**RFP 24-77622**

**BUSINESS PROPOSAL**

**ATTACHMENT E**

**Instructions: Please provide answers in the shaded areas to all questions. Reference all attachments in the shaded area.**

***Business Proposal***

* + 1. **General (optional) -** Please introduce or summarize any information the Respondent deems relevant or important to the State’s successful acquisition of the products and/or services requested in this RFP.

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| Please see the responses provided below. Thank you for your time and consideration. |

* + 1. **Respondent’s Company Structure** - Please include in this section the legal form of the Respondent’s business organization, the state in which formed (accompanied by a certificate of authority), the types of business ventures in which the organization is involved, and a chart of the organization. If the organization includes more than one (1) product division, the division responsible for the development and marketing of the requested products and/or services in the United States must be described in more detail than other components of the organization. Please enter your response below and indicate if any attachments are included.

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| Eunomia is an independent sustainability consultancy, driven by a genuine passion to make a positive change to the clients with whom we work and the communities in which they operate. Founded in 2001, we have been pioneers in the sector – early advocates for helping non-profits as well as leading public and private sector organisations in the UK and overseas to adapt their approaches and adopt more sustainable processes.  Our consultants are experts in the field, deeply immersed in the subject, with the technical knowledge and skill to offer clients innovative, clear, and practical recommendations. We are committed to finding solutions to better protect the planet while supporting the wider aims and needs of our clients.  Each client is treated as an individual, with consultants taking the time to understand their objectives and how best we can support them. This personal service forges a strong relationship, based on honest and regular communication. It also ensures that if these objectives change, we have the flexibility to adapt.  As we are an established, leading, independent consultancy, clients can have complete confidence that our consultants will offer evidence-led solutions based on robust, impartial thinking that offers both pragmatic and positive outcomes.  Eunomia Research & Consulting Inc is the North American office of our parent company Eunomia Research & Consulting Ltd. |

* + 1. **Respondent’s Diversity, Equity and Inclusion Information -** With the Cabinet appointment of a Chief Equity, Inclusion and Opportunity Officer, on February 1, 2021, the State of Indiana sought to highlight the importance of this issue to the state. Please share leadership plans or efforts to measure and prioritize diversity, equity, and inclusion. Also, what is the demographic compositions of Respondents’ Executive Staff and Board Members, if applicable.

