



PHASED BY DESIGN: ALIGNING DATA, DOLLARS, & DECISIONS IN PLANNING

ADAPTIVE PLANNING

BLANKET RFPs VS ADAPTIVE PLANNING



Municipalities face financial/operational strain and issue broad or vague RFPs.

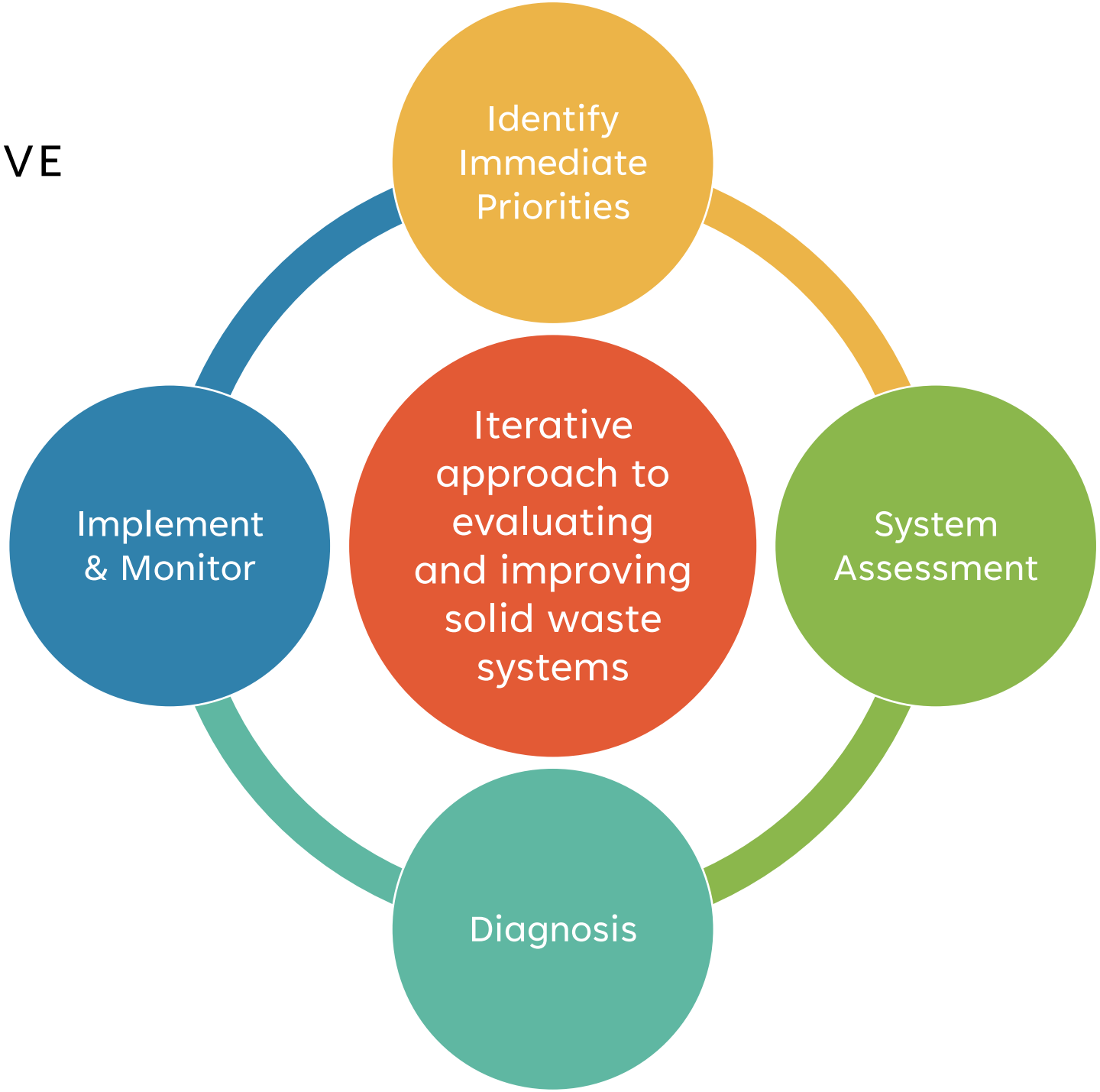


These broad RFPs lead to broad-scope proposals with costly, generic solutions.



Adaptive planning leads to smarter, more cost-effective decisions.

WHAT IS ADAPTIVE PLANNING?



