



Christopher J. Gagliastro, MCPPO
Purchasing Agent

RFP NO. 8295-W5
ISSUANCE DATE: 10/3/24

BUYER: Christopher J. Gagliastro, MCPPO

**AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER
REQUEST FOR PROPOSALS
NOTICE TO PROPOSERS**

RFP TITLE: Zero Waste Master Plan / DSR

REFER TO PAGE 7 FOR PROPOSAL SUBMISSION INFORMATION

General Conditions:

All proposals are subject to the terms, conditions and specifications herein set forth:

1. **Scope: Provide professional consulting services to assist the City in conducting and preparing a zero waste master plan per the attached requirements and specifications City of Worcester Department of Sustainability & Resilience.**
2. A certified check or bid bond made payable to the "City Treasurer, City of Worcester" in the amount of N/A must accompany this proposal. This must be submitted under separate sealed cover marked "Proposal Security." In the case of default, the surety shall be forfeited to the City as liquidated damages.
3. All terms and conditions are applicable to this proposal except the following section(s) which are hereby deleted from this RFP: 4, 27
4. A performance bond in the amount of **not applicable** will be required. If this proposal is accepted by the City and the Proposer shall fail to contract as set forth in these requirements and to give a bond in the aforementioned amount, within ten (10) days, (not including Sundays, Saturdays, or a legal Holiday) from the date of the mailing of a notice from the City to the Proposer, according to the address given herewith, that the contract is ready for signature, the City may by option determine that the proposer has abandoned the contract and thereupon the proposal and acceptance shall be null and void and the proposal security accompanying this proposal shall become the property of the City as liquidated damages. Performance bond shall be on the City's form only.

Any prospective proposer requesting a change in or interpretation of existing specifications or terms and conditions must do so within 5 days (Saturdays, Sundays, and Legal Holidays excluded) before scheduled proposal opening date. All requests are to be in writing to the Purchasing Division. No changes will be considered nor will any interpretation issued unless request is in our hands within 5 days (Saturdays, Sundays, and Legal Holidays excluded) before scheduled proposal submission date.

Any inquiries related to technical or contractual matters must be submitted in writing to:

**Christopher J. Gagliastro, MCPPO
Purchasing Director
City of Worcester, City Hall
455 Main Street, Room 201
Worcester, MA 01608
gagliastroc@worcesterma.gov**

5. Nothing herein is intended to exclude any responsible Proposer or in any way restrain competition. All responsible Proposers are encouraged to submit proposals. The City encourages participation by Minority and Women Owned Business Enterprises (M/WBE).
6. The following meanings are attached to the defined words when used in this RFP.
 - a) The word "City" means The City of Worcester, Massachusetts.
 - b) The word "Proposer" or "Respondent" means the person, firm or corporation submitting proposal on these specifications or any part thereof.
 - c) The word "Contractor" means the person, firm or corporation with whom the contract is made by carrying out the provisions of these specifications and the contract.
 - d) The words "Firm Price" shall mean a guarantee against price increase during the life of the contract.
7. All proposals and other documents relating to this RFP are subject to the public records provisions of M.G.L. c.30B and shall remain confidential until the time specified in c.30B section 6 (d).
8. All material submitted by vendors becomes the property of the City. The City is under no obligations to return any of the material submitted by a vendor in response to this RFP.
9. Each vendor's proposal must remain in effect for at least 120 days from the deadline for its submission. The City will decide upon acceptance within 120 days of submission.
10. It is understood and agreed that it shall be a material breach of any contract resulting from this RFP for the Contractor to engage in any practice which shall violate any provision of Massachusetts General Laws, Chapter 151B, relative to discrimination in hiring, discharge, compensation, or terms, conditions or privileges of employment because of race, color,

religious creed, national origin, sex, age or ancestry.

11. The City reserves the right to accept or reject any or all proposals submitted and waive informalities and technicalities.
12. The City will review and analyze each proposal and reserve the right to interview selected proposers. The City shall select the proposer, which in the City's opinion, has made the proposal best suited to the needs and goals of the City and its operations and deemed to be in compliance with the terms of this RFP.
13. The Contractor will be required to indemnify and save harmless the City of Worcester for all damages to life and property that may occur due to his or her negligence or that of his or her employees, subcontractors, etc. during the contract derived from this RFP.
14. The Contract Agreement will be drafted by the City's Law Department in compliance with the terms of the RFP and may incorporate the terms of this RFP and of the proposal selected.
15. The Proposer must certify that no official or employee of the City of Worcester, Massachusetts, is pecuniarily interested in this proposal or in the contract which the proposer offers to execute or in expected profits to arise therefrom, unless there has been compliance with the provisions of G.L.C. 43 section 27, and that this proposal is made in good faith without fraud or collusion or connection with any other person submitting a proposal.
16. Any proposal withdrawn after time and date specified, the proposer shall forfeit deposit on proposal as liquidated damages.
17. A vendor conference will be held as follows: n / a
18. The Contractor shall not assign, transfer, sublet, convey or otherwise dispose of any contract which results from this RFP, or its right, title or interest therein or its power to execute the same to any other person, firm, partnership, company or corporation without the previous consent in writing of the City. Should the Contractor attempt any of the above without the written consent of the City, the City reserves the right to declare the Contractor in default and terminate the contract for cause.
19. The Contractor shall obtain and maintain in force at all times during the term of the contract derived from this RFP, insurance coverage pertaining to Public Liability, Property Damage and Worker's Compensation in the following types and amounts:
 - A) PUBLIC LIABILITY INSURANCE - Contractor to supply the City of Worcester with certificates of insurance covering public liability in an amount not less than \$1,000,000.00 to any one person, and not less than \$ 1,000,000.00 on account of one accident.
 - B) PROPERTY DAMAGE INSURANCE - Contractor to supply the City with certificates of insurance covering property damage in an amount not less than \$1,000,000.00 for damages on account of any one accident, and not less than \$ 2,000,000.00 on account of all accidents.

