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CITY AND COUNTY OF SAN FRANCISCO  
DEPARTMENT OF PUBLIC WORKS  
DIRECTOR'S HEARING ON PROPOSED REFUSE RATES  
2013 REFUSE RATE APPLICATION

CITY HALL  
1 DR. CARLTON B. GOODLETT PLACE, ROOM 416  
SAN FRANCISCO, CA 94102

Monday, April 15, 2013

(pages 147-281)

A P P E A R A N C E S

FOR DEPARTMENT OF PUBLIC WORKS:

Mohammed Nuru, Director  
Douglas Legg  
Marlena Cohen  
City Hall, Room 348  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4645  
(415) 554-6920

FOR DEPARTMENT OF THE ENVIRONMENT:

Robert Haley  
11 Grove Street  
San Francisco, CA 94102

FOR OFFICE OF THE CITY ATTORNEY:

Thomas Owen, Deputy City Attorney  
Thomas M. Bruen, of Counsel  
City Hall, Room 234  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4682

FOR THE RATEPAYERS:

Peter Deibler, Ratepayer Advocate

FOR THE COMPANY:

Michael J. Baker, Esq.  
Gabriel White, Esq.  
ARNOLD & PORTER  
Three Embarcadero Center, 7th Floor  
San Francisco, CA 94111-4024  
(415)471-3143

MEMBERS OF THE PUBLIC:

David Pilpel  
Nancy Wuerfel  
James Bond

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Letter to City Administrator,  
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1 Monday, April 15, 2013

1:03 p.m.

2 P R O C E E D I N G S

3 DIRECTOR NURU: Good afternoon, everyone. I'm  
4 Mohammed Nuru from the Department of Public Works, the  
5 City and County of San Francisco. This is a  
6 continuation of the Director's Hearing on Recology's  
7 application for an increase in residential refuse rate  
8 collection and disposal rates. Today is Monday April  
9 15th.

10 The agenda for today is in the back of the  
11 room on the table on the side there. As in every  
12 hearing, we will reserve the last period for public  
13 comment. Speaker cards are available at the table. I  
14 will ask that you fill them out so I have an indication  
15 of the number of people who are wishing to speak today.  
16 You may also convey your comments to the Ratepayer  
17 Advocate, Mr. Peter Deibler. I appreciate your  
18 patience as we wade through the details.

19 Before we go any further, I would like to  
20 introduce Mr. Freddie Reppond, who will transcribe our  
21 meeting today. I request everyone who speaks today,  
22 witnesses and others, to please bear in mind that Mr.  
23 Reppond has a very tough job, so please speak clearly  
24 into the microphone so that he can hear your entire  
25 testimony.

1           Okay. Based on the progress we made Friday,  
2           the order of business for this afternoon is as follows:  
3           We will start the hearing with cross-examination of the  
4           company representatives on topics listed on the agenda,  
5           which include, one, new programs; two, contingent  
6           schedules; three, incentive programs; four, regulatory  
7           fees; and, five, the cost-of-living adjustments.

8           City staff will begin with questions on each  
9           topic. The Ratepayer Advocate will then be given an  
10          opportunity to ask questions on each topic as well.  
11          I'd suggest that can we conduct the questioning by both  
12          City staff and Ratepayer Advocate on each topic before  
13          moving on to the next topic to perhaps avoid confusion  
14          and possibly recalling of witnesses.

15                 Does that work for everyone in the room?

16                 That's fine?

17                 So before we start the cross-examination, does  
18          the company have any additional comments that you would  
19          like to make as a follow-up to Friday's hearing or  
20          material you'd like to enter into the record?

21                 MR. BAKER: Good afternoon, Mr. Nuru.

22                 Yes, we do. In discussions with Mr. Owen and  
23          Mr. Legg, the next order of business that we would  
24          suggest would be to have Mr. Glaub and Mr. Braslaw come  
25          up together and both continue their examination

1 together. That would be perhaps a more efficient way,  
2 since one may have information about a topic or the  
3 other may.

4 And after they come up, I have a few short  
5 questions to ask each of them to complete the  
6 examination that we did on Friday. And then they will  
7 be available for cross-examination at that point.

8 DIRECTOR NURU: So we will agree and we should  
9 proceed as requested.

10 MR. BAKER: Shall they sit at these two seats  
11 right here?

12 DIRECTOR NURU: Yeah, both of them can at  
13 those two seats.

14 And I believe both of you have been sworn in  
15 from Friday, so let's proceed.

16 JOHN GLAUB and JON BRASLAW,  
17 having individually previously appeared and placed under  
18 oath, testified as follows:

19 CONTINUED DIRECT EXAMINATION

20 MR. BAKER: Let me first ask you a couple of  
21 questions, Mr. Glaub, to finish up what we were talking  
22 about on Friday. In particular, we were talking about  
23 the Contingent Schedule 2 to address the proposed  
24 construction of what's called the west wing addition?

25 MR. GLAUB: Correct.

1 MR. BAKER: And you testified about the  
2 estimated costs of that work.

3 So I would like to add to the record a couple  
4 of exhibits to address that. The first one is an email  
5 from Mr. Glaub to Robert Haley, Jack Macy, and Douglas  
6 Legg, dated February 4, 2013, which includes as an  
7 attachment to the email conceptual design drawings for  
8 the development of the proposed west wing project.

9 So I'd like to have that marked and admitted  
10 as Exhibit 29, I believe. Is that right, Mr. Owen?

11 MR. OWEN: Yes.

12 MR. BAKER: Mr. Glaub, could you please  
13 briefly describe what Exhibit 29 is.

14 MR. GLAUB: Exhibit 29 is the transmittal of a  
15 conceptual design package for the proposed west wing  
16 project. It includes elevations, drawings, plan views,  
17 section views of the facility, prospective views, cost  
18 estimate, estimated cost of the project, and a cover  
19 transmittal that summarizes various features of the  
20 project.

21 MR. BAKER: Who prepared the conceptual  
22 designs that are attached?

23 MR. GLAUB: The conceptual designs were  
24 prepared by our design team consisting of William  
25 McDonough Partners FFP Architects, here in San

1 Francisco, and Arup Project Engineers.

2 MR. BAKER: So then I would like to mark as  
3 the next document, which would be Exhibit 30, an email  
4 from John Glaub to Jack Macy, with copies to Mr. Haley  
5 and Mr. Legg, dated February 27th, 2013, which has as an  
6 attachment cost estimates and proposals from EBD  
7 Consultants for the construction of the proposed west  
8 wing addition. So we'd like to offer that and have that  
9 admitted as Exhibit 30, please.

10 MR. OWEN: We'll mark the prior document as  
11 Exhibit 29 and receive it into evidence. It's a  
12 document of approximately 13 sheets? And the cover  
13 sheet is a print-out of an email from John Glaub to  
14 Robert Haley, dated February 4, 2013.

15 We'll mark the next document as Exhibit 30  
16 and receive it into evidence. The document is  
17 approximately 20 sheets. The cover is the print-out of  
18 an email from John Glaub to Jack Macy, dated  
19 February 7, 2013.

20 (The documents referred were  
21 marked and admitted into evidence  
22 as Exhibits 29 and 30.)

23 MR. BAKER: Mr. Glaub, can you tell us what  
24 Exhibit 30 is, please?

25 MR. GLAUB: Yes. Exhibit 30 was the

1 transmittal of further cost estimate information for the  
2 west wing project. It included three documents. One  
3 was a one-page summary of the cost breakdown. The  
4 second document was the detailed cost estimate from TBD  
5 Consultants. That was ten pages of cost-estimating  
6 breakdown. And the third document was a list of  
7 cost-estimating projects that TBD Consultants has  
8 prepared for projects in San Francisco showing their  
9 local experience including many for the City and County  
10 of San Francisco itself.

11 MR. BAKER: What is the estimate of the total  
12 cost of this project?

13 MR. GLAUB: \$6.6 million.

14 MR. BAKER: And that's what you testified to  
15 on Friday?

16 MR. GLAUB: Yes, sir.

17 MR. BAKER: Then I'd like to ask a couple of  
18 questions of Mr. Braslaw about Exhibit 27, which deals  
19 with Contingent Schedule 1.

20 Mr. Braslaw, Mr. Glaub testified about this  
21 on Friday and described the role that the concept  
22 weighted average cost of capital plays in this  
23 presentation. Can you give us a little more detail as  
24 to what that concept is and how it applies to  
25 Contingent Schedule 1?

1 MR. BRASLAW: Yes. The weighted average cost  
2 of capital is the cost of basically the resources that  
3 an entity has to invest. So weighted average cost means  
4 the cost of their debt and the cost of their equity.

5 MR. BAKER: And how was the weighted cost of  
6 capital calculated for purposes of Contingent Schedule  
7 1?

8 MR. BRASLAW: We used weighted average cost of  
9 capital for public waste industry companies that are  
10 readily variable on the Internet. We used an average  
11 weight of the three of the larger public companies. We  
12 then further weighted it for Waste Connections, which is  
13 most similar to Recology. We calculated average  
14 weighted/average weighted cost of capital --  
15 average/average -- and then we adjusted it for the size  
16 of Recology relative to those much larger public  
17 companies.

18 One of the elements in calculating the return  
19 or the cost of capital is the size of an entity,  
20 because generally it impacts the return.

21 MR. BAKER: And I take it that you believe  
22 8.25 percent is a reasonable weighted average cost of  
23 capital factor to use in this situation?

24 MR. BRASLAW: I do. In fact, the public  
25 companies generally have access to capital markets which

1 would tend to drive that rate down slightly. So it's  
2 probably a slightly lower rate than if we calculated  
3 with a lot more specific information.

4 MR. BAKER: And why is, in your view, the  
5 weighted average cost of capital an appropriate factor,  
6 as opposed to, say, a borrowing rate on debt?

7 MR. BRASLAW: Generally people use weighted  
8 average cost of capital to evaluate investments and to  
9 determine whether an investment is an appropriate thing  
10 for a company to undertake. Even if you purchase  
11 something through borrowing, generally companies need to  
12 maintain a balance of debt and equity investments. So  
13 if you borrowed for a certain investment, you would have  
14 to employ your equity capital in another investment to  
15 maintain that balance. So, again, it's generally,  
16 rather than looking at borrowing rates, we look at cost  
17 of capital on an overall basis to determine what's  
18 appropriate in terms of return.

19 MR. BAKER: Thank you.

20 And, actually, I do have other documents I  
21 want to introduce through Mr. Glaub, if I might return  
22 to you for a moment.

23 Does the presentation of costs in this  
24 application include a business license fee that is  
25 imposed by the City of Brisbane?

1 MR. GLAUB: Yes, it does.

2 MR. BAKER: Can you tell us how that  
3 particular fee came about and what it's for?

4 MR. GLAUB: The fee was initiated by the City  
5 of Brisbane because in part -- just as a bit of  
6 background, a major portion of our site and operations  
7 are in the City of Brisbane.

8 MR. BAKER: This is the Tunnel/Beatty site?

9 MR. GLAUB: Tunnel/Beatty site. So the City  
10 of Brisbane initiated through ballot measure a tax on  
11 recycling operations greater than 100,000 tons per year.  
12 The City Council passed a resolution placing that ballot  
13 initiative on the ballot; and it was approved by the  
14 voters and it has now taken effect.

15 MR. BAKER: And this was approved by the  
16 voters in November of 2011; is that right?

17 MR. GLAUB: Yes, that is correct. November  
18 8th, 2011.

19 MR. BAKER: So let me offer as Exhibit 31 a  
20 resolution of the City Council of the City of Brisbane  
21 putting that particular matter on the ballot.

22 MR. OWEN: We will mark the document as  
23 Exhibit 31 and receive it into evidence. The document  
24 is two sheets bearing the title, "Resolution No.  
25 2011-35."

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(The document referred to was marked and received into evidence as Exhibit 31.)

MR. BAKER: So, Mr. Glaub, I think you mentioned this, but this particular matter passed at the election of the Brisbane voters; is that right?

MR. GLAUB: Yes.

MR. BAKER: How much of a license fee is imposed on Recology as a result of this new license fee?

MR. GLAUB: So the ballot measure approved charging a business license tax up to \$3 million per year for any recycling establishments that recycle 100,000 tons or more of material during any single calendar year, subject to an annual increase of 3 percent or consumer price index, whichever is higher.

Following the approval of that ballot measure the City Council passed another resolution implementing the measure. And in the resolution that was passed by the Council to follow up on the ballot measure, they established some other tiers within the allowed business tax so that any business establishment recycling more than 100,000 but less than 500,000 would only be subject to a \$2.1 million business license tax. Over five hundred thousand tons per year would be the full three million. So currently our operations are

1 under 500,000; and we would anticipate they will stay  
2 under that until new zero waste facilities would be  
3 constructed. So the current business license tax which  
4 has taken effect this year is \$2.2 million per year.

5 MR. BAKER: And is Recology paying that to the  
6 City of Brisbane?

7 MR. GLAUB: We are making a payment by  
8 June 30th of 2013 of that; and then subsequent payments  
9 of \$2.1 million split evenly into two payments, December  
10 and June.

11 MR. BAKER: The refinement of this license fee  
12 to have tiered payments at different levels of  
13 operation, was that the result of discussions with the  
14 City of Brisbane about the possibility of building a new  
15 zero waste facility there?

16 MR. GLAUB: Yes, it was.

17 MR. BAKER: Tell us a little bit about why  
18 that caused the City of Brisbane City Council, in your  
19 view at least, to reduce the fee.

20 MR. GLAUB: City of Brisbane understood that  
21 until those larger impacts occur within the City of  
22 Brisbane's limits it would be fair to lower that amount  
23 for current operations, but that when the full-scale  
24 operations would go into effect in their city that it  
25 would increase to the full amount.

1 MR. BAKER: And is the property purchase that  
2 you described for us on Friday on a prospective basis  
3 that makes that Contingent Schedule 1, that would be for  
4 the facility that might cause Recology then to have to  
5 pay a higher fee because of the construction of more  
6 operations in Brisbane; is that right?

7 MR. GLAUB: That is correct.

8 MR. BAKER: Let me offer and have admitted as  
9 Exhibit 32 a resolution of the City Council of Brisbane,  
10 dated October 15th, 2012, that sets forth the tiered  
11 plan that Mr. Glaub just described.

12 MR. OWEN: We will mark the document as  
13 Exhibit 32 and receive it into evidence. The document  
14 is one sheet bearing the title, "Resolution No.  
15 2012-36."

16 (The document referred to was  
17 marked and received into evidence  
18 as Exhibit 32.)

19 MR. BAKER: Thank you.

20 Mr. Glaub and Mr Braslaw will be available  
21 for cross-examination.

22 CROSS-EXAMINATION

23 MR. LEGG: We're going to start out with  
24 questions about Contingent Schedule 1. We're going to  
25 follow up with some questions about the Brisbane fee.

1 Tom Bruen is going to ask the first set of questions  
2 about Contingent Schedule 1.

3 MR. BRUEN: Good afternoon. I think most of  
4 these questions are for Mr. Glaub, who introduced  
5 Exhibit 27 on Contingent Schedule 1.

6 But, Mr. Braslaw, if you want to chime in,  
7 feel free to do so.

8 Mr. Glaub, on page 6 of Exhibit 27 there's a  
9 list of properties on Contingent Schedule 1 and of  
10 their ownership?

11 MR. GLAUB: Page 6?

12 MR. BRUEN: Yes, if you'd look at page 6, at  
13 the list of owners of the parcels.

14 And my first question off the top of my head  
15 is are those still the entities that own these  
16 properties or have they changed hands since this  
17 appraisal was done?

18 MR. GLAUB: I believe these are still the  
19 current property owners.

20 MR. BRUEN: Okay now. Do you know if, as to  
21 each of these owners, Recology has made an offer to  
22 purchase the properties in question?

23 MR. GLAUB: The majority of the owners here in  
24 this table, Oyster Point Properties and Tuntex, multiple  
25 parcels are actually owned by the company Universal

1 Paragon Corporation. Yes, we have made two letter  
2 offers to Universal Paragon Corporation.

3 MR. BRUEN: What is the status of the most  
4 recent offer?

5 MR. GLAUB: We've had some dialogue back and  
6 forth, but it's the -- Universal Paragon has indicated  
7 it would like to wait until the draft EIR for their  
8 project is out and, I believe, through the comment  
9 period. That draft EIR is due out June 1st. So they're  
10 about to enter a public stage in the CEQA process. And  
11 they have indicated that they would prefer to delay  
12 further negotiations until that time.

13 MR. BRUEN: Is this EIR for a project on  
14 property that you want to purchase or property that  
15 would be severed in the event the Geneva extension takes  
16 place?

17 MR. GLAUB: Both.

18 MR. BRUEN: So the owner wants to do a project  
19 subject to CEQA which would cover some of the land you  
20 want to acquire?

21 MR. GLAUB: That's correct.

22 MR. BRUEN: And would that project be  
23 inconsistent with your acquiring the land?

24 MR. GLAUB: Yes.

25 MR. BRUEN: All right. So is it fair to say

1 that Universal Paragon has indicated they do not want to  
2 sell?

3 MR. GLAUB: We don't have any definitive "no"  
4 answer from them.

5 I might also point out that in this EIR  
6 process there is a community-preferred alternative that  
7 the City of Brisbane had the EIR consultant analyze as  
8 a result of their solicitation of input from the  
9 stakeholders in the community. This  
10 community-preferred alternative is called the "Recology  
11 variant." It covers the property that we are trying to  
12 purchase. That is, as I indicated, the  
13 community-preferred alternative in this process.

