





QUALIFICATIONS FOR

DEVELOPMENT OF A COMPREHENSIVE SOLID WASTE MASTER PLAN

SUBMITTED TO

CITY OF JOPLIN, MISSOURI
PUBLIC WORKS DEPARTMENT
OPERATIONS DIVISION
JUNE 9, 2021

June 9, 2021

Mr. Lynden Lawson
Assistant Director of Public Works - Operations
602 S Main Street
Joplin, Missouri 64801

Re: **Request for Qualifications for Development of a Comprehensive Solid Waste Master Plan**

Dear Mr. Lawson:

The City of Joplin (City) has recognized the need to develop a comprehensive Solid Waste Master Plan (Plan) to evaluate the solid waste system, set goals and priorities for solid waste services, and identify recommendations for an integrated, efficient, and effective solid waste management system. To effectively prepare the Plan, your partner must possess the following:

- Experienced project team with planning, environmental, engineering, communications, and financial skills for a wide range of solid waste and recycling issue and proven track record of completing financial studies and analyses of public solid waste management projects and systems.
- Extensive stakeholder engagement experience, including but not limited to focus groups, surveys, workshops/meetings, open houses, developing fact sheets, and city council meetings.

Burns & McDonnell is that partner. Since 1970, the Burns & McDonnell Solid Waste and Resource Recovery Group has successfully completed numerous planning, economic, and operational projects on a wide range of recycling and solid waste issues. Since we only represent local governments, our independence from private companies provides no conflict of interest.

Seasoned Project Team Focused on Solid Waste Planning Provides a Proven Methodology

Laura Drescher, Julie Davis, Scott Pasternak, Scott Martin, Bob Craggs, Seth Cunningham, and Sara Nettels have developed more than 50 solid waste and recycling plans during their combined 100-plus years of experience. With planning, environmental, communication, business, and engineering degrees, our team offers a combination of planning, technical, operational, and financial expertise, resulting in guidance for an implementable plan for the City of Joplin. With team members formerly in local government, our team has unique experience in the implementation of similar solid waste master plans. The methodology we have included in our Project Approach is consistent with our approach for other counties and cities that have successfully implemented Plans. The project team will employ this proven method to develop a meaningful and customized Plan that is unique to the City of Joplin.

Unparalleled Community Engagement Capabilities

The team assembled for this response is comprised of top-tier technical service professionals have extensive public engagement experience while assisting with the development of solid waste management plans. This work has included a range of tasks such as leading public meetings, workshops for public officials, focus groups of stakeholders, and technical support for local governmental public information offices. As such, we are uniquely qualified to obtain project-specific public input that will help guide the Plan's development and convey the project's importance to the community you serve.

We look forward to the opportunity to work with you on this Plan. Please contact Julie Davis at 816-769-1116 or jdavis3@burnsmcd.com should you have questions regarding our proposal.

Sincerely,

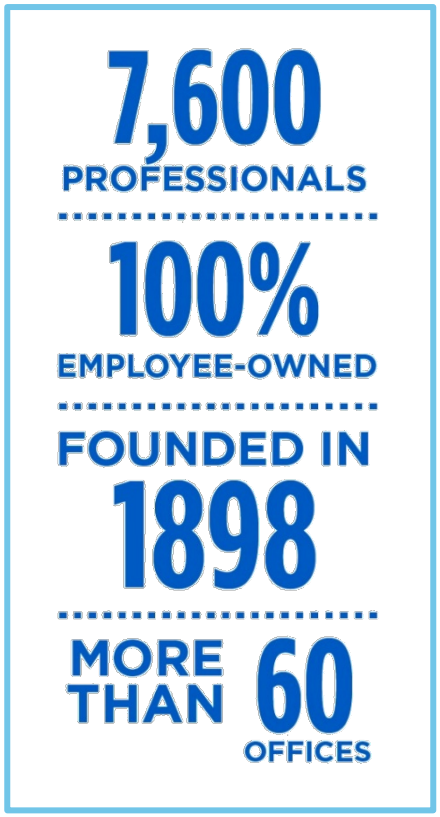
Laura Drescher
Project Manager

Julie Davis
Lead Consultant

1. FIRM EXPERIENCE & QUALIFICATIONS

FIRM INFORMATION

Founded in 1898 and head-quartered in Kansas City, Missouri, Burns & McDonnell is a 100 percent employee-owned consulting firm that provides comprehensive professional engineering, architecture, construction, and environmental services. ***Being 100 percent employee-owned means we each have a stake in superior performance and a commitment to excellence that translates into successful clients.*** We are regularly recognized by professional organizations and publications for our technical knowledge, superior client service and as a top place to work, including consistently ranking in *Fortune* magazine's 100 Best Companies to Work For.



EXISTING RELATIONSHIP

Burns & McDonnell has a strong history partnering with the City of Joplin (City) and successfully executing public works projects such as improvements to the Tin Cup Wastewater Lift Station and permitting support for the Turkey Creek Wastewater Treatment Facility. This experience allows for familiarity with City policies and procedures, as well as a current on-call agreement to perform work under. Burns & McDonnell has relocated multiple staff to Joplin to support these, and other ongoing projects in the area.

SOLID WASTE PLANNING EXPERIENCE

Managing Solid Waste Now, For the Future

Since 1970, our Solid Waste and Resource Recovery Practice has completed hundreds of projects. Solid waste management and resource recovery requires progressive and innovative approaches in the context of sustainable development. Burns & McDonnell offers a full-spectrum of services, combining our solid waste and recycling planning and engineering experience with our business-focused consulting, including financial feasibility and procurement projects. Burns & McDonnell's Solid Waste and Resource Recovery Practice includes the following services:

Solid Waste and Diversion Planning

Careful planning is fundamental for developing and implementing an effective solid waste management program. Our team provides comprehensive, integrated planning services to help you achieve your goals in solid waste and resource recovery management. Representative, recent clients include the communities of Johnson County, Kansas; City of Olathe, Kansas; Unified Government of Wyandotte County and Kansas City, Kansas; City of Springfield, Missouri; City of Columbia, Missouri, as well as clients throughout the Midwest.

