

The Northeast Maryland Waste Disposal Authority (“Authority”) is soliciting proposals from our on-call consultants, to select a qualified, independent consultant (or consulting team) to be known as the (“Consultant”) to assist with a long-term planning effort for Baltimore City, Maryland (“City”). The working title of the planning effort is: “Less Waste, Better Lives” Developing Baltimore City’s Recycling and Solid Waste Management Master Plan for 2040 (Master Plan) and beyond.

Key Assumption – The Department of Public Works (“DPW”) will lead the planning effort, and will identify one internal project manager who will coordinate City efforts. It is assumed that representatives from other departments within the City Government will be consulted and involved as needed under the direction of DPW. DPW will also seek input from the Mayor’s Sanitation Committee, Baltimore City Public Schools, local universities, key civic business leaders, political leadership, citizens and environmental group leaders from the City. Throughout the planning effort, DPW will encourage meaningful discussion with stakeholders about the future of diversion/recycling and solid waste disposal for the City. DPW will maintain a website that will host key documents, schedules, and provide a location for citizen input (collect zip-code data with the suggestions to identify areas of the City that may need additional outreach).

The City desires a comprehensive Master Planning Document to be completed as soon as reasonably possible. As such, many of the preliminary tasks identified below will be undertaken concurrently with a target completion date for the draft report due under Task 6 of 12/11/2018. The proposed schedule is shown below in the scope, but will be modified once proposals are received.

At the City direction, the Authority will engage a Consultant to develop the following 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/City. 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 on-call 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 City will review the proposals and make a selection based on the proposal that is most advantageous to the City. The Authority/City will select the Consultant based on the quality/experience of the firm/team proposed to complete the

effort, the overall price, the Consultant's 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 4pm, April 26, 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-ROM or thumb drives.

Scope:

Task 0) Conduct a four-season waste composition sort. The sort will be comprehensive in nature and will include a sort of not only the material sent for disposal (typically at the landfill and BRESCO, but in other regional locations too), but also the material sent for recycling that the City collects¹. The sort will also include sampling of residential drop-off material and material from small haulers that operate in the City. The sort areas will be broken into a maximum size of the City collection quadrants (four), and may be split into smaller collection area based on the Consultant's recommendations. Tonnage data per route will be provided by the City to assist in planning the sampling methods. The waste sort should follow the ASTM D5231 - 92(2016) standard, with the additional tests for normality in the distribution of the data².

Deliverables for Task 0: The Consultant will provide a report summarizing the four-season waste composition sort, in addition to providing an electronic copy of the raw data. The report will include an executive summary, introduction section, methodology section, results section, and conclusion and recommendation sections, as well as 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/City. The Authority will combine all Authority/City 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 have a kick-off meeting to review the scope and complete site visits at each sorting location prior to conducting the four-season waste composition sort. The Contractor will have at least one conference call to review the first draft report of the waste composition sort and either an in-person meeting or conference call to review the final draft report of the four-season waste composition sort.

Task 1) Stakeholder, University, Citizen, Expert Engagement Plan. Develop a plan for engaging stakeholders, including: elected officials, citizens, businesses, community organizations, environmental groups, local universities, industry and experts outside the City Government to provide input to the Master Plan. Execute this plan, including scheduling and conducting focus groups, surveys, roundtables, on-line input, etc.

Deliverables for Task 1: 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 review, each resulting in

¹ Separately from this document; the DPW should use this as an outreach opportunity and have elected officials participate in the sort(e.g., a photo op and education piece)

² <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3693611/> last accessed 12.20.17

comments from the Authority/City. The Authority will combine all Authority/City 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/City 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.

Task 2) Develop and maintain a website page for “Less Waste, Better Lives” Developing Baltimore City’s Recycling and Solid Waste Management Master Plan for 2040 and beyond. The Consultant will develop website content, under the supervision of DPW and the City’s IT staff, to be hosted within the DPW website in order to provide information to the stakeholders and the public at large. The website will have the functionality to share reports, pictures, graphics, videos, meeting agendas, meeting minutes and other information that is developed throughout the term of the planning effort. DPW will assume control of the website and all content after the planning process is finished. 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. The Consultant will develop potential slogans/logos for use during the planning process. DPW will provide approval for all content, including but not limited to branding (i.e., the slogan and logos), outreach materials and meeting related items. All website page content will belong to the Authority and be transferred to the City.

