

SCOPE OF SERVICES



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transmitted electronically

Re: Solid Waste Master Plan Multi-Phase Scope

Kessler Consulting, Inc. (KCI) is pleased to provide the following scope of services to support Lincoln Parish Police Jury (LPPJ) in developing a comprehensive Solid Waste Master Plan to guide future solid waste operations throughout Lincoln Parish, LA and to link into the existing Strategic Master Plan and Implementation Plan process being led by the firm Hunt, Gulliot & Associates (HGA).

Background

The LPPJ has established a Planning Committee to conduct a comprehensive planning process intended to improve the quality of life and support continued growth within the Parish. The management of solid waste was defined as a major area of focus along with transportation and infrastructure; facilities; land use planning and zoning; recreation and open space; and health and safety. Results from the Solid Waste Master Plan, to include the implementation plan, will be incorporated, where applicable into GHA's Strategic Master Plan and Implementation Plan process.

The scope of services outlined below for Phase II and Phase III are part of a multi-phased planning project that will include conducting a Waste Composition Study (WCS) as Phase I (*See Phase I WCS Scope at Attachment A*). Phase I will be funded through a grant KCI assisted the Parish in obtaining from The Recycling Partnership (TRP) (www.recyclingpartnership.org). Results from Phase I will provide a deeper understanding of the material streams and quantities being disposed to leverage modern industry best practices for material recovery and disposal that are economically and environmentally sound, as well as meet the Parish's overall future objectives for sustainable materials management that will be identified during Phase II.

Scope of Services

As noted above, this project will be conducted under three distinct phases:

- ✓ Phase I: Waste Composition Study (funded through separate scope with TRP)
- ✓ Phase II: Solid Waste Master Plan
- ✓ Phase III: Implementation

KCI anticipates conducting the following work activities in close coordination with the LPPJ and Parish staff.

PHASE II: SOLID WASTE MASTER PLAN

Task 1 – Review and Analysis of Existing Solid Waste System and Results of Phase I (\$12,680)

Purpose: To establish a comprehensive understanding of the existing solid waste system to lay the foundation for all future planning activities. After a strategic planning kick-off meeting with the Parish project team (Public Works staff and other key identified team members), KCI will work to fully

understand the existing solid waste system both financially and operationally by reviewing available information and documents. The KCI Team will also project estimated waste generation and diversion rates under the existing system over a 10-year planning period. This data will assist in identifying and evaluating future materials management needs, system challenges and opportunities going forward.

Work Activities:

1. Establish a file sharing web-based folder for Public Works staff and prepare and submit a formal Information Request via email to obtain relevant information and data (not obtained during Phase I) including, but not limited to:
 - Monthly tonnage data (updated from Phase I, if applicable).
 - Adopted ordinances, resolutions, and policies pertaining to solid waste.
 - Parish financials including approved and actual 2024 and 2025 budgets, capital improvement plan, and current fee schedule, if applicable.
 - Solid waste division/department organization chart, administrative staff responsibilities, collection staff service and route assignments, and monthly labor hour reports indicating both actual hours worked and paid hours.
 - Monthly collection metrics for any provided services including number of daily routes, crew configurations, number of service locations, hours worked, and tons collected (not obtained during Phase I).
 - Pay scale and benefit information for Parish personnel.
 - Fleet inventory information for all division/department vehicles including original purchase cost, replacement cost, replacement schedule, mileage, fuel use, annual service cost, downtime reports, and front-line fleet service assignments.
 - Deployed (in service) container and cart inventory by type and size.
 - Solid waste transport or disposal contracts and data.
 - Any other existing solid waste contracts.
 - Current solid waste division/department facility permits and operating plans.
 - Existing education and outreach materials.
 - Population and business growth projections including potential annex areas, if applicable.
2. Conduct a strategic in-person kick-off meeting with the Parish project team to clearly define project objectives, discuss project timeline, and discuss data obtained from the Information Request. Upon request, participate in an in-person solid waste workshop with the LPPJ to discuss the project launch and understand elected official objectives for the project.
3. Project estimated waste generation and diversion over a 10-year planning period and clearly define the methodology and assumptions used to make these projections.
4. Perform a comprehensive review of all received information and develop a draft technical memorandum summarizing the existing solid waste management system, estimating population growth and waste generation under the existing solid waste management system over a 10-year planning period, and initially identifying key challenges and opportunities to be further evaluated during the project. Submit to Parish project team for one round of consolidated comments.
5. Finalize technical memorandum following a virtual meeting to review comments with the Parish project team.