BENEFITS OF A PHASED APPROACH

Cost Control

- Smaller, targeted, and incremental scopes reduce upfront spending
- Multiple phases can stretch spending across fiscal years.

Tailored Solutions

- First phase works through the baseline and diagnostic phase.
- Add future phases as needed based on identified issues or pilot-program results

Easier Implementation

- Address largest issues first
- Easier monitoring of program performance

CITY OF high point.

CASE STUDY: HIGH POINT

A LITTLE BACKGROUND…

Population: 116,000

Piedmont Triad region

Hosts one of the world's largest home furnishings markets twice per year with 75,000+ attendees and 2,000+ exhibitors

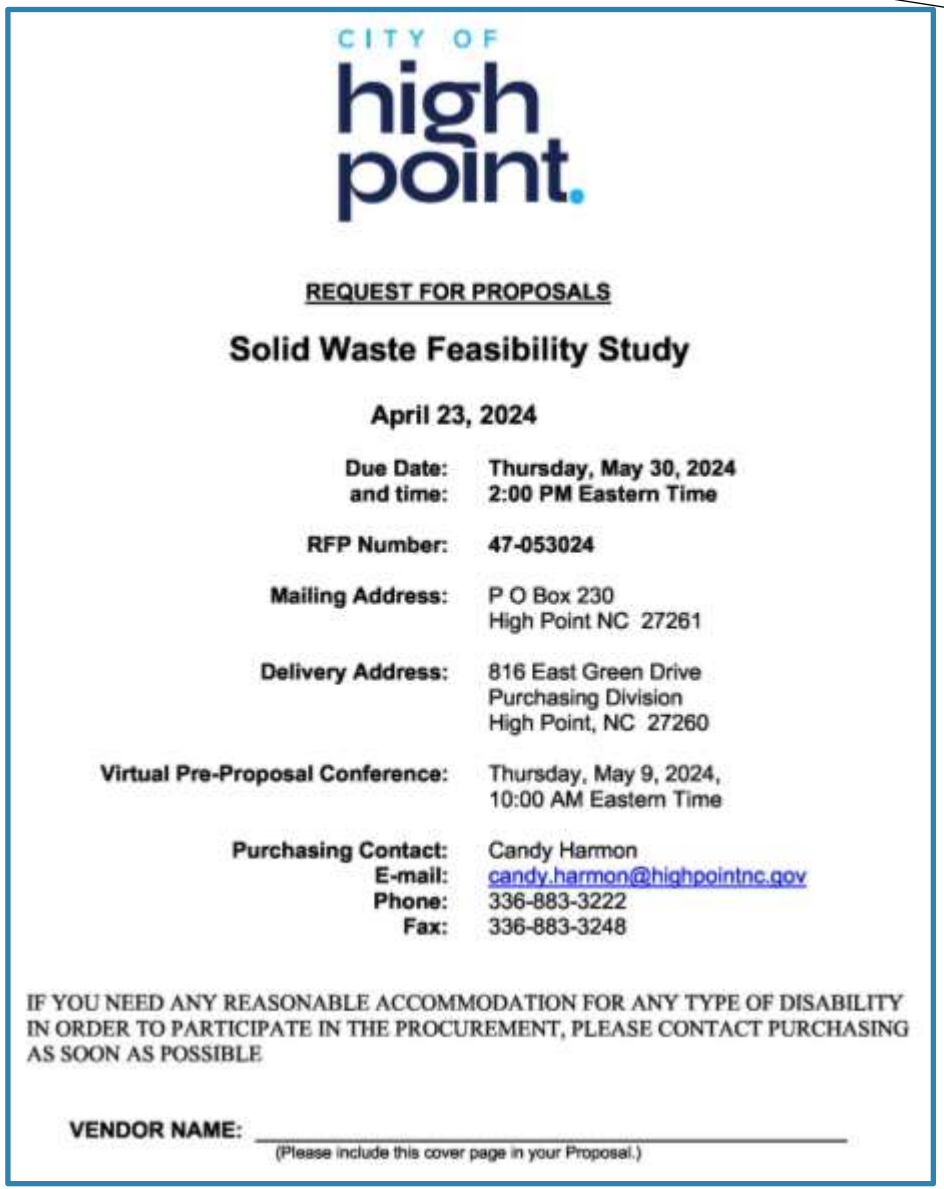


THE RFP

Solid Waste Feasibility Study

Included basic system information:

- Collections
- Kersey Valley Landfill
- MRF
- Ingleside Compost Facility
- Financials
- Timeline



CITY OF high point.

