Contract GS-00F-275GA

Contractor: MidAtlantic Solid Waste Consultants, LLC (MSW Consultants)
Contract: GS-00F-275GA
Contract Period: July 14, 2017 — July 13, 2022
SIN: 899-1/899-1RC — Environmental Consulting Services
Schedule Title: Professional Services Schedule
Address: 11875 High Tech Avenue, Suite 150, Orlando, FL 32817
Business Size: Small Business
Telephone/Fax: 800.679.9220 (toll-free)
Website: http://www.mswconsultants.com
Contract Administrator: Micky Myrick
Email: mmyrick@mswconsultants.com

About MSW

MSW Consultants is a specialized consulting company whose key management staff have over 100 years combined experience providing solid waste management planning, waste and recycling audits, recycling program assessment, waste composition studies, collection program productivity analysis, solid waste cost-of-service and rate development, litter and marine debris management, procurement assistance, and implementation assistance for federal government organizations as well as state, county, and local governments across the nation. MSW Consultants was created in name in 2002 and legally established as a Maryland Limited Liability Company (LLC) in 2004. The firm converted to a Florida LLC in 2014, and is currently headquartered in Orlando, FL. MSW Consultants also maintains offices in Pennsylvania and Missouri, and serves clients across the U.S.
Waste and Recycling Program Consulting Services

Solid Waste Management Plans
- SWMPs and Zero Waste Plans
- Overview of waste management systems and technologies
- Stakeholder committee facilitation
- Public education and outreach strategies

Waste and Recycling Audits
- LEED Certification
- Recycling program improvement
- Capture waste analysis
- Organics diversion programs
- Material flow and composition analysis

Collection Optimization
- Refuse, recycling, yard waste and bulky waste productivity analysis and improvement
- Automated and single-stream collection conversion assistance
- Front-load and roll-off efficiency analysis and service rate development
- GPS, event tracking, RFID and onboard data collection system development
- Route development, route balancing, and area/path re-routing

Financial Analysis
- Solid waste system full-cost-of-service studies
- Enterprise fund development
- Lifecycle cost development

Collection, Disposal & Recycling Procurement Service
- Solid waste, recycling, yard waste and bulky waste collection procurement assistance
- Contract/franchise system analysis
- Disposal and facility operations procurement assistance
- Managed competition assistance
- Contract negotiation assistance

Waste Composition & Generation Analysis
- Sampling plan development
- Waste composition field sampling and sorting
- Statistical analysis
- Waste generation rate studies
- Visible litter studies and litter/illegal dumping research

Recycling/Composting
- Recycling system planning
- Residential recycling program implementation
- Single stream recycling analysis
- Volume-based pricing (Pay-As-You-Throw) program and rate development
- Organic waste diversion and composting program assistance

Contract Information/Terms and Conditions

Table of Awarded Special Item Number(s):
SIN 899-1/899-1RC — Environmental Consulting Services

Maximum Order: $1,000,000
Minimum Order: $100
Geographic Coverage: Domestic
Points of Production: Same as MSW office address
Discount from list prices or statement of net price: Government net prices (discounts already deducted)
Quantity Discounts: 1% ≥ $150,000; 2% ≥ $300,000; 3% ≥ $600,000

Prompt Payment Terms: Net 30 days
Notification that Government purchase cards are accepted up to the micro-purchase threshold: Yes
Notification whether Government purchase cards are accepted or not accepted above the micro-purchase threshold: will accept over $2,500
Foreign items (list items by country of origin): None
Time of Delivery: Specified on the Task Order
Expedited Delivery: Contact Contractor
Overnight and 2-day delivery: Contact Contractor

800.679.9220  |  mswconsultants.com
Urgent Requirements: Contact Contractor

F.O.B Points(s): Destination

Ordering/Payment Address: 11875 High Tech Avenue, Suite 150, Orlando, FL 32817

Ordering procedures: For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA’s), and a sample BPA can be found at the GSA/FSS Schedule homepage (fss.gsa.gov/schedules)

Warranty provision.: Contractor’s standard commercial warranty.

