



**KING COUNTY**

1200 King County Courthouse  
516 Third Avenue  
Seattle, WA 98104

**Signature Report**

**April 10, 2007**

**Motion 12495**

**Proposed No.** 2007-0212.3

**Sponsors** Phillips

1                   A MOTION authorizing the chair of the council to execute  
2                   a contract for the coordination of the independent review of  
3                   the solid waste transfer and export system plan.

4

5

6

7

8

9

10

WHEREAS, the regional leadership of the county solid waste management community, pursuant to the direction of the King County council provided for in 2004's Ordinance 14971, has been engaged in an extensive, multiyear process to prepare for the closure of the Cedar Hills landfill and the export of the region's solid waste stream upon its closure, and

11

12

13

14

15

16

WHEREAS, in directing this process through Ordinance 14971, the council emphasized the participation of stakeholder interests, represented by the metropolitan solid waste management advisory committee, the solid waste advisory committee and the interjurisdictional technical staff group in preparation and review of planning and reporting processes leading to the development of a solid waste export plan for council adoption, and

17           WHEREAS, Ordinance 14971 also called for an independent review of the  
18           assumptions, strategies and remaining issues of the proposed plan as a check of the  
19           direction and validity of the proposed plan, and

20           WHEREAS, stakeholder groups have undertaken to identify and propose  
21           questions and focus areas that should be the subject of review by that independent review  
22           process, and

23           WHEREAS, such groups have indicated support of the preliminary Solid Waste  
24           Transfer and Export System Plan, but have qualified that support upon the results of the  
25           independent review process, and

26           WHEREAS, the process, as described in the Scope of Work for the study,  
27           Attachment A to this motion, envisions the convening of an expert panel to review  
28           questions and assumptions of the proposed export plan, supported with appropriate  
29           background materials and planning information, and which would provide an  
30           independent perspective on the direction of the proposed plan and the identified  
31           questions, and

32           WHEREAS, funding has been set aside by the council to support the retention of  
33           a consultant to coordinate this process, to assure appropriate objectivity and procedural  
34           integrity, and

35           WHEREAS, the firm of Gershman, Brickner & Bratton, Inc., of Fairfax, Virginia,  
36           has been selected as a qualified and appropriate vendor, and

37           WHEREAS, contract terms have been agreed to which limit contract expenditures  
38           to an amount not to exceed \$129,050;

39           NOW, THEREFORE, BE IT MOVED by the Council of King County:

40           The chair of the council is authorized and directed to execute an agreement with  
41 the selected vendor to undertake the coordination of the independent review process.

42

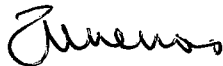
Motion 12495 was introduced on 3/26/2007 and passed as amended by the Metropolitan King County Council on 4/9/2007, by the following vote:

Yes: 9 - Mr. Gossett, Ms. Patterson, Ms. Lambert, Mr. von Reichbauer, Mr. Dunn, Mr. Ferguson, Mr. Phillips, Ms. Hague and Mr. Constantine  
No: 0  
Excused: 0

KING COUNTY COUNCIL  
KING COUNTY, WASHINGTON

  
Larry Gossett, Chair

ATTEST:

  
\_\_\_\_\_

Anne Noris, Clerk of the Council

**Attachments**      A. Exhibit A - Scope of Work Independent, Third Party Review for Transfer Station and Waste Export System Plan - dated 3-27-07

# **EXHIBIT A**

## **Scope of Work**

### **Independent, Third Party Review for Transfer Station and Waste Export System Plan**

As the Request for Proposal states: "In conjunction with its component cities, King County is planning to implement solid waste export once its landfill reaches maximum capacity (anticipated as soon as 2015-2016). Ordinance 2006-0263 also established a process for an independent, third party review of critical issues and assumptions identified by various stakeholder members of the federated regional waste management system..." The ordinance states that: "...the process shall include outreach from key stakeholders, including at a minimum the solid waste advisory committee, the metropolitan waste management advisory committee and the interjurisdictional technical staff group as questions are developed for the third-party independent review."

