

October 10, 2025
File No.: OP090530.25

TO: Todd Storti, Executive Director
Solid Waste Disposal and Recyclable Materials Processing Authority of Broward County

FROM: The SCS Team

COPY: Carlo Lebron, PE, Senior Vice President

SUBJECT: Consulting Services for the Preparation of a Regional Solid Waste and Recycling Master Plan (Bid Number: 5942001)
Revised Change Order No. 1

This Revised Change Order No. 1 to the Agreement Between the Solid Waste Disposal and Recyclable Materials Processing Authority of Broward County, Florida (Authority) and SCS Engineers (on behalf of the SCS Team) for Consultant Services for the Preparation of a Regional Solid Waste and Recycling Master Plan (Master Plan) presents the proposed scope of services to continue supporting the Authority to further develop and implement its Master Plan as detailed in the following Tasks and the updated Exhibit B – Maximum Billing Rates.

TASK 17 – CONTINGENCY

The SCS Team will perform additional services on an as-requested basis that supplement the Master Plan and Tasks contained herein, as well as requests to conduct additional studies, analysis/evaluations (e.g., alignment of collection agreements to assess limitations and opportunities for waste stream component management), development of ordinances (e.g., construction and demolition debris management, mandatory commercial recycling), and related support not defined in the enclosed scope of work (e.g., attendance at Authority Sub-Committee Meetings) until the Task budget has been utilized, or the activities have been completed, whichever comes first. Work will only be completed under this Task with prior approval from the Contract Administrator.

DELIVERABLES

- To be determined.

BUDGET (estimated total hours)

The additional budget for this Task is \$99,954 (460 hours), *provided, however, that work on this Task shall be limited to the amount authorized by the Executive Committee. As of the date of this Revised Change Order, the Executive Committee has not authorized any amounts for this Task.*



TASK 18 – PROJECT MANAGEMENT SUPPORT

The SCS Team will provide continued project management and related technical support to maintain coordination and continuity between the Authority and the SCS Team, including weekly virtual or in-person status meetings with the Executive Director until the Task budget has been utilized, or the task has been completed, whichever comes first. As part of this Task, the previously developed Project Management Plan will be updated monthly, including the schedule. The SCS Team will also prepare and submit monthly invoices, including a cover letter that summarizes the work performed during the invoice period.

DELIVERABLES

- Prepare for and attend meetings.
- Prepare draft and final meeting agendas and summary notes.
- Monthly Project Management Plan updates.
- Monthly invoices.

BUDGET (estimated total hours)

The budget for this Task is \$99,854 (386 hours), *provided, however, that work on this Task shall be limited to the amount authorized by the Executive Committee. On September 19, 2025, the Executive Committee authorized the use of up to \$25,000.*

TASK 18 – PROCUREMENT DEVELOPMENT SUPPORT

The SCS Team will work collaboratively with the Executive Director and General Counsel to prepare the following Request for Proposals (RFP) in support of the Master Plan, until the Task budget has been utilized, or the activities have been completed, whichever comes first:

- **Residential Curbside Recycling** – Prepare and issue an RFP for one or more qualified Materials Recovery Facility (MRF) operators to receive, sort, and market curbside recyclables collected by the Parties or their contracted haulers.
- **Residential Yard Waste** - Prepare and issue an RFP for third-party operator(s) to receive, grind, and compost or mulch vegetative waste (i.e., yard trash) from municipal curbside collections.
- **Long-Term Disposal for Municipal Solid Waste** - Prepare and issue an RFP for a third party or parties to provide adequate long-term disposal capacity (e.g., waste-to-energy, landfill) to meet the needs of the Authority.