Export Packing Charges (if applicable): N/A

Terms and conditions of Government purchase card acceptance (any thresholds above the micro-purchase level): Contact Contractor

Terms and conditions of rental, maintenance, and repair (if applicable): N/A

Terms and conditions of installation (if applicable): N/A

Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable): N/A

Terms and conditions for any other services (if applicable): N/A

List of service and distribution points (if applicable): N/A

List of participating dealers (if applicable): N/A

Preventive maintenance (if applicable): N/A

Environmental attributes, e.g., recycled content, energy efficiency, and/or reduced pollutants: N/A

Data Universal Numbering System (DUNS): 174225958

Notification regarding registration in Central Contractor Registration (CCR) database: Registered

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Service Contract Act (SCA) Matrix

The Service Contract Act (SCA) is applicable to this contract and it includes SCA eligible labor categories. The prices for the cited SCA labor categories are based on the U.S. Department of Labor Wage Determination Number(s) identified in the SCA matrix below. The prices offered are based on the preponderance of where work is performed and should the contractor perform in an area with lower SCA rates, resulting in lower wages being paid, the task order prices will be discounted accordingly.

<table>
<thead>
<tr>
<th>SCA Eligible Labor Category</th>
<th>SCA Equivalent Code Title</th>
<th>Wage Determination No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting, Admin Assistant</td>
<td>01020 - Administrative Assistant</td>
<td>2015-4553</td>
</tr>
<tr>
<td>Field Data Collection, Sort Technician</td>
<td>30090 - Environmental Technician</td>
<td>2015-4553</td>
</tr>
</tbody>
</table>
Below are MSW Consultants’ GSA Labor Categories and Approved Pricing for our Environmental Consulting Services contract. The labor rates presented in the table below are applicable to the Special Item Number (SIN) for each we are approved (SIN 899-1). The labor category rates include the 0.75% Industrial Funding Fee (IFF).

<table>
<thead>
<tr>
<th>SIN</th>
<th>Labor Category</th>
<th>Education</th>
<th>Years of Experience</th>
<th>Contractor/Customer Site</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>899-1</td>
<td>Consulting, President</td>
<td>Bachelors</td>
<td>20</td>
<td>Both</td>
<td>$143.17</td>
</tr>
<tr>
<td>899-1</td>
<td>Consulting, Vice President</td>
<td>Bachelors</td>
<td>15</td>
<td>Both</td>
<td>$133.30</td>
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<tr>
<td>899-1</td>
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<td>Bachelors</td>
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<td>Both</td>
<td>$123.43</td>
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<tr>
<td>899-1</td>
<td>Consulting Engineer, Project Manager</td>
<td>Bachelors</td>
<td>10</td>
<td>Both</td>
<td>$123.43</td>
</tr>
<tr>
<td>899-1</td>
<td>Consulting, Project Manager</td>
<td>Bachelors</td>
<td>7</td>
<td>Both</td>
<td>$108.61</td>
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<tr>
<td>899-1</td>
<td>Consulting, Senior Analyst</td>
<td>Bachelors</td>
<td>7</td>
<td>Both</td>
<td>$98.74</td>
</tr>
<tr>
<td>899-1</td>
<td>Consulting, Senior Crew Chief</td>
<td>Bachelors</td>
<td>5</td>
<td>Both</td>
<td>$88.87</td>
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<tr>
<td>899-1</td>
<td>Consulting, Crew Chief</td>
<td>Bachelors</td>
<td>1</td>
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<td>$68.37</td>
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<tr>
<td>899-1</td>
<td>Consulting, Director of Operations</td>
<td>Bachelors</td>
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<td>$83.93</td>
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<tr>
<td>899-1</td>
<td>Field Data Collection, Sort Technician</td>
<td>High School Diploma</td>
<td>0</td>
<td>Both</td>
<td>$27.65</td>
</tr>
</tbody>
</table>