14 MR. BRUEN: Okay. Is it fair to say that  
15 Universal Paragon Corporation has said they're willing  
16 to sell you the property if their project that's the  
17 subject of this EIR process is not approved?

18 MR. GLAUB: That has not been a condition of  
19 our discussions.

20 MR. BRUEN: But is that your understanding as  
21 a practical matter of what their intent is?

22 MR. GLAUB: Could you repeat that question?

23 MR. BRUEN: Yeah. As a practical matter they  
24 want to develop their own project on the property and if  
25 it's approved as part of this EIR project, they're not

1 going to sell the project to Recology?

2 MR. GLAUB: That could be an outcome, yes.

3 MR. BRUEN: You have a broker representing  
4 Recology in connection with these negotiations?

5 MR. GLAUB: Yes, we do.

6 MR. BRUEN: What is the Recology entity that  
7 you're proposing would purchase these properties?

8 MR. GLAUB: At this point we are considering  
9 that entity to be Recology San Francisco.

10 MR. BRUEN: So that would one of the  
11 rate-regulated entities?

12 MR. GLAUB: Yes.

13 MR. BRUEN: And what's the brokerage firm  
14 you're using?

15 MR. GLAUB: Cliff Company.

16 MR. BRUEN: Cliff Company?

17 MR. GLAUB: Cliff Company.

18 MR. BRUEN: What is the relationship between  
19 the appraised value in the Cushman & Wakefield  
20 appraisal, which is part of Exhibit 27, and the price  
21 you're proposing to purchase the properties for? In  
22 other words, are you simply taking the price out of this  
23 appraisal and making that your offer? Or are you  
24 looking at each individual parcel to see whether it's  
25 developed or undeveloped, et cetera, in making specific

1 offers?

2 MR. GLAUB: So we took the Cushman & Wakefield  
3 appraisal at \$24.75 for this land and made an offer to  
4 Universal Paragon of \$25 per square foot.

5 MR. BRUEN: What numbers are you offering to  
6 purchase the other property for?

7 MR. GLAUB: We're working separately with the  
8 Papenhaus Group. That, on a square footage basis, would  
9 probably be higher than that.

10 MR. BRUEN: Do you have an option to buy or  
11 anything in place with any of those owners?

12 MR. GLAUB: No.

13 MR. BRUEN: So no agreements as of yet?

14 MR. GLAUB: No.

15 MR. BRUEN: Now, as I understand Recology's  
16 proposal, it is that, once you have enough property in  
17 your judgment acquired, you're going to trigger the  
18 contingent schedule. And the amount of carrying cost  
19 would be based on the actual purchase price of each of  
20 those properties -- the combined cumulative purchase  
21 price, rather than this appraisal amount; is that right?

22 MR. BRASLAW: Yeah, that's correct.

23 MR. BRUEN: So in other words, Contingent  
24 Schedule 1 has a total of \$15 million. At this point  
25 that's an estimate. And is it the proposal that it

1 would be a lower amount but not a higher amount than  
2 15 million? Or is the proposal that it would be  
3 whatever you end up paying for the property would be  
4 treated as the purchase price for determining carrying  
5 costs, based on this weighted cost of capital?

6 MR. BRASLAW: It's a not-to-exceed number. So  
7 it's up to the 15 million. Because they're several  
8 parcels and because there's some still negotiations to  
9 be done in variability, we based the 15 on our estimate  
10 of the cost of acquiring all the parcels. But, again,  
11 if we acquired the majority enough that we believe it  
12 constituted what we needed to proceed, it may be  
13 somewhat lower. But that was a maximum-not-to-exceed  
14 number.

15 MR. BRUEN: If you cannot acquire the  
16 Universal Paragon Property, does that basically block  
17 your plans to acquire property for a zero waste  
18 facility? In other words are those parcels central to  
19 your expansion plans?

20 MR. GLAUB: We believe they're essential to  
21 our expansion plans.

22 MR. BRUEN: And if they are going through an  
23 EIR process, do you have any estimate as to when the  
24 final approval hearing before the Brisbane City Council  
25 will take place on that project?

1 MR. GLAUB: No.

2 MR. BRUEN: Has the EIR been published in  
3 draft form yet?

4 MR. GLAUB: An administrative draft was  
5 circulated several months ago, but the draft EIR is  
6 scheduled for issuance on May 1st. And they're looking  
7 at a 120-day comment period. Beyond that, the schedule  
8 is somewhat uncertain.

9 MR. BRUEN: Realistically, do you have an  
10 estimate as to how long it would take you to acquire  
11 enough properties to trigger Contingent Schedule 1?  
12 Would you say like a two-year time frame is realistic or  
13 longer?

14 MR. GLAUB: We've been at this for several  
15 years and we have been in close communication with the  
16 City and County of San Francisco on these efforts. We  
17 are hoping that there will be positive developments that  
18 will present a win-win situation for both parties and  
19 that we move ahead as quickly as possible.

20 MR. BRUEN: Just getting back to this \$15  
21 million that is derived from the Cushman & Wakefield  
22 appraisal, that number is a cap; but, otherwise, the  
23 appraisal value becomes irrelevant for purposes of  
24 triggering Contingent Schedule 1; and that trigger will  
25 be based on the actual purchase price of the properties?

1 MR. BRASLAW: Correct.

2 MR. BRUEN: Thank you.

3 What's the expected date for the Geneva  
4 Avenue extension, do you know?

5 MR. GLAUB: That's also unknown.

6 MR. BRUEN: Is the occurrence of that  
7 extension a predicate to your being able to buy these  
8 properties in any way?

9 MR. GLAUB: No.

10 MR. BRUEN: Have any of the owners indicated  
11 to you that they're willing to split the parcels and  
12 sell you only a portion of the parcels that would be on  
13 your side of the Geneva Avenue extension or have they  
14 indicated they want to sell the entire parcel?

15 MR. GLAUB: We haven't had that level of  
16 discussion. In general, what we are requesting is that  
17 split that you're referring to -- and we presented an  
18 exhibit on Friday that showed those split parcels. The  
19 remainder, the other portion of the property, is on the  
20 other side of the Geneva extension where Universal  
21 Paragon wants to also develop their project. So it  
22 would make sense that they would retain those portions  
23 of those parcels.

24 MR. BRUEN: If you are forced to buy an entire  
25 parcel rather than just the split portion on your side

1 of the proposed Geneva Avenue extension, is Recology  
2 proposing to have the carrying costs for the entire  
3 parcel included in the rate base or just the parcel that  
4 would be on your side of the extension?

5 MR. GLAUB: I just don't think that's a  
6 realistic scenario. One of those parcels is very, very  
7 large, extending southward. It in itself is over  
8 20 acres. We only need a portion of that.

9 MR. BRUEN: So when you say it wouldn't be a  
10 realistic scenario, are you saying that you wouldn't  
11 include in the rate base any portion of the parcels that  
12 are on the other side of the Geneva Avenue extension?

13 MR. GLAUB: I wouldn't think -- no.

14 MR. BRUEN: Do you have conceptual plans yet  
15 for a zero waste facility on this property?

16 MR. GLAUB: Yes, we do.

17 MR. BRUEN: Are they in written forms -- some  
18 kind of CAD drawings or something like that?

19 MR. GLAUB: Yes.

20 MR. BRUEN: Do you know if the City has seen  
21 those plans?

22 MR. GLAUB: Several times.

23 MR. BRUEN: Okay. And would that facility  
24 require you to acquire all of these parcels or just a  
25 portion of them?

1 MR. GLAUB: We would believe we need all of  
2 these parcels.

3 MR. BRUEN: And what is going to be on these  
4 parcels? I assume they're going to be some kind of  
5 structure or building. Is there going to be parking and  
6 other ancillary facilities?

7 MR. GLAUB: Well, the overall -- it's going to  
8 be the integrated complex serving -- providing the  
9 infrastructure for all of our operations in San  
10 Francisco. So, in addition to -- the major buildings  
11 are for processing of the green stream, the blue stream  
12 and the black stream. In addition to that, we need all  
13 the supporting infrastructure for maintenance of  
14 vehicles, household-hazardous-waste management, our  
15 artist-in-residence program, public education  
16 facilities. So there's quite a number of different  
17 buildings that are part of this.

18 The existing transfer station and  
19 construction and demolition recycling facilities would  
20 remain as they are. And on these current plans that's  
21 about the only remaining buildings that wouldn't be  
22 redeveloped.

23 MR. BRUEN: Now, would you be moving  
24 operations on the land you currently own onto this new  
25 land?

1 MR. GLAUB: Probably.

2 MR. BRUEN: Are there plans to not use or sell  
3 off any of the property you currently own if you  
4 acquired this additional property?

5 MR. GLAUB: I don't -- I'm not aware of any  
6 plans.

7 MR. BRUEN: You are proposing, if I'm correct,  
8 that the carrying costs for the land be included in the  
9 rate base for as long as 15 years before the properties  
10 are developed?

11 MR. GLAUB: Yes.

12 MR. BRUEN: Why such a long period of time?

13 MR. GLAUB: I believe that time frame followed  
14 regulatory framework used by the California Public  
15 Utility Commission. That's why we were just using that  
16 as a framework.

17 MR. BRUEN: But if you do acquire the land and  
18 you already have conceptual plans for use of the  
19 property, is there any reason you wouldn't proceed with  
20 construction in short order?

21 MR. GLAUB: Well, there are -- we would need  
22 to obtain funding approval from the City and County of  
23 San Francisco through a similar rate process as this.  
24 Obviously, we need environmental permitting as well.  
25 Other than that, full steam ahead.

1 MR. BRUEN: Do you see any reason why that  
2 process would take more than, say, five years?

3 MR. GLAUB: Before construction began?

4 MR. BRUEN: Yes.

5 MR. GLAUB: I hope it would not.

6 MR. BRUEN: Between the time you acquire the  
7 property and it is developed for this zero waste  
8 facility, does Recology propose to use the properties in  
9 the interim for any purpose?

10 MR. GLAUB: Well, we very well could. Because  
11 we are so space constrained, we're always looking for  
12 additional land to work with.

13 MR. BRUEN: So you might move truck parking,  
14 bin storage, maybe some operations on to the land?

15 MR. GLAUB: Those would be examples of fairly  
16 easy operations to move to the land.

17 MR. BRUEN: Would any of these properties not  
18 be used for your franchise operations in San Francisco  
19 as soon you acquire them?

20 MR. GLAUB: No.

21 MR. BRUEN: So you wouldn't be in a position  
22 to rent property out to cover your carrying costs?  
23 You're going to use the property right away upon  
24 acquiring the property?

25 MR. GLAUB: That's our plan. If there are any

1 existing lease obligations that we need to honor, then  
2 they'll be certainly reflected in the rate setting as  
3 well.

4 MR. BRUEN: In the case that you receive  
5 rental, what would you do with the rental income?

6 MR. GLAUB: Rent would be a source of revenue  
7 that would be deducted from rate revenues.

8 MR. BRUEN: Do you know if there are any there  
9 long-term leases on that property that would interfere  
10 with your ability to develop it?

11 MR. GLAUB: No, I'm not aware of any long-term  
12 leases.

13 MR. BRUEN: Is some of the property you're  
14 about to acquire located on an old landfill site?

15 MR. GLAUB: Yes.

16 MR. BRUEN: Have you done any environmental  
17 due diligence on property?

18 MR. GLAUB: We have environmental due  
19 diligence on our property that's on that same site, yes.

20 MR. BRUEN: What did that indicate?

21 MR. GLAUB: I would have to provide the date  
22 of landfill gas, groundwater monitoring that we have  
23 obtained on our site.

24 MR. BRUEN: Okay. But as of today, have you  
25 done something called Phase 1 on the property that

1 you're looking at acquiring?

2 MR. GLAUB: No, we have conducted a Phase 1.

3 MR. BRUEN: Has the owner.

4 MR. GLAUB: I'm not sure. I don't know the  
5 answer to that question.

6 MR. BRUEN: Do you know if Recology is  
7 planning on doing a Phase 1 investigation before it  
8 acquires the property?

9 MR. GLAUB: Yes. We would conduct Phase 1  
10 before we finalized the purchase.

11 MR. BRASLAW: Actually, Recology, under its  
12 credit agreement -- under its corporate credit  
13 agreement -- would be required to provide Phase 1  
14 analysis of any property, especially purchases of that  
15 magnitude, before proceeding. So that's something that  
16 the companies are contractually obligated to do. It is  
17 something that we do as normal practice. As a prudent  
18 buyer, we would do Phase 1. And likely, since it's an  
19 old landfill, you'd do Phase 2 analysis before  
20 proceeding.

21 MR. BRUEN: I asked because obviously I would  
22 be concerned about the City ending up including cleanup  
23 costs in the rate base if that appeared to be a problem.

24 Okay. Now, Recology is proposing that the  
25 ratepayers cover the carrying costs of the land. Am I

1 correct that the proposal is that carrying cost no  
2 longer be included in the rate base when the zero waste  
3 facility is developed on property?

4 MR. GLAUB: Yes. We would expect that when  
5 the new zero waste facilities went into effect, were  
6 constructed and went into effect, a new rate-setting  
7 methodology for associated costs would be put into  
8 place.

9 MR. BRUEN: Would that just cover depreciation  
10 of facility and the equipment or would that also include  
11 the purchase price of land in some fashion?

12 MR. GLAUB: We haven't -- I think that rate  
13 process would determine that.

14 MR. BRASLAW: And it not clear yet. We  
15 haven't actually contemplated process of cost recovery.  
16 I think in normal practice some recovery of that land  
17 cost or some rental would be incorporated into a rate  
18 process, but that's not something that the companies  
19 determine at this point. And, again, I think, speaking  
20 to your question, this proposal is really just to cover  
21 the cost until such time that the facility is developed  
22 or such time that we go through a further regulatory  
23 process to address funding of the facility.

24 MR. BRUEN: And how would you determine the  
25 time when the facility is deemed to be developed? Would

1 it be the first payment for construction or have you  
2 thought that far in your analysis?

3 MR. GLAUB: We have not. It's not clear at  
4 this point. We did use that trigger for the other  
5 contingent schedule, something that's much obviously  
6 closer on the horizon. We have not gone through and  
7 developed a more detailed plan for funding or cost  
8 recovery related to these facilities. It's anticipated  
9 that these facilities would be developed over a period  
10 of years and in phases. Therefore, it may contemplate a  
11 series of rate processes or a comprehensive process that  
12 would put basically put funding in in stages.

13 MR. BRUEN: So you might propose that the  
14 carrying costs for some parcels cease because there's a  
15 facility on that parcel or parcels and ask other parcels  
16 that the carrying costs would continue until they're  
17 developed at a later time?

18 MR. BRASLAW: That certainly would be  
19 possible. And that's something that, again, as we've  
20 proposed in the schedule that the carrying costs would  
21 cease at such time that there was essentially some  
22 trigger in terms of development of the parcel.

23 MR. BRUEN: Now, I'd like to talk a little bit  
24 about the concept of ratepayer participation and any  
25 gain from the sale of the land. I believe your proposal

1 is that, if for some reason the land is not developed  
2 for a zero waste facility and is later sold by Recology,  
3 that the ratepayers would receive a return of their  
4 carrying costs capped by any gain on the land?

5 MR. BRASLAW: That's correct.

6 MR. BRUEN: But if you're going to use the  
7 land for existing franchise operations, even if you  
8 don't develop it for zero waste, realistically is there  
9 any prospect that you'd ever propose to sell the land?

10 MR. GLAUB: We are not contemplating selling  
11 the land. We just included that possibility to cover  
12 ratepayers in such case that that would occur.

13 MR. BRASLAW: In theory, if there was an  
14 alternative facility site or some other reason why the  
15 land wasn't developed and it appropriate to sell that  
16 land as opposed to using it for operations under some  
17 other configuration, we wanted to include a mechanism in  
18 the proposal such that the carrying costs that were  
19 provided would be paid out of any net proceeds out of  
20 any gain associated with selling the facility.

21 We wanted to be clear that this was not a  
22 proposal intended to allow us to go buy some land under  
23 a speculative proposition and then sell it and realize  
24 some gain. We recognize the fact that by requesting  
25 the reimbursement of carrying costs that it comes with

1 it an obligation towards the ratepayers.

2 MR. BRUEN: If you look at Exhibit 26, which  
3 is the colored map that shows some parcels with some  
4 bright colors and also it shows your existing land and  
5 facilities that are not colored in, what entity owns the  
6 land that is not colored in? Is that Recology of San  
7 Francisco?

8 MR. GLAUB: Recology of San Francisco.

9 MR. BRUEN: Do you know if the carrying costs  
10 or acquisition costs for that land was -- has been  
11 included in Recology of San Francisco's rate base?

12 MR. BRASLAW: I believe it has. And, further,  
13 on other portions of the site where our current  
14 operations exist those parcels are owned by various  
15 entities. I believe some are owned by Sunset Scavenger,  
16 by Recology Sunset. Some are owned by a separate  
17 Recology subsidiary that owns the property. And my  
18 understanding is that recovery of those land costs from  
19 those various entities have been included in the rate  
20 base over the years.

21 MR. BRUEN: As lease payments or what?

22 MR. BRASLAW: A variety of things, depending  
23 on the owner and the nature of the recovery. So some of  
24 the facilities are recovered through depreciation. Some  
25 of it was recovered through property rentals from one

1 entity to another.

2 MR. BRUEN: Is there any protocol or  
3 understanding in place that if the existing Recology  
4 land is sold that there would be some benefit to  
5 ratepayers from any gain on the sale of that land?