Deliverables for Task 2: The Consultant will provide web-ready content to the City related to the progress of the planning effort at least monthly, but also as task reports or other milestones are met. The Consultant will provide at least three concepts of logos/slogans for review by the City and ultimately the Stakeholders. Once the City has selected the logo/slogan, the Consultant will use this logo/slogan throughout the planning effort.

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

Task 3) Comprehensive description of the existing system. The description will be used to provide a basis for future discussions on the plan, including background to be provided while engaging with stakeholders throughout the process. The description shall include a summary of existing City and Maryland legislative and regulatory mandates and plans, as well as the Governor’s Sustainable

Material Management Executive Order (01.0 1.2017.13)^{3,4,5}. The City will provide the Consultant with a list of as many of these plans and reports as possible, to better assist the Consultant’s review. At a minimum, the description of the system will include:

- 1) Recycling collection, transportation and processing systems
 - 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. The commercial recycling infrastructure in and surrounding the City
- 2) Residential and commercial waste collection, transportation and disposal systems
 - 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. Inclusive of other materials that may be generated by residences or commercial sector that would be disposed of outside of the City managed system (tires, mattresses, etc.)
- 3) Special services related to the cleaning of the City (e.g., rat abatement, litter clean-up, street sweeping, lot mowing, marine cleaning, special events, etc.)
 - 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. Office responsible for the activity.
- 4) Overview of current education and outreach programs related to source reduction, reuse, recycling, and “buy recycled” programs
- 5) Residential and Commercial Construction and Demolition collection, transportation, recycling and disposal systems
 - 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. Deconstruction/recycling companies and non-profits
 - d. Available reuse/salvage facilities
 - e. Current codes that City mandates, e.g. minimum of how many tons are required to be salvaged currently

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

⁴ 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.

⁵ <https://www.epa.gov/smm/sustainable-materials-management-basics#needsRCRApermit> (last accessed 12.22.17)

- 6) Population projections, housing and business projections
 - a. Population should reflect (i) City projections, (ii) US Census projections, and (iii) trends based on the last 10 years or append the current City planning documents to the data-set
 - b. Housing projections should reflect the current funding of blight mitigation and may speak to reuse/alternate use of the blocks of open space
 - c. Business projections should consider a 125%, 100%, 75% and 50% estimate of large developments as identified by the City (e.g., taxes, costs, new jobs, business growth, etc.)
- 7) Description of City Government management structure for outreach, recycling and disposal, including funding sources
- 8) Waste generation projections, inclusive of projections for recycling tonnages if the current system was to remain unchanged
- 9) Quarantine Road Landfill activities on-site, current usage data and remaining volume
- 10) Northwest Transfer Station – materials accepted and numbers of haulers/residents served
- 11) BRESKO - the City's contract and its benefits by looking at the net cost of the disposal contract compared to other potential disposal outlets
- 12) Citizens drop-off areas
- 13) Small haulers - estimate of number of haulers and types and tonnage of material delivered into the City's recycling and disposal system
- 14) Funding/Revenue mechanisms and costs for the various City programs
- 15) All relevant contract terms for existing contracts
- 16) Any planned changes to the system that are being currently implemented

The Consultant will use the City's most recent Ten Year Solid Waste Plan as a basis for much of this information. The resulting summary will be part of the larger report in Task 6. However, the Consultant shall prepare a database of the inventory in MS Access that is to be submitted to the City prior to Task 6.

Deliverables for Task 3: The Consultant will provide a report summarizing 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/City. The Authority will combine all Authority/City 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. The calculations are to be in MS Excel 2010 or later and be primarily formula driven.

Meetings: The Consultant will plan on multiple days of meetings/tours in the City in order to fully understand the existing system. The Consultant will be provided with a listing of all current contracts with a brief description of the scope, the City funding model, as well as other reports generated by the City 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.

