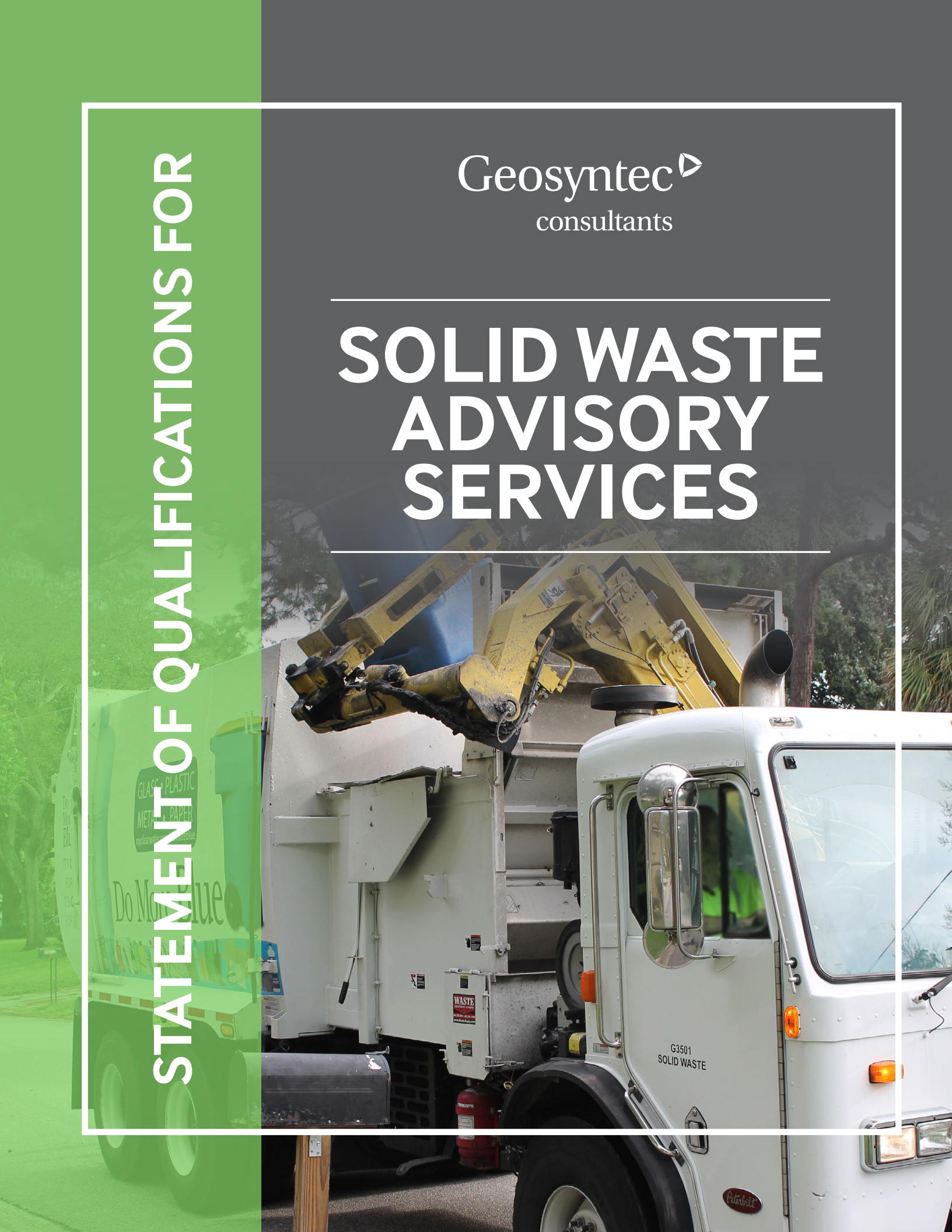
STATEMENT OF QUALIFICATIONS FOR

Geosyntec consultants

SOLID WASTE ADVISORY SERVICES



GEOSYNTEC'S ADVISORY EXPERIENCE

With over 30 years of service, our advisory professionals have been involved in more than 1,000 solid waste management and recycling projects for private clients as well as municipalities, local and state governments, regional authorities, and national governmental agencies. The range of professional services provided by Geosyntec includes:

