



March 7, 2018

Sylvia Glazer
Public Works Director, City of Hollywood
P. O. Box 229045
Hollywood, FL 33022-9045
transmitted via email: sglazer@hollywoodfl.org

Re: Proposed Scope of Work – Solid Waste Consulting Services
KCI Project No.: 99-90.00

Dear Ms. Glazer:

As requested, Kessler Consulting, Inc. (KCI) is pleased to submit this proposed scope of work to provide solid waste consulting services to the City of Hollywood (City). The City is seeking assistance in conducting a strategic analysis of options for improving solid waste collection and disposal services, obtaining stakeholder input, and implementing the options selected by the City including procurement of future collection and disposal services.

KCI'S QUALIFICATIONS

KCI is very familiar with the City and Broward County overall. We previously assisted the City with a competitive procurement for recyclables processing, solid waste disposal, bulk/yard waste (commingled) disposal, and household hazardous waste (HHW) and bulk waste drop-off centers. Robin Mitchell and I will service as Project Manager and Project Director, respectively, on the work proposed herein just as we did on the previous work conducted for the City.

Additionally, we are currently working with Deerfield Beach, Hallandale Beach, and Oakland Park. We also have provided solid waste consulting assistance to Fort Lauderdale and Southwest Ranches.

KCI also is part of a project team currently working with Broward County and a Solid Waste Working Group. The team is conducting a Solid Waste and Recycling Issues Study to evaluate and provide recommendations on the following:

- How a 75% countywide recycling goal might be reached
- Whether retaining public ownership of the Alpha 250 site would facilitate meeting that recycling goal or would provide other benefits in connection with solid waste management within Broward County
- General solid waste disposal issues as determined by the Working Group which may include options regarding flow control and potential governance or contractual structures for collaborative management of solid waste

The outcome of this study could impact future solid waste service and contractual options available to the City.

KCI has extensive expertise and experience in the services sought by the City, including the following:

- Solid waste collection, disposal and recycling strategic planning and analysis
- Rate setting
- Competitive procurements, including technical specifications, contract development and negotiations
- Cost comparisons and recommendations, including comparisons of private versus public operations
- Program implementation, evaluation and recommendation
- Public outreach
- Analysis of open market versus franchised collection systems and system conversions

With the philosophy that “all garbage is local,” KCI will work closely with City staff to fully understand their concerns and objectives and to develop a customized strategy that brings about results. We have developed long-term solid waste master plans, as well as detailed shorter-term strategies to solve discrete solid waste challenges. In all strategic planning, we consider the potential impacts to other elements of the system, both operationally and financially, to achieve the best overall outcome for our client. When appropriate, we work with clients to implement strategies in phases to accommodate system constraints while advancing solid waste management changes.

Contracting assistance—from start to finish—is a cornerstone of the services KCI provides. Starting with preparing a Request for Proposals (RFP) or Invitation to Bid (ITB), through proposal review and contract negotiation, we will strive to ensure the procurement process meets the City’s objectives. KCI has assisted with more than 55 solid waste service procurements or contract negotiations in the last 5 years. We have helped our clients achieve some of the best collection and disposal rates and the highest recycling revenue shares. Our firm is known for developing innovative approaches for meeting our clients’ objectives, including contract provisions that have set the standard for procurements. We know and understand the local marketplace and industry players, and we have a team with the depth of knowledge to bring about measurable results.

Procuring solid waste services is only the beginning. We also will assist the City with implementation by providing technical assistance and oversight during service transition. KCI is experienced at assisting with various types of transitions ranging from simple changes in service provider to rolling out carted solid waste and recycling collection to a community with 250,000 residents.

Our objective is simple – to provide efficient, value-added solid waste consulting services that will help the City meet its overall objectives. Attached are reference letters from several of our clients, as well as the last two editions of our newsletter.

