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Executive Summary

RFP 24-77622 - Development of
Materials Management Plan

Prepared May 6, 2024

Prepared For

Indiana Department of Environmental
Management

Project Team



Approved By

Sarah Edwards

President North America

Eunomia Research & Consulting, Inc.
61 Greenpoint Avenue,
STE 508
Brooklyn, NY 11222
United States.

Tel +1 (929) 484-3550
Web www.eunomia.eco

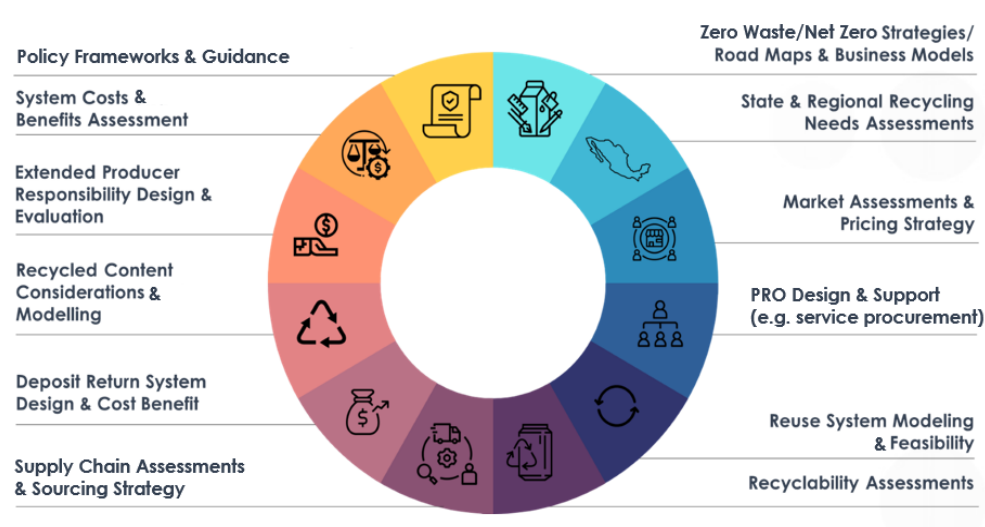
1.0 Team Overview

This proposed team is led by **Eunomia Research & Consulting Inc.** which will spearhead the project, overseeing all key deliverables and client communications and leading Plan development and modeling. Two subcontractors will also support this work: (1) **GBB (Gershman, Brickner & Bratton, Inc.)** is an international solid waste management consulting firm and will support project research and inform the detailed planning and implementation strategies necessary for the practical aspects of waste management systems, and (2) **McFarland PR & Public Affairs, Inc** is an Indiana-based communications firm that will lead the public engagement work. Following is an overview of our team expertise.

Together, we are equipped to handle the complexities of the materials management plan development for the Indiana Department of Environmental Management (IDEM). Regular biweekly project management calls among Eunomia, GBB, and McFarland ensure alignment and efficient progress while also facilitating adaptive management practices to respond swiftly to any project dynamics.

Eunomia Research & Consulting Inc. is the US-incorporated subsidiary of Eunomia Research & Consulting Ltd. Eunomia is an independent, international environmental consultancy with over 23 years of experience, specializing in policy, program, and strategy necessary to drive a circular economy. We aim to enable cost-efficient solutions to manage products that reduce environmental impact while upholding the producer-pays principle. With a team of over 140 consultants, including economists, policy experts, zero waste planners, life cycle assessors, data analysts, and experts in various circular economy sectors, Eunomia operates from office locations in North America, Europe, and New Zealand.

Figure 1: Summary of Eunomia’s Expertise



As an independent sustainability and waste and resource management consultancy, Eunomia is driven by a genuine passion to make a positive change for the clients we serve and the communities in which they operate. Since our inception, we have been at the forefront of the sustainability sector, helping non-profits and leading entities in the public and private sectors, both in the UK and internationally, to adopt more sustainable practices. We advise local, state, and federal government in the US and have been a longtime advisor to the European Commission. Our consultants are deeply knowledgeable and skilled, offering clear, innovative, and actionable advice tailored to each client's needs. We pride ourselves on our personal approach to client service, establishing strong, honest relationships through regular communication and adaptability to changing objectives. As a recognized leader in the consultancy field, Eunomia stands for robust, impartial, and pragmatic solutions that drive positive, practical outcomes.

GBB (Gershman, Brickner & Bratton, Inc.) was founded in 1980 and has been on the front lines of planning and implementing integrated waste management programs designed to provide cost-effective services, protect the environment, and sustain natural resources. Having worked in almost every state since its founding (including Indiana) and outside the United States, GBB is very familiar with the challenges that businesses and communities face and the innovative solutions implemented as they increasingly try to find solutions to manage the repetitive tide of solid waste effectively. Over the years, GBB has worked with public- and private-sector organizations throughout the country and abroad to craft practical, customized, technically sound solutions for complex solid waste management challenges.

McFarland PR & Public Affairs, Inc., founded in 2012 and based in Indiana, has considerable experience working with the State of Indiana and has provided successful full-service campaign delivery (research, strategic planning, creative, implementation management and measurement) for many initiatives over the years to state agencies including the Healthy Indiana Plan 2.0 (FSSA), the YES registry (IDOL) and the IOT Local Government Services (IOT) statewide campaigns. McFarland has also provided research services for the Indiana Department of Child Services, the Auditor of State, the Indiana Department of Transportation and the Indiana Office of Technology. McFarland is a quantity-purchase agreement vendor for the State of Indiana for marketing, public relations and advertising, and is a certified WBE with the State of Indiana. Their extensive experience in Indiana and longevity in working with State of Indiana agencies provide a strong platform for engaging with local stakeholders, and understanding state processes and procedures, is essential for the project's successful adoption and implementation. McFarland's expertise in strategic discovery, planning and outreach/engagement is critical in fostering community support, addressing public concerns, and ensuring transparent and effective communication throughout the project lifecycle.