Deliverables:

- ✓ Formal Information Request and project online file sharing folder.
- ✓ Project in-person kick-off meeting and scope modifications (if applicable).
- ✓ Project in-person kick-off meeting with LPPJ.
- ✓ Participation in up to two virtual meetings.
- ✓ Draft and final existing system summary technical memorandum (PDF format).

Task 2 – Stakeholder Engagement (\$22,800)

Purpose: To develop and implement a Stakeholder Engagement Plan in coordination with the Parish project team to obtain input from elected officials, residents and businesses on the future services and operations of the solid waste activities for the Public Works Department that will be incorporated into the SWMP. The plan will outline promotional strategies for getting relevant information to and feedback from, diverse audiences considered key stakeholders. A variety of tools may be utilized, including traditional social media outlets, neighborhood meetings, business associations, and online webtools/apps, and where applicable, the plan will build upon resources and outlets currently utilized by the Parish.

Work Activities:

1. Work with Parish project team to identify all key stakeholder groups, including those that have historically been marginalized, and the various means of engagement that will be used (e.g., public consultations, survey forms, social media campaigns, focus groups, etc.). Depending upon the number of stakeholders, prioritization processes may be implemented with targeted outreach measures to ensure input is received.
2. Draft the Stakeholder Engagement Plan which will identify: the key stakeholder groups, the mechanisms to be used for communication and input response as related to each stakeholder group, project team member roles, and an anticipated schedule.
3. Finalize Stakeholder Engagement Plan upon receipt of one round of consolidated Parish team comments.
4. Assist with implementing the Stakeholder Engagement Plan. *Note: This scope of work and cost proposal assumes KCI will conduct the following:*
 - Prepare draft outreach graphics and language of up to three engagement mechanisms defined in the Stakeholder Engagement Plan (e.g., website language, news/media language, residential and business engagement letters, public consultation talking points, social media campaign language, etc.) as they relate to the overall SWMP.
 - Organize and lead up to three in-person meetings/presentations to solicit feedback on potential opportunities for the SWMP based on Task 1 discussions.
 - Develop residential survey to utilize in online, mobile, or print platforms.
 - Develop business survey to utilize in online, mobile, or print platforms.*Note: Should the Parish seek engagement mechanisms beyond those proposed above, KCI welcomes discussions/modifications to best meet Parish objectives.*
5. Prepare draft technical memorandum summarizing feedback obtained during implementation of the Stakeholder Engagement Plan and finalize based on one round of consolidated Parish team comments.

Deliverables:

- ✓ Draft Stakeholder Engagement Plan.
- ✓ Final Stakeholder Engagement Plan.
- ✓ Organize and lead up to three on-site meetings/presentations.
- ✓ Draft and final survey for residents and businesses.
- ✓ Technical memorandum summarizing the surveys and feedback from key stakeholders and associated meetings.

Task 3 – Service Analysis and Operational Assessment (\$20,005)

Purpose: To conduct an operational assessment of the Parish’s existing solid waste services to identify opportunities for improvement and modernization with the overarching goal of continuing to provide a high level of service while ensuring financial stability and enhancing future waste reduction. Existing operations will be evaluated for a range of potential service improvements and modifications with results consolidated into a series of recommendations that will guide specific options or scenarios for further evaluation in Task 5.

Work Activities:

1. Review Phase I data related to collection routes, tonnage data, and overall WCS results for potential optimization of material recovery. Additional reviews of the following may be conducted to gain a full understanding of waste management across the Parish:
 - Current on-board and information technology for tracking collection operations, vehicle performance, and safety.
 - Route length, efficiency and impacts on overall operations.
 - Organizational chart and staffing needs for optimization in current operations and establish a baseline to assist in understanding modifications necessary based on selected scenarios for adoption in the SWMP.
 - Existing level of service for differing customer bases conducted by both the Parish and private sector (e.g., residential, business, institutional, multi-family, etc.).
 - Procedures for handling on-call services, excessive volume, and code violations.
2. Identify program components and options designed to modernize the collection, material recovery, and disposal to improve operational efficiency and productivity while minimizing impacts to cost.
3. Identify potential tools and performance metrics to assist in measuring improvement progress.
4. Develop and submit a draft technical memorandum that summarizes existing operations and identifies potential operation improvements. This memorandum will identify measures that may be considered as a component of the short-term, mid-term, and long-term strategies of the SWMP and will incorporate results obtained from stakeholder input during Task 2.
5. Participate in up to two virtual meetings with the Parish project team to review results/tech memorandum and identify future options for further review and evaluation in Task 5.
6. Finalize technical memorandum based upon one round of consolidated Parish project team comments.