BACKGROUND

Currently, the City of Hollywood has separate contracts to provide the following services to single-family and duplex residential properties:

<u>Contract</u>	<u>Service Provider</u>	<u>Expiration</u>
Solid Waste and Commingled Collection	Waste Pro	January 31, 2019
Curbside Recycling Collection	Waste Pro	January 31, 2019
Recycling Incentive Program	Recycling Perks	January 31, 2018
Commingled Disposal	Waste Management	July 14, 2018
Recyclables Processing	Waste Connections	July 2, 2018
Solid Waste Disposal	Waste Connections	July 2, 2018
HHW Material Program	Broward County	September 30, 2018

For those contracts that expire prior to January 2019, the City is discussing with the contractors the ability to extend those contracts, so all solid waste contracts expire at the same time. KCI concurs that aligning contract expiration dates provides the City with greater flexibility in combining services within agreements. However, we caution that sufficient time should be provided to make sound decisions regarding future services and to conduct a well-thought-out procurement process.

In addition to the above contracts, the City currently has non-exclusive franchise agreements with 13 haulers who service commercial and multi-family properties.

Residents in single-family/duplex properties currently receive twice per week garbage collection, once per week recycling collection, and once per week commingled/bulk items collection. Approximately 60% of customers receive alley collection. The alleys present collection and service delivery challenges due to the difficulty in navigating equipment in narrow alleys with overhead wires and complicated layouts. The City also provides a Recycling Incentive Program to residents.

The City is interested in studying the operational and cost impacts of various collection service alternatives and contracting configurations as more specifically detailed in the scope of services below.

SCOPE OF SERVICES

Outlined below are the tasks and activities KCI will complete to assist the City in developing and implementing a sound strategy for future solid waste and recycling services. Input and guidance from City staff, decision-makers, and stakeholders is critical throughout the process to ensure the City's objectives are met.

Task 1 – Project Kick-Off Meeting and Schedule of Completion

Anticipated task activities include the following:

- Participate in a project kick-off meeting with City staff to discuss and clearly define the City's objectives and information needed by KCI to complete the project.
- Prepare a schedule for completion of the scope of services.

Task 1 Deliverables:

- Kick-off meeting within one week of receiving Notice to Proceed.
- Project schedule within two weeks of kick-off meeting.

Task 2 – Review Existing Documents

Anticipated task activities include the following:

- Request from City staff relevant documents for review. These include, but are not limited to, exclusive and non-exclusive franchise agreements, processing and disposal agreements, recycling incentive agreement, City and County Ordinances, current contractor fees, current customer counts and service fees, financial data, relevant surveys and comparisons with neighboring municipalities, and other relevant information.
- Review relevant documents to gain an understanding of the City's existing solid waste management system, including collection, disposal and recycling programs; operations processes; contracts currently in place; fee structures; and current revenues, expenses and budget.

Task 3 – Evaluate Alternatives and Options for Improvement in Collection Services

Anticipated task activities include the following:

- Discuss and confirm with City staff that the commingled collection options to be evaluated are as follows:
 - Frequency of commingled collection – 1 time per week, 1 time per month, 1 time per month with option of collecting carted vegetative material weekly, and on-call service
 - Quantity of commingled materials – unlimited pile size versus limited pile size, e.g., 4 cubic yards per collection
 - Collection point – alley service versus curbside service
 - Private versus public collection – maintain contractor system or establish City crews for all commingled collection services or for limited services such as illegal dumping and collection of violation issues/material
 - Integration of food waste and other organic materials collection
- Discuss and confirm with City staff that the garbage and recycling collection options to be evaluated are as follows:
 - Frequency of garbage collection – 2 times per week versus 1 time per week
 - Pay As You Throw (PAYT) system for garbage collection
 - Collection point – alley service versus curbside service
 - Private versus public collection – maintain contractor system or establish City crews for all garbage and recycling collection services or some combination
- Discuss and confirm with City staff that the various contracting options to be evaluated are as follows:
 - Combine solid waste, recycling and commingled collection into single contract
 - Combine disposal and materials processing into single contract
 - Combine all collection, disposal and materials processing services into single contract
 - Incorporate commercial and multi-family collection services into the exclusive franchise, in accordance with Florida Statute §403.70605, in lieu of 13 non-exclusive franchise agreements
 - Separate cart purchase and maintenance contract versus include it in collection contract
 - Separate recycling incentive contract versus include it in collection contract
 - Incorporate diversion incentives for collection contractor
- Evaluate existing collection operations/contracts and possible future collection and contracting options as agreed upon above. The evaluation will include the following:
 - Operational impacts including program and/or collection efficiencies
 - Service delivery cost implications including potential impact to rate payers
 - Service quality implications
 - Customer service considerations
 - Pros and cons of each option
- Prepare a draft report for review by City staff, review and discuss with City staff, and revise the report accordingly.
- Prepare a PowerPoint presentation summarizing results of the evaluation.
- Discuss the findings in one-on-one meetings with City Commissioners, as requested.