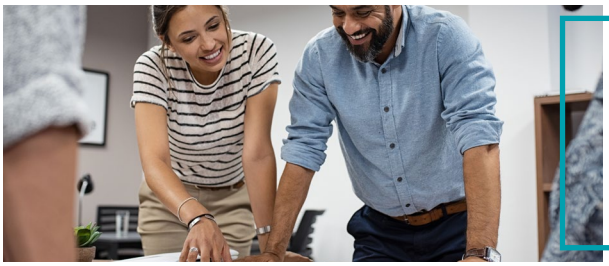
- Solid waste minimization, diversion, and recycling studies;
- Waste flow analysis (collection and hauling), composition, and generation studies;
- Strategic planning and transactional advice;
- Financial modeling, due diligence, and cost/benefit analyses for solid waste facilities;
- Optimization of financial and operations management;
- Design, permitting, construction, repair/maintenance, and decommissioning/closure of transfer stations, materials recovery facilities (MRFs), residents' convenience centers, waste to energy (WTE) plants, and landfills; and
- Organics collection and processing

Additional information on our solid waste advisory services is available at

www.geosyntec.com/SWA

Unique amongst our peer firms, in additional to technical services Geosyntec provides due diligence and financial advisory specialists who offer a wealth of experience evaluating solid waste systems and infrastructure assets under a variety of project delivery and contracting mechanisms. Our clients – both private and public – are increasingly driven to improve performance, secure value for money, achieve required returns, and optimize use of assets. To assist their understanding of market drivers and operational issues, our advisory specialists translate technical and commercial issues into financial analyses, valuations, and support for financial models, with clear recommendations made without bias or allegiance to any vendor, service, or product. Geosyntec's exceptional advisory capabilities are made possible by our practice leaders' unique understanding of the symbiotic relationship between the technical aspects and the financial performance of solid waste projects. The technical and financial expertise of our practitioners allows Geosyntec to be a trusted advisory resource for counties, municipalities, states, and solid waste authorities.

EXAMPLE SERVICES



STRATEGIC PLANNING AND DECISION-MAKING SUPPORT

Geosyntec offers deep experience and knowledge of solid waste planning in accordance with state and local goals for waste diversion and recycling while considering dynamic market conditions. Our expertise is built upon a legacy of being recognized leaders in helping our clients implement environmental solutions in a safe, efficient, and cost-effective manner. We are emerging as national leaders in sustainable materials management, specializing in identifying strategies to accomplish financial and environmental goals established with stakeholders and preparing action plans to detail how the strategy will be implemented. These plans serve to identify and quantify materials that could be diverted for recycling or serve as feedstock for recovery and conversion facilities. Once a strategy has been identified and agreed, we develop tools and training materials to educate managers and stakeholders about the strategy. We also develop performance metrics against which to measure the success of new strategies and identify where improvements can be made.

OPERATIONAL AND ORGANIZATIONAL ASSESSMENTS

Geosyntec assists its clients in ensuring that their operations are cost-effective, achieve waste reduction goals, and meet long-term community needs. We have provided guidance for planning the administrative structure needed for effective management of solid waste systems, including organizational analysis, development of performance metrics, evaluation of financial resources, and benchmarking. We make certain that new or modified planning strategies and objectives are appropriate, financially sound, and viable. We provide operation evaluations that accurately determine the effectiveness, efficiency, and safety of services provided by contract operators. We identify causes of performance shortfalls, offer proven recommendations to reduce costs and improve productivity and services, and assist with monitoring program results. As part of these efforts, we have prepared organizational audits, conducted regulatory compliance assessments, provided cost estimates for operation, maintenance, and equipment replacement, designed management information systems, and assisted in reorganizational planning. Our efforts have resulted in improved allocation of resources, expanded and more-reliable services, enhanced worker training and safety, reduced customer complaints, and lower costs. Our professionals understand that fully integrated solid waste management and recycling services are highly complex operations that involve coordinated and sometimes competing interests involving trucking, heavy equipment, construction, maintenance, finance, and personnel management. We offer real-world forensic and operating experience from dozens of transfer stations, MRFs, and waste handling facilities, with first-hand knowledge of the common pitfalls affecting facility operations. Conversely, we have also worked closely with dozens of clients that operate efficient and well-managed solid waste operations, and so recognize the standards for good practice. We understand the limitations of engineering and where close operational, financial, and management control is essential for system performance.