Task 4) Benchmarking. The Consultant will provide benchmarking of the current and planned City programs in comparison to other jurisdictions that have high diversion rates and low disposal rates. Emphasis should be on jurisdictions with similar demographics of the City where possible. The benchmarking will compare waste generation rates (per capita), differences in waste stream content, differences in generator category (residential, multi-family, commercial), scope of services/programs in place as well as legislative and/or regulatory mandates within the jurisdiction, and funding structures. The benchmarking will also provide cost information, both operating and capital costs, for the programs in place as well as estimates of costs for future programs planned. The benchmarking will include a brief discussion of “counting methodologies” that are used in other high diversion jurisdictions to ensure a true comparison of program metrics is accomplished. The results of the benchmarking will be presented to DPW as part of the report in Task 6 so that DPW may use the results to help inform their thoughts as to programs that should be included in Task 7.

Deliverables for Task 4: 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/City. The Authority will combine all Authority/City 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. The calculations are to be in MS Excel 2010 or later and be primarily formula driven.

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.

Task 5) Improvements to the current diversion/recycling system. The Consultant will conduct a cursory review of methods/ideas for increasing diversion and recycling in the City. The list of methods/ideas, at the minimum, will include those listed below. The purpose of the review is to identify programs and provide the anticipated amount of diversion/recycling, high level budgetary information for the cost to implement, the number of jobs created within City 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 BRESCO. The environmental benefits will look at life cycle GHG emission reduction⁶. The methodology implemented for life cycle GHG analysis will be reviewed with the DPW prior to use by the Consultant. The review will also include contingency planning for unexpected events that would temporarily or permanently prevent the use of one of the main disposal locations.

The review will indicate timelines for implementation and the timing and quantity of diversion/recycling. The review will also indicate whether the programs can be located at existing City recycling/solid waste locations or whether new sites would be needed. Although this Task will not specifically identify sites for the programs, site requirements, including size, traffic flow, permitting, etc., should be discussed. The options do not need to be limited to the borders of the City, but all options should reflect life cycle GHG emission considerations. Note that the

⁶Links 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](#)

ideas/programs below may be implemented within certain areas of the City and not others (i.e. City/franchise collection for recycling in heavy bar/restaurant areas).

At a minimum, the Consultant shall review the following programs/ideas and report on how they will benefit and cost the City to implement:

- 1) Contingency planning - Assessment of alternative disposal facilities and options in case a major disposal facility became inoperable.
- 2) Connecting food production/retail facilities that have unused edible food to food banks; consider incentives for food donation
- 3) Food scrap collection and processing (both compost and anaerobic digestion)
- 4) Mandatory curbside residential and commercial recycling statute, including inspection and enforcement
- 5) Increased education efforts for waste reduction, diversion, reuse and recycling including stakeholder involvement for partnerships to develop and increase impact. A list of these stakeholders will be provided by the City.
- 6) Pay as you throw programs
- 7) Different methods of contract collection of recyclables for commercial outlets such as bars and restaurants. Detail the areas of opportunity to increase recycling collection in current commercial hubs of the City that do not currently have enough/frequent enough recycling collection available by DPW collection routes. Look at private franchise opportunities to service these commercial generators.
- 8) Dual stream or multi-stream recycling (wet/dry, papers, glass, containers)
- 9) Community recycling centers/composting operations
- 10) Repair clinics and reuse centers and incorporation of existing City GROW centers⁷
- 11) Increased citizen drop-off centers/small hauler disposal centers
- 12) Partnering with non-profits to augment citizen drop-off centers to accept items suitable for donation, such as bicycles, musical instruments, books, clothes, etc.
- 13) Legislation that mandates City-wide commercial, residential and/or municipal construction projects to only “deconstruct” rather than “demolish” existing structures to reduce C&D waste and encourage reuse.
- 14) Anti-litter/more recycling/trash containers in public places
- 15) Bans on materials (plastic bags, polystyrene, others)
- 16) Explore the City’s role to lead efforts for state-wide legislation for Extended Producer Responsibility/Product Stewardship to recycle items such as mattresses, paint, electronics, carpets, etc. (e.g. use programs such as PaintCare, Inc., United Conference of Mayors Electronics Recycling Resolution, Mattress Recycling Council of Connecticut)
- 17) The development of an ongoing research program to actively review and plan for the further reduction of What’s Left
- 18) Incentives for waste producers to divert waste from the landfill
- 19) Incentives or other ways to support private waste processors
- 20) Market development options/market analysis
- 21) Support product design that supports sustainable materials management, which could include purchasing preference or incentives.