The SCS Team will initially provide procurement coordination support to the Executive Director, including:

- Schedule development
- Prepare for and facilitate Industry Outreach (i.e., pre-solicitation meeting)
- Provide Technical Advisory Committee (TAC) meeting facilitation
- Prepare for and attend Executive Committee/Evaluation Committee/Governing Board meetings

In addition, the SCS Team will develop the “technical” portion of each RFP, including the preparation of the following:

- Scope of work
- Description of the materials to be processed
- Quantity of materials to be processed
- Minimal technical standards, performance standards, and/or performance guarantees
- Proposer response requirements
- Evaluation methodology

The SCS Team will prepare and issue one (1) draft of the technical portion of each RFP to the Executive Committee for review and comment. Executive Committee members shall have three (3) business days to review the draft RFPs and provide comments to the Executive Director, who shall review, adjudicate, and consolidate comments to be addressed in the final RFPs. The SCS Team will incorporate and issue a final RFP within three (3) business days following receipt of the approved feedback from the Executive Director.

Following the release of the RFPs, the SCS Team will prepare for and attend a virtual pre-proposal meeting with potential proposers. The SCS Team will also review Requests for Information (RFI) submitted by potential proposers related to the technical portion of the RFPs. Responses to the technical related RFIs will be developed and issued by the SCS Team to the Executive Director for transmittal to the proposers.

Following receipt of proposals for each RFP, the SCS Team will prepare a proposal evaluation scorecard and rubric for the procurement evaluation and proposer interviews, if held. The SCS Team will review up to nine (9) total proposals to determine compliance with the minimum requirements of the RFPs, determine proposal completeness, and assess compliance with technical requirements. The SCS Team will memorialize the completeness review in a summary memorandum identifying minimum requirements that were or were not met, and information that was requested in the RFP, but omitted from the proposal response. Additionally, the SCS Team will conduct reference checks for each reference provided in the respondent proposals. All reference check details will be documented and provided to the Executive Director. The SCS Team will facilitate a two (2) hour workshop with the Evaluation Committee to review the summary memorandum findings, as well as provide clarity and explanation to the Evaluation Committee regarding any evaluation-related questions.

As part of the proposal evaluation process, the SCS Team will develop a lifecycle cost analysis using the pricing structures provided by each respondent, to calculate the net present value (NPV) of each cost proposal. The SCS Team will compare the proposed per ton fee, inclusive of proposed escalation factors, and the proposed solution timeline, to normalize and then compare the costs of the various solutions proposed. Findings will be included in the summary memorandum previously described and will be reviewed at the Evaluation Committee workshop.

Following the minimum requirements and completeness review, technical compliance assessment, and life-cycle cost analysis, it is assumed that the Evaluation Committee will identify a proposer shortlist for each solicitation and proceed with interviews, as appropriate. If interviews are desired, it is assumed that the SCS Team will facilitate the interviews at a location selected by the Authority and will be held over a consecutive two (2) day period and attended by up to two (2) SCS Team members.

At the completion of the interviews, if they are held, the SCS Team will consolidate the evaluation ratings from the Evaluation Committee and compile them into a summary sheet for each solicitation. The SCS Team will prepare for and facilitate a meeting with the Evaluation Committee to review and confirm these results. After the Evaluation Committee has selected their preferred proposer(s) for each RFP, the SCS Team will prepare a procurement evaluation technical memorandum to summarize the evaluation results and selection(s) to support any internal communication and approvals required to proceed to the contracting phase of the procurement process. For budgetary purposes, it is assumed that the selection meeting will be held on-site the day after the interviews, as appropriate.

DELIVERABLES

- Draft and final procurement schedule.
- Draft and final industry outreach presentation.
- Draft and final technical RFP sections and proposal forms.
- Draft and final TAC procurement meeting presentation.
- Draft and final pre-proposal meeting presentation.
- Draft and final RFI responses that relate to technical elements of the RFPs.
- Draft and final proposal evaluation scorecard and rubric.
- Draft and final proposal evaluation summary memorandum, including life-cycle analysis.

