

# **INDEPENDENT SCHOOL DISTRICT 196**

## **Request for Proposal (RFP):**

### **Services for Resource Management**

**Issued by:**  
**Facilities & Grounds Department,**  
**Independent School District 196**

**Date Issued:**  
**November 1, 2005**

**Response Deadline:**  
**December 2, 2005**

## TABLE OF CONTENTS

1.	INTRODUCTION .....	1
1.1.	Independent School District Background .....	1
1.2.	Statement of Intent .....	1
1.3.	Program Objectives .....	1
2.	PROPOSAL GROUND RULES .....	1
2.1.	Acknowledgment of Receipt .....	1
2.2	Queries and Primary Contact Person .....	2
2.3	Pre-bid Meeting and Site Tour .....	2
2.4	Proposal Schedule .....	2
2.5	Deadline for Proposals .....	3
2.6	Evaluation Criteria .....	3
2.7	Additional Information, Investigation and Inspection .....	3
2.8	Proposal Deposition .....	4
2.9	Reservations and Limitations .....	4
2.9.1	Non-Standard Forms .....	4
2.9.2	Acceptance or Rejection of Proposals .....	4
2.9.3	Bidder's Self Reliance .....	4
2.9.4	Bidder's Responsibility for Costs .....	4
3	SCOPE OF REQUIREMENTS .....	5
3.1	Types of Waste .....	5
3.2	Scope of Service .....	5
3.3	Proposed Program Implementation .....	5
3.4	Period of Performance .....	6
3.5	Additional Services .....	6
4.	BID RESPONSE RM PROGRAM (RM) REQUIREMENTS .....	6
4.1	General Requirements .....	6
4.1.1	Program Management .....	6
4.1.2	Environment and Safety Issues .....	7
4.1.3	Supplier Capabilities .....	7
4.1.4	Qualifications .....	7
4.2	RM Services Requirements .....	7
4.2.1	Program implementation milestones .....	7
4.2.2	RM Activities to decrease diversion .....	7
4.3	Billing /Data Information Systems/Performance Targets .....	8
4.3.1	Billing .....	8
4.3.2	Data Information Systems .....	8
4.3.3	Quarterly Reports .....	8
5.	FINANCIAL PROPOSAL .....	8
5.1	Base Proposal .....	8
5.1.1	Cost for existing service .....	9
5.1.2	Incentive structure for RM Services .....	9
5.1.3	Alternate Financial Proposals .....	10

Appendix A	Acknowledgement of receipt and intent to propose
Appendix B	Existing Levels of Service
Appendix C	Bid Form

## **1. INTRODUCTION**

### **1.1. Independent School District Background**

Independent School District 196 (henceforth “ISD 196”), encompassing over 110 square miles in Dakota County, includes over 28,500 students and 4,000 staff and includes 35 buildings. The school district has 18 elementary schools, 6 middle schools, 4 high schools, operations building, administrative building, an athletic stadium and an alternative high school (see Section 3.2).

### **1.2. Statement of Intent**

The purpose of ISD 196s’ Resource Management (RM) program is to obtain expert management services to eliminate, reduce, re-use, recycle and process solid wastes generated at ISD 196 Facilities. ISD 196 understands that this program represents a new way of doing business and is prepared to supply an economic incentive for the successful bidder who can best divert materials currently going to the landfill. It is intended that the successful bidder will be the driving force behind increased diversion, working in partnership with ISD 196 staff, students, teachers and janitorial personnel.

### **1.3. Program Objectives**

The program must meet the following objectives

1. Seek continual improvement in ISD 196 resource use and assist ISD 196 in implementing resource efficiency innovations (reduce, reuse, recycle/compost);
2. Optimize current waste management, recycling and composting service;
3. Develop a detailed tracking, reporting, and invoicing system.

## **2. PROPOSAL GROUND RULES**

### **2.1. Acknowledgment of Receipt**

Each bidder must fill out the form in Appendix A acknowledging receipt of the RFP, your intent to propose and whether you will be attending the pre-bid meeting/site tour. The form must be sent **via email or fax** to ISD 196 **By November 10, 2005 before 5:00 pm CDT** (See Appendix A for details).

