

## **I. PROJECT OVERVIEW**

### **A. Introduction**

The City of New York (the “City”) is committed to an equitable transition to achieve a carbon neutral City through greenhouse gas emissions reduction, renewable energy development, and carbon sequestration; to adapt to future impacts of climate change; and to promote green, sustainable jobs and businesses. Among other sectors, the City’s solid waste and wastewater management systems play a key role in achieving these goals. Waste comprises an important part of the City’s greenhouse gas emission (“GHG”) profile. In particular, the organic fraction of waste generates atmospheric methane emissions from landfilling, atmospheric CO<sub>2</sub> and other air emissions from combustion, organics processing, and related transportation. Organic waste alone – such as food waste, yard waste, biosolids, and fats oils and grease (FOG) accounts for at least 30% of the waste generated in the City.

Pursuant to the City’s carbon neutrality and climate change commitments, transformational change is required at all levels of the City’s waste systems, as well as integration with other sectors. As such, the City will benefit from collaboration across its agencies to leverage and align infrastructure investments, technology choice, resource valorization, contract development, planning and operations. In addition, the City is committed to advancing organic waste recovery within a framework that considers environmental justice issues, transparent assessment of alternatives, and potential negative impacts throughout. This transition will require community-centered intentional planning to advance equity in the City’s waste sector.

### **B. Statement of purpose**

The Study on Organic Resource Recovery Towards a Carbon Neutral NYC (“Study”) proposed by this Request for Proposals (“RFP”) will help the City to specifically assess how contributions from integrated organic waste management activities can maximize GHG emissions reduction, renewable energy generation, and carbon sequestration potential for the City. With this Study, the City will examine specific topics of interest, as outlined in Part II, Section A.

Through this RFP, the City plans to procure a Consultant Team that will:

- Compile existing data and analyses into an updatable organics materials flow tool and existing conditions assessment.

- Conduct and document a literature review on topics defined in the RFP scope to inform Study focus.
- Engage an Advisory Committee, as defined in Section I-E, and conduct workshops to ensure transparency and stakeholder involvement.
- Assess selected organics recovery opportunities for net carbon reduction and feasibility in the New York City context through Analytical Framework(s), which could include, for example: future scenario planning, community asset mapping, cost/benefit analysis, and system optimization, as set forth in Exhibit C. The analysis should address relevant operations, infrastructure, technology, financing, outreach, policy, and bureaucratic structures as outlined in this RFP scope.
- Produce a synthesized report that details the analyses conducted and provides recommendations that synergize City goals around sustainability, resiliency, affordability, and equity in the recovery of organics. The recommendations should focus primarily on the next 10 years, but take into consideration longer term plans, policies, and assessments that focus on the City's 2050 goals (e.g. DEP's Energy and Carbon Neutrality Plan; MOC&S' Carbon Neutral NYC).

### **C. Office and Department Overview**

The Mayor's Office of Climate & Sustainability ("MOC&S") works to minimize the City's contributions to climate change from the waste, transportation, energy, and building sectors. MOC&S tackles the challenges posed by climate change with innovation, creativity, and inclusivity, in order to improve the quality of life for all New Yorkers and protect our planet at the same time.

The New York City Department of Environmental Protection ("DEP") holds the critical mission of enriching the environment and protecting public health for all New Yorkers by providing high quality drinking water, managing wastewater and stormwater, and reducing air, noise, and hazardous materials pollution. Its wastewater recovery operations generate hundreds of thousands of tons of biosolids annually.

The NYC Department of Sanitation ("DSNY") is the world's largest sanitation department, keeping New York City healthy, safe, and clean by collecting, recycling, and disposing of waste, cleaning streets and vacant lots, and clearing snow and ice. DSNY collects more than 10,500 tons of residential and institutional garbage and 1,760 tons of recyclables each day and regulates the commercial waste sector. While managing solid waste and clearing litter and

snow from 6,300 miles of streets, DSNY is also a leader in sustainability having committed to sending zero waste to landfills.

The Department of Citywide Administrative Services (“DCAS”) provides value-added and effective shared services to support the operations of City government. Its commitment to equity, effectiveness, and sustainability guides its work with City agencies to, among other responsibilities, provide facilities management for public buildings and implement conservation and safety programs throughout the City's facilities and vehicle fleet. DCAS is responsible for funding the Study, the posting and administration of this RFP, and may also provide technical input to the study given its role in managing energy use and achieving carbon reductions across City facilities.