**Labor Category Descriptions**

**Consulting, President**

The President is responsible for providing strategic and operational leadership associated with providing excellent environmental consulting services to clients. S/he monitors the environmental industry and marketplace for consulting services, maintains a presence in the industry, recruits highly experienced employees, and assures that the company remains on the leading edge of expertise so that we may continue to expertly serve individual projects and clients. S/he provides executive consulting services, including technical analysis, strategic advisory service, project management, and complex operational analysis, to individual projects and clients.
Labor Category Descriptions — Continued

Consulting, Vice President

The Vice President is responsible for the coordinated performance of all of the company’s environmental consulting projects. S/he coordinates the allocation of experienced staff by understanding individual project and client objectives and coordinating among the various environmental consulting sub-practices within across the company. S/he supervises project budgeting and accounting for individual projects and clients, and also assures that company health and safety policies are properly implemented at the project level. S/he provides executive consulting services, including technical analysis, strategic advisory service, project management, and complex financial analysis, to individual projects and clients.

Consulting, Principal

The Principal Consultant is responsible for all aspects of client relationship development and will anchor the company projects and guide teams on project scope, processes and deliverables. S/he will also be a key advisor to Project Managers and have the opportunity to offer value-adding consulting solutions that enable our clients achieve their objectives.

Consulting Engineer, Project Manager

The Project Manager (Engineer) is responsible for all aspects of project execution including management of project resources, budgets, schedules, engineering work, and project closure. Under general supervision of either the President, Vice President or Principal Consultant, s/he will handle multiple projects and must be familiar with project scopes and objectives, as well as the role and function of each team member to effectively coordinate the activities of the team.

Consulting, Project Manager

The Project Manager is responsible for all aspects of project execution including, management of project resources, budgets, schedules and project closure. Under general supervision of either the President, Vice President or Principal Consultant, s/he will handle multiple projects and must be familiar with project scopes and objectives, as well as the role and function of each team member to effectively coordinate the activities of the team.

Consulting, Senior Analyst

The Senior Analyst is responsible for collecting, managing and analyzing data across multiple data points and multiple projects. S/he will deliver quantitative analysis of collected solid waste and recycling data and provide actionable recommendations for company clients to increase program effectiveness and reduce costs. In addition, comprehensive findings and recommendations will also be presented to the President, Vice President and Principal Consultant.

Consulting, Senior Crew Chief

The Senior Crew Chief is responsible for coordinating with on-site client staff and designated sorters to identify targeted vehicles for the purpose of conducting waste or recycling characterization studies. S/he is also responsible for ensuring that safety protocols are followed.

Consulting, Crew Chief

The Crew Chief is responsible for coordinating with on-site client staff and designated sorters to identify targeted vehicles for the purpose of conducting waste or recycling characterization studies. S/he is also responsible for ensuring that safety protocols are followed.

Consulting, Director of Operations

The Director of Operations is responsible for supporting the company management team, as well as all the company operational practice areas. S/he is also responsible for proposal development, office management, human resource assistance, producing high quality client deliverables and keeping company documentation current.
Consulting, Analyst

The Analyst is responsible for assisting the company management team with analysis of marketing programs, sales, costs and customer data. S/he will be focused on providing well-conceived, accurate and impactful information to enable management to make decisions that support company strategies.

Consulting, Admin Assistant

The Administrative Assistant is responsible for a wide variety of bookkeeping, clerical and administrative tasks. S/he provides high-level administrative support by conducting research, running reports, preparing invoices, arranging conference calls, scheduling meetings, reconciling company books and overseeing all office administration duties.

Field Data Collection, Sort Technician

The Sort Technician is under the supervision of the Crew Chief and is responsible learning the different material categories (including recyclable fibers and containers, scrap metals, food waste and other organics, and inert materials, that make up the waste, recycling and organics stream) and following the documented safety and client sort procedures,

Performance History

OVERVIEW

MSW Consultants offers several services that are of particular interest to federal government organizations:

- **Waste and Recycling Audits**: For any facility or organization, the first step to improving waste management and recycling services is to understand the nature of the wastes and recyclables currently being generated. MSW Consultants offers customized waste and recycling audits that inventory current material handling and collection practices, characterize disposed wastes and mixed recyclables, and provide detailed reports about current recycling rates and recycling program performance. We offer waste audits for individual buildings and facilities as well as for institutional establishments that operate on a wider campus or base, and/or maintain multiple operating locations.