The County is looking for an independent validation of the findings contained in their four "Milestone Reports." The suburban cities have concerns about what the County implements for its future processing and disposal infrastructure.

The RFP for this high-priority, short timeline project clearly identifies the key questions and data to be reviewed, tasks to be performed, and project communications and local support that will be required to achieve a successful outcome.

The following sections divide the required tasks into three work elements, as requested in the RFP: (1) Expert Panel Work, (2) Information/Communications, and (3) Written Report. Specific GBB Team assignments are shown throughout. We have assembled the Work Elements by order of importance and the Tasks by the expected chronology of completion (i.e., the task numbers are not in order). A detailed schedule of tasks is shown at the end of this section.

These tasks are associated with performing the review and analysis of King County's system to render a professional opinion on the waste export plan and the range of questions posed by the County. Specific tasks include:

#### **Task 5 – Assemble Panel of Experts**

We believe that this task is the most critical of the Project. We have attempted to assemble proven industry expertise with both regional and historical perspective, as well as familiarity with the nature of the problem and proven success in helping other municipalities solve similar problems. Table 1 below presents our preliminary Panel of Experts with a mapping of each to their lead area(s) of

|  
expertise for this project.

**Table 1. Project Team Panel of Experts**

Harvey Gershman, GBB	GBB Officer-In-Charge, Quality Control and Client Management
Chace Anderson, GBB	Project Management, Public Education
Tim Bratton, GBB	Rate Analysis, Capital Plan, and Quality Control
Frank Bernheisel, GBB	Recycling Operations, Transfer Station Facility Operations, Waste-to-Energy
Walt Davenport, MSW	Collection Systems
John Culbertson, MSW	Solid Waste System Financial Analysis
Charles Banks, RLBA	Waste-by-Rail, Long Haul, Economics
Bob Brickner, GBB	Recycling and Diversion Analysis

There is duplication of expertise within the assembled GBB Team. Although we have assigned Experts to areas of expertise, this by no means suggests that the full responsibility for any analysis associated with that area of expertise is confined to the Expert listed. To the contrary, we believe one of the primary strengths of the GBB Team is the redundancy of expertise we have assembled and our willingness to engage one another in spirited debate about key issues.

King County stakeholders have suggested the addition of up to two experts from municipalities of similar size to improve the credibility of the GBB Team and secure an outcome that achieves consensus. GBB will identify two experts from similar size municipalities and provide to the County to engage separately. GBB will communicate as necessary with these two individuals and include in distribution of documentation as appropriate to assist in their timely participation in this effort for the County and its stakeholders.

### **Task 1 – Review Documents**

There is an extensive range of documents to be reviewed to adequately come up the curve on King County's transfer and waste export plans. The GBB Team is taking a two-fold strategy to review these documents as part of our analysis. First, we assign three experts to review all of the documents from a global perspective: Harvey Gershman and Tim Bratton (GBB), and Walt Davenport (MSW). As the GBB Project Manager, Chace Anderson will also review all the documents. Second, Table 2 below assigns an expert to each document for specific responsibility for distilling and drafting an opinion/analysis on the specific document.

Table 2. Assignment of Documents for Review

Document	Assigned Expert
Ordinance 14971	Frank Bernheisel, GBB and Charles Banks, RLB
Milestone Report #1	Bob Brickner, GBB
Milestone Report #2	Bob Brickner, GBB
Milestone Report #2 Addendum	Bob Brickner, GBB
Milestone Report #3	Frank Bernheisel, GBB
Milestone Report #4	Frank Bernheisel, GBB
Ordinance 2006-0263	Frank Bernheisel, GBB
Draft Supplemental Environmental Impact Statement	Frank Bernheisel, GBB
Rate Forecast and Proposal for the Solid Waste Transfer and Waste Export System	John Culbertson, MSW
Business Plan for the Solid Waste Transfer and Waste Export System	Frank Bernheisel, GBB and Charles Banks, RLBA
Solid Waste Facility Siting Plan	Frank Bernheisel, GBB
Recycling and Waste Export Presentation	John Culbertson, MSW
Draft Waste Export System Plan	Frank Bernheisel, GBB and Charles Banks, RLBA
Financial Policies	John Culbertson, MSW

Although a review of documents will illuminate most of the salient background of this project, note that our project budget includes a multi-day visit to King County to tour King County transfer station sites, solid waste facilities, and other points of interest. Direct observation of these facilities, and of the local geography and neighborhood characteristics, will greatly enhance our understanding of the system.

