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**REQUEST FOR PROPOSALS
FOR COLLECTION SERVICES AND FACILITY OPERATIONS
CONTRACTOR DATA, RECORDS, SYSTEMS AND REPORTS
AUDITING PROJECT**

Issued: May 17, 2011

Proposals Due: June 14, 2011, 3:00 pm

**Cliff Feldman
RethinkWaste Recycling Programs Manager
610 Elm Street, Suite 202
San Carlos, CA 94070
650.802.3502
cfeldman@rethinkwaste.org**

Request for Proposals For Collection Services and Facility Operations Contractor Data, Records, Systems and Reports Auditing Project

The South Bayside Waste Management Authority (SBWMA or RethinkWaste) is committed to environmental leadership in sustainable materials management practices to support livable communities. RethinkWaste is charged with managing and administering various aspects of our twelve Member Agency's Collection Services Franchise Agreements with Recology San Mateo County (Recology). In addition, RethinkWaste manages the contract with South Bay Recycling (SBR) to operate the RethinkWaste owned Shoreway Environmental Center (SEC) which houses a 350,000 ton per year transfer station (includes solid waste and organic material) and 70,000 ton per year materials recovery facility (MRF).

Through issuance of this Request for Proposals (RFP), RethinkWaste is soliciting Proposals from qualified firms (herein "Proposers") capable of providing comprehensive, accurate and cost-effective collection services and facility operations contractors systems analysis and auditing services.

RethinkWaste welcomes and encourages responses from consultant firms who offer the following services: **evaluation and auditing of data collection and record keeping, assessing and analyzing customer service systems and procedures, auditing tonnage reporting, contractor performance evaluation and report auditing.** Please note that submittals to RethinkWaste will be considered public records and made available for public review upon request after conclusion of this RFP process.

Generally, RethinkWaste is looking for assistance in administering aspects of the Collection Services Franchise Agreement(s) with Recology and the Facility Operations Agreement with SBR with respect to each company's performance including, but not limited to:

- Data Collection
- Record Keeping
- Customer Service Call Center Categorization of Calls and Data Entry
- Tonnage Reporting
- Performance Reporting

Please refer to Section 3 for the specific scope of services being requested.

1. BACKGROUND

The South Bayside Waste Management Authority or RethinkWaste is a joint powers authority in San Mateo County, California managing the collection and processing of garbage, recyclables and organic materials for the cities of Belmont, Burlingame, East Palo Alto, Foster City, Menlo Park, Redwood City, San



Carlos and San Mateo; the towns of Atherton and Hillsborough; the County of San Mateo and the West Bay Sanitary District.

RethinkWaste recently led the Collection Services contractor and Facility Operations contractor competitive procurement RFP processes and are nearing completion of the \$47 million expansion of the Shoreway Environmental Center in San Carlos, CA, which houses our solid waste transfer station and state-of-the-art single-stream MRF.

Our mission is to design and implement sustainable waste reduction, recycling and facility operations services to achieve our Member Agencies' environmental goals and requirements. We are dedicated to providing a sustainable environment for our residents and businesses and to be a leader among all Bay Area cities and counties in conserving our natural resources.

To that end, RethinkWaste and Recology have recently rolled-out a new residential curbside, multi-family and commercial collection services programs in January 2011. The highlights of these cost effective and innovative services include:

- Weekly single-stream (commingled) recyclables collection
- Weekly yard trimmings/food scrap collection
- New wheeled carts for all services
- Curbside collection of cell phones, household batteries, used motor oil and oil filters

2. INTRODUCTION

The Franchise Agreement(s) with Recology require the company to perform a broad range of solid waste, recyclable and organic materials collection services and supporting functions. The pertinent supporting functions include staffing and maintaining a customer service call center, staffing and maintaining a commercial recycling sales/outreach staff, data collection, record keeping, tonnage allocation and reporting. In addition, the company is required to compile and maintain records related to its performance as necessary to develop various reports also required per the Franchise Agreement(s). The primary nature of the quantitative data presented in the Recology reports is self-reported by the company. Therefore, on behalf of our twelve Member Agencies who each have executed separate Franchise Agreement(s) with Recology, and since RethinkWaste manages the contract with SBR to operate the SEC, RethinkWaste is proceeding with the project explained herein to confirm the legitimacy and accuracy of the information contained in reports issued by both companies.