- **Institutional Waste and Recycling Program Optimization**: A successful waste management program with effective diversion requires a holistic understanding of waste generating behaviors, operational constraints, and a knowledge of the market for collection, disposal, recycling and organics management services. MSW Consultants helps governmental clients optimize their waste management and recycling programs to save money, establish smart contracts, increase diversion, and achieve recycling goals.

- **Collection Program Optimization**: Large governmental establishments such as military bases require a mix of conventional residential and commercial collection, as well as roll-off box service. MSW Consultants provides a suite of collection operating and cost projection tools to right-size and modify collection systems, and to develop technical contract specifications to assure a high level of service at a fair price.

- **Procurement Assistance**: Operating practices and compensation terms continue to evolve in the waste and recycling industry. MSW Consultants helps institutional and governmental clients establish sound technical specifications, negotiate efficient service contracts, and procure all types of collection, transportation, recycling, composting, and disposal services.

The sections below contain sample project profiles for each of these primary services offered under this contract.
Performance History — Continued

WASTE & RECYCLING AUDITS

Waste and Recycling Collection Service Audits
Confidential Client (2017)

A large national ground shipping organization recently rebid their contract for waste and recycling collection services. The contract required the contractor to assist with improving recycling and diversion performance. MSW Consultants was retained by the collection contractor to conduct a baseline waste audit for each of five categories of ground shipping facilities, ranging from small local branches to a regional hub. MSW Consultants participated in a tour of operations at each facility category, compiled collection service levels and accumulation rates for other recyclable and reusable items (e.g. pallets), and conducted a manual sort of discarded wastes and single stream recyclables. The resulting data identified opportunities for the ground shipping company to improve recycling, reduce refuse container sizes, and optimize transportation logistics for several special waste streams generated within the operation.

National Park Service Waste System Audits

The National Park Service (NPS) manages a system that includes 408 areas covering more than 84 million acres in every state and many US territories. NPS manages the largest number of constructed assets of any civilian agency in the Federal Government, including over 67,000 structures, more than 4 million acres of maintained landscapes, 17,000 miles of trails, and more than 3,000 utility systems. NPS has set a goal to divert 50 percent of solid waste from landfills by 2015 through recycling and other practices.

The National Parks Conservation Association (NPCA) is an independent, membership-based organization devoted exclusively to advocacy on behalf of the National Parks System. NPCA retained MSW Consultants to perform waste and recycling audits for three iconic national parks to kick off a pilot Zero Landfill Initiative being funded by Subaru of America. As part of this project, MSW Consultants collaborated with NPS and concessioner personnel to compile waste and recycling generation data, develop a waste and recycling characterization protocol, and perform baseline characterization studies at Grand Teton National Park, Yosemite National Park, and Denali National Park. The project included extensive analysis of material samples from guest-facing and employee-facing areas of the Parks, and identified numerous considerations for improving outreach, education, branding, signage, and a variety of program logistics. The study provided detailed insights needed to guide subsequent initiatives as the Parks pursue their Zero Waste goals.

 Bronx Zoo Waste Characterization Study

The Bronx Zoo occupies 265 predominantly wooded acres and is bounded by the Bronx River Parkway and Southern Boulevard in the Bronx Borough of New York City. Home to more than 600 species of animals from around the globe, the park hosts over 1.8 million guests on an annual basis. The park is managed by the Wildlife Conservation Society (WCS), a global non-profit organization with conservation projects under sponsorship in more than 60 countries.

