing Arrangements**





# Standard Hourly Rates and Billing Arrangements

(Effective January 1, 2025)

## PROFESSIONAL FEES

Hourly rates for professional and administrative personnel are as follows:

Position	Rate
Executive	\$330 - \$365
Senior Project Manager	\$305 - \$325
Project Manager	\$275 - \$285
Senior Associate	\$225 - \$270
Associate Analyst	\$185 - \$205
Assistant Analyst	\$160 - \$180
Administrative Staff	\$135 - \$170

## DIRECT EXPENSES

Standard charges for common direct expenses are as follows:

Automobile Travel .....	Prevailing IRS mileage rate
Airfare and Public Transit.....	Actual Cost

## BILLING POLICIES

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

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

While no minimum fee for a consulting engagement has been established, it is unlikely (given the nature of our services) that we can gain an understanding of a client's particular



# Standard Hourly Rates and Billing Arrangements

requirement, identify alternatives, and recommend a solution in less than twenty-four consulting hours.

## INSURANCE

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

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

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

## INVOICES AND PAYMENT FOR SERVICES

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

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

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