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| **Eunomia’s Ethos**  Eunomia, as a company seeking to build an ethos of social responsibility, is more committed to equal opportunities at work than most, and we believe our B Corp certification shows this. We will not discriminate on grounds of gender, marital status, sexual orientation, race, ethnic or national origin, religion, age, or disability – nor will we tolerate such behaviour from our employees towards others.  Equal opportunities are taken very seriously by Eunomia and wilful failure to apply the policies or evidence of discrimination, harassment, bullying, or victimisation will result in disciplinary action, which may include dismissal. It is our hope and intent that our provision of equal opportunities goes beyond minimum legal requirements and that Eunomia positively promotes an atmosphere of equal opportunity for all. This policy is designed to assist with engendering that atmosphere of respect at Eunomia.  It is the responsibility of every employee to ensure that their own conduct conforms to the expected standards and reflects this policy. If equal opportunities are not applied, then valuable talent and potential are wasted. Moreover, when discrimination, harassment, bullying, or victimisation takes place, it brings about a climate of fear, insecurity, and poor work performance. It is therefore vital that every employee understands their responsibilities.  **Executive Board**  Eunomia’s executive team is comprised of 50% women and 50% men.  **The Equalities, Diversity, and Inclusion Working Group**  Eunomia has established an Equalities, Diversity, and Inclusion Working Group. This is supported by our CEO and senior management team, who have agreed that the ED&I WG can have working time to carry out their activities. We have invested in a learning management system to ensure our D&I training is easily accessible and refreshers are programmed periodically to ensure mandatory training is carried out and recorded. Equality, Diversity, and Inclusion have always been important to Eunomia’s ethos but are now a strategic priority, and this has been communicated by the Board. The Working Group is intending to go above and beyond legislative requirements and instead create an iterative set of policies to match the evolving nature of the company and ensure that every employee’s needs are catered for. Recent examples include the introduction of pronouns into email signatures and the development of a transgender policy.  **Objectives**  Our objectives in respect of equal opportunities are:   * To ensure access to a wide labour market and secure the best employees for our needs from that pool. * To achieve a diversified workforce consistent with their ability to carry out the vacancy which we seek to fill. * To develop a culture in which the motivation and potential of all employees are harnessed and developed to the greatest possible extent.     **Legislation**  The Company recognises its obligations under the current legislative and regulatory framework. This equal opportunities policy is reviewed regularly to reflect any changes to our legal obligations.  **Breaches of this Policy**  Ultimately, responsibility for enacting the equal opportunities policy lies with the senior management. However, all employees have responsibility for their own actions and are encouraged to communicate effectively with each other. Breaches of the equal opportunities policy will be treated as gross misconduct and acted upon swiftly through effective management action. Employees are encouraged to report breaches to their line manager. Any employee who believes that they may have been subjected to treatment which breaches this policy may raise the matter through the grievance procedure of the Company.  **Disabled Facilities**  If an existing employee becomes disabled, the Company will make every effort to retain them within the workforce whenever reasonable and practicable. Whenever reasonably practicable to do so, the Company will install in existing premises facilities for people with disabilities. Whenever the Company invests capital in new or refurbished premises, every practicable effort has been made to provide for the needs of staff and customers with disabilities. An aim of the ED&I working group is to become a Disability Confident Employer and receive certification for this by 2026 at the latest.  **Recruitment**  Selection criteria for all posts will be clearly defined and reflected in the full job descriptions, which will also include details of our commitment to equality of opportunity. Except where reasonable adjustments must be made for disabled candidates, job criteria will be applied equally to all who apply for roles at Eunomia. Qualifications or requirements which would have the effect of inhibiting applications from members of particular groups [such as those of one sex, persons of a particular marital status or sexual orientation, persons of a particular racial group] will not be imposed except where they are justifiable in terms of the job to be done.  The Company periodically reviews its selection criteria and procedures to maintain a system where individuals are selected, promoted, and treated solely on the basis of their merits and abilities. Job advertisements will be publicised with the intention of encouraging applications from a broad range of suitable candidates from all backgrounds.  All candidates will be compared objectively with the selection criteria and all applications will be processed in the same way. Information sought from candidates and passed to those responsible for appointments will relate only to the qualifications for or requirements of the job. Interview questions will relate to the selection criteria and the same questions will be asked of all candidates, regardless of background. Where it is necessary to obtain information on personal circumstances, questions about this will be asked equally of all candidates and, as with other questions, will relate only to the requirements of the job.  **Harassment at Work**  Eunomia believes that the dignity of every person must be respected. Harassment of colleagues is unacceptable and will be regarded as gross misconduct. The highest standards of conduct are required of everyone. Harassment can take many forms and may result in the recipient feeling threatened, humiliated, intimidated, patronised, demoralised, or less confident in their ability. Condoning such conduct may be harassment in itself. The test of harassment is, at least in part, subjective.  **Eunomia’s Equal Opportunities Policy**  **Our Commitment**  Eunomia is committed to providing equal opportunities for all staff and applicants.  It is our policy that all employment decisions are based on merit and the legitimate business needs of Eunomia. We are committed to recruiting staff solely on the basis of our requirements and each applicant’s individual qualities, regardless of race, colour or nationality, ethnic or national origins, sex, gender reassignment, sexual orientation, marital or civil partner status, pregnancy or maternity, disability, religion or belief, or age. These are known as “protected characteristics”.  Our intention is to enable all our staff to work in an environment which is free from discrimination, harassment, victimisation, and bullying, one in which everyone is treated with dignity and respect, and which allows everyone to achieve their potential. This policy helps us to put this commitment into practice. We have a separate anti-harassment policy to help us achieve this environment.  **Scope**  This policy is intended to help Eunomia achieve its commitment by clarifying the responsibilities and duties of all staff in respect of equal opportunities.  The principles of non-discriminatory and equal opportunities also apply to the way in which staff treat visitors, clients, customers, suppliers, and former staff members.  The policy applies to all aspects of employment, such as recruitment, promotion, opportunities for training, pay and benefits, and discipline, in order to ensure our practices are free from discrimination.  This is a state of policy only and does not form part of your contract of employment. This policy may be amended at any time by Eunomia, at its absolute discretion.  **Who is Responsible for Equal Opportunities?**  Achieving an equal opportunities workplace is a collective task shared between Eunomia and all its staff. This policy and the rules contained in it therefore apply to all employees of Eunomia.  All staff have the personal responsibility to ensure compliance with this policy, to treat colleagues with dignity and respect at all times, and not to discriminate against or harass other members of staff, job applicants, visitors, clients, customers, suppliers, and former staff members. In addition, staff who take part in management, recruitment, selection, promotion, training, and other aspects of career development have a responsibility for leading by example and ensuring compliance.  Managers must take all necessary steps to:   * Promote the objective of equal opportunities and the values set out in the policy; * Ensure that their own behaviour and those of the staff they manage complies in full with this policy; * Ensure that any complaints of discrimination, victimisation, or harassment (including against themselves) are dealt with appropriately and are not suppressed or disregarded.   **What is Discrimination?**  Discrimination on the grounds of any of the Protected Characteristics is prohibited by law. Discrimination occurs in different ways. Types of unlawful discrimination are detailed below:  **Direct discrimination** is where a person is treated less favourably than another because of a protected characteristic (for example, refusing to employ a woman because she is pregnant).  In very limited circumstances, employers can directly discriminate against an individual for a reason related to any of the protected characteristics where there is an occupational requirement. The occupational requirement must be crucial to the post and a proportionate means of achieving a legitimate aim.  **Indirect discrimination** is where a provision, criterion, or practice is applied that is discriminatory in relation to individuals who have a relevant protected characteristic compared with people who do not, and where it cannot be shown to be a proportionate means of achieving a legitimate aim (for example, requiring employees to have held a driving licence for 10 years may be indirect age discrimination, unless that requirement could be objectively justified).  **Harassment** is where there is unwanted conduct, related to one of the protected characteristics (other than marriage and civil partnership, and pregnancy and maternity, which are covered by direct discrimination provisions in the Equality Act 2010), that has the purpose or effect of violating a person's dignity; or is reasonably considered by that person to create an intimidating, hostile, degrading, humiliating, or offensive environment. It does not matter whether or not this effect was intended by the person responsible for the conduct.  **Associative discrimination** is where an individual is directly discriminated against or harassed for association with another individual who has a protected characteristic.  **Perceptive discrimination** is where an individual is directly discriminated against or harassed based on a perception that they have a particular protected characteristic when they do not, in fact, have that protected characteristic.  **Victimisation** occurs where an employee is subjected to a detriment (essentially where the employee is treated badly), such as being denied a training opportunity or a promotion because they made or supported a complaint or raised a grievance under the Equality Act 2010, or because they are suspected of doing so – for example, if a blind employee raises a grievance that the employer is not complying with its duty to make reasonable adjustments and is then systematically excluded from all meetings. However, an employee is not protected from victimisation if they acted maliciously or made or supported an untrue complaint in bad faith.  **Making Reasonable Adjustments**  Eunomia will consider making reasonable adjustments when:   * we know an employee or job applicant has a disability * an employee or job applicant with a disability asks for adjustments * an employee with a disability is having difficulty with any part of their job * an employee’s absence record, sickness record, or delay in returning to work is because of or linked to their disability   Employees and applicants with a disability are encouraged to engage with Eunomia to discuss ways in which reasonable adjustments can be made.  **Making Employment Decisions Fairly**  Eunomia will recruit employees and make employment decisions, such as promotion, training, discipline, and pay and benefits, on the basis of objective criteria.  Managers should only stipulate criteria or conditions for employment decisions which are based on a legitimate business need and which do not go further than is needed to satisfy that need. If you are in any doubt about whether a particular criteria or conditions are indirectly discriminatory or justifiable, then please contact one of the HR team.  **Bullying and Harassment**  We have a separate anti-harassment policy that sets out our commitment to create an environment free from harassment and bullying, and the processes we have in place to support that.  **Customers, clients, suppliers and other people outside our workforce**  We will not discriminate unlawfully against customers using or seeking to use facilities or services provided by us.  If you are subjected to any bullying or harassment by customers, suppliers, visitors, or any other person you come into contact with through your work, you should report it to your manager (or if you prefer HR), who will take appropriate action.  **Training**  We will provide training so our employees and management – and anybody else likely to be involved in recruitment or other decision-making processes – understand fully what constitutes equal opportunities and diversity and inclusion. Such training will address the steps that decision-makers can take to avoid unconscious bias.  We will provide training to all existing and new employees to help them understand their rights and responsibilities under the anti-harassment policy and what they can do to help create a working environment free of bullying and harassment. We will provide additional training to managers to enable them to deal more effectively with complaints of bullying and harassment.  **Your Responsibilities**  You need to play your part in helping us create a work environment that is free from harassment and bullying, and where everyone can achieve their potential.  Acts of discrimination, harassment, bullying, or victimisation against employees or customers are disciplinary offences and will be dealt with under our disciplinary procedure. We treat this type of conduct extremely seriously and it may lead to dismissal.  **Grievances**  We encourage anyone who believes that they have been harassed or victimised to come forward and share their experiences and concerns with us. To facilitate this, we have robust procedures designed to assist our staff to have open conversations, engage in dispute resolution and, where appropriate, implement a disciplinary process.  If you think you have been discriminated against, bullied, or harassed, you can raise this under our grievance procedure. We treat each situation sensitively and maintain confidentiality to the maximum extent possible.  We take any complaint seriously and you will not be penalised for raising a grievance, even if your grievance is not upheld, unless in the very unlikely situation that your complaint is both untrue and made in bad faith.  **Monitoring and Review**  We will periodically monitor this policy to judge its effectiveness and we will update it if there are any changes in the law or to improve its effectiveness.  We treat personal data collected for reviewing equality in accordance with our data protection policy. |