2.0 Understanding

Indiana's waste and recycling infrastructure for municipal solid waste collected approximately 9.4 million tons of material in 2021 according to the Indiana Priority Climate Action Plan published in March 2024.¹ Per this report, "approximately 75% of this waste was directed to landfills and 21% was diverted to recycling. This recycling rate falls below the national rate of 32%, according to the U.S. EPA, and also falls short of Indiana's goal of achieving a 50% recycling rate." Additionally, the Climate Action Plan states that while the waste

¹ IDEM, 2024. [Indiana Priority Climate Action Plan](#).

management sector contributed to roughly 2% of the state's total direct greenhouse gas emissions in 2021, methane (generated from landfilled organic matter) accounted for about 87% of these emissions. Source reduction coupled with a strategic plan for waste diversion from landfills will help achieve both the recycling objective as well as reduce greenhouse gas emissions by directing organic matter away from landfills.

The purpose of this project is to set Indiana on a path to achieve state recycling and climate action goals by developing a 20-year materials management plan that covers waste from the industrial, commercial, and institutional sectors, construction and demolition, and other materials identified in conjunction with IDEM. We understand the Plan should prioritize source reduction, emphasize alternatives to final disposal like recycling and composting, and establish criteria for siting and operating waste disposal facilities. In development of the Plan, we will prioritize strategies that integrate circular economy thinking and explore innovative solutions for maximizing landfill waste diversion opportunities throughout Indiana. We will also consider the existing waste management infrastructure and ensure our Plan is feasible and complements the existing framework established by Indiana Code 13-21-1.

3.0 Approach

We understand that development of the state Materials Management Plan (Plan) requires the following:

- Abide by RCRA and state of Indiana solid waste management planning requirements
- Leverage an integrated waste management hierarchy
- Establish voluntary statewide goals for source reduction
- Establish criteria for alternatives to final disposal as well as for siting, construction, operation, closing, and monitoring of final disposal facilities.
- Implement a public notice and engagement process to solicit feedback from the public and key stakeholders on the draft plan

The approach to Plan development is discussed in detail in the Technical Proposal Section 2.4.6 and is outlined as follows:

- *Plan Development Kickoff Meeting* – this includes a detailed discussion with IDEM regarding plan development, timeline, and activities; progress meetings; and, project risks and issues. During this phase, we will also initiate development of a stakeholder advisory group. Working with IDEM, we will identify a range of candidate stakeholders who will be leveraged to help address data gaps and inform the future list of strategies provided in the Plan.
- *Phase 1 - Research, data gathering and model development*: The purpose of this phase will be to understand current waste management practices and performance in Indiana as well as research appropriate actions and measures through review of programs in other states, cities and counties.
- *Phase 2 - Assessment of current system and business-as-usual scenario system*: The purpose of this phase will be to model the current system both in terms of performance but also the location and capacity of existing infrastructure and then model out to 2045 the impact of population and generation growth for different materials so as to understand waste flows and infrastructure requirements and pressures under a "do nothing" or "business-as-usual".

- *Phase 3 - Identification, assessment, evaluation and prioritization of options:* The purpose of this phase is to assess the impact of materials in each of the generating sectors (residential, commercial/institutional/industrial, construction and demolition) with respect to weight, volume, environmental and social impact, among other metrics. The long list of measures will be developed from research of programs and policies in place in Indiana and other states. The long list of measures and programs will then shortlisted using criteria that consider factors such as: ease of implementation, timescales for implementation, infrastructure needs, responsible organization etc. Consultation with key stakeholders will be a critical part of this process as we recognize that the plan should serve as a guide to material management in the state and aid local governments as they develop local materials management plans. Assessing economic development opportunities will also form a part of the shortlisting process.
- *Phase 4 - Determination of goals, targets and measurement methods.* As part of this phase we will model the likely impact of each of the shortlisted measures on waste diversion. This will enable us to set considered goals and material specific targets that are supported by actions. As part of this will also consider the materials and actions of focus for the first five years of the plan as well as the longer-term measures.
- *Phase 5 - Development of materials management plan and material roadmaps:* The final phase will be developing the materials management plan that will enable the state to transition from a recycling disposal focus to a plan that focusses on reducing the environmental impacts of material choice on the environmental and natural resources by identifying waste reduction opportunities, establishing convenience and inclusive access to recycling, organics management and other diversion options and also contributes to economic development and the establishment of stable local end markets.

When the Plan has been drafted, we will support implementation of a public notice and comment period. We will develop and implement an outreach strategy that will amplify messaging about the Draft Plan to gather feedback that will be reviewed and considered both for the current Plan and for future updates. This strategy may rely in part on virtual engagement with the SWMD for whom we will provide an outreach toolkit they can use to within their own jurisdictions to solicit input to the public comment process. Public engagement will occur from months eight to 11 in the one-year project period. Further detail on timeline is provided in Section 2.4.10 of the technical proposal.

4.0 Cost Proposal

Deliverable	Total Cost Per Deliverable
Create a Twenty (20) Year Materials Management Plan	\$ 152,000
Public Outreach and Stakeholder Engagement	\$ 55,000

Data Collection and Research	\$ 38,000
Status Meetings and Reports	\$ 66,000
Additional labor costs that have not been itemized in deliverables 1 - 4.	\$ 5,000
Sub Total	\$ 316,000
One Time Costs	\$ -
Total Bid Amout for 1 Year Contract	\$ 316,000.00