

The Northeast Maryland Waste Disposal Authority (“Authority”) is soliciting proposals from our on-call consultants to assist with a long-term planning effort for Montgomery County, Maryland (“County”). The working title of the planning effort is “The Future of Responsible Solid Waste Management in Montgomery County” (Master Plan).

The Key Objectives of the Master Plan are:

1. Develop a clear and realistic future vision of Montgomery County’s (County) solid waste and recycling program and operations – for 2025, 2030, 2035, 2040 and beyond – with the goal of maximizing waste reduction, reuse/repair, recycling, and sustainable management of materials.
2. Develop actionable strategies (with projected costs, timelines, and outcomes) to achieve this goal.
3. Identify impacts on existing solid waste management programs, facilities and operations, including new investments, initiatives, changes in methods of operations, and retiring or replacement of existing facilities.
4. At the County’s direction, the Authority will engage a qualified, independent consultant (or consulting team, to be known as the “Consultant”) to develop the scope items below.

Assumptions:

- Sponsorship: The Department of Environmental Protection’s (DEP) Division of Solid Waste Services will lead this planning effort, with direct assistance from the Consultant through the Authority.
- Schedule: The contract is expected to be awarded by May 2018, with the planning process being conducted over the next 12 months. A draft Master Plan is projected by June 2019 with formal presentation of the Master Plan to elected officials soon after.
- Stakeholder and Expert Engagement: The Planning effort will incorporate stakeholder and expert input throughout the process. Stakeholders will include County Government representatives (including representatives from DEP’s Office of Sustainability, Department of Permitting Services, Department of Health and Human Services, Department of Housing and Community Affairs, Office of Community Engagement, Regional Directors, and Small Business Navigator), representatives from the business community (including the Montgomery County Economic Development Corporation, the Chambers of Commerce, and the solid waste industry), Montgomery County Public Schools, the County Council, the Sierra Club, the Food Council, and other organizations. Civic and community associations, community groups and residents will be provided direct opportunities to provide input. Experts in the waste management industry outside the County will also be invited to participate and provide input.
- Transparency: The Consultant will develop content suitable for posting to the County’s website to inform stakeholders and the public about the Master Plan and process, and to provide monthly updates of relevant information about the process. The information content should include key documents, schedules, and provide a location for citizen input.
- The DEP, Authority, and Consultant understand that time is of the essence on completion of this planning effort and therefore will commit resources in order to ensure the project schedule is met (preliminary schedule below).
- The Authority and Consultant understand that the DEP has studied many programmatic changes and has a library of information that the Consultant may use as background in this planning effort.

- The Consultant will propose an overall scope with a detailed budget provided for each task as listed below.

The Authority is requesting a detailed scope and detailed pricing to complete the general scope items below. The Consultant will provide within its proposal, a detailed scope to show that the Consultant understands the effort required to create the Master Plan in accordance with the scope, pricing detailed by task-hour per team member, a staffing plan that details which consultants will be assigned to each task, resumes for the consultants, and a detailed schedule to include necessary comment periods by the Authority/County. The Authority understands that the scope of work is broad and the timeframe for completion is such that any one consulting firm may not encompass the personnel or breadth of experience in order to provide the timeliness and quality of work necessary. As such, the Authority encourages the Consultant to team with other consultants as necessary in order to provide the full breadth of the scope in accordance with the scope and schedule below.

Selection Criteria:

This effort is being procured by the Authority through the use of its on-call consultant contracts. As such, firms that receive this request for proposal have already been qualified to work with the Authority. Additionally, pricing for consultants has been provided for in the contracts already in place with the consultant and the consultant should follow the pricing and terms of those contract for submittal. The Authority and County will review the proposals and make a selection based on the proposal that is most advantageous to the County. The Authority/County will select the Consultant based on the quality/experience of the consultants proposed to complete the effort, the overall price, the consultants' understanding of the scope and the ability to meet the proposed schedule.

Proposal Due Date: Hardcopy of the proposals will be due to the Authority's offices by 4 p.m., March 8, 2018. Proposals delivered after that time will be considered non-responsive. The Consultant will provide five (5) hardcopies of their proposal, as well as scanned searchable pdf copy on two (2) CD or thumb drives.