MSW Consultants collaborated with the WCS to characterize building types at the Zoo, inventory waste and collection containers and annual volumes, develop a representative sampling plan, and characterize the disposed wastes and recyclables generated on the Zoo property. During a summer (peak) season field data collection event, MSW Consultants worked with Zoo operations personnel to collect and sort samples of wastes and recyclables from Restaurants, Animal Operations Buildings, Administrative Offices, and Litter Baskets. MSW Consultants developed waste generation estimates from each generator type and applied composition data to calculate current recovery rates, and to identify opportunities for expanding recycling of traditional fiber and containers, as well as significant potential for enhancing composting or other related organics diversion.
Comprehensive Waste Stream Audit and Recycling Processor Evaluation
New York City Transit Authority, NY (2013)

New York City Transit Authority (NYCT) operates one of the world’s largest transit systems, serving an average of 7.7 million passengers on a daily basis for annual ridership of over 2.3 billion. A significant fraction of the materials disposed on NYCT’s subway and bus system are highly recyclable. In an effort to maximize recycling in a cost-effective manner, NYCT’s engineer retained MSW Consultants to audit NYCT’s current waste stream and review the operations of its contracted material recovery facility (MRF), which was accepting the mixed waste and processing the stream to recover fiber and container recyclables. The waste stream analysis captured samples of disposed wastes from the universe of subway lines and depots, and was designed to identify the condition and value of materials requiring processing. MSW Consultants also evaluated the MRF operator’s equipment, process configuration, and recovery rates relative to industry standards and equipment design specifications.

Waste, Recycling and Composition Audit
U.S. Fish & Wildlife Services, WV (2011)

The U.S. Fish & Wildlife Service’s National Conservation Training Center (NCTC) is the leading conservation training center in the United States. The facility is located adjacent to the Potomac River in northeastern West Virginia and has a campus consisting of 16 buildings with 5 miles of paved footpaths through 538 acres of forest and fields. The 16 buildings consist of educational buildings with offices and classrooms, hotels, dining facilities, educational & outreach facilities, laboratories, and production facilities.

MSW Consultants performed a waste and recycling program audit for the campus for the primary purpose of achieving LEED green building certification. MSW Consultants toured and observed on-site waste, recyclables, and organics management practices and documented current recycling and capture rates. MSW Consultants supplied tabular data for use in certification materials, as well as a briefing to facility operations management on opportunities for diversion program improvement.

Waste Audit
Cassidy & Pinkard Collier (2009)

MSW Consultants was retained by Cassidy & Pinkard to conduct a waste and recycling audit in support of LEED-OM certification efforts at the Westory Building in Washington D.C. This project included a review of all disposal and recycling annual tonnage data supplied by the haulers, a facility tour of the 11 story office building to document waste and recycling generation and interior handling practices, as well as physical quantification of the amount and composition of wastes and recyclables at the building through a single day field effort. Results of the audit were used to defensibly document recycling rates and support LEED-OM certification points.

Waste Audit
U.S. Department of Treasury (2008)

The U.S. Treasury Building complex, including a Main Building and an Annex, is located at 1500 Pennsylvania Avenue, Washington, D.C. MSW Consultants was retained to perform a waste audit to support the Main Building’s pursuit of LEED Existing Building Operating and Maintenance certification. MSW Consultants obtained appropriate clearance to conduct this audit. In addition to achieving LEED certification, the analysis of the Treasury Building waste stream included a physical evaluation of the disposed wastes and recyclables for the purpose of identifying potentially recyclable materials contained in the waste stream, and estimated the capture rate of materials currently targeted in the Main Building’s recycling program.
Performance History

WASTE & RECYCLING AUDITS — Continued

Business Waste Audits
Montgomery County, MD (2007)

Montgomery County maintains an active commercial recycling outreach and enforcement program in support of its mandatory commercial recycling ordinance. On a periodic basis, the County selects representative businesses for which a detailed waste and recycling audits are performed.

MSW Consultants, working as a subcontractor, conducted waste and recycling audits of five non-residential establishments to evaluate recycling program effectiveness for Montgomery County. The audits include detailed interviews and tours of the participating businesses, as well as sampling and sorting of both disposed and recycled waste streams generated by the businesses. By understanding the business processes and waste generation points within each business, and by characterizing wastes and recyclables using weight-based measurement, the audits provide estimated capture rate as well as a range of recommendations for improving recycling, diversion, and reporting practices. The establishments targeted in these audits include a strip mall, a service station, a community college, a country club, and a federal health science building.

