COUNTY OF SISKIYOU
CONTRACT FOR SERVICES
FOR BOARD OF SUPERVISORS SIGNATURE

This Contract is entered into on the date when it has been both approved by the Board and signed by all other parties to it.

COUNTY: Siskiyou County Department of General Services
190 Greenhorn Road
Yreka, CA 96097

And

CONTRACTOR: Climate & Waste Systems Advisory, Ltd. Co.
1938 Kellogg Ave., Suite 110
Carlsbad, CA 92008
(817) 330-4414

ARTICLE 1. TERM OF CONTRACT

1.01 Contract Term: This Contract shall become effective on September 1, 2026, and shall terminate on June 30, 2027, unless terminated in accordance with the provisions of Article 7 of this Contract or as otherwise provided herein.

ARTICLE 2. INDEPENDENT CONTRACTOR STATUS

2.01 Independent Contractor: It is the express intention of the parties that Contractor is an independent contractor and not an employee, agent, joint venture or partner of County. Nothing in this Contract shall be interpreted or construed as creating or establishing the relationship of employer and employee between County and Contractor or any employee or agent of Contractor. Both parties acknowledge that Contractor is not an employee for state or federal tax purposes. Contractor shall retain the right to perform services for others during the term of this Contract.

ARTICLE 3. SERVICES

3.01 Scope of Services: Contractor agrees to furnish the following services: Contractor shall provide the services described in Exhibit “A” attached hereto.

No additional services shall be performed by Contractor unless approved in advance in writing by the County stating the dollar value of the services, the method of payment, and any adjustment in contract time or other contract terms. All such services are to be coordinated with County and the results of the work shall be monitored by the Director of General Services or his or her designee.

To the extent that Exhibit A contains terms in conflict with this Contract or to the extent that it seeks to supplement a provision regarding a subject already fully addressed in this Contract, including a clause similar to this seeking to render its language superior to conflicting language in this Contract, such language is hereby expressly deemed null and void by all parties upon execution of this Contract.

3.02 Method of Performing Services: Contractor will determine the method, details, and means of performing the above-described services including measures to protect the safety of the traveling public and Contractor's employees. County shall not have the right to, and shall not, control the manner or determine the method of accomplishing Contractor's services.

3.03 Employment of Assistants: Contractor may, at the Contractor's own expense, employ such assistants as Contractor deems necessary to perform the services required of Contractor by this Contract. County may not control, direct, or supervise Contractor's assistants or employees in the performance of those services.

ARTICLE 4. COMPENSATION

4.01 Compensation: In consideration for the services to be performed by Contractor, County agrees to pay Contractor in proportion to services satisfactorily performed as specified in Exhibit "A". Payment shall not exceed amount appropriated by the Board of Supervisors for such services for the fiscal year.

4.02 Invoices: Contractor shall submit detailed invoices for all services being rendered.

4.03 Date for Payment of Compensation: County shall pay within 30 days of receipt of invoices from the Contractor to the County, and approval and acceptance of the work by the County.

4.04 Expenses: Contractor shall be responsible for all costs and expenses incident to the performance of services for County, including but not limited to, all costs of materials, equipment, all fees, fines, licenses, bonds or taxes required of or imposed against Contractor and all other of Contractor's costs of doing business. County shall not be responsible for any expense incurred by Contractor in performing services for County.

ARTICLE 5. OBLIGATIONS OF CONTRACTOR

5.01 Contractor Qualifications: Contractor warrants that Contractor has the necessary licenses, experience and technical skills to provide services under this Contract.

5.02 Contract Management: Contractor shall report to the Director of General Services or his or her designee who will review the activities and performance of the Contractor and administer this Contract.

5.03 Tools and Instrumentalities: Contractor will supply all tools and instrumentalities required to perform the services under this Contract. Contractor is not required to purchase or rent any tools, equipment or services from County.

5.04 Workers' Compensation: Contractor shall maintain a workers' compensation plan, in an amount of no less than One Million Dollars ($1,000,000) per accident for bodily injury or disease, covering all its employees as required by California Labor Code Section 3700, either through workers' compensation insurance issued by an insurance company or through a plan of self-insurance certified by the State Director of Industrial Relations. If Contractor elects to be self-insured, the certificate of insurance otherwise required by this Contract shall be replaced with a consent to self-insure issued by the State Director of Industrial Relations. Proof of such insurance shall be provided before any work is commenced under this contract. No payment shall be made unless such proof of insurance is provided.

5.05 Indemnification: Contractor shall indemnify and hold County harmless against any and all liability imposed or claimed, including attorney's fees and other legal expenses, arising directly or indirectly from any act or failure of Contractor or Contractor's assistants, employees or agents, including all claims relating to the injury or death of any person or damage to any property. Contractor agrees to maintain a policy of liability insurance in the minimum amount of ($2,000,000) Two Million Dollars, to cover such claims or in an amount determined appropriate by the County Risk Manager. If the amount of insurance is reduced by the County Risk Manager such reduction must be in writing. Contractor shall furnish a certificate of insurance evidencing such insurance and naming the County as an additional insured for the above-cited liability coverage prior to commencing work. It is understood that the duty of Contractor to indemnify and hold harmless includes the duty to defend as set forth in Section 2778 of the California Civil Code. Acceptance by County of insurance certificates and endorsements required under this Contract does not relieve Contractor from liability or limit Contractor's liability under this indemnification and hold harmless clause. This indemnification and hold harmless clause shall apply to any damages or claims for damages whether or not such insurance policies shall have been determined to apply. By execution of this Contract, Contractor acknowledges and agrees to the provisions of this Section and that it is a material element of consideration.

5.06 General Liability and Automobile Insurance: During the term of this Contract, Contractor shall obtain and keep in full force and effect a commercial, general liability with no limits no less than Two Million Dollars ($2,000,000) per occurrence and automobile policy or policies of no less than One Million Dollars ($1,000,000) per accident for bodily injury and property damage; the County, its officers, employees, volunteers and agents are to be named additional insured under the policies, and the policies shall stipulate that this insurance will operate as primary insurance for work performed by Contractor and its sub-contractors, and that no other insurance effected by County or other named insured will be called on to cover a loss covered thereunder. All insurance required herein shall be provided by a company authorized to do business in the State of California and possess at least a Best A:VII rating or as may otherwise be acceptable to County. The General Liability insurance shall be provided by an ISO Commercial General Liability policy, with edition dates of 1985, 1988, or 1990 or other form satisfactory to County. The County will be named as an additional insured using ISO form CG 2010 1185 or the same form with an edition date no later than 1990, or in other form satisfactory to County.

5.07 Certificate of Insurance and Endorsements: Contractor shall obtain and file with the County prior to engaging in any operation or activity set forth in this Contract, certificates of insurance evidencing additional insured coverage as set forth in paragraphs 5.04 and 5.10 and which shall provide that no cancellation, reduction in coverage or expiration by the insurance company will be made during the term of this Contract, without thirty (30) days written notice to County prior to the effective date of such cancellation. **Naming the County as a "Certificate Holder" or other similar language is NOT sufficient satisfaction of the requirement.** Prior to commencement of performance of services by Contractor and prior to any obligations of County, contractor shall file certificates of insurance with County showing that Contractor has in effect the insurance required by this Contract. Contractor shall file a new or amended certificate on the certificate then on file. **If changes are made during the term of this Contract, no work shall be performed under this agreement, and no payment may be made until such certificate of insurance evidencing the coverage in paragraphs, 5.05, the general liability policy set forth in 5.06 and 5.10 are provided to County.**

5.08 Public Employees Retirement System (CalPERS): In the event that Contractor or any employee, agent, or subcontractor of Contractor providing services under this Contract is determined by a court of competent jurisdiction or the Public Employees Retirement System (CalPERS) to be eligible for enrollment in CalPERS as an employee of the County, Contractor shall indemnify, defend, and hold harmless County for the payment of any employee and/or employer contributions of CalPERS benefits on behalf of Contractor or its employees, agents, or subcontractors, as well as for the payment of any penalties and interest on such contributions, which would otherwise be the responsibility of County. Contractor understands and agrees that his personnel are not, and will not be, eligible for memberships in, or any benefits from, any County group plan for hospital, surgical or medical insurance, or for membership in any County retirement program, or for paid vacation, paid sick leave, or other leave, with or without pay, or for any other benefit which accrues to a County employee.

5.09 IRS/FTB Indemnity Assignment: Contractor shall defend, indemnify, and hold harmless the County, its officers, agents, and employees, from and against any adverse determination made by the Internal Revenue Service of the State Franchise Tax Board with respect to Contractor's "independent contractor" status that would establish a liability for failure to make social security and income tax withholding payments.

5.10 Professional Liability: If Contractor or any of its officers, agents, employees, volunteers, contactors or subcontractors are required to be professionally licensed or certified by any agency of the State of California in order to perform any of the work or services identified herein, Contractor shall procure and maintain in force throughout the duration of the Contract a professional liability insurance policy with a minimum coverage level of Two Million and No/100 Dollars ($2,000,000.00), or as determined in writing by County's Risk Management Department.

5.11 State and Federal Taxes: As Contractor is not County's employee, Contractor is responsible for paying all required state and federal taxes. In particular:

a. County will not withhold FICA (Social Security) from Contractor's payments;
b. County will not make state or federal unemployment insurance contributions on behalf of Contractor.
c. County will not withhold state or federal income tax from payment to Contractor.
d. County will not make disability insurance contributions on behalf of Contractor.
e. County will not obtain workers' compensation insurance on behalf of Contractor.

5.12 Records: All reports and other materials collected or produced by the Contractor or any subcontractor of Contractor shall, after completion and acceptance of the Contract, become the property of County, and shall not be subject to any copyright claimed by the Contractor, subcontractor, or their agents or employees. Contractor may retain copies of all such materials exclusively for administration purposes. Any use of completed or uncompleted documents for other projects by Contractor, any subcontractor, or any of their agents or employees, without the prior written consent of County is prohibited. It is further understood and agreed that all plans, studies, specifications, data magnetically or otherwise recorded on computer or computer diskettes, records, files, reports, etc., in possession of the Contractor relating to the matters covered by this Contract shall be the property of the County, and Contractor hereby agrees to deliver the same to the County upon request. It is also understood and agreed that the documents and other materials including but not limited to those set forth hereinabove, prepared pursuant to this Contract are prepared specifically for the County and are not necessarily suitable for any future or other use.

5.13 Contractor's Books and Records: Contractor shall maintain any and all ledgers, books of account, invoices, vouchers, canceled checks, and other records or documents evidencing or relating to charges for services or expenditures and disbursements charged to the County for a minimum of five (5) years, or for any longer period required by law, from the date of final payment to the Contractor under this Contract. Any records or documents required to be maintained shall be made available for inspection, audit and/or copying at any time during regular business hours, upon oral or written request of the County.