C) COMPENSATION INSURANCE - The Contractor shall furnish the City with certificates showing that all its employees shall be connected with the management operations are protected under worker's compensation insurance policies.

20. The Contractor shall carry Public Liability Insurance with an insurance company satisfactory to the City so as to save the City harmless from any and all claims for damages arising out of bodily injury to or death of any person or persons, and for all claims for damages arising out of injury to or destruction of property caused by accident resulting from the use of implements, equipment or labor used in the performance of the contract or from any neglect, default or omission, or want of proper care, or misconduct on the part of the Contractor or for anyone in his or her employ during the execution of the contract derived from this RFP.
21. Prior to starting on the contract derived from this RFP, the Contractor shall deposit with the Purchasing Division, certificate from the insurer to the effect that the insurance policies required in the above paragraph have been issued to the Contractor. The certificates must be on a form satisfactory to the City.
22. All prices quoted must include inside delivery, and set-up in place F.O.B. destination to pre-designated City of Worcester departments.
23. No special charges will be allowed for rigging, packing, crating, freight, express, or carriage unless specifically stated and included in the vendor's proposal.
24. The award to the successful proposer may be cancelled in the event of vendor nonperformance as may be determined by the City.
25. The successful proposer shall comply with all applicable federal, state and local laws, ordinances, and regulations. The awarded contract shall be governed under the laws of the Commonwealth of Massachusetts.
26. Purchases made by the City are exempt from Federal and Massachusetts state taxes and proposal prices must exclude any such taxes. Tax exemption certificates will be furnished upon request.
27. When the contract is executed, a performance bond, in the full amount of the contract, is required. See paragraph 4. The bond will be of a surety company qualified to do business under the laws of the Commonwealth of Massachusetts. The cost of this bond is the vendor's responsibility. Bonds shall remain in force and effect thru the performance of the contract.
28. Expenditures by the City and authorization to spend for particular purposes are made on fiscal year basis. The City's fiscal year is the twelve-month period ending June 30 of each year. The obligations of the City under any agreement to be reached are subject to the appropriation or authorization of the necessary funds. The City agrees to make reasonable efforts to obtain funding and all necessary authorization.
29. No amendment to the contract shall be effective unless it is in writing and signed by authorized representatives of both parties and is accepted by the City of Worcester.
30. The vendor (and its insurers, if any) shall bear all risk of loss or damage to the equipment

which occurs in transit to the user site. The risk of loss or damage to purchased equipment shall remain with the vendor until the purchase price has been paid and title has passed. The vendor shall also bear the risk of loss or damage to leased or rented equipment during the City of Worcester's possession and use thereof subject, however to such conditions and limitations as may be stated elsewhere in the contract.

31. The vendor shall not assign or in any way transfer any interest in the contract without the prior written consent of the City provided, however, that claims for money due or to become due to vendor from the City may be assigned to a bank, trust company, or other financial institution without such consent so long as notice of such assignment is furnished promptly to the City. Any such assignment shall be expressly made subject to all defenses, setoffs, or counterclaims which would have been available to the City against the vendor in the absence of such assignment.
32. None of the services to be provided by the vendor pursuant to the contract shall be subcontracted or delegated to any other organization, association, individual, corporation, partnership or other such entity without the prior written consent of the City. No subcontract or delegation shall relieve or discharge the vendor from any obligation or liability under the contract except as specifically set forth in the instrument of consent. Any subcontract to which the City has consented shall be attached to the original of the contract on file in the City of Worcester.
33. Neither party will be liable to the other or be deemed to be in breach of the contract for any failure or delay in rendering performance arising out of causes beyond its reasonable control and without its fault or negligence. Such causes may include but are not limited to, acts of God or the public enemy, fires, floods, epidemics, quarantine restrictions, strikes, freight, embargoes, and unusually severe weather. If the vendor's failure to perform is caused by the default of the subcontractor, and if such default arises out of causes beyond the reasonable control of both the vendor and the subcontractor, and without the fault or negligence of either of them, the vendor shall not be liable for any excess costs for failure to perform, unless the equipment or services to be furnished by the subcontractor were obtainable from other sources in sufficient time to permit the vendor to meet the required delivery schedule. Dates or times of performance will be extended to the extent of delays excused in this section, provided that the party whose performance is affected notifies the other promptly of the existence and nature of such delay.
34. The vendor shall provide to the City of Worcester a warranty and a commitment which clearly states that all equipment and services proposed and supplied by the Vendor, and/or its subcontractors, performs as expected and promised by the Vendor.
35. The vendor represents that no person other than bona fide employees working solely for the vendor, have been employed or retained to solicit or secure this agreement upon an arrangement or understanding for a commission, percentage, brokerage fee, gift or any other consideration contingent upon the award or making of this contract. For breach or violation of the representation, the City shall have the right to annul the contract without liability, or in its discretion to deduct from the contract price or consideration, or otherwise recover the full amount of such commission, percentage, brokerage fee or other consideration.

36. Any contract made by the City in which the Purchasing Agent or any employee of his/her department, the heads of using agencies or any other officer or employee of the City having a part in the placing of such contract is financially interested, directly or indirectly, shall be void.
37. The vendor shall not discriminate against any qualified employee or applicant for employment because of race, color, national origin, ancestry, age, sex, religion or medical handicap. The vendor agrees to comply with all applicable Federal and State Statutes, rules and regulations prohibiting discrimination in employment including: Title VII of the Civil Rights Acts of 1964; The Age Discrimination in Employment Act of 1967; Section 504 of the Rehabilitation Act of 1973; Massachusetts General Laws Chapter 151B, Section 4 (1) and all relevant administrative orders and executive orders.

If a complaint or claim alleging violation by the vendor of such statutes, rules or regulations is presented to the Massachusetts Commission Against Discrimination (MCAD), the vendor agrees to cooperate with MCAD in the investigation and disposition of such complaint or claim.