INSTITUTIONAL WASTE & RECYCLING PROGRAM OPTIMIZATION

Zero Landfill Initiative
National Park Service (NPS)-Grand Teton, WY (2017)

Grand Teton National Park (GTNP) showcases the major peaks of the 40-mile long Teton Range and includes more than 1,000 drive-in campsites and over 200 miles of hiking trails within a 480 square mile footprint. The National Park Service (NPS), along with its two main concessioners – the Grand Teton Lodge Company (GTLC) and Signal Mountain Lodge/Forever Resorts (SML) – maintains several visitor centers, picnic sites, trail heads, campgrounds, retail shops, marinas, guest lodging, and employee housing throughout the Park.

GTNP faces a number of other unique challenges. Waste and recycling receptacles throughout the Park must be bear-proof and must have sufficient capacity to avoid the potential for overflow. Extended-term Concessioner contracts, which over time could be modified to align with Zero Landfill targets and implementation requirements, turn over infrequently. Further, Park guests originate from anywhere in the world and have a wide range of expectations about recycling, waste reduction, sustainability, and environmental behaviors.

MSW Consultants facilitated the development of a Zero Waste to Landfill Plan for GTNP. In this role, MSW Consultants key staff chaired the Zero Landfill Coordinating Committee, a multi-organization group responsible for boosting the Park’s recycling rate from the current 20%. MSW Consultants documented the current materials management system, identified opportunities for optimizing operational performance, and assisted in discussions with a corporate sponsor (Subaru of America) to identify best practices that can be applied to other national parks.

Due Diligence Evaluation of Mixed Waste Processing Facility
Confidential Investor (2013)

Infinitus Energy opened a Mixed Waste Processing Facility to much fanfare in 2013 to handle the waste stream for the City of Montgomery, Alabama. One year prior to this grand opening, MSW Consultants was retained by a group of investors to perform a due diligence analysis of the technical and economic feasibility of the plant. MSW Consultants reviewed the confidential contract documents between the City and Infinitus, as well as the developer’s operating and financial pro forma with the objective of identifying:
Due Diligence Evaluation of Mixed Waste Processing Facility — Continued

Confidential Investor (2013)

- Reasonableness of the terms and degree of risk sharing between the MRF owner and the City of Montgomery;
- Reasonableness of the capital and operating cost estimates used in the proposal and pro forma;
- Degree of reliance on City of Montgomery material vs. need for incremental feedstocks;
- Impact on MRF financial performance of changes in the pricing of recovered material based on historical fluctuations; and
- Ability of project to operate successfully in various local market conditions.

MSW Consultants found that the proposed facility had little chance of meeting its projected operating and financial benchmarks, and strongly cautioned the investor about moving forward. Although the Infinitus Energy plant was subsequently commissioned and operated for two years, the plant closed abruptly in early 2016 for the exact reasons identified by MSW Consultants.

Municipal Litter and Illegal Dumping Cost Research

Keep America Beautiful, CT (2010)

MSW Consultants gained significant experience researching the true costs of litter and illegal dumping which are borne by governmental entities based on a national survey. However, this survey effort revealed that litter and illegal dumping costs – for education, prevention, and remediation – are hidden within multiple departments within the typical government organization. Consequently, Keep America Beautiful retained MSW Consultants to perform detailed research into the breadth of litter and illegal dumping costs for three KAB local affiliates.

Working with KAB and the Albuquerque (NM), Ocala (FL) and Lewisville (TX) local affiliates, MSW Consultants developed a spreadsheet-based data collection instrument and an accompanying research process to systematically uncover and document litter and illegal dumping costs. The process involved identifying a “project champion” within each of the local affiliates, and then working with this municipal or local affiliate staff person to systematically interview department heads within all of the operating departments believed to expend resources on litter and/or illegal dumping. MSW Consultants worked with each local staff person to compile reported costs as well as estimates of resource usage from the public works, sanitation, police, parks and recreation, and other departments known to perform education, prevention, enforcement and clean-up.

Results of this effort were presented at the 2010 KAB National Conference.