BUDGET (estimated total hours)

The budget for this Task is \$599,852 (2,398 total hours: 684 hours for the Residential Curbside Recycling; 758 hours for the Residential Yard Waste; and 956 hours for the Long-Term Disposal for Municipal Solid Waste), *provided, however, that work on this Task shall be limited to the amounts authorized by the Executive Committee. On September 19, 2025, the Executive Committee authorized the use of up to \$275,000. On October 6, 2025, the Executive Committee directed the SCS Team to pause all work on this Task and no further activities will occur until authorized by the Executive Committee.*

TASK 20 – PREPARATION OF A DETAILED FINANCIAL PLAN

The SCS Team will prepare a detailed financial plan to serve as the financial roadmap for the Authority and also address the financial requirements of the Interlocal Agreement (ILA). This detailed financial plan will build upon the baseline conditions and cost estimates previously developed and will present the financial structure, policies, and funding strategies needed to support the Authority's long-term operational and capital requirements. Specifically, the detailed financial plan will define the Authority's initial financial framework, including its fund structure and cost centers, and will consolidate projected start-up, operating, and capital costs over a 20-year planning horizon. The detailed financial plan will also present revenue projections and include potential funding mechanisms such as tipping or processing fee surcharges and special assessments. The SCS Team will determine the revenue levels needed to recover the full cost of service and to build adequate reserves, and it will identify projected funding gaps or surpluses based on the timing and scale of contractual agreements and operational build-out. Initially, the SCS Team will validate the recyclable materials and yard trash processing and solid waste disposal costs previously developed to inform the financial modeling. In addition, the detailed financial plan will include the capability to perform sensitivity analyses to evaluate the financial impacts of changes in key assumptions such as tonnage growth, population growth, inflation, or capital cost escalation, and it will recommend financial policies to guide the Authority's future budgeting, rate-setting, and reserve management practices. The results will be presented in a detailed financial plan memorandum to support informed decision-making by the Authority and its ILA Members.

DELIVERABLE

- Draft and final Detailed Financial Plan Memorandum.

BUDGET (estimated total hours)

The budget for this Task is \$122,410 (586 hours), *provided, however, that work on this Task shall be limited to the amount authorized by the Executive Committee. As of the date of this Change Order, the Executive Committee has not authorized any amounts for this Task.*

TASK 21 – MASTER PLAN PASSAGE STRATEGY – GETTING TO YES

The SCS Team will develop and implement stakeholder outreach, advocacy coordination, ILA Member engagement (i.e., elected officials), and related technical support (i.e., subject matter expertise) to help guide the successful implementation of the Master Plan, until the Task budget has been utilized, or the stakeholder and media outreach services are delivered, whichever comes first. Specifically, the SCS Team will establish clear communication channels, build trust, and provide stakeholders information needed to adopt the Master Plan. Specific activities include:

- **Stakeholder Education** - Organize and facilitate meetings with city elected officials and staff to present and explain the key components of the Final Master Plan.
- **Resolution Strategy** - Develop an action plan and calendar to secure support resolutions from municipalities, including deadlines, benchmarks, and key dates for each jurisdiction.
- **Public Messaging** –Draft opinion editorials and identify elected officials and other key supporters to sign and place them in appropriate news outlets to amplify awareness and support for the Master Plan.
- **Media Engagement** - Perform outreach to the *Sun Sentinel* and other relevant media to secure accurate coverage and highlight the benefits of the Final Master Plan.

DELIVERABLE

- Specific deliverables (e.g., presentations, meetings, progress updates) will be developed in coordination with the Executive Director.

BUDGET (estimated total hours)

The budget for this Task is \$168,930 (630 hours) *provided, however, that work on this Task shall be limited to the amount authorized by the Executive Committee. As of the date of this Change Order, the Executive Committee has not authorized any amounts for this Task.*

The total budget for Services identified in Tasks 17 through 21 is **\$1,091,000**, including reimbursables (4,460 hours). *However, as noted above, work on any of the Tasks shall be limited to the amounts authorized by the Executive Committee. On September 19, 2025, the Executive Committee authorized the use of up to \$25,000 for Task 18 and \$275,000 for Task 19. On October 6, 2025, the Executive Committee directed the SCS Team to pause all work on Task 18 and no further activities will occur until Authorized by the Executive Committee. As of the date of this revised Change Order, the Executive Committee has not authorized any other amounts for any of the Tasks herein.*

SCHEDULE

The duration of this Revised Change Order No. 1 is assumed to commence upon Executive Committee approval and will continue until the Revised Change Order No. 1 budget has been expended, or August 17, 2026, whichever comes first. The Executive Director and Executive Committee Members shall endorse the procurement schedule developed under Task 19 and be responsible for ILA Member engagement and timely support to meet the project schedule.