In the event of vendor noncompliance with the provisions of this section, the City shall impose such sanctions as it deems appropriate, including but limited to:

- 1) Withholding of payments due vendor under the contract until vendor complies.
- 2) Termination or suspension of the contract.

SUBMISSION OF PROPOSALS

38. Proposals must be submitted in two (2) packages according to the instructions below. The City intends to consider responses in the Technical Proposal evaluation requirements before considering costs. *Therefore, no reference to pricing may be made in the Technical Proposal.*

A sealed package containing **the original, 3 copies, plus 1 PDF copy on USB drive** of the proposal **must** be labeled as follows:

Purchasing Agent, City of Worcester

Zero Waste Master Plan / DSR – Technical Proposal

**455 Main Street, Room 201
Worcester, MA 01608**

Re: RFP No. 8295-W5

A sealed package containing **the original copy** of the proposal **must** be labeled as follows:

Purchasing Agent, City of Worcester

Zero Waste Master Plan / DSR – Price Proposal

**455 Main Street, Room 201
Worcester, MA 01608**

Re: RFP No. 8295-W5

PRICE PROPOSAL PAGE IS LOCATED AT END OF SPECIFICATIONS

Proposals must be delivered no later than Wednesday, October 30, 2024 at 10:00 AM LOCAL TIME. *Late submissions will be rejected, regardless of circumstances.* The City is not responsible for submittals not properly marked.

The evaluation and cost proposals will remain confidential until a formal and finalized contract has been executed.

RFP EVALUATION

39. The City of Worcester Purchasing Agent will assign an evaluation team, hereafter referred to as the Selection Committee, to perform a full and complete evaluation of RFP submittals. The Purchasing Agent will ultimately forward a formal recommendation of award to the City Manager who has final award authority.
40. RFP evaluation responses will be evaluated by the Selection Committee based directly upon vendor's response to mandatory and comparative evaluation criteria. Vendors must meet or exceed the mandatory criteria requirements or be rejected as non-responsive.

Comparative criteria will be evaluated by use of four (4) rating categories as set forth by M.G.L. Chapter 30B:

- 1) HIGHLY ADVANTAGEOUS - Vendor's submittal meets all the stated requirements and offers significant performance above the stated requirements.
- 2) ADVANTAGEOUS - Vendor's submittal meets the stated requirements without risk or disadvantage.
- 3) NOT ADVANTAGEOUS - Vendor's submittal contains some risk or disadvantage but is not unacceptable.
- 4) UNACCEPTABLE - Vendor's submittal fails to meet the standards of the stated requirements.

After proposals have been assigned ratings on the basis of each evaluation criterion, a composite rating will be established by the Selection Committee. Submittals will then be ranked based upon finalized composite rating.

41. The Purchasing Agent will identify the most advantageous proposal based upon the rankings of the Selection Committee and an evaluation of the price proposals received. The Purchasing Agent will forward a recommendation for award to the City Manager based upon the most advantageous proposal received considering evaluation rankings and price proposals received.

GIVE FULL NAMES AND RESIDENCES OF ALL PERSONS INTERESTED IN THE FOREGOING PROPOSAL.

(NOTICE: Give first and last name in full; in case of corporations, give corporate name and names of President, Treasurer, and Manager; and in case of firms give names of the individual members)

Name	Address	Zip Code
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KINDLY FURNISH THE FOLLOWING INFORMATION REGARDING BIDDER:

(1)	If an Individual or Proprietorship
Name of Owner:	_____
Business Address:	_____
Zip Code _____	Telephone No. _____
Email _____	
Home Address _____	
Zip Code _____	Telephone No. _____

(2)	If a Partnership, Full names and addresses of all partners	
<u>Name</u>	<u>Address</u>	<u>Zip Code</u>
Business Address _____	Zip Code _____	
	Tel. No. _____	

(3) If a Corporation

Full Legal Name: _____

State of Incorporation: _____ Qualified in Massachusetts? Yes _____ No _____

Principal Place of Business _____
Street P.O. Box

City/Town State Zip

Email: _____

Telephone No. _____

Place of Business in Massachusetts _____
Street P.O. Box

City/Town State Zip

Telephone No. _____

GIVE THE FOLLOWING INFORMATION REGARDING SURETY COMPANY

Full Legal Name of Surety Company _____

State of Incorporation _____ Admitted in Massachusetts? Yes _____ No _____

Principal Place of Business _____
Street P.O. Box

City/Town State Zip

Place of Business in Massachusetts _____
Street P.O. Box

City/Town State Zip

Telephone No. _____

NOTE:

The Office of the Attorney General, Washington, D.C. requires the following information on all bid proposals amounting to \$1,000.00 or more.

E.I. Number of bidder _____

This number is regularly used by companies when filing their "EMPLOYER'S FEDERAL TAX RETURN, U.S." Treasury Department Form 941.

AUTHORIZED SIGNATURE OF BIDDER _____

TITLE _____

DATE _____

UNDER MASSACHUSETTS GENERAL LAWS, CHAPTER 30B: SECTION 10, THE FOLLOWING CERTIFICATION MUST BE PROVIDED:

Section 10. A person submitting a bid or a proposal for the procurement or disposal of supplies, or services to any governmental body shall certify in writing, on the bid or proposal, as follows:

"The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals."

(Please Print)

Name of Person Signing Bid

Signature of Person Signing Bid

Company

No award will be made without vendor certification of the above.

- **Proposers must sign and submit the above form with their proposal submission.**

CERTIFICATE OF AUTHORITY

At a duly authorized meeting of the Board of Directors of the _____
held on _____ Directors were present or waived notice,
(name of corporation) (date)
it was voted that _____ of this company be and hereby is
(officer and title)
authorized to execute contracts and bonds in the name and behalf of said company, and affix its Corporate Seal
thereto, and such execution of any contract or bond of obligation in this company's name shall be valid and
binding upon this company.

