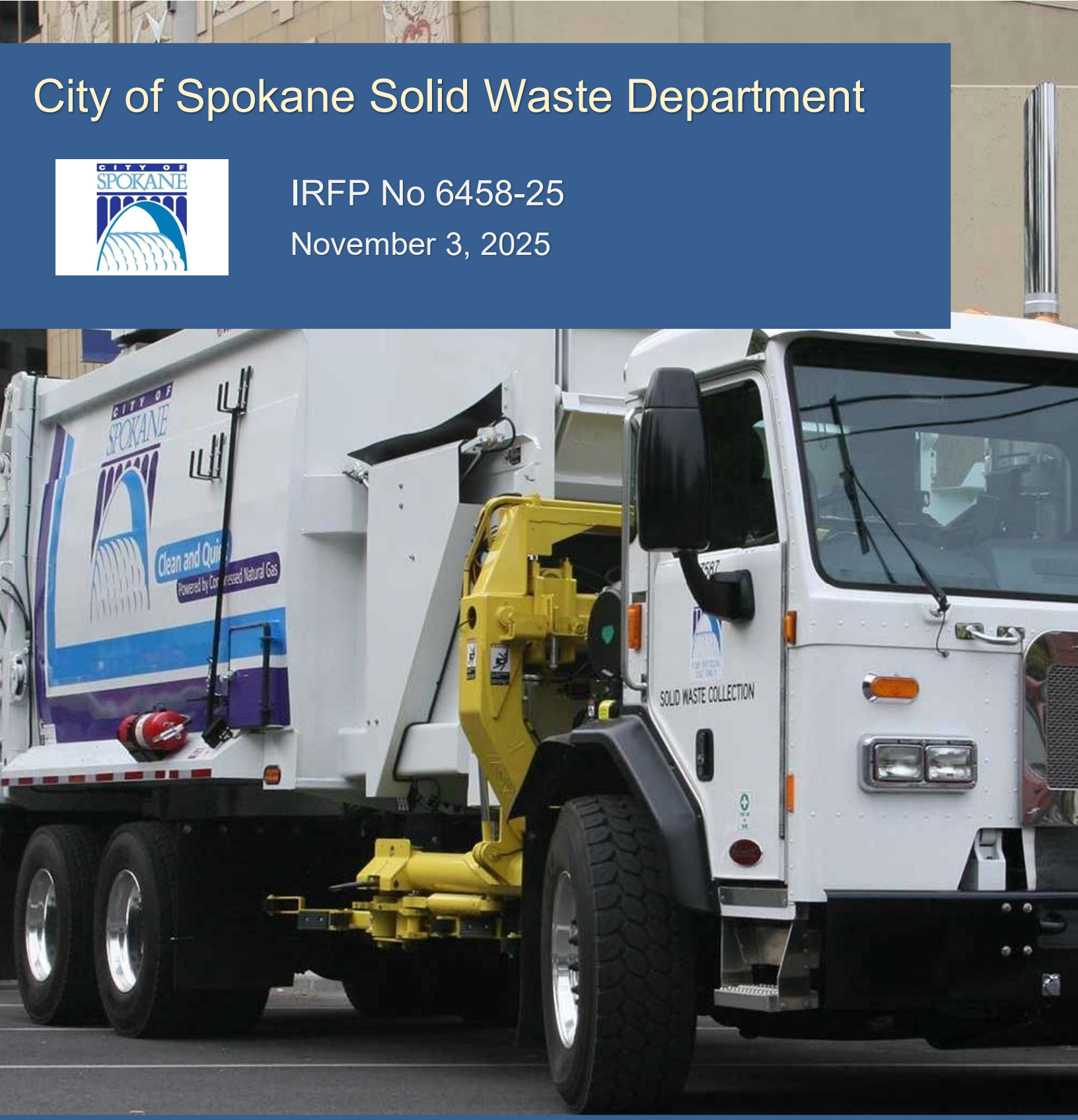
City of Spokane Solid Waste Department

IRFP No 6458-25

November 3, 2025



Bell & Associates, Inc.