The New York City Department of Parks and Recreation (“Parks”) is the steward of more than 30,000 acres of land — 14 percent of New York City — including more than 5,000 individual properties ranging from Coney Island Beach and Central Park to community gardens and Greenstreets. Parks operates more than 800 athletic fields and nearly 1,000 playgrounds, 1,800 basketball courts, 550 tennis courts, 65 public pools, 51 recreational facilities, 15 nature centers, 14 golf courses, and 14 miles of beaches. Parks cares for 1,200 monuments and 23 historic house museum and looks after 600,000 street trees, and two million more in parks.

#### **D. Project background**

The management of organic waste, which comes from four major sources in the City (see table below), has the potential to directly contribute to sustainability and carbon-neutrality in three major ways.

- *Greenhouse Gas Emissions Reductions:* Diversion of organic solid wastes and management for recovery prevents these materials from entering landfills, where they contribute to atmospheric methane emissions, or from combustion, where they contribute to atmospheric CO<sub>2</sub> emissions and air pollution.
- *Renewable Energy Generation:* Treating biosolids and food wastes through anaerobic digestion yields biogas (methane), which can be used for heating, electricity generation, and displacement of fossil natural gas. Dried organic feedstocks, such as biosolids and woody debris can undergo gasification/pyrolysis to produce syngas, a precursor to the production of fuels and chemicals.
- *Carbon Sinks and Sequestration:* Digestates, compost, and biochars derived from organic waste including food scraps, biosolids, yard waste, and woody debris, when land-applied, are effective at reducing erosion. These products also improve soil's resiliency to drought

and disease by providing structure, nutrients, and balanced pH in soils that improve water retention and plant growth.

### Major Sources of Organic Waste within NYC

<b>Biosolids:</b> treated wastewater solids from sewage. DEP managed. 1,400 tons/day	<b>Residential/institutional waste:</b> which contains 35% by weight content of food scraps and yard trimmings other biogenic materials. DSNY-managed <sup>1</sup> . Roughly 3,200 tons/day
<b>Commercial/industrial waste:</b> refuse from restaurants, food service/manufacturing, and landscapers, which contains substantial quantities of food scraps and yard trimmings. Also includes fats, oils, and grease. Privately managed. Roughly 650,000 tons/year food waste, significant tons/year landscaper waste and FOG.	<b>Wood wastes:</b> woody debris, generated year round and peaking after major weather events. Managed by NYC Parks, Department of Transportation and other City, State, and federal agencies. Tonnage estimates not currently available.

The City has assessed the role of waste management in contributing to and achieving its climate goals in various studies over the past decade. Some of these key studies are included in Exhibit B of this RFP. In addition, the City has experience advancing organic waste management operations in both the solid waste and wastewater sectors including collection, recovery, and beneficial reuse of different types of organic waste.

This Study builds upon these prior efforts and is structured to contribute new analysis to inform how an integrated approach to organic waste management can help the City achieve its carbon neutrality goal – specifically GHG emissions reduction and renewable energy generation – and to develop recommendations to advance pursuit of these benefits justly, equitably, and sustainably.

### E. Request for Proposals

Pursuant to the Citywide Pre-Qualified List for Energy Consulting Services maintained by DCAS, the City is seeking one (1) pre-qualified Option 4 Strategic Planning Services Consultant to enter into an agreement with the City to execute this Study as detailed in Section II below, including

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<sup>1</sup> Between 2012 and 2020, DSNY began implementing curbside residential and institutional collection of separated organic waste. Some of these collections were introduced to DEP's Newtown Creek WRRF along with sludge for biogas production. This project will include a review of barriers that led, in the eight year span, to relatively limited tonnages of separated material.

the development of a detailed final report and a public-facing summary that lays out key learnings and recommendations. Proposers are allowed to partner with subcontractors to perform project work as approved by DCAS, and information concerning proposed subcontractors must be included in the proposal to this RFP. The selected Consultant Team shall work closely with representatives from the MOC&S, DEP, DSNY, DCAS, Parks and other relevant Agencies (“Study Team”) throughout the duration of the term of the resulting contract. The Consultant Team shall also help to establish and facilitate a committee (the “Advisory Committee”), composed of third-party representatives from the environmental justice, food justice, urban agriculture, commercial food service, and private processing sectors, along with any other representation from relevant areas of public/non-governmental/private activity. The Advisory Committee shall convene no less than three times during the term of the contract to provide input and feedback on key deliverables during the term of the agreement. The Consultant Team shall incorporate the input of the Study Team and Advisory Committee throughout the development of the deliverables for this Study.