6 MR. BRASLAW: That's not something we've  
7 addressed at this point. So I believe it would be  
8 something that would -- our expectation is it would be  
9 part of the rate process as we looked at funding a zero  
10 waste facility.

11 MR. BRUEN: Okay would you agree with me that  
12 if you are able to acquire these properties that are in  
13 bright colors on Exhibit 26 that that would increase the  
14 value of your existing land holdings by giving you a  
15 larger contiguous parcel?

16 MR. GLAUB: Yes.

17 MR. BRUEN: How does Recology intend to  
18 finance the acquisition of the land?

19 MR. BRASLAW: It's not clear at this point.  
20 That would be something that we would generally go to  
21 our corporate folks to provide capital from various  
22 sources.

23 MR. BRUEN: Do you know if the plan is to use  
24 conventional real estate financing where you'd put  
25 20 percent down and get a loan from the bank for the

1 other 80 percent or could be something completely  
2 different?

3 MR. BRASLAW: It's unclear at this point.  
4 There's no definitive planning as to how to fund the  
5 acquisition.

6 MR. BRUEN: So let me ask you this question.  
7 If the plan is not to trigger Contingent Schedule 1  
8 until you own a critical mass of property that allows  
9 you to go forward with the zero-waste facility, then at  
10 that time you'll know the exact purchase price you will  
11 have paid for those properties and you have agreed to  
12 cap that at \$15 million in terms of calculating carrying  
13 costs, right?

14 MR. BRASLAW: Correct.

15 MR. BRUEN: So at the time you will have  
16 purchased property you're also going to know exactly how  
17 you've gone about financing the property. In other  
18 words, if you got a bank loan you're going to know how  
19 much the bank loan is and what interest rate you're  
20 paying, right?

21 MR. BRASLAW: Correct.

22 MR. BRUEN: If you use all shareholders equity  
23 you'll know that as well, correct?

24 MR. BRASLAW: Correct.

25 MR. BRUEN: So why wouldn't it make sense at

1 the time that Contingent Schedule 1 is triggered,  
2 assuming the City were to agree to cover your carrying  
3 costs, to look at your actual carrying costs at the  
4 time, the actual percentage of shareholder's equity, if  
5 any, that's used to purchase the property, and then  
6 apply the operating ratio that's already been agreed on  
7 in prior rate makings as the appropriate way for  
8 determining a return to shareholders on their equity?

9 MR. BRASLAW: Well, as I kind of discussed  
10 earlier with respect to the weighted average cost of  
11 capital, there is a -- it's beneficial for companies and  
12 it's important to maintain a balance of equity and debt  
13 investment. If you incur too much debt, then it impacts  
14 your financial ratios, financial status. And it can  
15 increase the cost of that debt. So, again, looking at  
16 it we try to maintain that balance. So rather than  
17 looking at any specific investment and say this is a  
18 debt investment or this is an equity investment, by  
19 using the weighted average cost of capital, you balance  
20 that out and you remove any motivation to use one or the  
21 other in any specific instance. So in this instance,  
22 rather than using all equity capital as opposed to debt  
23 which carries much higher rate of return, it would make  
24 more sense to use a weighted average cost, because again  
25 over all of the investments that the companies would be

1 making, we want to maintain that balance.

2 MR. BRUEN: Okay. But with respect to these  
3 specific parcels at the time you purchased them, you  
4 will have made the decision of how much debt to incur to  
5 buy the property. So you've made the determination as  
6 to the ratio between debt and equity, right?

7 MR. BRASLAW: That's correct.

8 MR. BRUEN: And you'll also know exactly how  
9 much your bank loan costs you at that point in time,  
10 right?

11 MR. BRASLAW: Correct.

12 MR. BRUEN: So then it's just a question, if  
13 you wanted to do a weighted cost of capital for this  
14 specific investment in these specific parcels, all you'd  
15 have to do is know how big your bank loan is and what  
16 the interest rate is on that and how much shareholders  
17 equity is used. And then you'd just have to figure out  
18 what's a fair return for shareholder equity, right?

19 MR. BRASLAW: That's correct. You could do a  
20 specific weighted average cost for the transactions that  
21 would be contemplated; and it would be specific to those  
22 transactions.

23 MR. BRUEN: And you could do it at the time  
24 you've actually purchased the property, so there  
25 wouldn't be any one suggesting that maybe the weighted

1 average cost of capital over-compensates the company for  
2 its actual weighted cost for acquiring these properties?

3 MR. GLAUB: Let me speak to the question of  
4 timing. The reason we're proposing --

5 MR. BRUEN: Could you answer my question first  
6 though?

7 MR. GLAUB: Yes. I think the answer is yes.  
8 The reason we proposed a contingent schedule for the  
9 purchase of the property is because it's a very large  
10 expenditure on the part of the companies. And it is  
11 anticipated that it may very well occur between this  
12 rate process and the next rate process, because the next  
13 rate process is anticipated to occur once we move  
14 forward with the zero waste facilities. We're not going  
15 to move forward with zero waste facilities if we don't  
16 have the property. So logically this large expenditure  
17 occurs between this time and the next rate process. And  
18 that's why it's been proposed as a contingent schedule.

19 MR. BRUEN: I appreciate that. But it seems  
20 to me -- maybe I'll phrase this as a question so it's  
21 not an argument.

22 But it seems to me that if you are going to  
23 have to jigger with the schedule anyway, because you  
24 know the actual purchase price, it doesn't take that  
25 much effort at the time you're adjusting your rates to

1 accommodate the carrying costs for the actual purchase  
2 price to also look at your actual cost of capital for  
3 those properties?

4 MR. GLAUB: Would that not be retroactive?

5 MR. BRUEN: That's another question, but --

6 MR. BRASLAW: But I think actually, to respond  
7 to your question, that's true. You can do the  
8 calculation each time. And if we acquire six parcels  
9 under this proposal or eight parcels and each one could  
10 be calculated with their specific weighted average cost  
11 of capital at the time of acquisition, if at the time  
12 that we determine to trigger a contingent schedule it  
13 wouldn't necessarily be retroactive. We would only use  
14 historical information as a basis to determine an  
15 interest rate at the time of the trigger. So it would  
16 be still be a forward-looking rate-setting event, but it  
17 would be based on the historical, again, specific  
18 weighted average cost for those investments, as opposed  
19 to a broader weighted average cost for the company as a  
20 whole.

21 MR. BRUEN: But when you say "historical,"  
22 you'd be looking at the actual loan documents for the  
23 specific parcels. There wouldn't be any estimating  
24 involved at all.

25 MR. BRASLAW: That's correct.

1                   MR. BRUEN: Okay. One other question. Why is  
2                   Recology proposing that if the City were to use a  
3                   weighted cost of capital approach which provides a  
4                   return to shareholder equity as part of weighted cost of  
5                   capital calculation, why are you then proposing then on  
6                   top of that the company would also receive an operating  
7                   ratio profit, because it seems to me that's a double  
8                   return in shareholder equity?

9                   MR. BRASLAW: I think the intent of using the  
10                  weighted average cost of capital was to determine a  
11                  reasonable carrying cost. I think the companies would  
12                  still be subject to risk, which was really what drove  
13                  the operating ratio and the return there. That was the  
14                  rationale, to my knowledge. We didn't really  
15                  contemplate double-counting in the context of your  
16                  question.

17                  MR. BRUEN: All right. Thank you.

18                  MR. LEGG: I have a few follow-up questions  
19                  about the weighted average cost of capital as proposed  
20                  in your exhibit. As I understand at this time weighted  
21                  average cost of capital and I think that's used in the  
22                  Wiki-finance Web pages from the three companies that you  
23                  provided, is a formula that includes the cost of equity,  
24                  the cost of debt, the market value of the firm's equity  
25                  and debt, the percentage of financing that is equity,

1 the percent financing that is debt, and also the  
2 corporate tax rate.

3 MR. BRASLAW: That's correct.

4 MR. LEGG: But the way you presented  
5 Recology's weighted average cost of capital was through  
6 a series of averages and adjustments of other companies'  
7 cost of debt, market value of debt, percentage of  
8 financing. Isn't the data available so there's an  
9 actual formula with Recology's values that would show  
10 your weighted average cost of capital?

11 MR. BRASLAW: That data could be available at  
12 the corporate level. That's not something that we have  
13 access to.

14 And the reason that I use the public  
15 companies, generally public companies have access to  
16 broader capital markets and therefore the costs of  
17 their capital is somewhat lower. So we used it as a  
18 conservative approach to potentially under-estimate, as  
19 opposed to over-estimate the cost of capital.

20 The cost of capital does vary also. There's  
21 some volatility and by using public companies and  
22 public markets you tend to reduce that volatility a bit  
23 based on the market impacts.

24 MR. LEGG: In your calculations of what -- let  
25 me back up for a moment.

1                   So the weighted average cost of capital that  
2                   you're showing here, is this for Recology's San  
3                   Francisco or this for the entire corporate entity of  
4                   Recology?

5                   MR. BRASLAW: That weighted average cost that  
6                   you see here would be for the Recology entity. And  
7                   again, as you said in your last question, it's a series  
8                   of averages based on public companies. So it's, in  
9                   fact, a proxy for a weighted average cost of capital for  
10                  Recology based on public company weighted average costs  
11                  of capital and an adjustment for Recology's size  
12                  relative to Waste Connections.

13                  MR. LEGG: Are Waste Connections, Republic  
14                  Services, and Waste Management the only three publicly  
15                  traded companies in your industry?

16                  MR. BRASLAW: No. I believe there's probably  
17                  seven or eight of any size. But the smaller companies  
18                  tend to have higher cost of capital. Because these are  
19                  three of the main and best-known public companies, we  
20                  selected them for use.

21                  MR. LEGG: Because on page 104 of your Exhibit  
22                  27 you show that the industry average, which is really  
23                  just the industry of these three larger companies --

24                  MR. BRASLAW: That's correct.

25                  MR. LEGG: -- and then -- so I guess I'm --

1 while it may be true that smaller companies would have a  
2 higher cost of capital, it seems like this is a very  
3 small data-set from which to be making your  
4 calculations. Would you agree with that or do you think  
5 these -- just choosing these three companies was the  
6 best way to go about making this calculation?

7 MR. BRASLAW: I think that these three  
8 companies represent probably, again, the lower end of  
9 the industry average. You can see, based on size,  
10 actually the three companies are -- you could rank them  
11 1-2-3 by size; and there are fairly significant  
12 differences in size. So that would indicate that it  
13 actually does matter to costs of capital. I would agree  
14 that you would get a more comprehensive industry average  
15 if we were to use more companies. And that's something  
16 that, based on the analysis that we've done, we could  
17 undertake that exercise and identify the five or six  
18 other public industry companies for which information is  
19 readily available.

20 MR. LEGG: In your exhibit you took the  
21 average of those three companies, which was  
22 7.17 percent; and then you add back in Waste  
23 Connections, which you said was most similar, and you  
24 divided by two.

25 So in your estimate the way to find out what

1       Recology's -- well, the second step in figuring out  
2       what Recology's weighted industry average is would be  
3       to take the weighted average cost of capital for Waste  
4       Management and Republic Services and then count the  
5       same for Waste Connections two times. And that brings  
6       you to a new weighted industry average. Why did you do  
7       that?

8                 MR. BRASLAW: We did it again because Waste  
9       Connections is more similar in size to Recology. We did  
10      make an adjustment for size, but Waste Connections was  
11      most similar in size. So again we did a weighting.

12                And if I could, this was an analysis to come  
13      up with, again, an industry-based weighted average cost  
14      of capital. We believe that it's on the conservative  
15      side. Generally for Recology, as a private company, as  
16      a smaller company would tend to carry a higher weighted  
17      average cost of capital. So we undertook this analysis  
18      on a public company basis. It's an estimate of a  
19      weighted average cost; so therefore you could undertake  
20      a slightly different methodology and potentially come  
21      out with a slightly different number, but this is an  
22      attempt to come up with an industry-based average.

23                MR. LEGG: But I can ask about -- then you did  
24      do an adjustment for size difference and you used the  
25      factor -- I'm not sure if this is mathematically what

1 you did -- but you added a size factor of 1.54 percent  
2 as an adjustment factor. That was, again as you  
3 describe it, to alter this new weighted industry average  
4 to represent Recology's difference in size. How did you  
5 arrive at your adjustment factor? Is that --

6 MR. BRASLAW: We looked at the relative size  
7 of Recology and Waste Connections in terms of revenues  
8 and looked at the relationship between those two to come  
9 up with the adjustment factor.

10 MR. LEGG: Is that some math that you could  
11 show us, since it's not shown in the exhibit?

12 MR. BRASLAW: It's math that I'd have to go  
13 get. I can bring it to you and show --

14 MR. LEGG: Would you do that? That would be  
15 very helpful.

16 You said that you weighted it based on  
17 revenues. It sounds like that's part of your math.  
18 But revenues are actually not a factor at all in the  
19 definition of weighted average cost of capital.

20 MR. BRASLAW: No, the use of revenues was a  
21 representation of the size of the various entities. So  
22 we didn't use revenue in the determination of weighted  
23 average cost of any specific entity, but we used the  
24 revenue of Waste Connections and the revenue of Recology  
25 to determine the relationship between those two in terms

1 of size.

2 MR. LEGG: But isn't market value of the  
3 firm's equity and market value of the firm's debt what  
4 would be the representative issues of size where  
5 weighted average cost of capital is concerned? Revenue  
6 seems to be something that is a representative of --  
7 certainly could be a representative of size, but doesn't  
8 seem related to the cost of money.

9 MR. BRASLAW: But it isn't necessarily related  
10 to the calculation of weighted average cost; that's  
11 correct.

12 MR. LEGG: Thank you.

13 At this point we have some questions about  
14 the regulatory fees and the Brisbane fee.

15 And at one point, Robert, you were going to  
16 have Ann ask questions first. You want to ask your  
17 questions first at this point?

18 Okay. Go ahead.

19 MR. HALEY: So on Recology SF, Schedule C, the  
20 assumptions, page 9, there's a Section O, "Tax,  
21 licenses, and permits." And the last two sentences of  
22 that section mention a new annual Brisbane recycling  
23 fee.

24 And then later on Recology SF, Schedule L-2,  
25 "Licenses and permits," has a Brisbane license of \$2.1

1 million for Rate Year 14.

2 Is this the business license you described  
3 earlier?

4 MR. GLAUB: Yes, it is.

5 MR. HALEY: Now, is there any way for Recology  
6 to avoid this tax and still provide San Francisco with  
7 current and expanded levels of service?

8 MR. GLAUB: No, we do not believe so.

9 MR. HALEY: Is it correct that this tax flows  
10 into RSF Schedules D and B as an operating rate expense?

11 MR. GLAUB: Yes.

12 MR. HALEY: And can you tell me why this isn't  
13 treated as a nonoperating ratio expense similar to RSF  
14 F2 impound account and J2 Altamont disposal fees?

15 MR. GLAUB: In our application we've  
16 considered it a fair and reasonable expense that's  
17 imposed on the company. I might add that that tax has  
18 been implemented this year and that the company will be  
19 paying \$2.1 million dollars out of pocket that does not  
20 come from ratepayers.

21 DIRECTOR NURU: So I have one question for  
22 you.

23 With the proposal for a zero waste facility  
24 on this new property in Brisbane, will the employees  
25 and people working there -- will they be subject to the

1 local hiring ordinance?

2 MR. GLAUB: We will abide by the City policies  
3 that pertain to our operations.

4 DIRECTOR NURU: So the answer is yes?

5 MR. GLAUB: Yes, if that's the policies.

6 DIRECTOR NURU: I will now ask the Ratepayer  
7 Advocate to come up and do some cross-examination.

8 CROSS-EXAMINATION BY THE RATEPAYER ADVOCATE

9 MR. DEIBLER: Good afternoon. John, I'd like  
10 to the follow-up with few questions.

11 I think on Brisbane I'd like to just make a  
12 statement perhaps more than a question, which is that I  
13 think that seems more like a pass-through than an  
14 expense that should be subject to the operating ratio.

15 MR. GLAUB: I would like to make the point  
16 that this is a risk that the company bears. These taxes  
17 and fees can change at any time, as they did since the  
18 last rates were put into place. As a I noted, we have  
19 paid \$2.1 million that was unanticipated. That's a huge  
20 risk that the company took on and had to pay for.  
21 There's no guarantee that such taxes do not change  
22 between rate processes. So the companies, we think,  
23 bear legitimate risk that deserves an operating ratio.

24 MR. DEIBLER: And you're suggesting that the  
25 operating ratio is the best way to minimize risk to

1 ratepayers?

2 MR. GLAUB: I'm suggesting that the operating  
3 ratio applies to expenses that bear risks for the  
4 company.

5 MR. DEIBLER: I'd like to turn to Contingent  
6 Schedule 1. There been quite a few questions on the  
7 weighted average cost of capital; and I'd like to follow  
8 up on a few of these trains of thought.

9 Return to equity is really about -- it has a  
10 number of elements, but a key element of that is risk  
11 to both borrower and to the lender in terms of ability  
12 to repay or get repaid the monies that have been  
13 borrowed. When you look at those three larger  
14 companies that you're comparing with, Waste Management  
15 Waste Connections, et cetera, are they generally  
16 operating in the marketplace? Are they operating under  
17 long-term contract? Are they operating as merchant  
18 facilities where they are entirely at risk for whether  
19 build-it-and-they-will-come? Whether, in fact, users  
20 will come? Some combination of that? How would you  
21 categorize their risk compared to the risk that  
22 Recology San Francisco faces in that regard?