Solid Waste & Recycling Consultants

"We Know The Box"

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November 3, 2025

Tanya Lester
City of Spokane Purchasing Department
915 N. Nelson St.
Spokane, WA 99202

Subject: Proposal Submittal – IRFP No. 6458-25 – Solid Waste Rate Study

Dear Ms. Lester:

Bell & Associates, Inc. is pleased to submit this proposal to assist the City of Spokane's Solid Waste Department (Department) with rate consulting services. In collaboration with JMS-Analytics (JMS), our project team is a balanced blend of regional and national expertise, combining private and public waste industry backgrounds. Selecting our project team provides the City with the following benefits:

Experienced Solid Waste Professionals – Our project team has over 50 years of combined experience in the solid waste industry, including accounting and operations for publicly traded companies, auditing for national and regional CPA firms, information systems management and integration for a regional government agency, and consulting. As industry controllers, we understand the intricacies of operations from the variable cost of labor to the fixed cost of trucks and equipment, and their impact on the collection and disposal rates.

Professional Qualifications – In addition to our extensive experience, our project team members hold professional certifications. Chris Bell and Lindsay Waldram are Certified Public Accountants. Joel Sherman has a Master's Degree in Public Administration with an emphasis on economics and quantitative methods. Our qualifications provide the City with assurance that our analysis will be conducted in accordance with industry standards and at the highest level of professional excellence.

Responsive to City Requirements - Our study will not be limited to a final report, as we are proposing to develop an integrated solution that provides Department leaders with a system for regularly compiling financial and operational data to support daily decision-making. Our team's approach directly addresses the City's requested scope:

- Financial and Operational Tracking System: Establish a reliable and timely method to consolidate costs and operational data to provide departmental leaders with the ability to implement a long-range financial plan centered on calculating the cost of service delivery by line of business.
- Annual Rate Modeling: Cost and operational inputs will calculate rates in real time and annually. Rate scenarios will be generated for Department review, City Council consideration, and adaptation.
- Operational Efficiency and Evaluation: Collect and analyze department metrics to develop Key Performance Indicators (KPI) that will assist department leaders with data to manage collection operations and reduce costs.
- Future Regulatory Planning and Cost Calculation: Assess current and emerging state and local mandates to assist department leaders with long-term solutions.

The Bell Project Team is comprised of highly experienced professionals, independent of the City of Spokane and its partner agencies, who are dedicated to delivering the City's need for a modernized, compliant, and financially responsive cost-rate reporting system.

We appreciate the City's consideration and the opportunity to propose on this engagement. Chris Bell, Principal with Bell & Associates, Inc., is authorized to bind the firm to a contract with the City of Spokane and to sign this proposal. Please contact me at (360) 210-4344 or Chris@Bellassociatesinc.com with any questions regarding this submission.

Sincerely,

Christopher J. Bell, CPA

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1.0 TECHNICAL PROPOSAL

Project Understanding

The City's Solid Waste Department is a vertically integrated collection and disposal enterprise system. The Department has been operating at a financial deficit for the last two years and faces regulatory headwinds as Washington state mandates will increase service costs in the coming years. Uncontrollable costs such as insurance and asset replacement are also putting significant pressure on rates. Raising collection rates commensurate with the increased expenses is not a long-term solution; therefore, the Department requires a financial strategy to maintain service delivery and prudently manage operational costs.

The Solid Waste Director and his management team need reliable information to implement and execute the department's financial plan. When critical financial and operational data is trapped in disconnected systems, access to information for timely decision-making is extremely difficult. This project establishes a data foundation that solves this problem.

We propose a phased approach that begins with developing the essential data infrastructure: a centralized database that consolidates key data from your financial and operational systems, with automated validation and quality controls. This foundation will then enable more efficient analysis in the next phase, where we'll perform the cost-of-service study and rate analysis.

The data infrastructure we build will also establish a solid foundation for future dashboard development, giving management and analysts access to insights throughout the year as new data is added to the system. This approach allows the Department to realize immediate value from centralized, validated data while building toward a comprehensive analytics platform over time as budget allows.

The platform would provide financial reporting by function (collection, disposal, etc.), rate reporting, manager dashboards, and customizable reporting exportable into multiple formats (Excel, Word, PowerPoint, PDF).