REQUEST FOR PROPOSALS

Solid Waste Feasibility Study

April 23, 2024

Due Date: and time:	**Thursday, May 30, 2024 2:00 PM Eastern Time**
RFP Number:	**47-053024**
Mailing Address:	P O Box 230 High Point NC 27261
Delivery Address:	816 East Green Drive Purchasing Division High Point, NC 27260
Virtual Pre-Proposal Conference:	Thursday, May 9, 2024, 10:00 AM Eastern Time
Purchasing Contact:	Candy Harmon
E-mail:	candy.harmon@highpointnc.gov
Phone:	336-883-3222
Fax:	336-883-3248

IF YOU NEED ANY REASONABLE ACCOMMODATION FOR ANY TYPE OF DISABILITY IN ORDER TO PARTICIPATE IN THE PROCUREMENT, PLEASE CONTACT PURCHASING AS SOON AS POSSIBLE

VENDOR NAME: _____

(Please include this cover page in your Proposal.)

COLLECTIONS

Operations information:

- 51 employees
- 7 days/week
- Weekly trash, yard waste collection
- Bi-weekly recycling, bulky collection
- Daily collection in Central Business District
- Other sanitation activities (code enforcement, Keep HP Beautiful)



KERSEY VALLEY LANDFILL

Operations information:

- Life expectancy 10-15 years
- $42/ton for MSW
- 48,000 tons annually



MRF

Operations information:

- Accept City recycling and certain private entities
- Drop-off sites
- $30/ton
- 11,000 tons annually



INGLESIDE COMPOST FACILITY

Operations information:

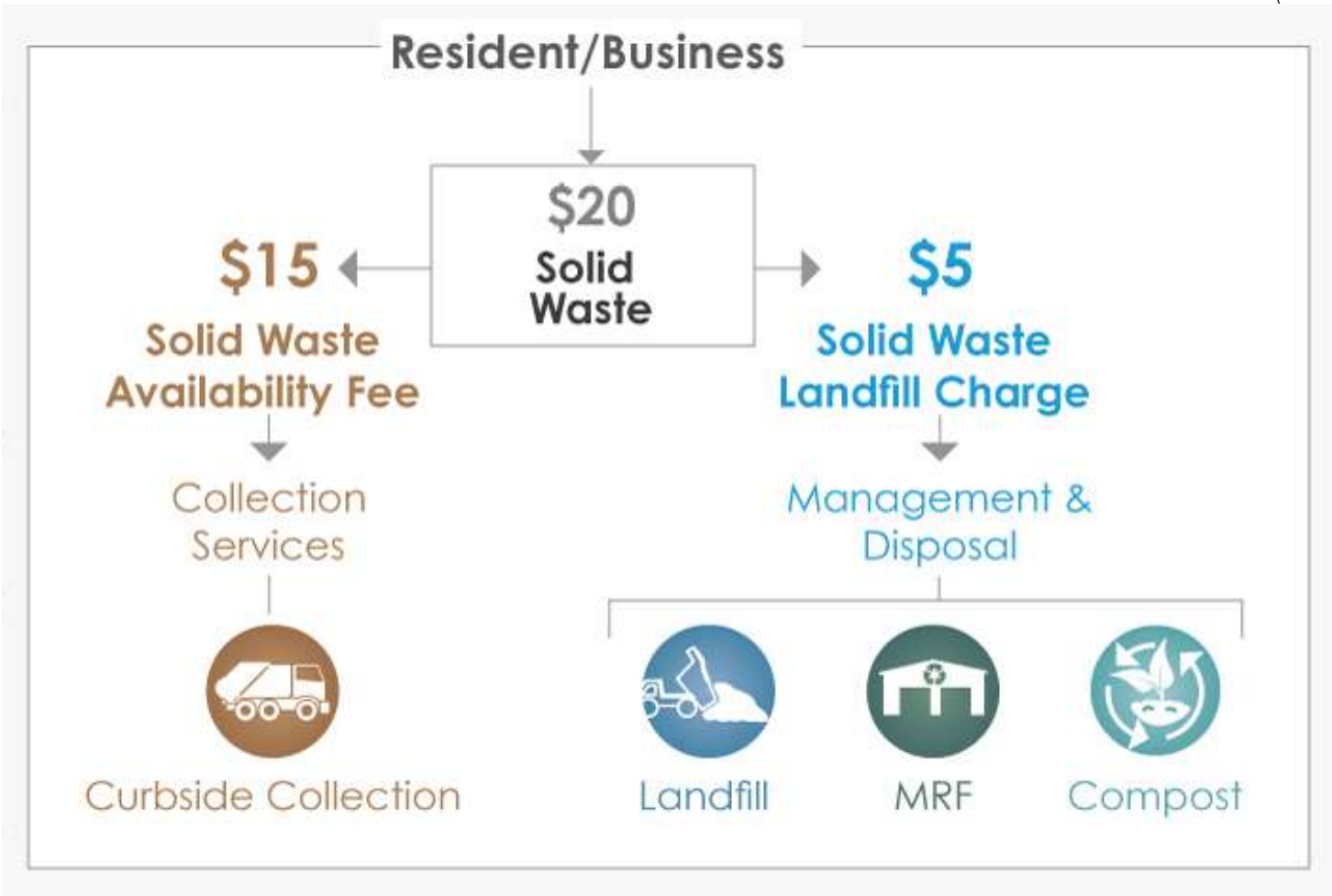
- Free for residents
- $36/ton for businesses
- Sell engineered soil and compost $22/ton
- Sell wood and leaf mulch $17/ton
- 9,000 tons annually