5.14 Assignability of Contract: It is understood and agreed that this Contract contemplates personal performance by the Contractor and is based upon a determination of its unique personal competence and experience and upon its specialized personal knowledge. Assignments of any or all rights, duties or obligations of the Contractor under this Contract will be permitted only with the express written consent of the County.

5.15 Warranty of Contractor: Contractor warrants that it, and each of its personnel, where necessary, are properly certified and licensed under the laws and regulations of the State of California to provide the special services agreed to.

5.16 Withholding for Non-Resident Contractor: Pursuant to California Revenue and Taxation Code Section 18662, payments made to nonresident independent contractors, including corporations and partnerships that do not have a permanent place of business in this state, are subject to 7 percent state income tax withholding.

Withholding is required if the total yearly payments made under this contract exceed $1,500.00.

Unless the Franchise Tax Board has authorized a reduced rate or waiver of withholding and County is provided evidence of such reduction/waiver, all nonresident contractors will be subject to the withholding. It is the responsibility of the Contractor to submit the Waiver Request (Form 588) to the Franchise Tax Board as soon as possible in order to allow time for the Franchise Tax Board to review the request.

5.17 Compliance with Child, Family and Spousal Support Reporting Obligations: Contractor's failure to comply with state and federal child, family and spousal support reporting requirements regarding contractor's employees or failure to implement lawfully served wage and earnings assignment orders or notices of assignment relating to child, family and spousal support obligations shall constitute a default under this Contract. Contractor's failure to cure such default within ninety (90) days of notice by County shall be grounds for termination of this Contract.

5.18 Conflict of Interest: Contractor covenants that it presently has no interest and shall not acquire an interest, direct or indirect, financial or otherwise, which would conflict in any manner or degree with the performance of the services hereunder. Contractor further covenants that, in the performance of this Contract, no subcontractor or person having such an interest shall be used or employed. Contractor certifies that no one who has or will have any financial interest under this contract is an officer or employee of County.

5.19 Compliance with Applicable Laws: Contractor shall comply with all applicable federal, state and local laws now or hereafter in force, and with any applicable regulations, in performing the work and providing the services specified in this Contract. This obligation includes, without limitations, the acquisition and maintenance of any permits, licenses, or other entitlements necessary to perform the duties imposed expressly or impliedly under this Contract.

5.20 Bankruptcy: Contractor shall immediately notify County in the event that Contractor ceases conducting business in the normal manner, becomes insolvent, makes a general assignment for the benefit of creditors, suffer or permits the appointment of a receiver for its business or assets, or avails itself of, or becomes subject to, any proceeding under the Federal Bankruptcy Act or any other statute of any state relating to insolvency or protection of the rights of creditors.

ARTICLE 6. OBLIGATIONS OF COUNTY

6.01 Cooperation of County: County agrees to comply with all reasonable requests of Contractor (to provide reasonable access to documents and information as permitted by law) necessary to the performance of Contractor's duties under this Contract.

ARTICLE 7. TERMINATION

7.01 Termination on Occurrence of Stated Events: This Contract shall terminate automatically on the occurrence of any of the following events:

1. Bankruptcy or insolvency of Contractor
2. Death of Contractor

7.02 Termination by County for Default of Contractor: Should Contractor default in the performance of this Contract or materially breach any of its provisions, County, at County's option, may terminate this Contract by giving written notification to Contractor.

7.03 Termination for Convenience of County: County may terminate this Contract at any time by providing a notice in writing to Contractor that the Contract is terminated. Said Contract shall then be deemed terminated and no further work shall be performed by Contractor. If the Contract is so terminated, the Contractor shall be paid for that percentage of the phase of work actually completed, based on a pro rata portion of the compensation for said phase satisfactorily completed at the time of notice of termination is received.

7.04 Termination of Funding: County may terminate this Contract in any fiscal year in that it is determined there is not sufficient funding. California Constitution Article XVI Section 18.

ARTICLE 8. GENERAL PROVISIONS

8.01 Notices: Any notices to be given hereunder by either party to the other may be effected either by personal delivery in writing or by mail, registered or certified, postage prepaid or return receipt requested. Mailed notices shall be addressed to the parties at the addresses appearing in the introductory paragraph of this Contract, but each party may change the address by written notice in accordance with the paragraph. Notices delivered personally will be deemed communicated as of actual receipt; mailed notices will be deemed communicated as of two (2) days after mailing.

8.02 Entire Agreement of the Parties: This contract supersedes any and all contracts, either oral or written, between the Parties hereto with respect to the rendering of services by Contractor for County and contains all the covenants and contracts between the parties with respect to the enduring of such services in any manner whatsoever. Each Party to this Contract acknowledges that no representations, inducements, promises, or contract, orally or otherwise, have been made by any party, or anyone acting on behalf of any Party, which are not embodied herein, and that no other contract, statement, or promise not contained in this Contract shall be valid or binding. Any modification of this Contract will be effective only if it is in writing signed by the Party to be charged and approved by the County as provided herein or as otherwise required by law.

8.03 Partial Invalidity: If any provision in this Contract is held by a court of competent jurisdiction to be invalid, void, or unenforceable, the remaining provisions will nevertheless continue in full force without being impaired or invalidated in any way.

8.04 Attorney's Fees: If any action at law or in equity, including an action for declaratory relief, is brought to enforce or interpret the provisions of this Contract, the prevailing Party will be entitled to reasonable attorney's fees, which may be set by the court in the same action or in a separate action brought for that purpose, in addition to any other relief to which that party may be entitled.

8.05 Conformance to Applicable Laws: Contractor shall comply with the standard of care regarding all applicable federal, state and county laws, rules and ordinances. Contractor shall not discriminate in the employment of persons who work under this contract because of race, the color, national origin, ancestry, disability, sex or religion of such person.

8.06 Waiver: In the event that either County or Contractor shall at any time or times waive any breach of this Contract by the other, such waiver shall not constitute a waiver of any other or succeeding breach of this Contract, whether of the same or any other covenant, condition or obligation.

8.07 Governing Law: This Contract and all matters relating to it shall be governed by the laws of the State of California and the County of Siskiyou and any action brought relating to this Contract shall be brought exclusively in a state court in the County of Siskiyou.

8.08 Reduction of Consideration: Contractor agrees that County shall have the right to deduct from any payments contracted for under this Contract any amount owed to County by Contractor as a result of any obligation arising prior or subsequent to the execution of this contract. For purposes of this paragraph, obligations arising prior to the execution of this contract may include, but are not limited to any property tax, secured or unsecured, which tax is in arrears. If County exercises the right to reduce the consideration specified in this Contract, County shall give Contractor notice of the amount of any off-set and the reason for the deduction.

8.09 Negotiated Contract: This Contract has been arrived at through negotiation between the parties. Neither party is to be deemed the party which prepared this Contract within the meaning of California Civil Code Section 1654. Each party hereby represents and warrants that in executing this Contract it does so with full knowledge of the rights and duties it may have with respect to the other. Each party also represents and warrants that it has received independent legal advice from its attorney with respect to the matters set forth in this Contract and the rights and duties arising out of this Contract, or that such party willingly foregoes any such consultation.

8.10 Time is of the Essence: Time is of the essence in the performance of this Contract.

8.11 Materiality: The parties consider each and every term, covenant, and provision of this Contract to be material and reasonable.

8.12 Authority and Capacity: Contractor and Contractor's signatory each warrant and represent that each has full authority and capacity to enter into this Contract.

8.13 Binding on Successors: All of the conditions, covenants and terms herein contained shall apply to, and bind, the heirs, successors, executors, administrators and assigns of Contractor. Contractor and all of Contractor's heirs, successors, executors, administrators, and assigns shall be jointly and severally liable under the Contract.

8.14 Cumulation of Remedies: All of the various rights, options, elections, powers and remedies of the parties shall be construed as cumulative, and no one of them exclusive of any other or of any other legal or equitable remedy which a party might otherwise have in the event of a breach or default of any condition, covenant or term by the other party. The exercise of any single right, option, election, power or remedy shall not, in any way, impair any other right, option, election, power or remedy until all duties and obligations imposed shall have been fully performed.

8.15 No Reliance On Representations: Each party hereby represents and warrants that it is not relying, and has not relied upon any representation or statement made by the other party with respect to the facts involved or its rights or duties. Each party understands and agrees that the facts relevant, or believed to be relevant to this Contract, may hereunder turn out to be other than, or different from the facts now known to such party as true, or believed by such party to be true. The parties expressly assume the risk of the facts turning out to be different and agree that this Contract shall be effective in all respects and shall not be subject to rescission by reason of any such difference in facts.

(SIGNATURES ON FOLLOWING PAGE)

IN WITNESS WHEREOF, County and Contractor have executed this agreement on the dates set forth below, each signatory represents that they have the authority to execute this agreement and to bind the Party on whose behalf their execution is made.

COUNTY OF SISKIYOU

Date:__________________

____
RAY A. HAUPT, CHAIR
Board of Supervisors
County of Siskiyou
State of California

ATTEST:
LAURA BYNUM
Clerk, Board of Supervisors

By: ___________________
Deputy

CONTRACTOR: Climate & Waste Systems Advisory, Ltd. Co.

Date: 8/20/2026

Signed by:
Cam Anderson
8631157AF4CF4F2...
Cam Anderson, Managing Principal

Date: 8/20/2026

Signed by:
Tammy Taylor-Pena
20032021D277446...
Tammy Taylor-Pena, Director of Procurement

In Process

License No.: N/A
(Licensed in accordance with an act providing for the registration of contractors)

Note to Contractor: For corporations, the contract must be signed by two officers. The first signature must be that of the chairman of the board, president or vice-president; the second signature must be that of the secretary, assistant secretary, chief financial officer or assistant treasurer. (Civ. Code, Sec. 1189 & 1190 and Corps. Code, Sec. 313.)

TAXPAYER I.D. 41-4300468

ACCOUNTING:

Fund	Organization	Account	Activity Code (if applicable)
5350	404010	723000	

Encumbrance number (if applicable):

If not to exceed, include amount not to exceed: $52,000.00

If needed for multi-year contracts, please include separate sheet with financial information for each fiscal year.

p:\county counsel contract forms\form contract with bos clerk attest signature 2_4_09.doc

Exhibit A

CLIMATE & WASTE SYSTEMS ADVISORY

SYSTEMS FIRST. ENGINEERED RIGHT.