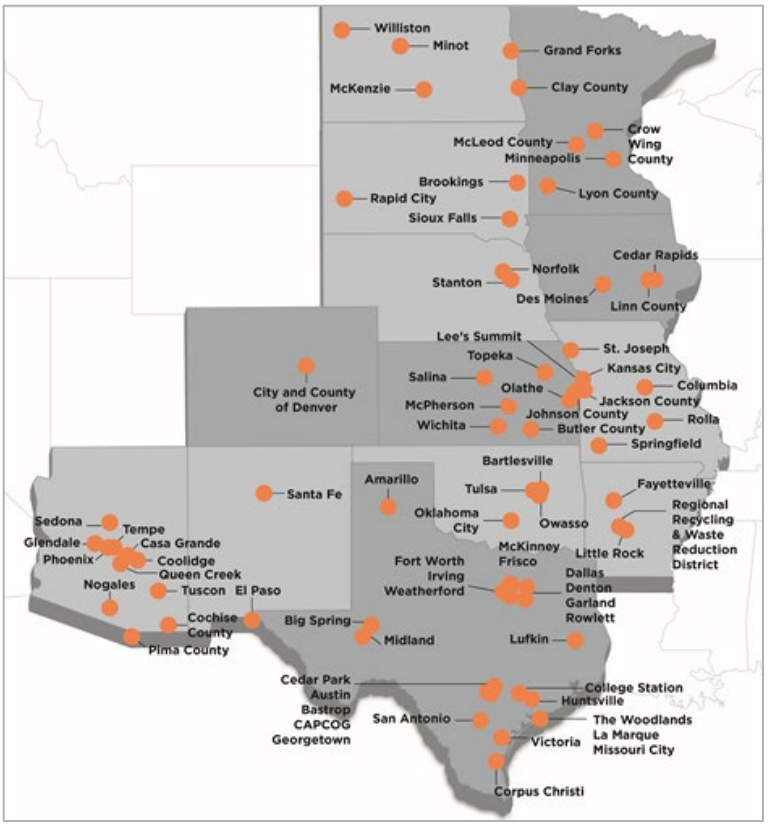
Financial Analysis

Financially sound decisions about solid waste and recycling systems require an understanding of costs, revenue, and rates. Our solid waste team has experience completing financial studies and analyses of public solid waste management projects and systems. Many of these projects have focused on providing cities with an understanding of the capital and operational costs of providing a range of solid waste and recycling services, including facilities development and contracts with the private sector. Our unique experience as a design-build

firm allows for accurate construction estimating and ongoing client support with procurement services provides up-to-date costs anticipated from the private sector.

Procurement Services

Our team has spent decades developing procurement documents, evaluating vendor proposals, and assisting in contract negotiations. Our consultants, who bring legal and extensive solid waste and recycling experience, understand issues that surface during the analysis and adoption of contracts for local governments. **Since we only represent cities, our independence from private haulers provides no conflict of interest.** Our recent clients provide a comprehensive and recent database of the costs of services being offered by the private sector. In addition, Burns & McDonnell has successfully assisted local governments with the development of public-private-partnerships to share in the ownership and operation of solid waste facilities.



Burns & McDonnell's solid waste planning experience focuses on the Midwest region in coordination with the location of our primary solid waste staff: Kansas City, Denver, Minneapolis, and Austin.

Stakeholder Input

Seeking input from residents, businesses, and elected officials is a critical aspect of developing a solid waste master plan. Our planning services often include a wide range of stakeholder input, including but not limited to focus groups, surveys, workshops/meetings, open houses, developing fact sheets and city council meetings.

Facility Permitting, Design, and Construction

Our team has significant experience in the permitting and design of solid waste facilities including landfills, material recovery facilities, transfer stations, composting facilities, public drop-off areas, and household hazardous waste collection facilities. Our relationships and reputation with state regulatory agencies and familiarity of existing solid waste regulations streamline the permitting process. In addition to facility design, our team is on the forefront of emerging technologies in landfill gas to energy and leachate management. As a design-build firm, Burns & McDonnell can perform construction services or provide construction quality assurance on behalf clients.

2. PROPOSED TEAM

Burns & McDonnell's culture is to work as a team with the client to complete the project on-time and on-budget and in conformance with the project requirements. Our team includes Laura Drescher, Scott Pasternak, Scott Martin, Bob Craggs, Seth Cunningham, Sara Nettels and Julie Davis who combined have developed more than 50 solid waste and recycling plans during their combined 100-plus years of experience.

With planning, environmental, legal, communication, business, and engineering degrees, our team offers a combination of planning, technical, operational, environmental, and financial expertise, resulting in guidance for an implementable plan for Joplin, Missouri. With team members formerly in local government, our team has unique experience in the implementation of similar solid waste management plans. We understand the value of stakeholder engagement and how it translates to public support for successful outcomes. Our team has experienced first-hand the political and procedural challenges of implementing new solid waste systems and knows what it takes to achieve diversion and efficiency goals.



Laura Drescher, PE, ENV SP | Project Manager

10 Years of Experience | 10 Years with Burns & McDonnell

Laura offers a broad range of professional solid waste consulting services including master planning and solid waste/recycling collection, processing and disposal procurement, and operational review for local governments. Laura is also a Professional Engineer and has extensive experience in the permitting, design, and construction of solid waste facilities. She serves in multiple leadership roles for the Missouri and Kansas Chapters of the Solid Waste Association of North America, the Missouri Waste Control Coalition, and is a member of the 2018 class of the Chamber of Commerce Leadership Missouri.



