

**City of Garden Grove**

**INTER-DEPARTMENT MEMORANDUM**

To: Scott Stiles  
Dept: City Manager/  
General Manager

From: Kingsley Okereke  
Dept: Finance

Subject: REPUBLIC SERVICES'  
FY 2017/18 SOLID WASTE RATE  
ADJUSTMENT EFFECTIVE  
JULY 1, 2017

Date: May 11, 2017

OBJECTIVE

To provide the Garden Grove City Council and Garden Grove Sanitary District Board with information regarding Solid Waste rate adjustments being implemented by Republic Services.

BACKGROUND/DISCUSSION

Republic Services, formerly operating as Garden Grove Disposal, has been the District's solid waste collection and disposal provider since 1989 pursuant to a franchise service agreement, amended July 1, 2010. Republic Services is implementing a price adjustment in accordance with the 2010 franchise service agreement. The contract allows for an annual CPI adjustment as well as a Landfill Cost Pass Through initiated by OC Waste Recycling.

The relevant annual percentage change in CPI for Los Angeles-Riverside-Orange County for January 2017 is 2.11%. The Landfill Cost Pass Through portion of the rate will be increased by 1.64%. This increase will have a net adjustment on the Basic Residential Rate of 1.99% which equates to \$0.43 per month or \$1.29 per quarterly billing.

Republic Services prepared, and City staff has reviewed for accuracy, the attached rate adjustment sheet (Attachment A) along with the CPI supporting documents.

  
Kingsley Okereke  
Assistant City Manager/Finance Director

By:   
Monica Neely  
Revenue Division Manager

Attachment A: 2017 Solid Waste Rates  
B: 2017 CPI Table  
C: Letter and back-up from OC Waste & Recycling

## ATTACHMENT "A"

**SUMMARY OF FRANCHISED SOLID WASTE RATE STRUCTURE - CITY OF GARDEN GROVE  
NEW RATES ESTABLISHED BY GARDEN GROVE DISPOSAL EFFECTIVE JULY 1, 2017  
PREPARED AND SUBMITTED BY GARDEN GROVE DISPOSAL**

247.155	2016 January CPI-U Annual Percent Change (Los Angeles-Riverside-Orange Co.)	\$32.96	2016 Orange County Landfill Charge
252.373	2017 January CPI-U Annual Percent Change (Los Angeles-Riverside-Orange Co.)	\$33.50	2017 Orange County Landfill Charge
2.11%	Resulting Net CPI Annual Adjustment	1.64%	Resulting Landfill Adjustment ( Oct CPI Change)