PROPOSAL

Solid Waste Disposal Fee Study

Prepared for County of Siskiyou — General Services Department

SOLICITATION NO.	RFP #26-404010-03 — Sanitation
TYPE	RFP
DUE DATE	July 6, 2026
JURISDICTION	CA
PROPOSED FEE	$52,000
PROPOSAL NO.	26-2240

PRESENTED TO

County of Siskiyou — General Services Department

Emily Harper , Project Coordinator, General Services

PRESENTED BY

Climate & Waste Systems Advisory

Tammy Taylor-Pena — Authorized Negotiator

Director of Procurement | (817) 330-4414 | tammy@wasteadvisory.com

WOSB CERTIFIED

Version 1 · July 4, 2026

TABLE OF CONTENTS

APPENDICES

COVER LETTER

County of Siskiyou — General Services Department — Solid Waste Disposal Fee Study

15+ Years Experience	**100+** Municipal Projects	**Multi-State** Regulatory Expertise

July 3, 2026

Emily Harper

Project Coordinator

County of Siskiyou

General Services Department

Siskiyou County, CA

Dear Emily Harper,

Proposal Submission and Interest

Climate & Waste Systems Advisory (CWSA) is pleased to submit our proposal in response to RFP #26-404010-03 — Sanitation, issued by the County of Siskiyou for the Solid Waste Disposal Fee Study. We are genuinely interested in this opportunity and excited to collaborate with your department to enhance the County's waste management financial strategies.

Understanding of the County's Needs

The County of Siskiyou has a robust commitment to sustainable waste management, and the Solid Waste Disposal Fee Study is a pivotal element in optimizing fiscal policies and ensuring equitable cost distribution for sanitation services. CWSA understands the importance of this study in aligning disposal fees with current operational realities and future infrastructure needs. Our approach is tailored to address the specific goals outlined in the RFP, including comprehensive fee analysis, benchmarking against regional peers, and developing a transparent fee structure that supports the County's sustainability objectives.

CWSA Qualifications and Relevant Experience

CWSA's qualifications uniquely position us to support the County of Siskiyou in this endeavor. Our extensive experience in conducting solid waste rate studies, including our recent engagement with the Town of Greenburgh for a comprehensive waste and wastewater utility rate study, demonstrates our capability to deliver precise financial modeling and strategic recommendations. Our methodology integrates rigorous data analysis, stakeholder engagement, and regulatory compliance to ensure a comprehensive and actionable fee study.

Commitment and Project Team

We are committed to delivering a high-quality study within the established timeline and budget framework. Our team, led by myself, Cam Anderson, PMP, along with Grace Espaldon as Project Manager and Chuck Loy, CPA as Senior Utility Rate and Cost-of-Service Lead, brings the financial, technical, and project management expertise necessary to deliver a defensible and implementation-ready Solid Waste Disposal Fee Study.

PROPOSAL REFERENCE

CLIENT
County of Siskiyou — General Services

SOLICITATION NO.
RFP #26-404010-03 — Sanitation

PROJECT
Solid Waste Disposal Fee Study

DUE DATE
July 6, 2026

INTERNAL PROPOSAL NO.
26-2240

WHY CWSA IS A FIT

- Integrated system planning across operations &
- Defensible financial and procurement
- Regulatory compliance aligned with mandates

10+ Years Experience	**25+** Municipal Projects	**100%** Regulatory Expertise

KEY PROJECT UNDERSTANDING

PROJECT SCOPE Solid Waste Disposal Fee Study	CLIENT AGENCY County of Siskiyou
ADVISORY FOCUS Comprehensive fee analysis and benchmarking for equitable cost distribution	APPROACH Data-driven financial modeling with stakeholder engagement and compliance

Firm Approach

CWSA certifies that: we will services described in the RFP

- We will comply with all requirements, conditions and specifications
- Acknowledges all issued addenda
- This proposal remains valid for 90 days

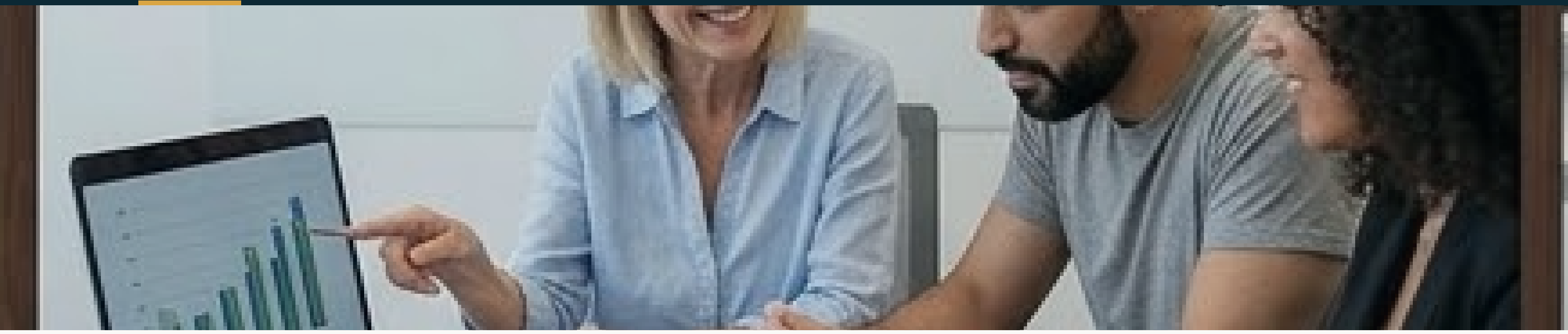
Delivery Commitment

If selected, CWSA will serve as a strategic and technical partner to the County of Siskiyou — General Services Department.

- Senior-led advisory engagement
- Implementation-ready deliverables
- Transparent and defensible decision frameworks
- Measurable performance outcomes

Cam Anderson, PMP
Managing Principal
(817) 330-4414 | cam@wasteadvisory.com
Climate & Waste Systems Advisory

Tammy Taylor-Pena
Authorized Negotiator · Director of Procurement
(817) 330-4414 | tammy@wasteadvisory.com
Climate & Waste Systems Advisory



CORE ADVISORY SERVICES

Waste System Architecture	Financial Rate Structuring	Procurement & Contract Governance	Compliance & Regulatory Strategy	Performance & Compliance Intelligence
System assessments, infrastructure planning & implementation roadmaps	Cost-of-service, rate strategy & carbon credit modeling	RFP architecture, contract governance & vendor accountability	Mandate compliance, methane program design & reporting	Vendor oversight, KPI dashboards & performance scorecards

ORGANIZATIONAL STRUCTURE

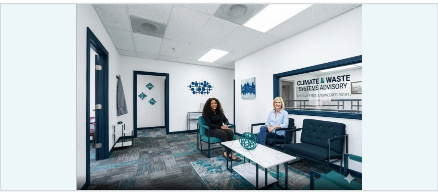
OFFICE LOCATIONS

HEADQUARTERS

Weatherford, TX

119 N. Main St., Suite 221
Weatherford, TX 76087

Regional coverage: South Central U.S.

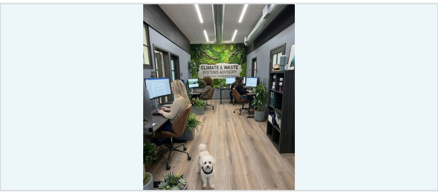


MOUNTAIN WEST

Colorado Springs, CO

2175 N. Academy Cir., Ste. LL8
Colorado Springs, CO 80909

Regional coverage: Mountain West & Central U.S.



PACIFIC

Carlsbad, CA

1938 Kellogg Ave., Suite 110
Carlsbad, CA 92008

Regional coverage: West Coast & Pacific States

FIRM CREDENTIALS & COMPLIANCE

Financial Strength

Audited 2025 Financial Statement
Revenue: $3,316,168 | Net Profit: $386,640
Cash at Bank: $1,105,345 | Auditor: AZM

Insurance & Liability Coverage

General Liability: $2,000,000
Professional Liability: $2,000,000
Cyber Coverage: $100,000 | Effective:

SBA WOSB Certified
Women-Owned Small Business

MEMBERSHIPS & EXPERTISE

TRUE Advisor

US Composting Council

SWANA

ICMA

APWA

RELEVANT EXPERIENCE

County of Siskiyou — General Services Department — Solid Waste Disposal Fee Study

RELEVANT CASE STUDIES

City of Naples

UTILITY RATE STUDY & WASTE DIVERSION LAB

2024 – 2025

KEY SERVICES PROVIDED

- Utility cost-of-service rate study and Waste Diversion Lab design and facilitation: full direct and indirect cost allocation methodology
- revenue sufficiency analysis
- rate structure development benchmarked against Southwest Florida peers

RELEVANCE full cost-of-service methodology, rate structure development, and community engagement

Town of Hanover

UTILITY COST-OF-SERVICE AND RATE STUDY & WASTE DIVERSION LAB

2024

KEY SERVICES PROVIDED

- Comprehensive utility cost-of-service and rate study for solid waste and recycling services
- including Waste Diversion Lab design and facilitation
- full cost allocation methodology

RELEVANCE Provides insights into designing financially viable waste management initiatives, informing program structuring, and aligning with waste diversion education enhancements

City of Waterbury

UTILITY COST OF SERVICES STUDY

2023 – 2024

KEY SERVICES PROVIDED

- Full utility cost-of-service study for solid waste
- recycling
- and environmental services enterprise funds: revenue sufficiency analysis

RELEVANCE enterprise fund analysis, revenue adequacy, and rate tier benchmarking

Town of Greenburgh

UTILITY RATE STUDY & COMBINED WASTE SERVICES REVIEW

2023 – 2024

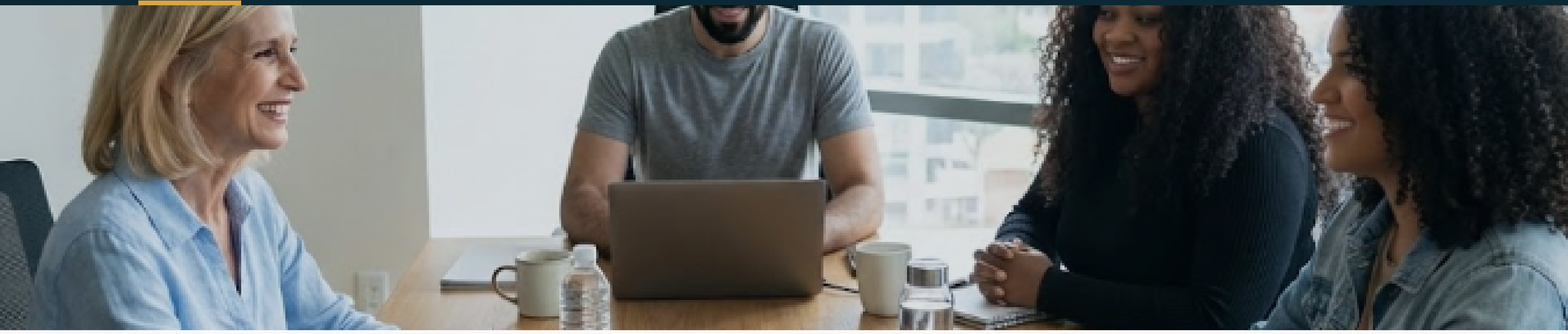
KEY SERVICES PROVIDED

- Comprehensive utility rate study for waste and environmental services enterprise funds
- multi-year rate forecast modeling
- equity review of residential tier rate impacts

RELEVANCE full enterprise fund analysis, multi-year rate modeling, and stakeholder presentation for a mid-size Northeast municipality

FORMAL REFERENCES — ATTACHMENT F

AGENCY	CONTACT	PHONE / EMAIL	DATES	ADDRESS
Town of Hanover	James Collins	(603) 643-0742 publicworks@hanovernh.org	2024	41 South Main St, Hanover, NH 03755
Town of Greenburgh	Richard Presser	(914) 993-1556 publicworks@greenburghny.com	2023 – 2024	177 Hillside Ave, White Plains, NY 10607
City of Waterbury	Kevin Bieluch	(203) 574-6851 kbieluch@waterburyct.org	2023 – 2024	235 Grand St, Waterbury, CT 06702
City of Naples	Thomas Green	(239) 370-5878 tgreen@naplesgov.com	2024 – 2025	735 8th St S, Naples, FL 34102



PROJECT TEAM

LEADERSHIP

Cam Anderson

Principal-in-Charge / Project Manager / Board Presentation Lead

PMP, TRUE Advisor

Owns client communication, schedule management, and ensures the quality and precision of the final report. Cam will also lead the creation of the Board-ready narrative, ensuring that all deliverables align with CWSA's prime…

Chuck Loy

Senior Solid Waste Fee / Cost-of-Service Lead

CPA

Leads the development of revenue requirement analysis, cost allocation models, reserve projections, fee methodology, and defensibility strategies. Chuck's role is critical in ensuring that the fee study is thorough, accurate,…

Grace Espaldon

Project Manager

Leads day to day project management and client communications Grace will ensure project schedule, coordination, presentation and services are in correlation with client's expectations.