* + 1. **Company Financial Information** - This section must include documents to demonstrate the Respondent’s financial stability. Examples of acceptable documents include most recent Dunn & Bradstreet Business Report (preferred) or audited financial statements for the two (2) most recently completed fiscal years. If neither of these can be provided, explain why, and include an income statement and balance sheet, for each of the two most recently completed fiscal years.

If the documents being provided by the Respondent are those of a parent or holding company, additional information should be provided for the entity/organization directly responding to this RFP. That additional information **should explain the business relationship between the entities and demonstrate the financial stability of the entity/organization which is directly responding to this RFP.**

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| As Eunomia Research & Consulting Inc. are not currently required to submit audited accounts and DUNs US have advised they do not hold enough data on Eunomia Research & Consulting Inc. for the business report to provide an accurate picture, we have provided our income statement and balance sheet for the two most recently completed fiscal years in addition to our parent company (Eunomia Research & Consulting Ltd) DUNS report to give a more complete view of our financial position in support of this bid. |

* + 1. **Integrity of Company Structure and Financial Reporting** - This section must include a statement indicating that the CEO and/or CFO, of the responding entity/organization, has taken personal responsibility for the thoroughness and correctness of any/all financial information supplied with this proposal. The areas of interest to the State in considering corporate responsibility include the following items: separation of audit functions from corporate boards and board members, if any, the manner in which the organization assures board integrity, and the separation of audit functions and consulting services. The State will consider the information offered in this section to determine the responsibility of the Respondent under IC 5-22-16-1(d).

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| **Personal Responsibility:**  We, Eunomia Research & Consulting Inc, can confirm that our CEO, Sarah Edwards, and Group Finance Director, David Gibson, have taken personal responsibility for the thoroughness and correctness of all financial information within our control submitted with this proposal. Our financial information has been prepared in accordance with Generally Accepted Accounting Principles (GAAP) and reflects a fair and accurate representation of our financial health.  **Corporate Responsibility:**  1. Separation of Audit Functions and Board Members:  Although we are not required to submit audited accounts in the US we maintain a clear separation between audit functions and board members through the use of an reputable and independent external CPA (Certified Public Accountant). Once a year the CPA reviews our financial statements, which are then used to submit the appropriate Federal, State and City Corporation tax submissions.  2. Board Integrity:  We take board integrity very seriously and ensure our Board of Directors is comprised of qualified individuals with diverse backgrounds and expertise, ensuring a well-rounded perspective on financial matters.  3. Separation of Audit Functions and Consulting Services:  As mentioned above, we are not required to submit audited accounts, we do engage an external CPA to review our financial statements annually. Also, any external firms hired for consulting services are not allowed to perform any internal audit functions for our company.  We are confident that our strong governance structure, commitment to transparency, and separation of functions demonstrate our responsibility as defined by IC 5-22-16-1(d). We are committed to the highest ethical standards and believe this approach ensures the accuracy and integrity of our financial reporting. |

* + 1. **Contract Terms/Clauses** - Please provide the requested information in RFP Section 2.3.6.

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| Eunomia is in agreement with the terms presented. |

* + 1. **References** - Reference information is captured on **Attachment H** Respondent should complete the reference information portion of the **Attachment H** which includes the name, address, and telephone number of the client facility and the name, title, and phone/fax numbers of a person who may be contacted for further information if the State elects to do so. The rest of **Attachment H** should be completed by the reference and **emailed DIRECTLY** to the State. The State should receive three (3) **Attachment Hs** from clients for whom the Respondent has provided products and/or services that are the same or similar to those products and/or services requested in this RFP. **Attachment H** should be submitted to [idoareferences@idoa.in.gov](mailto:idoareferences@idoa.in.gov). **Attachment H** should be submitted no more than ten (10) business days after the proposal submission due date listed in Section 1.24 of the RFP. Please provide the customer information for each reference.

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| **Customer 1** |  |
| Legal Name of Company or Governmental Entity | Orange County, North Carolina |
| Company Mailing Address | 1207 Eubanks Road |
| Company City, State, Zip | Chapel Hill, NC 27516 |
| Company Website Address | https://www.orangecountync.gov/795/Solid-Waste-Management |
| Contact Person | Cheryl Young |
| Contact Title | Research & Data Manager, |
| Company Telephone Number | (919) 360-1684 (cell) |
| Company Fax Number | (919) 932-2900 |
| Contact E-mail | [cyoung@orangecountync.gov](mailto:cyoung@orangecountync.gov) |
| Industry of Company | County government’s solid waste management department |
| **Customer 2** |  |
| Legal Name of Company or Governmental Entity | **(Formerly)** Indiana Family and Social Services Administration |
| Company Mailing Address | 402 W. Washington Street, IGCS |
| Company City, State, Zip | Indianapolis, IN  46207 |
| Company Website Address | fssa.in.gov |
| Contact Person | Jim Gavin |
| Contact Title | Director of Communication **(formerly)** |
| Company Telephone Number | 317.319.9172 |
| Company Fax Number | N/A |
| Contact E-mail | [jimgavin3@gmail.com](mailto:jimgavin3@gmail.com) |
| Industry of Company | Government |
| **Customer 3** |  |
| Legal Name of Company or Governmental Entity | Washington Dept of Ecology |
| Company Mailing Address | 300 Desmond Drive SE |
| Company City, State, Zip | Lacey, WA 9850 |
| Company Website Address | <https://ecology.wa.gov/about-us/who-we-are/our-programs/solid-waste-management> |
| Contact Person | Steward, Kara |
| Contact Title | Solid Waste Management Program |
| Company Telephone Number | 564-999-0555 |
| Company Fax Number |  |
| Contact E-mail | [kste461@ECY.WA.GOV](mailto:kste461@ECY.WA.GOV) |
| Industry of Company | Government |

**2.3.8** **Registration to do Business** – Per RFP 2.3.8,Respondents providing the products and/or services required by this RFP must be registered to do business by the Indiana Secretary of State. The Secretary of State contact information may be found in Section 1.18 of the RFP. This process must be concluded prior to contract negotiations with the State. It is the successful Respondent’s responsibility to complete the required registration with the Secretary of State. Please indicate the status of registration, if applicable. Please clearly state if you are registered and if not provide an explanation.