<u>RESIDENTIAL</u>	Current GGD Rate Schedule	Service Fee Subject to CPI	Landfill Costs Pass Through	Adjustment to Rates		Adjusted GGD Rate Schedule	Net % Adj.
				Service Fee	Landfill		
Basic Residential Rate	\$21.64	\$17.69	\$3.95	\$0.37	\$0.06	\$22.07	1.99%
Extra "Trash" Container	\$9.96	\$6.01	\$3.95	\$0.13	\$0.06	\$10.15	1.91%
Extra "Yard Waste" Container	\$6.90	\$6.90	\$0.00	\$0.15	\$0.00	\$7.05	2.17%
Extra "Recycle" Container	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
"Grandfathered" Residential - "No Compost"	\$20.38	\$16.43	\$3.95	\$0.35	\$0.06	\$20.79	2.01%
Non-Schedule Collection / Call Back	\$19.17	\$19.17	n/a	\$0.40	n/a	\$19.57	2.09%
Additional Requests After 3 Pick-Ups p/Year	\$45.11	\$45.11	n/a	\$0.95	n/a	\$46.06	2.11%
Per Item Charge - After 10 Items	\$6.44	\$6.44	n/a	\$0.14	n/a	\$6.58	2.17%
Additional Charge - Gas Recovery (A/C)	\$45.11	\$45.11	n/a	\$0.95	n/a	\$46.06	2.11%
Containers Exchanged in Excess of 1 p/Year	\$36.04	\$36.04	n/a	\$0.76	n/a	\$36.80	2.11%
Container Replacement - Customer Misuse Each	\$63.76	\$63.76	n/a	\$1.35	n/a	\$65.11	2.12%
Residential Temporary 3 Yard Bin Services	\$80.02	\$74.58	\$5.44	\$1.57	\$0.09	\$81.68	2.07%
Temp. Bin Extra Day p/day charge	\$6.50	\$6.50	n/a	\$0.14	n/a	\$6.64	2.15%
Additional Dump of Temp 3 Yard Bin	\$80.02	\$74.58	\$5.44	\$1.57	\$0.09	\$81.68	2.07%
Non-Profit Temporary 3 Yard Bin Service	\$75.02					\$76.68	
 <u>COMMERCIAL</u>							
	Current GGD Rate Schedule	Service Fee Subject to CPI	Landfill Costs Pass Through	Adjustment to Rates		Adjusted GGD Rate Schedule	Net % Adj.
				Service Fee	Landfill		
Barrel Service For Commercial (max 4 cans) Service Rate Per Barrel	\$23.55	\$18.75	\$4.80	\$0.40	\$0.08	\$24.03	2.04%
Two Yard Commercial Bins							
Serviced 1x per/week	\$152.68	\$136.97	\$15.71	\$2.89	\$0.26	\$155.83	2.06%
Serviced 2x per/week	\$243.10	\$211.68	\$31.42	\$4.47	\$0.51	\$248.08	2.05%
Serviced 3x per/week	\$333.48	\$286.35	\$47.13	\$6.05	\$0.77	\$340.30	2.05%
Serviced 4x per/week	\$423.89	\$361.05	\$62.84	\$7.62	\$1.03	\$432.54	2.04%
Serviced 5x per/week	\$514.29	\$435.74	\$78.55	\$9.20	\$1.29	\$524.78	2.04%
Serviced 6x per/week	\$604.69	\$510.43	\$94.26	\$10.78	\$1.54	\$617.01	2.04%
1st Extra Bin Pick-up	\$67.66	\$64.03	\$3.63	\$1.35	\$0.06	\$69.07	2.08%
Additional Bins @ Same Time	\$37.80	\$34.17	\$3.63	\$0.72	\$0.06	\$38.58	2.06%
Three Yard Commercial Bins							
Serviced 1x per/week	\$160.77	\$137.20	\$23.57	\$2.90	\$0.39	\$164.06	2.05%
Serviced 2x per/week	\$255.96	\$208.82	\$47.14	\$4.41	\$0.77	\$261.14	2.02%
Serviced 3x per/week	\$351.16	\$280.45	\$70.71	\$5.92	\$1.16	\$358.24	2.02%
Serviced 4x per/week	\$446.35	\$352.07	\$94.28	\$7.43	\$1.54	\$455.32	2.01%
Serviced 5x per/week	\$541.56	\$423.71	\$117.85	\$8.95	\$1.93	\$552.44	2.01%
Serviced 6x per/week	\$636.76	\$495.34	\$141.42	\$10.46	\$2.32	\$649.54	2.01%
1st Extra Bin Pick-up	\$71.23	\$65.79	\$5.44	\$1.39	\$0.09	\$72.71	2.08%
Additional Bins @ Same Time	\$39.81	\$34.37	\$5.44	\$0.73	\$0.09	\$40.63	2.06%
Three Yard "Manure" Bins							
Serviced 1x per/week	\$177.78	\$138.50	\$39.28	\$2.92	\$0.64	\$181.34	2.00%
Serviced 2x per/week	\$288.89	\$210.33	\$78.56	\$4.44	\$1.29	\$294.62	1.98%
Serviced 3x per/week	\$399.93	\$282.09	\$117.84	\$5.96	\$1.93	\$407.82	1.97%
Serviced 4x per/week	\$511.02	\$353.90	\$157.12	\$7.47	\$2.57	\$521.06	1.96%
Serviced 5x per/week	\$622.10	\$425.70	\$196.40	\$8.99	\$3.22	\$634.31	1.96%
Serviced 6x per/week	\$733.15	\$497.47	\$235.68	\$10.50	\$3.86	\$747.51	1.96%
Extra Pick-up	\$83.93	\$74.87	\$9.06	\$1.58	\$0.15	\$85.66	2.06%
Three Yard "Mini-Packer" Bins							
Serviced 1x per/week	\$252.12	\$181.42	\$70.70	\$3.83	\$1.16	\$257.11	1.98%
Serviced 2x per/week	\$454.51	\$313.11	\$141.40	\$6.61	\$2.32	\$463.44	1.96%
Serviced 3x per/week	\$656.96	\$444.86	\$212.10	\$9.39	\$3.47	\$669.82	1.96%
Serviced 4x per/week	\$859.33	\$576.53	\$282.80	\$12.17	\$4.63	\$876.13	1.96%
Serviced 5x per/week	\$1,061.77	\$708.27	\$353.50	\$14.95	\$5.79	\$1,082.51	1.95%
Serviced 6x per/week	\$1,264.15	\$839.95	\$424.20	\$17.73	\$6.95	\$1,288.83	1.95%
Extra Pick-up	\$114.79	\$98.47	\$16.32	\$2.08	\$0.27	\$117.14	2.05%