Julie Davis | Lead Consultant

14 Years of Experience | 1 Year with Burns & McDonnell

Julie Davis is experienced in environmental planning, policy development, community engagement, and program management. She has managed a solid waste program responsible for regulatory oversight at regional municipal solid waste landfills, transfer stations, and composting facilities. She has developed solid waste management plans and conducted facility feasibility studies focused on increasing diversion through innovative, community-supported, and sustainable approaches. Julie utilizes her thirteen years of public sector solid waste management experience to assist communities with their program needs including planning, policy, regulatory, and community engagement consulting.



Bob Craggs | Senior Technical Advisor

30 Years of Experience | 8 Years with Burns & McDonnell

As the National Manager of the Solid Waste and Resource Recovery Group, Bob has extensive experience working with local governments addressing a range of solid waste and recycling planning services. He has completed solid waste and recycling plans ranging from medium sized communities [such as Georgetown (TX), McLeod County (MN), Sheridan (WY) and Sioux Falls (SD)] to large cities (like Dallas, Denver, San Antonio, New York, San Jose, Honolulu, St. Louis County, Phoenix, Minneapolis, Oklahoma City and Kansas City). His legal background provides a unique perspective assisting clients with procurement projects, as he has completed more than 25 solid waste and recycling collection and facility procurements for clients across the country. Bob also completed numerous business plans, financial analysis and cost of service studies throughout the U.S. for cities like Dallas, Denver, Grand Forks, Oklahoma City and Phoenix, and Santa Barbara County (CA) and McLeod County (MN).



Scott Pasternak | Principal Planner

28 Years of Experience | 7 Years with Burns & McDonnell

Scott serves as a leader for Burns & McDonnell's solid waste clients, which focuses on advancing the solid waste and recycling programs for governmental entities. Since the 1990s he has worked with local, regional and governments to solve challenging technical and financial solid waste management and recycling issues. Over this time period, he has completed hundreds of projects for clients across the United States. Geographically, he has worked for governmental clients in 19 states. Prior to joining Burns & McDonnell, he was a national leader within SAIC's (formerly R. W. Beck) Solid Waste Practice from 2000 - 2013. From 1995-2000, he was a solid waste planner for the Texas Commission on Environmental Quality (TCEQ).



Seth Cunningham, PE | Financial Analyst

21 Years of Experience | 7 Years with Burns & McDonnell

Possessing both business and engineering degrees, Seth provides our governmental clients with creative, yet fiscally responsible solutions to their solid waste and recycling challenges. Seth brings a strong understanding of solid waste and recycling issues. In addition, he has led public-private partnership and contracting projects for the cities of Austin, San Antonio and Bastrop, as well as recycling market development and waste forecasting studies for the Capital Area Planning Council of Governments. He has also contributed to solid waste and recycling planning studies for Dallas, Honolulu, Phoenix, Denver, Santa Fe, Tulsa and the States of Texas and Colorado. He has also led more than 50 solid waste operational and financial studies, focusing on collection, recycling processing, composting and disposal operations.



Scott Martin, PE | Quality Assurance/Quality Control

15 Years of Experience | 13 Years with Burns & McDonnell

Scott works as a design engineer and project manager in the Environmental Engineering Group. He provides a multi-disciplined approach to landfill gas and solid waste engineering, with solid experience performing mechanical and civil design work. His responsibilities include: confidential oil & gas client program management, landfill gas power plant design, landfill gas collection system design, landfill gas beneficial utilization, landfill design, and construction; air and solid waste permitting, landfill air and solid waste regulatory compliance, and greenhouse gas compliance. Scott has experience on a wide variety of projects including waste facility design, landfill permitting, truck wash facility design, landfill gas power plant design, landfill gas collection system design, landfill methane migration mitigation, landfill gas-to-energy due diligence auditing and financial feasibility evaluations, Greenfield landfill design, watershed hydrology, mine remediation, contaminated groundwater treatment systems, and remediation project development and decommissioning.



Sara Nettels | Public Involvement

10 Years of Experience | 7 Years with Burns & McDonnell

Sarah is responsible for supporting a wide variety of communication and public outreach services for our clients, including developing programmatic communication strategies and public outreach plans. Sarah coordinates communication and public involvement activities on major projects, as well as facilitating project communication strategies and developing public outreach plans. Sarah helps to implement strategic outreach plans and processes, including elements of social media, video production, newsletters and fact sheets, website content, news releases, coordinating public meetings and open houses, managing comment forms and mailing lists, as well as designing a variety of visual elements and infographics. On the real estate side, Sarah manages real estate responsibilities with the project teams – both internal and client-facing, executes project community outreach and notifications, and oversees subcontractors and ROW agents responsible for serving as a liaison between the landowners and construction team in order to facilitate access, manager property owner concerns, and negotiate construction activities.

3. PROJECT EXAMPLES & REFERENCES

Below are representative solid waste and diversion planning and contracting projects over the past five years that were led by our proposed team. References, including contact information, are included herein as well as identification of similarities to the City's proposed Plan. Additional information related to these projects is available upon request.

Project Experience Legend

PROJECT NAME | CLIENT NAME AND PROJECT LOCATION | DATES OF COMPLETION OR STATUS

Services Provided:

- Solid Waste Planning
- Financial Analysis
- Public-Private Partnership & Procurement Services
- Stakeholder Input
- Project Similarities
- Client reference

Project Experience

GENERAL SOLID WASTE PLANNING SERVICES | COLUMBIA | ONGOING

Burns & McDonnell has worked with the City of Columbia, Missouri on solid waste planning, permitting, design, and construction projects for over 40 years. Projects have included cost of services studies; compost facility siting, permitting, and design; organic waste diversion and life cycle carbon planning/evaluation; landfill expansion master planning, permitting, design, and construction quality assurance; solid waste operations center planning and engineering support; recycling program support, renewable natural gas feasibility study, ongoing operational support for a bioreactor landfill cell, and design, implantation, and expansion of a landfill gas to energy system in partnership with City utilities.