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| Eunomia Research & Consulting is currently working with the Secretary of State’s office to complete the registration process. |

* + 1. **Authorizing Document -** Respondent personnel signing the Executive Summary of the proposal must be legally authorized by the organization to commit the organization contractually. This section shall contain proof of such authority. A copy of corporate bylaws or a corporate resolution adopted by the board of directors indicating this authority will fulfill this requirement. Please enter your response below and indicate if any attachments are included.

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| Sarah Edwards is authorized by Eunomia to enter contractual arrangements – the documentation is provided as an additional document included in Attachment E titles “Eunomia Inc Entity Information” and documented in Attachment J. |

* + 1. **Diversity Subcontractor Agreements**

a. Per RFP Section 1.21, Minority & Women’s Business Enterprises (MBE/WBE), and 1.22 Indiana Veteran Owned Small Business Subcontractor (IVOSB), explain process followed to engage with potential MBE, WBE and IVOSB owned, Indiana certified businesses listed on Division of Supplier Diversity site.  List the businesses invited to discuss the opportunity for potential partnership.

b. If not proposing each MBE, WBE or IVOSB subcontractor partnership, explain the rationale for declining to do so.  Complete this for each category not proposed.

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| Eunomia Research & Consulting is not a MBE/WBE or IVOSB. Therefore, our team ensured we identified members of the Indiana community to join and proposal. This process involved downloading and reviewing Indiana Department of Administration database of Minority, Women & Veteran Businesses and reviewing for businesses that have relevant skills for this project. Our team sent out email inquiries to multiple businesses. After a few conversation Eunomia chose to partner with McFarland PR & Public Affairs Inc. More information on how McFarland PR & Public Affairs Inc will contribute to this project can be found in the relevant sections. |

* + 1. **Evidence of Financial Responsibility** – Removed at the request of the agency.
    2. **General Information** - Each Respondent must enter your company’s general information including contact information.

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| **Business Information** |  |
| Legal Name of Company | Eunomia Research and Consulting Inc |
| Contact Name | Andrea Schnitzer |
| Contact Title | Principal Consultant |
| Contact E-mail Address | andrea.schnitzer@eunomia-inc.com |
| Company Mailing Address | 61 Greenpoint Ave, Suite 508 |
| Company City, State, Zip | Brooklyn, NY 11222 |
| Company Telephone Number | +1 (929) 484-3550 |
| Company Fax Number | None |
| Company Website Address | Eunomia.eco |
| Federal Tax Identification Number (FTIN) | 30-0979856 |
| Number of Employees (company) | 15 at Eunomia Inc and 150 at Eunomia Ltd |
| Years of Experience | 23 years operating |
| Number of U.S. Offices | 1 |
| Year Indiana Office Established (if applicable) | 0 |
| Parent Company (if applicable) | Eunomia Research and Consulting Ltd |
| Revenues ($MM, previous year) | $3.7 million |
| Revenues ($MM, 2 years prior) | $2.5 million |
| % Of Revenue from Indiana customers | <1% |

* 1. Does your Company have a formal disaster recovery plan? Please provide a yes/no response. If no, please provide an explanation of any alternative solution your company has to offer. If yes, please note and include as an attachment.

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| Our firm does not currently have a formal disaster recovery plan. As we are a global office with presence on three continents we believe we can adapt and fulfill our contractual responsibilities. |

* 1. What is your company’s technology and process for securing any State information that is maintained within your company?

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| The aim of our confidentiality policy is to ensure that all employees respect the confidentiality of information which is divulged by clients and associates. Different types of projects raise different issues in respect of client confidentiality, and in respect of confidentiality regarding information obtained from others in the context of a specific project.  The safest approach is the one we adhere to; to assume that all information acquired, whether from clients or from other external stakeholders, is confidential in nature. The default rule on documented information given to the Company is to assume that it is confidential. Written consent must be obtained before this rule can be varied. Great care is taken when discussing matters which are known to be commercially sensitive, and staff are made aware of the sensitivity of the information being exchanged.  With regards to data security, client data remains on the secure Eunomia server and is not downloaded to employee’s desktops. Where necessary, data is kept in access-controlled files, ensuring only staff who are working on the project can access them. Individual files can also be password protected for additional security. Confidential files are also clearly labelled as such. Eunomia’s data security is outlined in our Data Protection and Confidentiality Policy which can be provided on request.  Eunomia’s team is experienced in mitigating the risk of data security breach to protect against disclosure of personal data. In the unlikely event of a data breach, this will be immediately raised by the project lead as an Information Security incident. Incidents will be automatically flagged and reviewed immediately by senior staff in the organization with corrective actions agreed with the client. This will include amendments to the data security plan where required to minimize risk of reoccurrence. |

* + 1. **Experience Serving State Governments -** Please provide a brief description of your company’s experience in serving state governments and/or quasi-governmental accounts.