Deliverables:

- ✓ Draft technical memorandum (MSWord format).
- ✓ Final technical memorandum (PDF format).
- ✓ Participation in up to two virtual meetings with Parish project team.

Task 4 – Financial Analysis and Fee Study (\$18,005)

Purpose: To customize the KCI proprietary spreadsheet-based financial model “Your Program” to allocate Division expenditures and revenues by line of business or type of service (e.g., collection, disposal, facilities, customer service/enforcement, etc.) as appropriate. Population projections from Task 1 and operational data from Task 3 will be used to project current and future revenues and expenditures to determine financial solvency for the next 10 years for the existing program. During Phase III, once the final SWMP is adopted, this model may be modified as appropriate, to forecast fee structures and ensure financial solvency moving forward. Additionally, KCI will evaluate other potential revenue sources and will work with the Parish project team to ensure advantages and disadvantages are comprehensively evaluated.

Work Activities:

1. Using KCI’s proprietary model, develop a customized baseline financial analysis of the existing solid waste system by allocating service-related revenues and expenditures (e.g., labor, equipment, and other direct costs) by line of business and allocating administrative and non-departmental expenses across all lines of business.
2. Project financials and determine revenue requirements for a 10-year planning period assuming no system changes.
3. Based on this baseline analysis and the results of Task 3, identify potential operational and/or revenue changes (if warranted) that might enhance future operations and financial stability of the system, as well as modernize the system to improve waste reduction and diversion.
4. Conduct up to two virtual meetings with Parish project team to review the baseline model and refine modeling assumptions. *Note: The KCI model allows “on-the-fly” adjustments to assess impacts on future revenue flows and fund balances.*
5. Prepare and submit a draft technical memorandum summarizing results of the financial analysis and fee study, as well as the comparison of services and fees with other select jurisdictions. Based on review and discussion with Parish project team in a virtual meeting, as well as any received consolidated draft comments, prepare and submit a final technical memorandum.

Deliverables:

- ✓ Baseline financial model in spreadsheet form.
- ✓ Financial model and fee schedules for up to three alternatives (work activity 3) in spreadsheet form (Microsoft Excel).
- ✓ Draft technical memorandum (MS Word format).
- ✓ Final technical memorandum (PDF format).
- ✓ Participation in up to three virtual meetings.

Task 5 – Identification and Evaluation of Scenario Options (\$17,210)

Purpose: To develop up to three system scenarios for further evaluation based upon the operational,

financial, and waste reduction options identified in Tasks 3 and 4. KCI will work closely with Parish project team to review the distinct options and identify and define three scenarios that will then be modeled based upon results of Task 4. Each scenario will include macro-level waste reduction, recycling, collection, and final disposal programs and facilities; approaches to public education and outreach; financial infrastructure; and legal, administrative, and regulatory structures. Each scenario will include a proposed implementation timeline and the identification of any ordinances or resolutions required for implementation. Note: *All financial estimations will be on a macro-level and for planning purposes only. Required investments for any resulting facility infrastructure from the SWMP will require in-depth, site specific, engineered estimates.*

KCI will prepare materials to present a summary and comparison of the scenarios for review by the Parish project team and other stakeholders deemed appropriate and identified in the Stakeholder Engagement Plan developed in Task 2. The “recommended best” scenario, as deemed by the Parish project team will be identified for inclusion and expansion in the SWMP.

Work Activities:

1. Based on the results of previous tasks and the options identified in Tasks 3 and 4, develop the framework for up to three system scenarios for evaluation.
2. Conduct a virtual meeting with Parish project team to review the three scenarios and revise, as needed.
3. Using the customized model developed in Task 4, evaluate the potential financial impacts of each scenario. Based upon KCI vast industry experience, the KCI team will develop and clearly identify all assumptions used in modeling these scenarios. This will include performance metrics for key operational and financial variables for each scenario.
4. Develop a proposed implementation timeline for each scenario.
5. Prepare a summary of the scenario evaluations.
6. Review the summary with Parish project team, revise as needed.
7. Present the summary to stakeholders, as deemed appropriate by the Parish project team and in accordance with the Stakeholder Engagement Plan.
8. Based on Parish project team and other stakeholder input, identify a “recommended best” scenario.

Deliverables:

- ✓ Framework for up to three system scenarios.
- ✓ Draft and final summary matrix of scenario evaluations.
- ✓ Participation in up to three virtual meetings.