PROJECT SCHEDULE & DELIVERABLES

County of Siskiyou — General Services Department — Solid Waste Disposal Fee Study

PROJECT SCHEDULE

1 Phase 1 — Kickoff and Data Request
Weeks 1–2

- Conduct a kickoff meeting with the County of Siskiyou's General Services Department to confirm study objectives and finalize the communication process.
- Issue a data request and confirm available County records.
- Develop a data tracking log to ensure all required information is systematically recorded and managed.

2 Phase 2 — Existing Fee and Revenue Review
Weeks 2–4

- Review the current Solid Waste Disposal Fee schedule and methodology, analyzing transfer station operating data, current revenues, costs, and reserve
- Identify any data gaps in the available franchise hauler information.

3 Phase 3 — Franchise Hauler and Regional Agency Review
Weeks 4–6

- Coordinate with franchise haulers as needed to evaluate current revenue streams.
- Survey regional agencies for comparable fee methodology and fee schedule examples.

4 Phase 4 — Cost-of-Service Model and Three-Year Forecast
Weeks 6–9

- Develop a cost-of-service model to allocate costs by fee item or customer/material category.
- Forecast operating costs, revenue needs, and reserve needs for a minimum three-year period.

5 Phase 5 — Fee Alternatives and Recommended Fee Schedule
Weeks 9–11

- Develop and compare fee alternatives for revenue sufficiency, customer stability, ease of administration, and cost-of-service nexus.

6 Phase 6 — Draft Report and County Review
Weeks 11–13

- Prepare a draft Solid Waste Disposal Fee Study report.
- Meet with County staff to review findings, receive comments, and make necessary revisions.

7 Phase 7 — Final Report and Board Presentation
Weeks 13–14

- Finalize the report and prepare materials for a presentation to the Board of Supervisors, ensuring all findings and recommendations are clear and actionable.

KEY DELIVERABLES

Kickoff Agenda and Data Request List

This deliverable includes a detailed agenda for the kickoff meeting, a comprehensive data request list, and a project schedule to guide the study process. It will be delivered by the end of Week 2.

Existing Fee Methodology Review

A report detailing the current fee methodology, revenue and cost baseline, and any data gaps identified. This will be completed by the end of Week 4.

Franchise Hauler Revenue Summary

A summary of revenue streams from franchise haulers and a regional fee benchmark table, delivered by the end of Week 6.

Excel Cost-of-Service Model

A detailed cost-of-service model along with a three-year revenue/cost projection and reserve assumptions, to be submitted by the end of Week 9.

Fee Alternatives Matrix

A matrix comparing fee alternatives, along with a recommended fee schedule and customer impact exhibits by the end of Week 11.

Draft Solid Waste Disposal Fee Study Report

A draft report for review by County staff, including meeting notes and a revised version based on feedback, delivered by the end of Week 13.

Final Solid Waste Disposal Fee Study

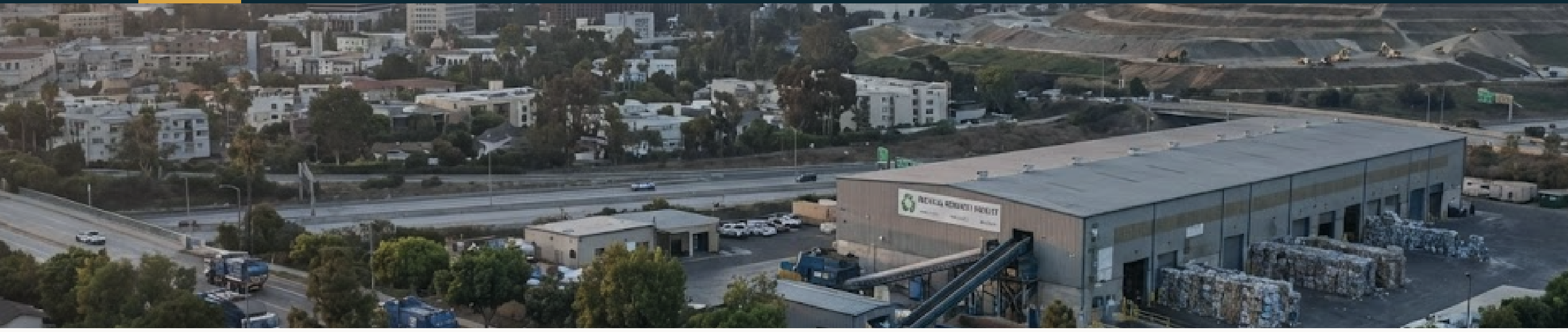
The final report, complete with a final fee schedule and Board presentation materials, will be ready by the end of Week 14.

TOTAL DELIVERABLES 7

All deliverables aligned to RFP requirements

FEE SCHEDULE

County of Siskiyou — General Services Department — Solid Waste Disposal Fee Study



FEE SUMMARY

TOTAL PROPOSED FEE **$52,000**	PRICING BASIS Time & Materials NTE	VALIDITY 90 Days
NUMBER OF TASKS 7	TOTAL HOURS 260	DELIVERABLES 7 Tasks

PHASED FEE BREAKDOWN

PHASE 1 — Kickoff and Data Request — 20 Hours — $5,040

Lead: **Principal in Charge (Cam Anderson)**

ROLE	HOURS	RATE	COST
Principal in Charge (Lead) LEAD	8	$300/hr	**$2,400**
Financial Modeling Lead	4	$220/hr	**$880**
Financial Analyst / Model Lead	8	$220/hr	**$1,760**
		Subtotal	**$5,040**

PHASE 2 — Existing Fee and Revenue Review — 42 Hours — $9,880

Lead: **Principal in Charge (Cam Anderson)**

ROLE	HOURS	RATE	COST
Principal in Charge (Lead) LEAD	8	$300/hr	**$2,400**
Financial Modeling Lead	16	$220/hr	**$3,520**
Financial Analyst / Model Lead	18	$220/hr	**$3,960**
		Subtotal	**$9,880**

PHASE 3 — Franchise Hauler and Regional Agency Review — 32 Hours — $7,520

Lead: **Principal in Charge (Cam Anderson)**

ROLE	HOURS	RATE	COST
Principal in Charge (Lead) LEAD	6	$300/hr	**$1,800**
Financial Modeling Lead	10	$220/hr	**$2,200**
Financial Analyst / Model Lead	16	$220/hr	**$3,520**
		Subtotal	**$7,520**

PHASE 4 — Cost-of-Service Model and Three-Year Forecast — 72 Hours — $16,480

Lead: **Principal in Charge (Cam Anderson)**

ROLE	HOURS	RATE	COST
Principal in Charge (Lead) LEAD	8	$300/hr	**$2,400**
Financial Modeling Lead	32	$220/hr	**$7,040**
Financial Analyst / Model Lead	32	$220/hr	**$7,040**
		Subtotal	**$16,480**

FEE SCHEDULE (CONT.)

County of Siskiyou — General Services Department — Solid Waste Disposal Fee Study

PHASE 5 — Fee Alternatives and Recommended Fee Schedule — 40 Hours — $9,440

Lead: **Principal in Charge (Cam Anderson)**

ROLE	HOURS	RATE	COST
Principal in Charge (Lead) LEAD	8	$300/hr	$2,400
Financial Modeling Lead	20	$220/hr	$4,400
Financial Analyst / Model Lead	12	$220/hr	$2,640
		Subtotal	**$9,440**

PHASE 6 — Draft Report and County Review — 34 Hours — $8,280

Lead: **Principal in Charge (Cam Anderson)**

ROLE	HOURS	RATE	COST
Principal in Charge (Lead) LEAD	10	$300/hr	$3,000
Financial Modeling Lead	14	$220/hr	$3,080
Financial Analyst / Model Lead	10	$220/hr	$2,200
		Subtotal	**$8,280**

PHASE 7 — Final Report and Board Presentation — 20 Hours — $5,040

Lead: **Principal in Charge (Cam Anderson)**

ROLE	HOURS	RATE	COST
Principal in Charge (Lead) LEAD	8	$300/hr	$2,400
Financial Modeling Lead	6	$220/hr	$1,320
Financial Analyst / Model Lead	6	$220/hr	$1,320
		Subtotal	**$5,040**

TOTAL PROJECT COST **$52,000**

7 Phases · 260 Hours

LABOR RATE SCHEDULE

#	LABOR CATEGORY	TYPICAL POSITION TITLE(S)	HOURLY RATE
1	**Principal in Charge**	Managing Director / Principal Advisor	**$300/hr**
2	**Senior Project Manager**	Senior Waste Systems Advisor / Senior Environmental	**$250/hr**
3	**Financial Modeling Lead**	Financial Analyst / Rate & Cost Modeling Lead / Budget	**$220/hr**
4	**Project Manager**	Waste Systems Project Manager / Advisory Project	**$200/hr**
5	**Senior Engineering / Environmental Professional**	Senior Solid Waste Engineer (P.E.) / Senior Civil	**$210/hr**
6	**Engineering / Environmental Professional**	Solid Waste Engineer / Environmental Scientist /	**$170/hr**
7	**Senior Technical Specialist**	Environmental Compliance Specialist / Regulatory	**$170/hr**
8	**Technical Specialist**	Waste Systems Analyst / Research Analyst / Policy	**$150/hr**
9	**Information Technology Specialist**	Data Systems Specialist / Reporting & Platform Analyst	**$160/hr**
10	**GIS Specialist**	GIS Analyst / Spatial Data Specialist / Mapping Analyst	**$150/hr**
11	**Instructor / Educator**	Municipal Waste Training Specialist / Workshop	**$145/hr**
12	**Marketing & Outreach Specialist**	Outreach & Communications Specialist / Engagement	**$135/hr**
13	**Graphic & Visual Communications Professional**	Visual Communications Specialist / Media & Design	**$130/hr**
14	**Administrative / Technical Editor**	Administrative Coordinator / Technical Editor / Project	**$110/hr**