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| **This section includes relevant experience from all team members involved in this proposal, Eunomia Research & Consulting, GBB, and McFarland PR & Public Affairs Inc.**  **Eunomia Research & Consulting has experience working with governments in the United States and in Canada.**  **Washington State Department of Ecology:**   * **Washington Recycling, Reuse, and Source Reduction Target Study and Community Input Process ($500K+) -** In 2023, the Washington State Legislature directed the Washington Department of Ecology (Ecology), via the Engrossed Substitute Senate Bill 5187, Section 302 (20), to contract for a study to (1) develop recycling, reuse, and source reduction performance target rates for consumer packaging and paper materials; and (2) conduct a community input process to gather input from Washington residents about their views and opinions on the state's recycling system. This study addressed consumer packaging material, and specifically, rigid and flexible plastic, paper, aluminum, steel, and glass. The targets study comprised two parts: (1) a summary of recycling, reuse, and source reduction target rates set by jurisdictions, primarily in the US, Canada, and Europe, including information about measurement methods and justifications for the target rates; and (2) findings from modeling the impact of four policy scenarios on recommended target recycling and reuse rates for the near-term, 2032, and beyond. * **Packaging Flows and Costs, Research into EPR Best Practice, Review of Mechanical and Chemical Recyclers in the US ($50-100K)**- As a subcontractor to Cascadia, Eunomia conducted analysis to assess the quantities of commercial and residential plastics by polymer type that were generated, disposed and recycled considering loss rates; secondary research to identify mechanical and chemical recycling operations from pilot; stage to full scale operation across the US; and review of European EPR schemes and recommendations on best practice to inform policy recommendations. To assess the current plastic packaging management system conditions, costs, and outcomes, the study team used data provided by Ecology, supplemented by additional research. This work produced a series of reports. As part of this assessment, the team researched and compiled data on plastic packaging waste generation, disposal, and management in Washington. The reports describe these findings as well as the infrastructure necessary for a plastic packaging management system that meets the intent of the Legislature’s goals under Chapter 70A.520 RCW. * **Consumer Packaging and Paper Products Study** **Recycling Rate Assessment and Recommendations** **($100-200K)** - Eunomia was commissioned by the Washington Department of Ecology to develop a detailed and comprehensive current baseline account of all consumer packaging and paper products within the state of Washington as well as recycling rates for these materials. As part of this project, Eunomia also identified a subset of problematic materials and performed a landscape review of policy measures that could address them, including EPR, DRS, bans, labelling requirements, postconsumer recycled content requirements, and reuse programs. The report presents a comprehensive current baseline account of all consumer packaging and paper products within the state of Washington as well as estimated recycling rates for these materials. It also reviews problematic materials and proposed policy measures to address them.   **Washington State King County:**   * **Extended Producer Responsibility and Container Deposit System Cost and Benefit Analysis for Washington State ($100-200K)** - Eunomia modeled the current waste flows for plastics in Washington State as well as the costs of the current collection, processing, and disposal system. Eunomia calculated the costs and benefits of introducing a Deposit Return System (DRS) in Washington State, alongside an analysis of the costs and benefits of introducing an EPR system. The team modelled seven alternative scenarios under different forms of EPR to determine the cost, environmental and social impacts, and benefits. The process included ArcGIS mapping of DRS coverage of return points and determining the costs of each scenario to households and governments. This project was conducted in three phases and resulted in three separate reports and an overarching executive summary with the purpose of outlining a feasible model for beverage container stewardship in Washington similar to the Oregon Beverage Recycling Cooperative model. * **Assessment of the Impact of EPR on Municipal Rates in Washington ($40-70K)** - Eunomia was commissioned to assess the potential impact on recycling rates of introducing producer responsibility for packaging and paper products for several Washington municipalities including the City of Seattle, Spokane, and Tacoma. The assessment included working with municipalities to understand how services are delivered and the relative capital and operating costs. Eunomia assessed the proportion that could be attributed to the collection and processing of packaging and paper products covered under EPR, which could be deducted from municipal utility rates. As part of this work, we developed the material flows for those materials and assessed the quantities that were generated, recycled, and disposed. The results for the model analysis indicate that implementation of EPR for PPP in Washington has the potential to deliver substantial economic, social, and environmental benefits.   **Colorado Department of Public Health and Environment:**   * **EPR Needs Assessment ($500K+)** - Colorado was one of the first states in the U.S. to pass extended producer responsibility for packaging and paper products. The designated producer responsibility organization (PRO) CAA selected Eunomia and HDR to conduct the states EPR needs assessment. The objective of this project was to develop three scenarios to estimate the future recycling performance and cost under the EPR program. Before passing EPR, waste and recycling data was segmented and limited across Colorado. Therefore, this assessment required a comprehensive research and analysis process across the value chain including residential and non residential waste generation and recycling access, collection frequencies and practices, MRF performance, technology, and capacity, and recycling end markets. In total over 100,000 data points were gathered across the state. The research process involved 90+ Tours/interviews with service provider and end markets, 130 completed surveys from municipalities representing 60% of the population, and many hours of secondary research. This data was used to create a sophisticated scenario modelling tool to adjust potential implementation methods for the EPR program to understand its impact on recycling performance and cos. For example, the impact of collecting recyclables weekly vs every other week. Throughout this project, the team attended 18 meetings with the state advisory board getting constant feedback from local stakeholders. On April 17, 2024 the Colorado Joint Budget Committee approved (on a 5-1 vote) the “medium” scenario developed as part of the needs assessment which will be used as a foundation for developing the program plan. This shows that Eunomia’s comprehensive work has the strength to pass through legislative processes. * **Development of an Organics Management Plan ($200-300K)** - Eunomia was commissioned to perform a study on the state of organics waste management in Colorado. This analysis included estimating baseline organic waste generation and management and assessing future waste generation and management under high and low landfill diversion scenarios. The project subsequently required development of recommendations for organic waste infrastructure development, assessment of the costs, benefits, and feasibility of landfill diversion policies, assessing of funding opportunities as well as education and outreach recommendations, and recommendations for end market development. The deliverable included a final report as well as an infrastructure development toolkit for local government and businesses.   **Oregon Department of Environmental Quality:**   * **Needs Assessment for Local Government Recycling** **Expansion ($10-50K)** - Eunomia conducted a needs assessment of Oregon’s Local Governments and their Service Providers as part of implementing the state's Recycling Modernization Act. The project included helping the Agency design and implement a notification, outreach and survey strategy to Local Governments around the state; designing and hosting a needs assessment survey to collect information from Local Governments or their Service Providers about their plans to expand recycling opportunities; designing and implementing outreach meetings; and distributing the survey, collecting responses, and drafting and finalizing a report.   **Minnesota Pollution Control Agency:**   * **Solar Panel Reuse and Recycling Study ($200-300K) -**The Minnesota Pollution Control Agency (MPCA) has commissioned Eunomia to produce a report on developing a statewide system to reuse and recycle solar photovoltaic modules and installation components (collectively referred to as solar equipment) in the state. The study focuses on solar equipment installation and removal rates and proposes end-of-life management options for a statewide collection, reuse, and recycling system.   **British Columbia Ministry of Environment:**   * **Enhancing Consumer Access to Recycling Services Under EPR** **($50-100K)**- The Ministry of Environment and Climate Change Strategy contracted Eunomia to develop a framework to evaluate and enhance consumer access to recycling services for materials managed through the EPR system in British Columbia (B.C.). Established under B.C.’s Recycling Regulation, EPR plans are required to provide for reasonable and free consumer access to collection facilities and services. The framework will include a recommended hierarchy of service level requirements to optimize consumer access to collection services, a user-friendly tool to direct EPR agencies in developing required consumer accessibility commitments, and objective criteria for ministry staff to evaluate accessibility commitments in EPR plans. Through implementation of the framework, the primary intended outcome is better provincewide access to recycling services.   **Alberta Urban Municipalities Association (AUMA) and the Recycling Council of Alberta (RCA):**   * **EPR Study ($100-200K)-** Eunomia carried out a high level needs assessment in Alberta for the Alberta Urban Municipalities Association (AUMA) and the Recycling Council of Alberta (RCA). This analysis included municipality and hauler stakeholder surveying and interviews to access details costs and tonnage data. This data was collected in order to a) model the cost and performance of the current recycling system and b) model the cost and performance under EPR. For the EPR modeling the team assessed the number of additional properties that would have to be served via curbside or drop of services, considered the need for additional transfer and sorting facilities, and the analyzed associated operating and capital costs required to reach the clients desired outcome. This work led to the passing of EPR in Alberta.   **GBB has relevant experience preparing innovative, strategic solid waste management plans.**  **Orange County North Carolina**   * **Solid Waste Master Plan Development – Road to Zero Waste ($300-400K)** - GBB collaborated with Orange County, NC, to develop a comprehensive Solid Waste Master Plan “Road to Zero Waste 2023-2045”. The plan details a path forward with 5-year benchmarks throughout the two decades ahead, along with strategies for prevention, collection, and processing for both residential and commercial entities. With a population of 150,000 residents, including the Towns of Chapel Hill, Carrboro, and Hillsborough, as well as the University of North Carolina-Chapel Hill and the UNC-Healthcare System, Orange County engaged GBB to assess the current efforts and programs and to create a roadmap toward a sustainable, zero-waste future.   **Baltimore County / Northeast Maryland Waste Disposal Authority**   * **Strategic Planning for Recycling & Solid Waste System ($200-300K)** - A multidisciplinary team led by GBB developed a holistic plan building on the firm’s deep understanding of the County’s past that incorporated the current state and realities of the solid waste management system, and anticipated the trends, needs, and plans for the future. As a first step, the county created a Solid Waste Work Group -- composed of County leadership, community members and industry representatives – to examine current solid waste collection and disposal policies and practices and make recommendations for implementing innovative industry practices and trash diversion strategies to reduce the overall volume of trash produced in the County. As a final step, the GBB Project Team developed the Final Report alongside the County and NMWDA, which included detailed descriptions of recommendations, schedule for implementation, estimated costs for implementation (both capital and operating), anticipated cost reductions or revenues gained, and anticipated change(s) in recycling and disposal tonnages.   **Wasatch Integrated Waste Management District, Utah:**   * **Development of Integrated Waste Management Plan ($200-300K)** - The Wasatch Integrated Waste Management District tasked GBB, a long-time trusted advisor, with preparing a new Solid Waste Management Plan. The assignment included supporting the District in engaging citizens in a high-level outreach effort; taking a strategic view of solid waste management for the next several years; researching, collecting, analyzing, and drawing upon salient information from key District documents; developing and modeling alternatives and scenarios; and developing a new updated, enhanced Plan. This plan presents the existing system, provides guidance, and sets forth goals of increasing the diversion of Wasatch’s material streams from its landfill, improving its solid waste infrastructure, expanding disposal alternatives, and evaluating current services and opportunities to ensure that all residents have safe, efficient, and effective access to waste collection and/or drop-off opportunities during the Plan time period of 2023-2032, and beyond. While this is a ten-year plan, the projections covered in the analysis projects twenty years into the future, to account for when the landfill will reach its full capacity.   **Albemarle County, Virginia**   * **Program Review & Development of Recommendations for Enhanced Recycling and Solid Waste Management ($200-300K)** - Over the years, major developments had urbanized parts of the county which were not effectively served anymore by convenience center drop-offs or the private collection network. Seeking an updated approach to solid waste management that takes into account new challenges they faced, Albemarle County selected GBB to identify a vision -- building from the Sustainable Materials Management strategies and actions set forth in its Climate Action Plan – and develop best practices for access to recycling and diversion programs such as recycling, organics diversion, and convenient collection of garbage. As part of the project, GBB was tasked with evaluating solid waste management systems and comprehensively identify and recommend opportunities to streamline, re-focus, increase curbside service and optimize the service profile for all residents. Cost efficiencies were also evaluated.   **McFarland PR & Public Affairs Inc. has experience with stakeholder engagement in Indiana.**   * **Healthy Indiana Plan or HIP 2.0 ($100-200K)** **-** Indiana secured a waiver from the federal government that would allow the state to exponentially expand its popular Healthy Indiana Plan to hundreds of thousands of low-income Hoosiers. While this was a full-scale marketing campaign involving stakeholder research, strategic planning, design, community outreach, media relations and advertising. McFarland helped FSSA begin the journey by collecting input from the target constituent demographic on the HIP 2.0 change in approach and the marketing materials and message. McFarland conducted three in-person focus groups across the state (Indianapolis, Connersville, Gary). McFarland used this input to help FSSA develop a highly successful advertising campaign and community outreach strategy. The campaign achieved its operational success target ahead of schedule and under budget. * **Say YES to No More Work Permits! Campaign ($100-200K)** **-** The Indiana state legislature approved a new law that did away with the former and cumbersome work-permit requirement. The new law replaced the former work-permit process with an online Youth Employment System (YES) registry that would launch in time for the new law to go into effect. The strategy to promote the YES registry involved three phases: 1) pre-launch communication, 2) launch of the YES registry well in advance of the law going into effect, and 3) to announce the law going into effect and the importance of compliance (i.e. potentially thousands of dollars in penalties, etc.). McFarland PR & Public Affairs, Inc. was engaged to assist with this outreach effort. In this campaign, the key relationships delivered solid success, and significantly helped to overcome the budget hurdle. By June 30, before the new law went into effect and four weeks after the new system went live, Indiana businesses who hire youth employees had registered more than 38,000 Indiana minors. Additionally, Indiana businesses had registered more than 64,400 youth employees in the YES system within the target timeframe – one month after the new system went live. At the conclusion of the campaign, Indiana businesses who hire youth employees had registered a total of more than 111,250 minors in the YES system. * **Indiana Department of Resources (Division of Water) ($100-200K)** **-** McFarland helped DNR’s DOW reach out to multiple stakeholder demographics and collect input on how to improve DOW’s processes, engagement and communication. McFarland used that data to help DOW craft a strategic plan to address gaps, and make improvements in their relationship with this broad set of stakeholders. * **Indiana Office of Technology – Local Government Services ($100-200K)** **-** McFarland conducted multiple virtual input sessions to gather insights and viewpoints from a range of local-government officials across Indiana counties. These sessions (conducted virtually) sought to determine what services these agencies needed, and how IOT could best engage with them to discuss and provide those services. McFarland used that data to develop a strategic plan for IOT to implement the improvements and recommendations provided through the discovery process. |