SUMMARY OF FRANCHISED SOLID WASTE RATE STRUCTURE - CITY OF GARDEN GROVE  
 NEW RATES ESTABLISHED BY GARDEN GROVE DISPOSAL EFFECTIVE JULY 1, 2017  
 PREPARED AND SUBMITTED BY GARDEN GROVE DISPOSAL

<u>COMMERCIAL</u>	Current GGD Rate Schedule	Service Fee Subject to CPI	Landfill Costs Pass Through	Adjustment to Rates		Adjusted GGD Rate Schedule	Net % Adj.
				Service Fee	Landfill		
<b>Four Yard Commercial Bins</b>							
Serviced 1x per/week	\$184.69	\$153.27	\$31.42	\$3.24	\$0.51	\$188.44	2.03%
Serviced 2x per/week	\$304.07	\$241.23	\$62.84	\$5.09	\$1.03	\$310.19	2.01%
Serviced 3x per/week	\$423.46	\$329.19	\$94.27	\$6.95	\$1.54	\$431.95	2.00%
Serviced 4x per/week	\$542.86	\$417.17	\$125.69	\$8.81	\$2.06	\$553.73	2.00%
Serviced 5x per/week	\$662.23	\$505.12	\$157.11	\$10.66	\$2.57	\$675.46	2.00%
Serviced 6x per/week	\$781.64	\$593.11	\$188.53	\$12.52	\$3.09	\$797.25	2.00%
Extra Pick-up	\$83.48	\$76.23	\$7.25	\$1.61	\$0.12	\$85.21	2.07%
Additional Bins @ Same Time	\$45.79	\$38.42	\$7.37	\$0.81	\$0.12	\$46.72	2.03%
<b>Six Yard Commercial Bins</b>							
Serviced 1x per/week	\$201.06	\$153.93	\$47.13	\$3.25	\$0.77	\$205.08	2.00%
Serviced 2x per/week	\$320.15	\$225.88	\$94.27	\$4.77	\$1.54	\$326.46	1.97%
Serviced 3x per/week	\$439.27	\$297.87	\$141.40	\$6.29	\$2.32	\$447.88	1.96%
Serviced 4x per/week	\$558.34	\$369.81	\$188.53	\$7.81	\$3.09	\$569.24	1.95%
Serviced 5x per/week	\$677.46	\$441.80	\$235.66	\$9.33	\$3.86	\$690.65	1.95%
Serviced 6x per/week	\$796.55	\$513.75	\$282.80	\$10.85	\$4.63	\$812.03	1.94%
Extra Pick-up	\$89.05	\$78.17	\$10.88	\$1.65	\$0.18	\$90.88	2.06%
Additional Bins @ Same Time	\$49.81	\$38.76	\$11.06	\$0.82	\$0.18	\$50.81	2.01%
<b>Three Yard Temp. Construction Bins</b>							
Serviced 1x per/week	\$177.63	\$154.06	\$23.57	\$3.25	\$0.39	\$181.27	2.05%
Serviced 2x per/week	\$289.39	\$222.26	\$47.13	\$4.69	\$0.77	\$274.85	2.03%
Serviced 3x per/week	\$361.18	\$290.48	\$70.70	\$6.13	\$1.16	\$368.47	2.02%
Serviced 4x per/week	\$452.93	\$358.66	\$94.27	\$7.57	\$1.54	\$462.04	2.01%
Serviced 5x per/week	\$544.75	\$426.92	\$117.83	\$9.01	\$1.93	\$555.69	2.01%
Serviced 6x per/week	\$636.51	\$495.11	\$141.40	\$10.45	\$2.32	\$649.28	2.01%
Extra Pick-up	\$95.32	\$89.88	\$5.44	\$1.90	\$0.09	\$97.31	2.09%