Scope:

1. Current State Assessment (Task 1)
 - a. Waste Sort Review: Review the County's 2017 and two prior annual waste sort reports, scale data/reports from the Recycling Center and the public Transfer Station for materials managed at the Public Unloading Facility, Household Hazardous Waste (HHW) drop-off site, e-cycling site and satellite Poolesville Beauty Spot, and data of marketed material from the County's recycling program to gain a full understanding of the County's waste and recycling streams. This information will be used in support of this planning effort.
 - b. Comprehensive description of the existing system. The description will be used to help provide a basis for future discussions on the Master Plan, internally and with the stakeholders. At a minimum, the description of the system will include:
 - 1) The County's recycling public awareness, education, technical assistance and enforcement programs, including buy-recycled initiatives
 - 2) The County 's waste reduction and reuse programs

- 3) Existing County (Chapter 48) and Maryland legislative and regulatory mandates as well as the Governor's Sustainable Material Management Executive Order (01.0 1.2017.13)^{1,2,3}
- 4) Recycling collection, transportation, and processing system
 - a. Equipment used in each system (e.g., equipment type, quantity, general age, replacement schedule, maintenance area, etc.)
 - b. Tonnages per system to include a materials breakdown (e.g., HHW, white goods, recyclables, etc.)
 - c. County-owned and private infrastructure within the County and the surrounding region (3 hours by truck)
- 5) Residential and commercial waste collection, transportation, and disposal system
 - a. Equipment used in each system (e.g., equipment type, quantity, general age, replacement schedule, maintenance area, etc.)
 - b. Tonnages per system to include a materials breakdown (i.e. bulky waste, MSW)
 - c. County-owned and private infrastructure within the County and the surrounding region (3 hours by truck)
- 6) Residential and commercial construction and demolition (C&D) material collection, transportation, recycling, processing, and disposal system
 - a. Equipment used in each system (e.g., equipment type, quantity, general age, replacement schedule, maintenance area, etc.)
 - b. Tonnages per system to include a materials breakdown (e.g., concrete, clean fill, asphalt, brick, salvageable wood, building materials, etc.)
 - c. Available reuse/salvage facilities in the region (3 hours by truck)
- 7) Population and employment projections, and housing, and business growth projections consistent with the latest Maryland-National Capital Park and Planning Commission projections
 - a. Population should reflect (i) County projections, (ii) US Census projections, and (iii) trends based on the last 10 years, using the current County rate model as the basis for this subtask⁴
 - b. Housing increases should distinguish between single-family and multi-family residences
 - c. Business projections should consider any planned business development activities being undertaken by the County and the private sector
- 8) Waste generation projections, inclusive of projections for recycling tonnages if the current system was to remain unchanged and inclusive of planned food scrap diversion program
- 9) Funding/Revenue mechanisms and costs for the various programs

¹

https://content.govdelivery.com/attachments/MDGOV/2017/06/28/file_attachments/838908/EO%2B01.01.2017.13.pdf (last accessed 12.22.17)

² This review will include solid waste/renewable energy related legislation that is passed during the 2018 Maryland General Assembly Session, even those that are vetoed by the Governor.

³ <https://www.epa.gov/smm/sustainable-materials-management-basics#needsRCRApermit> (last accessed 12.22.17)

⁴ <http://www.montgomerycountymd.gov/sws/swc/> (last accessed 12.22.17)

- 10) All activities should take into account the nineteen municipalities within the County and how the municipal programs are or could be reliant on the County programs⁵
- 11) All current contracts/agreements related to operation of the solid waste system.

Deliverables for Task 1: The Consultant will provide a report summarizing the waste sort study, the existing system and projections of waste generation. The report will include an executive summary and graphical representations suitable for review by elected officials and the public. The Consultant will plan to have two rounds of review, each resulting in comments from the Authority/County. The Authority will combine all Authority/County comments into one set of comments for each round of review. The Consultant will provide the report in MS Word format to ease review by all parties.