- Present the findings at a City Commission Workshop to obtain guidance and direction regarding how to structure and implement future solid waste programs, contracts, service delivery and cost recovery.
- Revise and finalize the report.

Task 3 Deliverables:

- Draft report
- Revised draft report based on City staff review
- PowerPoint presentation for Commission Workshop
- Participation in one-on-one meetings with City Commissioners, scheduled over a two-day period
- Presentation at City Commission Solid Waste Workshop
- Final report

The budget provided in this scope of work is based on the number of meetings and assumptions outlined above. KCI is available to participate in more meetings and is willing to adjust the budget as needed to accommodate additional meetings.

Task 4 – Household Verification

The purpose of this task is to verify the number of households serviced by the City's exclusive collection franchisee. This scope of work assumes this will be a desktop verification process based on available records and documents.

Anticipated activities include the following:

- Request and review contractor records, utility bills and other relevant records.
- Evaluate available records to verify the number of households serviced.
- Prepare a technical memorandum summarizing the evaluation process and findings.

Task 4 Deliverables:

- Technical memorandum

Task 5 – Procurement Documents

Based on direction provided by the City Commission during the Workshop, KCI will assist the City with procuring collection, disposal and processing services. KCI will work hand-in-hand with City solid waste, purchasing and legal staff to conduct a defensible procurement process that meets the City's needs and objectives. This scope of work assumes that a single RFP will be prepared, and a single procurement process conducted. Because of the multiple services to be provided, this will be a complex RFP and contract. If multiple procurements or contracts are desired, each process will follow the steps outlined below but the budget will need to be adjusted to reflect the additional level of effort required.

Anticipated activities to complete Task 5 include the following:

- Develop an RFP document that is consistent with the City's template and that includes submittal requirements, minimum vendor qualifications, schedule, evaluation criteria, and price form.
- Develop a separate price form for the collection of violation issues (i.e., oversized piles, illegal dumping, etc.).
- Develop a draft contract that includes technical specifications, minimum resource requirements (i.e., number of routes, number of trucks, missed collection sweep vehicle, etc.), performance

requirements, increased liquidated damages, and contractor funding for related activities (e.g., funding for alley resurfacing and Sanitation Code Enforcement and Recycling Coordinator staffing).

- Revise the RFP and draft contract based on client's technical review and comments and submit revised documents.
- Revise the RFP and draft contract based on client's legal review and comments and submit revised documents.
- Work interactively with City staff to finalize the RFP and draft contract.
- Prepare a list of vendors to be notified of the RFP release.
- Provide technical support and assist with responding to vendor questions during the pre-proposal meeting.
- Review any written questions or comments received by the City from vendors.
- Work jointly with City solid waste, purchasing, and legal staff to assist in drafting any necessary addenda in response to vendor questions.

Task 5 Deliverables:

- Draft RFP and contract
- Revised RFP and contract to address technical review comments
- Final RFP and contract to address legal review comments
- List of potential vendors and contacts
- Draft and final addenda
- Participation in pre-proposal meeting, with additional calls (by telephone or Skype) as needed

Task 6 – Proposal and Price Evaluation; Assessment Estimate

KCI will provide technical assistance to the City in evaluating proposals and price submittals. Based on the evaluation committee's findings, KCI will estimate a non-ad valorem assessment to assist the City in evaluating such an assessment in lieu of invoicing for service on monthly utility bills. KCI will assist in presenting results to elected officials. This scope of work assumes that no more than five proposals will be received.