ASSUMPTIONS

- Remote delivery unless otherwise arranged
- Travel billed at cost, pre-approved
- Standard business hours

EXCLUSIONS

- Third-party testing or laboratory services
- Permit application fees
- Legal representation

APPENDICES

County of Siskiyou — General Services Department — Solid Waste Disposal Fee Study

Appendices

7.1 Team Resumes

To support the County of Siskiyou's Solid Waste Disposal Fee Study, CWSA has assembled a team of experienced professionals with specific expertise in waste management systems and financial analysis. Below are the detailed resumes of our key personnel:

- Cam Anderson, PMP, TRUE Advisor — Managing Principal / Project Director
  Cam brings over 15 years of experience in systems strategy, implementation leadership, procurement advisory, and contract governance.
- Chuck Loy, CPA — Senior Solid Waste Fee / Cost-of-Service Lead
  Chuck is a specialist in financial analysis, rate modeling, and municipal cost-of-service methodology. He will lead the fee study analysis, revenue requirement development, cost allocation, reserve projections, fee methodology review, and rate structure recommendations
- Grace Espaldon, PMI, CSM — Regulatory Compliance / Contract Coordination Lead
  Grace brings expertise in regulatory coordination, contract compliance, project controls, and deliverable management. She will support the team in ensuring that study components are organized, properly documented, and aligned with applicable California requirements

7.2 Technical Approach

CWSA's technical approach for the County of Siskiyou's Solid Waste Dispoal Fee Study is designed to produce a clear, defensible, and actionabale evaluation of the County's current disposal fee structure.

- Data-Driven Analysis: A structured review of available financial, operational, and disposal-related data.
- Cost-of-Service and Rate Structure Review: Evaluation of the County's solid waste disposal fee structure against current and projected system needs.
- Benchmarking and Policy Alignment: Comparing Siskiyou County's disposal fee structure, where appropriate, against peer jurisdictions, regional market conditions, and relevant public-sector solid waste practices.
- Stakeholder and County Staff Coordination: CWSA's approach witll include coordination with County staff and relevant stakeholders to confirm assumptions, clarify operational realities, and ensure the analysis reflects the County's actual service environment.
- Actionable Recommendations and Implementation Support: The final deliverable will present findings, fee structure options, and recommended actions in a clear format suitable for County leadership, staff and public-facing discussion.

Summary

CWSA is committed to delivering a comprehensive Solid Waste Disposal Fee Study tailored to the County of Siskiyou's specific needs. Our techncial approach combines financial review, operational analysis, benchmarking, stakholder coordination, and implementation-focused recommendations to help the County strengthen its waste management financial strategy and support long-term system sustainability.

7.3 Sample Report

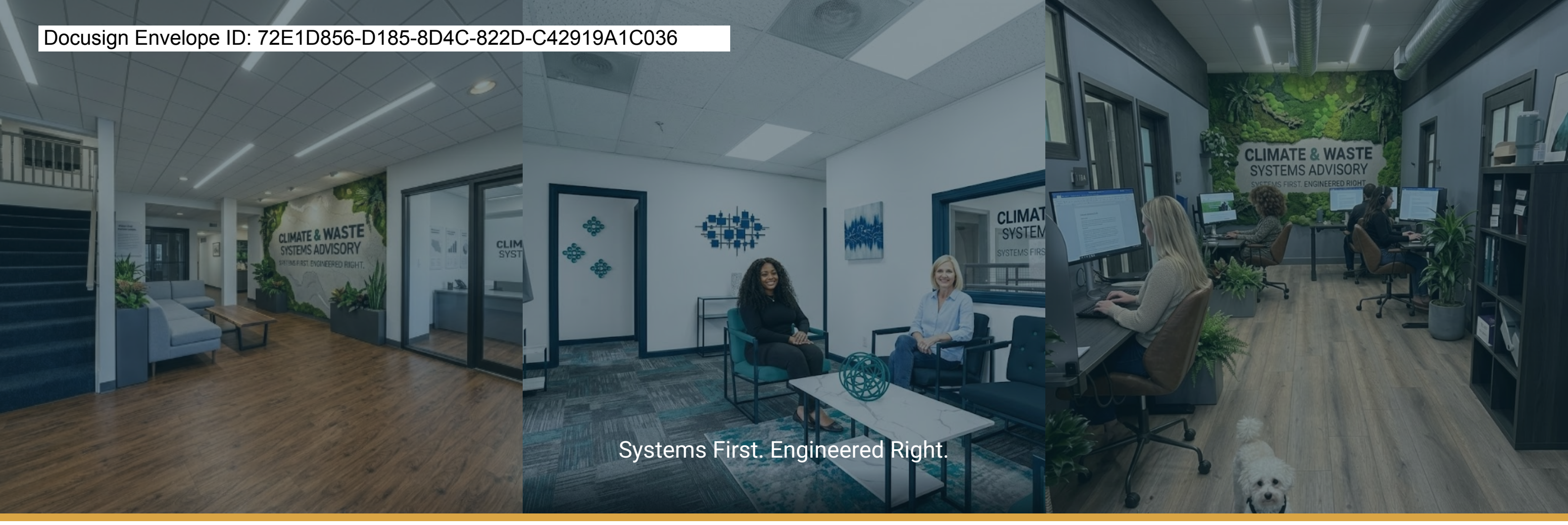
To demonstrate our capability in delivering comprehensive and actionable reports, we have included a sample report from a similar engagement. This report, prepared for the City of Austin, highlights our approach to waste diversion analysis and rate structure assessment. Key elements relevant to Siskiyou's project include:

- Data-Driven Analysis: The report showcases our methodical approach to data collection and analysis, which aligns with the County of Siskiyou's requirement for a detailed fee study.
- Clear Recommendations: It provides actionable insights and recommendations, which can inform policy decisions and optimize fee structures.
- Stakeholder Engagement: The report includes a section on community feedback and stakeholder engagement, critical for ensuring alignment with public expectations and regulatory requirements.

This sample report is illustrative of the level of detail and thoroughness CWSA will bring to the County of Siskiyou's Solid Waste Disposal Fee Study.

Summary

CWSA is committed to delivering a comprehensive fee study tailored to the County of Siskiyou's specific needs. Our team of experts, supported by proven methodologies and a track record of successful engagements, is well-positioned to support the County in achieving its waste management and financial sustainability goals.



WHY CWSA

A Partner Built for Municipal Systems

Climate & Waste Systems Advisory partners with cities, counties, and waste authorities to design resilient, compliant, and financially sustainable municipal waste systems. Our team brings infrastructure expertise, regulatory insight, and data-driven analysis to every engagement.

15+ Years of SW Advisory	**100+** Municipal Engagements	**8** Certified Professionals	**3** Regional Offices

CONTACT

Tammy Taylor-Pena
Authorized Negotiator · Director of Procurement
(817) 330-4414 | tammy@wasteadvisory.com

FIRM

Climate & Waste Systems Advisory
www.wasteadvisory.com | gov@wasteadvisory.com
Municipal Waste Systems Strategy & Advisory

ATTACHMENT

APPENDIX A

PERSONNEL RESUMES

3 Professional Profiles — Climate & Waste Systems Advisory

Cam Anderson, PMP, CSM
Chuck Loy, CPA
Grace Espaldon, CSM, CAPM

Climate & Waste Systems Advisory · wasteadvisory.com

CONTACT

Email: cam@wasteadvisory.com
Phone: (817) 330-4414
wasteadvisory.com

EDUCATION

PMP, CSM Certified — 20+ Years Systems Experience
Project Management Institute · Scrum Alliance

CERTIFICATIONS & CREDENTIALS

· PMP — Project Management Professional (PMI)
· CSM — Certified ScrumMaster (Scrum Alliance)
· AZ-500 — Azure Security Engineer (Microsoft)
· TRUE Advisor — Total Resource Use & Efficiency (GBCI)
· NIGP Member — Institute for Public Procurement

KEY EXPERTISE

· Waste Systems Assessment & Design
· Procurement & Contract Governance
· Regulatory & Compliance Alignment

CLIMATE WASTE
SYSTEMS ADVISORY

Cam ANDERSON, PMP, CSM

MANAGING PRINCIPAL

Climate & Waste Systems Advisory

Cam brings deep domain expertise in municipal waste systems — from collection operations to diversion policy to regulatory compliance. The systems-level thinking that makes assessments credible and recommendations implementable comes from years of understanding how waste programs actually function in the real world of politics, procurement, and staffing constraints.

Every engagement runs through Cam's judgment before a deliverable leaves the platform. Cam provides the strategic assessment that cities need: what will actually work, what won't survive implementation, and where the political risks are hiding.

RELEVANT EXPERIENCE

Waste Systems Assessment & Design

· End-to-end systems mapping: collection, transfer, processing, disposal, and diversion
· Waste characterization analysis and material flow modeling
· Service level assessment and operational gap analysis
· Benchmarking against comparable jurisdictions

Procurement & Contract Governance

· RFP scope of work development and evaluation criteria design
· Contract risk assessment and franchise agreement evaluation
· Vendor accountability framework development
· Negotiation strategy and council decision support

Regulatory & Compliance Alignment

· State-level mandate interpretation (SB 1383, Act 101, HB 1071)
· Enforcement architecture design and workflow development
· Compliance gap assessments against regulatory requirements
· Permitting pathway analysis (TCEQ, EPD, DEQ, and others)

REPRESENTATIVE PROJECT EXPERIENCE

Engagements provided to municipal clients include:

· Solid waste contract advisory and procurement support
· Transfer station needs assessment and feasibility studies
· Zero waste and diversion strategy development
· Organics mandate readiness assessments
· Rate studies and financial sustainability modeling
· Hauler performance evaluation and contract compliance review

CLIENTS SERVED

La Marque, · Valdosta, GA · Franklin, TN · Seabrook, TX · Brattleboro, · Walker Co., · Houston, TX · Greenburgh,

Chuck Loy, CPA

Senior Utility Rate Lead · Provident Utility Advisors | Climate & Waste Systems Advisory (subconsultant)

CPA

PROFESSIONAL SUMMARY

Chuck Loy, CPA, is a senior utility rates and regulatory consultant with more than 30 years of experience in utility revenue requirements, cost-of-service studies, rate design, wholesale rate studies, regulatory accounting, lead-lag studies, conservation rate design, and rate filing support. His experience spans water, wastewater, sewer, gas, and electric utility matters for investor-owned utilities, municipal utilities, non-profit utilities, utility districts, large users, and cooperatives.