FINANCIALS

Enterprise fund information:

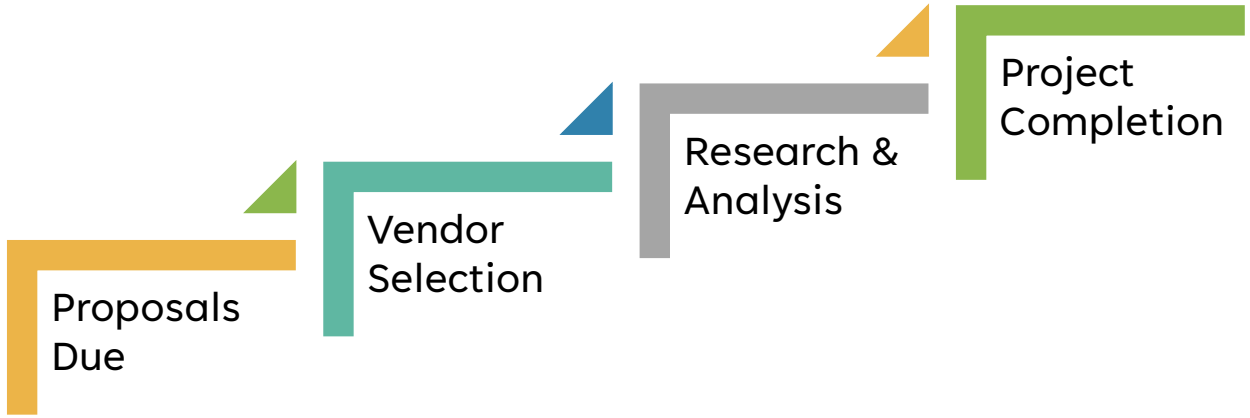
- Budget $20 million
- Tipping/compost/processing fees - $13 million
- Collections - $7 million
  - Solid waste fee $15/mo
  - Landfill charge $5/mo
  - Charged on utility bill