Work Plan

The proposed plan is segregated into two phases. Phase 1 focuses on building the data infrastructure and tools needed for immediate data consolidation and analysis. The second phase is the development and use of a cost-rate model to calculate the cost of collection and disposal services and to generate collection rates.

Phase 1: Data Infrastructure Foundation

Phase 1 delivers data infrastructure that consolidates key data from City and Department systems into a centralized, validated database. We'll provide a functional data warehouse with upload capabilities, data validation, and basic export tools. Advanced dashboards, sophisticated UI/UX, and visualization tools can be added in a future phase if and when budget allows.

Task 1: Data Request / Stakeholder Discovery and Review

Upon receipt of the notice to proceed, we will provide a detailed list of information necessary to initiate the project. The data request will itemize our needs for understanding service delivery and the data generated from the various systems used to manage Department operations.

Activities

- Develop a comprehensive data request covering the necessary source data
- Identify key contacts for each data source
- Schedule stakeholder meetings for Task 2 (below)

Task 2: Kick-Off Meeting / Review of Department / Inventory of Systems and Data

The kick-off meeting will serve as a forum to discuss preliminary findings from our research, document current workflows, continue data collection, and identify project issues, goals, roles, and responsibilities.

We will conduct field observations and tour the City facilities. Interviews will be conducted with the department staff to provide additional background information.

The Project Team will conduct field research to document operational factors, including, but not limited to, the following: staffing, equipment types and conditions, facility operations, material handling and transportation, recycling programs, and management and administration. The objective of the on-site fieldwork is to ensure that the collected financial and operational data are pertinent and complete.

Activities:

- Facility tours and staff interviews
- Analyze data from all source systems
- Document current data collection and analysis processes
- Map data dependencies and relationships across sources
- Identify data quality issues and validation requirements

Task 3: Data Infrastructure Implementation

The Project Team will build the core data infrastructure that consolidates all source data into a centralized database.

Activities:

- Designing and implementing a PostgreSQL database and data models for all source data systems
- Building a front-end web application with a file upload interface and validation engine that enables City staff to upload data at regular intervals.
- Implementing user authentication and role-based access control to the application, as well as a simple administrative interface that allows for user management and viewing import history
- Deploy the database and application to managed cloud services

Deliverables:

- Working database with a complete schema for all source systems
- Functional web application with a:
    - Data upload interface
    - Data validation system
    - User authentication system
- Deployed cloud infrastructure
- Database schema documentation
- Complete data dictionary
- Import process documentation
- Administrator guide

Task 4: Data Export Capabilities

The Project Team will build a data export system in the web application (Task 3) that will enable exporting clean, analysis-ready datasets in Excel or CSV format. The interface will allow for selecting specific data elements, date range filtering, category/dimensional filtering, and format selection.

Deliverables:

- Data export interface
- Export user guide with examples

Phase 2: Cost-Rate Modeling and Cost of Service Study

Task 5: Complete the Cost-Rate Model

Utilizing data inputs from the system developed in Phase 1, the interactive cost-rate model will be designed to input financial and operational assumptions as needed to calculate costs by line of business (disposal, cart collection, container collection, and roll off service) by cost component (disposal/processing labor, collection, cart/container cost, facility, administrative, taxes/fees). The following table shows the expenses that comprise the residential rate and the cost per customer per month.

Example of Residential Collection Expenses and the Monthly Cost Component

Expense	Garbage	Recycling	Organic	Total
Disposal/Processing	$674,625	$82,309	$484,350	$1,241,284
Labor	$265,898	$219,061	$203,593	$688,552
Truck/Collection	$234,082	$165,027	$136,435	$535,544
Carts	$34,957	$18,269	$110,190	$163,416
Facility	$44,328	$23,539	$13,207	$81,074
Admin	$363,332			$363,332
Fees/Taxes	$159,626			$159,626
Totals	**$1,776,848**	**$508,205**	**$947,775**	**$3,232,828**
Cost Component	**Garbage**	**Recycling**	**Organic**	**Total**
Disposal/Processing	$9.49	$1.16	$6.81	$17.46
Labor	$3.74	$3.08	$2.86	$9.69
Truck/Collection	$3.29	$2.32	$1.92	$7.53
Carts	$0.49	$0.26	$1.55	$2.30
Facility	$0.62	$0.33	$0.19	$1.14
Admin	$5.11			$5.11
Fees/Taxes	$2.25			$2.25
Totals	**$24.99**	**$7.15**	**$13.33**	**$45.48**

