

16 July 2018

Northeast Maryland Waste Disposal Authority
Tower II – Suite 402
100 South Charles Street
Baltimore, Maryland 21201-2705

Attention: Mr. Christopher Skaggs
Executive Director

Subject: Response to Request for Proposal Clarifications
Proposal for Baltimore City's Recycling and Solid Waste Management Master Plan for
2040 and Beyond (Master Plan)

Dear Mr. Skaggs,

This letter was prepared by Geosyntec to provide clarifications on our 10 May 2018 proposal to the Northeast Maryland Waste Disposal Authority (Authority) for consulting services to support Baltimore City, Maryland (City) in development of its Master Plan. These clarifications are provided by Geosyntec in response to the Authority's request for proposal clarifications in a letter dated 9 July 2018. As described in the remainder of this letter, Geosyntec has provided a response to each clarification item listed in the Authority's letter. In this way, this letter and its attachments serve to modify and supersede our original proposal; therefore, this letter and its attachments together with our original proposal collectively constitute our updated proposal as of 16 July 2018.

Scope and Price Clarifications

1. *Please confirm or update your pricing to ensure it:*

- a. *Does not reflect the use of any Baltimore City DPW equipment, services, or personnel during the waste sort; and*
- b. *Includes full days of oversight for the waste sort.*

As described in our proposal, for each waste sorting event Geosyntec proposed a 4-day waste sort at Quarantine Road Landfill (QRL) and Northwest Transfer Station (NWTS) over a 2-week period, each requiring two laborers and one supervisor provided by Geosyntec's team partner Second Chance (SC). Thereafter, targeted sorting of recycling loads was proposed at three of the five City-owned convenience centers, with each sort taking one day and again requiring two laborers and

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one supervisor provided by SC. As such, each waste sorting event would comprise an 11-day work period in total (i.e., 4+4+1+1+1 days), or 88 hours per person per event assuming an eight-hour working day. In addition, Geosyntec budgeted about four hours per SC person for training and preparation, for a total of 92 hours per person per event (i.e., 1,100 hours in total for three persons for four events). However, in our price proposal we assumed that Geosyntec personnel would be on site for only 60 of each 92-hour event. This allocation assumed that DPW personnel would be available on site to assist the SC sorting team, particularly in communications with incoming haulers. Considering the above clarification, we have revised this assumption to include full oversight by Geosyntec for all 92 hours while the SC sort team is on site. Hours within each labor class have been increased proportionally.

Further, in our proposal we assumed that DPW would provide a dedicated backhoe/bucket loader or bobcat with operator to facilitate the waste sorts as well as roll-off boxes or totes for separate weighing of sorted materials. However, considering the above clarification, we have revised our budget to include all equipment needed for the waste sorts, namely:

- 12 one cubic yard (1 CY) capacity wheeled totes for collection of separated materials (\$400 each);
- Backhoe rental with operator (\$1,200/day);
- Pickup truck with trailer hitch (\$100/day); and
- Flatbed trailer to roll totes onto for carrying across the facility scales for weighing (\$1,500).

The backhoe will only be needed for full waste sorts at QRL and NWTs and not for sorting recyclables at the convenience centers.

We have updated our proposal to include the effects of these scope and budget assumptions, as shown in the revised budget table for Task 0 provided in Attachment A. For ease of reference, revised or new line items are shown highlighted yellow in the table. The above changes increase the price proposal for Task 0 from \$110,691 to \$175,679.

2. Please provide the cost difference (savings) between a two- and four-season waste sort.

A two-season waste sort would avoid two sorting events; however, neither the planning and preparation nor the analysis and reporting requirements would be significantly affected. Therefore, in the interests of conservatism Geosyntec has only modified the time spent on site in providing a cost difference between a two- and four-season waste sort. We have updated our proposal to include the effects of these scope and budget assumptions, as shown in the revised budget table for Task 0 provided in Attachment B. For ease of reference, revised line items are shown highlighted green in the table. The above changes decrease the price proposal for Task 0 from \$175,679 to \$131,695, a difference of \$43,984 and savings of 33%.