* + 1. **Experience Serving Similar Clients -** Please describe your company’s experience in serving customers of a similar size to the State with similar scope. Please provide specific clients and detailed examples.

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| **Relevant Eunomia Projects**  **City of Indianapolis**   * **Solid Waste Minimization Planning ($10-50k) -** The City of Indianapolis commissioned APTIM, with Eunomia as a subconsultant, to help review their current solid waste environment and develop a task-driven plan to achieve sound solid waste minimization efforts. Eunomia calculated job creation, economic benefit, and GHG reduction resulting from the current waste management system and potential future alternatives.   **United States Environmental Protection Agency**   * **Developing a National Battery EPR Framework ($50-100K)** - Eunomia, as a subcontractor to ERG, is supporting EPA to develop a national framework for battery EPR as required under the Bipartisan Infrastructure Law. This work involves a landscape review of state and international battery and other EPR programs and leveraging company expertise on EPR in the European Union to build out a recommended framework for battery EPR in the US. The framework will be workshopped with and informed by a technical stakeholder workgroup beginning in late 2024 and finalized and sent to Congress by the end of 2025.   **Alliance to End Plastic Waste**   * **Maximizing the Recycling Potential in Cities: Route Cause Analysis for Future Success ($50-100K)** **-** The project aimed to enhance recycling rates of flexible plastics in the United States, focusing on the largest urban centers. The objective was to identify barriers to high recycling performance and determine key factors contributing to successful recycling initiatives across 30 different cities. This included an examination of existing recycling services, demographic data, and local government policies. Eunomia conducted detailed assessments of each selected city's recycling infrastructure, service funding, political support, and market conditions for recycled materials. The project also included readiness assessments for potential improvements in recycling systems, aiming to guide and support cities through the Alliance to End Plastic Waste. * **Driving Recycling Rates through Guidelines for Recyclate Grades ($50-100K) -** The Alliance to End Plastic Waste commissioned Eunomia to establish guidelines for polyolefin recyclate grades with the aim of driving circularity in the plastic material streams. The objective of this study was to determine the benefit to the industry and the way in which the Alliance can best support in establishing clarity of the required quantity and quality for recyclates fit-for-purpose for use in high volume applications, and thereby drive a step change in availability of recyclates and recycling rates.   **City of Hoboken:**   * **Zero Waste Plan ($200-300K)** - Eunomia developed a Zero Waste Strategy for the City of Hoboken which includedanalysis of the waste stream to identify the areas to address through policy and programs. A significant part of the waste stream was organic waste derived from both households and the large hospitality sector. Eunomia reviewed the different policies and programs that could be implemented by the City to maximize the diversion of organic material, which included food rescue programs and mandatory organic waste collections. As part of this work the team identified the facilities that could accept organic waste and is currently supporting the city to procure organic waste collection and other waste services.   **Ball Packaging:**   * **50 States of Recycling ($100-200K)** - This project provided the first ever state-by-state, like-for-like comparison of municipal packaging recycling rates in the US. The report presents recycling rates for plastic bottles and trays, glass bottles and jars, aluminum cans, steel cans, paper, cardboard, and boxboard in terms of material reprocessed rather than material collected for recycling. It draws on 2021 data sourced from the Environmental Protection Agency (EPA), states, counties, municipalities, sorting facilities, and processors. Primary and secondary research, detailed data analysis, use of informed assumptions. In the final report detailed two pagers are provided on all 50 states of the US showing current and potential future recycling performance under good policy.   **U.S. Plastics Pact:**   * **Achieving a 30% Average Post-Consumer Recycled Content for Primary, Secondary and Tertiary PP, PE, and PET ($50-100K)** - The US Plastics Pact commissioned Eunomia to help their team and consortium of businesses understand the easiest route to achieving an average 30% recycled content in rigid and flexible films combined for PET, PP and PE in primary, secondary and tertiary packaging. The work included estimating the current volume of plastics in the market, understanding where that material is flowing and how much material will need to be collected, sorted and processed to enable the commitment to be met. The Eunomia team developed a model which allows the US Plastics Pact to create different pathways towards reaching their goal including increasing the supply of material available or purchasing a greater share of material for different resin types. This work provided guidance as to what resins the recycled content should be incorporated into to most easily reach the target and consider the need for food and non-food grade application.   **Pennsylvania Resources Council**   * **Act 101 Review and Recommendations ($10-50K)** - Eunomia was commissioned to produce a report on Act 101, the Municipal Waste Planning, Recycling and Waste Reduction Act of 1988, and the state of recycling in Pennsylvania. The report was developed to provide stakeholders within Pennsylvania’s waste management and recycling ecosystem a comprehensive set of options for improvement that can be used as a foundation for future advocacy, policy making, and program development. Michael conducted data analysis, primary stakeholder interviews, and desk-based research to identify policy solutions to improve and modernize Pennsylvania’s recycling system giving him a strong understanding of state-wide policy best practices   **Reuse Minnesota**   * **Measuring Statewide Impacts of Reuse ($10-50k):** Eunomia refined a tool developed by Reuse Minnesota and MCPA to estimate the impact of reuse businesses across the state. We integrated life cycle analysis into the tool to measure the statewide impacts of reuse activities. Based on data from more than 13,000 businesses, the research shows that the reuse economy continues to have strong positive environmental, economic, and social benefits in Minnesota. Impacts assessed include greenhouse gas emissions avoided, revenue generation, job creation, and wage and tax benefits.   **Relevant GBB Projects**  **Solid Waste Disposal Authority of the City of Huntsville, Alabama**   * **Stakeholders and Community Outreach as Part of Launch of Opt-in Curbside Recycling Program ($100-200K)** - GBB assisted the Solid Waste Disposal Authority of the City of Huntsville (SWDA)’s with an analysis of residential collection services and the development of strategies/options to improve the waste and recycling management infrastructure. SWDA then tasked the GBB Project Team with leading the planning, procurement, stakeholders and community outreach, public education, and implementation assistance efforts to establish the Recycling Alliance of North Alabama (RANA), a newly formed division of the SWDA, and launch a new and efficient opt-in curbside recycling program.   **Central Virginia Waste Management Authority**   * **Recycling Programs Review / Analysis ($200-300K)** - For the thirteen localities (290,000 households) covered by the Central Virginia Waste Management Authority (CVWMA), GBB provided a review of the residential recycling program, including planning and operations, and worked collaboratively with CVWMA to develop best practices for recycling and waste management. The ultimate objectives of the assignment were to:   + Evaluate current planning and programs against the state goals and ambitions of the solid waste management plan;   + Develop an assessment of:     - who in the CVWMA localities is “in the gap” with regards to access to or information about recycling;     - what materials that are available to be reduced, recovered, or recycled but are currently disposed of as solid waste;     - how the opportunities to close these “gaps” can be balanced with the economic limitations in the localities and across the region;   + Create a scope or “menu” of services for CVWMA to offer the member localities, consisting of four components: core services; contract management; containers; comprehensive services   + Describe how the programs and services help and empower people to mitigate or improve their environmental impacts.   + Identify how the programs and participation in them might financially impact the member localities.   **City of Charlottesville, Virginia**   * **Programs and Services Review and Collection Route Modeling ($100-200K)** -GBB led a thorough review and optimization of the solid waste management system for the City of Charlottesville, Virginia. Tasked with improving landfill diversion, efficiency, and customer service in a city with a high daytime population, GBB evaluated existing programs, gathered stakeholder feedback, and recommended updates across programs, operations, finances, policies, and customer service. They also emphasized the significant potential for organics diversion, leveraging the city's established drop-off centers. Utilizing FleetRoute™ software, GBB modeled three collection scenarios to optimize routes and improve participation rates for waste, organics, and recycling, providing a strategic blueprint for the city to enhance its environmental management and service efficiency.   **Calaveras County, California**   * **Comprehensive Review of Integrated Solid Waste Management System ($200-300K)** -GBB was tasked with a comprehensive evaluation of the solid waste management system in Calaveras County, California. GBB assessed the operating structure, service quality, costs, and efficiency of the county's system and provided detailed recommendations and strategies for improvements aligned with industry best practices. This included analyzing the operational, organizational, and capital structures and suggesting enhancements. As part of the capital structure review, GBB conducted a Fee Study to assess the existing fee mechanisms, evaluating their adequacy in supporting both current and prospective services while achieving the county’s management goals. Additionally, the project involved significant efforts in grant research and writing, focusing on leveraging funding opportunities offered through the Inflation Reduction Act. GBB identified suitable funding sources, outlined objectives for grant proposals, and prepared the necessary documents and partnership agreements to enhance the county’s financial resources for its solid waste management initiatives.   **City of Fort Worth, Texas**   * **Comprehensive Solid Waste Management Plan Development ($500K+) -** In Fort Worth, Texas, GBB was instrumental in developing a comprehensive 20-year solid waste management plan aimed at enhancing waste management practices across the city. Their engagement, spanning several strategic areas, included data analysis, alternative solutions, public outreach, and strategic recommendations, culminating in a plan that emphasizes increased recycling rates, new processing facilities, and advanced recovery technologies. The plan, which received unanimous City Council approval, outlines significant initiatives such as extending landfill life through diversion programs, establishing a Material Management Program to support commercial recycling efforts, implementing a pilot organic composting program, and enhancing educational and outreach programs. These initiatives are designed to sustainably manage waste in Fort Worth, supporting both environmental and community goals.   **Kent County, Michigan ($750,000)**   * **Master Plan Development for Sustainable Business Park ($200-300K)** **-** Kent County, Michigan, aiming to divert 90% of its waste from landfills by 2030, commissioned GBB to develop a master plan for a Sustainable Business Park on 250 acres. This park is intended to minimize landfill waste and attract businesses that can transform waste into usable products. The plan, which was approved in October 2018, involves various partners and envisions facilities that will recover, reuse, and recycle materials, and convert non-recyclable materials to extract their energy value. * **Operational Efficiency Study and Future Strategic Planning ($200-300K)**  **-** GBB conducted a comprehensive efficiency study for Kent County's solid waste management, including organizational reviews, operational assessments at facilities like landfills and the Waste-to-Energy plant, and financial analyses. They evaluated current operations, staffing, and waste processing efficiencies, and suggested operational improvements and cost-saving measures to enhance overall system efficiency and increase the county's revenues. * **Wage Rate Study ($100-200K)** **-** To ensure competitive compensation and retain quality staff, GBB performed a Wage Rate Study for 16 positions within Kent County’s solid waste management system. This study involved surveying wage structures of comparable roles in Michigan and nationally, assisting the county in aligning its pay scales with industry standards to attract and retain skilled personnel. * **Zero Waste-to-Landfill Business Assistance ($100-200K)** **-** As part of strategic planning to achieve Zero Waste-to-Landfill status, GBB assisted Kent County in identifying potential business partners and exploring new technologies that could support the county’s waste management goals. This included analyzing commercial waste streams, assessing the feasibility of various disposal and processing technologies, and developing strategies to attract businesses to the county's facilities. * **Waste Characterization Study -($100-200K)** In 2022, GBB conducted a detailed Waste Characterization Study to understand the composition of municipal solid waste in Kent County. This study, which sorted waste into fifty categories, revealed significant volumes of divertible materials, supporting the feasibility of the Sustainable Business Park by showing that 75% of the county’s waste could potentially be processed and diverted from landfills.   **McFarland PR & Public Affairs Inc.**   * **Purdue University – IT AT Purdue (ITAP) ($50-100K)** **-** McFarland conduct discovery research across a broad swath of Purdue internal stakeholders – ITAP leadership, faculty, students and IT professionals embedded in Purdue divisions and schools. The intension was to gather their insights, concerns and recommendations about ITAP practices and processes, and how best to engage with these stakeholders. These sessions were conducted in person over several weeks (approximately eight weeks, using conference facilities on Purdue’s campus). McFarland used the collective input to develop a strategic recommendation plan on how to address the discovery feedback across ITAP divisions. |

* + 1. **Indiana Preferences -** Pursuant to IC 5-22-15-7, Respondent may claim only one (1) preference. For the purposes of this RFP, this limitation to claiming one (1) preference applies to Respondent’s ability to claim eligibility for Buy Indiana points. **Respondent must clearly indicate which preference(s) they intend to claim. Additionally, the Respondent’s Buy Indiana status must be finalized when the RFP response is submitted to the State.**

Approval will be system generated and sent to the point of contact email address provided within the Bidder Registration profile. This is to be attached as a screenshot (copied/pasted) for response evaluation.

Buy Indiana

Refer to Section 2.7 for additional information.

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| Eunomia Research & Consulting is not certified as a Buy Indiana company. |

* + 1. **Payment –** Removed at request of agency.
    2. **Extending Pricing to Other Governmental Bodies** – Removed at request of agency