23 MR. BRASLAW: I think, taking Waste Management  
24 as an example, they are a \$10 billion company and I  
25 believe and that they have facilities that would be

1       financed and subject to every conceivable and probably a  
2       lot of in conceivable risks well beyond what I could  
3       understand. But as a large company, they're subject to  
4       franchises, they are subject to public markets. They've  
5       got all kind of financing vehicles, various levels of  
6       equity ownership, debt in various markets. Quite  
7       complex.

8               MR. DEIBLER: Let me ask the question a  
9       different way. Is it accurate to say that this  
10      facility, if the land is purchased and a facility is  
11      developed, that you will, in fact, have a captive user,  
12      the ratepayers of San Francisco -- or the rate  
13      generators of San Francisco, I should say?

14             MR. GLAUB: That is not established.

15             MR. DEIBLER: And you consider a real risk at  
16      this point that you might purchase land that, although  
17      you've had discussions with San Francisco staff that if  
18      there would be a decision not to go ahead, then you  
19      would be left with that land. Do you consider that a  
20      real risk?

21             MR. GLAUB: Well, it is a possibility. But  
22      there is no -- at present there is no agreement in place  
23      such as a flow control agreement to this facility for a  
24      Given period of time?

25             MR. BRASLAW: That's a risk maybe to the

1 operation.

2 The other thing is that the return is subject  
3 to the regulatory process, similar to a process we're  
4 going through right now. And so there's risk that the  
5 return won't be there, that the City, for whatever  
6 reason, makes some determination that there would not  
7 be a recovery. So I think that there's risk there  
8 also.

9 MR. DEIBLER: Well, the question is, I guess,  
10 how appreciable that risk is. Maybe that's hard to know  
11 at this time.

12 But let's proceed and say the property is  
13 purchased; it's acquired; the facility is developed.  
14 At that point you're operating in an evergreen  
15 context -- right -- again, with a captive user for an  
16 indefinite period of time. Would that be accurate?

17 MR. GLAUB: I wouldn't characterize it that  
18 way.

19 MR. BRASLAW: I think, as you know, we operate  
20 under an ordinance. That ordinance does not have a  
21 specific termination or expiration date, but it is  
22 subject to the will of the voters of San Francisco and  
23 could be subject to change at any time.

24 MR. DEIBLER: But functionally, I think we  
25 could consider it that, right?

1 MR. BRASLAW: I don't consider it that  
2 functionally, because I believe that risk is real. And  
3 as we saw last year, the potential is certainly there  
4 for that structure and business arrangement to be  
5 challenged. So, in fact, it probably -- it is a much  
6 greater risk than having a 10- or 20-year -- having a  
7 long-term contract -- because it is subject to -- it is  
8 subject to the will of a third party, or in this case  
9 the voters of San Francisco.

10 MR. DEIBLER: And one other factor is, if the  
11 facility is developed, then you would have another  
12 stream of revenue associated with that, correct? In an  
13 operating ratio there would be costs associated with  
14 operating the facility and that would be an additional  
15 revenue, correct?

16 MR. BRASLAW: That's our expectation.

17 MR. DEIBLER: Correct.

18 So I guess I would just request the City, in  
19 considering the amounts of percentage, the weighted  
20 average cost of capital and comparing that to other  
21 companies, to take those factors into account. The  
22 idea that there is a captive user, a single user, that  
23 perhaps, arguably, that it's an evergreen arrangement  
24 and would, even if that evergreen arrangement were to  
25 end, would there really be an issue of stranded assets

1 or not? I doubt there would be. That there would be  
2 other users that would step forward in one form or  
3 another to use that facility. And, finally, that there  
4 will be a future stream of capital or rather a revenue  
5 associated with the use of that facility that helps  
6 also provide return to shareholders as well assurance  
7 to borrowers that they will get paid back.

8 One question I have -- we haven't actually  
9 used the term "cap" -- but maybe one way to know about  
10 this for now, following up on Mr. Bruen's line of  
11 questioning, which I think was a very good one, about  
12 looking at the weighted average cost of capital at the  
13 point in time and under the circumstances that are  
14 specific to that purchase, whether it makes sense to  
15 reset some sort of cap and that that would be now set  
16 through the process, however that's done, in terms of  
17 thinking about what a fair weighted average cost of  
18 capital is for Recology.

19 There was a question, also, about other forms  
20 of finance. One that wasn't mentioned by Mr. Bruen  
21 perhaps was thinking that -- I don't know if it's  
22 appropriate or might be appropriate, not for the land  
23 but for a facility, would be California Pollution  
24 Control Authority Financing, which would be lower  
25 interest rate, attractive. And in the recent past

1 there's been a lot of money available for that and  
2 interest in finding projects on the part of the State  
3 of California. So I would encourage you to take a look  
4 into that as well other private options and perhaps for  
5 the City to consider whether that's something they  
6 would want to be a partner in. I think you have to be  
7 a sponsor probably. I'm not sure of the terminology  
8 for that kind of financing to be available.

9 MR. BRASLAW: Actually, the companies have  
10 financed facilities in San Francisco; and we've  
11 purchased operating equipment under California Pollution  
12 Control Financing Authority monies. So we have included  
13 that. And as the companies -- as Recology -- would look  
14 at its -- calculate the cost associated with any  
15 acquisition, if funds came from a CPCFA financing, that  
16 would be included in the calculation if that was the  
17 methodology that we ended up with in terms of  
18 calculating the WAC.

19 MR. DEIBLER: In terms of actual costs --

20 MR. BRASLAW: Actual costs.

21 MR. DEIBLER: -- in time?

22 MR. BRASLAW: Correct.

23 MR. DEIBLER: Thank you.

24 I just want to clarify one thing, also. You  
25 feel that you could be in a situation where you would

1 purchase property that for one reason or another -- say  
2 you don't get enough parcels to make the facility  
3 viable but you own pieces of them -- that you would  
4 potentially continue to own that property and use it  
5 for other uses?

6 MR. BRASLAW: Again, I don't think that we  
7 have --

8 MR. DEIBLER: That's not the point.

9 MR. BRASLAW: There's no plan -- there is no  
10 plan. There's been no specific planning done to  
11 analyzed that scenario whereby we acquired some parcels  
12 and then determined that we couldn't do a larger  
13 development.

14 My expectation is that we would look to some  
15 kind of design adjustments. But it's not clear. We  
16 don't know what would happen under that scenario.

17 MR. DEIBLER: Okay. Thank you.

18 Just one last question -- or comment, I  
19 guess, for the City, in particular. I don't need an  
20 answer right now. But I don't know what the  
21 long-term -- let me back up for a second -- whether  
22 there's been a precedent in previous rate orders for  
23 disposition of land that is purchased through the rates  
24 in terms of future sale at some point in time for  
25 whatever reason. How the ratepayers benefit from that

1 sale or don't. How Recology benefits or doesn't. Is  
2 there a formula or is that a case-by-case basis?

3 And that's a final comment. Thank you.

4 DIRECTOR NURU: Thank you.

5 So I think this will complete  
6 cross-examination of the company on those issues. I  
7 think we'll move to ratepayer advocate  
8 cross-examination on DPW staff.

9 MR. LEGG: Do we want to do that today or keep  
10 going with the company?

11 Peter, do you have a preference about whether  
12 we do that today or on Monday next week?

13 I think we should. I think we should have  
14 Messrs. Glaub and Braslaw stay here. I believe that  
15 the companies actually -- this may be a good time to  
16 introduce exhibits on the proposed COLA mechanism. I  
17 know you've brought some consultants that provided the  
18 subjects today. Maybe we should do that presentation  
19 and then maybe the City is prepared to do  
20 cross-examination on that issue.

21 DIRECTOR NURU: Okay. We can take a 15-minute  
22 break. We will resume at 2:45.

23 (Break from 2:30 to 2:45 p.m.)

24 DIRECTOR NURU: Welcome back. And at this  
25 time I will ask for the companies' presentation on the

1 cost-of-living adjustments.

2 So I believe, Mr. Baker, we can proceed.

3 MR. BAKER: Thank you, Mr. Nuru. We'd like to  
4 call as our next witness, William Brause, please.

5 DPW CLERK: Will you please raise your right  
6 hand. Do you solemnly swear that the testimony you're  
7 about to give today is the truth to the best of your  
8 knowledge?

9 THE WITNESS: I do.

10 HERMAN WILLIAM BRAUSE,  
11 having been duly sworn, testified as follows:

12 DIRECT EXAMINATION

13 BY MR. BAKER:

14 Q. Would you please state your full name.

15 A. My name is Herman William Brause. I go by  
16 Bill Brause.

17 Q. What is your occupation?

18 A. I'm a CPA, a partner with the CPA firm of  
19 Armanino LLP.

20 Q. How long have you been a CPA?

21 A. I've been a CPA for approximately 12 years and  
22 I've been with the firm for -- working on my 19th year  
23 now.

24 Q. Do you have an area of specialty at the  
25 Armanino firm?

1           A.    Yes.  I am one of two partners that are in  
2 charge of our solid-waste practice.  I've been working  
3 with various-size solid waste companies since my first  
4 day with the firm.

5           Q.    Were you retained by Recology to do some work  
6 in connection with this rate application?

7           A.    Yes, I was.

8           Q.    And in particular were you asked to do some  
9 work regarding a COLA mechanism?

10          A.    Yes, I was.

11          Q.    What did you do in that regard?

12          A.    We were asked to revise the existing COLA  
13 mechanism that has been a component of previous rate  
14 applications.

15          Q.    And give us your general understanding of how  
16 the current or -- withdrawn.

17                    Give me your general understanding as to how  
18 the COLA mechanism that was approved at the last rate  
19 hearings operates.

20          A.    Sure.  So the COLA mechanism essentially is a  
21 combination of indexes that are used to take the  
22 existing operating expenses, allocate those out, and  
23 come up with a cost-of-living adjustment that would be  
24 applied going forward to those expenses.

25          Q.    Does the COLA mechanism that was approved in

1 2006 have different components to it?

2 A. Yes, it does.

3 Q. And what are those components?

4 A. Well, I guess I should back up. The current  
5 COLA mechanism that I worked on introduced a new  
6 component to the COLA mechanism, which is a health and  
7 welfare component as well as the change to the labor  
8 component as well.

9 Q. And what were the components of the COLA  
10 mechanism that were utilized and approved in 2006?

11 A. In 2006 there was a fixed labor component; a  
12 variable cost component; a diesel fuel component, which  
13 was new for that year; as well as a capital cost  
14 component.

15 Q. And you have been involved in formulating a  
16 modified proposal for this rate application; is that  
17 right?

18 A. Correct.

19 Q. Have the factors that were utilized in 2006  
20 been retained?

21 A. Correct.

22 Q. Have any been added?

23 A. We added this year a component for health and  
24 welfare.

25 Q. Let me offer up Exhibit 33, which is a report

1 from the Armanino firm dated March 14, 2013, entitled  
2 "Cost-of-Living Adjustment COLA Mechanism."

3 The clerk has given you three documents that  
4 we're going to use with Mr. Brause and the one on top  
5 will be Exhibit 33.

6 MR. OWEN: We'll mark the first document as  
7 Exhibit 33 and receive it into evidence. The document  
8 is about 15 sheets and bears the title "Cost-of-Living  
9 Adjustment COLA Mechanism."

10 (The document referred to was  
11 marked for identification and  
12 admitted into evidence as Exhibit  
13 33.)

14 BY MR. BAKER:

15 Q. What is Exhibit 33, Mr. Brause?

16 A. Exhibit 33 is our report and supporting work  
17 papers on the cost-of-living adjustment mechanism.

18 Q. If you could turn to the fifth page of the  
19 document, which would be the fourth page of the  
20 report -- the print is obviously small and nobody in the  
21 audience can read it.

22 And I'm not going to go into this in great  
23 detail at all, Mr. Brause. I'll leave that for  
24 cross-examination. But can you just generally describe  
25 what this table tells us.

1           A.    Yes, sir.  So what this table, which is Table  
2           1, tells us is -- and essentially what Armanino did was  
3           complete similar procedures which had been done in a  
4           prior rate application.  But it uses the established  
5           different indices for the components that were part of  
6           last rate application as well as a new indices for the  
7           health and welfare component that has been added and a  
8           new indices for the inflation factor for the labor  
9           component.  And it creates a weighted average of each of  
10          those different components.

11                 So in the -- all of the operating expenses  
12          for the collection services are then allocated to one  
13          of these specific exponents.  And you come up with a  
14          percentage of expenses within that component that's  
15          applied to the index.  And then that creates what we  
16          call the weighted fixed COLA component.

17                 Those are all added up to come up with a  
18          theoretical bottom-line percentage COLA mechanism  
19          adjustment.

20            Q.    So by way of example, what percentage of the  
21          COLA mechanism is due to inflation factors for the cost  
22          of fixed labor?

23            A.    So for the cost of fixed labor, the index that  
24          was used is actually three percent, as stated in the  
25          labor agreement.  Labor-related costs make up

1 57 percent, roughly, of the total operating expenses.  
2 So on an weighted-average basis, that represents 1.72  
3 percent of the total COLA calculation.

4 Q. And then by further example, the new health  
5 and welfare component -- what percentage of that is the  
6 total COLA weight?

7 A. So in total COLA weight, it's 0.72 percent.

8 Q. But what -- I'm having trouble asking this  
9 question. But you said the labor component is 57.05  
10 percent. And so what percentage of the overall COLA  
11 formula is health and welfare?

12 A. Okay. So out of total expenses, it's  
13 10.87 percent.

14 Q. And how is it that the various weighted  
15 percentages were determined?

16 A. The weighted percentages are based on -- it's  
17 just proportionate to the total -- the operating  
18 expenses that are categorized within that specific  
19 component divided by the totally operating expenses.

20 Q. Does Exhibit 33 include your work papers  
21 whereby the various weights were calculated?

22 A. Yes, it does.

23 Q. Now, in this Table No. 1 that we were looking  
24 at, there's a column for 2013 and 2014. What do those  
25 two columns represent?

1           A.    Well, both are examples of what the COLA  
2           increase would be using the established indexes from the  
3           prior rate application as well as the operating expenses  
4           that were presented as Schedule D.  We extrapolated  
5           those out to 2014 as well so that you could see the  
6           impact.

7           Q.    And what would be the COLA increase using the  
8           formulas as proposed?

9           A.    So in 2013 it would be 3.1 percent; 2014,  
10          6.1 percent.

11          Q.    So we ask that Exhibit 33 be admitted, please,  
12          Mr. Owen.

13                 MR. OWEN:  I believe that was done already.

14          BY MR. BAKER:

15          Q.    Okay.  So let's move on now to Exhibit 34.  
16          What is Exhibit 34, Mr. Brause?

17          A.    Is that the rate survey?

18          Q.    No.  Exhibit 34 -- sorry -- is the  
19          fixed-versus-variable cost analysis.

20          A.    I'm sorry.  We were retained by the company to  
21          complete procedures on an analysis of  
22          fixed-versus-variable costs included as Schedule D --  
23          the costs included in Schedule D.

24          Q.    Schedule D of the application?

25          A.    Yes.

1 Q. What is your understanding as to why you were  
2 asked to do an analysis of fixed-versus-variable costs?

3 A. It's my understanding that the company was  
4 including a fixed component in the rates and the new  
5 application. And then they asked us to go through and  
6 do an analysis from a standard cost standpoint of  
7 fixed-versus-variable costs for collection services.

8 Q. And did you reach a conclusion from that  
9 analysis?

10 A. Yes, we did.

11 Q. What was your conclusion?

12 A. Our conclusion was that approximately  
13 sixty-two and a half percent of their operating expenses  
14 could be classified as fixed in relation to collection  
15 services.

16 Q. And what's your understanding as to the  
17 percentage of the overall rate that's being categorized  
18 as fixed costs in this current application?

19 A. My understanding is that it's roughly five  
20 dollars, which would be significantly less than the  
21 63 percent that we calculated here.

22 Q. So is it fair to say that, based on your  
23 calculation, the fixed cost could actually be a higher  
24 percentage of the overall rate adopting the analysis  
25 that you did?



1 admitted, please.

2 MR. OWEN: We will mark the document as  
3 Exhibit 35 and receive it into evidence. The document  
4 is eight sheets bearing the title "Rate Survey as of  
5 January 31, 2013."

6 (The document referred was marked  
7 for identification and received  
8 into evidence as Exhibit 35.)

9 MR. BAKER: So we offer Mr. Brause for  
10 cross-examination.

11 DIRECTOR NURU: Okay. Mr. Legg, would you  
12 like to examine the company?

13 MR. LEGG: I would. And is Mr. Braslaw or  
14 Mr. Glaub -- because I have some questions that are not  
15 just about the formula itself, but some-- the theory  
16 behind --

17 MR. BAKER: Sure. Perhaps Mr. Braslaw can  
18 join.

19 MR. LEGG: Welcome back.

20 MR. BRASLAW: Thank you.

21 CROSS-EXAMINATION BY THE CITY

22 MR. LEGG: I guess the first question I have  
23 is for Mr. Brause, which I see that in the weighting  
24 factor that Mr. Baker was just reviewing with you that  
25 you're using the current year, Rate Year 13, in

1 determining of the weights?

2 MR. BRAUSE: Correct.

3 MR. LEGG: But Rate Year 13 has not been  
4 completed yet, so we are basing this on estimates or  
5 what?

6 MR. BRAUSE: I'm using the Schedule D  
7 expenses.

8 MR. LEGG: So you're using the estimated  
9 expenses for the current year?

10 MR. BRAUSE: Correct.

11 MR. LEGG: So the largest weighted area is the  
12 fixed-labor inflation rate. And under the proposed COLA  
13 formula -- and this follows what's in the collective  
14 bargaining agreement -- the COLA adjustment is going to  
15 be based on either CPI or a floor of three percent of a  
16 ceiling of six percent; is that correct?