Attached to this RFP is a copy of the City of Menlo Park's Collection Services Franchise Agreement with Recology. The following is a list that includes, but is not limited to, the key sections of this contract that are pertinent to this project:

- Article 5 – Collection Services
- Article 7 – Other Services
- Article 9 – Record Keeping and Reporting
- Attachment A – Definitions
- Attachment I – Performance Incentives and Disincentives
- Attachment J – Liquidated Damages
- Attachment Q – Unscheduled Services

RFP Process and Proposer Selection Timeline

ITEM	DUE DATE
RFP Released	May 17, 2011
Deadline for Submitting Questions to RethinkWaste by 3:00pm	May 24, 2011
<u>Proposal Must be Submitted by 3:00pm to:</u> Cliff Feldman RethinkWaste 610 Elm Street, Suite 202 San Carlos, CA 94070 650.802.3502 cfeldman@RethinkWaste.org	June 14, 2011
Proposer Interviews	June 27-28, 2011
Selection and Contract Negotiations	July 5-15, 2011
RethinkWaste Staff Report Recommendation Issued to Board of Directors	July 21, 2011
Board Consideration of Contract Award	July 28, 2011

Proposals Evaluation Criteria

DESCRIPTION	WEIGHT
RFP Responsiveness	Pass/Fail
Proposer Qualifications and Experience	40%
Proposer Approach and Cost	50%
References	10%

3. SCOPE OF SERVICES

Proposer shall provide services to comprehensively audit and analyze Recology's data collection, record keeping, customer service systems and procedures and reporting functions. Recology is tasked with various self reporting requirements, thus this auditing shall confirm the comprehensiveness and accuracy of the

reports submitted to RethinkWaste and our Member Agencies. In addition, the auditing will also include tonnage reporting by both SBR and Recology.

Recology commenced operations in the RethinkWaste service area on January 1, 2011, therefore the data and systems that will be evaluated and audited are those initiated by the company since roll-out of the new services. SBR also commenced operating the SEC on January 1, 2011. The successful Proposer will be required to prepare a final project report that will comprise RethinkWaste's collection services and facility operations auditing work for calendar year 2011. The specific timing of the project and data that will be used as the basis for the auditing shall entail a two-step process, as follows:

Step One

The initial auditing is anticipated to occur during the 3rd quarter (and/or early 4th quarter) of 2011 and shall be based on the procedures and systems in place and the companies monthly reports and quarterly reports submitted to date. It is anticipated that this initial phase of the project will allow the successful Proposer to develop a thorough understanding of the data, systems and procedures and begin the auditing work.

Step Two

The second and final step of auditing is anticipated to occur during the first quarter of 2012 and shall be based on the information and data reported by the company for 2011. The Recology 2011 Annual Report is due on February 15, 2012 and it is anticipated that the final step will substantially take into account this year-end Recology 2011 Annual Report.

While RethinkWaste is encouraging Proposers to thoroughly and concisely explain their particular approach to this project, components of a possible approach may entail the following tasks:

- Monitoring calls received by the customer service call center to ensure the issues are accurately recorded and the data entry is consistent and detailed.
- Making "dummy" calls to the customer service call center to ensure the issues are accurately recorded and the data entry is consistent and detailed.
- Assessing the data collection systems and procedures to ensure that customer service data entry is captured in the record keeping system.
- Evaluating and auditing the data and records to ensure a clear and accurate link to the reports submitted by the company.
- Auditing the scale house operations and data management related to tonnage reporting.
- Assessing and explaining the calculations used to allocate tonnage to individual RethinkWaste Member Agencies.

The successful Proposer's services shall also be provided as requested by the Recycling Programs Manager on an as-needed basis on a time and materials basis.

The Final Project Report prepared by the successful Proposer shall provide a detailed narrative with supporting qualitative and quantitative information on Recology's performance with regard to all aspects of record keeping, data management and reporting as required per the Franchise Agreement(s). This Final Report shall also include a thorough explanation and audit of both SBR and Recology's tonnage reporting (and allocation of tons to each RethinkWaste Member Agency).