Meetings: The Consultant will plan on multiple days of meetings/tours in the County in order to fully understand the existing system. The Consultant will be provided with the previous waste sort study, a listing of all current contracts with a brief description of the scope, the County rate model, as well as other reports generated by the County related to the study of their system. The Consultant will limit the on-site review team to no more than three team-members for all on-site work and meetings.

2. Benchmarking and Best Practices (Task 2). The Consultant will provide benchmarking of the current County programs and best practices in comparison to other jurisdictions that have high diversion rates and low waste disposal rates. Emphasis should be on jurisdictions with similar demographics to the County where possible. Benchmarking will compare at least five and not more than ten counties/jurisdictions. The benchmarking will compare per capita waste generation rates, differences in waste stream content, differences in generator category (residential, multi-family, commercial), and scope of services/programs in place as well as planned and legislative and/or regulatory mandates within the jurisdiction. The benchmarking will also provide cost information for the programs in place as well as funding amounts and mechanisms for future programs planned. The benchmarking will include a brief discussion of “counting methodologies” that are used in other high diversion jurisdictions and the Maryland Recycling Act (MRA) to ensure a true comparison of program metrics is accomplished. The Consultant will calculate the County’s diversion rate using the methodologies used by each jurisdiction used in this benchmarking effort. The results of the benchmarking will be presented to DEP as part of the report on Task 2 so that DEP may use the results to help determine the programs that should be included in Task 5.

Deliverable for Task 2: The Consultant will provide a report detailing the results of the benchmarking effort. The report will include an executive summary and graphical representations suitable for review by elected officials and the public. The Consultant will plan to have two rounds of review, each resulting in comments from the Authority/County. The Authority will combine all Authority/County comments into one set of comments for each round of review. The Consultant will provide the report in MS Word format to ease review by all parties.

⁵ <http://msa.maryland.gov/msa/mdmanual/36loc/mo/html/momu.html> (last accessed 12.22.17)

Meetings: The Consultant will plan on hosting at least two conference calls of two (2) hours each to discuss the draft report and the comments related to this task. These calls are in addition to the regular progress meetings discussed in Task 12.

3. Stakeholder, Citizen, and Expert Engagement Plan (Task 3). The Consultant will work with the DEP and the Authority to develop a plan for engaging stakeholders, citizens, businesses, community organizations, environmental groups, industry, and experts outside the County (collectively “Stakeholders”) to provide input to the Master Plan. The Consultant will execute this plan, including scheduling and conducting focus groups, roundtables, on-line input, etc. The County’s focus for Stakeholder involvement is to provide some initial input into ideas/concepts to be reviewed under Task 5, provide feedback on slogans/logos to be used during the planning effort, provide feedback on potential new programs or changes in operations identified by the Consultant, and then to ultimately provide comment on the Master Plan presented in Task 10.

Deliverables for Task 3: The Consultant will provide a plan as described above. The plan will include an executive summary and graphical representations suitable for review by elected officials and the public. The Consultant will plan to have two rounds of, each resulting in comments from the Authority/County. The Authority will combine all Authority/County comments into one set of comments for each round of review. The Consultant will provide the report in MS Word format to ease review by all parties. Once the plan has been implemented, the Consultant will provide letter reports in MS Word within five (5) business days of each stakeholder engagement effort throughout the planning effort (e.g., after each focus group sessions). There will be one opportunity for the Authority/County to review the draft letter reports to identify any needed clarification.

Meetings: The Consultant will plan on hosting at least two conference calls of two (2) hours each to discuss the draft engagement plan and the comments related to this task. These calls are in addition to the regular progress meetings discussed in Task 12.

4. Develop and maintain content to be hosted on the County’s website and assist in the development of branding for the “The Future of Responsible Waste Management in Montgomery County”
 - a. (Task 4a). The Consultant will develop content to be hosted on the County website in order to provide information to the public at large on the Master Plan and process. The website will have the ability to share reports, pictures, graphics, videos, meeting agendas, meeting minutes and other information that is developed throughout the term of the planning effort. The Consultant will be responsible for developing the content in a manner that is reader friendly yet provides the technical accuracy to properly convey the planning activities.
 - b. (Task 4b). The Consultant will develop potential slogans/logos for use during the planning process, with selection of the slogan and logos to be decided by DEP.