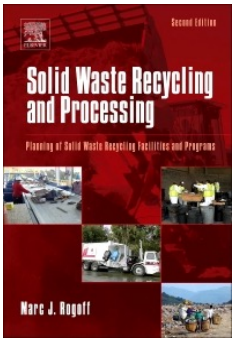
We are known for our thought leadership, broad experience, and exceptional client service

TRANSFER STATION, RESIDENTS' CONVENIENCE CENTER, AND MATERIAL RECOVERY FACILITY (MRF) SERVICES

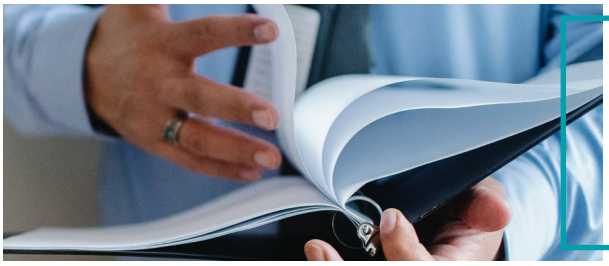
Geosyntec's professionals have more than 20 years' experience in design, technical, and operational aspects of solid waste management and recycling facilities. We have extensive experience with conducting operational assessments at transfer stations, MRFs, and drop-off centers, including identifying design and/or operational contributors to poorly performing facilities, reviewing repair alternatives, preparing work scope and budget, and evaluating post-repair success. In cases of substandard operating procedures, we help identify equipment and/or staffing deficiencies and preparing operating plans to address environmental compliance or safety hazards. Geosyntec's professionals have evaluated and designed numerous solid waste transfer stations for our clients. This work has required us to evaluate sites, provide layouts, perform environmental assessment studies, prepare permit applications, and construction documents. Geosyntec also has strong experience with operational and financial evaluations of waste transfer by rail, including performing economic analysis of rail contracting options, assisting clients in negotiations of rail contracts, and performance monitoring of rail contracts.

ANALYSIS OF INTEGRATED SOLID WASTE MANAGEMENT AND RECYCLING PROGRAMS

Geosyntec has extensive experience performing wasteshed analyses of integrated waste management and recycling systems that allow us to identify where materials are going, how they are being managed, and what the market rates are for services. We have designed waste sorting protocols and conducted waste characterization studies for specific processing technologies for recovery of recyclables and organics for composting. We have experience helping our clients understand the highly variable revenue streams that can come from recyclable commodity sales and have expertise at identifying and valuing alternative revenue sources (tax credits, renewable fuels credits, commodity revenue sharing, franchise royalties, asset valuations, etc.) to maximize financial benefits.

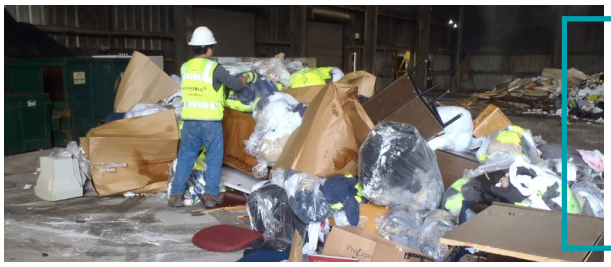


Geosyntec's Marc Rogoff – a 40-year veteran of the business and industry thought leader – literally wrote the book on Solid Waste Recycling and Processing and has devoted a large part of his career to addressing benchmarking and other issues in the fields of collection, recycling, disposal, and rate making.