A TRUE COPY, ATTEST:

[Signed]

[Company Name and Address]

I hereby certify that I am the _____ of the _____
(Title) (Name of Corporation)
that _____ is the duly elected _____
(Name of Officer) (Title)
of said company, and the above vote has not been amended or rescinded and remains in full force and effect
as of the date of this contract.

Signature: _____

Name/Title: _____

Date: _____

(Corporate Seal)

COMMONWEALTH OF MASSACHUSETTS

WORCESTER, SS.

On this ____ day of _____, 2024, before me the undersigned notary public, personally
appeared _____, who proved to me through satisfactory evidence of
identification, which was/were _____, to be the person whose name is signed
on the preceding or attached document, and acknowledged to me he/she signed it voluntarily for its stated
purpose.

Notary Public

My commission expires



Request for Qualifications

Zero Waste Master Plan

The City of Worcester (“The City”) seeks consultant services to assist in the development of the City’s first Zero Waste Master Plan (ZWMP).

Our goal is for the ZWMP to be an ambitious, comprehensive, and inspirational plan with a clear and actionable roadmap to advance the City’s zero-waste vision.

The consultant must have a comprehensive understanding of zero waste and circular economy concepts and principles, including waste prevention and reduction, reuse, recycling, and composting; a robust understanding of human behavioral science around waste topics; and extensive experience with developing such plans.

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Introduction

The City of Worcester has led the way in developing innovative municipal solutions to modern issues related to waste management. We marked a **30-year anniversary** in 2023 since passing and successfully managing the effective **Pay-As-You-Throw Program (PAYT)**, which uses financial incentives to drive residents' behavior to recycle more and therefore produce less waste. At the time of its 1993 inception, Worcester was the largest city in the nation to adopt a PAYT+curbside collection program.

In 2021, the City completed its **Green Worcester Plan (GWP)**, which reaffirmed our residents' general support for green and sustainable initiatives. In the Zero Waste chapter of the GWP, a highlighted key strategy was the development and implementation of a Zero Waste Master Plan to promote waste prevention and reduction, materials reuse, and diversion of materials from our waste stream. The City's **Comprehensive Master Plan (aka Worcester Now/Next)** reconfirmed the above goals and identified issues and proposed recommendations related to waste, focusing on litter, composting, sidewalk clearance, and public awareness and behavior.

Now, through a comprehensive Zero Waste Master Plan, the City will take stock in our successes to-date, evaluate our ongoing trash, recycling and related programs, and look to the future for new ways to reduce, reuse, repurpose and divert materials from landfills and incinerators, with a vision of a fully circular economy.

See **Attachment A** for background information on the city and its waste reduction programs and topic areas.

City's Project Manager

The City's principal point of contact for the consultant shall be the Department of Sustainability and Resilience. The Department of Public Works and Parks will be a key municipal partner on the project. Other municipal departments will be invited and included on as needed basis.

Project's Outline

To guide the following tasks and deliverables, below is the expected project framework for reference:

Vision: Worcester becomes a Zero Waste Community supported by a Circular Economy.

Goal: Taking municipal waste programs to a new level, enabling further materials diversion from the waste stream (for economic, environmental and equity reasons) by developing a plan of action aimed at first reducing the total generated waste in the city and second by reusing and diverting what waste remains through multi-pronged approaches including policy, behavioral, educational, incentives, disincentives, and more.

Topics of Special Interest:

- PAYT program for 1-6 dwelling units (status, improvement, potential for expansion)
- Recycling for buildings outside the PAYT program
- Exploring a curb-side food waste composting program
- Addressing littering and illegal dumping

Consultant's Final Deliverables:

- A comprehensive **Zero Waste Master Plan** with prioritized and actionable goals and initiatives, that incorporates the deliverables of all the below tasks, including (but not limited to) a summary of findings and analyses, special interest topic reports, memos, community engagement results (via surveys, focus groups etc.), and a framework for a communication and outreach 5-year plan. The final plan shall be graphically designed for on-line viewing.

- A minimum of 3 public presentations (via power point presentation) discussing the findings and recommendations.

Anticipated Project Schedule: We expect to receive the final deliverable one year after contract execution.

Waste Characterization Study: The city will conduct Waste Characterization Study with a different consultant via a separate contract and will coordinate with both Consultants to ensure the timing of the projects align. The Study's findings¹ will be incorporated and integrated into the Master Plan.

A. General Project Management by the Consultant

1. Assign a dedicated project management team to oversee the development of the plan.
2. Establish communication channels and reporting mechanisms.
3. Conduct regular project meetings (with the city staff and the Steering Committee) and provide updates.

B. Current State Review and Analysis

1. **Current State of Waste Generation and Disposal in Worcester: Review.** Conduct a comprehensive review of the current state of waste generation in the city (by all properties), disposal methods, waste diversion rates and associated programs. Leverage existing city data where available². Compare and contrast Worcester's existing programs with other cities with similar demographic and related characteristics.
2. **Organics Diversion.** Provide a policy and market analysis of organics materials diversion in the region – both within city limits and regionally (about 30-mile radius).
3. **Construction and Demolition Debris:** Investigate the current state of the generation, disposal, reuse and recycling rates of C&D waste, along with a policy analysis.
4. **Legal and Regulatory Analysis:**
 - a) Review existing waste management regulations and policies at local, regional, and national levels, with a special focus on municipalities of similar size and demographics.
 - b) Provide insights into future trends.
 - c) Identify gaps and opportunities for improvement in the city's regulatory framework.
 - d) Propose amendments or new local regulations to support the implementation of the Zero Waste Master Plan.