ASSUMPTIONS AND LIMITATIONS

The scope of services excludes any work not explicitly stated herein:

1. The SCS Team is not responsible for project delays outside of our control.
2. Additional activities will not be performed by the SCS Team without approval from the Authority, and if directed by the Authority, such services will be performed in accordance with Task 17.
3. The Task 18 budget assumes 47 weekly meetings with a duration of one (1) hour with the Executive Director, up to two (2) SCS Team representatives' attendance at all Executive Committee and Governing Board Meetings, which are assumed to occur monthly.
4. Under Task 19, the Authority will be responsible for preparing the introduction and background sections as well as reviewing and approving the RFPs prior to issuance.
5. Under Task 19, the Executive Director will be the primary point of contact throughout the procurement process for potential proposers and the ILA members and is responsible for preparing complete procurement packages, advertising each solicitation, and managing the distribution of responses to proposer questions and General Counsel will be responsible for providing appropriate procurement verbiage (i.e., "front end") and preparing draft agreements to be included in the RFPs.
6. The Executive Director will engage with the County to determine the availability of the Broward County Landfill for residential yard waste processing.
7. The Task 19 budget assumes that up to two (2) SCS Team representatives will attend one (1) TAC meeting, one (1) industry outreach meeting, one (1) Executive Committee meeting, up to six (6) Evaluation Committee meetings, and one (1) Governing Board meeting.
8. The Task 19 budget assumes that up to two (2) SCS Team representatives will serve as non-voting technical advisors to the Evaluation Committee.
9. The Task 20 budget assumes attendance at up to one (1) Executive Committee meeting to present the preliminary detailed financial plan.
10. The Task 21 budget assumes preparation of presentation materials and attendance of up to one (1) member of the SCS Team at up to twenty-nine (29) publicly noticed Commission/Council meetings to address the technical elements of the Master Plan.
11. The Authority will provide all requested data within five (5) business days.
12. The Executive Director is responsible for adjudicating and providing consolidated comments on all draft deliverables within five (5) business days.
13. The General Counsel is responsible for all legal and procurement opinions consistent with all applicable local and state laws.
14. The Authority is responsible for coordinating and advertising all meetings and providing meeting venues and refreshments, if appropriate.

Exhibit B - Maximum Billing Rates

Consultant: SCS Engineers

TITLE	STAFF	MAXIMUM HOURLY RATE (\$/HR)	X	HOURS	=	TOTAL BY TITLE (\$)
Principal	Daniel Dietch Michelle Leonard Bob Gardner, PE	\$305		748		\$228,140
Senior Project Advisor	Dan Leo, JD	\$294				
Project Director II	Vita Quinn Stacey Demers, LEED AP	\$287		232		\$66,584
Project Director I	Robert Curtis, PE	\$263				
Senior Project Manager II		\$236				
Senior Project Manager I		\$215				
Project Manager II	Brent Dieleman, TRUE Advisor	\$205				
Technical Advisor II		\$205				
GIS Manager	Kayla Ouellette	\$194				
Project Manager I	Joy Stephens	\$198		148		\$29,304
Technical Advisor I		\$181				
Marketing Manager	Renee Roman	\$180		16		\$2,880
Senior Project Professional III	Ketan Shah, PE, PhD	\$173				
Senior Project Professional I	Laura Dorn	\$163		8		\$1,304
Senior Designer	Meaghan Ridgway	\$161		20		\$3,220
Project Professional II	Katherine Hinojosa Danielle Dorley	\$154		92		\$14,168
Designer II		\$147				
GIS Analyst		\$144				
Project Professional I		\$142				
Designer I		\$131				
Staff Professional II		\$129				

Staff Professional I		\$124				
Senior Superintendent		\$142				
Analyst III	Helia Lee Matt Roney	\$151		350		\$52,850
Analyst II		\$126				
Data Analyst		\$116				
Analyst I		\$110				
Senior Technician		\$119				
Drafter II		\$121				
Associate Staff Professional		\$116				
Drafter I		\$100				
Technical Associate		\$108				
Technician		\$103				
Administrative Professional	Tammy Baker Paulina Prada Correa	\$105		126		\$13,230

Subconsultant: Arcadis U.S., Inc.