<b>Three Yard Recycle Bins</b>							
Serviced 1x per/week	\$137.21	\$137.21	n/a	\$2.90	n/a	\$140.11	2.11%
Serviced 2x per/week	\$208.83	\$208.83	n/a	\$4.41	n/a	\$213.24	2.11%
Serviced 3x per/week	\$280.47	\$280.47	n/a	\$5.92	n/a	\$286.39	2.11%
Serviced 4x per/week	\$352.10	\$352.10	n/a	\$7.43	n/a	\$359.53	2.11%
Serviced 5x per/week	\$423.75	\$423.75	n/a	\$8.95	n/a	\$432.70	2.11%
Serviced 6x per/week	\$495.38	\$495.38	n/a	\$10.46	n/a	\$505.84	2.11%
Extra Pick-up	\$65.79	\$65.79	n/a	\$1.39	n/a	\$67.18	2.11%
Container Used as "Trash" - Each Occurrence	\$34.37	\$34.37		\$0.73	n/a	\$35.10	2.12%
<b>Pull-out service</b>							
Serviced 1x per/week	\$56.26	\$56.26	n/a	\$1.19	n/a	\$57.45	2.12%
Serviced 2x per/week	\$112.51	\$112.51	n/a	\$2.38	n/a	\$114.89	2.12%
Serviced 3x per/week	\$168.77	\$168.77	n/a	\$3.56	n/a	\$172.33	2.11%
Serviced 4x per/week	\$225.03	\$225.03	n/a	\$4.75	n/a	\$229.78	2.11%
Serviced 5x per/week	\$281.28	\$281.28	n/a	\$5.94	n/a	\$287.22	2.11%
Serviced 6x per/week	\$337.53	\$337.53	n/a	\$7.13	n/a	\$344.66	2.11%
Extra Pick-up	\$56.26	\$56.26	n/a	\$1.19	n/a	\$57.45	2.12%
<b>Other Special Services</b>							
"Overage" Fee per Occurrence	\$37.09	\$37.09	n/a	\$0.78	n/a	\$37.87	2.10%
Any Bin Size Exchange - In Excess of 1 p/Yr.	\$79.45	\$79.45	n/a	\$1.68	n/a	\$81.13	2.11%
Special Access Required - Key or Code	\$10.60	\$10.60	n/a	\$0.22	n/a	\$10.82	2.08%
Relocation Fee	\$56.61	\$56.61	n/a	\$1.20	n/a	\$57.81	2.12%
Commercial Bulky Item Pick-Up - Two Items	\$48.33	\$48.33	n/a	\$1.02	n/a	\$49.35	2.11%
Additional Item Charge - In Excess of 2 Items	\$6.44	\$6.44	n/a	\$0.14	n/a	\$6.58	2.17%
Additional Charge - Gas Recovery (AG)	\$45.11	\$45.11	n/a	\$0.95	n/a	\$46.06	2.11%
Container Steam Cleaning	\$102.04	\$102.04	n/a	\$2.15	n/a	\$104.19	2.11%
Locking Latch Installation	\$95.59	\$95.59	n/a	\$2.02	n/a	\$97.61	2.11%
Locking Latch Rental/Maintenance (P/Tip Freq)	\$2.12	\$2.12	n/a	\$0.04	n/a	\$2.16	1.89%
Re-Deliver Bin(s) - Non-Payment	\$80.55	\$80.55	n/a	\$1.70	n/a	\$82.25	2.11%

SUMMARY OF FRANCHISED SOLID WASTE RATE STRUCTURE - CITY OF GARDEN GROVE  
 NEW RATES ESTABLISHED BY GARDEN GROVE DISPOSAL EFFECTIVE JULY 1, 2017  
 PREPARED AND SUBMITTED BY GARDEN GROVE DISPOSAL

