



Services to Be Provided to Frederick County and the Solid Waste Steering Committee Via Contract with Geosyntec

November 9, 2015

Q: Do the terms of the NMWDA Consultant Agreement and the Work Order issued for Frederick County's scope of services, require the Consultant to perform the duties identified in the "Scope of Work - Solid Waste Options Study" issued by the County, including all available alternatives such as resource recovery, composting, anaerobic digestion, zero waste initiatives and other options?

A: Yes.

Q: How will the process work?

A: On June 9, 2015, County Executive Jan Gardner announced a facilitated process to develop Frederick County's long-term solid waste strategy. The process included the appointment of a steering committee to develop viable waste management alternates and will also invite input using citizen outreach sessions.

The Steering Committee, with the assistance of a consultant, is to actively engage citizens in looking at all the alternatives available to Frederick County, such as resource recovery, composting, anaerobic digestion, zero waste initiatives and other options.

Q: How was the consultant selected?

A: To obtain a consultant for the development of long term strategies and alternatives, Frederick County exercised one of the benefits it enjoys as a member of the Northeast Maryland Waste Disposal Authority (NMWDA), the ability to access and utilize the many professional consultants that provide services under contract to NMWDA and to other NMWDA members.

The attached detailed "Scope of Work - Solid Waste Options Study" was prepared by the County and distributed to numerous consultants on the County's behalf by NMWDA on May 6, 2015.

The responses received were then vetted by the Steering Committee, resulting in the selection of Geosyntec as the preferred consultant.

Q: What is the role of the consultant?

A: An existing Consultant Agreement between NMWDA and Geosyntec, provided the framework to engage Geosyntec to perform services for Frederick County. The preexisting Consultant Agreement contains a very broadly stated scope of services in Section 101, where it states: "[t]he Consultant is being retained to provide to the Authority, its staff and its members, advice and assistance in the area of solid waste."

The Consultant Agreement contemplates the use of "Work Orders" to define the details of each scope of work to be performed by the consultant and the costs for those services. Work Order No. 101-II-Y, dated September 3, 2015, issued by NMWDA to Geosyntec incorporates both the

“Scope of Work - Solid Waste Options Study” issued by the County, and the services Geosyntec proposed to provide as set forth in its response to Frederick County’s request.

The documents that comprise Work Order No. 101-II-Y, make clear that the scope of work is to be broad and include all options and alternatives.

Q: Can the consultant do additional work?

A: It has been suggested that an amendment to the Consultant Agreement is needed because the scope of services identified in Work Order No. 101-II-Y, falls beyond the scope of services of the Consultant Agreement between Geosyntec and NMWDA.

The scope of services to be performed under Work Order No. 101-II-Y, fall well within the very broad Scope of Services contained in Section 101 of the Consultant Agreement, “...advice and assistance in the area of solid waste.” Accordingly there is no need for NMWDA to amend its Consultant Agreement with Geosyntec.

MEMORANDUM

TO: Authority On-call Engineers
FROM: Chris Skaggs 
DATE: May 6, 2015
SUBJECT: Frederick County Solid Waste Management Options Study

The Authority has been asked by Frederick County (County) to use one of its on-call consultants to assist the County with a Solid Waste Management Options Study in accordance with the attached scope of work.

The Authority is requesting pricing, a detailed scope and detailed schedule based on the preliminary scope attached. The County desires to have the study concluded as soon as possible, therefore we require that a detailed schedule be included in the proposal that will be considered as part of the selection process. The consultant is encouraged to propose a team with relevant experience.

Proposals are due to the NEA prior to 3:00 p.m. on May 19, 2015 (Proposal Submission Date).

Any questions on this scope of work request shall be submitted in writing to Chris Skaggs via email prior to May 8, 2015. Responses to questions shall be provided to all on-call consultants providing proposals at least 5 business days prior to the Proposal Submission Date.

Attachment

ADM113902SMU.DOC



Scope of Work
Solid Waste Management Options Study
Frederick County, Maryland

Introduction

Frederick County (the "County") has recently entered into a 2 ½ year to 5 year contract for the out of County transfer and disposal of its post recycling waste stream. The recently elected County Executive has decided that it is important to plan long-term for solid waste and recycling management for Frederick County. To assist in this effort she has established a steering committee, which will work with County staff and the County's solid waste consultant(s) to develop viable waste management alternatives, which the County Executive and County Council can consider implementing to ensure that County has a long term waste management strategy that will meet the needs of Frederick County's residents. This planning effort and the tasks which the consultants shall provide are outlined below.