¹

- a. 1–6-unit residential dwellings served by the city's program – sampling and examining a minimum of 20 random trash bags per route per day, every day of a typical collection week (5 routes total).
- b. 7+ unit dwellings served by private waste haulers – sampling a minimum 10 random trash bags and/or dumpsters per different size typologies of multi-family buildings, minimum 4 typologies. Identifying how recycling is collected and disposed of in each assessed building; and randomly sampling recycling for contamination issues.
- c. Commercial businesses of various sizes – minimum 5 businesses per typology, minimum 10 typologies: trash and recycling. Informal interviews of property owners/managers/leases to get a comprehensive picture of current state, obstacles as well as opportunities.
- d. 10 Municipal Buildings.
- e. Waste characterization of at least five (5) illegal dumpsites.

² From Casella for recycling program from 1-6 dwelling buildings (recycling contamination audit results), from the City on the waste collected from 1-6 dwelling buildings, publicly owned housing, and municipal operations and buildings including schools, from the city's waste collection site (for bulk waste, yard waste, hazardous waste, etc); illegal dumping sites and other complaint-driven data.

C. Community and Stakeholder Engagement

Task Goals:

- *Use community engagement to confirm or revise the stated vision and project goals.*
 - *Use community engagement and staff input to recommend aggressive, yet achievable Zero Waste Master Plan goals related to waste reduction/elimination.*
 - *Use information gathered from the public about their attitudes, preferences, and barriers (see below) to inform development of actions that achieve the stated plan goals in the most effective, efficient, and equitable way.*
 - *Engage community to assist in prioritizing the draft Master Plan and GWP actions.*
1. Identify key stakeholders, including government agencies, businesses, community groups, higher education institutions, and waste management service providers.
 2. Develop a stakeholder engagement plan to involve key parties in the development of the Zero Waste Master Plan. Ensure representation from diverse groups, including residents, businesses, environmental organizations, and local authorities.
 3. Manage a Zero Waste Steering Committee, which will review work products, along with staff, and advise on the development of the Master Plan.
 4. Conduct interviews, workshops, and focus groups to gather insights and feedback from stakeholders.
 5. Suggested meetings schedule:
 - 6 Listening Sessions and an on-line survey (a quantitative, non-representative survey to complement the data gathered at the listening sessions)
 - 2 Online Town Halls
 - 3 Public Workshops to be held across the City
 - 3 Interviews or Meetings with City staff (not directly involved in the project)
 - 6 Meetings with the Zero Waste Steering Committee
 6. The City will provide translation of the documents used for most of the tasks in this section, except for translation of the survey results provided in other languages.

D. Analyses of and Recommendations for Specific Topics of Interest for Worcester

Task Goals:

- *Utilize information gathered through the community and stakeholder engagement (surveys, focus groups, etc. – see above task), results of the Waste Characterization Study (conducted separately), as well as other research to inform the work of the below noted Tasks.*
 - *Provide Comparative Summary of ZWMP Options for decision making on selecting and prioritizing actions, considering such factors as potential of trash reduction, carbon emissions reduction, improvement of worker safety, impact on operating and capital costs, improvement of quality of life, etc.*
1. **Assess Potential of an Organics Diversion Program**

Analyze technical and financial feasibility and recommend a plan for launching and sustaining a successful organics diversion program (aka curbside food waste composting program) just within city limits and regionally (~30 mile radius).

Assess sites in and outside the City and provide a schematic plan and costs/revenues for collection, processing and composting/bio-digesting food waste organics, including any impacts on the nearby neighborhoods. Consider the potential for local-scale neighborhood-based composting as an alternative to a larger regional collection program.

2. Waste Disposal Market – The Future of Worcester’s Waste.

Assist City staff with developing future options for waste disposal based on the Wheelabrator³’s current state and its future plans, as well as the plans’ impact on Worcester’s future trash disposal costs, in a short-term (5 years) and long-term outlook (30-50 years).

3. Pay As You Throw (PAYT) Program – Past, Present and Future

Develop a summary of the PAYT program and an analysis of the program’s success in advancing the Zero Waste goals, program challenges (including compliance and enforcement), and recommendations for improvement. Leverage the data gathered through the community engagement and Waste Characterization Study (for 1-6 dwelling units), etc. Provide an impact analysis if the program is 1) discontinued; 2) modified; or 3) expanded to serve more buildings.

Provide recommendations incorporating considerations of compliance and enforcement, and the lenses of equity, cost-effectiveness, efficiency, and sustainability.

4. Assess Materials Management Opportunities for Buildings Not Served by the Municipal PAYT Program

Provide a thorough assessment and concrete recommendations for a policy change at the local level to require material management (recycling and more) by multi-family and commercial buildings. The assessment will include comparison to other mid-sized cities that made this change, lessons learned, and recommendations on how the city should approach the issue. The assessment should include the cost of enforcement to the city.

5. Examine the Current Success of and Future Opportunities for Expansion at the Residential Drop-Off Center on Millbury Street

The center is highly popular with the residents, and accepts many materials from the residents, including recycling, Christmas trees, yard waste, and runs special events for hazardous waste collection. It is open April-November, 2 days a week. An analysis is needed of the costs and opportunities to expand existing offerings, including waste diversion, as well as to expand the offering to the residential rental property owners (landlords).

6. Littering and Illegal Dumping

Research and identify root causes and determining factors leading to illegal dumping and littering in the City. Separate the littering by unintentional littering from the current curbside recycling program (using technical analyses data gathered earlier); unintentional littering from other sources (parking lots, open dumpsters); as well as intentional littering. Recommend approaches to addressing illegal dumping and littering with applicable successful examples from other communities.

³ Wheelabrator in Millbury currently accepts Worcester’s trash and is a Waste-to-Energy conversion facility. The current contract expires on December 31, 2027.

7. Examine the Success of the Single-Use Plastic Bags Ban

Analyze the acceptance and effectiveness of the Single-Use Plastic Bag Ban. Recommend improvements for policy compliance. Recommend next steps for reducing single-use plastics in the community (policy, program, examples of successful implementation by other communities).