**SPECIAL SERVICES**

	Current GGD Rate Schedule	Service Fee Subject to CPI	Landfill Costs Pass Through	Adjustment to Rates		Adjusted GGD Rate Schedule	Net % Adj.
				Service Fee	Landfill		
<b>Roll-Off Containers</b>							
<b>Temporary - Three Day Service</b>							
Drop-Off Box	\$513.40	\$369.76	\$143.64	\$7.81	\$2.35	\$523.56	1.98%
Demo Box	\$582.74	\$378.62	\$204.12	\$7.99	\$3.34	\$594.07	1.94%
Green Waste Box	\$394.82	\$394.82	\$0.00	\$8.34	\$0.00	\$403.16	2.11%
Demo - Clean Inerts	\$323.10	\$323.10	n/a	\$6.82	n/a	\$329.92	2.11%
<b>Permanent - Min. 4 Load per/Month</b>							
Drop-Off Box	\$494.99	\$351.35	\$143.64	\$7.42	\$2.35	\$504.76	1.97%
Demo Box	\$558.39	\$354.27	\$204.12	\$7.48	\$3.34	\$569.21	1.94%
Compactor Box	\$657.42	\$430.62	\$226.80	\$9.09	\$3.72	\$670.23	1.95%
<b>Over Weight Surcharge Over 8 Tons</b>							
Drop-Off Box	\$39.83	\$9.59	\$30.24	\$0.20	\$0.50	\$40.53	1.76%
Demo Box	\$39.83	\$9.59	\$30.24	\$0.20	\$0.50	\$40.53	1.76%
Demo - Clean Inerts	\$31.79	\$31.79	n/a	\$0.67	n/a	\$32.46	2.11%
Compactor Box	\$39.83	\$9.59	\$30.24	\$0.20	\$0.50	\$40.53	1.76%
<b>Over Weight Surcharge Over 6 Tons</b>							
Green Waste Box	\$38.63	\$38.63	n/a	\$0.82	n/a	\$39.45	2.12%
Relocation Fee	\$56.61	\$56.61	n/a	\$1.20	n/a	\$57.81	2.12%
Stand-by Hourly Rate	\$80.55	\$80.55	n/a	\$1.70	n/a	\$82.25	2.11%
Trip Charge / Dead Run	\$56.61	\$56.61	n/a	\$1.20	n/a	\$57.81	2.12%
"Turn-A-Round" Surcharge - Packer Units	\$10.60	\$10.60	n/a	\$0.22	n/a	\$10.82	2.08%
Saturday Service P/Box	\$34.89	\$34.89	n/a	\$0.74	n/a	\$35.63	2.12%
Heavy-duty Truck Service - p/Load	\$370.77	\$370.77	n/a	\$7.83	n/a	\$378.60	2.11%
Mandatory Signature Required	\$5.30	\$5.30	n/a	\$0.11	n/a	\$5.41	2.08%
Temp R/O Extra Day p/Day Charge	\$12.89	\$12.89	n/a	\$0.27	n/a	\$13.16	2.09%
Steam Cleaning R/O or Packer >1 p/Yr	\$105.94	\$105.94	n/a	\$2.24	n/a	\$108.18	2.11%
Storage Container Mo. Rental / Delivery	\$83.69	\$83.69	n/a	\$1.77	n/a	\$85.46	2.11%
Storage Container Return (\$1.00/mile) +	\$10.60	\$10.60	n/a	\$0.22	n/a	\$10.82	2.08%
Non-Profit Storage Container Mo. Rental / Deliver	\$51.95	\$50.39		\$1.10		\$53.05	
Tilt Hopper Monthly Rental	\$41.31	\$41.31	n/a	\$0.87	n/a	\$42.18	2.11%
Three (3) Yard Bin Monthly Rental	\$52.96	\$52.96	n/a	\$1.12	n/a	\$54.08	2.11%
Non-Profit Three (3) Yard Bin Monthly Rental	\$31.17	\$31.17		\$0.66		\$31.83	2.12%

**LEEDS/GREEN BUILDING**

	Current GGD Rate Schedule	Service Fee Subject to CPI	Landfill Costs Pass Through	Adjustment to Rates		Adjusted GGD Rate Schedule	Net % Adj.
				Service Fee	Landfill		
Drop-Off Box Mixed Trash/C&D	\$494.99	\$351.35	\$143.64	\$7.42	\$2.35	\$504.76	1.97%
Demo Box Mixed Inert	\$558.39	\$354.27	\$204.12	\$7.48	\$3.34	\$569.21	1.94%
Demo Box Clen Concrete/Inert	\$323.71	\$323.71	-	\$6.83	\$0.00	\$330.54	2.11%
Drop-Off Box Clean Wood/Drywall	\$445.15	\$445.15	-	\$9.40	\$0.00	\$454.55	2.11%
Drop-Off Box Metal	\$77.92	\$77.92	-	\$1.65	\$0.00	\$79.57	2.12%
Drop-Off Box Cardboard	\$124.68	\$124.68	-	\$2.63	\$0.00	\$127.31	2.11%