Phase 1 – Community Outreach – Brainstorming Sessions

- The primary goal of this first phase of the study will be to develop a consensus on which viable waste management and recycling alternatives should be specifically studied and evaluated in more detail in the second phase of the study.

- In order to solicit input from the community, the Consultant will facilitate four (4) to six (6) community workshops on waste management alternatives, which will be conducted throughout the County, at different locations selected by the steering committee. The consultant shall prepare a report on the results of each workshop which they will present to the Steering Committee and County staff.

- The consultant shall develop workshop plans, which will be approved by the steering committee. The plans shall include an introductory component that will provide basic information on the County's role in solid waste management and general information on how other U.S. communities are managing their waste disposal and recycling programs successfully. The remainder of the workshop plan will focus on the process to engage residents to identify viable improvements or alternatives to Frederick County's current solid waste management and recycling programs in a sustainable cost efficient manner.

- The plan shall include the topics to be covered and time needed for each. The number and duration of meetings shall be sufficient to cover the general topics identified above and engage workshop attendees in discussions that lead to consensus on ideas the County could pursue. The meetings need to be an efficient use of the residents' time as well as the County's overall budget.

- During the workshops the consultant shall plan on providing basic information regarding current local (County) and regional waste management practices, only to the extent that the information will help residents understand and brainstorm options. This phase of the Study is primarily to solicit input from the residents. Therefore it is important to allow for maximum time for brainstorming by workshop attendees. In this first phase of the study the consultant's role is as a facilitator. The County staff will coordinate and pay for (if needed) the location of the workshops. The consultant will provide any handouts or other materials needed for the

workshops. The consultant shall coordinate with the County staff regarding any AV equipment that may be needed to ensure that the facility chosen has the appropriate equipment.

- The consultant should understand that the workshops may be attended by residents, local elected officials and representatives from the waste management industry (including collection contractors) and others who are responsible for waste disposal and recycling efforts in the County. These individuals may have varying degrees of knowledge and understanding of local and regional waste management practices.
- The consultant shall prepare a summary report for each workshop, which includes an outline of the workshop plan, the residents input received during the workshop and any recommendations based on the consensus of the attendees of the workshop. The consultant shall deliver each workshop summary within ten (10) days following of the workshop. The summary will be transmitted to the steering committee and County staff.
- The First Phase of the study will be concluded with the consultant preparing a draft report that will be submitted to the steering committee and County staff that details the results and input received during the workshops and includes additional information, which the steering committee will use to evaluate how the ideas offered during the workshops can be put in place in the County. This additional information shall include:
 - Providing a baseline of information regarding Frederick County's current solid waste and recycling practices. This will include information regarding current collection practices, recycling and disposal practices, approximate costs to the citizens and businesses for the current system, the make-up of the waste and recycling streams,
 - Illustrating the current state of the waste management & recycling industry regarding:
 - Viable waste disposal and recycling alternatives for various parts of the waste stream including commercially operating examples with contacts to enable further information gathering
 - Single stream recycling
 - Resource Recovery Parks
 - Mixed Waste Processing
 - Organics/Food Scrap Composting
 - Anaerobic digestion with various usage scenarios for the gas generated
 - C&D recycling
 - Other waste management technologies
 - Zero Waste Initiatives
 - Review successful programs and provide a summary of services provided and other relevant information (e.g. population served, infrastructure needs, collection system, regulations, etc.)
 - Provide a summary of funding sources (tip fee, taxes, grants, material revenue, donations, etc.)
 - Compare their strategies costs with other conventional options
 - Maryland's Zero Waste Requirements
 - Review what impact these regulation may have on the County