Adam White
573-874-7555
adam.white@como.gov

Burns & McDonnell provides a variety of services to support multiple solid waste programs operated and owned by the City of Columbia to meet City and State-set goals. Evaluation of solid waste facilities use to optimize efficiency and capacity.

SOLID WASTE MANAGEMENT PLAN | UNIFIED GOVERNMENT OF WYANDOTTE COUNTY AND KANSAS CITY KANSAS | 2020

Burns & McDonnell developed UG's first major solid waste management plan, which focused on evaluating and updating their residential collection program from a weekly take-all curbside program with minimal recycling participation to increase diversion and improve customer service. Financial analysis was conducted on service level changes as well as the potential for the UG to own and/or operate facilities and programs. Significant feedback was generated by the advisory committee and elected officials on levels of services expected and reaction to cost.

Jeff Fisher
913-573-5415
jfisher@wycokck.org

Current UG solid waste system is similar to Joplin and have a desire to significantly increase diversion and create a consistency of services provided, while maintaining an appropriate cost to residents.

SOLID WASTE MANAGEMENT PLAN UPDATE | JOHNSON COUNTY, KS DEPARTMENT OF HEALTH AND ENVIRONMENT | 2019

Burns & McDonnell worked with the Johnson County (County) Department of Health and Environment (JCDHE) to develop a comprehensive Solid Waste Management Plan (Plan) to update and replace the 2013 Plan. The Plan included coordination between a County-wide Solid Waste Management Committee, 20 participating municipalities, multiple private solid waste management companies, the Mid-American Regional Council (MARC), and JCDHE staff. Burns & McDonnell provided ongoing stakeholder engagement, including public surveys, public open-house, stakeholder workshops, and presentations to the elected board, throughout the Plan development period.

Craig Wood
913-715-6917
Craig.Wood@jocogov.org

Significant education and outreach including surveys, public meetings, stakeholder meetings, and regular Solid Waste Committee/staff meetings.

TRANSFER STATION PROCUREMENT, BASELINE ASSESSMENT & DESIGN AND RENOVATIONS | CITY OF OLATHE, KANSAS | 2015 - 2019

Burns & McDonnell conducted a strategic analysis in preparation for the City's proposed expansion of the transfer station and procurement of transfer station operations and disposal and recycling processing services including a financial analysis comparing self-performance and contracting. In addition to procurement and planning support, Burns & McDonnell provides ongoing design and construction services at the City's transfer station.

Alan Shorthouse
913-971-9037
ashorthouse@olatheks.gov

Private contracts for recycling processing and waste disposal accepted at the transfer station. Ownership of transfer station allows for the option to self-operate or contract operation.

SOLID WASTE COLLECTION EVALUATION AND PROGRAM PLANNING | CITY OF SPRINGFIELD, MISSOURI | 2016 - 2018

The City of Springfield selected Burns & McDonnell to assist the City's Solid Waste Department to study the efficiency of trash and recycling collection services and identify potential options for improving the efficiency and long-term viability of trash collection services within the City's Integrated Solid Waste Management System. The City of Springfield's residential trash and recycling collection program is currently provided by licensed private trash and recycling hauling companies in an open-market system where customers contract directly with licensed haulers to provide needed solid waste and recycling services. Specifically, our assistance included the following:

- Evaluated the current residential collection program
- Conducted a comprehensive survey of City residents to measure attitudes and preferences
- Identified three alternative programs for consideration
- Presented the results to various stakeholders (e.g. haulers, neighborhood councils) and attend a series of public meetings.

Erick Roberts
417-864-2001
eroberts@springfieldmo.gov

Significant stakeholder engagement including the private industry and public regarding service changes.

SOLID WASTE MASTER PLAN, MRF/CO-COMPOSTING FACILITY REVIEW, AND COST OF SERVICE | CITY OF RAPID CITY, SOUTH DAKOTA | 2020 - ONGOING

Burns & McDonnell is assisting the City of Rapid City (City) to set the "roadmap" for the future of all three the City's Solid Waste Division service lines: Landfill Disposal; Material Recovery Facility and Co-Composting; and Collection. Burns & McDonnell is placing an emphasis on stakeholder management services, as public input will be critical for the Plan's success. Master Plan Key Considerations:

- Develop methods that the City can easily use to track landfill airspace utilization. An operations efficiency study could be a good component of the Plan to identify areas for improvement.
- The Plan will look at solid waste industry trends such as source separated organics diversion and renewable energy production.
- Collection services. Evaluation of haul routes, planning for expansion of collection services, and develop recommendations for efficiently managing the collection of MSW, recyclables, organics, and bulky waste.

The Master Plan will include a cost-of-service analysis and recommendation of future rates, an analysis of service area and the services provided, and a projection of waste generation in the market area.

Jeff Barber
605-355-3496
Jeff.Barber@rcgov.org

Review and optimization of locations of publicly-owned solid waste facilities and operated services.

SOLID WASTE MASTER PLAN | NORTHEAST MINNESOTA WASTE ADVISORY COUNCIL/WESTERN LAKE SUPERIOR SANITARY DISTRICT (WLSSD) | DULUTH, MINNESOTA | 2021 - PRESENT

Burns & McDonnell was retained to develop a regional solid waste management plan for the seven northeast Minnesota counties of Aitkin, Carlton, Itasca, Koochiching, St. Louis, Lake, Cook, and the WLSSD. The goals of the SWMP include providing a roadmap for cost effective, environmentally prudent waste management for the region over the next 10 years, and gain plan approval from the Minnesota Pollution Control Agency. Key issues include securing long term disposal capacity and improving recycling and organics programs.