⁷ <http://www.baltimoresustainability.org/announcing-the-neighborhood-grow-center/> (last accessed 01.25.18)

- 22) Options for employment, including employing youth and jobless residents for community-based cleaning and lot mowing.
- 23) Ideas/concepts brought forth through earlier stakeholder process

Deliverables for Task 5: The Consultant will provide a report detailing potential improvements in the City 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/City. The Authority will combine all Authority/City 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. The calculations are to be in MS Excel 2010 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.

Task 6) Prepare and present a report on previous tasks. The Consultant will prepare a report that presents the information prepared in earlier tasks so that the DPW may narrow the focus of diversion/recycling activities that should be refined and used to develop an estimate of “What’s Left” that will need to be disposed of via landfill, the use of BRESCO, or other disposal options, and provide projections of the waste stream for future planning. The planning period for the recycling/diversion improvements will be through 2040.

Deliverables for Task 6: The Consultant shall prepare a draft presentation and ultimately a final presentation that summarizes the planning efforts to date. The draft presentation and the final presentation will be used during meetings with the Authority/City 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/City. The Authority will combine all Authority/City 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. The calculations are to be in MS Excel 2010 or later and be primarily formula driven.

Meetings: The Consultant will present the draft presentation as well as the final presentation in person to the Authority/City. Additionally, should the Stakeholder Engagement plan call for it, the Consultant will need to plan to present the plan 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.

Task 7) Develop options for collection and disposal of “What’s Left”. The Consultant will provide budgetary planning for options for disposal of the quantities of waste that is left after the increased diversion/recycling efforts recommended in Task 6. At a minimum, the Consultant will review and outline the following options:

- 1) Construction of a new transfer station on the east side of the City to include a citizens drop-off area, disposal/transfer location for small haulers, transfer location for City collection vehicles (recycling and waste), commercial waste deliveries
- 2) Long haul transfer options for disposal out of City

- 3) Continued use of BRESKO
- 4) Other processing technologies such as mixed waste processing, solid recovered fuel production, gasification, etc.
- 5) Maximizing use of Quarantine Road Landfill to include the following concepts: landfill mining, expansion, privatization, landfill rapid fill to generate instant funding from avoided disposal costs elsewhere, etc.
- 6) Analyze if a large portion of materials are diverted from the waste stream how that would impact disposal facilities such as BRESKO or a landfill. For example, if there are less organics and less recyclable material in the “What’s Left” waste stream, how does that impact energy production, leachate and gas production, etc.? This could impact the economic feasibility for a facility.

The review will include budgetary costs (both capital and operating), timeline for implementation, siting requirements, environmental benefits (lifecycle GHG benefits) compared to landfilling, and a brief discussion related to operational or financial issues that may be experienced at the disposal location should the waste stream continue to change with the implementation of the Master Plan. The Consultant will prepare a draft report and set of recommendations for DPW comment and for use in Task 8.

Deliverables for Task 7: The Consultant will prepare a draft report and set of recommendations for use in Task 7. 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/City. The Authority will combine all Authority/City 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 2010 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.

Task 8) Prepare a draft Master Plan suitable for public review. After meeting with DPW, the Consultant will revise the results from Task 6 and Task 7 and develop a draft Master Plan suitable for public review. The Consultant will develop a recommended hierarchy of programs for the City to pursue including funding sources needed, site availability (e.g., home based activities, community activities, route based activities, etc.), and the anticipated implementation timetable. The funding sources discussion must include details for revenue sources other than projected recyclables profits and offsets from disposal avoidance. The funding discussion must also take into account the changes in the revenue streams if BRESKO is shuttered, as well as options for private investment (i.e., P3 arrangements). This should also consider collaborative efforts with non-profit organizations. In addition, the Master Plan shall discuss the roles of various parties (e.g., DPW, DOT, Elected Officials, Citizens, Universities, etc.) in meeting the goals of the plan. Prior to moving to Task 9, the Consultant will meet with DPW to review its recommendations on the draft Master Plan, incorporate DPW’s comments and receive approval to move forward. The Master Plan will also provide a description of the necessary items needed to be addressed in a separate, comprehensive Disaster Debris/Facility Closure Management plan. Currently, the City does not have a Disaster Debris/Facility Closure Management plan and will need the Consultant

to develop a list of potential major events that could impact the City, and the related storm debris and facility closures that may result from these events.