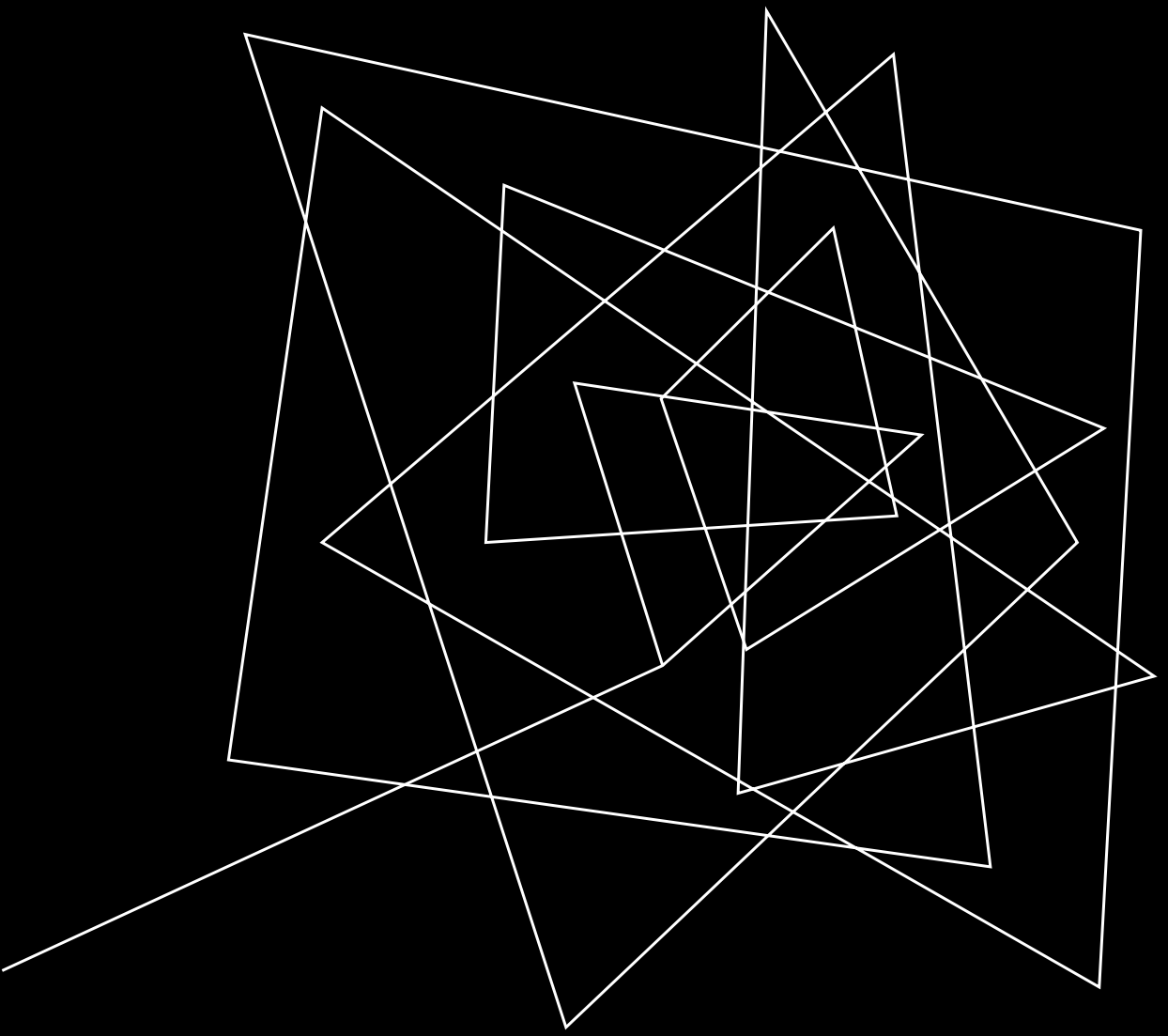


TIMELINE

RFP Requirements:

- Proposals due May 30th
- Vendor selected in June
- Project completion by November





THE REQUESTED PROJECT

SCOPE OF WORK

CITY OF high point.

- Analyze SWM system
- Identify challenges and opportunities
- Evaluate economic impact of alternatives
- Engage with stakeholders
- Develop detailed SWMP
- Assist with policy and regulatory updates
- Evaluate fee structure

SUGGESTED SCOPE

Phase 1
Analysis & Recommendations

Phase 2
Implementation

THE ADAPTIVE APPROACH



PHASE 1

What does the City need ***today****?*

- A diagnostic look at the system
- Projection of short and long-term financial sustainability
- Targeted recommendations for Phase 2

STEP 1 – IDENTIFY IMMEDIATE PRIORITIES

Financial

- How much additional revenue do we need?
- Are some operations supporting others?

Operational

- Bulk collection efficiency
- Do we need a routing study?
- Users and payment at compost facility

BULK COLLECTION

Participation is **3% - 5%:**

Consider:

- Call-In Process
- Limiting Service
- Fees for Special Items





ROUTING

Consider:

- Environmental Benefits
- Cost Savings
- Improved Service Quality
- Enhanced Community Benefits
- Data-Driven Decision Making
- Social Equity

INGLESIDE COMPOST FACILITY

Consider:

- Implement Uniform User Charge





STEP 2 – SYSTEM ASSESSMENT

Financial

- Combined enterprise fund
- Need ~ $5 million additional revenue
- Need to separate collections from disposal type activities
- Need longer look for landfill due to impending closure