17 MR. BRAUSE: My understanding of the agreement  
18 is that it would be between three and six percent  
19 predicated on a COLA mechanism that's in the agreement.  
20 What was used for this purposes was the lowest end of  
21 three percent.

22 MR. LEGG: Mr. Braslaw, so the collective  
23 bargaining agreement guarantees at least a three-percent  
24 wage increase July 1, 2015, 16 -- and when does --

25 MR. BRASLAW: It's actually January 1 is when

1 the adjustments are. So it's January 1 of '14, '15, and  
2 '16; and it runs through the end of December 2016 -- the  
3 current collective bargaining agreements.

4 MR. LEGG: Okay. I'd like to ask a little bit  
5 about the new health and welfare component of this.  
6 What is the minimum level of effort, such as hours  
7 worked per week, that an employee must work to be  
8 eligible for health benefits at Recology?

9 MR. BRASLAW: I believe that the minimum is 80  
10 hours per month for a casual employee. So employees  
11 that are considered in the casual pool, it would be 80  
12 hours per month.

13 MR. LEGG: And are the benefits for those for  
14 less than full-time employees prorated at all, meaning  
15 does the company pay the full cost of their health  
16 insurance?

17 MR. BRASLAW: Not to my knowledge. I know the  
18 company complies with the minimum requirements in the  
19 City, but to my knowledge they don't pay full benefits  
20 for part-time employees.

21 MR. LEGG: Do you know what percentage of  
22 the -- I'm just trying to figure out what the universe  
23 of the healthcare cost at Recology includes.

24 MR. BRASLAW: I'd have to go back and find  
25 that from our HR folks.

1 MR. LEGG: Okay. Thank you. That would be  
2 great.

3 The proposed health and welfare index allows  
4 Recology to pass through the entire amount of increases  
5 averaged -- the average increase over a five-year  
6 period. That entire increase is reflected then in the  
7 COLA mechanism?

8 MR. BRASLAW: Correct.

9 MR. LEGG: Okay. I guess I'd like to know  
10 what effort has Recology undertaken to control its  
11 healthcare costs and what are you intending to do  
12 control healthcare costs, since these increases can --  
13 if this mechanism is adopted -- can merely --  
14 essentially be passed through to ratepayers?

15 MR. BRASLAW: I believe that we will or plan  
16 to have some direct testimony related to healthcare  
17 costs. But I can speak to my knowledge of what Recology  
18 has done as a company.

19 There are several kinds of health initiatives  
20 that the company has undertaken. A contract with  
21 Healthy Roads that provides guidance for employees and  
22 their families to improve their health, encourages  
23 preventive checkups, includes incentive-like contests  
24 for people to exercise regularly or eat healthier  
25 things like that. That's one of the things that we've

1 done.

2 Also, part of the health and welfare renewal  
3 process is looking at the markets and going out and  
4 doing our best to get competitive rates. Given the  
5 structure of the collective bargaining agreements,  
6 there's a limitation as to the number and types of  
7 changes that can be made to the health and welfare  
8 program as it applies to union employees.

9 We have -- or Recology has -- during last  
10 year beginning in January implemented changes to the  
11 employees not covered under those collective bargaining  
12 agreements, including increasing copayments, adjusting  
13 the prescription drug benefit to encourage use of  
14 generics drugs, and some other changes to the structure  
15 of the benefits for those groups of employees.

16 MR. LEGG: Employees under the collective  
17 bargaining agreements though, do they have a co-pay for  
18 medical care?

19 MR. BRASLAW: It depends on the type of  
20 coverage that they elect. So they have choices in terms  
21 of type of coverage. We provide Aetna coverage at a  
22 couple of different levels. There's also a Kaiser and a  
23 Health Net. So under the Aetna program, depending on  
24 the type of coverage that's elected, will determine  
25 whether and what level of copayments they have.

1 MR. LEGG: What percentage of your employees  
2 choose a plan that requires a copayment?

3 MR. BRASLAW: I don't know. I'd have to go  
4 get that information.

5 MR. LEGG: City of San Francisco, a couple of  
6 years ago, voters passed legislation requiring employees  
7 to be paying a portion of their healthcare benefit for  
8 retirement. And the City has started to have employees  
9 pay a greater share of their healthcare costs. Has  
10 Recology been instituting any programs like that either  
11 for existing or new employees?

12 MR. BRASLAW: Well, again, for existing  
13 employees and actually would apply to new employees,  
14 Recology has made changes where it's not contractually  
15 restricted from doing so. Again, that includes changing  
16 copayments, changing of ultimate participation levels in  
17 terms of kind of the ultimate limits of coverage.

18 MR. LEGG: I'd like to switch gears and ask  
19 about the fixed component, which is now called the  
20 capital-cost inflation factor; is that correct?

21 MR. BRASLAW: Yes.

22 MR. LEGG: Are there any cost items other than  
23 existing capital that are not projected to increase  
24 during the period reflected by this application?

25 MR. BRAUSE: No, not that I'm aware of.

1           MR. LEGG: I can hold up on this question, if  
2 needed, but I'm interested in the recycling revenues,  
3 which I know were based on a five-year average. And  
4 since we're doing a one-year rate, are you contemplating  
5 in this application that we would fix commodity price  
6 estimates at the current five-year average and that they  
7 would not change -- the recycling revenues would not  
8 change over the period until the next rate application?

9           MR. BRASLAW: That's correct. We're really  
10 setting the rate for the one-year period. So we have  
11 done an evaluation of our expected tonnage and the  
12 recycling prices to determine recycling revenues. It  
13 would be our expectation that that same level of revenue  
14 would occur in future periods.

15           MR. LEGG: Okay. Do you have any other  
16 questions?

17           William Schoen, who is a consultant to the  
18 City, has a couple of questions about COLA as well.

19           MR. SCHOEN: Jon, if I could just ask,  
20 following up on one of the questions Douglas had, you  
21 mentioned that there are contractual restrictions to the  
22 health and welfare changes that can be made in the  
23 collective bargaining agreements. Can you explain what  
24 those are? And is that just for the current agreements  
25 or is that a perpetual limitation?

1 MR. BRASLAW: The collective bargaining  
2 agreements describe the health and welfare under a  
3 maintenance-of-benefits clause. So under that clause,  
4 in order to make changes to the health and welfare  
5 benefits, it would be subject to collective bargaining.  
6 It would be something that we'd have to go to the union  
7 and essentially bargain before there was any -- before  
8 the company had any ability to make changes.

9 MR. SCHOEN: Okay. With respect to fuel,  
10 California No. 2 diesel is the index that's being  
11 referenced. And I'm wondering if that's the best or  
12 most appropriate means for adjusting fuels where we have  
13 a predominance of bio-diesel and natural gas as the fuel  
14 component.

15 MR. BRAUSE: The index that we used was the  
16 index that was used and went through the process last  
17 time, so we did not change that.

18 MR. SCHOEN: Would you might suggest some  
19 adjustment to that, given the lack of diesel fuel as a  
20 primary component in the fuel costs?

21 MR. BRASLAW: Absolutely. And it's contained  
22 in the application, the various types of fuels that we  
23 use. And if there's an index that better reflects the  
24 composition of fuel consistent with our proposal, that's  
25 something that certainly would make sense. As long as

1 it is something that is readily identifiable and  
2 measurable, then we could include it in the formula.

3 MR. SCHOEN: Sort of along the same lines in  
4 terms of the indices, can you talk about the rationale  
5 for the use of the Producer Price Index as opposed to  
6 the CPI or some other indexes for the expenses that are  
7 adjusted?

8 MR. BRAUSE: Again, in this particular case  
9 the PPI, Producer Price Index, was what was used in the  
10 previous filing. And I think that you'd see in RRI  
11 situation, Rate Refuse Indexes, that you'll have a  
12 combination of CPI and PPI as well.

13 MR. SCHOEN: A representative of a Bureau of  
14 Labor Statistics suggested that the PPI was not  
15 something they recommended for adjustment clauses due to  
16 the double-counting of certain expenses, as they  
17 referenced both wood and finished-wood products; there's  
18 some compounding. And I'm wondering if you can speak to  
19 that concern and whether or not, again, there might be a  
20 more appropriate index than CPI that doesn't carry that  
21 potential double-counting?

22 MR. BRAUSE: Yes. So I'm not familiar with  
23 the double-counting. What I am familiar with is the  
24 PPI, which generally is going to recognize and create an  
25 index from the seller's side. So the producer's side,

1 obviously, as it's being used in the COLA mechanism, I  
2 think that's applicable. But CPI is more from the  
3 buyer's side. And I believe that the CPI that's used  
4 here has a large component that's food-driven, which  
5 does not seem applicable. So when I went through it, I  
6 was comfortable with the PPI index for those expenses.

7 MR. SCHOEN: I'd like to just touch on the  
8 labor component, the fixed-labor component again. That  
9 is three-percent floor tied to the CPI. But as it's  
10 applied, it applies, it looks to me, like nonunion wages  
11 as well. And is that correct?

12 MR. BRAUSE: Give me one sec.

13 MR. SCHOEN: I'd guess I'd reference the  
14 corporate management --

15 MR. BRASLAW: That's correct?

16 MR. BRAUSE: I just want to verify which --

17 MR. SCHOEN: Sure. So I guess the question  
18 is, given that we use the CPI as a measure for the  
19 change in labor for the nonunion employees, whether it  
20 makes sense to eliminate the floor and tie it to the CPI  
21 and not tie it to the union limitation.

22 MR. BRAUSE: I think that's a company decision  
23 and not a decision for what I was tasked with.

24 MR. BRASLAW: Again, that would suppose that  
25 the changes in wages would follow CPI. We'd have to go

1 back and look at historical, but that's not an  
2 unreasonable measure in terms of the expectation for the  
3 nonunion wages.

4 MR. SCHOEN: The CPI or the union?

5 MR. BRASLAW: The CPI.

6 MR. SCHOEN: The CPI as it is, without a  
7 floor.

8 Let me just talk about in terms of timing of  
9 the comparative indices. And I believe we're proposing  
10 a month-to-month -- you're proposing. Or the formula  
11 involves a month-to-month comparison?

12 MR. BRAUSE: Yeah. We use the same format as  
13 the prior application, or prior submission, of the COLA.

14 MR. SCHOEN: Would you -- can you comment on  
15 use of a 12-month rolling average, as opposed to a  
16 month-to-month to eliminate potential anomalies, in  
17 particular with respect to fuel as the biggest concern,  
18 where you can have some very significant increases from  
19 month to month that can skew the month-to-month  
20 comparisons, whereas if you're using a 12-month rolling  
21 average, you account for those over time?

22 MR. BRAUSE: What we used, again, was  
23 previous. My opinion is that I've seen it month to  
24 month as well as rolling averages. A lot of times it's  
25 predicated on the agreement at hand and how that is

1 specifically written.

2 What we did in this case was used -- well, I  
3 should back up.

4 Originally, when we were preparing this, we  
5 were going to extrapolate a COLA out. So we were going  
6 to use the most readily available month that we had.  
7 Unfortunately, due to timing, as an example, we didn't  
8 have April. So we weren't able to use an April index,  
9 because those had not been issued yet.

10 MR. SCHOEN: Okay. I think that does it for  
11 the COLA.

12 DIRECTOR NURU: I'd like to invite the  
13 Ratepayer Advocate to ask questions now.

14 CROSS-EXAMINATION BY THE RATEPAYER ADVOCATE

15 MR. DEIBLER: Thank you. I just have a  
16 question or two. My first question, I think, is -- and  
17 I just received three exhibits, as we all did. And I  
18 haven't really had a chance to look at those. Will  
19 there be another opportunity if there's further  
20 follow-up questions based on this?

21 DIRECTOR NURU: Yes, there will.

22 MR. DEIBLER: Thank you.

23 I just have two comments or questions at this  
24 point. One thing that I just heard quite a bit in back  
25 and forth was that we did what we did in 2006 in the

1 last application. So I would hope that in reviewing  
2 the application -- and that may make perfect sense --  
3 but in reviewing the application and really look at it  
4 in real time now and make sure that what we're applying  
5 in each of the categories makes sense now, not what it  
6 did in 2005 to '06.

7 And one quick question clarification, just so  
8 I understand it, is it accurate the weights are fixed  
9 for the first year and stay the same? Or do the weights  
10 vary each year? Once you assign a weight to a category  
11 that percentage allocation to the category is going to  
12 change over time. How does that work?

13 MR. BRASLAW: It's intended in our proposal  
14 that the weights are fixed at the time of determining  
15 the final rate for 2014.

16 As Bill explained in his example, he used the  
17 numbers from the rate application as the basis to  
18 determine the weights. It's our intention that the  
19 final -- basically, the final rate as adjusted with  
20 whatever final adjustments are, would be used to  
21 determine those weights. And then those weights would  
22 be fixed. In order to do it on actual basis you'd have  
23 to go through and do a bunch of analysis. That really  
24 wasn't contemplated, that there's going to be another  
25 process to do that during the interim. So we would fix

1 those weights at the end of this process and then use  
2 those weights going forward into whatever years the  
3 COLA mechanism applied to.

4 MR. DEIBLER: Okay. Thank you.

5 I would just request that the Department of  
6 Public Works maybe look at the numbers both ways --  
7 fixed weights first year that stay fixed and then make  
8 some assumptions about what if we didn't keep them  
9 fixed but we readjusted based on actual expenses moving  
10 forward and then applied each of the indices. What  
11 would that look like? And pick the formula that is  
12 most advantageous to ratepayers.

13 DIRECTOR NURU: Thank you.

14 What other topics for cross-examination?

15 MR. LEGG: Next up, Robert Haley has some  
16 questions about incentive programs.

17 MR. BAKER: Can I release Mr. Brause?

18 DIRECTOR NURU: At this time, I believe so.

19 MR. LEGG: Yes, I believe Mr. Brause can go  
20 home or perhaps back to his place of employment.

21 DIRECTOR NURU: So Mr. Haley will ask  
22 questions on incentive programs at this time.

23 MR. HALEY: So I'd like to discuss the zero  
24 waste incentives for a moment.

25 The application narrative summary, pages 12

1 to 13, proposes an evolved zero waste incentive  
2 structure based only on landfill tons. And the first  
3 year, as is described -- the first tier -- I'm sorry,  
4 would be RSF, Schedule E, page 6, Rate Year 14, tons of  
5 353,267. Those are the total disposed tons. And you  
6 would add to that from the same Schedule E, page 3, the  
7 Rate Year 14, 13,050, Sunset Tunnel and Beatty trash  
8 diverted tons.

9 Why do you propose adding these diverted tons  
10 into that Tier 1?

11 MR. GLAUB: The diversion from the trash  
12 processing operation was proposed to be added back  
13 because it would take us to a place where we essentially  
14 are going into this new rate year beginning on July 1st.  
15 It includes unproven black-bin processing operations  
16 that we are going to be implementing, but we have  
17 proposed that the Tier 1 tonnage be pegged at a point  
18 where we are without those operations.

19 MR. BRASLAW: And it's our expectation that as  
20 we begin that process it's one intended to divert  
21 material from landfill, but it's also intended kind of  
22 as a research-and-development project that we are going  
23 to undertake prior to development of the zero waste  
24 facilities. And it's our expectation that in the first  
25 year there's going to be a lot of adjustment, there's

1 going to be changes while we figure out what the best  
2 operation is and the most efficient way to do the  
3 processing. And so we believe that, even though we put  
4 in an estimate of what we hope to get, there is a  
5 considerable amount of work because it is a new process  
6 that we haven't started yet.

7 MR. HALEY: And also in the narrative on page  
8 13, the last sentence of the second paragraph  
9 essentially asks that when zero waste incentives are not  
10 achieved the companies be allowed to propose to utilize  
11 those funds for new diversion programs subject to  
12 Department of Environment and Public Works approval.

13 Can you explain your rationale for this  
14 request?

15 MR. GLAUB: The fact that those levels have  
16 not been reached would indicate that more resources need  
17 to be diverted towards achieving those levels of  
18 diversion from landfilling. So we would propose that,  
19 in close cooperation with the City, we would be able to  
20 identify proposed operations that would offer promise  
21 for increasing the levels of diversion away from  
22 landfilling.

23 MR. HALEY: Those are the only questions I  
24 have on that subject.

25 MR. LEGG: Can I follow-up with a outcome

1 of -- this is really a comment.

2 Are we going to have some kind of table that  
3 shows tons for each of the four proposed tiers? It's  
4 not here. And I know that the City Administrator is  
5 asked to make a determination -- I believe it's the  
6 City Administrator -- every year as to whether those  
7 goals have been met and the directors of Public Works  
8 and environment are asked to advise on that. But I  
9 don't really have -- I don't think the director has  
10 enough of a guide to make a statement at the end of  
11 year as to whether Tiers 1 through 4 have been met.

12 MR. GLAUB: We will submit an exhibit with  
13 table that you are requesting. It's all prepared and  
14 ready to go.

15 MR. LEGG: Thank you.

16 Can I follow up on what Mr. Haley was just  
17 asking about concerning using diversion incentive funds  
18 for essentially what sounds like research and  
19 development and investment in new technologies that may  
20 allow greater diversion? How does that differ from  
21 what you're proposing right now? What the companies  
22 are proposing to do is you start testing equipment that  
23 we're purchasing with contingent schedule two dollars  
24 or that you -- I can't remember if there is equipment  
25 there, but we are proposing to buy-trash-processing

1 equipment in this rate application. Is your proposal  
2 that if that doesn't work or doesn't work well enough  
3 that we would buy new and emerging technologies not yet  
4 contemplated with these funds?