Solid Waste Generation & Fee Evaluation

King of Prussia Mall (2005)

The King of Prussia Mall is one of the largest enclosed shopping malls in the country. The owner and management company, Kravco Simon, contracted with MSW Consultants to develop a fair and equitable method to bill tenants for waste and recycling services. Many of the tenants receive back door collection service from the mall’s janitorial staff while the remaining tenants have full access to the four mall compactors. The mall installed pressure gauges on each of the compactors to monitor fullness which resulted in a reduction in hauling expenses. MSW Consultants measured waste and recycling generation for two weeks for both tenants that received back door service and those who used the compactor directly. Using cost data, janitorial cost, square footage data, and sales volumes MSW was able to develop a model which equitably calculated a monthly charge for waste and recycling services.
COLLECTION PROGRAM OPTIMIZATION

Municipal Solid Waste System Evaluation and Rate Study
City of Georgetown, KY (2017)

The City of Georgetown, through its Department of Public Works (DPW), is the exclusive collector to the roughly 11,000 residential housing units, providing collection of refuse in 96-gallon “Herbie” garbage carts, as well as bulky items and brush. The City also provides commercial cart service and commercial front-load service to a small number of customers. In an ongoing effort to systematically evaluate and improve its service delivery, the City commissioned a comprehensive report on the City’s existing solid waste collection operations, including logistics and routing, personnel, equipment, finances and rate structure, maintenance, safety, regulatory compliance, facilities, quality of service, solid waste ordinances and enforcement procedures.

MSW Consultants provided a comprehensive evaluation of the City’s operations, policies, and rate structure. This analysis identified that the City’s exclusively-provided residential collection system was efficiently performed, and that residential rates were sufficient not only to fund the residential services, but also had been subsidizing commercial cart and dumpster collection. The analysis identified fixes to the commercial cart rate structure to shore up the financial performance of that service. Finally, the analysis found that the City’s dumpster customer base was too small to be economically viable and recommendations were offered to exit the business or outsource the service.

Solid Waste Collection Systems Evaluation
Town of Front Royal, VA (2016)

The Town of Front Royal contracted with MSW Consultants to provide consulting services to help the Town evaluate and offer recommendations on the management of all solid waste collection and disposal services in the most cost-effective manner. MSW Consultants worked in partnership with the Town staff to review existing services, compare industry practices to current business models, evaluate pricing and service levels and offer recommendations on how to increase efficiency, reduce operational costs, and improve customer service.

Multi-Family Collection System Audit and Collection Efficiency Study
City of Poughkeepsie, NY (2011)

MSW Consultants was retained by the City of Poughkeepsie to perform a confidential assignment for the City Attorney related to a lawsuit filed by a group of multi-family apartment owners after the City decided to discontinue collection for dwelling with 4 or more units. A review of City solid waste ordinances proceeded a benchmarking studies of other similar sized municipalities in New York to determine how multi-family dwellings were provided solid waste collection. Other tasks for this assignment included surveying 589 multi-family dwellings to capture current refuse and recycling service levels, estimating collection cost savings for discontinuing these services, and estimating the cost for the City to begin servicing the multi-family dwellings again. The key findings were provided to the court in an affidavit.

The City subsequentially retained MSW Consultants to perform a rapid collection system efficiency study to investigate if there were any opportunities to save money within the Solid Waste Collection Department of Public Works. The approved task included benchmarking the current system consisting of 3 manual residential refuse routes, 2 residential recycling routes and a front load commercial route that serviced City facilities and some condominiums within the City limits and making recommendations to reduce cost and increase efficiency. Major findings included balancing the current route structure, eliminating the second person on the recycling trucks and eliminating the front load route. Other findings were that the City had an opportunity to reduce a daily route if routes could be cross-balanced or going to once-per-week collection, either of which could save an estimated $229,000 annually.
Performance History

**PROCUREMENT ASSISTANCE**

**Collection Procurement Assistance**  
**Tavares, FL (2017)**

The City of Tavares provides public refuse collection to its single family households. However, the City uses a franchise agreement for the provision of residential curbside recycling collection and also for commercial refuse collection. MSW Consultants was retained to supervise the procurement of a new franchise collector for its recyclables and commercial wastes. MSW Consultants reviewed and updated the City’s draft RFP and franchise agreement language; supported the procurement process including pre-bid meeting and responses to vendor questions; and evaluated responses.