E. Implementation Plan

Task Goals:

- *Provide actionable and thorough recommendations on the issues and opportunities identified through research, analysis, and community input.*
- *Outline specific and measurable targets that will contribute to Worcester's commitment to sustainable waste management practices. Provide measures of progress as well as the main parties responsible for implementation.*
- *Prioritize the recommendations considering technical and financial feasibility, impact, cost, and more.*
- *Where available – base recommendations on real world examples of other municipalities' successful approaches (with similar size and demographics if possible).*

1. Goal Setting and Target Development for Advancing the Zero Waste Goals

- Establish clear and measurable goals for waste reduction, recycling rates, and overall waste diversion.
- Develop specific targets and timelines for achieving these goals.
- Ensure alignment with broader sustainability and environmental objectives, including those outlined in the MassDEP Solid Waste Master Plan.
- Evaluate the potential waste reduction strategies for effectiveness, economic feasibility, convenience, equity, economic development, legal and institutional feasibility, carbon emissions reductions, and more.

2. Monitoring and Evaluation:

- Create a robust monitoring and evaluation framework to track progress towards the goals and targets.
- Develop key performance indicators (KPIs) to measure the success of the Zero Waste Master Plan.

3. Budget and Resource Allocation:

- Develop a detailed budget for implementing the Zero Waste Master Plan.
- Identify potential funding sources, grants, and partnerships.
- Provide a resource allocation matrix to effectively support plan implementation.

4. Implementation Roadmap:

- Develop a phased implementation roadmap with clear milestones and timelines. Final product should include an easy to follow Gantt chart of roadmap.

- Outline specific actions, responsibilities, and timelines for each phase.
- Include potential mechanisms for ongoing stakeholder collaboration and communication (e.g. a sub-committee, a new committee, a citizens group, etc.).

5. Education and Outreach Plan Framework

- Develop a Framework for a Communication and Outreach 5-year Plan, targeting identified issues and corresponding audiences. Develop an editorial calendar.
- Design communication materials to engage and educate the public on the topics of the top 3 priority actions in the Implementation Plan of the ZWMP.

Proposal Requirements

The Consultant's Technical Proposal shall include/address the following items. The City reserves the right to reject proposals submitted without these required items.

1) Narrative and referenced sample work products describing:

- A. A list of qualifications and project experience of the key team member/s assigned to the project, including a brief history of comparable services provided by the firm and/or its principals. Provide project roles and responsibilities of assigned team member. Clearly identify the primary Project Manager. Provide resumes of all team members assigned to this project, describing their background, certification, experience, and role within the organization. Make clear which team members are local, and which will be remote or will travel. Make clear how community engagement will be conducted (in person, virtual, hybrid, etc.)
- B. Proposed approach to meeting the deliverables and proposed timeline. If sub-contracting specific tasks, fully explain the approach and experience of those staff.
- C. No less than three example deliverables of recent projects that exemplify the types of services described in this RFP, at least two of which should be for a government client, and each of which should have involved at least one team member assigned to this project in a primary role (such team members and their roles in preparing each deliverable should be identified). Preference for five examples of recent projects to be submitted.

2) Hours and Schedule:

- a. Estimated time commitment (hours) broken out by Tasks and sub-Tasks;
- b. Schedule of deliverables.

- 3) References:** Proposer shall provide **references** from at least three clients for whom they have provided similar services within the past three years. Proposer shall include entity name, contact name, address, and telephone number of each reference. Failure of a reference to follow up with the City on any inquiry will result in the disqualification of that reference. The City reserves the right to contact references other than those provided by the proposer, and to otherwise perform its own due diligence in determining the qualification and suitability of the proposer.
- 4) Interview/Oral Presentation of Services:** Proposer shall be available to present its proposal, if requested.
- 5) Other:** Provide any additional information about your firm that is relevant to this RFP that you believe will assist the City in making its selection.

Minimum Qualification Requirements

All proposals must satisfy all of the minimum criteria below for further evaluation. Proposals shall include information demonstrating compliance with each of these criteria. Proposals that do not meet the minimum criteria will not be further evaluated.

The respondents must:

- 1) Have submitted all the items listed in the Proposal Requirements, above.
- 2) Have a minimum of three (3) years of combined previous experience related to facilitating and developing strategic planning efforts for organizations related to waste management and diversion, including successful completion of a minimum one (1) plan related to waste management and/or diversion topics for a local government agency.
- 3) Have conducted a minimum of one (1) legal and regulatory analysis, as well as infrastructure and technology assessment related to waste topics.
- 4) Have conducted a minimum of one (1) waste characterization study.
- 5) Have developed and executed a minimum of one (1) representative survey.
- 6) Have developed and executed a minimum of one (1) community outreach, marketing and education campaign.

Comparative Evaluation Criteria

Each proposal meeting the Minimum Evaluation Criteria shall be further evaluated and rated according to the Comparative Evaluation Criteria in order to determine the relative merits of each proposal. The review will cover the objectives listed below. Within each category, the degree to which the proposal satisfies the stated objective shall be reviewed and rated on a system of “Highly Advantageous,” “Advantageous,” and “Not Advantageous.”

1. Experience & Qualifications of Project Team	
HA	The Respondent’s submission demonstrates superior training, educational background and work experience appropriate to the work described herein (waste management industry, materials recovery and recycling and solid waste master planning). All key work personnel demonstrate direct recent experience of working with 3 or more municipalities to develop and improve urban waste management, waste reduction and waste diversion strategies in an urban context.
A	The Respondent’s submission demonstrates adequate training, educational background and work experience appropriate to the work described herein (waste management industry, materials recovery and recycling and solid waste master planning). All key work personnel demonstrate direct recent experience of working with 1-2 municipalities to develop and improve urban waste management, waste diversion and waste reduction strategies in an urban context.
NA	The Respondent’s submission does NOT demonstrate that proposer has adequate training, educational background and work experience appropriate to the work described herein and does not have direct experience producing strategic plans related to waste management.