Anticipated task activities include the following:

- Review the technical aspects of proposals received and prepare a price summary spreadsheet.
- Provide technical assistance as needed during the evaluation committee meeting.
- In addition to contract service fees, obtain from City staff any additional solid waste fees and costs to be included in the non-ad valorem assessment to identify the full cost of providing solid waste services.
- Estimate the non-ad valorem assessment based on the evaluation committee's recommendation for award, unit counts provided by the City, total costs and fees to be assessed, and fair apportionment of those costs and fees.
- Prepare a PowerPoint presentation summarizing RFP pricing, evaluation committee's recommendations, and estimated non-ad valorem assessment.
- Discuss the results in one-on-one meetings with City Commissioners, as requested.

- Present the findings at a City Commission meeting.
- Assist in finalizing the contract based on the award decision by the City Commission.

Task 6 Deliverables:

- Price summary sheet
- Non-ad valorem estimate
- PowerPoint presentation summarizing RFP pricing, evaluation committee's recommendations, and estimated non-ad valorem assessment
- Participation in one-on-one meetings with City Commissioners, scheduled over a two-day period
- Presentation at City Commission meeting
- Modifications to the final contract, as needed

Task 7 – Implementation Assistance

KCI will assist the City in implementing any service or program changes following contract award. A more detailed scope and budget for this task will be provided once the exact nature of these changes is known.

Specific task activities will be determined based on any service changes selected by the City and the contract awarded. Task activities might include, but would not be limited to, the following:

- Prepare a detailed implementation schedule and checklist.
- Coordinate and participate in transition meetings with the selected vendor(s).
- Provide onsite oversight of transition activities.
- Assist in developing outreach and education materials.
- Other activities as requested to ensure a smooth transition in service.

PROPOSED BUDGET

Because of potential unknown factors associated with this project, KCI proposes to conduct this scope of work on a time-and-materials basis for an amount not to exceed \$128,874, including labor and expenses, without the City's prior approval. A budget breakdown by task is attached. Labor will be invoiced at the rates provided in the attachment and expenses will be billed at cost without mark-up.

The level of effort required to successfully complete the tasks outlined above is variable based on various factors, such as the number of service options evaluated, number of meetings, number of proposals, extent of service transition, etc. This budget is based on assumptions as specified throughout this scope of work but can be revised to reflect any changes in these assumptions. The City will only pay for actual work performed.

PROPOSED TIMELINE

KCI understands that time is of the essence for this project. We will complete Tasks 1 through 3 within 90 calendar days of receiving Notice to Proceed. A tentative schedule for completing Tasks 4 through 7 will be developed as part of Task 1; however, this schedule may need to be altered based on decisions made by the City Commission during the project.

KCI appreciates the opportunity to submit this scope of work and to continue assisting the City of Hollywood with its solid waste strategic planning and procurement needs.

Sincerely,

Kessler Consulting, Inc.

A handwritten signature in dark ink, appearing to read 'MK', with a long horizontal flourish extending to the right.

