

Work Tasks

This section details R3's proposed work tasks for providing comprehensive assistance to procure residential and commercial collection services.

Task 1: Initial Program Development and Evaluation

R3 will work with City staff to determine the best combination of solid waste collection, disposal and recycling programs for residential and commercial customers. The primary objective of this Task is to review the current programs and develop a "short-list" of viable alternatives for inclusion in the RFP.

Deliverables

Task 1 includes the following deliverables:

- Development of short list of viable program alternatives.

Task 2: Prepare, Issue and Evaluate Request for Proposals (RFP's)

Task 2.1 Develop Current Franchise Agreement Amendments

This phase of the preparation of the RFP document involves amending the current franchise agreement to account for program or other changes developed as part of Task 1. The amendments will be incorporated into the draft franchise agreement and distributed in the RFP package. Areas to be reviewed may include :

- Minimum waste diversion requirements;
- Vehicle emissions standards and requirements;
- Specifications for container size, color, and labeling;
- Public education program requirements (e.g., quarterly newsletter, annual campaigns, classroom presentations, etc.);
- Collection and recycling services to City offices, facilities and events;
- Time requirements for responses to customer calls regarding service complaints (i.e., missed collections, material spillage, hydraulic leaks, etc.);
- Time requirements for responses to customer calls regarding billing complaints, new accounts, etc.;
- Time requirements for cart or bin exchanges;
- Vehicle maintenance and replacement requirements;
- Minimum insurance coverage requirements; and

- Collection frequency and method.

Task 2.2 Develop Request for Proposals Document

R3 will prepare an RFP package based on information generated from Task 1, as well as our experiences working with the solid waste community. The RFP will include a collection agreement which will specify the conditions of the franchise (e.g., collection service requirements, performance standards, insurance, and liability/indemnification requirements), and cost forms for contractors to complete. The RFP will specify minimum requirements and qualifications, and will require contractors to submit work plans that specify how they will transition to new services, achieve diversion requirements, implement customer service programs, and promote public education activities. Separate sections of the RFP will include:

- General introduction to the RFP documents;
- Available demographic and service account data;
- Requested service requirements;
- Required work plans;
- Communication protocol for the contractors and the City;
- Required submittal format;
- Proposal cost and service forms;
- The method for evaluating responses; and.
- Draft collection service agreement.

Including the draft Collection Service Agreement as part of the RFP package significantly reduces the time and cost of negotiations, and contractually links the requested services to proposed costs as part of the evaluation process.

Accordingly, R3 will prepare the draft Collection Service Agreement to be included as part of the RFP document. Proposers will be required to specify any exceptions and provide language for any changes they propose as part of their proposal package.

In addition, proposers will not be allowed to make changes to the Collection Service Agreement after submittal of proposals. The agreement will include, at a minimum, the following primary sections:

- Definitions;
- Franchise term;
- Scope of services;
- Compensation;
- Operating assets;
- General requirements;
- Financial record-keeping and reporting requirements;

- Indemnity, insurance, and bond;
- Performance standards;
- Breach, default, and remedies;
- Diversion requirements; and
- Indemnification.

The Collection Service Agreement will establish the scope of services to be provided by the contractor and will specify performance standards. The agreement and cost forms included in the RFP package will be structured to ***allow the City to evaluate cost proposals for various service options*** that may be requested by the City.

R3 will assist in the preparation of presentation materials, and attend a Council meeting to present the details of the draft RFP for discussion and approval prior to release if requested by the City.

Task 2.3 Finalize & Issue RFP

R3 will finalize the RFP and provide the City with one “un-punched” original and ten (10) copies in three-ring binders.

Task 2.4 Conduct Mandatory Pre-Proposal Meeting and Prepare the RFP Addenda

R3 will conduct a mandatory pre-proposal meeting with prospective proposers. The pre-proposal meeting will provide the opportunity for the City to review the RFP with prospective proposers and answer questions as appropriate. R3 will prepare written responses to questions raised before and during the pre-proposal meeting for submittal to all parties at the meeting. In addition, R3 will prepare addenda to the RFP as necessary.