2. Experience of the Project Manager	
HA	The Lead Project Manager has demonstrable, successful experience (at least eight (8) years) consulting on recycling and waste management proposals and working with municipalities on at least 5 analyses similar to those described herein.
A	The Lead Project Manager has demonstrable, successful experience (3-7 years) consulting on recycling and waste management proposals and working with municipalities on 2-4 analyses similar to those described herein.
NA	The Lead Project Manager has 2 years or less of demonstrable, successful experience consulting on recycling and waste management proposals or has 1 or fewer demonstrable experience working with municipalities on any analyses similar to those described in the Scope of Services.

3. Demonstrated in-depth research and analytical capabilities to inform the Respondent’s decision-making process, including the ability to distill and translate the research data into clear and concise terms.	
HA	Proposal provides superior evidence of in-depth research as well as analytical capabilities, along with concise and clear writing capabilities related to conducted research and analysis.
A	Proposal provides adequate evidence of respondent’s research and analytical capabilities and acceptable writing capabilities.

NA	Proposal demonstrates insufficient experience and inadequate writing capabilities.
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4. Demonstrated excellent **survey** development and execution skills.

HA	Proposal provides superior survey development expertise, with at least 3 survey instruments provided as examples.
A	Proposal provides adequate survey development expertise, with 1-2 survey instruments as examples.
NA	Proposal demonstrates none or insufficient survey development expertise based on respondent's response.

5. Demonstrated **public engagement, communication and meeting facilitation experience** to diverse communities using variety of information delivery and input gathering approaches.

HA	<p>Proposal demonstrates a superior approach to engaging and involving the community in the project.</p> <p>Proposal demonstrates extensive experience (5+ years) facilitating public meetings and community planning exercises that achieved bringing diverse stakeholders to an agreement on complex topics and goal's prioritization, where there may have been differing opinions, with 5 or more projects specifically focused on waste management, reduction, recycling and sustainability.</p> <p>Proposal demonstrates superior knowledge of public engagement and communication methods and excellent examples of outreach materials done in the past, with broad applicability to the City, such as example of engaging with diverse groups, ability to communicate complex topics in accessible ways, and developing and disseminating outreach materials customized to different audiences.</p>
A	<p>Proposal demonstrates an adequate approach to engaging and involving the community in the project. Proposal demonstrates adequate experience (5 + years) facilitating public meetings and community planning exercises that achieved bringing diverse stakeholders to an agreement on complex topics and goals' prioritization, where there may have been differing opinions, with 3-4 projects specifically focused on recycling and waste management.</p> <p>Proposal demonstrates adequate knowledge of public engagement and communication methods and good examples of outreach materials done in the past, though not directly addressing Worcester's community diversity, and diverse approaches.</p>
NA	Proposal demonstrated some experiences (less than 5 years) with engaging and involving community, but no more than 1 project specifically focused on urban design and planning. Outreach and engagement strategy is lacking in breadth and depth.

6. Demonstrated **successful past experience** managing similar projects via **references'** input.

HA	The consultant provided 5 or more references, and the majority of references provided excellent feedback with regards to their qualifications, understanding of waste related topics, research and analytical capabilities, public facilitation experience, survey skills, public engagement and communication experience, and examples of overcoming challenges.
A	The consultant provided 3-4 references, and the majority of references provided adequate feedback with regards to their qualifications, understanding of waste related topics, research

	and analytical capabilities, public facilitation experience, survey skills, public engagement and communication experience, and examples of overcoming challenges.
NA	The consultant provided 3 or less references, but the reviewing staff was not able to reach at least two references and/or the majority of references did not provide adequate feedback with regards to their qualifications, understanding of waste related topics, research and analytical capabilities, public facilitation experience, survey skills, public engagement and communication experience, and examples of overcoming challenges.

7. Interview / Oral Presentation of Services (if requested)

HA	Respondent's proposal presentation is supported by the individuals who will perform the services and included thorough, highly detailed information regarding how the firm will complete the scope of services. The proposal presentation included multiple relatable examples and dialog from services performed for other similar municipalities/organizations.
A	Respondent's proposal presentation is supported by some of the individuals who will perform the services and included adequately detailed information regarding how the firm will complete the scope of services. The proposal presentation included 3 or less relatable examples and dialog from services performed for other similar municipalities/organizations.
NA	Respondent's presentation was conducted by the firm's sales team and not the individuals who will perform the services. It included some information regarding how the firm will complete the scope of services but was not clear as to the firm's ability to comply with the stated scope of services. The proposal presentation included limited examples and dialog from services performed for other similar municipalities/organizations.

Cost / Price Proposal

To be completed by proposer

Consulting fee must be submitted as a flat, lump sum fee for each task noted below and required under the contract. Please include all costs associated in the fees. No additional fees will be considered. Proposers may not add additional items.

Task A	General Project Management	\$
Task B	Current State Review and Analysis	\$
Task C	Community and Stakeholder Engagement	\$
Task D	Analyses of and Recommendations for Specific Topics of Interest for Worcester	\$
Task E	Implementation Plan	\$
TOTAL ALL ITEMS		\$
<i>(*Lowest proposal price to be based on this total amount)</i>		

Signature of person submitting proposal _____

Date: _____

Printed Name _____

Title _____

Company _____

Address _____

Phone _____

Fax _____

E-Mail _____

Attachment A – City’s Demographics and Waste Programs Summary

The City of Worcester (population; 205,319, land area 37.4 sq mi) has approximately 78,780 households, and a poverty rate of 19.3% (US Census).

See Attachment B for Worcester’ **housing stock characteristics and occupancy data** (from a 2013 report by The Research Bureau).