5 MR. GLAUB: Yes. These funds would be for  
6 expenditure on resources over and above what is in the  
7 rate application itself.

8 MR. LEGG: Would you envision that to be  
9 primarily capital equipment or would that be additional  
10 labor for manual sorting or what do you envision might  
11 be the next steps that could happen?

12 MR. GLAUB: Yes. We would envision that it  
13 would encompass capital expenditures as well as annual  
14 operating expenses for such items as labor, utilities.

15 MR. BRASLAW: The intent is that we would  
16 propose additional programs that would increase  
17 diversion. And again, as John said, that may include  
18 operation of those programs. It may include outreach.  
19 It may include capital. So the intent -- really the  
20 intent of the incentives as they're constructed and even  
21 as they were in place historically was to push diversion  
22 along and to build something in place to promote that.

23 Our proposal is such that those monies that  
24 were intended for diversion, if our programs are  
25 successful we invest our own money and meet those

1 goals, then those monies are basically paid back to the  
2 company. If we don't then those same monies are still  
3 used for diversion purposes, but rather that the  
4 companies come back to the City and say, Here's a  
5 proposed use that we believe would allow us to increase  
6 diversion. And then the City would provide their  
7 guidance, oversight, support if they believed that was  
8 an adequate project.

9 MR. LEGG: Thank you.

10 Do the companies have any redirect on  
11 incentive programs?

12 MR. BAKER: We'll have a chart on the 22nd.  
13 So we will complete direct at that time, but we don't  
14 have any other redirect now.

15 MR. LEGG: Okay.

16 DIRECTOR NURU: At this time I will ask for  
17 the Ratepayer Advocate to come and ask questions.

18 MR. DEIBLER: I do have a question or two. Or  
19 a comment or two.

20 Exhibit 19, which was the ratepayers' comment  
21 on the final application, page 3 and 4, make a request  
22 regarding the diversion incentives. So I'd like to  
23 just address that at this point.

24 Aside from the question of the incentives in  
25 principle or the incentive amount, which I don't have

1 particular concerns about if they're concerned and if  
2 they have do achieve City goals, I do have a concern  
3 about transparency in terms of how the information is  
4 presented at a couple of levels.

5 One is that on the forms themselves there's a  
6 number of places where there's a 91-percent operating  
7 ratio and then the 89 percent is applied so it makes  
8 sense in each of the forms. It's kind of hard to  
9 follow that versus having -- and maybe I've just missed  
10 the form -- one place where there's a discreet summary  
11 of what that incentive payments would be.

12 The other issue more globally is that by --  
13 yes, it would need to be part of the rate adjustment in  
14 order to be funded obviously, but it's not compensation.  
15 And I think it's an important distinction, as was made  
16 in that exhibit, that to think of, if you will, a base  
17 compensation which does not include those diversion  
18 incentives. Those are earned if they're paid.

19 So yes, the rate adjustment may be for X  
20 amount but the compensation to Recology again is a  
21 lesser amount, lesser by that amount of the diversion  
22 incentives.

23 And following up on the -- we also mention  
24 that concern in that exhibit and it's been voiced here  
25 about what happens if the incentives are not earned and

1 that pool of money is sitting there. I think we just  
2 request that, whatever happens to that point, that would  
3 be a process so the public can understand why the goals  
4 were not met -- I don't mean it in a punitive way.  
5 There may be perfectly good reasons why they weren't  
6 met. But just that that's an open process that's  
7 understood and that there be the opportunity for public  
8 testimony about what is the best way at this point in  
9 time or that point in time on the margin spend monies to  
10 increase diversion to meet those goals, based on where  
11 things are at that point in time, in terms of  
12 facilities, processes, et cetera.

13 And the last question I'd like to ask -- or  
14 comment -- is are those funds kept -- monies put into a  
15 discreet fund? Is there a diversion incentives fund  
16 that will get \$3.8 million?

17 MR. HALEY: Yes, there is a special diversion  
18 incentive account.

19 MR. DEIBLER: Okay. Thank you very much. And  
20 those are my comments.

21 DIRECTOR NURU: Thank you. So we'll ask the  
22 companies to come up and start presentation on less than  
23 weekly advance materials. Is that what we're going to  
24 do next?

25 MR. BAKER: Mr. Nuru, I just wanted to

1 indicate the witnesses that we have for the rest of day  
2 that we are fine to take this one next, but I just  
3 wanted to give you a road map a little bit of what other  
4 topics we were intending to present today.

5 In addition to the less than weekly, which  
6 would be Mr. Giusti. He's also going talk about  
7 community outreach. Mr. Quillen is here today talk  
8 about the abandoned waste program and city cans. And  
9 then Adam Tabak, who's the corporate controller, is  
10 here today to talk about health and welfare costs and  
11 pension costs as they factor in both to the rate  
12 application and into the COLA mechanism, to supplement  
13 the testimony from Mr. Brause.

14 So I was going to have Mr. Tabak next because  
15 it related to Mr. Brause's testimony on COLA, but I'm  
16 indifferent on the matter. If you'd rather have  
17 Mr. Giusti now, it's fine.

18 DIRECTOR NURU: We're fine with going with Mr.  
19 Tabak.

20 I would about 4:20 open up for public  
21 comment, so we can see how far we get to.

22 MR. BAKER: All right. Why don't we have  
23 Mr. Tabak come up.

24 DIRECTOR NURU: That's fine. Thank you.

25 DPW CLERK: Do you solemnly swear that the

1 testimony you're about to give today is the truth, to  
2 the best of your knowledge?

3 MR. TABAK: I do.

4 DPW CLERK: Thank you.

5 ADAM TABAK,

6 having been sworn, appeared and testified as follows:

7 DIRECT EXAMINATION

8 BY MR. BAKER:

9 Q. Would you please state your full name for the  
10 record.

11 A. Adam Tabak.

12 Q. What is your job?

13 A. I'm the corporate controller for Recology.

14 Q. How long have you had that position?

15 A. I've been the corporate controller for four  
16 years. I've been with the company for eight years.

17 Q. Did you play a role in the preparation of this  
18 rate application?

19 A. Yes, I did.

20 Q. Did you play a role with respect to the  
21 analysis of health and welfare and pension costs?

22 A. I did.

23 Q. Could you please look at the rate application  
24 and in particular the section of the rate application  
25 that is behind tab RSS/RGG. Do you have the rate

1 application there?

2 A. Which schedule are we looking at?

3 Q. Schedule D.

4 A. I don't have it in front of me, but I'm  
5 familiar. Yeah.

6 Q. What is Schedule D?

7 A. Schedule D shows all of the operating  
8 expenses.

9 Q. And are there specific line items for pension  
10 and health insurance?

11 A. Yes, there are.

12 Q. They're toward the top.

13 A. Yes, that's correct.

14 Q. And the line item for health insurance for  
15 Rate Year 2014 is how much?

16 A. 18,775,653.

17 Q. Okay. Lean a little closer to your microphone  
18 so the court reporter can hear you Mr. Tabak. And Mr.  
19 Pilpel can hear you too.

20 So is there a schedule where it shows you  
21 that 18-million-dollar number is arrived at?

22 A. Yes. It's in Schedule G-3.

23 Q. Turning to Schedule G-3, we see that number  
24 again toward the middle of the page on the right-hand  
25 column, \$18,775,653, right?

1           A.    Yes.

2           Q.    So can you tell me how that number was  
3 calculated?

4           A.    Sure.  It's compiled of three components.  The  
5 first one is the health insurance.  The second one are  
6 reinsurance fees; and the third one is the RSP.

7           Q.    Employees of Recology have a choice of health  
8 plans; is that right?

9           A.    Yes, they do.

10          Q.    What are the choices?

11          A.    Choices are -- we provide medical, dental,  
12 prescription drugs, vision, other health and medical  
13 benefits.  For medical, the choices would be Aetna,  
14 Kaiser, Health Net.

15          Q.    And if an employee chooses Kaiser, the company  
16 pays the premium for the employee?

17          A.    Yes, that's correct.

18          Q.    And if the employee chooses Health Net, the  
19 same thing applies?

20          A.    Yes.

21          Q.    What if the employee chooses Aetna?

22          A.    For Aetna, it's self-insured.

23          Q.    So tell us what that means.

24          A.    That means that the company bears the cost of  
25 the claims.

1 Q. What role does Aetna then play?

2 A. Aetna manages the claims on behalf of the  
3 company.

4 Q. So in determining what your projected health  
5 costs are going to be for those three providers, namely  
6 Kaiser, Health Net, and Aetna, am I right that for  
7 Kaiser and for Health Net you can look at the premium  
8 costs?

9 A. Correct.

10 Q. But for Aetna how do you go about it?

11 A. We engaged Mercer, who is our benefits  
12 consulting firm, and requested that they provide  
13 estimated costs. And they -- we requested the costs  
14 from Mercer.

15 Q. How did Mercer go about analyzing the costs  
16 for employees that select Aetna, which is the  
17 self-insured position?

18 A. They looked at historical costs and inflated  
19 them based on trends, market data, and industry  
20 guidelines.

21 Q. Why does Recology offer an option which is  
22 self-insured?

23 A. It provides greater plan design flexibility.  
24 We exclude certain costs by the removal of the insurer  
25 margins. And, in addition, an employer in general can

1 expect to save five to ten percent by the avoidance of  
2 certain other ancillary costs, based on my understanding  
3 from the consultants.

4 Q. During the draft application process and the  
5 run-up to those hearings were you asked questions by  
6 City consultants regarding how the numbers were arrived  
7 at for health and welfare?

8 A. Yes.

9 Q. Who in particular --

10 A. William Schoen asked me questions.

11 Q. And did you provide him information in that  
12 regard?

13 A. Yes, I did.

14 MR. BAKER: And this would be exhibit what?

15 MR. OWEN: We'll mark the document as Exhibit  
16 36 and receive it into evidence.

17 (The document referred to was  
18 marked for identification and  
19 received into evidence as Exhibit  
20 36.)

21 BY MR. BAKER:

22 Q. Exhibit 36 is a collection of pages. And  
23 there's a number that appears on the top right-hand  
24 corner of each page, going from No. 1 to No. 31. Do you  
25 see that?

1 A. Yes.

2 Q. Did you put those numbers on there?

3 A. I did.

4 Q. And did you send this packet of documents to  
5 Mr. Schoen?

6 A. I did.

7 Q. When did you do that? March 19th, 2013, does  
8 that sound about right?

9 A. That sounds about right.

10 Q. Did you also play a role in determining how  
11 the health and welfare costs should factor into the COLA  
12 proposal?

13 A. Yes.

14 Q. And you heard testimony of Mr. Brause  
15 regarding the COLA formula, correct?

16 A. Yes.

17 Q. What factor is used in that COLA formula for  
18 healthcare cost? What inflation factor?

19 A. I requested that Mercer provide an  
20 inflationary factor based on historical costs to  
21 increase it.

22 Q. And what factor did they arrive at?

23 A. It was 6.6 percent.

24 Q. If you look at Exhibit 36, you have a couple  
25 of letters in here from Mercer that you sent on to

1 Mr. Schoen; am I right?

2 A. Yes.

3 Q. And one of those letters is dated March 8th,  
4 2013; and it appears on pages 10 and 11 of this exhibit?

5 A. Yes.

6 Q. And is this the report that you received from  
7 Mercer in which they provided you the 6.6 percent  
8 inflation factor?

9 A. Yes.

10 Q. And there's a further letter from Mercer --  
11 you actually have two pages 11 marked here. So the  
12 second page 11 there's a March 8th letter, same date,  
13 from Mercer to you. And what is contained in that  
14 letter?

15 A. That letter describes how Mercer determined  
16 our rates for the self-insured portion for the Aetna  
17 rates.

18 Q. And did you perform the calculations as well?

19 A. I did. I took those rates and extended them  
20 out to project future years' cost.

21 Q. And does this package include the work papers  
22 that you provided Mr. Schoen to demonstrate how you did  
23 that?

24 A. Yes.

25 Q. So let's turn now to pension. And as we noted

1 earlier, there's a line item for pension in Schedule D.  
2 It's of all the operating expenses, am I right?

3 A. Correct.

4 Q. And there's another schedule that describes  
5 how the line item for pension was calculated, am I  
6 right?

7 A. Yes.

8 Q. What schedule is that?

9 A. G-2.

10 Q. So Schedule G-2 is page 60 of Exhibit 1. And  
11 can you tell us what is shown on Schedule G-2?

12 A. Sure. G-2 shows an allocation of 25 million  
13 expected contributions into the pension plan across the  
14 participating companies, broken out between Sunset  
15 Scavenger and Golden Gate and then separately Recology  
16 San Francisco and other, summing up to the total  
17 contribution for the year starting on a fiscal-year  
18 basis and then converted to a rate-year basis.

19 Q. Where did the number 25 million come from?

20 A. Twenty-five million was based on the  
21 collective bargaining agreement that the company has.

22 MR. BAKER: Let's get that into evidence then.

23 Is this 37, Mr. Owen?

24 MR. OWEN: Correct. We will mark the document  
25 as Exhibit 37 and receive it into evidence. The

1 document is approximately 15 sheets with the title  
2 "Collective Bargaining Agreement 2012-2016 between  
3 Recology Sunset and Recology Golden Gate and Sanitary  
4 Truck Drivers and Helpers Union, Local 350 IBT."

5 (The document referred to was  
6 marked for identification and  
7 received into evidence as Exhibit  
8 37.)

9 BY MR. BAKER:

10 Q. Mr. Tabak, do you recognize this as the  
11 current collective bargaining agreement between Recology  
12 Sunset and Recology Golden Gate regarding certain of  
13 your employees?

14 A. Yes, that is it.

15 Q. And does Recology have other collective  
16 bargaining agreements with other employees of Local 350  
17 who perform different types of jobs?

18 A. Yes.

19 Q. Turn, if you would, to page 12 of the  
20 collective bargaining unit. You'll see the heading  
21 there "Maintenance of Benefits." You see that? Oh do  
22 you not have a copy?

23 A. I do not.

24 Q. That puts you the disadvantage.

25 Page 12?

1           A.    Yes.

2           Q.    And then going over to page 13, there's a  
3 section there that talks about the pension plan?

4           A.    Yes.

5           Q.    Is there a portion in here that makes  
6 reference to this \$25 million pension obligation that  
7 you mentioned?

8           A.    Yes, it's in page 14, paragraph G.

9           Q.    That's your understanding of the company's  
10 obligation with regard to that number?

11          A.    My understanding is that the company is  
12 required to be 90-percent funded by the year  
13 September 30th, 2016. And in order to do so, the  
14 company will be required to make a \$25 million  
15 contribution, as calculated by our third-party  
16 actuaries.

17          Q.    Is it possible that it could be less than  
18 25 million?

19          A.    It is possible.

20          Q.    And when you say 90 percent, 90 percent of  
21 what?

22          A.    90 percent funded, meaning our assets divided  
23 by our accumulated benefit obligation would be  
24 90 percent.

25          Q.    Did the company do anything to determine

1 whether a \$25 million contribution would be sufficient?

2 A. Yes.

3 Q. What did you do?

4 A. We hired a third-party expert actuary to  
5 perform the calculations.

6 Q. Who is that?

7 A. Towers Watson.

8 MR. BAKER: Exhibit 37 is a letter from Towers  
9 Watson to Mr. Tabak, March 25, 2013. We would offer  
10 this into evidence, Mr. Owen.

11 MR. OWEN: We will mark the document as  
12 Exhibit 38 and receive it into evidence. The document  
13 is five sheets and it is a letter dated March 25th from  
14 Towers Watson to Mr. Adam Tabak.

15 (The document referred to was  
16 marked for identification and  
17 received into evidence as Exhibit  
18 38.)

19 MR. BAKER: So I said 37, but I was wrong.  
20 It's 38.

21 MR. OWEN: 38.

22 MR. BAKER: Thank you.

23 Q. Mr. Tabak, what is Exhibit 38?

24 A. It's a letter from Towers Watson to myself  
25 describing pension plan funding projections that they

1 provided to us, their methodology, and the assumptions  
2 that went into the calculations. In addition, the  
3 attachment has an exhibit showing the results of their  
4 calculation.

5 Q. And what information did you take from this  
6 letter as it relates to the sufficiency of the  
7 25 million?

8 A. Can you please repeat that question?

9 Q. Sure. What information was conveyed to you in  
10 this letter that relates to the question as to whether  
11 or not 25 million is sufficient or not? Take it another  
12 way, what did you ask Towers Watson to do with regard to  
13 the 25 million number?

14 A. We asked them to ensure that the funding  
15 percentage 90 percent at September 30th, 2016, and that  
16 it met other requirements under ERISA and the Pension  
17 Protection Act.

18 Q. You wanted to know whether 25 million would be  
19 enough to get you to the 90 percent?

20 A. Yes.

21 Q. And what did they tell you?

22 A. The projections show that in 2016 we're at  
23 90 percent.

24 Q. Did Towers Watson also advise you with regard  
25 to the allocation of the 25 million among Recology

1 Golden Gate, Recology Sunset, and the other companies?

2 A. Yes.

3 Q. Is their advice to you on that also contained  
4 in Exhibit 38?

5 A. Yes.

6 Q. Where is that?

7 A. It's in the exhibit. It's on the second page  
8 of the exhibit.

9 Q. Second page of the letter?

10 A. Second page of the attachment to the letter of  
11 the exhibit.

12 Q. All right. And that's the document that's  
13 entitled "10-year Projection of Fiscal Year  
14 Contributions"?

15 A. Correct.

16 Q. Dated November 27, 2012, in the bottom left  
17 hand corner?

18 A. Yes.

19 Q. And are the numbers that are reflected in this  
20 attachment the numbers that were carried over to  
21 Schedule G-2 of the application?