## Task 2 – Review Questions

Our strategy for answering the questions is comparable to that used for our review of the related documents. Tim Bratton (GBB) is the assigned manager of this task and will be responsible for guiding and integrating the review of questions among experts. Table 3 assigns an expert to each question with specific responsibility for distilling and drafting an answer/opinion on the specific question.

Table 3. Assignment of Questions

Topic	Question	Assigned Expert
<b>Analysis of Projections</b>	<ul style="list-style-type: none"> <li>Transfer system sizing</li> <li>Regional recycling infrastructure</li> <li>Intermodal system</li> </ul>	Frank Bernheisel, GBB Frank Bernheisel, GBB Charles Banks, RLBA
<b>Public Process</b>	<ul style="list-style-type: none"> <li>Facility siting process</li> <li>Facility planning vis a vis recycling</li> <li>Future recycling/diversion considerations</li> </ul>	Frank Bernheisel, GBB Bob Brickner, GBB  Frank Bernheisel, GBB

<b>Transfer Station Issues</b>	<ul style="list-style-type: none"> <li>Waste Export Plan transfer station validation</li> <li>Host city compensation and system financing</li> <li>Self haul</li> </ul>	<p>Walt Davenport, MSW</p> <p>John Culbertson, MSW</p> <p>Walt Davenport, MSW</p>
<b>WTE</b>	<ul style="list-style-type: none"> <li>Assess WTE impacts</li> </ul>	Frank Bernheisel, GBB
<b>Financial Assumptions</b>	<ul style="list-style-type: none"> <li>Review economic analysis</li> </ul>	John Culbertson, MSW
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>Fuel and air quality considerations</li> </ul>	Frank Bernheisel, GBB
<b>Early Export</b>	<ul style="list-style-type: none"> <li>Early export sensitivity review</li> <li>Compare waste withdrawal and recycling</li> <li>Reserving Cedar Hills capacity</li> <li>Procurement considerations</li> <li>Quick fixes vs permanent fixes</li> </ul>	<p>Charles Banks, RLBA</p> <p>Frank Bernheisel, GBB</p> <p>Walt Davenport, MSW</p> <p>Harvey Gershman, GBB</p> <p>Bob Brickner, GBB</p>
<b>Long Haul Transportation</b>	<ul style="list-style-type: none"> <li>Railroad negotiations</li> <li>Strategies to minimize capital costs</li> <li>Multiple sites</li> <li>Rail reliability</li> </ul>	<p>Charles Banks, RLBA</p> <p>Bob Brickner, GBB</p> <p>Frank Bernheisel, GBB</p> <p>Charles Banks, RLBA</p>

Some additional questions to explore might include:

- Is processing infrastructure provided for in a manner that tends to lower the cost of service rather than increase it?*
- What economic effect would the early export of waste have on the County, notwithstanding the benefits of not using valuable Cedar Hills landfill capacity?*

## Task 6 – Evaluate Policy Questions

The analysis of policy questions and synthesis of divergent views required in this task will fall to the experts as shown above, with overall QC provided by Messrs. Tim Bratton and Harvey Gershman.

## Task 8 – Project Management Coordination

Our project plan assigns Chace Anderson as day-to-day project manager, with primary responsibility for coordinating with the Metropolitan King County Council project manager, and for advising representatives of the King County Executive's Office and Department of Natural Resources of progress. Mr. Anderson will maintain direct contact with all Project Team members to assure rapid response to any King County inquiry.

Our project plan assumes that Mr. Anderson (and other Project Team members, as applicable) will participate in bi-weekly conference calls with King County to provide status reports, preliminary feedback, and general project communications.