Deliverables for Task 4a: The Consultant will provide web-ready content to the County related to the progress of the planning effort at least monthly, but also as task reports or other milestones are met.

Deliverables for Task 4b: The Consultant will provide at least three concepts of logos/slogans for review by the County and ultimately the Stakeholders. Once the County has selected the logo/slogan, the Consultant will use this logo/slogan throughout the planning effort.

Meetings for Task 4a: The Consultant will plan on multiple conference calls (minimum of 10 hours total) with the County IT staff to ensure that the web content is compatible with the County website as well as conference calls to discuss any ongoing coordination issues.

Meetings for Task 4b: The Consultant will plan to attend at least one 2-hour meeting, and hosting one 2-hour conference call to discuss logos/slogans with the County.

5. Improvements to the current diversion/recycling system (Task 5). The Consultant will conduct a cursory review of methods/ideas for increasing diversion (reduce, reuse/repair) and recycling in the County. The list of methods/ideas, at the minimum, will include those listed below. The purpose of the review is to identify specific recommendations concerning new or changes to existing programs and operations, related ordinances, or legislation. The Consultant will develop and provide an analysis of the anticipated amount of diversion/recycling, as well as the estimated time to realize the diversion/recycling amounts; high level budgetary information for the cost to implement; projected timelines for implementation; the impact on jobs within County Government and in the private sector, as well as the level of pay/benefits for such jobs; and the environmental benefit as compared to disposal via landfilling or use of the Montgomery County Resource Recovery Facility (“MCRRF”). The environmental benefits will include a detailed discussion on lifecycle GHG emission reduction⁶ as well as pollution creation throughout the cycle of collection and recycling/disposal. DEP will review the methodology used prior to utilization in the planning effort. If the need for new or replacement facilities is identified, the Consultant will also identify high-level siting requirements. All options must be reviewed in light of the existing systems/regulations, and recommend changes to those systems/regulations as appropriate. Note that the ideas/programs below may be implemented within certain areas of the County and not others (i.e., County/franchise collection for recycling in the central business districts). Methods/ideas considered but rejected by the Consultant – based on a minimal return on investment (i.e., high cost per ton diverted) – should be identified, and the basis of the rejection documented.

At a minimum, the Consultant shall review the following programs/ideas:

- 1) Food scrap collection and processing (both compost and anaerobic digestion)
- 2) Enhancement or improvement of existing investigation and enforcement efforts,
- 3) Increased education efforts for waste reduction, diversion, reuse and recycling, and buy recycled (to include new/reassigned staff)
- 4) Pay-as-you-throw programs, Recycle Bank and other incentive-based programs (e.g., container redemption programs, etc.)
- 5) Single stream, dual stream, or multi-stream recycling (wet/dry, papers, glass, containers)
- 6) Community recycling centers/composting operations

⁶ Links to Methodologies for LCA 1) [Life Cycle Assessment: Principles and Practice](#) – 2) [Design for the Environment Life-Cycle Assessments](#) 3) [Review of LCA studies of solid waste management systems – Part I: Lessons learned and perspectives](#)

- 7) Repair clinics and reuse centers
- 8) Increased citizen drop-off centers/small hauler disposal centers
- 9) Anti-litter/more recycling/trash containers in public places
- 10) Bans on additional materials
- 11) Lead efforts for state-wide legislation for Extended Producer Responsibility for recycling items such as mattresses, electronics, carpeting, paint, etc.
- 12) County programs to support product design/redesign and material market development efforts to support sustainable materials management
- 13) Satellite "Resource Recovery Parks"
- 14) Expansion or modification of County collection areas/methodology (e.g., County-provided trash collection in Subdistrict B, fully- or semi-automated collection, etc.)
- 15) Legislative or regulatory changes (County level and state level) to increase diversion/recycling
- 16) Additional programs for textiles and film plastics
- 17) The development of an ongoing research program to actively review and plan for the further reduction of "What's Left"

One outcome of this task will be an estimate of reasonable capture and waste reduction rates to identify "What's Left" that will need to be disposed of via landfill, the use of the MCRRF, or other disposal options; and projections of the waste stream – total tonnage produced, total tonnage diverted, and total residual requiring end-of-life processing – for future planning. Planning timeframe is through and 2040 with incremental planning periods of 2025, 2030 and 2035.