22 A. Yes.

23 MR. BAKER: I don't have anything further.

24 Thank you.

25 MR. LEGG: We don't have any questions for

1 Mr. Tabak at this time. We'll let you know if we need  
2 to have him come back though. Do you have --

3 DIRECTOR NURU: The Ratepayer has questions  
4 for him.

5 CROSS-EXAMINATION BY THE RATEPAYER ADVOCATE

6 MR. DEIBLER: Mr. Tabak, hello.

7 Q. In Exhibit 36 there was reference to a letter,  
8 I believe, on page 10 and 11. I don't have it right in  
9 front of me, but it talked about the weighted average  
10 over the five-year period. It's 5-4-3-2-1 weighted  
11 average?

12 A. Yes.

13 Q. My question is just is that a common or most  
14 common way to do a five-year projection? Are you aware  
15 if that's the best way to do it, projecting healthcare  
16 costs for that?

17 A. I don't have the expertise to answer that.  
18 However, in their letter they do note that, based on  
19 market data and industry guidelines, their analysis  
20 would indicate higher inflationary factor. And that's  
21 also contained in the letter.

22 Q. Do you have past experience with that method  
23 of weighting?

24 A. I don't.

25 MR. DEIBLER: Okay. Thank you. No further

1 questions then.

2 DIRECTOR NURU: Okay. Thank you.

3 Any other cross-examination from the City?

4 Okay. Thank you.

5 I will ask for presentation on less than  
6 weekly and community outreach from the company.

7 MR. WHITE: May I call Mr. Giusti, please?

8 DIRECTOR NURU: Mr. Paul Giusti.

9 DPW CLERK: Raise your right hand.

10 Do you solemnly swear that the testimony  
11 you're about to give today is the truth, to the best of  
12 your knowledge?

13 THE WITNESS: I do.

14 DPW CLERK: Thank you.

15 PAUL GIUSTI,  
16 having been sworn, testified as follows:

17 DIRECT EXAMINATION

18 BY MR. WHITE:

19 Q. Would you please state your name for the  
20 record?

21 A. Paul Giusti.

22 Q. Would you spell your name for the reporter,  
23 please?

24 A. G-i-u-s-t-i.

25 Q. What is your position with the companies?

1           A.    I'm the community and government affairs  
2 manager.

3           Q.    How long have you been with the companies?

4           A.    I've been in this position a year and I've  
5 been with the company 35 years.

6           Q.    As part of your responsibility are you  
7 responsible for community outreach?

8           A.    I am.

9           Q.    Is there money included in the rate  
10 application for community outreach?

11          A.    Yeah.

12          Q.    Do you know about how much?

13          A.    I think -- I don't want to guess.

14          Q.    That's fine. Well, let me ask this another  
15 way. What's included in the funds that are requested in  
16 the rate application? What is that money going to pay  
17 for?

18          A.    The money goes mostly for education around  
19 composting, recycling. So a lot of brochures, mailers,  
20 community meetings, those types of things. School  
21 tours.

22          Q.    Now, are there any sorts of activities that  
23 the company engages in that might be considered  
24 involvement in the community in some sense but are not  
25 included in this community outreach money?

1           A.    Sure.  Yes.  Things like sponsoring dinners or  
2 going to events that may be held by a community group  
3 that we would do presentations to, but not -- for  
4 example, Conservation Corps.  We hired Conservation  
5 Corps to go out and put new stickers on bins because the  
6 old stickers were faded and worn out.  So we considered  
7 that educational outreach.  And we also attended their  
8 annual fundraiser, which we didn't consider outreach.

9           Q.    So the stickers are included and this money  
10 attending that dinner?

11          A.    Was not.

12          Q.    Not a part of this money.

13                Okay.  Now, could you say just a word about  
14 how community outreach fits in the goals of the City and  
15 Recology with respect to this application?

16          A.    Sure.  Maybe I'm biased, but I think outreach  
17 is one of the major goals to this, especially in our new  
18 rate application.  We're going to change some rate  
19 structures on the educational side.  I think education  
20 and outreach is going to be crucial to show people how  
21 the incentives to recycling and composting can save them  
22 money while they're meeting the mandate goals around  
23 composting and recycling.

24          Q.    So it's part of achieving zero waste?

25          A.    I think it's a crucial part of achieving zero

1 waste.

2 Q. Do you have anything else to add on community  
3 outreach? And then we'll turn to less than weekly.

4 A. Nope.

5 Q. Okay. Offering an exhibit regarding the less  
6 than weekly.

7 Now, Mr. Giusti, we've been referring to the  
8 program as "less than weekly." I understand there are  
9 alternative names for this.

10 A. Sure. "Pay per setout" is maybe a more  
11 accurate way to describe it.

12 Q. For the sake of the court reporter, could you  
13 spell "pay per setout"?

14 A. P-a-y p-e-r s-e-t-o-u-t.

15 Q. So generally could you tell us on a broad  
16 level what are we talking about this program.

17 A. So in general what we're talking about is the  
18 black trash cart not being set out on a weekly basis  
19 like the blue recycling or green composting cart are.  
20 And the reason being is the success, I think, of the  
21 recycling and composting programs has allowed us to hear  
22 time and time from our customers about how there's  
23 nothing in their black cart, about how they already  
24 aren't putting their black cart out less than weekly or  
25 not putting their black cart out every week.

1                   And so we wanted to have a system in place  
2                   that would allow folks to not put their black cart out.  
3                   Considering there's no more food waste in it and no  
4                   recyclables in it, they don't need to put it out every  
5                   week. And when they don't put it out, we would  
6                   incentivize them to do so by giving them a discount.

7                   Q.     And it's still expected that they would put  
8                   out the recyclables and compost every week, right?

9                   A.     That's correct. They would need to put out  
10                  the recyclables and compost every week, but the black  
11                  cart not.

12                 Q.     Why is that?

13                 A.     Well, first of all, the green cart -- I think  
14                  it goes without saying -- if there's food waste in there  
15                  or organic matter in there, I think for public health  
16                  reasons you would want that collected weekly. And I  
17                  think just general sanitation we would want that  
18                  collected weekly.

19                 And then the recyclables, I think, just to --  
20                  once again, in the recyclable container you do have  
21                  fibers, you have newspaper, junk mail -- things like  
22                  that I think are better collected weekly. And I think  
23                  that's where the bulk of volume is going to be is in  
24                  the blue carts. So since the green carts and blue  
25                  carts would fill up each week, we'd expect that we

1 would need to collect those weekly.

2 Q. So going forward you expect the black cart to  
3 shrink and blue cart and the green cart to grow?

4 A. I would expect to see it continue to shrink  
5 and, yes, the blue and green continue to grow.

6 Q. Okay. Now, has the company already had some  
7 experience in this sort of program?

8 A. Yes, we have. In September of 2012, last  
9 year, we instituted a route -- actually two routes, a  
10 second route, also, in the Sunset District, where we put  
11 some equipment in the truck called Routeware that allows  
12 us to do a computer route onto the truck. And the  
13 driver follows a sequence. And then we capture the data  
14 as we go along. So if people don't put their black cart  
15 out weekly, we track that through a passive  
16 data-collection system, so it's really not the driver  
17 dumping it in but the car itself triggers that it was  
18 picked up. And if it wasn't picked up, we assume it  
19 wasn't out and that customer gets a discount.

20 Q. In the program described in the rate  
21 application how are these current activities going to  
22 change?

23 A. We would expand. We would expand the number  
24 of routes to three additional groups, which would be  
25 what we currently called the "Fan 3" routes, the trash

1 and the recyclables and the organics routes. Three  
2 organics routes. Each organics route now covers about  
3 three of the Fan 3 routes. So we would have three Fan 3  
4 routes and one organics route and three of those groups.

5 Q. And the cost of the expansion are included in  
6 the rate application?

7 A. Yes, they are.

8 Q. Let me ask you to turn to the exhibit that I  
9 ended around, the first two pages of it -- is it fair to  
10 say that that's a narrative basically describing what we  
11 just talked about?

12 A. Better than I have orally, yes.

13 Q. Let me ask you to turn to the third page of  
14 that exhibit.

15 A. Okay.

16 Q. What is shown on this third page?

17 A. What's shown on the third page is the cost for  
18 rolling out those new routes that we talked about as  
19 well as the monthly operating costs for new routes and  
20 the existing routes that we already have on the program.

21 Q. Okay. Let me direct you to the bottom of that  
22 page. And the center column shows some numbers there.  
23 Could you tell me what is described on those bottom  
24 lines?

25 A. So the bottom line would be, first, is what we

1 are estimating as the monthly discount credits. So what  
2 the total of that would be and the credit back to the  
3 customer for not putting out the black cart. And then  
4 the total cost for Rate Year 14 are below that, as well  
5 as the total cost included in the rate application as  
6 submitted and the change between this year and next  
7 year.

8 Q. Okay. So there was a little bit of a change?  
9 Describe that change for me.

10 A. So the change is what the -- what it is --  
11 what we have incurred as far as to set the route up, the  
12 two routes that we -- existing routes that we have.

13 Q. Okay. All right. Now, you said that a big  
14 portion of cost is the monthly discounts?

15 A. That's correct, yes.

16 Q. What other costs are involved?

17 A. There's costs of purchasing the equipment that  
18 needs to go into the truck, the set up of it. There's  
19 some training of the drivers. Also, we need to go out  
20 and audit the routes and equip the bins so that they're  
21 ready for this data collection system. And so that is  
22 really just a lot of up-front work.

23 We have to sequence the route so that the  
24 computer knows in what sequence the driver is going to  
25 then run that route. We have to make sure that folks

1 have the size carts that we think they currently have  
2 that we have in our computer system. So there's a bit  
3 of data-checking there to make sure that we have the  
4 right information to begin with. And then some work  
5 behind the scenes making sure we tie the cart number to  
6 the account so that when we dump that black cart, the  
7 right customer gets charged for it.

8 Q. Okay. Anything else you'd like to say about  
9 costs of the program?

10 A. No.

11 Q. Let me ask you to turn to the next page of the  
12 exhibit. It's titled Pay per Setout Percentage of  
13 Customers Receiving Credits." " What does this page  
14 describe?

15 A. This payment describes our experience with how  
16 many people take advantage of not putting their black  
17 cart out weekly and actually get the discount.

18 Q. So this is based on the test program that is  
19 already in place and running?

20 A. That's correct.

21 Q. Actual numbers, not projections?

22 A. Actual numbers.

23 Q. Okay. Generally, can you characterize what  
24 you learned from --

25 A. You know, what we've learned is for the routes

1 that we're currently running it's about 27 percent --  
2 between 25 to 27 percent participation.

3 The other thing we've learned is that the  
4 more outreach we do, the more participation we get.  
5 Which makes sense. When we teach people how they can  
6 save money, they take advantage of saving that money.

7 Q. Now, let me ask you a question about the  
8 expansion of the program. You described that there are  
9 going to be three new areas, three new routes that are  
10 going to be added.

11 A. Actually, three new groups of routes. So it's  
12 actually going to be 12 routes, if my math is right. It  
13 will be 12 existing routes and the routes themselves  
14 won't change. The geographic area of them won't change.  
15 The scope of work won't change. What will change is  
16 they will get data collection equipment in the truck.  
17 They'll get sequenced routing equipment in the truck and  
18 they'll receive the training on how to do the program  
19 and we'll outreach, obviously, to those routes too.

20 Q. So these three new groups of routes are  
21 already existing routes, they're just going to have a  
22 new program as part of --

23 A. Exactly, correct.

24 Q. And are they distributed geographically across  
25 the city?

1           A.     They are.  Yes.  You know, the routes we  
2 started with were actually some of the better recyclers  
3 in the city.  And we thought, with all the other issues  
4 we have on setting up equipment, let's make it easy on  
5 ourselves.  Let's use some routes that are already doing  
6 a good job and that we're already hearing from those  
7 folks about asking us when can we start putting our cart  
8 out less than weekly or can we get a smaller than  
9 20-gallon cart, which has logistical problems to it.  So  
10 we thought we would start with those routes.

11                     But now we need to see how it is going to  
12 work in other parts of the city, maybe parts of the  
13 city that are more challenging to collect recyclables  
14 in or the demographics have made it more challenging to  
15 reach those folks.  So we want to make sure the program  
16 is going to work for all of San Francisco.

17           Q.     So it's important for that reason to happen?

18           A.     I think it's crucial, yeah.

19           Q.     To have several new routes in order to get the  
20 information you need?

21           A.     Absolutely.

22                     MR. WHITE:  I would move the admission of the  
23 exhibit.

24                     MR. OWEN:  We'll mark the document as Exhibit  
25 39 and receive it into evidence.  The document is four

1 sheets with the title "Less than Weekly Service Proposal  
2 Summary."

3 (The document referred to was  
4 marked for identification and  
5 received into evidence as Exhibit  
6 39.)

7 BY MR. WHITE:

8 Q. Mr. Giusti, do you have anything else to add  
9 on the pay per setout program?

10 A. No. It's been a fun project to work on and an  
11 exciting one, I think.

12 MR. WHITE: No further questions.

13 DIRECTOR NURU: Any cross-examination for  
14 Mr. Giusti from the City?

15 MR. HALEY: We'd like some time to take a look  
16 at the exhibit. And we may have some questions at a  
17 later hearing.

18 DIRECTOR NURU: Okay. How about the Ratepayer  
19 Advocate?

20 CROSS-EXAMINATION BY THE CITY

21 BY MR. LEGG:

22 Q. May I ask -- I don't know if Paul will know.  
23 I'm trying to understand where the 1.4 million and the  
24 1.2 million dollars are represented. Are they part of  
25 other costs on Schedule D in the collection companies?

1           A.    I can't answer that.

2           MR. LEGG:  Maybe John Braslaw can just come  
3 up.

4           MR. BRASLAW:  They are distributed amongst  
5 various line items.  It includes supplies, other  
6 expenses for outreach.  It includes labor costs.  It  
7 includes lease costs.  So the expenses of the program  
8 are distributed amongst the line items to which they  
9 would apply.  The reason that we provided the exhibit  
10 that you see is so there's one place where the entire  
11 cost of the program as proposed is presented in order to  
12 facilitate our evaluations.

13           MR. HALEY:  I'd just like to add that it also  
14 includes some revenue offsets, in addition to expenses.

15           MR. BRASLAW:  That's correct.  The revenue  
16 offsets are also included in the application.  You can  
17 see that in Schedule F-1.

18           MR. LEGG:  And the lines "Total Cost for Rate  
19 Year 2014" and "Total Costs Included in Rate Application  
20 as Submitted."  I didn't understand.  Are there \$182,000  
21 in cost that you're now requesting that were not in the  
22 submittal a month ago?

23           MR. BRASLAW:  That's correct.  When the  
24 original submittal -- actually, many of the line item  
25 costs have decreased from the original submittal.  When

1 we submitted the application, the costs related to  
2 rolling out the program were not all included. So there  
3 were some costs actually where it says labor for --  
4 under the roll-out section, one of the last lines before  
5 you get to monthly operating costs, the \$78,000 per  
6 year. Those costs overall were not included in the  
7 application.

8           Likewise, there's a change to the amount of  
9 consider that we're estimating. And those two things  
10 together make up the 182,000. So those are the two  
11 changes that led to an increase in costs.

12           MR. LEGG: But you submitted some amended  
13 schedules on Friday, but did they include these  
14 additional costs?

15           MR. BRASLAW: The amended schedules on Friday  
16 did not include these additional costs.

17           MR. LEGG: And are you going to be submitting  
18 these additional cost or is this being provided for our  
19 information?

20           MR. BRASLAW: Right now, it's provided for  
21 your information. It's our intention that at the time  
22 that we understand any other adjustments that we review  
23 and agree to that we will produce a new set of schedules  
24 that will reflect those adjustments. So these are  
25 adjustments that we're proposing.

1 I assume, as we go through this process, if  
2 there's a change and that's a change that we all agree  
3 to then, we'll make those further changes and then  
4 update the schedules so we don't have to do it each  
5 time we address an issue.

6 MR. LEGG: I understand. While you're here,  
7 have you provided a kind of breakdown or a back-up  
8 schedule for what are listed as Other costs on Schedule  
9 D? Or is that something -- there's a line item at the  
10 very bottom of Schedule D called "Other." And -- you  
11 discussed what other expenses are in Schedule C, but  
12 there's no real breakdown I've seen of what makes up  
13 that line item on Schedule D.

14 MR. BRASLAW: Right. That's something we've  
15 discussed with the City's consultants and we've provided  
16 information to them as part of a larger exhibit. The  
17 primary component of that -- the majority of that -- is  
18 community outreach that Mr. Giusti described.

19 MR. LEGG: Okay. Thank you.

20 MR. HALEY: I just have a clarification now.  
21 Going back to pay per setout. I believe I heard  
22 Mr. Giusti say in reference to the change at the bottom  
23 of that exhibit -- the 182,517 -- that those costs may  
24 have been incurred so far. Is that correct or did I  
25 misunderstand that?

1 MR. GIUSTI: I thought that's what it was.

2 No, I'm mistaken.

3 MR. BRASLAW: That testimony actually is not  
4 reflective of costs that are incurred. It's the  
5 difference between what was included in the application  
6 as it was submitted as part of Exhibit 1 and what we're  
7 now proposing in the program, given updated information  
8 and again adjustments that we've made to reflect what we  
9 think is the appropriate scope of the program.