- Estimate the probable cost to implement programs to conform to these regulations
- Review Maryland and other states waste management and recycling requirements
 - Including any new Zero Waste requirements
 - Develop a compendium of information about the jurisdictions programs and actual results, which includes and accounts for all waste generated in or by the jurisdiction
- Compare recycling rate calculation methods among the states or Jurisdictions
 - Discuss Maryland Recycling Act and allied Maryland laws the County is required to follow (i.e. Environment Article 9-512)
 - Provide a direct comparison between the County's current waste generation and recycling rate and that of other Maryland Counties and other U.S counties, calibrating any differences found between other States and Maryland's recycling calculation methodologies (emphasis on jurisdictions of similar size and characteristics as the County)
- Discuss projected revenue requirements for various disposal and recycling options
 - Review variability of recycling commodity prices
 - Review costs associated with collection, transportation and processing of single stream recyclables
 - Review social costs attributable to the options
 - Review current and projected future waste transportation and disposal costs.
 - Review current and projected future energy costs that might impact AD system affordability
 - Resource recovery parks
- Review possible legislative options to improve the efficiency or fairness of waste management services in the County, including but not limited to:
 - Pay as you throw programs
 - Franchised waste collection
 - Mandating commercial recycling

Based on input from the residents and the steering committee, develop several viable waste management options for potential further study in Phase 2 of the study. Note that these options do not have to be a single facility or concept but could be several facilities or concepts that in combination address the County's waste disposal and recycling goals.¹ These options may include as a component of an overall integrated system, existing in-county and out-of-county recycling/disposal, including recycling/disposal in new or proposed facilities in nearby jurisdictions.

The steering committee will make recommendations to the County Executive as to which of the viable options should be studied further in the second phase of the study.

Phase 2 – Detailed Analysis and Projected Costs of Alternatives

- Phase 2 of the study will provide detailed analysis of the alternatives identified in Phase 1, which are recommended by the steering committee for further analysis. The consultant shall review the alternatives and determine the actual viability and the efficacy of the various alternatives, both individually and in concert with other alternatives identified in Phase 1 of the study portion of the project. As a minimum the consultant shall:
 - Identify the specific type and amount of waste each alternative will process or manage
 - Develop a scope for a four season waste sort to be completed at the option of the County
 - Develop a financial model that identifies the specific waste disposal, diversion, or recycling cost per ton of each alternative
 - Including all capital costs
 - Operating costs
 - Any revenues derived from the alternative
 - Including the social cost/benefits
 - Based on information received in Phase 1 of the study and other research identify possible impediments associated with the alternative, including:
 - Citizen's willingness to use alternative
 - Enforcement requirements if alternative(s) are not voluntary
 - Regulatory hurdles if new local legislation is needed
 - Impacts to municipalities
 - Impacts to business
 - Facility permitting hurdles/challenges
 - Does the community accept the social cost/benefit
 - Identify risks and possible rewards associated with development of each alternative or combination of alternatives, including:
 - Can County continually control waste or recycling streams
 - How competition may affect financial viability of alternative(s)
 - Risk/Rewards associated with any foreseeable change in state or federal law
 - If large capital intensive projects are considered identify any financial risks to the County
 - Will the community accept the social cost/benefit over the long term
 - Review alternatives project delivery options
 - Private facilities
 - Regional facilities
 - Public/Private Partnerships
 - Design-Bid-Build
 - Design-Build
 - Design-Build-Operate

- This Phase 2 effort will be completed by publishing a report, which includes the findings in both the first and second phases of the study. The report shall include the findings from the phase 1 and 2 effort and recommendations and financial projections for each alternative or program expansion. The consultant shall formally present their findings and recommendations to the County Executive and subsequently to the County Council for their consideration and possible action. The consultant shall add a contingency, to be used at the direction of the County Staff, in the amount of 15 hours of staff time for preparation and attendance at County Council meetings and addressing any questions from the County Council.

Phase 3 – (Contingent Item) Development of Design-Bid-Build or Design-Build-Operate Contract Documents

- Phase 3 of the project shall be contingent item to develop contract documents which can be used to secure engineering services to develop one or more waste management facilities, based on either a design-bid-build or design-build-operate contract. Pricing for Phase 3 services would be requested once the Phase 2 effort is complete and the County has determined that it wants to pursue one or more of the alternatives identified.

Meetings, Workshops, and Deliverables

Meetings with Frederick County Staff and Elected Officials

The consultant should anticipate up to four (4) onsite meetings with staff and the steering committee to collect and review existing solid waste and recycling program information and to develop the workshop plans. These meetings should be no longer than ½ day meetings. The consultant should anticipate at least one (1) meeting to present their draft Phase 1 report to the steering committee and staff and one (1) subsequent meeting with the steering committee and County Executive to present the findings in their draft Phase 2 report. Once approved by the County Executive the consultant will present their final report and recommendations to the County Council during a public meeting.