Dan Belden
218-740-4774
Dan.Belden@wlssd.com

Plan focus on same waste streams as Joplin (MSW, organics, and recyclables) and has a more regional review which will be necessary when considering Joplin's access to landfill and recycling processing facilities.

SOLID WASTE AND RECYCLING FINANCIAL AND DIVERSION STUDY | CITY OF DENVER, COLORADO | 2017-2019

The City and County of Denver developed the Master Plan for managing Solid Waste in 2010. The City is seeking to increase its recycling rate from the current 18 percent to meet or exceed the Plan's 34 percent recycling rate by 2020. In 2017, the City retained Burns & McDonnell to provide an independent assessment of the programs and costs that would need to be implemented and/or improved to achieve the recycling rate goal. This work included developing an Excel-based model to conduct "what-if" scenarios to compare potential materials diversion and program costs. Following the analysis, Denver retained Burns & McDonnell to develop an implementation plan for deployment of staff, equipment and integration of new software. Key analysis addressed for Denver included:

- Financial and Operational Analysis: Evaluated the City's solid waste and recycling program costs and operations.
- Benchmarking: Documented successful and unsuccessful programs nationally, including statistical correlation between billing rates and recycling quantities.
- Sensitivity Analysis: Developed a detailed, Excel based decision making tool/pro forma based on the City's operational and financial metrics that allowed for extensive sensitivity analyses.
- Software Integration: Procurement of new work order management and billing system software.

Charlotte Pit
303-446-3413
charlotte.pitt@denvergov.org

Evaluation of changes to services provided and programs to increase diversion to meet a planned goal in a cost-effective manner.

SOLID WASTE & RECYCLING STRATEGIC PLAN, COST OF SERVICE AND CONTRACTING STUDY | CITY OF DENTON, TEXAS | 2015 - 2017

Strategic plan focuses on increasing recycling and waste minimization, increasing efficiency and community satisfaction. Plan was supported by a cost-of-service study that included an evaluation of the cost of privatization of recycling services. Stakeholder input via workshops, interviews and City Council meetings.

Tyler Hurd
940-349-8043
Tyler.Hurd@cityofdenton.com

Goals of strategic plan is very similar to Joplin: evaluate existing services and increase diversion in a cost-effective manner.

STRATEGIC SOLID WASTE AND RECYCLING PLAN | CITY OF EL PASO | 2016-2017

Establishes goals and actions for the City to address the City's most important solid waste and recycling issues. The plan includes detailed implementation plans focusing on roles, responsibilities, schedules and funding (operational and capital). Other projects for the City have evaluated the cost of services, including contracted services. Stakeholder input via multiple workshops and interviews.

Ellen Smyth
915-212-6060
smythea@elpasotexas.gov

Review of both capital and operational costs of solid waste services and potential funding sources for implementation.

RECYCLING PROCESSING PLANNING & IMPLEMENTATION SERVICES | CITY OF DALLAS | 2015 - 2017

Evaluated the financial and technical feasibility of multiple options to increase recycling in the city. Based on this evaluation, conducted a procurement that led to a new $20 million recycling facility being built at the City's landfill, as a part of a 15-year service contract. Stakeholder input included community meetings, City council meetings and fact sheets.

Kelly High; 214-686-8533;
kelly.high@dallascityhall.com

Evaluated multiple options to increase diversion and utilized private contracts and public private partnerships to achieve diversion goals.

ZERO WASTE MANAGEMENT PLAN | CITY OF MINNEAPOLIS | 2017

Identified strategies to increase diversion of recyclable materials and organics for the residential, commercial, institutional and public space generators. Evaluated multiple public-private partnership options such as licensing and franchising. Conducted multiple stakeholder meetings with the public and City Council. Previously, completed a recycling procurement for the City in 2016.

David Herberholz
612-673-2433
david.herberholz
@minneapolismn.gov

Evaluated public-private partnerships with the private solid waste sector to increase diversion in all sectors, not just curbside residential.

THE ECONOMIC IMPACTS OF RECYCLING | THE TEXAS COMMISSION ON ENVIRONMENTAL QUALITY | 2016 - 2017

Statewide recycling study that provides key insight on recycling strategies, financial costs and benefits and options to develop public-private partnerships. Stakeholder input via workshops, presentations, surveys, webinars and factsheets/graphics.

David Greer
512-239-5344
David.Greer@tceq.texas.gov

Evaluated options utilizing the private industry with public infrastructure, similar to structure in Joplin.

4. PROJECT UNDERSTANDING

The City of Joplin has recognized the need to develop a comprehensive Solid Waste Master Plan (Plan) to evaluate the solid waste system, set goals and priorities for solid waste services, and identify recommendations for an integrated, efficient, and effective solid waste management system. The Missouri Solid Waste Management Law, Section 260.325 regulations on solid waste management plans are not applicable as the City's Plan is not representing the formal Solid Waste Managemennt District M, however can be of guidance in organization and content development. Burns & McDonnell will assist the City in reviewing the quanity of recyclable and organic materials diverted from landfills and evaluating their current diversion against the recommended goal of fourty percent (40%) by weight, as recommended by Missouri Solid Waste Management Law, Section 260.250.

PLAN PRIORITIES

Optimize existing solid waste systems and facilities.

Utilize stakeholder engagement to provide evaluate additional or improved services offered.

Develop measurable goals for material diversion in accordance with the State Plan and community interest.

Develop an implementation plan to increase diversion to achieve goals and improve customer satisfaction with services provided.