Mitch Kessler
President

Attachments

ATTACHMENT

HOLLYWOOD, FL

PROPOSED BUDGET SOLID WASTE CONSULTING SERVICES

LABOR										
Task #		1	2	3	4	5	6	7		
CATEGORY (NAME)	HOURLY RATE	Kick-Off Meeting & Schedule	Review Existing Documents	Evaluate Collection Alternatives & Options	Household Verification	Procurement Documents	Proposal & Price Evaluation; Assessment	Implementation Assistance	TOTAL HOURS	TOTAL DOLLARS
Project Director	\$210.00	10.0	2.0	41.0	2.0	16.0	44.0	4.0	119.0	\$24,990
Project Manager	\$170.00	16.0	16.0	60.0	8.0	90.0	74.0	8.0	272.0	\$46,240
Senior Consultant II	\$160.00			40.0			0.0	20.0	60.0	\$9,600
Senior Consultant I	\$140.00						16.0		16.0	\$2,240
Consultant II	\$105.00								0.0	\$0
Consultant I	\$95.00		24.0	100.0	24.0			80.0	228.0	\$21,660
Research Analyst II	\$85.00								0.0	\$0
Research Analyst I	\$65.00		30.0	36.0	12.0	140.0	18.0	16.0	252.0	\$16,380
Administrative Support	\$65.00	2.0	2.0	8.0	2.0	10.0	6.0	2.0	32.0	\$2,080
SUBTOTAL LABOR HOURS		28.0	74.0	285.0	48.0	256.0	158.0	130.0	979.0	\$123,190
SUBTOTAL LABOR DOLLARS		\$4,950	\$7,500	\$37,570	\$4,970	\$28,410	\$25,620	\$14,170		\$123,190
DIRECT COSTS										
Travel		\$812		\$1,624		\$812	\$1,624	\$812		\$5,684
SUBTOTAL DIRECT COST		\$812	\$0	\$1,624	\$0	\$812	\$1,624	\$812		\$5,684
TOTAL PROJECT BUDGET										
LABOR + DIRECT COST		\$5,762	\$7,500	\$39,194	\$4,970	\$29,222	\$27,244	\$14,982		\$128,874



DEPARTMENT OF PUBLIC WORKS
& ENVIRONMENTAL SERVICES
401 S.W. 4th Street
Deerfield Beach, Florida 33441
Telephone: (954) 480-4391
Fax: (954) 480-4393

May 23, 2012

Kessler Consulting
14620 N Nebraska Avenue
Building B
Tampa, FL 33613

To Whom It May Concern:

RE: Kessler Consulting

Kessler Consulting, Inc. was awarded a contract with the City of Deerfield Beach in 2011 via a request for qualifications to provide the City with solid waste and recycling consulting services.

The Kessler Team, led by Don Ross worked with City staff to assess existing operations, establish baseline conditions, and compare performance vs. industry standards and other similar sized operations as well as to provide recommendations and a path for improvement through the development of a comprehensive operational plan.

Kessler staff continues to augment City staff by providing their niche and specialty expertise in the solid waste and recycling field as needed through the implementation of several aspects of the operational plan.

Throughout the entire process, the Kessler team maintained flexibility and professionalism even when the direction and needs of the City changed. During these transitional periods, Kessler continued to ensure maximum value was delivered to the City through their services.

Staff intends to request an extension of the original contract term in the near future so that the Kessler consulting team can continue to provide the City with turnkey solid waste and recycling consulting services on an as needed basis.

Should you need additional information regarding the services provided to the City by Kessler consulting, please do not hesitate to contact me at cgregcsek@deerfield-beach.com.

Sincerely,

A handwritten signature in black ink, appearing to read "Chad Grecsek", written over a horizontal line.

Chad Grecsek
Assistant Director of Environmental Services



CITY OF WINTER PARK

401 South Park Avenue

Winter Park, Florida

32789-4386

OFFICE OF THE CITY MANAGER

P 407.599.3235

F 407.599.3436

January 6, 2017

To Whom It May Concern:

I offer this letter of reference for the solid waste consulting services of Kessler Consulting, Inc. (KCI) to potential clients.

The City of Winter Park initially enlisted KCI to assist with the contract renegotiation of the City's franchise hauler. The City's goals and objectives for the negotiation included several contract changes that focused on increasing diversion opportunities within the City. KCI engaged residents, the Park Avenue Merchants group, and the City's Sustainability Board, providing valuable insight and helping us to identify what changes would be well-received by residents and business owners. The City and KCI participated in multiple meetings with our franchise hauler and they eventually determined that it would be in the best interest of the City to pursue a procurement process.