RethinkWaste will prefer to subcontract the information technology (i.e., data management and data forensics) aspects of this project to its sole-proprietor consultant (i.e., Ira Cohen IT Consulting) under a separate contract. Mr. Cohen will work directly with the successful Proposer in accordance with an agreed upon schedule and budget that is managed separately by RethinkWaste. RethinkWaste views Mr. Cohen as an extension of staff and therefore will require the successful Proposer to work closely with him. Mr. Cohen is knowledgeable of Recology's current hardware and software capabilities and functions, and shall act as a resource to the successful Proposer. He previously assisted RethinkWaste with analysis of the Collection Services RFP responses with regard to the proposed information technology systems and subsequently assisted RethinkWaste with managing the project for Recology to install and deploy its computer systems into the Shoreway Environmental Center. If your firm has the type of IT forensics capacity on staff that will be needed for this project, this must be clearly delineated and Proposer shall be allowed to include a one (1) page (double sided) supplemental appendix to the Proposal.

Proposers should consult with Mr. Cohen at (510) 220-0027 prior to submitting a Proposal. It is anticipated that Mr. Cohen will put in the time necessary to ensure the IT forensics work is done in a thorough and comprehensive manner. Proposals should reflect the estimation of the time needed from Mr. Cohen to successfully complete each proposed relevant task.

4. DESIRED QUALIFICATIONS

RethinkWaste is seeking Proposers with expertise conducting performance reviews and auditing of solid waste, recyclable and organic materials franchise collection services and solid waste transfer/MRF operations companies.

The successful firm responding to this RFP shall demonstrate that it has the appropriate professional and technical background as well as access to adequate resources to fulfill the stated scope of services. **Any experience with similar projects for jurisdictions with demographics similar to those of the RethinkWaste Member Agencies should be noted.**

Desirable experience, knowledge, and skills may include, but are not limited to the following:

- **Analysis of Data Collection** – The ability to understand the data required to be collected and maintained and analyzing this information to ensure it is accurate and comprehensive.
- **Comprehensive Auditing of Record Keeping** – Experience confirming the accuracy and legitimacy of compiling and maintaining required data and records.
- **Systematic Investigation of Customer Service Call Center Categorization of Calls and Data Entry** – Knowledge and understanding of the customer service call center functions and nature of customer calls processed.
- **Review and Auditing of Tonnage Data Collection and Reporting Process and Functions** – Knowledge and understanding of solid waste transfer station and MRF tonnage data compilation, allocation to multiple public agencies and reporting.
- **Detailed Analysis and Methodical Confirmation of the Accuracy of Reports** – Experience analyzing various reports including monthly, quarterly and annual versions, and confirming that all pertinent data/records and calculations are accurately and comprehensively reflected in the reports.
- **Comprehensive and Defensible Critique of Contractor Performance** – Experience conducting franchised collection services and facility operations companies performance reviews.

5. TERM OF AGREEMENT

It is anticipated that RethinkWaste and the selected Proposer will enter into an agreement for a term of one-year commencing August 1, 2011.

RethinkWaste may decide to enter agreements with separate firms for different tasks and one such task is identified in section 3 - Scope of Services (i.e., IT data forensics work).

6. FEE STRUCTURE

Submit an hourly fee structure for all staff members who would be involved in the performance of the tasks outlined in the Proposal. Please identify any work that will be subcontracted and include a list of the subcontractors' key personnel and hourly billing rates. Please provide professional resumes of all staff. In addition, please clearly identify sub-consultant costs (if any), travel expenses, markups and other pertinent costs.

7. PROCEDURE FOR SUBMITTING QUESTIONS AND INQUIRIES

All questions/inquiries must be directed to Cliff Feldman in writing via email at cfeldman@rethinkwaste.org by May 24, 2011 at 3:00pm. RethinkWaste will

provide a written response to all questions in the form of an Addendum to this RFP. Please include both a pdf version and the source file (e.g., Word document).

8. PROPOSAL REQUIREMENTS

8.1 Proposers must respond to this RFP by submitting a Proposal no later than June 14, 2011 at 3:00pm in order for submittals to be considered. Proposals must be addressed to the attention of Cliff Feldman, clearly labeled "**Proposal – Collection Services and Facility Operations Auditing Project.**" Please include four (4) double-sided copies of the Proposal and subsequently send one pdf version of the full proposal and all individual source files via email to cfeldman@rethinkwaste.org by the 3:00pm deadline.

8.2 PROPOSAL CONTENTS

The Proposal should be concise and responsive. The length of the Proposal is limited to the guidelines explained below.