TITLE	STAFF	MAXIMUM HOURLY RATE (\$/HR)	X	HOURS	=	TOTAL BY TITLE (\$)
Director	Leah Richter, PE, TRUE Advisor	\$305		720		\$219,600
Principal Engineer/ Architect/Consultant 2	Joe Krupa, PE Chris Tilman, PE Steve Nesbitt, PE Mark Hammond, PE Thomas Henderson Robert Ryall Brian McGee Nancy Bonnevie Joel Cohn	\$300		176		\$52,800
Principal Engineer/ Architect/Consultant 1	Nichole Lynch, TRUE Advisor	\$280		130		\$36,400
Senior Engineer/ Architect/Consultant	Cindy Eckert, PE Michael DeLoach, PE Alexander Bellino James Tanner Melissa Hew Kushala Gowda, PE Alissa Weaver Bridget Butterly	\$215		100		\$21,500
Project Engineer/ Architect/Consultant 2	Katherine Russell Nhi Ngo, PE Virginia Freitas Rafael Fonseca, PE Keerthana Srivasana	\$200		116		\$23,200
Staff Engineer/ Architect/Consultant		\$189				

Engineer/Architect/ Consultant 2	Samar Al Mashrafi	\$173				
Engineer/Architect/ Consultant 1	David Trujillo Jackson Newman Hallie Saracina Jissell Muir Kimberly Rogers	\$152		106		\$16,112
Technician/Designer/ Project Assistant 4	Maria Rodriguez	\$189				
Technician/Designer/ Project Assistant 3	Katie Kasperek	\$158				
Technician/Designer/ Project Assistant 2	Sandra Demma	\$142		30		\$4,260
Technician/Designer/ Project Assistant 1		\$131				

Subconsultant: Resource Recycling Systems

TITLE	STAFF	MAXIMUM HOURLY RATE (\$/HR)	X	HOURS	=	TOTAL BY TITLE (\$)
CEO/President	JD Lindeberg, PE	\$251		48		\$12,048
Vice President	Michael Timpane Nicole Chardoul Resa Dimino	\$230		48		\$11,040
Senior Technical Expert	Travis Barnes	\$230		718		\$165,140
Senior Consultant	Annie White Hunt Briggs Beth Coddington Jackie Ebner Bryce Hesterman Helen Lee Brennan Madden Kate Maguire Matthew Naud Sara Nichols Charles Ramer Matt Todd Kristen Wieland Chris Wolff Stephen Klemann (SK) Sean Duffy	\$185				
Senior Engineer	Chris King, PE Katy Ricchi	\$231				
Consultant	Coryanne Mansell Sarah Guthridge Erin Oulton Elizabeth Paul Shelby Lewis	\$155		58		\$8,990

	Caitlyn Wouters Brian Sargent					
Engineers	Holly Halliwill, PE	\$184				
Analyst	Max Babits Alex Baertschi Maria Bianchetti Joris Eigirdas Winley Durham Joelle Friedlander Faith Lee Frannie Miles Bridgette Pollaski	\$141		100		\$14,100
Graphic Designer	Erin Grimm	\$173				
Project Coordinator	Kiara Palmer	\$109				
Administrative Professional		\$104				
Associate Analyst		\$92				

Subconsultant: Mercury

TITLE	STAFF	MAXIMUM HOURLY RATE (\$/HR)	X	HOURS	=	TOTAL BY TITLE (\$)
Principal	Ashley Walker	\$299		115		\$34,385
Senior Project Advisor	Eric Johnson	\$294		110		\$32,340
Project Manager	Caroline Korba	\$189		145		\$27,405
Senior Designer	Scott Pollenz	\$158				
Administrative Professional	Michael Womack	\$95				