Workshops with Stakeholders

The consultant should anticipate up to six (6) workshops with stakeholders to provide education and outreach to citizens of the County as well as business leaders, and local elected officials. The consultant shall plan, organize, and conduct the workshops at locations secured by the County. The final workshop will include a presentation of the Phase 1 effort findings in draft form so that workshop attendees that participated in the workshops can offer any final comments on the report.

Deliverables

Phase 1

The consultant shall provide twelve (12) hard copies of the draft Phase 1 report to the steering committee and the County for their review and comment as well as creating one electronic version which can be posted on the County’s website which allows residents to review, and provide comments to the County on the draft document. The County shall accept written comments regarding the draft document for 30 days after it is posted on the website. Once the Phase 1 report is finalized the consultant shall provide twelve (12) hard copies of the final (Phase 1) document as well as a one electronic version (searchable pdf) that the County can post on its website. The consultant should anticipate at least 2 sets of revisions to the Phase 1 report based on comments provided by the steering committee and County staff (which may include comments from residents received during the 30 day review period) and separate subsequent comments that may be provided by the County Executive.

The consultant shall also create a presentation (PowerPoint) that shall be presented to the County Executive. The consultant shall anticipate receiving one set of comments on the presentation from the County staff and steering committee prior to its presentation to the County Executive. A final presentation shall be given to the County Council, which may include changes requested by the County Executive. The consultant shall provide the final presentation to the County in electronic form (original PowerPoint and pdf) for distribution as needed. A final revision of the presentation and Phase 1 report may be required based on County Council comment. The consultant should add 20 hours of staff time as a contingency to be used at the direction of County Staff.

Phase 2

The consultant shall provide twelve (12) hard copies of the draft Phase 2 report to the County and the steering committee for their review and comment. The consultant will provide the revised draft in electronic form (searchable pdf) to the County, which the County can post on its website to allow residents to access, review and comment on the draft Phase 2 report. The County will provide a 45 day comment period for the Phase 2 report. The consultant should anticipate at least 2 sets of revisions based on comments from the residents, steering committee and County staff, one prior to the report being submitted to the County Executive and one after the draft report is presented to the County Executive to incorporate any comments from the County Executive. (This totals at least three revisions of the Phase 2 report) A presentation will be drafted (PowerPoint) and presented to the County Council. A final revision of the Phase 2 report may be required based on County Council comment. The consultant should add 20 hours of staff time as a contingency to be used at the direction of County Staff.

Once the Phase 2 report is finalized the consultant shall provide the County with an electronic version of the final Phase 1 and Phase 2 reports so that the County can post them on their website.

The consultant shall provide the following number hardcopies and electronic copies of reports to the County as the project proceeds.

Hard Copies

Phase 1 Draft Copies	12
Phase 1 Final Copies	12
Phase 2 Draft Copies	12

Electronic Copies (searchable PDF)

Phase 1 Final Copies	1
Final Report (Phase 1 and 2)	1

(All hardcopies must be printed on a minimum of 30% recycled content paper)

Form of cost Proposal

The consultant shall provide a detailed cost proposal broken into at least the following sections (the consultant may add additional breakdown):

For Phase 1 -

- 1.1 Collection of County information
- 1.2 Workshop Plan Development
- 1.3 Preparation of Educational Materials for Workshops
- 1.4 Summary of Workshops (including preparation of minutes)

- 1.5 Draft Phase 1 report
- 1.6 Presentation of draft Phase 1 to County Executive
- 1.7 Finalize Phase 1 report and deliverables

Phase 2-

- 2.1 Development of scope for four-season sort
- 2.2 Development of cost models based on Phase 1 outcome
- 2.2 Draft Phase 2 report
- 2.3 Finalize Phase 2 report

¹ For example an option could be to develop an Anaerobic Digestion (AD) energy generation system for the separate or co-digestion of putrescible wastes; post consumer food waste and WWTP biosolids (sewage sludge). This option could be combined with enhanced recycling for C&D waste or other materials, reducing the amount of waste remaining that will need to be landfilled in-county or transferred to disposal facilities out of county. This option and others could include evaluating the co-location of processing and disposal facilities or the development of a resource recovery park by expanding waste processing activities at the Reich's Ford Road landfill.