This task also provides for a kick-off meeting roughly three weeks after receipt of Notice to Proceed. The kick-off meeting should be attended by as many County stakeholders as possible and will serve to introduce project team members, discuss project tasks and responsibilities, and confirm interviews with key stakeholders. We strongly recommend the three-week delay in scheduling the kick-off meeting so that the GBB Team can review the range of background documents and arrive at the meeting fully briefed about the project.

### **Task 3 – Stakeholder Interviews**

This task provides for face-to-face interviews with key stakeholders and Solid Waste Division staff to understand County objectives and issues for export of solid waste. Specifically, our project plan and budget assumes that up to four days of interviews will be scheduled with a wide range of staff. At the outset of the project, we will interface with the County to identify likely interview candidates, and subsequently schedule and conduct local interviews. Stakeholder interview staff and schedules will be finalized at the kick-off meeting.

Note that stakeholder interviews will not be conducted immediately, but rather after the GBB Team has reviewed background project documentation and is up to speed.

### **Task 4 – Meeting Support**

The RFP requires the GBB Team to attend meetings of the Solid Waste Advisory Committee, the Metropolitan Solid Waste Management Advisory Committee and the Interjurisdictional Technical Staff group. Our project budget assumes that up to three of these meetings will be held over the course of the project, and that each meeting will be attended by Project Manager Chace Anderson and up to two other GBB Team members with specific knowledge of the topics to be discussed.

### **Task 7 – Direct Staff on Additional Analyses**

To the extent custom analysis is required to complete any of the supporting analysis to this project, this task allows for GBB Team staff to work with King County to complete such efforts.

## **Reporting Work Elements**

These work elements encompass the development of a final report and any ensuing public presentations that may be needed to disseminate the results of the project.

### **Task 9a. Reporting**

This task includes the preparation of a draft and final report, summarizing the findings of all previous tasks. Given the ground to be covered in a short timeframe, we assume that the written report will attempt to remain in Executive Summary format; that is, designed for rapid digestion of key findings by a wide audience using bullets, summary paragraphs, and references to more detailed analyses and/or source documents that were reviewed as part of the project. Detailed written background, summaries of field data collection, data and policy analysis, etc., will be contained in appendices for review by interested readers.

The GBB Team will prepare and deliver an electronic copy of a Draft Report for review by the County. Upon receipt of comments, the GBB Team will incorporate comments and deliver 10 hard copies and an electronic copy of the Final Report in a "White Paper" format.

## Task 9b. Presentations

The RFP is not specific as to the number and type of forums where it may be necessary to present the result of the project. For budgeting purposes, this task allows for the delivery of a final presentation at up to three meetings (elected official, SWAC, etc.) to summarize key findings of the project. The GBB Team will prepare a summary presentation for review by County staff at least two weeks prior to the first scheduled presentation. Staff comments will be incorporated into the presentation. The GBB Team will supply electronic copies of the presentation to the County for prior distribution in any information packets that are customarily prepared before meetings.

## Schedule

We understand that this project is to be performed with the utmost urgency; therefore, we have established an aggressive schedule that seeks to complete the project in four months. The following table summarizes the general order and duration of key tasks.

Table 4. Schedule

Task	Schedule
Receipt of Notice to Proceed	April 3, 2007
Task 8 – Project Management Coordination – Status Reports	Ongoing
Task 5 – Assemble Panel of Experts	April 3, 2007
Task 1 – Review Documents	April 2007
Task 8 – Project Management Coordination – Kick-off Meeting and Site Visits	May 4-9, 2007 or May 10-15, 2007
Task 3 – Stakeholder Interviews	Same as above
Task 2 – Review Questions	Preliminary draft by May 21, 2007
Task 6 – Evaluate Policy Questions	Same as above
Task 4 – Meeting Support	To Be Determined
Task 7 – Direct Staff on Additional Analyses	To Be Determined
Task 9a. Reporting	Draft on or before June 11, 2007; Comments on or before June 15, 2007; and Final on or before July 9, 2007.  Note: These dates are subject to adjustment if schedule for draft and receiving comments slip.
Task 9b. Presentations	On or before July 31, 2007

## **Pricing Structure**

The GBB Team proposes to perform this Scope of Services included herein for the Fixed Fee of \$129,505. Specific costs by Work Element and by task are shown in the table on the following page. Labor hours and labor costs are shown separately from office and travel expenses.