## **II. SCOPE OF WORK**

### **A: Key Study Questions and Criteria**

This section lays out the key question that this Study aims to address, as well as key criteria against which potential organics management opportunities should be assessed. This section should guide and inform potential responses to this RFP, as well as the subsequent tasks laid out in Part B of this Section.

*Key Study question and opportunities to address:* How can the City equitably maximize net carbon reductions (GHG emissions reduction, renewable energy generation, and carbon sequestration) through beneficial recovery/reuse of the city’s organic waste streams?

- Opportunities – GHG emissions reduction and renewable energy generation:
  - Co-composting of yard waste, food waste and/or biosolids
  - Co-digestion of food waste and biosolids (e.g. at wastewater resource recovery facilities)
  - Advanced thermal treatment of dried organic feedstocks, such as pyrolysis and gasification
  - Other emerging technologies relevant for the New York City context, as proposed by the Consultant Team and approved for inclusion by the Study Team
- Opportunities - carbon sinks and sequestration:

- Land application and potential other uses, at scale, of compost, biosolid digestate, biochar, and other recovered organics-based products relevant for City context, as proposed by the Consultant Team and approved for inclusion by the Study Team
- Other emerging practices relevant for City context, as proposed by the Consultant Team and approved for inclusion by the Study Team
- Linkages and dependencies between opportunities that ensure the City maximizes beneficial use of organic material and infrastructure (for example, anaerobic digestion coupled with composting of digestate)
- Opportunities to address historical and current disparities in environmental benefits and burdens
- Other opportunities in embodied carbon accounting that impact processing options and investments

*Key Criteria:* The Consultant Team will use the following criteria categories for assessment of organic waste recovery opportunities for the Study deliverables. Consultant Team may propose modifications/additional criteria for review and approval by the Study Team:

1. Supply Logistics, Processing Operations and End Use Markets
  - 1.1. Optimal separation, collection and conveyance methods of feedstock – irrespective of historically disparate systems, but cognizant of pragmatic realities of New York City conditions (e.g. DSNY’s practice of co-collection of residential food scraps and yard waste, DEP ban of commercial in-sink waste disposers, opportunities and limitations associated with community-level organic waste management systems)
  - 1.2. Technology, infrastructure and siting considerations for pre-processing, processing and product utilization (e.g. de-contamination, storage, production of bioslurry for anaerobic digestion, delivery of feedstock and product, utility connections, etc.)
  - 1.3. Economic value of/cost to distribute resources being recovered, considering available markets, stability and size for products being generated and in the quantities that would be generated in the City (e.g. regulatory conditions for use, stability of biogas energy demand, cost differential of landfilling digestate/biosolids vs. beneficial applications)
2. Benefits and Impacts
  - 2.1. GHG reduction including consideration of alternative GHG models to account for soil/plant carbon sequestration and displacement of fossil-fuel produced fertilizer
  - 2.2. Renewable energy generation potential
  - 2.3. Nutrient recovery potential
  - 2.4. Environmental benefits/impacts and their geographic distributions, including, for example, air quality, resiliency, soil health, energy/natural resources needed to operate

- 2.5. Economic benefits/impacts, including, for example, job creation/loss, technology innovation
- 2.6. Other quality of life benefits/impacts
- 2.7. Operational efficiency/resiliency benefits/impacts
- 2.8. Regional impacts
  - 2.8.1. Impacts of regional nature of resource flows and infrastructure investments
  - 2.8.2. How burdens (social, economic, environmental) that have been historically externalized from the City (ex. Transporting waste to regional landfills) can be mitigated or transformed to benefits through more holistic treatment of organics
- 3. Infrastructure Considerations
  - 3.1. Infrastructure system requirements for different recovery options (sets of facilities, conveyance linkages, and involved agencies/organizations)
  - 3.2. Technology maturity and position within regulatory requirements
  - 3.3. Potential to leverage existing City-owned assets and infrastructure
  - 3.4. Opportunities and barriers to inter-agency collaboration on the management and use of infrastructure
- 4. Jurisdiction
  - 4.1. Framework to develop clear delineation of control and responsibility within an integrated system between City agencies, taking into consideration agency missions and existing regulations
  - 4.2. Budgetary and contract structures for integrated operations, as relevant
  - 4.3. Public/private partnership considerations
- 5. Land Use
  - 5.1. Space requirements and availability for siting within New York City
  - 5.2. Permits, regulatory approvals, ownership considerations, and zoning requirements
- 6. Policy and Stakeholders
  - 6.1. Opportunities and obstacles presented by existing policy landscape
  - 6.2. Policies needed to drive program advancement
  - 6.3. Critical stakeholders to engage and at what stages in program evaluation, planning, and operation
  - 6.4. Environmental justice considerations as defined by City policies, regulations (including LL64 of 2017), and resources, including impacts from related activities such as the transport of organics and related materials in vulnerable communities
- 7. Costs and Feasibility
  - 7.1. Maximizing productivity of infrastructure investments and assessing financial burden both of capital investment and ongoing operations
  - 7.2. Prioritization considerations for investment in City-owned assets vs. private sector assets
  - 7.3. Economic models for evaluating infrastructure capital investments and reducing operating expenses