AREAS OF EXPERTISE

Utility Rate Studies & Revenue Requirements

- Water and wastewater revenue requirement analysis
- Customer class cost-of-service studies
- Retail and wholesale rate design
- Rate model development, review, and quality control

Specialized Rate & Regulatory Design

- Conservation rate design for water and wastewater programs
- Purchased water pass-through mechanisms
- Lead-lag and cash working capital studies
- Wholesale rate studies and contract negotiations

Financial Review & Council-Ready Analysis

- Regulatory accounting and multi-utility financial review
- Utility acquisition and financial review support
- Written reports, presentations, and expert testimony
- Council-ready rate alternative explanations and customer impact analysis

REPRESENTATIVE PROJECT TYPES

- City of Page, AZ — Retail water/wastewater rate model and Council presentation
- Ector County MUD, TX — Water rate study and wholesale pass-through mechanism
- City of Alexandria, LA — Water/sewer/gas financial review and allocated cost-of-service
- Hays County WCID Nos. 1 & 2, TX — Retail rate models and board presentations
- City of Austin, TX — Cost-of-service review for multi-family customer classes

CERTIFICATIONS & LICENSES

CPA — Certified Public Accountant
State Board of Accountancy · Active

EDUCATION

Bachelor of Business Administration, Accounting
The University of Texas at Austin, Red McCombs School of Business

BACKGROUND

- 30+ Years Utility Rate & Regulatory Consulting Experience
- Expert in municipal, investor-owned, and non-profit utility rate matters
- Extensive rate filing and expert testimony experience before state and municipal authorities

FOCUS AREAS

Water and wastewater rate studies · Revenue requirement analysis · Customer class cost-of-service · Retail and wholesale rate design · Conservation rate design · Lead-lag and cash working capital studies

STRATEGIC VALUE

- Defensible water and sewer revenue requirements backed by 30+ years of rate experience
- Transparent cost-of-service methodology reviewable by City staff and Council
- Practical retail rate recommendations that survive public and council scrutiny
- Independent quality control of Excel financial models
- Reduces risk of black-box or unsupported rate recommendations
- Council-ready explanation of rate alternatives and customer impacts

CONTACT

Provident Utility Advisors
Austin TX
chuck.loy@providentutilityadvisors.com
www.providentutilityadvisors.com

Grace ESPALDON, CSM, CAPM

BUSINESS DEVELOPMENT DIRECTOR

Climate & Waste Systems Advisory

CONTACT

Email: grace@wasteadvisory.com
Phone: (817) 330-4414
wasteadvisory.com

EDUCATION

8+ Years Program Delivery & Execution Management
Project Management Institute (PMI)

CERTIFICATIONS & CREDENTIALS

· CSM — Certified ScrumMaster (Scrum Alliance)
· CAPM — Certified Associate in Project Management (PMI)

KEY EXPERTISE

· Proposal Preparation & Coordination
· Municipal Market Development

Grace Espaldon leads market development, strategic partnerships, and advisory opportunity growth at Climate & Waste Systems Advisory. She identifies emerging municipal needs, coordinates proposal development, and connects CWSA's advisory services to the public-sector clients that align with the firm's mission.

Her background spans program delivery and execution management — giving her both the project discipline to coordinate complex proposals and the relationship skills to expand the firm's reach across municipal markets.

RELEVANT EXPERIENCE

Proposal Preparation & Coordination

· Proposal strategy and response coordination for RFP/RFQ submissions
· Key personnel documentation and qualification matrix preparation
· Compliance matrix review against solicitation requirements
· Proposal schedule management from release through submission

Municipal Market Development

· Identification of emerging municipal advisory needs
· Market intelligence tracking for procurement opportunities
· Relationship development with municipal associations and networks
· Industry association engagement (SWANA, APWA, ICMA, NIGP)

REPRESENTATIVE PROJECT EXPERIENCE

Engagements provided to municipal clients include:

· RFP/RFQ proposal coordination and submission management
· Municipal market development and opportunity identification
· Strategic partnership development and teaming coordination
· Industry association engagement and relationship management
· Stakeholder engagement and public involvement programs

CLIENTS SERVED

La Marque, · Valdosta, GA · Franklin, TN · Seabrook, TX · Brattleboro, · Walker Co., · Houston, TX · Greenburgh,

CLIMATE WASTE SYSTEMS ADVISORY

ATTACHMENT

APPENDIX B

TECHNICAL APPROACH

Climate & Waste Systems Advisory · wasteadvisory.com

01	02	03	04	05
Kickoff + Data Collection Wk 1-2	**Fee Methodology Review** Wk 2-4	**Cost-of-Service + Projection** Wk 4-8	**Fee Alternatives + Benchmark** Wk 7-10	**Report + Board Presentation** Wk 10-14

4.1 TECHNICAL APPROACH SUMMARY

CWSA will deliver the County of Siskiyou Solid Waste Disposal Fee Study through a focused, defensible work plan designed to evaluate the current disposal fee structure, document the cost of providing transfer station and related solid waste services, develop a revised fee methodology, and present clear recommendations that support adequate revenue, fee stability, and administrative simplicity. The engagement will be led day-to-day by Grace Espaldon, with Chuck Loy, CPA serving as Senior Utility Rate and Cost-of-Service Lead and Cam Anderson providing solid waste systems strategy and Board-level support.

Why This Approach Works

- Solid waste fee focus: each analysis cell tied to transfer station service costs
- CPA-reviewed cost-of-service methodology and transparent calculations
- Regional fee methodology survey to support justifiable recommendations
- Three-year projection designed for revenue sufficiency and fee stability
- Board-ready narrative, fee schedule, and adoption support materials

Solid Waste Fee Study Components

- Current revenue streams and franchise hauler fee collection review
- Annual operating cost, forecast cost, and reserve requirement assessment
- Residential/commercial cost-of-service and item-level cost nexus
- Alternative fee schedules and administrative collection recommendations
- Final report and public hearing / Board presentation support

4.2 FIVE-PHASE WORK PROGRAM

#	PHASE	PURPOSE	PRIMARY OUTPUT
01	Project Kickoff & Data Collection	Establish alignment, confirm scope, issue data request, and set project controls for County review.	Kickoff notes · data request list · project schedule · assumptions log
02	Current Fee Methodology Review	Review existing disposal fee schedule, ordinances, revenue streams, hauler inputs, and administrative practices.	Current methodology memo · revenue stream summary · data gap list
03	Cost-of-Service Analysis + 3-Year Projection	Develop revenue requirement, current cost of operations, forecast operating costs, and reserve requirements.	Cost-of-service model · 3-year forecast · revenue sufficiency analysis
04	Fee Alternatives + Regional Benchmarking	Evaluate alternative fee schedules, benchmark regional agencies, and test customer impact and administrative feasibility.	Fee alternatives memo · regional benchmark summary · recommended collection approach
05	Draft / Final Report + Board Presentation	Document methodology, findings, calculations, recommendations, and present to the Board of Supervisors.	Draft report · final report · Board presentation deck · source worksheets

STUDY COVERAGE MATRIX

STUDY SECTION	Rev. Review	Cost-of-Service	3-Yr Projection	Fee Alts	Regional Survey	Board Output
Phase 1 - Kickoff & Data Collection	Yes	-	-	-	-	-
Phase 2 - Fee Methodology Review	Yes	Yes	-	-	Yes	-
Phase 3 - Cost-of-Service + Projection	Yes	Yes	Yes	-	-	-
Phase 4 - Fee Alternatives + Benchmark	Yes	Yes	Yes	Yes	Yes	-
Phase 5 - Final Report + Board Presentation	Yes	Yes	Yes	Yes	Yes	Yes

4.2 METHODOLOGY - FIVE-PHASE WORK PROGRAM

CWSA proposes a five-phase work program designed to meet the County of Siskiyou requirements for a comprehensive Solid Waste Disposal Fee Study. Each phase produces a defined analytical output, a structured County review point, and a clear deliverable that supports adoption of a justifiable fee schedule.

PHASE 01 Project Kickoff, Data Request & Project Controls

PURPOSE & DELIVERABLES

Confirm project goals, schedule, communication expectations, available datasets, and decision-point structure immediately after Notice to Proceed. Key activities include: Conduct kickoff with General Services and designated County staff; confirm schedule and review cadence; Issue structured data request covering fee schedules, revenues, costs, transfer station activity, hauler input, reserves, and ordinances.

PRIMARY OUTPUTS	DELIVERY STANDARD
Kickoff agenda · data request list · project schedule · assumptions log · file index	County confirmation of work plan, scope priorities, and available data sources

PHASE 02 Current Fee Methodology & Revenue Stream Review

PURPOSE & DELIVERABLES

Review the existing Solid Waste Disposal Fee methodology, current fee schedule, collection practices, and revenue streams connected to County transfer station operations. Key activities include: Review adopted fee schedule and relevant ordinance sections establishing disposal fees and tire disposal rules; Work with franchise haulers and County staff to evaluate current revenue streams and fee collection practices.

PRIMARY OUTPUTS	DELIVERY STANDARD
Current methodology memo · revenue stream summary · hauler input summary · data gap list	County review of current fee methodology findings before model build

PHASE 03 Cost-of-Service Analysis & Three-Year Projection

PURPOSE & DELIVERABLES

Build the core cost-of-service model documenting current annual cost of operations, forecast cost of operations, revenue requirements, and reserve needs over a minimum three-year horizon. Key activities include: Analyze transfer station O&M, staffing, disposal, hauling, equipment, capital, compliance, and administrative costs; Allocate costs to residential, commercial, franchise hauler, self-haul, tire, and special material categories as data allows.

PRIMARY OUTPUTS	DELIVERY STANDARD
Cost-of-service model · 3-year forecast · reserve assessment · revenue sufficiency analysis	County review of assumptions and preliminary revenue requirements

PHASE 04 Fee Alternatives, Regional Survey & Recommendations

PURPOSE & DELIVERABLES

Evaluate fee alternatives that are justifiable, stable, easy to administer, and aligned with the cost of providing solid waste services. Key activities include: Survey regional agencies and peer counties to compare fee methodology, categories, tonnage / per-load practices, and administrative approaches; Develop and test fee alternatives including status quo adjustment, cost-nexus restructure, and phased multi-year fee path.

PRIMARY OUTPUTS	DELIVERY STANDARD
Fee alternatives memo · regional benchmark summary · recommended methodology · draft fee schedule	County review of alternatives, impacts, and preferred recommendation

PHASE 05 Draft Report, Final Report & Board Presentation

PURPOSE & DELIVERABLES

Prepare the comprehensive report documenting methodology, calculations, findings, alternatives, and final recommended fee schedule; present recommendations to the Board of Supervisors. Key activities include: Prepare draft report with exhibits, assumptions, calculations, regional survey findings, and fee recommendations; Conduct staff review meeting; reconcile comments and finalize report and presentation materials.