If additional labor outside of the scope is desired by the County, the GBB Team would be pleased to perform the additional work on a time and materials basis. No additional fees or costs may be incurred by the Consultant without prior written approval by the Metropolitan King County Council project manager. The Compensation Rate and Fee Schedules for the GBB Team are presented on the following pages.

Tasks	Labor Hours	Labor Cost	Office Expense 7.50%	Travel	Total	Suggested Invoicing Strategy
<b>Expert Panel Work</b>						
Task 5 Assemble Panel of Experts	14	\$2,454	\$184	\$0	\$2,638	These tasks will be performed towards the front end of the project. Recommend invoicing for 50% after 30 days, 35% after 60 days, 15% after 90 days.
Task 1 Review Documents	84	\$13,034	\$978	\$0	\$14,012	
Task 2 Review Questions	172	\$26,740	\$2,006	\$0	\$28,746	
Task 6 Evaluate Policy Questions	76	\$11,572	\$888	\$0	\$12,440	
<b>Subtotals</b>	<b>346</b>	<b>\$53,800</b>	<b>\$4,035</b>	<b>\$0</b>	<b>\$57,835</b>	
<b>Information and Communications</b>						
Task 8 Project Mgmt & Communication	96	\$14,144	\$1,061	\$3,500	\$18,705	These tasks involve scheduled meetings and travel and will be straightforward to track and document. Recommend monthly time and material invoices.
Task 3 Stakeholder Interviews	72	\$9,288	\$697	\$3,800	\$13,785	
Task 4 Meeting Support	72	\$9,896	\$742	\$6,100	\$16,738	
Task 7 Direct Staff on Analysis	0	\$0	\$0	\$0	\$0	
<b>Subtotals</b>	<b>240</b>	<b>\$33,328</b>	<b>\$2,500</b>	<b>\$13,400</b>	<b>\$49,228</b>	
<b>Reports</b>						
Task 9 Report	132	\$14,076	\$1,056	\$0	\$15,132	Lump sum fixed fee upon delivery of Final Report.
Task 9 Presentation	32	\$5,312	\$398	\$1,600	\$7,310	
<b>Subtotals</b>	<b>164</b>	<b>\$19,388</b>	<b>\$1,454</b>	<b>\$1,600</b>	<b>\$22,442</b>	
<b>Grand Totals</b>	<b>750</b>	<b>\$106,516</b>	<b>\$7,989</b>	<b>\$15,000</b>	<b>\$129,505</b>	

# PRICING STRUCTURE

2007

## GERSHMAN, BRICKNER & BRATTON, INC. COMPENSATION RATE AND FEE SCHEDULE (1, 2)

POSITION	(\$ PER HOUR)
President	\$199.00
Executive Vice President	\$180.00
Sr. Vice President	\$166.00
Vice President	\$149.00
Principal Associate	\$133.00
Sr. Project Manager/Sr. Project Engineer/ Sr. Associate Engineer	\$127.00
Project Manager/Sr. Associate	\$111.00
Project Engineer/Sr. Consultant/Support Director	\$101.00
Consultant II/Engineer II/Contract Administrator	\$84.00
Consultant I/Engineer I	\$68.00
Support Manager	\$53.00
Administrative Secretary/Word Processor/ Editor/Staff Accountant	\$48.00
Clerical/Support Staff/Research Assistant/Graphics Coordinator	\$37.00
<b>Expenses (3)</b>	<b>Charge</b>
Personal Car/Company Car	\$0.445 per mile
Local Travel Expenses (tolls, parking)	As Incurred
Room and Board	As Incurred
Airfare	Coach Class, Discount Fares When Available
Car Rental	Discount Rate
Duplicating (black and white)	\$0.15 per Copy
Duplicating (color)	\$0.25 per Copy
Long Distance Telephone	As Incurred
Graphics and Art	As Incurred
Messenger and Delivery Service	As Incurred
Subcontractors	As Incurred
Computer Charges (4)	\$15.00 per Hour
Facsimile Communications Outbound	\$0.50 per page

(1) Effective January 1, 2006, subject to adjustment on 12/31/06.