Task 6 – Solid Waste Master Plan (\$12,220)

Purpose: To compile all project work and results into a user friendly and concise SWMP that can easily translate to implementation with defined benchmarks, as well as key implement roles and responsibilities, where applicable. Final recommendations will be developed in consultation with the Parish project team. KCI will collaborate with this team to obtain comments and inputs on the SWMP, consolidate comments, and finalize. The anticipated structure of the SWMP is as follows:

- A. Executive Summary
- B. Service Analysis and Operational Assessment
Results of the analysis of the Parish's existing solid waste management system as developed in Tasks 1 and 3, will be presented along with waste generation projections for the 10-year planning period that impact recommendations for the SWMP.
- C. Lincoln Parish SWMP Goals
Results of the goal evaluation and recommendations selected for the planning period broken down by short-term (1-5 years), mid-term (6-10 years), and long-term (10+ years).
- D. System Scenario Modeling and Results
Brief presentation of the three modeled scenarios and identification of selected scenario for implementation in the SWMP. This section will also include any projected financial impacts related to implementing the selected scenario system.
- E. Stakeholder Engagement Process and Outcomes
Results from the implementation of the Stakeholder Engagement Plan in Task 2, as well as engagement conducted in Task 5 during the selection of a recommended scenario for implementation.
- F. Conclusion and Next Steps
 - Appendix A
Complete list of options and scenarios considered but not selected with expanded detail.
 - Appendix B
Plans, ordinances, resolutions, and reports considered in development of the SWMP.

Work Activities:

1. Prepare draft SWMP.
2. Obtain comments on draft SWMP from Parish project team and other identified key stakeholders (to include the public in accordance with the Stakeholder Engagement Plan developed in Task 2). This scope assumes two rounds of comments and revisions to the draft SWMP since the overall project will obtain feedback throughout each project task and deliverable.
3. Prepare final SWMP.

Deliverables:

- ✓ Draft SWMP (PDF format).
- ✓ Final SWMP (PDF format).
- ✓ Participation in up to three virtual meetings.

Task 7 – Presentation Assistance Final Solid Waste Master Plan (\$18,060)

Purpose: To assist the Parish project team in developing clear, concise communication for presenting the SWMP for adoption. KCI will develop a PowerPoint presentation summarizing the final solid waste system (policies, programs, and infrastructure) included in the SWMP. Upon request, KCI will then support the Parish project team in making a presentation to an appropriate committee or LPPJ, as requested.

Work Activities:

1. Draft a PowerPoint presentation for review and discussion with Parish project team.
2. Finalize the PowerPoint presentation.
3. Support Parish project team in preparations for presentations and briefings, as requested.
4. Support Parish project team in delivering presentation, as requested.

Deliverables:

- ✓ Draft PowerPoint presentation.
- ✓ Final PowerPoint presentation.
- ✓ Presentation to LPPJ (one presentation).
- ✓ Presentation and briefing support (as requested).

PHASE III: IMPLEMENTATION (Cost to be defined upon development of Phase III scope)

Defining appropriate tasks for Phase III is challenging until Phases I and II are complete. There will be a comprehensive discovery of alternate options during Phase II that will be selected and prioritized by the Parish into short-term, mid-term, and long-term timeframes. Upon completion of Phase II, KCI will work with Parish staff to develop and finalize a Phase III scope of services. Anticipated tasks may include, but not be limited to those identified below:

- Ordinance updates required for implementation of SWMP.
- Rate or other resolutions required for implementation of any new fee schedule, if applicable.
- Updating Financial Analysis Model based on the selected scenario adopted in the SWMP.
- Operational organization char updates for selected future operational scenario, if applicable.
- Technology, equipment, and facility update support.
- Solid waste service contracting and necessary procurement processes.
- Evaluation of potential enforcement needs to include development of civil penalties and appeals processes.
- Programmatic evaluation related to changes necessary in the education and outreach for residents, businesses, and other Parish stakeholders.
- Education and outreach programming development (e.g., partnership formations for fostering repair centers, tailored programming to support diversion infrastructure such as recyclables, construction and demolition debris, general programming material and/or web app development specifically designed to reach diverse audiences of the Parish, etc.).

It is envisioned that the exact funding amount for KCI project work in Phase III will be defined based upon final work activities and deliverables sought by LPPJ for Phase III. Should LPPJ seek an alternative framework for Phase III to better meet project needs and objectives, KCI would be happy to discuss.