The City has a dynamic Recycling and Solid Waste Management Program which oversees a variety of services as follows:

- The City currently contracts with Republic Services for residential solid waste services which includes the collection of trash in 96-gallon carts with the optional subscription service collection of recyclables in a provided cart. Residents are allowed to set out additional waste and bulky items for no extra fee.
- Residents have access to drop-off brush, tree limbs, and bulky items at the WCA transfer station for a subsidized fee.
- The City owns and operates a Recycling Drop-Off Center which accepts common recyclables, household hazardous waste, used cooking oil, electronic waste, and shredding services.
- The City owns and operates a tree limb drop-off site which chips the material and offers the resulting mulch to residents to pick up for no charge.
- The City owns and operates a yard waste composting site. The City collects yard waste annually from residents in addition to the year-round drop-off facility. Compost is available to the community to pick up for no charge.

The City has identified the challenge with having multiple locations for various drop-off services from both an operational standpoint and a public conveniences perspective. It has also been identified that the Recycling Drop-Off Center is having capacity challenges to keep up with the service demands. The Plan will evaluate these solid waste system components, infrastructure, and programs to provide recommendations with the intent of having all solid waste components integrated for efficiency and effectiveness. Specifically, the Plan will include a comprehensive review of the existing system and identify and evaluate options based on current trends that promote and support diversion. The Plan will include a proposed Capital Improvement Plan to consolidate or co-locate services to include cost and feasibility analyses of facility options and a preferred approach to implementation.

Burns & McDonnell recognizes the importance of gaining community support through active stakeholder participation including from the Solid Waste Advisory Committee, City Council and the public while developing the Plan. Stakeholder input is a critical component to determine the wants and needs of the community and will be solicited throughout the development of the Plan.

Planning and implementing an integrated solid waste management program is a complex and challenging endeavor encompassing a host of issues: financial, technological, institutional, legal, social, and environmental.

Recognizing this, as well as the benefits of a more integrated approach, Burns & McDonnell is proposing to assist the City in developing a Plan that provides the vision and framework to guide future activities and to develop the infrastructure, programs and policies needed to manage your solid waste. Our experience shows that effective solid waste master plans:

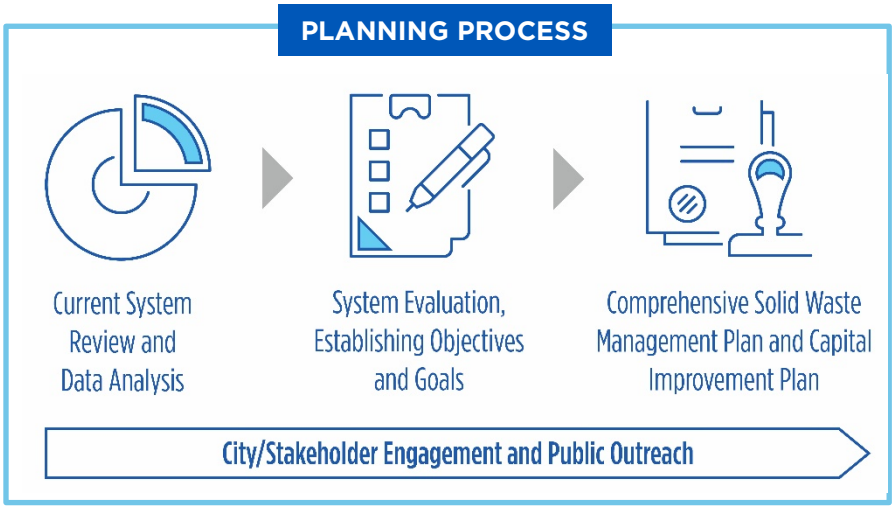
- Reflect the community's values and guiding principles for waste management and diversion.
- Establish local waste management planning goals.
- Include analysis and consideration of reasonable alternative options and strategies.
- Develop management methods that are consistent with the EPA's waste management hierarchy (shown on the adjacent graphic), to the extent they are economically and technologically feasible.
- Make fiscally responsible and environmentally focused decisions.



5. PROJECT APPROACH

SCOPE OF WORK

This document describes Burns & McDonnell's draft approach to developing a Solid Waste Master Plan for the City. The Burns & McDonnell Project Team is open to discussing this approach and customizing it to meet the City's needs. Tasks 1 and 2 focus on data analysis and evaluating the existing system. Task 3 identifies the stakeholder engagement activities that will take place throughout the development and adoption of the Plan. Tasks 4-6 concentrate on evaluating options and developing strategies and implementation plans. The following graphic summarizes the planning process. We have provided a project schedule at the end of this section.



Task 1: Project Management, Information Request, and Project Kick-off

Task 1A – Provide Project Management and Oversite

To implement the proposed approach, a high level of project management and oversight will be provided throughout the project. Our Project Manager, Laura Drescher, is responsible for meeting the project budget and schedule. Laura has a proven track record of completing challenging solid waste management and planning projects for cities. We will maintain regular communication between the Project Team and City staff through formal and informal efforts, including monthly meetings.

Task 1B – Information Request

Approximately five working days following receipt of the Notice to Proceed for the project, we will provide the City with a preliminary data request that encompasses the data needs for completing the Plan.



Task 1C – Kick-off Meeting

The purpose of the kick-off meeting is to initiate the project and confirm the project objectives, scope of work and schedule. We will schedule a meeting with designated City staff and key members of the Project Team. The meeting will accomplish several objectives, including:

- Introduce key members of the Burns & McDonnell Project Team
- Discuss the project timeline and scope
- Discuss the stakeholder engagement process
- Identify key issues and develop initial goals for the Plan

Task 1 Deliverables

- Information request summary sheet
- Kick-off meeting agenda

Task 2 – Solid Waste System Evaluation

Task 2A – Review of Related Solid Waste Contracts, Plans, Trends, Policies and Regulations

This task provides key baseline and background information for the Plan. This will include a review of the regional solid waste management district reports and any other related local plans. We will identify pertinent trends, key policy initiatives and major regulatory requirements at the Federal, state, and local levels that will have a direct impact on initiatives included within the Plan.