Deliverable for Task 5: The Consultant will provide a report detailing potential improvements in the County system as detailed above. The report will include an executive summary and graphical representations suitable for review by elected officials and the public. The Consultant will plan to have two rounds of review, each resulting in comments from the Authority/County. The Authority will combine all Authority/County comments into one set of comments for each round of review. The Consultant will provide the report in MS Word format to ease review by all parties.

Meetings: The Consultant will plan on hosting at least two 2-hour conference calls to discuss the draft report and the comments related to this task. These calls are in addition to the regular progress meetings discussed in Task 12.

6. Meet with DEP to review results and findings of previous tasks (Task 6). The Consultant will develop a presentation that summarizes the information from previous tasks, with more emphasis on the findings from Tasks 1, 2, and 5. The information shall be presented in a concise manner so that DEP can provide feedback on waste diversion and recycling activities to help identify which activities should be investigated during the planning phase.

Deliverable for Task 6: The Consultant shall prepare a draft presentation and ultimately a final presentation that summarizes the planning efforts to date, with an emphasis on Tasks 1, 2 and 5. The draft presentation and the final presentation will be used during meetings with the Authority/County in order to solicit feedback prior to moving on to Task 7. The Consultant will plan to receive comments on the draft presentation, and have two rounds of review of the final presentation, each resulting in comments from the Authority/County. The Authority will combine

all Authority/County comments into one set of comments for each round of review. The Consultant will provide the presentation in MS PowerPoint format to ease review by all parties.

Meetings: The Consultant will present the draft presentation as well as the final presentation in person to the Authority/County. Additionally, should the Stakeholder Engagement plan call for it, the Consultant will need to plan to present at least one time to Stakeholders. These meetings will be for a maximum of three (3) hours with a maximum of three (3) Consultant team members at each presentation.

7. Prepare a planning document suitable for public review (Task 7). After meeting with DEP and other County groups under Task 6, the Consultant will revise the results from Tasks 1, 2, and 5 to incorporate DEP feedback as well as incorporate any new ideas into the planning process. The Consultant will develop a recommended hierarchy of programs for the County to pursue including estimated costs, projected outcomes, and potential funding sources (including State, Federal, and grant funding). The funding sources discussion must include a discussion of revenue sources other than projected recyclables profits and offsets from disposal avoidance. This hierarchy will be used to develop the basis for determining the planning efforts for the “What’s Left” materials. The draft of the planning document will be presented to the County for review and comment. It should be anticipated that the County may want to have additional public meetings to welcome community input on the plan.

Deliverables for Task 7: The Consultant shall provide a draft report document detailing the recommended hierarchy developed under Task 7. The Consultant will plan on two rounds of review comments from the Authority/County. The Consultant will plan to receive comments on the draft report document, and have two rounds of review, each resulting in comments from the Authority/County. The Authority will combine all Authority/County comments into one set of comments for each round of review. The Consultant will produce a final Task 7 report based on comments received through the Stakeholder engagement process. The Consultant will provide the report in MS Word format to ease review by all parties.

Meetings: The Consultant will plan on hosting two 2-hour conference calls to review comments on the draft report.

8. Review of existing Processing Facilities (Task 8). The Consultant will review the infrastructure, to include the Transfer Station building/annex, the existing Materials Recovery Facility and Paper Processing Facility, the Resource Recovery Facility (“MCRRF”) and the Composting Facility (together with the yard trim grinding facilities at the Transfer Station). The review will consist of a needs assessment in order to understand what repairs/replacements or change in operations would be needed in order to operate the Processing Facilities in 2025, 2030, 2035, 2040 and beyond, consistent with the recommended changes in programs and operations identified under Tasks 5 and 7. The Consultant will provide an +/-20% estimated cost in order to make the recommended repairs/replacements or change in operations and for budgeting purposes. The Consultant shall review the existing contracts in order to ascertain whether or not the repairs/replacements are required to be made by the existing contract operator or at the County’s cost. Additionally, for the Service Agreement governing the operation of the MCRRF, the Consultant will identify recommended modifications to the existing contract that would modernize the contract and provide for cost savings (e.g., through reduced operating and

maintenance costs), processing improvements or other efficiencies for the service. The review and recommendations for the MCRRF contract will not entail a comprehensive legal review, but will be focused on the operational performance aspect of the contract. The Authority may choose to complete a separate thorough legal review of the MCRRF Service Agreement outside of this scope. The Consultant will also identify any cost changes or throughput increases that may be gained through the facility repairs/replacements or contractual changes.⁷ The results of this task will be utilized in Task 9.