Task 2.5 Evaluation of Proposals

R3 will assist the City with the evaluation of proposals received in response to the RFP. This will include several meetings with City staff, and up to two presentations to the Council to present: 1) a summary of the proposals received, and 2) the results of the evaluation process.

At the conclusion of the evaluation process, R3 will assist staff in developing and presenting the final results and recommendations to the Council.

Deliverables

Task 2 includes the following deliverables:

- Preparing an RFP package for distribution to prospective proposers that includes the draft Collection Service Agreement, process rules, evaluation and selection criteria, project schedule, and all required forms;

- Preparing the Draft Collection Service Agreement;
- Providing process rules to guide the RFP process (e.g., how the proposers may communicate with City staff, the consultant, and the Council);
- Conducting a pre-proposal meeting;
- Preparing written responses to questions submitted before and during the pre-proposal meeting;
- Preparing addenda to the RFP, as required;
- Assisting with the evaluation of each proposers statement of technical feasibility, financial solvency and demonstrated success in the industry;
- Preparing an evaluation matrix to easily compare the proposed rates for each service or program;
- Preparing any written request for clarification to the proposers, as necessary;
- Scheduling and conducting interviews with the proposers;
- Assisting in the preparation of staff reports that summarize the proposals that were received;
- Assisting in the preparation of staff reports detailing results of the evaluation;
- Attending meetings with City staff;
- Facilitating the evaluation process;
- Presenting the draft RFP documents at a Council meeting; and
- Assisting in the presentation of a summary of proposals and the results of the evaluation process at one (1) Council meeting.

Task 3 **Negotiate with Top Ranked Contractor, and Finalize New Collection Service Agreement for Council Approval**

R3 will participate in franchise agreement negotiations with the top ranked contractor. Negotiations will focus on finalizing contractual language, and ensuring that the proposed collection rates are appropriate given the level of requested service.

Deliverables

Task 3 includes the following deliverables:

- Participating in negotiations with the top ranked contractor.
- Preparing a listing of outstanding service, cost, and Collection Service Agreement issues to be negotiated with the contractor;
- Revising the Collection Service Agreement based on the results of the negotiation sessions;

- Assisting in the preparation of presentation material; and
- Presenting the results of the final negotiations and the final Collection Service Agreement to the Council for approval.

Schedule

R3 has developed the following sample schedule to demonstrate the time needed to complete the major milestones in the RFP process. For purposes of this example, we have assumed that the process would begin the Week of October 3, 2011 and that Collection services would begin May 1, 2013. The goal of the process is to complete the award of the franchise between nine to twelve months before collection services are to begin in order to allow the contractor time to order equipment and prepare for transition.

**Table 1
Collection Service RFP Schedule — Major Milestones**

Task	Date (Week of...)
Kickoff Meeting	October 10, 2011
Draft RFP to Council	December 12, 2011
RFP Released to Haulers	December 19, 2011
Mandatory Pre-Proposal Conference	January 16, 2012
Proposals Due	March 5, 2012
Interview Qualified Proposers	March 19, 2012
Evaluation Team Completes Evaluation	April 3, 2012
Council Presentation (Initial Recommendations)	April 16, 2012
Complete Negotiations and Finalize Collection Service Agreement	May 7, 2012
Council Approval of Final Collection Service Agreement	May 21, 2012
Begin Service	May 1, 2013

Project Budget

We propose to complete Tasks 1 through 3 on a time and materials basis at our normal hourly rates as set forth below for a not to exceed total amount of \$56,400.

Technical Services

Principal	\$175 per hour
Project Manager	\$175 per hour
Consultant	\$175 per hour
Senior Manager	\$165 per hour
Manager	\$155 per hour
Senior Associate	\$145 per hour
Associate II	\$125 per hour
Associate I	\$100 per hour
Administrative Support	\$75 per hour

Reimbursable Costs

Consultants/Subcontractors	cost
Lodging and meals	cost
Travel — Private or company car	\$0.55 per mile
Travel — Other	cost
Delivery and other expenses	cost

Payments

Unless otherwise agreed in writing, fees will be billed monthly at the first of each month for the preceding month and will be payable within 30 days of the date of the invoice.