Task 2B –Current System Review and Needs Assessment

Key to the development of the Plan is gaining a strong understanding of the current system and developing a baseline to which recommendations and initiatives can be compared. During this task, we will address the following programs performed by the City and its solid waste and recycling contractors:

- Contracted services for curbside residential collection.
- Contracted services for brush, bulky items, and tires at the WCA Joplin Transfer Station.
- City owned and operated Recycling Drop-Off Center.
- City owned and operated tree limb drop-off site.
- City owned and operated yard waste composting site.

The review will include the following elements as they pertain to each program:

- **Description of Service:** Describe key services and programs, service level provided, and other key elements of each service.
- **Location and Accessibility:** Evaluate the current location for each service and the accessibility to the public in terms of convenience and navigation.
- **Capacity** (City-operated programs only): A review of the current program site capacity will inform the needs to meet the service demands from the community
- **Benchmarking:** Compare the City's programs to comparable programs in the region that are serviced by the public and private sectors.
- **Financial Analysis:** Conduct an evaluation and analysis of the current and anticipated financial and budgetary activities of the solid waste and recycling services.

- **Alignment with Goals and Objectives of the Plan:** We will identify whether the service as currently provided in the City aligns with the goals and objectives of the Plan, as identified by City staff in Task 4. In addition, we will identify specific aspects of each service that could be changed to bring the service into further alignment with stated goals and objectives.
- **Alternative Options:** Provide a list of alternative options and descriptions for further evaluation in Task 4.
- **Key Findings and Recommendations:** We will provide key findings and recommendations regarding each service that will be considered for implementation in the planning process. As appropriate, we will also identify services, programs, or facilities to be modified.

Task 2 Deliverables

- Current System Review Section of the Plan



Task 3 – Stakeholder Engagement

The City and Burns & McDonnell recognize the importance of gaining community support through active participation of the public from inception to completion of the Plan. We believe in comprehensive and innovative approaches to public participation. Burns & McDonnell will work in collaboration with City staff to seek support and involvement from a broad and diverse base of the community, which in turn will yield a greater and more meaningful impact on the future of the City's solid waste management system. Our team's responsibilities to complete for this task will include some combination of the following and will be finalized based on discussions with the City's Project Manager:

- Facilitate workshop(s) with the Solid Waste Advisory Commission at key points during the planning process. They will serve an important role on this project by providing input and suggestions, assisting with the identification of key issues, serving as a 'sounding board' for ideas and alternatives and providing an avenue for public comment. The Solid Waste Advisory Commission will also serve an essential role during selection of the preferred strategy and development of recommendations.
- Conduct a public survey of residents within the City. Our survey approach would be designed to obtain public input to encourage broad participation from residences within the community. The survey could include topics such as customer's familiarity and satisfaction with current programs and interest and willingness to pay for potential services. Virtual surveys are an effective tool to gather feedback very efficiently; the survey could also be available for those without online access.
- Develop web-ready fact sheets and online content for the City's website.
- Prepare and facilitate an open house(s) for the public using activities and visual materials to convey information and gather input including discussions on potential programs that can be provided and their potential costs.
- Schedule a presentation to the City County at key point(s) during the planning process to align the Plan's goals and objectives with perspective from the City Council.

Burns & McDonnell will coordinate will City staff to select the preferred timeframes and dates to conduct the workshops and meetings. We developed this approach based on our current understanding of desired stakeholder and public input. We recognize that there could be an interest to solicit a varying degree of stakeholder input. Should this occur, we are prepared to discuss options with City staff.

Task 3 Deliverables

- Strategy workshop(s) with Solid Waste Advisory Commission and City staff.
- Plan section that describes the stakeholder engagement process.
- Coordination and conducting the stakeholder engagement activities (e.g., surveys).

Task 4 – Evaluate Options and Establish Plan Goals and Objectives

Task 4A – Establish Plan Objectives

We will work with participants and facilitate a process to establish the goals and objectives of the Plan. Clearly defining the objectives of the Plan is a critical step, as the objectives will create a framework for evaluating potential future initiatives. This facilitated process will build on initial discussions from the kick-off meeting. For example, our team expects that an important focus of the City's solid waste program in the future will be to examine the following:

- Develop recommendations that are in alignment with the citizens' interests.
- Evaluate options to continue increasing recycling and decrease disposal.
- Make fiscally responsible and environmentally focused decisions.
- Foster collaborative public/private partnerships to increase diversion and manage costs.

Task 4B – Identify Alternative Strategies and Evaluate Options

The range of solid waste and diversion management strategies and practices to be considered will include key options available to the City. Based on the results of our analysis completed during Tasks 1-3, we will compile a summary of preliminary alternative program options that the City may wish to consider including in the Plan. Options may be enhancements to current services or new initiatives.

We will present the initial list of issues/options to City staff. For each option, we will provide a listing and description of potential program strategies that could be considered. The purpose of this discussion will be to seek input regarding the types of strategies that are of the greatest interest and should be further evaluated. Burns & McDonnell's role during the workshops will be to serve as an "opinionated facilitator," as to provide solid waste and diversion experience.

Task 4 Deliverables

- Discussion with City staff and Solid Waste Advisory Commission to review Tasks 1-3 and to establish Plan objectives and goals.
- Section of the Plan that describes the Plan objectives and goals.

Task 5 – Capital Improvement Plan

Task 5A – Financial Analysis

This task will provide a planning level understanding of the potential capital and operating costs for development and operation of co-located City services including the Recycling Drop-Off Center, tree limb drop-off, and yard waste compost site. Information gathered during the Needs Assessment in Task 2, as well as information derived from the stakeholder engagement activities, will inform the facility needs and potential options. Based on the Plan goals and objectives identified by City staff in Task 5, Burns & McDonnell will provide up to three alternative strategies (e.g., co-locating services, public/private partnerships, facilities with various capacities) and one strategy will be selected for development of a Capital Improvement Plan. Burns & McDonnell will utilize recent project experience to prepare capital and operational costs based on the selected strategy.