NCP2018-7022

3. *Please provide a description of any additional experience your team has in community engagement as it relates to the development of a Solid Waste Management Plan.*

As noted in our original proposal, Geosyntec assisted Frederick County, Maryland with a long-term planning study for solid waste management and recycling. Because solid waste management and associated services can become lightning rods for public opinion, the County Executive wanted to ensure high levels of public participation in the decision-making process. Working with Nexight, Geosyntec facilitated a series of five workshops (Solid Waste Public Forums) in which citizens were informed of the County's current operations and waste stream data and asked to provide their opinions, goals, and suggested criteria for evaluating improvements in recycling and waste diversion. Geosyntec reported to a citizens' steering committee through the project. The process of public engagement adopted was highly successful and resulted in smooth completion of the project with prioritized, actionable recommendations for which broad consensus had been obtained.

Other relevant examples of Geosyntec's recent experience with community engagement in solid waste planning include:

1. **Dorchester County, Maryland:** Under a long-standing contract with the County, Geosyntec prepared the last two 10-year Solid Waste Management Plans for the County (2006-2016 and 2017-2026). The current 2017-2026 Plan was approved by MDE in December 2017. Between 2009 and 2015, we provided five major updates to the 2006-2016 Plan to meet new Maryland statutes and recycling mandates under the Maryland Recycling Act and address other changes to the County's solid waste management and recycling programs. At each step, we met with the Landfill Advisory Committee, an *ad hoc* group of concerned citizens, and represented the County at public hearings. At meetings and hearings, we provided an overview presentation to explain the purpose of the Plan and the rationale for any proposed changes, responding to questions from the public and County Councilors. We were also responsible for following up with MDE to demonstrate that questions raised had been appropriately addressed prior to finalizing the Plan. Geosyntec's project team member Jeremy Morris led this effort.
2. **Wicomico County, Maryland:** In 2017, Geosyntec prepared presentation materials and gave a public presentation on behalf of the County as part of a revision to their 10-year Solid Waste Management Plan. The presentation was given during an open session at a County Council meeting and included addressing questions from the public as well as County Commissioners. Geosyntec's project team member Tom Ramsey led this effort.
3. **City of Augusta, Georgia:** In 2018, Geosyntec planned, prepared, and executed a customer satisfaction survey to be used for solid waste planning associated with contracted hauling

services. The 10-question survey was distributed to over 4,700 individual households and businesses to assess overall satisfaction with collection services, identify service issues, and solicit input regarding means to improve recycling services. Geosyntec synthesized and summarized the information gained from the survey and followed up directly with citizens and businesses that had expressed high levels of dissatisfaction or that offered unique perspectives. Geosyntec's findings are currently being used by the City to plan their next long-term collection contract solicitation. Geosyntec's project team member Bill Gaffigan led this effort.

4. Dalton-Whitfield Solid Waste Authority, Georgia: In 2015, Geosyntec prepared presentation materials and gave public presentations regarding long-term financial planning for services provided by the Authority, including budgeting, pricing, and flow control ordinances. The work included addressing questions from the public as well as Authority Commissioners during open meetings. Geosyntec's project team member Bill Gaffigan led this effort.

Finally, Geosyntec's team member Marc Rogoff offers deep experience with community engagement on multiple solid waste planning efforts. If selected for the Master Planning effort in Baltimore City, the ability for Dr. Rogoff to impart this experience on the rest of the project team will be invaluable. Examples of Dr. Rogoff's experience includes:

1. Solid Waste Master Plan, City of Killeen, Texas: Developed a 20-year solid waste master plan including development of estimates of waste disposal needs, future goals and objectives of the community in solid waste management, and identification of infrastructure needs. Principal efforts considered review of a single-stream recycling program and overall economics and rate analysis. Conducted a series of community workshops on different facets of master plan. This process ended with workshop and presentation to the City Council which culminated with approval of master plan.
2. Solid Waste Plan Update, Heart of Texas Council of Governments, Texas: Developed a 20-year five-county solid waste management plan which included development of estimates of waste disposal needs, future goals and objectives of the community in solid waste management, and identification of infrastructure needs. The assignment included an extensive public outreach program with a series of public town hall meetings to elicit comments from the public on the draft plan.
3. Solid Waste and Recycling Plan, Municipality of Skagway, Arkansas: Developed a plan for integrated management of solid waste collection, waste reduction and recycling, and disposal to provide a roadmap for implementation. A series of Town Hall meetings were conducted to solicit public feedback during the planning process.