**Disposal and Recyclables Processing Procurement Assistance**  
**Central Connecticut Solid Waste Authority, CT (2017)**

The Central Connecticut Solid Waste Authority (CCSWA) formed in 2010 to provide a comprehensive, long-term solid waste management solution for its 21 member municipalities located in the Hartford region. At the time, the CCSWA's member municipalities were contractually bound to deliver all wastes to the Connecticut Resources Recovery Authority (CRRA), now named the Materials Innovation and Recycling Authority (MIRA), a quasi-public agency that was expected to provide disposal and recycling services to the state’s waste generators. However, the CCSWA believed it was possible to obtain more cost-competitive waste disposal and recyclables processing via private vendors.

2014-2016 — MSW Consultants was retained to assist CCSWA member municipalities to procure disposal (in 2015) and also disposal/processing (in 2017). MSW Consultants continues to work closely with the CCSWA on related matters.

2011 — MSW Consultants developed and managed a comprehensive procurement for waste disposal and recyclables processing services on behalf of the CCSWA. While some elements of this procurement were straightforward, the absence of permitted transfer stations and recycling facilities in the immediate region raised certain challenges. MSW Consultants worked with an appointed evaluation committee to develop comprehensive RFQ/RFP documentation, and structured the overall evaluation and negotiation strategy, to assist the CCSWA members’ municipalities in securing responsive vendors to meet refuse disposal and recyclables processing needs for the next 5 to 20 years.

**RFP for Recyclables Processing**  
**Cambria County Solid Waste Management Authority (CCSWMA), PA (2014)**

MSW Consultants was retained by the Cambria County Solid Waste Management Authority (CCSWMA) to prepare and manage a Request for Proposal (RFP) for the processing/marketing of the recyclable materials collected by the CCSWMA. The objective of the initiative was to obtain the greatest program efficiency, promote program sustainability and to best serve the residents and small businesses of Cambria County. Cambria County also wanted to allow a local plastics-to-fuels processor to propose on the project, so the RFP was tailored to allow proposals for a subset of materials. MSW Consultants developed the RFP technical specifications and a sample agreement, evaluated the service offerings and costs of the received proposals, ranked them, and made a recommendation to CCSWMA.
Waste and Recycling Services Evaluation and Procurement
Confidential Utility (2014)

This client is an investor-owned utility providing electricity and gas to customers in three states in the MidAtlantic and Northeast region. The utility has grown its customer base through various acquisitions, and currently conducts operations from almost 200 locations across its service territory. At the time of this engagement, the utility was working on creating a central waste management plan, was trying to standardize its recycling program, and needed to improve its management of a patchwork of haulers and brokers providing collection and recycling services. Its total waste management spend exceeded $3 million.

MSW Consultants was engaged as a sub-consultant to lead an in-depth review of waste management across the organization, with an objective of developing a procurement strategy to secure centralized services with standardized pricing. This process included extensive discussions with internal stakeholders from multiple business units, including operations, procurement, construction, and asset recovery; as well as site visits to representative operational and office facilities across all three states.

Because of limited ability to compile service invoices that could be matched with individual locations, MSW Consultants subsequently created and managed a survey of all 200 locations to compile existing waste management and recycling collection service needs. Working jointly with a procurement staff person, MSW Consultants worked with seven internal senior managers to complete the survey.

Finally, MSW Consultants led the development of technical specifications for a comprehensive procurement of waste and recycling collection services. This required close coordination with the utility buyer to document and define reporting requirements, internal accounting practices, operating and safety requirements and evaluation matrices for inclusion in an RFP. The RFP was subsequently issued to local, regional and national haulers in a way that maximized opportunity to obtain competitive pricing. The utility is expecting to realize 25 to 30 percent annual savings as a result of the procurement process.