Because the cost-rate model will be set up to segregate by the line of business and the cost components, future changes to incoming waste tons, capital needs, budgets, diversion programs, state mandates, or other operational variables can be tested and calculated to determine rate sensitivity. Operational fund balances and landfill closure balances will be reviewed to ensure they are accurate in accordance with City and State requirements.

The completed model will be submitted to Department staff for review and input. It is assumed that a series of virtual meetings will be held with the Project Team and City staff to review the model's mechanics, logic, and output, discuss findings, and solicit direction from staff to refine the final model.

The completed cost-rate model will generate cost-of-service rates and can calculate and test other rate structures.

Task 6: Complete the Annual Cost of Service Study

Task 6.1 - Revenue Requirement

Budgeted and actual expenses (YTD) for Department operations and interfund transfers will be estimated for the upcoming years using known and measurable costs and agreed-upon assumptions. Expenses will be segregated by line of business (e.g., residential or commercial) and then by service (garbage, recycling, organics) using the operational data system developed in Phase 1.

Other financial obligations, such as fund balances or asset reserves, will be allocated to each line of business based on input from the Department heads and City financial policies. Variances from actual to budget will be analyzed and adjusted as necessary. The result will be the total revenue requirement for each service.

The revenue requirement for each line of business will be compared to the current revenues generated from the service rates. A memo of preliminary findings will be submitted to Department managers for review, followed by a virtual meeting to solicit staff input and direction.

Task 6.2 - Cost of Service

Estimated upcoming year expenses from Task 6.1 will be coupled with operational data to generate the costs for disposal and each collection service provided by the Department. The cost of service rates for each line of business will be compared to the current rates to determine the adequacy or inadequacy of the existing rate schedules.

A memo of preliminary findings will be submitted to Department managers for review, followed by a virtual meeting to solicit staff input and direction.

Task 6.3 – Preliminary Rate Design Recommendations

Based on the findings of Tasks 6.1 and 6.2, a virtual meeting(s) and subsequent memo will be prepared for review, input, and direction from Department leaders and other interested city personnel that details the findings and recommendations of the Project Team.

Task 6.4 – Revenue Projection

A predictive test of revenue for each rate scenario requested by Department staff will be completed to calculate the expected revenue generated for each rate structure to determine the adequacy of the rates. Estimated revenues will be compared to the current rates to provide staff / city leaders the ability to make an informed decision regarding any future rate changes.

Task 6.5 – Project Report

The Project Team will develop a comprehensive report of findings, costs, and rates for each alternative, conclusions, and recommendations based on work completed in the first four tasks. The initial draft report will be prepared for Department staff review and input, with the second draft submitted to City officials and interested stakeholders.

If changes to the project findings, costs/rates, or other areas of the report are necessary or requested, the report will be updated, and a final comprehensive report will be submitted that summarizes the findings, conclusions, and recommendations. If requested, members of the Project Team will present the final draft at a public meeting.

Task 5 Deliverables include:

1. The Project Team will prepare three task memos (6.1, 6.2, and 6.3) and a comprehensive report for the Department that summarizes cost of service findings, rate recommendations, financial projections, and model outputs.
2. Updated Cost-Rate Model / Model Training

Project Management

Effective project management will be essential for successful project completion. The Team Project Manager will maintain regular contact with the Department's Project Manager and project participants to monitor project progress and identify potential issues or delays. Virtual meetings with Department staff will be scheduled every two weeks during the project. Additionally, we will have other project meetings as needed to address topics and issues during this project.

Bell & Associates will (1) provide general administration of the contract, (2) track budget performance and task scheduling, (3) coordinate with key task managers and prepare monthly progress reports, (4) document any scope changes, (5) provide monthly invoices, and (6) coordinate all efforts related to the project within the bounds of the scope as directed by the Department Project Manager.