Operational

- MRF capacity and equipment
- Increased services should have increased costs
- Equitable costs

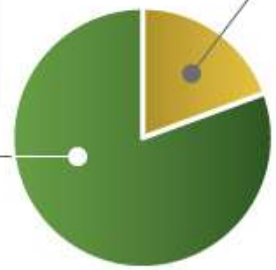
MRF OPERATION

In FY 2023



~13,860 tons of comingled Recyclables Collected in 2023

~10,300 tons Recovered



~26% disposed in the landfill due to contamination

Consider:

- Enforcement to Reduce Contamination
- Adjusting Tipping Fee
- Allow Other Municipalities and Commercial recyclables

Recycling Collected & Processed FY 2023			
Total Inbound Recycling	Landfilled Contamination	Recyclables Sold	Stored Recyclables
13,860 Tons	3,558 Tons	4,614 Tons	5,688 Tons
$30/Ton	**($42/Ton)**	**$123/Ton**	
$415,800	**($150,000)**	**$585,000**	

Contaminated Recycling



Second Refuse Cart



Appliances



SPECIAL DISPOSAL SERVICES

Consider Special Charges for:

- Missed Collection Call-Outs
- Difficult or Heavy Bulky Waste
- Contaminated Recycling
- Excess Refuse (2nd Refuse Cart)
- Appliances (Freon Removal)

STEP 3 – DIAGNOSIS

Financial

- Collections wasn't the issue
- Tipping fees needed to increase by 35%
- Collections needs only inflationary-like increases

Operational

- Dumpster service limited to City services; consider adding collection of multi-family properties
- Method to charge showrooms for increased service during furniture markets

DUMPSTER SERVICE

USED ONLY FOR CITY SERVICES

Consider:

- Privatizing City Collection
- Expand Collection to Multi-Family Properties to Improve Economy of Scale





CHARGE FOR EXPANDED SERVICE DURING FURNITURE MARKET

Consider:

- Daily Service
- Increases in Cardboard & Styrofoam
- Accounts for 25% of Annual Overhead
- Increased Equipment Use