Deliverable for Task 8: The Consultant will provide a report detailing the findings from their review of the Processing Facilities. The report will include an executive summary suitable for review by elected officials and the public. The Consultant will plan to have two rounds of review, each resulting in comments from the Authority/County. The Authority will combine all Authority/County comments into one set of comments for each round of review. The Consultant will provide the report in MS Word format to ease review by all parties. All budget related files are to be in MS Excel 2013 or later and be primarily formula driven.

Meetings: The Consultant will plan on spending multiple days onsite in order to review the Processing Facilities. Staff from the Authority/County as well as the contract operators of the Processing Facilities will be made available to the Consultant during their review. The Consultant will plan on hosting at least two 2-hour conference calls to discuss the draft report and the comments related to this task. These calls are in addition to the regular progress meetings discussed in Task 12.

9. Develop options for collection and disposal of “What’s Left” (Task 9). The Consultant will provide budgetary planning (20- year projection and Net Present Value (NPV)) cost comparison for options for disposal of the quantities of waste that is left after the increased diversion/recycling efforts recommended in Task 5 (as modified under Task 6). The Consultant will also estimate the life cycle GHG emission rate of the options. At a minimum, the Consultant will review and outline the following options:
 - a. Continued use of the MCRRF
 - b. Long-haul transfer options for disposal out-of-County using the existing Transfer Station site
 - c. Development of a new waste/recycling facility at another location within the County
 - d. Other processing technologies such as mixed waste processing, solid recovered fuel production, gasification, etc.
 - e. Modification to the existing Transfer Station site to account for the options recommended in Task 8

The review will include budgetary costs, both capital and operating, for long-term operation as well as improvement/refurbishment of existing facilities, timeline for implementation, siting requirements, and environmental benefits compared to landfilling. The Consultant will prepare a

⁷ This review is to be general (e.g., review of equipment maintenance logs and a review of facility age and cosmetic factors). A PE stamp for the review will not be required, nor drawings plan sets for the recommended improvements. No destructive testing will be allowed.

draft report and set of recommendations for use in Task 10. The Consultant's recommendation will evaluate options based on the 20-year NPV as well as lifecycle GHG emissions.

Deliverables for Task 9: The Consultant will prepare a draft report and set of recommendations for use in Task 10. The report will include an executive summary and graphical representations suitable for review by elected officials and the public. The Consultant will plan to have two rounds of review, each resulting in comments from the Authority/County. The Authority will combine all Authority/County comments into one set of comments for each round of review. The Consultant will provide the report in MS Word format to ease review by all parties. All budget related files are to be in MS Excel 2013 or later and be primarily formula driven.

Meetings: The Consultant will plan on hosting at least two 2-hour conference calls to discuss the draft report and the comments related to this task. These calls are in addition to the regular progress meetings discussed in Task 12.

10. Final Master Plan (Task 10). The Consultant will develop a draft final Master Plan incorporating the results from prior Tasks. The draft of the Master Plan will be presented to the DEP for review and comment. It should be anticipated that the DEP may want to have additional public meetings to welcome community input on the Master Plan. The Consultant will revise the Master Plan based on input from the DEP. This Master Plan will include a stand-alone Executive Summary, summary of previous Tasks, conceptual drawings of facilities, sample legislative language for recommended changes in legislation, and other back-up needed to support the Final Master Plan.

Deliverable for Task 10: The Consultant will prepare the Final Master Plan. The report will include an executive summary and graphical representations suitable for review by elected officials and the public. The Consultant will plan to have two rounds of review, each resulting in comments from the Authority/County. The Authority will combine all Authority/County comments into one set of comments for each round of review. The Consultant will provide the report in MS Word format to ease review by all parties. All budget related files are to be in MS Excel 2013 or later and be primarily formula driven.