Schedules for projects with government agencies are usually dynamic due to the input from elected officials and the public input process. Our approach to these projects is to secure direction and buy-in from decision-makers early in the process, which helps maintain the project budget and schedule. Staying within the budget is completed through a comprehensive scope of work based on the client's needs.

2.0 MANAGEMENT PROPOSAL / PROJECT TEAM

Bell & Associates, Inc. is a consulting firm specializing in the financial and operational analysis of integrated solid waste management. Founded in 2003 by a licensed Certified Public Accountant, our primary purpose is to serve the waste/recycling needs of state and local governmental agencies, municipalities, and tribal communities. Located in Camas, Washington, our client base of public and private companies extends from Washington to New York and from Alaska to Florida. Bell & Associates has completed over 550 waste and recycling projects since its inception, with a primary focus on the economics of the waste and recycling industry. Areas of expertise include waste industry systems and operational analysis, rate review and rate setting, compliance services, alternative fuels, financial auditing, long-term planning, program analysis, project implementation, franchise procurement, training, and outreach.

Project Team Personnel

Chris Bell, CPA, Project Manager, has over 30 years of experience in accounting and cost management, with the past 26 years dedicated to consulting within the waste and recycling industry. Mr. Bell has completed over 500 solid waste management projects, focusing on the financial analysis and operational evaluation of waste and recycling collection systems. He has assisted numerous public and private entities in establishing collection rates, planning, program implementation, accounting/reporting, financial and performance audits, procurement, and facility and systems analysis. He is a licensed Certified Public Accountant in Oregon (license #10,451).

Mr. Bell's expertise encompasses all aspects of waste management operations, including financial accounting, collection operations in regulated and open markets, transfer stations, Material Recovery Facilities (MRFs), landfills, transfer trucking, contract compliance, and procurement. He has a strong track record in cost accounting and reporting, leading significant operational improvements and developing business strategies for public and private organizations as an industry expert.

Before consulting, Mr. Bell served as Assistant Divisional Controller for Waste Management of Oregon. His responsibilities as controller included overseeing the monthly financial close, annual budgeting, balance sheet reconciliation, corporate reporting, operational performance analysis, audit preparation, and municipal/franchise reporting for three separate collection companies and two transfer stations. Additionally, Mr. Bell managed fixed assets and accounts payable for all six collection companies in Oregon and Southwest Washington.

Lindsay Waldram, CPA, Senior Associate for this engagement, has consulting experience that includes serving as an interim controller for multiple solid waste companies, overseeing financial operations, and ensuring accurate reporting. She has conducted thorough reviews of detailed cost reports submitted by haulers, identifying discrepancies and analyzing results to determine reasonableness. Additionally, she has contributed to a comprehensive wasteshed study, analyzing waste management patterns and regional systems. Her work also involved conducting in-depth research on regional solid waste systems.

Prior to consulting, Ms. Waldram served as Regional District Controller for Waste Connections of Washington. Her responsibilities as controller included the monthly financial close, annual budgeting, balance sheet reconciliation, regional financial reporting, and operational performance analysis. Before working as the Regional Controller, Ms. Waldram was the West Coast Senior Pricing Analyst. Her responsibilities included Washington UTC submissions, municipal / franchise reporting, and completing cost of service studies for company operations, including collection, transfer, disposal, and material recovery for Waste Connections companies from Alaska, Washington, Oregon, and California. Ms. Waldram is an Oregon Certified Public Accountant (Oregon license #14,857).

Joel Sherman is the founder of JMS Analytics LLC, a data analytics consulting firm specializing in making data useful for municipal and organizational decision-making. With 20 years of experience building data management and analytics solutions for local and regional government agencies, he has developed expertise in transforming complex, fragmented data landscapes into actionable intelligence systems.

Through JMS Analytics, Mr. Sherman helps organizations move beyond data chaos to achieve real operational clarity. His work focuses on practical data integration, financial analytics, and building systems that enhance existing workflows rather than replace them. His approach emphasizes getting clean data to decision-makers quickly, enabling them to spend time on strategic analysis rather than data wrangling.