PRIMARY OUTPUTS	DELIVERY STANDARD
Draft report · final report · Board presentation deck · source worksheets · final fee schedule narrative	Board consideration of final report and fee recommendations

4.5 Sample Contract Scope of Services

- Conduct kickoff; issue structured data request; establish document control index
- Review current fee schedule, ordinances, revenue streams, and hauler inputs
- Develop cost-of-service analysis and minimum three-year revenue projection
- Survey regional agencies for comparable fee methodology and categories
- Evaluate fee alternatives and recommend collection / administrative approach
- Prepare draft report, final report, fee schedule narrative, and Board presentation

4.3 ANALYTICAL FRAMEWORK & DATA COLLECTION

CWSA's approach is built on complete data intake, documented assumptions, and peer-reviewed calculations. Every item in the matrix below is traceable to a named source document; every financial calculation is reviewed before it enters the final report or Board of Supervisors presentation.

#	DATA ITEM - SOURCE DOCUMENT OR DATASET	RESPONSIBLE PARTY	DUE	FORMAT
D-01	Current adopted Solid Waste Disposal Fee schedule	General Services / Clerk	Day 5	PDF / Excel
D-02	Siskiyou County Ordinance Sec. 5-6.102 and Sec. 5-1.30 materials	County Clerk / Counsel	Day 5	PDF
D-03	Current FY budget and three-year actuals for transfer station operations	County Finance	Day 5	Excel / PDF
D-04	Revenue by fee category, facility, customer type, and franchise hauler	Finance / General Services	Day 10	Excel / CSV
D-05	Scale house / transaction data: tons, loads, materials, facility	Operations	Day 10	CSV / Excel
D-06	Franchise hauler revenue stream information and fee collection practices	County / Haulers	Day 10	Excel / Memo
D-07	Transfer station labor, equipment, fuel, maintenance, admin, and overhead costs	General Services	Day 10	Excel / PDF
D-08	Disposal, hauling, processing, tire, and special material cost records	Operations / Finance	Day 14	Excel / Invoices
D-09	Capital improvement, equipment replacement, closure/post-closure, and reserve policies	Finance / Operations	Day 14	PDF / Excel
D-10	Existing contracts or agreements affecting disposal, hauling, franchise, and processing costs	County Counsel / GS	Day 14	PDF
D-11	Prior fee study, methodology memo, staff report, or Board item	General Services	Day 14	PDF
D-12	Facility list, operating hours, site-level service description, and service area context	Operations	Day 14	Memo / PDF
D-13	Known compliance, permitting, reporting, or regulatory cost drivers	General Services	Day 21	Memo / PDF
D-14	Regional comparator agencies and preferred peer counties for benchmarking	County Staff	Day 21	Email / List
D-15	Customer service issues, administrative constraints, and fee collection challenges	County Staff	Day 21	Memo
D-16	Desired policy constraints: fee stability, phasing, reserves, and public communication needs	County Leadership	Day 21	Memo

Solid Waste Fee Revenue Requirement Model Architecture

+ **TRANSFER STATION O&M**
  Staffing, equipment, fuel, maintenance, utilities, administration

+ **DISPOSAL / PROCESSING / HAULING**
  Tip/disposal, hauling, tire, special materials, processing, vendor costs

+ **CAPITAL + RESERVE REQUIREMENTS**
  Equipment replacement, facility needs, reserve replenishment, compliance costs

= TOTAL REVENUE REQUIREMENT (3-Year Horizon)
Peer-reviewed by Chuck Loy, CPA before final presentation

- EXISTING FEE REVENUE
Current fee revenue applied to transaction / tonnage data

= NET FEE ADJUSTMENT REQUIRED
Primary output: revised fee schedule by category and phase-in option

Fee Design Evaluation Framework

EVALUATION CRITERIA

- Revenue adequacy for operations, maintenance, reserves, and planned costs
- Cost nexus for residential, commercial, franchise hauler, self-haul, and tire fees
- Fee stability over the minimum three-year projection period
- Administrative simplicity for County staff, haulers, and customers
- Justifiable methodology suitable for Board adoption and public communication

THREE FEE ALTERNATIVES MODELED

ALT A	Uniform adjustment to existing fee schedule
ALT B	Cost-nexus restructure by material / customer / facility category
ALT C	Phased multi-year fee path balancing stability and revenue sufficiency

FEE IMPACT ANALYSIS - CUSTOMER GROUPS

Residential / self-haul examples Commercial / franchise stream review

REGIONAL COMPARABLE FEE METHODOLOGY SURVEY

Preliminary comparator set - final peers confirmed with County staff during Phase 1

AGENCY / COUNTY	REGION	PRIMARY FOCUS	FEE BASIS REVIEWED	USE IN STUDY
Shasta County	Northern CA	Transfer station / disposal fees	Per-ton, per-load, item fees	Regional peer
Modoc County	Northern CA	Rural transfer station service	Material category fees	Rural peer
Trinity County	Northern CA	Rural solid waste system	Disposal + special materials	Topographic peer
Lassen County	Northern CA	Disposal and station fees	Fee schedule structure	Rural peer
Siskiyou County (THIS STUDY)	Northern CA	County transfer station operations	TBD - Study recommendation	Subject agency

QA PROTOCOL

CWSA DRAFT Model build & analysis > **PROVIDENT** CPA peer review > **CWSA REVISE** Reconcile & finalize > **COUNTY STAFF** Review comments > **FINAL REPORT** Board-ready output

4.4 VISUAL & MODEL OUTPUTS

CWSA will provide a visual, model-supported deliverable package so County staff, leadership, and the Board of Supervisors can understand how recommendations were developed. Every major analytical step produces a clear exhibit, table, or dashboard output.

VISUAL 01
Fee Study Roadmap

A 5-phase process chart showing study progression from kickoff through Board presentation, with phase durations and County review points.

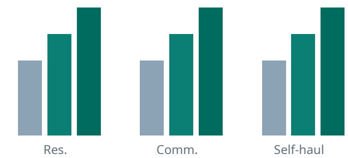
VISUAL 02
Revenue Requirement Summary

A 3-year table showing projected operating costs, disposal/processing costs, reserve targets, and funding gaps against current revenue.

YR1 YR2 YR3 TOTAL
O&M
Capital
Reserve
Revenue

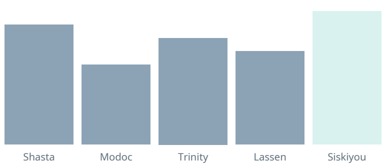
VISUAL 03
Customer / Hauler Fee Impact Exhibit

Side-by-side comparisons of current fees vs. alternatives for residential self-haul, commercial/franchise, and special materials.



VISUAL 04
Regional Benchmarking

Comparative analysis of Siskiyou fee categories and methodology against regional Northern California agencies.



VISUAL 05
Excel Cost-of-Service Model

A documented Excel model covering cost allocation, fee scenarios, reserve projections, and revenue requirements for future staff use.

3-Yr Rev.	Fee Gap
$--	**TBD**
Reserve	**Rate Path**
TBD	**TBD**

VISUAL 06
Board Presentation Deck

A Board-ready slide deck covering findings, recommended fees, methodology, regional context, and implementation timeline.

4.5 ENGAGEMENT TEAM

Grace Espaldon
Project Manager, CWSA

Municipal rate study project lead; CWSA day-to-day management; client communications; schedule compliance.

KEY RESPONSIBILITIES

- Day-to-day project management and client communication
- Work plan oversight and schedule compliance
- County staff coordination and deliverable tracking
- Final report preparation and Board presentation support

Chuck Loy, CPA
Senior Utility Rate & Cost-of-Service Lead

25+ years municipal utility rate study experience; independent peer review and certification of financial analyses.

KEY RESPONSIBILITIES

- Independent peer review of financial calculations
- Revenue requirement and cost-of-service methodology sign-off
- Fee alternative evaluation and benchmarking review
- Board presentation - financial findings and recommendations

Cam Anderson, PMP, TRUE Advisor
Principal Advisor, CWSA

CWSA principal; strategic oversight; solid waste systems alignment; Board-level communication support.

KEY RESPONSIBILITIES

- Strategic advisory oversight
- Solid waste fee methodology and systems alignment
- Rate policy and legal defensibility review
- Board-level communication support

Municipal Waste Systems OS - Siskiyou County Solid Waste Fee Study - Active Engagement

REVENUE STREAMS	3-YEAR PROJECTION	FEE NEXUS	BOARD OUTPUT
Under Review	**Required**	**Documented**	**Included**

Technical Commitment: Deliver a defensible, transparent, Board-ready fee study with documented cost of service, regional methodology, fee alternatives, and an administrable fee schedule recommendation.

ATTACHMENT

APPENDIX C

SAMPLE REPORT

Climate & Waste Systems Advisory · wasteadvisory.com

YOUR CITY
— LOGO HERE —

2026 SOLID WASTE RATE STUDY

DATA. COSTS. STRATEGY. SUSTAINABILITY.

A comprehensive analysis of the cost of service, rate adequacy, and financial sustainability of the municipal solid waste system.

PREPARED FOR

Your City / Organization

Division / Department Name

PREPARED BY

CLIMATE & WASTE SYSTEMS ADVISORY

SYSTEMS FIRST. ENGINEERED RIGHT.

TRANSMITTAL LETTER

July 2026

Emily Harper, Project Coordinator
County of Siskiyou General Services
190 Greenhorn Road
Yreka, CA 96097

Re: RFP #26-404010-03 - Solid Waste Disposal Fee Study - Sample Report Exhibit

Dear Evaluation Committee:

Climate & Waste Systems Advisory (CWSA) is pleased to provide this compressed sample Solid Waste Disposal Fee Study report format as an exhibit to our proposal for the County of Siskiyou. This document is not a completed County study; it demonstrates the structure, style, and analytical clarity CWSA would use to document the County's fee methodology, cost-of-service findings, revenue projections, and Board-ready recommendations.

The final County report would be built from County-provided financial, operational, franchise hauler, transfer station, fee schedule, and revenue data. CWSA would document assumptions, identify revenue sufficiency needs over a minimum three-year period, evaluate alternatives, and present fee recommendations that are understandable, administratively practical, and defensible for public hearing and Board consideration.

This sample has been shortened to remove blank pages and unnecessary narrative while preserving the CWSA report design, table structure, and executive-ready presentation style. The table of contents follows the same structure used in our Comprehensive Utility Rate Study sample, but has been revised for a focused solid waste disposal fee study.

Respectfully submitted,

Climate & Waste Systems Advisory
Municipal Solid Waste Financial Advisory Practice
wasteadvisory.com

TABLE OF CONTENTS

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ABBREVIATIONS AND DEFINITIONS

Abbreviation	Definition
COS	Cost-of-Service - allocation of system costs to fees or customer categories using defensible cost drivers.
ECU	Equivalent Container Unit - normalized solid waste service unit based on container size and collection frequency.
O&M;	Operations and Maintenance - recurring operating expenses required to deliver solid waste services.
R&R;	Repair and Replacement reserve - capital reserve for equipment, facility, and transfer station needs.
RFP	Request for Proposals. County of Siskiyou RFP #26-404010-03.