10 MR. HALEY: So is it then safe to assume that  
11 none of the costs here were included in Rate Year 13 and  
12 these are incremental costs for Rate Year 14?

13 MR. BRASLAW: That's correct. These are the  
14 costs that are reflective of what would be incurred in  
15 Rate Year 14. There were costs associated with outreach  
16 in Rate Year 13. There are costs associated with  
17 supplies. But because of the way the rate application  
18 was built, that it's not incremental year by year but  
19 rather that the costs that are shown in this exhibit  
20 reflect what we would anticipate incurring in Rate Year  
21 2014 were we to implement the program as we have  
22 proposed it.

23 Again, there are dollars in Rate Year 13 in  
24 various line items related to this program because we  
25 did move forward to implement the first two routes

1 before we entered into this process so that we can  
2 start to understand the impacts of promoting a program  
3 like this.

4 DIRECTOR NURU: Any other questions or  
5 cross-examination, Ratepayer Advocate?

6 MR. DEIBLER: I'm aware that it's about 4:20.  
7 So I'll give you a choice. I can ask some questions  
8 now. Or if you prefer we wait, I may have some more  
9 once I've reviewed the material.

10 DIRECTOR NURU: While we have the people on  
11 stage, go ahead and ask the questions.

12 CROSS-EXAMINATION BY THE RATEPAYER ADVOCATE

13 MR. DEIBLER: Okay. I'll ask just a few.  
14 Thank you.

15 I want to ask on this form -- I think it's  
16 the one we've been talking about, the new expenses.  
17 Did you mention -- was there mention of a net revenue  
18 offset? Does that relate to these expenses?

19 MR. BRASLAW: That's correct. And if you look  
20 at the last line before the totals where it says  
21 "Monthly Discount Credits Estimate for Rate Year 2014"  
22 is 643,000, those are credits that we anticipate  
23 providing to participants when they don't set their cart  
24 out basically.

25 MR. DEIBLER: Right. So the 1.4 million would

1 be a net cost?

2 MR. BRASLAW: No. That would be a total cost.  
3 Those are not revenue offsets in the sense that it's not  
4 additional revenue that we're getting. It's a cost of  
5 the program. So said another way, of a million four  
6 about 640,000 represents discounts provided to customers  
7 who are participating in the program.

8 MR. DEIBLER: Represent lost revenue.

9 MR. BRASLAW: Correct.

10 MR. DEIBLER: Thank you. I want to just go  
11 back do general public education and outreach, if I  
12 might ask you a question. This was a question from the  
13 member of the public which was, how does Recology intend  
14 do advertise, if you want to put it that way, the  
15 availability of -- or the opportunity -- to reduce  
16 costs, to reduce their rates by downsizing or the  
17 various other options that are available under the new  
18 rate structure?

19 And I guess maybe a second part of that  
20 question from me would be to think about, you've done  
21 this in the commercial area, how do you think of the  
22 outreach being similar or different when you now apply  
23 that new concept in the residential setting?

24 MR. GIUSTI: Great. In many ways it will be  
25 similar to how we did it in the commercial sector in

1 meeting with customers, talking with them. Probably  
2 more so on the residential side. We'll do outreach  
3 through community meetings like we're out right now  
4 doing talking to folks about it and letting them know  
5 the rate process is happening and here's what the  
6 commercial rate structures is going to look like under  
7 the proposals.

8           And then we use the other vehicles that we've  
9 always used. Things like our newsletter -- quarterly  
10 customer newsletter -- that we put in the bill. We do  
11 flyers. We do -- cart hangers are a pretty effective  
12 way of communicating. So I think just all those  
13 different kinds of methods work pretty well.

14           MR. DEIBLER: It makes sense to have sort of a  
15 block-by-block sort of advocate, someone who is  
16 interested in making it work locally within their  
17 community -- a customer; and have them have information  
18 about how this works and people can talk to him them.  
19 Just given the complexity of -- maybe something to think  
20 about maybe.

21           MR. GIUSTI: Sure. We could think about it.  
22 You know, I have to tell you I think, just from doing  
23 years of community meetings, those folks come to the  
24 community meetings and end up electing themselves their  
25 neighborhood mayors.

1 MR. DEIBLER: They're already armed.

2 MR. GIUSTI: So, yeah, they're already armed.  
3 We usually do work through them. They take our  
4 information. They say, "Can I get some of those  
5 stickers to hand out to other people", things like that.  
6 But, yeah, we'd be open to that.

7 Also, I think a lot of times our drivers are  
8 our best ambassadors. They talk to the customers.  
9 They have that conversation. You know, the best time I  
10 think to talk to folks about recycling and composting  
11 is while you're collecting their recycling and  
12 composting. You actually have their attention and it's  
13 a good time work with them and talk with them.

14 So, you know, I would imagine, like we do  
15 always, we're going to meet with our drivers. We tell  
16 our drivers what's up, what's going on, what's new.  
17 And then they communicate it also to their customers.  
18 So I think we can use a multitude of ways to do the  
19 communication.

20 MR. DEIBLER: And on the commercial side, if I  
21 understand correctly -- I assume you still have this --  
22 you have an online calculator for commercial customers  
23 to understand their options and sort of play with it?

24 MR. GIUSTI: Although it's not so much a rate  
25 calculator. It's a diversion calculator. So it let's

1           them play with the levels of service and then determine  
2           what their diversion rate would be under those different  
3           levels of service.

4                       MR. DEIBLER:   Okay.   Have you thought of doing  
5           something similar for residential and maybe even more  
6           for apartments or maybe apartment managers and owners,  
7           having the capability to sort of run the numbers, make  
8           it a nice video-game sort of approach?

9                       MR. GIUSTI:   Right.   I think that's such a  
10          great idea.   We already have it on line.   So I actually  
11          have to say on the apartment side, though, we need about  
12          another two weeks to get that one up and running.   But  
13          we have the residential calculators online and up and  
14          running.

15                      MR. DEIBLER:   Okay.   Great.   Thank you.

16                      I'd like to reserve the opportunity to ask  
17          some questions about the less than weekly collection at  
18          a future time.   Thank you.

19                      DIRECTOR NURU:   Thank you.

20                      At this time I would like to open it up to  
21          public comment.   Can everyone wishing to speak give me  
22          a show of hands so that I can allow time for people to  
23          be able to speak?   We have about three.   Do we have  
24          cards?   We do have cards.

25                      Okay.   I'll allow five minutes per person for

1 public comment. This is public comment only. You do  
2 not need to be sworn in unless you also intend to  
3 present material you'd like placed into the record. If  
4 that's the case, I'll have the clerk swear you in.  
5 Also, when you come forward, please state your name so  
6 that the court reporter can enter it into the record.  
7 Thank you.

8 And let's proceed with the first speaker, who  
9 is Mr. James Bond.

10 MR. BOND: I'd like to be sworn in, because I  
11 want to go on the record here.

12 DPW CLERK: Please raise your right hand.

13 Do you solemnly swear that the testimony  
14 you're about to give today is the truth, to the best of  
15 your knowledge?

16 MR. BOND: Yes.

17 DPW CLERK: Thank you.

18 JAMES BOND,  
19 having been sworn, testified as follows:

20 MR. BOND: Okay. First, let me rush to point  
21 out that if these guys are looking to float financing  
22 at eight and a quarter, I'd like to get piece of that  
23 action, okay?

24 As far as this real estate proposal that was  
25 brought up at the beginning of the meeting concerning

1 Universal Paragon and getting jerked around by Brisbane  
2 and San Mateo County, I don't know why that's a  
3 foregone conclusion, because right across the road  
4 literally is this place called Candlestick Park. And I  
5 understand the Rec and Park Department might be  
6 interested in putting that property on the market and  
7 subsequently then they don't have to pay fees and  
8 licenses, et cetera, to San Mateo County and/or  
9 Brisbane.

10 As far as this meeting here, this proposal,  
11 this entire thing, I think that it's appropriate that  
12 the entire comprehensive proposal be available. And  
13 specifically today there was, like, an Exhibit 39  
14 presented concerning this pay per setout. And I think  
15 that it's more than appropriate to expect that that  
16 type of thing be available to the public in advance so  
17 that they can study it and comment on it.

18 On that particular subject, let me say this:  
19 Years ago -- I forget how many years ago it was -- but  
20 in any case, they had a program where you could put out  
21 your black cart once a month. And they did away with  
22 it because they said they couldn't swing it. And  
23 now -- so I don't know again what this Exhibit 39 says  
24 and what the specifics are, but I think that it's  
25 appropriate to at least give the consumer an option

1 that if they only produce enough garbage to put the  
2 black bin out once a month, that they should have that  
3 option, because personally it's been chafing me for a  
4 long time to be paying for service to have phantom  
5 garbage removed that doesn't exist.

6 Another subject that has been chafing me for  
7 years is the matter of the float. And if the garbage  
8 company wants to take that issue off the table, well,  
9 it's real simple. All you got to do is increase the  
10 deadline. Here's your bill. It's due on a certain  
11 date. The water company does it. The phone company  
12 does it. My bookie does it. Everybody does it, okay?  
13 So then they're none of this question about you get the  
14 bill in January and you're paying for April.

15 That should do it for today. Thank you very  
16 much.

17 DIRECTOR NURU: Thank you.

18 Mr. James Haas. Okay.

19 Mr. David Pilpel. You're deferring your  
20 speaking? Okay.

21 Ms. Nancy Wuerfel.

22 That concludes your public speaking for  
23 today.

24 Nancy, go ahead.

25 MS. WUERFEL: Thank you very much. I just

1 have a few comments. I want to ask how low can you go  
2 on the deferred setouts? I mean is this down to once a  
3 month, every other month? I'm serious. We need to  
4 quantify what this program would be looking like,  
5 because I can see people crawling between the cracks  
6 thinking, Good, I'll save five out of six months and  
7 store it up. I mean things like that happen. So there  
8 needs to be some real serious regulations.

9 Also, I would like to request that future  
10 rate applications, which looks like will be coming more  
11 frequently than before, I'd like to start seeing things  
12 by program. When I listen to Mr. Giusti doing his best  
13 to describe these things, then hearing that the costs  
14 and the revenue is dispersed amongst the individual  
15 line items, I can't see that and neither can anybody  
16 else. So in the interests of transparency, I really  
17 want to see if there are programs. And, indeed, there  
18 are many of them.

19 Let us start for the first time for everybody  
20 to understand that of the \$220 million that is  
21 collected is for programs A, B, and C, so that they are  
22 then quantifiable, comparable with other cities in the  
23 California area, that we're talking about comparing  
24 rates that are reasonable. Let's start talking about  
25 programs so that people can say, okay, "This is a

1 dammed good investment. It only costs me or costs the  
2 ratepayers this amount of money"; or, "What the hell  
3 are you talking about with these programs?"

4 We need to have that level. And there's no  
5 way anybody can figure out the entire businesses, so  
6 let's try to get down to a real person's level of  
7 understanding things. And, again, I'm recommending  
8 this now, because I'm hearing that we'll be back and  
9 forth between each other probably every two years.

10 And the last thing I want to talk about is  
11 something that has probably never been on the docket  
12 before, which is this acquisition of land. I want to  
13 suggest that City departments have surplus land. And I  
14 know there's a regulation on the books that says if we  
15 have surplus land that's not needed for a City purpose,  
16 it goes into an affordable housing account. Chris Daly  
17 did this.

18 But I want to talk about this right now  
19 today, because I am very concerned about paying San  
20 Mateo County and the City of Brisbane these amounts of  
21 money -- millions of dollars -- over time. Let's  
22 assume that this is going to go on for 50 years. We're  
23 talking big chunks of cash. So I want to talk. For  
24 the first time I want this body to require the surplus  
25 land of different departments to be put out there so we

1 can see is there a possibility of having that land  
2 bought for a nominal amount so that it not only saves  
3 the ratepayers, it saves us this ongoing fee that is  
4 going to be paid to another county.

5 Also, we talk about the workers. I don't  
6 know how you're going to make somebody hire workers  
7 from San Francisco. I don't know how that's going to  
8 be put in the rates to meet our requirements of hiring  
9 locally. So I just want to put that on the docket.

10 I know it's not part of what anybody wanted  
11 to hear today, but I'm very concerned about the  
12 proposal of buying land. And I'm not completely clear  
13 how I get the benefit from that. I understand zero  
14 waste, but how do I -- do I own a piece of the rock  
15 down there in San Mateo County? It's not clear to me.

16 Thank you.

17 DIRECTOR NURU: Thank you, Nancy.

18 All right, David.

19 MR. PILPEL: I do need to get sworn in today,  
20 because I've got documents.

21 DPW CLERK: Please raise your right hand.

22 Do you solemnly swear that the testimony  
23 you're about to give today is the truth, to the best of  
24 your knowledge?

25 MR. PILPEL: I do.

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DPW CLERK: Thank you.

DAVID PILPEL,

having been sworn, testified as follows:

MR. PILPEL: David Pilpel. And I didn't properly introduce myself on Friday.

Other than following these matters for many years, I'm a member of at least a couple of organizations that care very much about zero waste and getting there, namely the Northern California Recycling Association, on whose board of directors I currently serve, and the Sierra Club, although I'm not representing either one of them today.

I also just left out on the table copies of the notice of the scoping Wednesday night at the Planning Department with regard to the Yuba rail hub proposal. There was a speaker on Friday who apparently is not here today that was inquiring about that, which is not expressly before you today.

So to start on the documents, since Mr. Legg introduced some items on Friday with respect to the 2012 proceedings, I had a number of exhibits from my side of that I wanted to contribute.

To start with, there's an August 2nd, 2010, letter from myself to Peg Stevenson, who was the hearing officer for that set of proceedings.

1           Maybe I'll just -- we'll do them as a bunch.

2           An August 31st letter that was the objection  
3 to the hearing officer's report.

4           The remarks I prepared and delivered at the  
5 Rate Board hearing Thursday, September 30th, 2010, Rate  
6 Board.

7           The notice of decision and order of Rate  
8 Board from the hearing on September 30th, 2010.

9           DPW Order No. 178,941 implementing the action  
10 of the Rate Board in the 2010.

11           But wait there's more. And an April 23rd,  
12 2012, letter to Greg Wagner, who served as the hearing  
13 officer in 2012.

14           May 25th letter to Naomi Kelly, the Chair of  
15 Rate Board, objecting to the hearing officer's report  
16 and recommended order in 2012.

17           The rate board's order and findings from  
18 2012, dated July 9th, 2012.

19           And, finally, DPW Order 180,442, which  
20 implemented the 2012 Rate Board decision .

21           I would also note in particular 2012 Rate  
22 Board order had a particular requirement for this  
23 rate-setting process relative to the abandoned waste  
24 issue, which I believe is being addressed, and urge DPW  
25 and the Department of Environment to publish certain

1 reports and provide a more robust forum for public  
2 engagement. I would direct you to those urgings and  
3 requirements to ensure that they're being addressed in  
4 this proceeding.

5 With respect to the DPW programs that  
6 Recology is proposing to take over, it's not clear to  
7 me from the four-page letter that was introduced on  
8 Friday for each of those discreet programs what the  
9 City's cost is and what Recology's cost is proposed to  
10 be and how the level of service varies. If, for  
11 example, the City is now paying a million one-hundred  
12 thousand for abandoned waste pickup and Recology is  
13 proposing to do roughly the same service rate for eight  
14 hundred thousand dollars, then I would probably like  
15 that idea. If it's the reverse, then I probably don't  
16 like that idea. But it's difficult to tease that out  
17 from the letter.

18 I see I've used my time. I have a couple of  
19 other thoughts --

20 DIRECTOR NURU: Real quick.

21 MR. PILPEL: Okay. And just to finish on the  
22 DPW issue for today, in the past two rate proceedings  
23 there was a hearing officer appointed from other City  
24 departments because it largely turned on the question of  
25 these DPW programs and use of the special reserve

1 account. This particular proceeding is largely not  
2 about that, but does have an element of that.

3 So I'm wondering out loud how you, as the DPW  
4 director, deal with that inherent conflict. It seems  
5 to me that's a potential problem of serving two  
6 masters, where you on the one hand need to ensure just  
7 and reasonable rates, but at the same time you have a  
8 responsibility as the head of a City department with  
9 issues of general fund support. How that gets  
10 addressed is important and interesting to me.

11 If you deem it best, I'll reserve the rest of  
12 the issues for a future hearing or put them in writing.  
13 I look forward to talking about land and Brisbane and  
14 ratepayer equity.

15 DIRECTOR NURU: Good.

16 MR. PILPEL: Thank you very much.

17 DIRECTOR NURU: Thank you.

18 I will call Jim Haas one more time. Is he  
19 here? No Jim. Okay.

20 MR. OWEN: We will mark these documents  
21 collectively as Exhibit 40 and receive them into  
22 evidence. There are approximately 20 pages as described  
23 by the witness -- 20 sheets.

24 (The documents referred to were  
25 marked for identification and

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received into evidence as Exhibit  
40.)

DIRECTOR NURU: Okay. At this time we will  
conclude for today and we will continue this hearing on  
Monday, April 22nd, at 1:00 p.m. in Room 408. We will  
post an agenda for that day as well as for the final  
scheduled hearing day of Wednesday, April 22nd, by  
mid-week on DPW's Website. I am optimistic that we can  
complete the examination of all our specialty  
application next week.

So I would like to thank everyone for  
participating in these proceedings. We are adjourned.  
Thank you.

(Hearing adjourned at 4:45 p.m.)

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