STEP 4 – IMPLEMENT & MONITOR

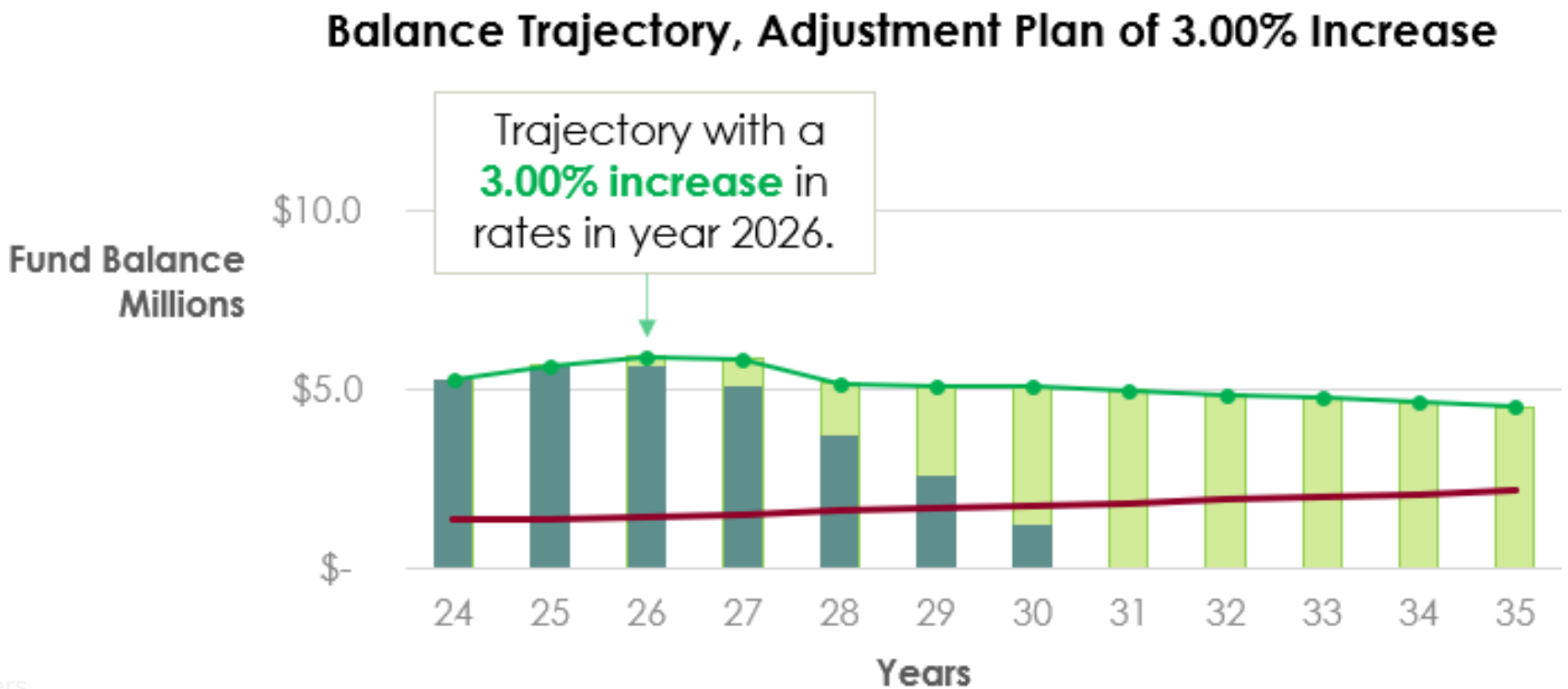
Financial

- 14% tipping fee and availability increase ~$6
- 3% collections increase

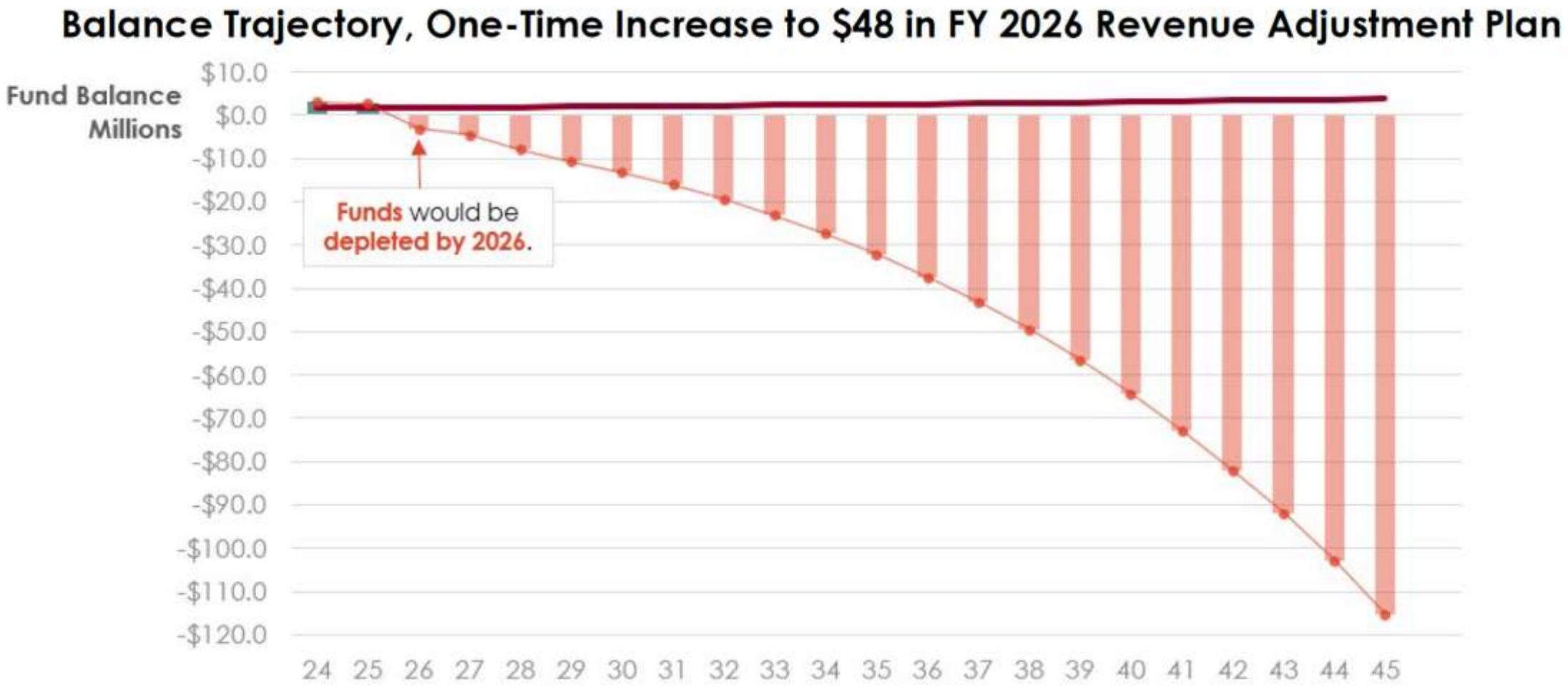
Operational

- Will address in Phase 2

COLLECTIONS

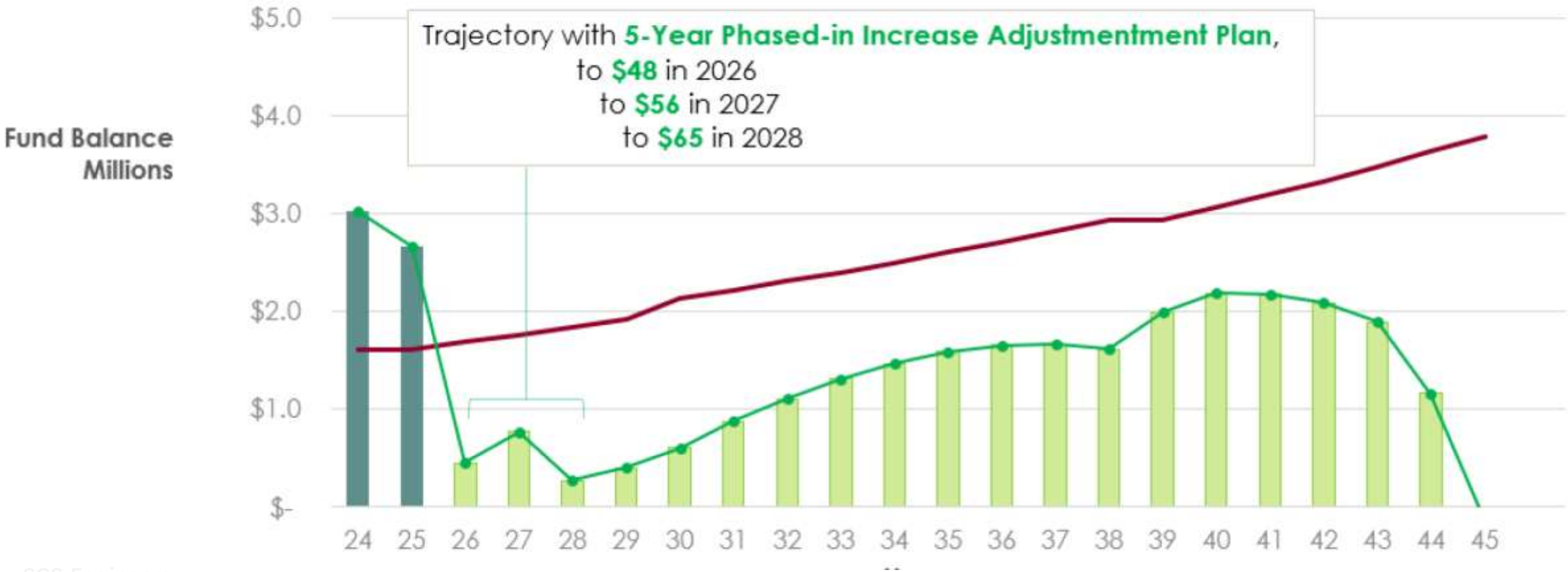


MANAGEMENT & DISPOSAL



MANAGEMENT & DISPOSAL

Balance Trajectory, 5-Year Phased-in Revenue Adjustment Plan





PHASE 2

What does the City need **in the next 1-5 years**?

- A closer look at system pain points
- Updated projection of financial sustainability
- High level routing analysis and recommendations
- Targeted recommendations for future phases



PHASE 3+ (AS NEEDED)

What does the City need **in the next 5-20 years**?

- Capital program
- Financial assurance planning
- Evaluation of programs addressed in earlier phases

FINAL TIPS & TAKEAWAYS

Adaptive Long-Term Planning

- Doesn’t require multiple studies at once
- Encourages implementation
- May save money

It Starts with the RFP

- Explain your system
- Define your known/suspected issues
- Consider optional tasks or phase recommendations
- Set reasonable timelines

THANK YOU

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THANK YOU

Q&A