Task 5 Deliverables

- Preliminary cost estimates and feasibility analysis for preferred strategy.

Task 6 – Prepare Solid Waste Master Plan and Develop Implementation Plan

Task 6A: Prepare a Solid Waste Master Plan

All the task deliverables described in prior tasks will be compiled into a draft Plan. Burns & McDonnell will deliver individual sections of the Plan to City staff as they are drafted to expedite the review process. We will also develop an Executive Summary section of the Plan. The complete draft will be provided initially for City staff review. A second draft will be developed to incorporate comments from City staff. We will coordinate with City staff to obtain approval for the Plan from City Council (as described in Task 3).

Task 6B: Develop an Implementation Plan

Burns & McDonnell will develop a planning level implementation plan that will describe the specific activities associated with implementing each of the strategies and options. For each activity listed in the Implementation Plan, our team will identify the following:

- Description of activity to be taken
- A timeline for carrying out the activity
- The responsible party(s)
- The projected operating and capital cost
- Potential funding sources
- Impact on the diversion rate (as applicable)

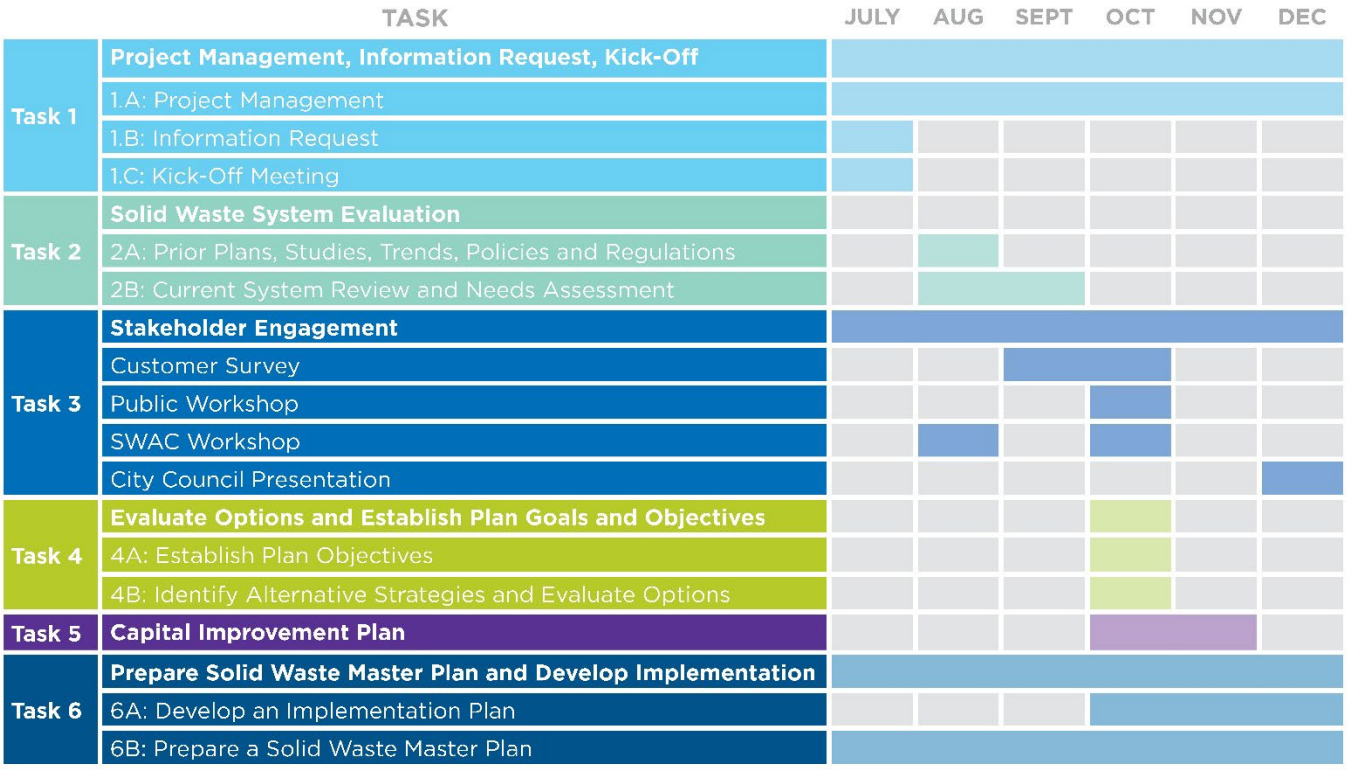
It is our experience that this level of detail enhances the likelihood that these activities will be implemented since it provides a clear explanation of what should be accomplished within a given time. The Implementation Plan will be created in a format that allows the City to sort the activities by year, by responsible party, and by cost. In this way, it will be easy to review the activities in the Implementation Plan in different ways that aid in implementation. For example, this will allow City staff to generate an annual budget for each of the 20 years, as well as generate a "to do" list and schedule for each responsible party. This approach will enable to City to evaluate the impact of potential programs and costs, providing insight on the impacts to user fees. The Implementation Plan will be more detailed for the short-term recommendations, as compared to the medium and long-term recommendations.

Task 6 Deliverables

- Plan section that summarizes the key activities to be accomplished in support of successfully implementing each strategy and option.
- Draft and final versions of the Plan via pdf.
- Plan presentation in PowerPoint.

6. PROJECT SCHEDULE

See below for the proposed schedule for the Solid Waste Master Plan to be completed by the end of 2021, as requested by the City. This schedule assumes Notice to Proceed will be received in July 2021.





CREATE AMAZING.

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