The City reserves the right to modify specific requirements for topic inclusion based on changed circumstances, the proposal selection process, and/or contract negotiations with the proposer selected for negotiations, and to do so with or without issuing a revised RFP.

## **B: Key Tasks and Deliverables**

To fulfill the analysis in Section II.A, the Consultant Team will complete the following tasks and provide the associated deliverables. Resource allocation percentages are suggested guides. Proposers should feel free to suggest alternative resource allocations and explain their approach. Estimated resource allocation percentages will not be used as Evaluation Criteria. For Evaluation Criteria, see Section III.C.

### Task 1: Literature Review

#### Estimated resource allocation: 10%

- A. Conduct a literature review of comparable programs, and relevant existing operations to identify best practices and learnings applicable to the City context, focusing on the following topics. Findings should be summarized in written form and should include an annotated bibliography.
  - i. Comparable urban scale case studies from 2010 to present covering North American, European, Asian, and possibly other continental cities of greater than 1 million inhabitants
    - a. Cross-agency/sector approaches to integrated organic waste management
    - b. Carbon neutrality plans organized around the energy-organic waste nexus
    - c. Municipal procurements and partnerships leading to fully operational, at-scale infrastructure and operations demonstrated as economically and environmentally sustainable
    - d. Organic waste management systems and engagement processes that include community voices and address environmental injustices
  - ii. Major published research from 2016 to the present that summarizes the state-of-the-art in the following areas:
    - a. Urban and regional scale materials flow analysis, in particular organics materials flows and smart tracking methods
    - b. Markets, financial incentives, and environmental attribute accounting for bioproducts derived from municipal organic waste, primarily biogas and other biofuels but also material



end products; use of financing mechanisms including authorities, contracting, futures/derivatives exchanges, and carbon trading

- iii. Major published research from 2016 to present summarizing the carbon reduction benefit of the following:
  - a. GHG emission reduction potential through organic waste management, including alternative GHG models to account for reduction of landfill/combustion emissions, soil and plant carbon sequestration and displacement of fossil fuels through the beneficial use of material products and byproducts generated from organic waste
  - b. Energy generation potential for co-digestion of biosolids and food scraps, gasification/pyrolysis of dry organic feedstock, and other relevant technologies

Task 1 Deliverables:

- Categorized table or summary list of key reports and research to be reviewed.
- Draft literature review document in Word format to be provided to the Study Team for one round of feedback.
- Final literature review document that incorporates Study Team feedback and an Executive Summary with key trends and takeaways.

Task 2: Materials Flow Compilation and Existing Conditions Assessment

Estimated resource allocation: 15%

- A. Compile existing City data supplied by the Study Team, and collect supplementary data as relevant and approved, to present as complete as possible a view of the materials flow of existing organic waste sources across City agency and private sector jurisdictions. Information collected will be compiled into an inventory database and linked to a materials flow diagram tool that can be updated over time (Sankey diagrams or other as proposed by the Consultant Team). Compilation will include listing of data gaps needed to fill out complete picture in the future.
- B. Review and synthesize prior relevant analyses conducted by the City, including, but not limited to what is listed in Exhibits A and B, the current areas of understanding and the information gaps related to organic waste management. Information collected will be compiled into an “existing conditions assessment” in memo or other format as proposed by the Consultant Team. Consultant Team will synthesize the following in the Task 2 deliverables:
  - i. Organic waste sources
    - a. Types: food scraps, manufacturing, and supply byproducts (e.g., brewery waste, compostable paper and plastics, biosolids, fats/oils/grease (FOG), yard & leaf waste, and woody debris)