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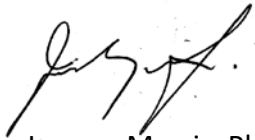
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4. Solid Waste Collection Alternatives, Oklahoma City, Oklahoma: Evaluated an optimization plan for solid waste and recycling procurement, which included conducting an intense customer satisfaction survey and polling program to gauge public opinion on changes to the City's solid waste master plan.
5. Solid Waste Master Plan, City of Chapel Hill, North Carolina: Assessed alternative waste conversion options for disposal of solid waste generated by residences, businesses, and public institutions, which included conducting a series of facilitated workshops to solicit public comments on the overall plan.
6. Community Visioning and Public Opinion Surveys, Polk and Sarasota Counties and the Cities of Oldsmar, Seminole and Tarpon Springs, Florida: Responsible for conducting workshops the public decision makers on annual and five-year goal setting plans.

Closing

We appreciate the opportunity to provide proposal clarifications and look forward to the Authority's and City's review of this letter as an update to our 10 May 2018 Proposal. If you have any questions regarding the information provided in this letter, please do not hesitate to contact us at (410) 381-4333.

Sincerely,



Jeremy Morris, Ph.D., P.E.
Principal



Thomas B. Ramsey, P.E.
Principal

Attachments:

- A. Revised Budget Proposal (Task 0 – Four-Season Waste Sort)
- B. Revised Budget Proposal (Task 0 – Two-Season Waste Sort)

Attachment A:
Revised Budget Proposal
(Task 0 – Four-Season Waste Sort)

**Task 0
Four-Season Waste Sort
Recycling and Solid Waste Management Master Plan
Baltimore City, Maryland
Northeast Maryland Waste Disposal Authority**

Cost Breakdown:

Labor	Rate	Units	Hours	Fee	Expenses	Rate	Units	Quantity	Fee
Principal	\$ 205	Hrs.	0	\$ -	Sub: 2nd Chance Staff	\$ 50	hour	1100	\$ 55,000
Project Manager	\$ 190	Hrs.	36	\$ 6,840	Sub: Mark Foster (2nd Chance)	\$ 1,000	LS		\$ 1,000
Senior Professional	\$ 170	Hrs.	100	\$ 17,000					
Project Professional	\$ 142	Hrs.	80	\$ 11,360	Mileage	\$ 0.545	mile	2200	\$ 1,199
Staff Professional	\$ 105	Hrs.	316	\$ 33,180	PPE	\$ 1,000	LS		\$ 1,000
Clerical	\$ 64	Hrs.	0	\$ -	Toters	\$ 400	each	12	\$ 4,800
Senior Technician	\$ 95	Hrs.	0	\$ -	Pickup Truck	\$ 100	day	44	\$ 4,400
Staff Technician	\$ 87	Hrs.	0	\$ -	Trailer	\$ 1,500	LS		\$ 1,500
					Backhoe	\$ 1,200	day	32	\$ 38,400
Total Direct Labor				\$ 68,380	Direct Expenses				\$ 107,299

TOTAL TASK \$ 175,679

Labor Breakdown:

Subtasks	PRINC.	PM	SR PROF	PR PROF	ST PROF	CLERIC	SR TECH	ST TECH	TOTAL
KO Meeting and Site Visits		6	6						12
Develop Work Plan		2	8		24				34
Meeting to Review and Finalize Work Plan		2	2	4					8
Conduct 1st Waste Sort (Summer 2018)			16	16	60				92
Conduct 2nd Waste Sort (Fall 2018)			16	16	60				92
Conduct 3rd Waste Sort (Winter 2018/2019)			16	16	60				92
Conduct 4th Waste Sort (Spring 2019)			16	16	60				92
Statistical Analysis of Data		2		4	24				30
Summary Report - Draft 1		4	8	8	20				40
Meeting and Response to Comments 1		2	2						4
Summary Report - Draft 2			4		4				8
Conf. Call and Response to Comments 2		2	2						4
Final Summary Report			4		4				8
Project Management		16							16
Total Hours	0	36	100	80	316	0	0	0	524

Senior Personnel (from Org Chart):

Jeremy Morris		36	
Tom Ramsey			
Marc Rogoff			
Bill Gaffigan			
Mike Hansen			100

Total	0	36	100
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Attachment B:
Revised Budget Proposal
(Task 0 – Two-Season Waste Sort)