(2) For payments not received within 30 days of invoicing date, interest charge of 1.00 % per month will be applied.

(3) A Fee of 10 percent applied to expenses, including subcontractors.

(4) Applicable to non-word processing software and product software services.

2007  
MIDATLANTIC SOLID WASTE CONSULTANTS  
COMPENSATION RATE SCHEDULE

POSITION	(\$ PER HOUR)
Project Manager/Principal	\$105.00
Senior Analyst/Financial Analyst	\$95.00
Operational Efficiency Expert	\$90.00
Procurement Specialist	\$90.00
Field Operations Manager	\$85.00
Analyst	\$80.00
Junior Analyst	\$70.00
Crew Chief	\$65.00
Administrative Assistant	\$45.00
Sorters/Field Labor	\$22.00

2007

R.L. BANKS & ASSOCIATES, INC.

POSITION	(\$ PER HOUR)
Principals	\$195
Senior Professionals	\$180
Intermediate	\$155
Analyst	\$140
Support Staff	\$50

**Work Scope Identified in the King County RFP**

The independent, third party review is intended to thoroughly and rigorously answer specific questions listed in "PART B" below, prepared by stakeholders to ensure that the assumptions, technical analysis and recommendations contained in the reports are reasonable and accurate, and that they adequately serve as the basis for further planning and implementation of waste export.

The consultant is to provide appropriate technical, policy, financial and economic expertise to the Metropolitan King County Council by means of an assembled panel of recognized experts qualified to provide an independent review of the specific questions listed below in "PART B". The consultant will demonstrate that the independent, third party review panelists have the necessary expertise to evaluate the questions in "PART B", but do not have any personal financial interest in the outcome of the review process, including ongoing or planned contractual relationships with the King County Department of Natural Resources & Parks.

**PART B - Questions for Independent, Third-Party Review**

**Questions/Topics for Independent Review Panel - August 4, 2006**

Topic	Questions/Issues
<b>Analysis of Projections</b>	<ol style="list-style-type: none"> <li>1. Analyze waste generation, population and waste reduction and recycling projections and their related impact to sizing transfer system, intermodal system and regional recycling processing infrastructure.</li> </ol>
<b>Public Process</b>	<ol style="list-style-type: none"> <li>1. Are there other methods that would enhance public/stakeholders' participation in the facility siting process?</li> </ol>
<b>Transfer Stations Issues and Assumptions</b>	<ol style="list-style-type: none"> <li>1. Would varying the recycling assumptions alter the number or configuration of planned transfer facilities?</li> <li>2. Should future publicly owned / operated facilities have space for extended recycling activities?</li> <li>3. Do the number and location of transfer stations recommended in the Waste Export System Plan seem appropriate for King County? What changes in demographics could affect the system as configured? Are capital cost estimates in the Plan reasonable?</li> <li>4. What are alternative options for providing compensation to host cities, such as, but not limited to, one time payments, payments based on tonnage, payments based on traffic, payments based on lost revenue? To what do we benchmark host city compensation payments – for example, lost revenue from utility tax or property tax?</li> <li>5. Should self haul service be provided and, if so, at what levels and how should the cost be covered?</li> </ol>
<b>Waste to Energy</b>	<ol style="list-style-type: none"> <li>1. Understanding that analysis of WTE will take place</li> </ol>

	<i>in the Comp Plan update process – how might including WTE technologies in King County’s solid waste strategy affect transfer station or waste export plan recommendations?</i>
<b>Financial Assumptions</b>	1. <i>Review County’s economic analysis and assumptions in sensitivity analysis for early waste export and waste withdrawal.</i>
<b>Sustainability</b>	1. <i>Are there models or methods for the transfer of solid waste from the point of generation to final disposal that minimize fossil fuel consumption and air pollution?</i>

**PART B (continued) - Published Reports Subject to Independent Review**

The following reports embody waste export planning work conducted over the past two years by stakeholders of the King County Solid Waste Management program. The independent, third party review is intended to thoroughly and rigorously review these reports to ensure that the assumptions, technical analysis and recommendations contained in the reports are reasonable and accurate, and that they adequately serve as the basis for further planning and implementation of waste export.