8.2.1 Cover Letter

A one (1) page (double-sided) cover letter describing your firm, its history, number of years in business, and how your firm meets the desirable qualifications and has the ability to perform the scope of services. The individual authorized to contractually bind the firm should sign the cover letter. Resumes for the proposed team and sub consultants, if any, should be provided as an appendix.

8.2.2 Proposal (Proposer Approach)

A maximum six (6) page (i.e., three (3) double-sided pages) Proposal shall describe the recommended approach to successfully execute the scope of services in a timely and cost-effective manner. The Proposal must include a proposed timeline and clearly delineate each proposed task and subtask.

8.2.3 Proposal Budget

A maximum two (2) page (i.e., one double-sided page) proposed budget shall provide the specific hours and costs for each project task and shall delineate the staff responsible for each. All additional costs and contingency must be clearly delineated.

8.2.4 List of Staff and Hourly Rates

A one (1) page list of all staff and sub-consultants associated with the project and their respective hourly rates. Any other costs or charges must be clearly delineated and an estimate of each provided.

8.2.5 Attachment A – PROPOSAL CERTIFICATION

The contents of this attachment are provided below.

8.2.6 Attachment B – REFERENCE FORM

The contents of this attachment are provided below.

8.2.7 Additional Attachments

Proposers are encouraged to include pertinent examples (i.e., five (5) maximum) of reports or studies that they have conducted that are similar in nature or content to the scope of services presented herein.

8.2.8 Supplemental Information Technology (IT) Attachment

Proposer shall be allowed to include an additional two (2) page (i.e., one double sided page) attachment explaining their specific capabilities and experience performing IT data management forensics work. This supplement shall only be included if the Proposer prefers to not work with RethinkWaste's identified IT expert. The Proposer's specific rationale for not using RethinkWaste's IT consultant must be clearly explained.

Attachment A: Proposal Certification

FIRM NAME
ADDRESS
TELEPHONE #
FAX #
CONTACT NAME AND TITLE

PROPOSER REPRESENTATIONS

1. Proposer additionally certifies that neither Proposer nor its principals are presently disbarred, suspended, proposed for disbarment, declared ineligible or voluntarily excluded from participation in this transaction by any federal department or agency, any California State agency, or any local governmental agency.
2. Proposer did not receive unauthorized information from any RethinkWaste staff member during the RFP response period except as provided for in the RFP package or through formal addenda issued by RethinkWaste.
3. Proposer hereby certifies that the information contained in the Proposal and all accompanying documentation is true and correct.
4. Please check the appropriate box below:
 - If an individual submits the Proposal, he or she shall sign it, and if he or she is doing business under a fictitious name, the Proposal shall so state.
 - If the Proposal is submitted by a partnership, the full names and addresses of all members and the address of the partnership shall be stated and the Proposal shall be signed for all members by one or more members thereof.
 - If a corporation submits the Proposal, an authorized officer or officers shall sign it in the corporate name.
 - If a limited liability company submits the Proposal, an authorized officer or officers shall sign it in the corporate name.
 - If the Proposal is signed by a joint venture, the full names and addresses of all members of the joint venture shall be stated and each individual shall sign it.

Attachment A – Proposal Certification (continued)

By signing below, the submission of a Proposal with all accompanying documents shall be deemed a representation and certification by the Proposer that they have investigated all aspects of the RFP, that they are aware of the applicable facts pertaining to the RFP process, its procedures and requirements, and that they have read and understand the RFP.

Authorized Representative Name (Sign name)
Authorized Representative Name (Print name)
Authorized Representative Title (Print title)
Complete additional signatures below as required.
Authorized Representative Name (Sign name)
Authorized Representative Name (Print name)
Authorized Representative Title (Print title)
Authorized Representative Name (Sign name)
Authorized Representative Name (Print name)
Authorized Representative Title (Print title)



Attachment B: Reference Form

Please specify any public agencies and solid waste/recycling collection services or facility operations companies that you have worked with in the past ten (10) years.

In addition, please provide a list of references for jurisdictions of similar size to the twelve RethinkWaste Member Agencies. Copy this form as appropriate.

Previous Client Reference Worksheet

Name of Client	
Customer Address	
Customer Contact Name(s), Address, Phone Number(s) and Email	

Brief description of work performed for this client (use additional sheets if necessary):