- b. Generator source: residential, institutional, commercial, industrial
    - c. Jurisdiction: agency, private
  - ii. Existing local and regional organics recovery infrastructure and operations across the supply chain including location, who owns, operates and utilizes, and amount of organic feedstock and products generated
    - a. Conveyance: truck collection, on-site technologies, waste-water treatment pipe system, etc.
    - b. Aggregation: transfer stations, pre-processing facilities, etc.
    - c. Processing: compost facilities, anaerobic digestion facilities, etc.
    - d. Geographic distribution: Physical location of infrastructure and operations and relative concentration of associated impacts in pollution-burdened communities and neighborhoods of color
  - iv. End uses and specific local and regional markets for products generated
    - a. Market Status: extent to which a product is beneficially reused under current conditions.
    - b. Market Potential: high level identification of additional markets from Task 1.B.ii.

For an understanding of existing data available and known data gaps, please see Exhibit A. The Consultant may request key data or inputs in support of the completion of Task 2 deliverables, where available and as approved by the Study team. This Study does not have resources allocated for collection of new data.

#### Task 2 Deliverables:

- Sortable inventory database that includes the information compiled in Tasks 2A and 2B.
- Dynamic materials flow diagram tool linked to the inventory database (Sankey or other as proposed by Consultant Team and approved by Study Team). Tool should allow future users to update mass/volume inputs, specify processes, and update output products, markets and emissions. Consultant Team will train Study Team how to use the tool and database.
- Draft and final “existing conditions assessment” of organics recovery in NYC that summarizes prior City analyses and gaps that will be filled or updated by this project. Study team will have one round of review on this draft document prior to submission of the final document. Assessment will take the form of a Technical Memo or other format as proposed by Consultant Team and approved by Study Team.

#### Task 3: Development of Analytical Framework(s) to Assess Alternative Organics Management Opportunities

Estimated resource allocation: 15%

- A. Develop the structure of the Analytical Framework(s) to compile, assess, and rate the findings of Tasks 1, 2, 4, 5 to address the key study question in Section II.A. The outcome should be a tool or series of tools with which the Study Team can assess and compare alternative organics management opportunities against the criteria categories listed in Section II.A. Exhibit C presents several recommended frameworks; however, the City is open to alternative frameworks with equal or higher analytical rigor. The Consultant Team may also propose additional criteria categories as relevant for inclusion for review and approval by the Study Team.

Task 3 Deliverables:

- Draft Analytical Framework and tool that, in addition to various other metrics, factors in environmental justice and equity metrics as defined by City policies and regulations including Local Law 64.
- Workshop where draft Analytical Framework(s) are presented to the Study team for oral and written feedback.
- A second draft of the Analytical Framework(s) that incorporate Study team feedback.
- A workshop that presents the Analytical Framework(s) to Advisory Committee and other key stakeholders for input.
- A final agreed upon version of the Analytical Framework(s) and tool(s), supported by a Technical Memo that explains the development process, rationale, and key considerations.

Task 4: Identification and Assessment of Opportunities for Organics Recovery towards Carbon Neutrality

Estimated resource allocation: 25%

- A. Synthesize and build on information from Tasks 1, 2, and 5 to flesh out a set of specific opportunities for organic waste recovery that could most successfully and feasibly advance the City's carbon neutrality goals. These opportunities will be put into the Analytical Framework(s) developed and approved in Task 3.

Task 4 Deliverables:

- Draft proposals for Study Team review and approval for at least three and up to five specific opportunities for the City to equitably increase organics recovery, mitigate GHGs, and generate renewable energy. Include the rationale for the choice and how the opportunity helps advance the City's equity and carbon neutrality goals, as well as a discussion and analysis of the negative impacts of such opportunities. Consultant is encouraged to list additional opportunities however is only required to advance three to five of these through assessment under this Task.

- Completed assessment using the framework(s) developed in Task 3 with details and ratings for each opportunity identified.
- Presentation that explains the results of the assessment, including detailed scoring based upon the Analytical Framework(s), supported by qualitative description of the results and any additional key issues that the Study Team should consider, including any key implementation challenges or opportunities.