Mr. Sherman's philosophy of "Data Useful, Now" reflects his belief that analytics systems should accelerate decision-making, not complicate it. He specializes in building integration-first architectures that provide real-time visibility while preserving the flexibility for users to work in their preferred tools and formats.

All project team personnel will be available throughout this project.

Resumes are included in the appendix of this proposal.

Solid Waste and Recycling Rate Setting Projects

The following projects relate to Bell & Associates' ability to complete the project for the City of Spokane. Any of the names listed for these projects can be contacted for a reference.

City of Albuquerque Annual Cost of Service Study and Rate Setting (2009 to 2025)

POC: Lawrence Maldonado, Deputy Director

Ph. 505-761-8122 email: Lemaldonado@cabq.gov

Bell & Associates has assisted the City of Albuquerque's Solid Waste Management Department with calculating the cost of service rates for the City's 180,000 residential and 11,000 commercial customers, transfer facilities, Clean City programs, and the Cerro Colorado Landfill since 2009. The process coincides with the annual budget review and enables the Solid Waste Department to present program changes and rate adjustments for the upcoming fiscal year to the City Council. Over the last 17 years, Mr. Bell has completed financial reviews and cost modeling of the current system and projected future costs for collection, disposal rates, and service fees for the diverse services provided by the City.

City of Los Angeles Commercial Franchise Procurement/Implementation (2014 and 2025)

POC: Dan Meyers, Commercial Franchise Division Manager

Ph. 213-473-3231 email: Daniel.meyers@lacity.org

The City of Los Angeles phased out the competitive open market for commercial garbage collection and implemented exclusive franchise territories. Bell & Associates was one of the subcontractors assisting the city during this multi-year project. Los Angeles has the largest franchised system in the nation, covering over 500 square miles and servicing over 70,000 commercial customers. As part of the Project Team, Mr. Bell developed the cost-of-service rate approach used by Los Angeles and assisted with the rate model development. One aspect of this project is to set collection rates that incentivize haulers to provide recycling services by establishing rates that do not require cross-subsidies from waste collection. Another unique approach developed is the forfeiture of fees for services invoiced but not provided by the franchised haulers. Mr. Bell assisted the City with the economic and operational evaluation of the submitted proposals, the analysis of proposed program costs, and the establishment of a standardized collection rate schedule across the 11 franchised collection territories.

Mr. Bell is currently working as a subcontractor to assist Los Angeles with the 2025 commercial services procurement. His tasks include collection cost forecasting, rate modeling and design, rate impacts of organic program implementation (SB 1383), revenue analysis for each of the 11 collection franchised areas, and the evaluation of the submitted service proposals.

Clackamas County, Oregon – Collection Rate Review and Rate Setting (2001 to 2025)

POC: Rick Winterhalter, Sustainability & Solid Waste Manager

Ph. 503-742-4466 email: RickW@clackamas.us

Waste and recycling collection in Oregon is accomplished through exclusive territories franchised to private collection companies. The companies are a mixture of public companies and locally owned haulers. Franchisees complete and submit a detailed cost report to the jurisdiction that regulates the franchise—either a city or a county. The cost report is a combination of an annual income statement and operational data (customers, collected tons, collection hours, etc.) used by regulators to set collection rates, assess performance, and establish new collection programs. Oregon is one of the few states in the US that requires this level of information from waste and recycling collection service providers, but it also gives regulators the information necessary to efficiently manage collection and diversion activities through rates and policies.

Clackamas County is one of 14 Oregon jurisdictions that Bell & Associates annually assists with the financial and operational analysis as part of the annual rate review. This process is a critical review of the previous year's financial results of operations, combined with the reported operational results. Audit procedures and testing of revenues and expenses are completed to determine the cost of providing the services. Adjustments are made to the submitted reports to ensure the costs are accurate and the rates reflect the cost of collection services. Seven franchised companies (including three public companies) serve Clackamas County's 58,000 residential and 4,000 commercial customers. Clackamas County covers 1,879 square miles and is segregated into four rate regions: the heavily populated urban region, a sprawling rural region just outside the Portland Metro Urban Growth Boundary, a distant rural region adjacent to the Mount Hood National Forest, and a mountain region on Mount Hood. Operating results for each region are analyzed, adjusted, aggregated, and then projected for the current year. Rates are set based on the results of the annual rate review.