PROCUREMENT AND CONTRACTS SUPPORT SERVICES

Solid waste services can involve a remarkable number of specialized contracts, including host agreements, franchise agreements, longterm maintenance contracts, and capital projects contracting. Geosyntec's professionals have deep experience in negotiating and managing contracts. We help client organizations understand the current contractual commitments they must work within as well as how to potentially restructure future contracts in a manner that reduces risk and improves performance. Geosyntec assists in negotiation of contract and indemnification language and evaluates the merits of available contracting alternatives for projects such as guaranteed fixed-price versus lump sum and others. We help our clients to navigate the procurement obstacles and advance to successful implementation. Our experience assisting with procurement includes preparing Requests for Requests for Proposals (RFPs), working with legal counsel, evaluating vendor responses, and recommending a preferred vendor or ownership financing strategy.



WASTE CHARACTERIZATION STUDIES AND DATA REVIEW

Geosyntec has significant experience designing wasteshed analyses and conducting waste characterization studies for specific processing technologies for recovery of recyclables and organics. Geosyntec professionals are familiar with the specific challenges posed by waste separation and processing, particularly as the industry moves toward automation of these operations. Our experience is based on actual facility design and facility operating requirements. We have directly managed and performed dozens of waste composition and characteristics studies, both to evaluate the bulk waste stream and to determine properties of specific waste streams of interest for separation and processing, supporting our clients' assessment of the feasibility of emerging technologies.

FINANCIAL ASSESSMENTS

Geosyntec is regularly engaged to provide valuation services for solid waste assets and has provided financial analysis for long-term and annual budgeting of integrated waste management systems, cost-of-service estimates, and closure and post-closure reserves. We have performed valuation studies and cost-benefit analyses for internal and third-party collection, diversion, and disposal alternatives. Geosyntec performs the full range of consulting services for solid waste programs, including rate studies, financial assurance cost estimates, escrow account analysis, and tipping fee analysis. Our staff has the ability to offer an independent evaluation of solid waste rates and charges that will allow solid waste agencies to meet its financial obligations, capital funding needs for system expansion, renewal and replacements, and to set aside appropriate reserve fund balances. Our financial consulting experts have assisted more than 100 clients in the development of solutions resulting in financial stability. We have made formal and information presentations to county commissions, city councils, authority boards, and citizen's advisory boards to gain acceptance of proposed new or revised rate and financial recommendations.

ORGANICS DIVERSION PROGRAMS

Geosyntec has experience with organics treatment technologies for yard waste, food scraps, and other organics, including composting and anaerobic digestion (AD). Our experience ranges from conducting pre-feasibility and feasibility studies to developing concept designs and finally to provision of engineering design, permitting, construction support, and construction quality assurance (CQA) services. We also advise clients on establishing separate curbside and container-based collection of source separated yard waste and food scraps. Our professionals are well versed in the regulations mandating diversion of organics such as AB1826 and SB1383 in California. We have assisted municipal and private clients in understanding and preparing for their increased obligations under these and similar mandates.

STAKEHOLDER OUTREACH AND ENGAGEMENT

Geosyntec recognizes the importance of stakeholder engagement in highly visible planning projects, particularly those conducted by local government agencies charged with protecting the public good. While traditionally a provider of "hard" engineering services, we know the value that "soft" services bring and have learned from experience that win-win outcomes are best obtained when communications professionals work alongside technical experts to engage the public and other stakeholders. Our in-house team of communications specialists offer extensive experience developing engaging content via a wide variety of media. We also have experience developing websites, software applications, and other digital products, all of which helps our clients identify and reach the right audiences with the right messages to deliver meaningful interactive experiences. Our graphic designers are communicators first who believe that design is useless if it is not grounded in a clear understanding of audience, purpose, and message.

We are engineers, scientists and innovators.

ABOUT GEOSYNTEC

Geosyntec is a consulting and engineering firm that works with private and public sector clients to address new ventures and complex problems involving our environment, natural resources, and civil infrastructure. We deliver solutions through Geosyntec and our seamlessly integrated divisions, SiREM, Savron, and Applied Technology & Management. With a combined staff exceeding 1,700 engineers, scientists, and related technical and project support personnel; we serve our clients from more than 90 offices in the United States, Canada, the United Kingdom, Ireland, Sweden, the United Arab Emirates, and Australia.

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