#### Task 5: Workshops

Estimated resource allocation: 10%

- A. Conduct workshops among key stakeholders, including but not limited to the Advisory Committee, to contribute to and/or review the draft deliverables from Tasks 2-4 with the goal of achieving general alignment on key priority opportunities. A final workshop will review project final deliverables and identify next steps. The Consultant Team may propose stakeholders for review and approval by the Study Team<sup>2</sup>. Key stakeholder groups may include, but not be limited to the following:
  - i. New York City Scale
    - a. Front-line operations personnel at DSNY, DEP, Parks and as applicable other city agencies
    - b. City leadership and policy makers (Mayor's Office, City Council)
    - c. Environmental justice and advocacy leaders and organizations, specifically as part of Analytical Framework development
    - d. City oversight agencies (Office of Management and Budget, Law Department, Mayor's Office of Contract Services)
    - e. Community-Based and Non-Governmental Organizations (NGOs) with relevant areas of interest including waste, land use (new siting), transportation (material movement), and air quality (transportation related emissions)
    - f. Citizen's Solid Waste Groups (SWABs)
    - g. Locally based business sectors including organic waste generators, micro and conventional haulers, and small, medium, and large-scale processors
  - ii. Innovative resource recovery and manufacturing at national, regional, and State Scale
    - a. Biogas and biofuel industry trade groups (American Biogas Council, US Composting Council)
    - b. Landscaping and agricultural stakeholders that focus on regenerative and urban aspects
    - c. Electric and gas utilities and grid operators

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<sup>2</sup> The City does not expect all stakeholder groups to participate in all workshops. Relevant participants for each will be identified as part of the project work.

- d. Regulatory Sector (Environmental Protection Agency, United States Departments of Agriculture and Energy; New York State Department of Environmental Conservation; New England/Mid Atlantic state agencies or regional organization)
- e. Compostable products trade groups
- f. Regional and national environmental justice leaders and organizations

Task 5 Deliverables:

- Six workshops.
- Agendas, presentation materials for workshops, including one round of review of materials for the Study Team.
- Meeting minutes and action items from each workshop.
- Incorporation of feedback into other deliverables.

Task 6: Recommendations and Final Report

Estimated resource allocation: 15%

- A. Develop a list of recommendations and an implementation plan that will achieve the top three to five prioritized opportunities from Task 4, focusing on key steps over the next 10 years. Plan should include key risks and considerations identified in the Study and detailed discussions of each.
- B. To fully address this Task and to develop the implementation plan, the Consultant Team should provide high-level recommendations based upon their research as well as best practices elsewhere (nationally/globally), and then facilitate a workshop discussion among key City stakeholders to develop a more concrete approach.

Task 6 Deliverables:

- Draft list of recommendations and implementation plan, for review and feedback by the Study Team. This deliverable will have two rounds of review from the Study Team. Consultant should incorporate feedback from the Study Team after each round.
- One round of presentations and discussions of the recommendations and implementation plans with a broader group of stakeholders to receive and incorporate feedback.
- Draft report that includes the finalized version of recommendations and detailed roadmap for three to five projects, as well as longer-term vision for 2050. Study team will have two rounds of feedback on the draft report.
- Public facing summary synthesizing the key findings and recommendations.
- Final technical memo for the Study Team that lays out key findings and observations from this Study,- and provides any additional detail on methods and approach that is not covered in the Task 3 Technical Memo deliverable.

### Task 7: Project Management and Advisory Committee Coordination

Estimated resource allocation: 10%

- A. Perform project management tasks in support of successful completion of the project.
- B. Coordinate Advisory Committee activities.

#### Task 7 Deliverables:

- Project management throughout the course of the Study
- Conducting of at least bi-weekly calls with the Study Team to review progress, present materials and receive feedback.
- Preparation of materials as needed for these calls, including preliminary analyses, approaches, and draft outcomes for feedback; notetaking; and incorporation of feedback into deliverables, analyses, and other work products.
- Advisory Committee coordination including management of contact information for participants, scheduling of workshops, provision of Study materials, etc.

#### **Timeline**

The Study Team anticipates that the work required under this RFP will be completed within 24 months after the project kickoff. Critical milestones and tasks are subject to adjustment as deemed necessary by the Study Team. The scope of work proposed by the proposer should include a detailed project schedule that identifies all tasks, activities, deliverables, and milestones the Proposer proposes to carry out for the project and a time of completion (measured from study kickoff date) for each.

The contract awarded from this RFP will have a two (2) year term, with an option to extend for an additional one (1) year term.