Waste Export System Plan

**Ordinance 14971** - Legislation requiring planning for future solid waste system.

**Milestone Report #1** - Transfer System Level of Service Standards and Criteria; Sets standards and criteria for evaluating county waste transfer system.

**Milestone Report #2** - Analysis of System Needs and Capacity ; Applies standards and criteria for evaluating county waste transfer system.

**Milestone Report #2: Addendum** – Application of Criterion 17 ; Applies Level of Service Criterion 17 standards to the county waste transfer system, completing the second milestone report.

**Milestone Report #3** - Options for Public & Private Ownership & Operation of Transfer & Intermodal Facilities; Identifies technical options, policy choices, service elements and system characteristics.

**Milestone Report #4** – Preliminary Transfer & Waste Export Recommendations, and Estimated System Costs, Rate Impacts & Financial Policy Assumptions; Comprehensive preliminary report for improvements proposed to prepare for waste export.

**Ordinance 2006-0263** amending deadlines for the waste export system plan and establishing requirements for final waste export plan submittal..

**Draft Supplemental Environmental Impact Statement**, Waste Export Plan for King County, Washington

**Rate Forecast and Proposal for the Solid Waste Transfer and Waste Export System** - describes the proposed recommendations on the solid waste disposal fee in the short and long term.

**Business Plan for the Solid Waste Transfer and Waste Export System** - addresses additional issues as required by King County Ordinance 14971

**Solid Waste Facility Siting Plan** - outlines the process and criteria for siting solid waste management facilities

**Recycling and Waste Export Presentation** - discusses the effects of a more aggressive recycling goal in extending the life of the Cedar Hills landfill

**Draft Waste Export System Plan** – current draft version of waste export report due for submittal to the Metropolitan King County Council on September 28, 2006.

**Financial Policies** - for the solid waste management program, as adopted in the 2001 Comprehensive Plan.



## **PART C - Scope of Work**

- Task 1:** Review relevant documents to understand the County's Solid Waste Division collection system, general financial structure, and the projected capacity of the Cedar Hills Landfill through its completion (currently anticipated to be reached between 2012-2016).
- Task 2:** Review questions in PART B, above, developed by key stakeholders. The successful contractor must be able to respond to the questions with appropriate technical, policy and financial analysis. The independently conducted analysis responding to the questions in PART B shall be synthesized into a written report, described in Task 9.
- Task 3:** Participate in discussions with key stakeholders and Solid Waste Division staff to understand County objectives and issues for export of solid waste.
- Task 4:** Attend meetings of the Solid Waste Advisory Committee, the Metropolitan Solid Waste Management Advisory Committee and the Interjurisdictional Technical Staff group, comprised of staff from King County and cities, formed to examine alternative strategies for migration to waste export. The consultant will provide expertise to support County objectives and goals.
- Task 5:** Assemble an independent expert panel to review and evaluate policy questions
- Task 6:** Design analyses to evaluate policy questions and proposals for the export of solid waste, synthesize divergent positions and perspectives articulated by Expert Panel members and propose alternative solutions.
- Task 7:** Direct county staff on any modeling or computational analysis required to complete the analyses.
- Task 8:** Maintain communication with Metropolitan King County Council project manager, while advising representatives of the King County Executive's Office and Department of Natural Resources of progress.
- Task 9:** Complete a written report documenting the analyses performed under tasks 1, 4, 5 and 6. The written report shall be completed within thirty days of project initiation. Present the results of the written report and other analyses in various forums as requested by the Metropolitan King County Council project manager.