Compensation

KCI proposes to complete the scope of work for Phase II as presented on a time and materials basis at a

total cost not to exceed \$120,980. This total cost does not include any work activities to be conducted under Phase I WCS (See Attachment A for Phase I WCS scope to be paid via grant from TRP to KCI) nor Phase III. Due to potential unknown variables that may arise during Phase II of the project, KCI requests the ability to shift expenses between tasks under the direction and approval of the Parish Chief Administrative Officer.

KCI will submit a monthly invoice with individual hours for each team member with a written explanation of activities completed. Services to be invoiced will include all overhead and direct and indirect costs. The following rate sheet provides the hourly rate of the KCI team based upon position. All hourly rates are fully loaded, with no additional miscellaneous or unspecified fees.

POSITION	HOURLY RATE
PRINCIPAL	\$245
TECHNICAL ADVISOR	\$190
PROJECT MANAGER	\$190
SENIOR CONSULTANT II	\$170
SENIOR CONSULTANT I	\$150
CONSULTANT II	\$130
CONSULTANT I	\$120
RESEARCH ANALYST II	\$95
RESEARCH ANALYST I	\$90
ADMIN / TECH SUPPORT	\$90

The following table presents a breakdown of costs by task and anticipated hours by position. Should the LPPJ seek an alternative structure, KCI would be happy to provide.

LABOR										
CATEGORY (NAME)	HOURLY RATE	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	TOTAL HOURS	TOTAL DOLLARS
		Existing System Analysis	Stakeholder Engagement	Service Analysis and Operational Assessment	Financial Analysis and Fee Study	Evaluation of Scenario Options	Solid Waste Master Plan Drafting	Presentation Assistance		
Principal	\$245	12	20	1	1	4	4	10	52.0	\$12,740
Technical Advisor	\$190	0	0	12	12	2	0	0	26.0	\$4,940
Project Manager	\$190	24	66	48	26	24	30	50	268.0	\$50,920
Consultant II	\$125	40	40	64	80	86	40	46	396.0	\$49,500
Administrative Support	\$90	2	4	4	6	6	6	4	32.0	\$2,880
SUBTOTAL LABOR HOURS		78.0	130.0	129.0	125.0	122.0	80.0	110.0	774.0	
SUBTOTAL LABOR DOLLARS		\$12,680	\$22,800	\$20,005	\$18,005	\$17,210	\$12,220	\$18,060		\$120,980

Schedule

KCI proposes to commence work activities for Phase II within 30 days of completion of all Phase I work activities and receipt of a notice to proceed. All work activities described herein are anticipated to be completed with 12 months of receipt of a notice to proceed, as depicted in the following table.

PHASE II - PROJECT SCHEDULE												
Tasks, Milestones & Deliverables	Month											
	1	2	3	4	5	6	7	8	9	10	11	12
Task 1 - Review and Analysis of Existing Solid Waste System												
Strategic Kick-off Meeting	M/D											
Technical Memorandum		D										
Task 2 - Stakeholder Engagement												
Draft Engagement and Information Plan				D								
Final Engagement and Information Plan				D								
Draft and Final Online and Print Surveys					D							
On-site Meetings / Presentations						M/D						
Draft Technical Memorandum						D						
Technical Memorandum							M/D					
Task 3 - Service Analysis and Operational Assessment												
Draft Technical Memorandum				D								
Final Technical Memorandum					M/D							
Task 4 - Financial Analysis and Fee Study												
Financial Model Development								D				
Financial/Rate Scenario Modeling								D				
Draft Technical Memorandum								D				
Final Technical Memorandum									M/D			
Task 6 - Identification and Evaluation of Scenario Options												
Draft Summary Matrix of Scenario Options									D			
Final Summary Matrix of Scenario Options - with Recommended Scenario									M/D			
Task 7 - Solid Waste Master Plan												
Draft SWMP										D		
Final SWMP											M/D	
Task 8 - Presentation Assistance - Final Solid Waste Master Plan												
Draft PowerPoint												
Final PowerPoint												M/D
Presentation to LPP / Presentation and briefing support												TBD

Legend

M - Project Milestones

D - Project Deliverables

Conclusion

KCI looks forward to building a strong working relation with the LPPJ and Parish project team. If you have any questions regarding this scope of work, please do not hesitate to contact myself or Bethany Jewell Gray at bjewell@kesconsult.com.

Sincerely,

Kessler Consulting, Inc.



Mitch Kessler

President

DRAFT

Attachment A. Phase I Waste Composition Study Scope

To be inserted and shared for review upon finalization/approval from TRP.

DRAFT