After approval by DPW and at the direction of DPW, the Consultant will present the draft Master Plan to the stakeholders/public and solicit comments.

In its proposal, the Consultant will be responsible for preparing an advertisement for all public outreach sessions in order for the City to post on their website and to advertise in local media. The City will pay for any media posting. In its proposal, the City will be responsible to prepare and provide all materials to be presented or distributed at public outreach sessions, such as poster boards, copies of the PowerPoint or printed branded fliers. All materials presented or distributed at public outreach sessions will be prepared with City direction and approval. The Consultant will not be responsible for providing hardcopies of reports during public outreach sessions as those will be provided online. If the City decides to provide hard copies of reports during the public outreach sessions, the City will be responsible for making sufficient copies for distribution

Deliverables for Task 8: The Consultant shall provide a draft report document detailing the recommended hierarchy developed under Task 8. The Consultant will plan on two rounds of review comments from the Authority/City. 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/City. The Authority will combine all Authority/City comments into one set of comments for each round of review. The Consultant will produce a final Task 8 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. The calculations are to be in MS Excel 2010 or later and be primarily formula driven.

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

Task 9) Final Master Plan. The Consultant will develop a draft final Master Plan incorporating any feedback received from the stakeholder process as directed by DPW, as well as a comment response document explaining why comments were or were not incorporated. DPW's Division of Communications and Community Affairs will coordinate with the Consultant to do outreach with list referenced in Task 1.

In its proposal, the Consultant will be responsible for preparing an advertisement for all public outreach sessions in order for the City to post on their website and to advertise in local media. The City will pay for any media posting. In its proposal, the City will be responsible to prepare and provide all materials to be presented or distributed at public outreach sessions, such as poster boards, copies of the PowerPoint or printed branded fliers. All materials presented or distributed at public outreach sessions will be prepared with City direction and approval. The Consultant will not be responsible for providing hardcopies of reports during public outreach sessions as those will be provided online. If the City decides to provide hard copies of reports during the public outreach sessions, the City will be responsible for making sufficient copies for distribution

Deliverables for Task 9: 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/City. The Authority will combine all Authority/City 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 2010 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.

Task 10) Presentation of the Master Plan. The Consultant will develop an abbreviated presentation of the Master Plan for presentation to the Mayor, City Council of Baltimore and the public. The presentation will highlight the planned programs to bring “Less Waste, Better Lives” to Baltimore City. The City will lead the presentation with the Consultant available as support.

Deliverables for Task 10: 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/City prior to the presentation to the Mayor, City Council of Baltimore and the public. The Consultant will plan for one last round of review and comments after meeting with the Mayor and City Council of Baltimore. The Authority will combine all Authority/City 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/City in order to discuss comments on the Presentation. The Consultant will plan on meeting with the Authority/City for a half-day to review and practice the presentation as well as participate in the presentation of the Final Master Plan to the Mayor, City Council of Baltimore and the public. Additionally, the Consultant will plan on participating in a meeting to present the Final Master Plan to the City Council of Baltimore.

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

- 1) Scope/Proposal Request to consultants –March 6, 2018
- 2) Proposals Due from consultants –April 26, 2018.
- 3) Clarifications from consultants/Interviews – May 1-May 16, 2018
- 4) Selection of Consultant – June 5, 2018
- 5) Approval of Authority Budget Amendment and contract adjustment for selected Consultant – June 5, 2018
- 6) NTP for Study – June 6, 2018
- 7) Draft Report for Task 6 – 12/11/2018 (Dependent on Schedule proposed by Consultant)
- 8) Draft Task 8 Report – 3/11/2019
- 9) Draft Task 9 – Master Plan Report – 6/25/2019
- 10) Final Master Plan/Presentation to Mayor/Council – July/August of 2019