PAYT. The City currently offers trash and recycling services to 1-6 dwelling unit buildings (approximately 58,000 households) using Pay-As-You-Throw (PAYT) program delivery. Trash service is provided by the municipal service via Department of Public Works and Parks (DPW&P) and collected garbage goes to the Wheelabrator in Millbury for Waste-to-Energy conversion.

The recycling services are provided by Casella Waste via a contract with the DPW&P to the same households. The PAYT program was implemented in 1993 and was one of the first of its kind in the country and is looked up to by other communities looking to implement it. The city first held a contract with Eastern Bag for manufacturing and distribution of the PAYT bags. Then it had a contract with Phoenix Recycling that changed their name to WasteZero, which currently still holds the contract.

Since 1993, the City has seen a 42% reduction in trash and a 92% increase in recycling, saving the City over \$67 million dollars in disposal fees and operational expenses. In 2021, the City replaced all curbside residential recycling receptacles with lidded bins, in hopes to reduce the litter caused by recycling materials sometimes spilling from the containers. (An earlier pilot where the recyclables were bagged in large clear plastic bags was discontinued.)

There is recent concern about the feasibility of the City’s PAYT program and whether a reform is necessary. A few City Councilors have requested that a cost and effectiveness analysis of the PAYT program be completed, and that based on this analysis, a determination be made as to whether the PAYT program is the best option to reduce our overall waste. City Council has also requested an investigation into the recycling bins to determine if they are the most effective means to collect curbside recycling, or if a different design is necessary given our community needs. In addition to these questions, the councilors have asked if it is economically feasible and worthwhile to expand the hours of the residential drop-off center.

Yard Waste etc. The City runs a residential drop-off center at 1065 Millbury Street, where residents are able to dispose of their yard waste, bulk waste and hazardous waste items. Yard waste is also accepted at 2 other municipal locations. The City also picks up curbside yard waste on the streets for free (in the fall) and turns it into compost, which is available for free to all the residents, is used by City departments, and sold to commercial businesses.

Textiles. Through a recent collaboration with Helpsy, the City is able to offer residents free, curbside pickup for all textile waste. Textiles drop-off is also available at the Residential Drop-Off Center.

Litter/Dumping. As many urban places do, Worcester suffers from litter and illegal dumping issues in some parts of the city. In the year 2023, there were 1,495 complaints made by residents about illegal dumping. To combat these issues, the City established a task force called the Quality of Life Team in 2015. The task force assists in removing illegally dumped garbage and furniture, and issues fines and citations to non-compliant property owners. Community members have also made numerous attempts to remove the litter, through programs such as the United Way Day of Caring, the Worcester Green Corps, and the REC’s Annual Earth Day Cleanup. However, the problem continues to persist. A more rigorous analysis of the problem, including recommendations for mitigating the issue, is needed.

Attachment B – Excerpts Related to Housing Stock from The Research Bureau Report

“Worcester by the Numbers: Housing and Land Use” Report 13-07, dated August 2013 (worcester-by-the-numbers-housing-and-land-report-2013.pdf (wrrb.org))

The Research Bureau

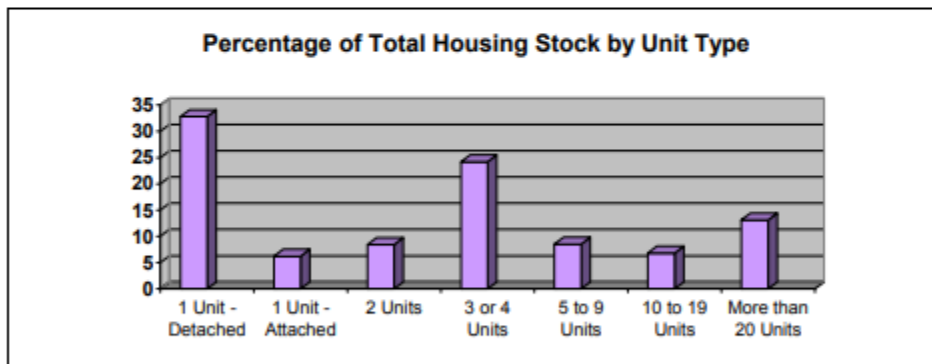
HOUSING STOCK CHARACTERISTICS

Housing Stock by Unit Types

- 24.2% of the housing units in Worcester are part of a three- or four-unit structure, a result of the prominence of the “triple-decker” style house in the City.

Units in Structure	Estimated Number of Units	Percentage
Total Housing Units	78,662	100%
1 Unit – detached	25,788	32.8%
1 Unit – attached*	4,839	6.2%
2 Units	6,631	8.4%
3 or 4 Units	19,046	24.2%
5 to 9 Units	6,651	8.5%
10 to 19 Units	5,321	6.8%
More than 20 Units	10,268	13.1%

Sources: US Census Bureau, 2007 – 2011 American Community Survey 5-Year Estimates; Michigan Metropolitan Information Center, The Center for Urban Studies Census Connection



Source: US Census Bureau, 2007 – 2011 American Community Survey 5-Year Estimates

* See p. 15 for definitions.

Occupancy

- Worcester's home-ownership rate is 46.6%. This is lower than the national average of 66.1% but higher than the home-ownership rate of all but one of the region's other most populous cities.

City	Housing Units Occupied by Owners (Percent of Total Units)	Percent of Housing Units Occupied by Renters (Percent of Total Units)
Boston	85,756 (34.6%)	161,865 (65.4%)
Worcester	32,743 (46.6%)	37,505 (53.4%)
Providence	22,657 (36.7%)	39,140 (63.3%)
Springfield	28,472 (50.7%)	27,739 (49.3%)
Bridgeport	22,733 (44.6%)	28,281 (55.4%)
New Haven	15,330 (31.1%)	33,917 (68.9%)
Hartford	11,533 (25%)	34,515 (75%)

Sources: US Census Bureau, Massachusetts 2010: Summary Population and Housing Statistics
US Census Bureau, 2007 - 2011 American Community Survey 5-Year Estimates