Meetings: The Consultant will plan on hosting at least two 2-hour conference calls to discuss the draft report and the comments related to this task. These calls are in addition to the regular progress meetings discussed in Task 12.

11. Presentation of the Plan (Task 11): The Consultant will develop an abbreviated presentation of the Master Plan for presentation to the Executive, County Council and the citizens of Montgomery County. The presentation will highlight the planned programs to bring "The Future of Responsible Waste Management in Montgomery County".

Deliverables for Task 11: The Consultant will develop a PowerPoint Presentation that outlines the Final Master Plan. The Consultant will plan to have two rounds of review, each resulting in comments from the Authority/County prior to the presentation to the County Executive. The Consultant will plan for one last round of review and comments after meeting with the County Executive. The Authority will combine all Authority/County comments into one set of comments for each round of review. The Consultant will provide the report in MS PowerPoint format to ease review by all parties.

Meetings: The Consultant will plan on two 2-hour conference calls with the Authority/County in order to discuss comments on the Presentation. The Consultant will plan on meeting with the Authority/County for a half-day to review and practice the presentation as well as participate in the presentation of the Final Master Plan to the County Executive. Additionally, the Consultant will plan on participating in a meeting to present the Final Master Plan to the County Council.

12. Project Management (Task 12): The Consultant will manage the planning effort throughout the process in order to ensure that the schedule is met, the website content is updated on a consistent basis and that all portions of the scope are completed to the satisfaction of the County.

Progress Schedule: The Consultant will submit a detailed progress schedule with its proposal. Prior to project kick-off, the Authority/County will provide feedback on the proposed schedule and the Consultant will submit a final progress schedule for approval. The progress schedule shall be updated and submitted on a monthly basis.

Progress Meetings:

- A. Attend and participate in monthly in-person progress meetings with the Authority/County.
- B. Prepare and distribute summary meeting minutes within three (3) working days of the meetings.

Progress Reports: Prepare and submit monthly progress reports by the fourteenth of each month. The Progress Report will include:

- A. All Activities shall be scheduled and monitored by use of a Critical Path Method (CPM) Progress Schedule.
- B. Describe the actions that have been taken in fulfilling requirements of the scope.
- C. Identify all deliverables that have been submitted to Authority/County.
- D. Describe all actions scheduled for the next six (6) weeks and prepare progress schedule.
- E. In the preparation of the Progress Schedule, Consultant shall take into consideration submittal requirements as well as comment periods on draft reports/presentations.
- F. Include information regarding percentage completion, unresolved delays encountered or anticipated that may affect the future schedule and a description of efforts made to mitigate those delays or anticipated delays.

Website Content Management: The Consultant will be responsible for providing content for the County to add to the Master Plan's website; the content will be subject to review and approval by the County prior to posting. Content shall be provided in the form of final (subject to County approval) submittals to the Authority/County, draft submittals that will be issued for public comment, meeting dates and agendas for any public meetings, informational articles/reports that will be useful to the public as background for the Master Plan. Updates to the website content should be provided to the County at least every month throughout the planning effort.

Draft Target Schedule for Development of Scope and receipt of Proposals and Delivery

- 1) Scope/Proposal Request to consultants – February 2, 2018
- 2) Proposals Due from consultants – March 8, 2018
- 3) Clarifications from consultants/Interviews – March 15-March 22, 2018
- 4) Approval of Authority Budget Amendment and contract adjustment for selected Consultant – April 3, 2018 (Note that the Board will be asked to approve amendment to the contract of selected firm as the final selection will take place after the Board Meeting)
- 5) Final Selection/Task Order for Consultant – April 10, 2018
- 6) NTP for Study – April 17, 2018
- 7) Draft Presentation for Task 6 – 12/1/2018 (Dependent on schedules proposed by Consultant)
- 8) Draft Task 7 Report – 3/1/2019
- 9) Draft Task 9 Report – 6/1/2019
- 10) Final Task 10 Plan- 7/1/2019
- 11) Final Task 11 Plan/Presentation to Executive/Council – July of 2019