Clark County, Washington, Transfer System Study (2019-2023) and Recycling Processing Cost of Service Analysis (2019 to 2025)

POC: Mike Davis, Program Manager

Ph. 564-397-7343 email: Mike.Davis@clark.wa.gov

Bell & Associates assisted Clark County with calculating the cost of service for the County's three transfer stations and regional material recovery facility as part of a long-term system study. The transfer system is operated by Columbia Resource Company (Waste Connections) under the county's regulatory oversight. The accounting for three transfer stations and one MRF was consolidated into a single profit center, significantly increasing the project's complexity.

The financial plan estimated the transfer system and facility costs over 20 years. The work determined that approximately $50 million in rate fees could be used for future infrastructure expenses and was critical during contract negotiations with Waste Connections.

Bell & Associates has assisted the City of Vancouver and Clark County in calculating the commingled recycling processing fee charged by the Vancouver MRF owned and operated by Waste Connections. The annual review requires analyzing the detailed costs and operational results of the previous year to establish the rates to be charged to residential and commercial customers in the upcoming year.

City of Olympia, Cost of Service Study and Rate Setting (2021 to 2025)

POC: Ron Jones, Interim Waste ReSources Director

Ph. 360-753-8509 email: Rjones@ci.olympia.wa.us

Bell & Associates has completed cost of service studies for Olympia in conjunction with the City's solid waste management plan in 2021, and has recently calculated the cost of implementing a city-wide organic collection program. Waste and recycling services are provided to the City's 15,000 cart and 850 commercial container customers. The recent study recommended a city-wide re-route of residential collection to reduce the number of sideload collection trucks needed to implement the state's mandated residential organic collection program.

Solid Waste Cost of Service Study with Long-Term Planning

Marion County, Oregon, Annual SW Collection Rate Review (2019 to 2025)

POC: Brian May, Environmental Services Division Manager

Ph. 503-365-3147 email: Bmay@co.marion.or.us

Marion County regulates eight companies that provide waste and recycling to the unincorporated areas of the county. The process requires franchised companies to submit annual detailed cost reports, which are reviewed, adjusted, and compiled by collection areas—urban or rural. Waste was disposed of at the Waste-to-Energy facility until January 2025; however, changes to Oregon laws made incineration too expensive, requiring Covanta to cancel its contract with Marion County.

The shutdown of the Covanta facility requires the County to undergo a transfer facility planning process to determine the best long-term disposal option(s). Mr. Bell is currently a subcontractor on this planning project.

Humboldt County, California, Regional Cost and Operational Assessment (2023 to 2025)

POC: Robin Praszker, City of Eureka Environmental Project Manager

Ph. 707-441-4206 email: Rpraszker@eurekaca.gov

Bell & Associates assisted the Cities of Eureka, Arcata, Fortuna, and Humboldt County in calculating the cost of service for waste and recycling collection before the county-wide implementation of SB 1383 programs. Financial and operational data were collected from the franchised hauler, and reports were provided to the cities and Humboldt County detailing the cost of current services.

Service fees charged within the jurisdictions by the franchised hauler are adjusted by a combination of CPI and disposal increases. With the implementation of the state organic law, SB 1383, jurisdictions were required to update their franchise agreements to provide a cost-of-service method for reporting the results of collection operations and to update collection rates. Mr. Bell provided the process for reporting the financial results of operations within each franchise annually. Rather than layering the additional costs associated with SB 1383, jurisdictions can establish baseline program performance measures and costs to integrate the new program changes and be accountable to their constituencies.

The following table summarizes additional financial, operational, and planning waste and recycling projects completed by Bell & Associates.