STUDY LIMITATIONS AND RELIANCE STATEMENT

This exhibit is a sample advisory work product prepared for proposal evaluation. It contains notional layouts and methodology language only. A final County report would rely on data provided by the County and verified through CWSA review, but CWSA would not independently audit financial statements unless specifically contracted to do so.

SECTION ES

EXECUTIVE SUMMARY

STUDY PURPOSE · KEY FINANCIAL FINDINGS · RECOMMENDED FEE PLAN · POLICY DECISIONS

Climate & Waste Systems Advisory · County of Siskiyou · July 2026

ES. EXECUTIVE SUMMARY

Planning Horizon
3+ Years
minimum per RFP

Revenue Test
Cost-of-Service
fees tied to cost

Board Output
Public Hearing
presentation-ready

Model Handoff
Excel Workbook
assumptions documented

ES.1 Study Purpose and Scope

The Solid Waste Disposal Fee Study would evaluate whether Siskiyou County's current disposal fee schedule adequately recovers the cost of operating, maintaining, and administering County transfer station services while remaining understandable and equitable for residents, businesses, and franchise haulers.

ES.2 Key Financial Findings

The final study would document current annual revenues, operating costs, reserve requirements, forecast costs, and any identified gap between existing fees and the revenue required to sustain service. Findings would be supported by traceable schedules, source data, and stated assumptions.

Study Area	Final Report Output	Decision Value
Current Fee Review	Side-by-side review of adopted fee schedule and actual revenue streams	Confirms where current fees align or diverge from cost recovery
Cost-of-Service	Allocation by customer/service item, disposal category, and administrative burden	Creates defensible nexus between fee and service cost
Three-Year Projection	Revenue requirement, cost escalation, reserve targets, and fee path	Supports multi-year fee stability
Board Recommendations	Narrative, fee schedule, and hearing-ready presentation	Enables adoption with clear policy rationale

ES.3 Recommended Fee Plan

CWSA would present fee alternatives, identify a recommended methodology, and provide a fee schedule narrative structured for County staff, public hearing use, and Board of Supervisors deliberation.

ES.4 Customer and Stakeholder Impacts

Impacts would be reviewed for residents, businesses, franchise haulers, and transfer station users. CWSA would test options for administrative simplicity, fee stability, cost nexus, and implementation readiness.

RECOMMENDATION FORMAT

Adopt a transparent, cost-supported disposal fee methodology with an annual review process and three-year projection update.

1. INTRODUCTION AND BACKGROUND

The County of Siskiyou maintains a solid waste disposal fee schedule for County solid waste facilities, including transfer station operations. The fee study must determine whether the existing fee structure is fair, administratively practical, and sufficient to meet cost-of-service requirements over a multi-year projection period.

1.1 County Solid Waste Fee Context

The study would focus on County transfer station operations, disposal fee revenue streams, cost recovery, reserve policy, and the linkage between individual fees and the cost of providing the service. The final report would be built to support staff implementation and Board adoption.

1.2 Study Objectives

- Evaluate the current Solid Waste Disposal Fee methodology and fee schedule.
- Collect and reconcile financial, operational, and franchise hauler revenue data.
- Survey regional agencies for comparable fee methodologies.
- Develop cost-of-service analysis, fee alternatives, and a recommended fee schedule.
- Prepare a final report and Board-ready recommendation package.

2. STUDY METHODOLOGY

Step	Method	Primary Output
01	Kickoff, data request, project controls, assumptions register	Data request list, schedule, document index
02	Current fee and revenue stream review	Current methodology memo
03	Regional agency survey and benchmark scan	Peer fee methodology summary
04	Revenue requirement and cost-of-service model	Three-year financial model
05	Fee alternatives and implementation path	Recommended fee schedule and Board presentation

The methodology emphasizes defensibility: every recommendation is tied to a source document, calculation, allocation factor, or policy assumption. The final report would clearly separate financial findings from policy choices so the County can adopt fees with a transparent record.

3. EXISTING SYSTEM AND DATA COLLECTION

CWSA would use a structured data intake protocol to ensure that financial, operational, and revenue data are complete before building the fee model. Open items, assumptions, and data limitations would be tracked in an assumptions register and reconciled with County staff.

#	Data Item	Responsible Party	Due	Format
D-01	Adopted operating budget and three years of actual expenditures	General Services / Finance	Day 5	Excel / PDF
D-02	Current Solid Waste Disposal Fee schedule and ordinance references	County Clerk / General Services	Day 5	PDF
D-03	Transfer station transaction counts, tonnage, customer categories	Operations	Day 10	Excel / CSV
D-04	Franchise hauler revenue streams and remittance history	County / Haulers	Day 10	Excel
D-05	Current annual cost of operations by function	Finance	Day 10	Excel
D-06	Reserve balances, reserve policies, and capital needs	Finance / Operations	Day 14	Excel / PDF
D-07	Regional agency fee schedules and methodology examples	CWSA / County	Day 21	PDF / Links
D-08	Board adoption schedule, hearing requirements, and staff review dates	County	Day 21	Calendar

3.1 Current Fee Methodology Review

CWSA would compare the existing fee schedule to actual service cost, material type, service category, and administrative burden. Any fee item lacking a clear cost nexus would be flagged for adjustment, consolidation, or narrative clarification.

3.2 Regional Agency Benchmarking

The study would include peer counties and regional transfer station systems where public fee schedules are available. Benchmarking would be used to test reasonableness, not to replace County-specific cost-of-service calculations.

4. FINANCIAL PLAN AND REVENUE REQUIREMENT

The revenue requirement represents the annual funding needed to operate the solid waste system, maintain service levels, fund reserves, and cover administrative and capital needs. The County final report would include a minimum three-year projection and may include additional years if County data supports a longer planning horizon.

Component	Description	Projection Treatment
O&M; Expenses	Labor, contract services, utilities, site operations, fleet, maintenance, disposal/processing	Escalated by cost driver and reviewed with County staff
Administrative Costs	Finance, billing, management, reporting, insurance, legal, customer service	Allocated to fee categories by account/service driver
Capital / R&R;	Equipment, transfer station improvements, bins, scale systems, major repairs	Scheduled by priority and reserve policy
Reserve Requirements	Operating reserve and capital reserve contributions	Target levels documented in assumptions register
Non-Rate Revenue	Grants, reimbursements, sale of recyclables, other offsets	Applied as offset before fee requirement

Illustrative Three-Year Revenue Requirement Framework

Fiscal Year	Required Revenue	Current Fee Revenue	Annual Gap / Surplus	Action
Year 1	To be calculated	To be calculated	To be calculated	Adopt defensible fee update
Year 2	Projected with escalation	Projected under adopted fees	Modeled	Annual monitoring
Year 3	Projected with capital/reserve needs	Projected under adopted fees	Modeled	Fee stability review

Each revenue requirement component would be traceable to a County source, staff-confirmed assumption, or documented escalation factor. This allows the Board and the public to see how each recommended fee connects to actual system costs.

5. COST-OF-SERVICE AND FEE ALLOCATION

Cost-of-service allocation distributes the solid waste revenue requirement to fee categories in proportion to the cost of providing each service. The final model would test whether each fee is supported by a documented nexus to service cost, system burden, or administrative requirement.

Cost Category	Potential Allocation Basis	Examples of Fee Linkage
Transfer Station Operations	Transactions, tonnage, material type, time-on-site	Gate fees, minimum charges, bulky item fees
Franchise Hauler Revenue Review	Reported revenue, tons, customer class, disposal stream	Hauler remittance methodology and reporting
Tire / Special Materials	Handling time, processing/disposal cost, regulatory burden	Tire disposal fees, special item charges
Administrative / Compliance	Account count, transaction count, reporting burden	Administrative component in fee schedule
Capital and Reserve Funding	Asset use, throughput, facility category	Capital reserve component

Fee Alternative Evaluation Framework

Alternative	Description	Best Use
A - Status Quo Plus Escalation	Across-the-board adjustment to close current-year gap	Simple, but may not resolve fee equity
B - Cost-of-Service Rebalance	Adjust individual fees based on cost drivers and service burden	Most defensible for nexus-based fee schedule
C - Phased Multi-Year Path	Implements fee changes over multiple years to reduce customer shock	Useful where larger gap requires staged implementation

CWSA would recommend the alternative that best balances revenue sufficiency, fee equity, administrative simplicity, customer stability, and Board adoption readiness.

6. CUSTOMER IMPACT AND REGIONAL BENCHMARKING

Fee recommendations should be technically defensible and understandable to users. CWSA would prepare customer impact exhibits to show how changes affect common transfer station users, franchise haulers, residents, and commercial generators.

User / Fee Group	Impact Test	Output
Residential self-haul users	Minimum fee and common disposal scenarios	Before/after fee comparison
Commercial / franchise haulers	Revenue stream, reporting, and remittance impact	Methodology memo and fee schedule notes
Special materials	Tires, bulky items, restricted or high-handling materials	Item-level fee support
Administrative users	Clarity of categories and fee schedule usability	Simplified fee schedule narrative

Regional Benchmarking Framework

Benchmark Area	What CWSA Reviews	Use in Final Report
Comparable county fee schedules	Gate fees, tire fees, special item fees, minimum charges	Reasonableness check
Methodology approach	Cost-based, market-based, or hybrid fee structure	Policy comparison
Administrative structure	Fee category clarity, hauler reporting, annual updates	Implementation support
Limitations	Differences in facility, geography, operations, and contracts	Avoids unsupported peer-only conclusions

Benchmarking would be presented as supporting context only. The recommended Siskiyou County fees would be based primarily on County cost-of-service findings and documented revenue requirements.

7. FINDINGS AND IMPLEMENTATION PLAN

The final report would close with a concise adoption path, Board presentation materials, and staff-ready model handoff package. Recommendations would be organized by implementation priority, financial effect, customer impact, and administrative readiness.

Step	Action	Responsible Party	Timing
1	Review draft findings and assumptions with County staff	CWSA / County	Draft stage
2	Confirm preferred fee alternative and implementation pace	County leadership	Before final report
3	Prepare final fee schedule narrative and Board packet exhibits	CWSA	Final report
4	Present final recommendations at public hearing / Board meeting	CWSA / County	Adoption meeting
5	Implement annual monitoring worksheet and update protocol	County / CWSA	Post-adoption

Model Handoff and Annual Review

- Excel workbook with revenue requirement, cost allocation, fee alternatives, and three-year projection tabs.
- Assumptions register documenting data source, calculation basis, and staff review status.
- Board-ready presentation deck summarizing methodology, findings, recommendations, and public-facing rationale.
- Annual update process allowing County staff to refresh actual revenue, operating costs, and reserve balances.

TECHNICAL COMMITMENT

CWSA will deliver a defensible, Board-ready Solid Waste Disposal Fee Study that connects County fees to cost-of-service, revenue sufficiency, operational realities, and an easy-to-administer fee schedule.