The City then requested KCI to assist with developing a procurement strategy that would accomplish our goals and objectives. KCI worked interactively with my staff and myself to determine the best combination of strategies, which included a procurement for collection services, securing disposal through a separate contract, and our Utilities Department taking over billing for commercial solid waste and recycling services. KCI then assisted us with the implementation of the strategy by developing the procurement documents and providing technical assistance throughout the entire process, including facilitating an interlocal agreement for disposal, and revising City's solid waste ordinances.

As a result of KCI's assistance, the City received the following:

- An estimated contract value savings for collection services of more than 25 percent.
- A decrease of approximately 10 percent in disposal costs.
- Two brand new roll carts for every residential household paid for by the new hauler.
- Improved contract management through hauler reporting requirements including asset management and service verification using radio frequency identification (RFID) technology.
- A new rate structure with separate fee elements that allows the City to adjust rates based on the change of any one financial element to maintain a healthy and stable enterprise fund.

The KCI team brought extensive knowledge and expertise to the City's project resulting in significant value to the City. They were thorough in their efforts, on-time, and within budget. I wholeheartedly recommend KCI and I am pleased to provide this letter of reference.

Sincerely,

Michelle Neuner, ICMA-CM
Assistant City Manager



County Administrator
Michael S. Merrill

**Board of County
Commissioners**

Kevin Beckner
Victor D. Crist
Ken Hagan
Al Higginbotham
Lesley "Les" Miller Jr.
Sandra L. Murman
Stacy R. White

County Administrator
Michael S. Merrill

**County Administrator
Executive Team**

Lucia E. Garsys
Carl S. Harness
Gregory S. Horwedel
Ramin Kouzehkanani
Liana Lopez
Bonnie M. Wise

County Internal Auditor
Michelle Leonhardt

County Attorney
Chip Fletcher

**Office of the County
Administrator**
PO Box 1110

Tampa, FL 33601-1110
Phone: (813) 276-2843
Fax: (813) 272-5248

February 12, 2015

Mitch Kessler
President
Kessler Consulting, Inc.,

Dear Mr. Kessler:

I offer this letter of reference in connection with the performance of your firm as a contracted consultant to Hillsborough County.

Since your firm's first engagement with the County in 2006, you have assisted the County in evaluating its existing recycling program and provided recommended options for improvement. In 2007, you reviewed the existing solid waste collection franchise agreements, evaluated options for types and levels of service, and assisted with the renegotiation of the agreements.

Most recently, you were instrumental and a valued advisor in assisting the County with the strategic planning, procurement, and program rollout of our new, and very successful, automated collection and processing system. This work included roll cart procurement, waste characterization, and presentations to the BOCC.

Currently you are assisting us with ongoing management activities and are undertaking a compost feasibility study and pilot program at the South County landfill that is designed to lower the County's bio-solids management costs.

I very much appreciate your professional, responsive and valuable advice to the County. I wholeheartedly recommend you and your firm, and I am pleased to provide this letter of reference.

Sincerely,

Michael S. Merrill
County Administrator

cc: Lucia Garsys, Chief Administrator for Infrastructure and Development Services



Manatee County Administrator's Office
1112 Manatee Ave. West
Bradenton, FL 34205
Phone: (941) 745-3798
www.mymanatee.org

February 19, 2015

Mr. Mitch Kessler
Kessler Consulting, Inc.
14620 N. Nebraska Ave., Bldg. D
Tampa, FL 33613

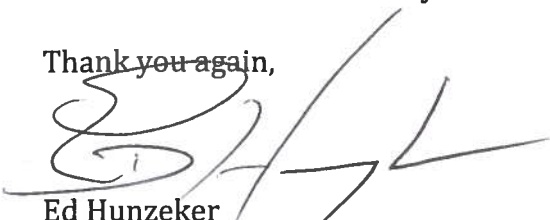
Dear Mr. Kessler:

I want to express my appreciation for the exceptional effort you and Kessler Consulting Inc. made to our recent solid waste contract renewals in recent months. Your input – from early strategizing talks to the contract negotiation period – proved extremely valuable to our government. With your assistance, we were able to negotiate improved levels of trash collection service without an increase to collection costs to our residents. The end result could result in a savings of more than \$5 million for the County, making this negotiation period a true win for our community. Thank you also for your assistance with our ongoing comprehensive solid waste rate study, and for your continued support to staff on solid waste and recycling issues.