Jurisdiction and State	Project(s) / Date
King County, Washington 1	Waste by Rail Cost Analysis / Disposal Study 2024 and 2018
Private Client, Washington	HB 1799 Compost Feasibility Study 2024
Private Client, Seattle, Washington	Regional Recycling Processing Cost Study 2023
Washington Utilities & Trans. Commission	Review of Solid Waste Rate Methodology 2013
City of Yakima, Washington	Collection Rate Setting 2013 to 2025
Cities of Gresham, Beaverton, and Hillsboro, Oregon	Annual Rate Review / Rate Setting 2004-2024
City of Vancouver, Washington	Collection Rate Update Support 2022-24
City of Olympia, Washington 1	Solid Waste Management Plan 2022
City of Mount Vernon, Washington	Collection Rate Study 2019, 2021, and 2025
City of Hoboken, New Jersey 1	Collection Cost of Service Analysis 2022-24
City of Indianapolis, Indiana 1	Cost of Service Study / Solid Waste Plan 2021
Deschutes County, Oregon 1	Transfer System Cost/Operational Analysis 2022-23
Oregon Department of Environmental Quality 1	EPR System Implementation Studies 2020-2023
Portland Metropolitan Service Agency 1	Transfer Station Cost of Service Study 2023 & 2017
City of Salem, Oregon	Waste Collection Rate Review / 2003 to 2025
Ada County, Idaho	Landfill Rate Setting 2020
Port of Longview, Longview, Washington 1	Alternative Fuels Study / 2020
City of Flagstaff, Arizona 1	MRF Feasibility Study / SW Planning / 2019-23
City of Sandy, Utah 1	Transfer System Business Plan / 2010 and 2018
Lincoln County, Oregon	Material Management Solid Waste Plan / 2018
City of Camas, Washington	Plan for Growth / Collection Reroute Plan 2017
City of Moses Lake, Washington	Waste Collection Cost of Service Study 2016
City of Albuquerque, New Mexico	Solid Waste Management Plan Update 2016

Note **1**: Project Subcontractor

Contract Default

Bell & Associates has **never** had a contract terminated or ended prematurely by any client for any reason.

3.0 PROJECT SCHEDULE & PROJECT BUDGET

This proposed schedule and budget were prepared on the assumption that we will receive adequate and responsive assistance from City staff. This includes preparing the requested information, responding to inquiries and requests for additional information, and providing project input.

Project Schedule

Task and Description	Time	Start	End
Task 1: Data Request and Review	3 weeks	12/16/25	1/5/26
Task 2: Kick-Off Meeting	1 week	1/5/26	1/12/26
Task 3: System Platform and Model Design	4 weeks	1/12/26	2/9/26
Task 4: System Testing and Platform Outputs	3 weeks	2/9/26	3/2/26
Task 5: Complete the Cost-Rate Model	2 weeks	3/2/26	3/16/26
Task 6: Complete the Annual Cost of Service Study	4 weeks	3/16/26	4/13/26
Project Management	Ongoing		

Project Budget

Task and Description	Total Hrs	Total Cost
Task 1: Data Request and Review	44	$8,780
Task 2: Kick-Off Meeting	80	$16,600
Task 3: System Platform and Model Design	88	$16,880
Task 4: System Testing and Platform Outputs	72	$13,920
Task 5: Complete the Cost-Rate Model	88	$17,680
Task 6: Complete the Annual Cost of Service Study	60	$12,900
Project Management	20	$5,000
Total Hours and Cost	452	$91,760
Travel		$4,250
Total Project Cost		**$96,010**

The project budget for years 2 and 3 is on the following page.

Project Budget for Year 2 and Year 3

	Year 1	Yr 2 & 3	Year 2	Year 3
Task and Description	Cost	Hours	Cost	Cost
Task 1: Data Request and Review	$8,780	24	$5,029	$5,280
Task 2: Kick-Off Meeting	$16,600	16	$3,486	$3,660
Task 3: System Platform and Model Design	$16,880	12	$2,417	$2,538
Task 4: System Testing and Platform Outputs	$13,920	12	$2,436	$2,558
Task 5: Complete the Cost-Rate Model	$17,680	48	$10,126	$10,632
Task 6: Complete the Cost of Service Study	$12,900	60	$13,545	$14,222
Project Management	$5,000	10	$2,625	$2,756
Total Hours and Cost	$91,760	182	$39,663	$41,646
Travel	$4,250		$1,200	$1,300
Total Project Cost	**$96,010**		**$40,863**	**$42,946**

The total estimated cost over three years $179,820, with a three-year average cost of approximately $60,000.

APPENDIX - PROJECT TEAM RESUMES