Paid to City      CPI % and Net Adjustment      Due July 1st

**Administrative Cost Reimbursement**

	\$154,126.36	2.11%	\$3,253.96	\$157,380.32
Annual Contribution to Community Programs				
City of Garden Grove	\$22,018.04	2.11%	\$464.85	\$22,482.89
Garden Grove Community Foundation	\$22,018.04	2.11%	\$464.85	\$22,482.89

**Consumer Price Index - All Urban Consumers**  
**Original Data Value**

Series Id: CUURA421SA0,CUUSA421SA0  
 Not Seasonally Adjusted  
 Area: Los Angeles-Riverside-Orange County, CA  
 Item: All items  
 Base Period: 1982-84=100  
 Years: 2007 to 2017

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual	HALF1	HALF2
2007	212.584	214.760	216.500	217.845	218.596	217.273	217.454	217.330	217.697	218.696	219.943	219.373	217.338	216.260	218.416
2008	220.918	221.431	223.606	224.625	226.651	229.033	229.886	228.484	227.449	226.159	222.229	219.620	225.008	224.377	225.638
2009	220.719	221.439	221.376	221.693	222.522	223.906	224.010	224.507	225.226	225.264	224.317	223.643	223.219	221.943	224.495
2010	224.610	224.620	225.483	225.916	226.438	225.877	225.991	226.373	226.048	226.794	225.941	226.639	225.894	225.491	226.298
2011	228.652	229.729	232.241	233.319	233.367	232.328	231.303	231.833	233.022	233.049	232.731	231.567	231.928	231.606	232.251
2012	233.441	234.537	236.941	236.866	237.032	236.025	235.776	237.222	238.104	240.111	237.675	236.042	236.648	235.807	237.488
2013	238.015	239.753	239.995	239.043	239.346	239.223	238.920	239.219	239.611	239.940	238.677	238.742	239.207	239.229	239.185
2014	239.857	241.059	242.491	242.437	243.362	243.528	243.727	243.556	243.623	243.341	241.753	240.475	242.434	242.122	242.746
2015	239.724	241.297	243.738	243.569	246.093	245.459	247.066	246.328	245.431	245.812	245.711	245.357	244.632	243.313	245.951
2016	247.155	247.113	247.873	248.368	249.554	249.789	249.784	249.700	250.145	251.098	250.185	250.189	249.246	248.309	250.184
2017	252.373														

annual % change 1.97%  
 Adjusted to 90% 1.77%

Jan year to year per GG contract  
 0.0211 2.11%



Shaw Lin, Interim Director  
300 N. Flower Street, Suite 400  
Santa Ana, CA 92703

[www.oclandfills.com](http://www.oclandfills.com)  
Telephone: (714) 834-4000  
Fax: (714) 834-4183

March 9, 2017

Garden Grove Sanitary District  
Albert Holman  
13802 Newhope Street  
Garden Grove, CA 92840

**Subject: Waste Disposal Agreement Contract Rate**

Dear Mr. Holman:

In accordance with the Waste Disposal Agreement between the Garden Grove Sanitary District and the County of Orange (County), the County is obligated to provide the Garden Grove Sanitary District with notice of the adjustment to the contract rate on an annual basis effective July 1<sup>st</sup> of each year. This letter serves as your official notice that the adjusted contract rate is effective July 1, 2017 and will be \$33.50. The escalation calculation of the adjustment is included as an attachment to this letter as set forth in Section 4.2(F) of the Waste Disposal Agreement.

If you have any questions, please call me at (714) 834-4130 or e-mail me at [kristen.almaraz@ocwr.ocgov.com](mailto:kristen.almaraz@ocwr.ocgov.com).

Sincerely,

A handwritten signature in black ink, appearing to read 'K Almaraz', is written over a horizontal line.

Kristen Almaraz  
Contract Compliance Manager  
Business Services, Contract and Program Support

Attachment