Your firm's thorough understanding of solid waste planning have been a true help to our staff. Our Utilities team has noted that over the years you have provided the data and details at every turn, allowing us to make educated decisions in the best interest of our customers. Your experience in our county and throughout the Bay area provides unique perspective and command of contractor agreements.

As always, we appreciate your expertise, reliability and responsive attitude. It's a pleasure working with you and the Kessler team. Please let me know if we at Manatee County Government can ever be of assistance to you.

Thank you again,



Ed Hunzeker
Manatee County Administrator



P. O. Box 15311 • 9255 Sturdevant Street
Pensacola, Florida 32514-0311
ph: 850-476-5110 • fax: 850-969-3308

September 23, 2016

Kessler Consulting Inc.
14620 N. Nebraska Avenue, Bldg. D
Tampa, FL 33613

To Whom It May Concern,

I highly recommend Kessler Consulting for solid waste consulting services. The Emerald Coast Utilities Authority (ECUA) provides residential solid waste and recycling collection for 100,000 homes and 3,700 commercial accounts in unincorporated Escambia and Santa Rosa Counties and utilize Kessler Consulting for all solid waste related consulting needs.

Over the past several years Kessler Consulting has assisted the ECUA with the development and implementation of a nationally award winning bio-solids composting program and the procurement of equipment and an operator for the ECUA's new single stream recycling Materials Recovery Facility. Kessler was instrumental in the selection of a vendor for a possible future mixed waste processing facility and the ongoing negotiations related to that project. Kessler Consulting has also assisted the ECUA with public education campaigns, a potential future food waste composting program and several single stream recyclables composition studies. Whatever the project, the Kessler Consulting team are always knowledgeable, highly competent and very responsive to ECUA's needs.

Mitch and his entire team are a tremendous asset to the ECUA and have my highest recommendation. If you have any further questions with regard to ECUA's experience with Kessler Consulting, please do not hesitate to contact me.

Sincerely,

Randy Rudd
Deputy Executive Director
Emerald Coast Utilities Authority
Phone: 850-476-5110 Ext. 3393
Email: randall.rudd@ecua.fl.gov

State of Florida
County of Escambia

The foregoing instrument was acknowledged before me this 21st day of October 2016 by Randy Rudd, ECUA Deputy Executive Director, who is personally known to me.

Linda G. Iversen
Notary Public-State of Florida

LINDA G. IVERSEN
Notary Public-State of Florida
My commission expires Feb. 18, 2017
Comm. No. EE 854472



City of Naples

UTILITIES

TELEPHONE (239) 213-4712 • FACSIMILE (239) 213-4799
380 RIVERSIDE CIRCLE • NAPLES, FLORIDA 34102-6796

December 28, 2016

Subject: Kessler Consulting Letter of Reference

To Whom It May Concern;

The City of Naples retained Kessler Consulting Inc. (KCI) to update the City's solid waste rates. In August 2016, the City of Naples advertised a Request for Proposals (RFP) from vendors experienced in preparing solid waste rate studies. The City received five (5) proposals in response to the RFP. KCI was ranked the number one firm by a five (5) member selection committee made up of City staff members.

One of the comments from the selection committee members was that KCI provided a good Florida history of specializing in only solid waste rate studies rather than rate studies for a variety of utilities. The KCI proposal highlighted the fact that they are solid waste professionals with a sound understanding of all aspects of the solid waste business and they do more than just crunch numbers.

Lisa Lamppert has been a delight to work with in the early stages of collecting data to determine a cost of service for the City's operation. She quickly became familiar with the City's operation. I look forward to review the final rate study.

Should you need additional information concerning the services provided by KCI, please contact me.

Sincerely,

Robert Middleton,
Utilities Director

Ethics above all else... Service to others before self... Quality in all that we do.