## 2.2 Queries and Primary Contact Person

All inquiries about this RFP must be made in written form, via e-mail, to the primary contact person of ISD 196:

Name: Mike Schwanke

Address: 14445 Diamond Path, Rosemount, MN 55068

E-mail: mike.schwanke@196district.org

Phone: 651-423-7702

Fax: 651-423-7730

In the interest of fairness, all questions and responses will be distributed via email to the designated contacts for all prospective providers who have indicated an intent to submit a response. The identity of companies who submitted questions will be kept confidential. All questions must be received by **November 21, 2005 before 5:00 pm CDT**. Responses to all questions will be issued to all providers by ISD 196 on **November 23, 2005 before 5:00 pm CDT**.

## 2.3 Pre-bid Meeting and Site Tour

A pre-proposal conference and site tour will be held on **November 16, 2005 from 3:00 pm to 6 pm CDT**. **Bidders who intend to submit a response are strongly encouraged to attend the pre-bid meeting**. If the bidder would like to participate in the bid process, he should provide on the form of notification of receipt the names and contact information of all persons from the bidder's company who are planning to attend the pre-bid meeting and site tour (see Appendix A).

The preliminary agenda includes:

- Overview presentation by ISD 196, including current operations and an explanation of the goals of the RM program
- Q&A by bidders
- Site tour

## 2.4 Proposal Schedule

The timeline for the RM selection process is presented below. ISD 196 expects to select a RM by December 19, 2005.

	DATE	ACTION
1.	November 1, 2005	RFP release to prospective providers
2.	November 10, 2005	Deadline for submission of Acknowledgement of Receipt and attendance of pre-bid meeting
3.	November 16, 2005	Pre-bid meeting and campus tour
4.	November 21, 2005	Deadline for submission of questions on RFP

5.	November 23, 2005	Send out summary of questions, comments and/or amendments of RFP to all candidates
6.	December 2, 2005	<b>Bids due</b>

## 2.5 Deadline for Proposals

Complete responses must be received at ISD 196 School District; Facilities and Grounds Office, 14445 Diamond Path, Rosemount, MN 55068, **no later than 2:00 p.m. CDT on December 2nd, 2005.**

Bids per the bid forms in Appendix C must be submitted in a sealed envelope and marked “Bid for ISD 196 Resource Management”. A complete response to this RFP should contain the sealed bid as described above and a text response as described in Section 4. Include 3 hard copies of your complete response.

A 5% Bid Bond, Certified Check or Cashier’s Check must be submitted with this bid.

Proposals and all conditions therein shall remain effective for at least ninety (90) days from proposal submission date. Any bid received after 2:00 p.m. will be returned unopened.

## 2.6 Evaluation Criteria

ISD 196, at its sole option, will select the proposal which best fulfills the requirements and provides the *best value* to ISD 196. The proposals will be evaluated based on the following criteria (criteria are not in order of ranking or weighting):

- Quality and Completeness of response
- Cost
- Data Collection & information systems
- Experience/qualifications
- Collection logistics
- Secondary markets
- Creativity/innovativeness to divert materials from the landfill
- Safety/liability

## 2.7 Additional Information, Investigation and Inspection

ISD 196 may request additional information by suppliers to clarify elements of their bid proposals. ISD 196 will notify companies after all bids are received on whether a presentation is required. ISD 196 also reserves the right to make independent investigations as to the qualification of each Bidder. Such investigation may include contacting existing customers or site visits to existing operations.

## **2.8 Proposal Deposition**

All materials submitted in response to this RFP will become property of ISD 196 and will become public record after the proposals are opened and read. ISD 196 will not be responsible or liable in any way for any losses that the Bidder may suffer from the disclosure of information or materials to third parties.

## **2.9 Reservations and Limitations**

### **2.9.1 Non-Standard Forms**

Proposals which are not submitted on the forms furnished by ISD 196 or do not adequately address the provisions of Section 4 and 5 of this RFP document may be rejected at ISD 196's discretion.

### **2.9.2 Acceptance or Rejection of Proposals**

ISD 196 reserves the following rights and options:

- To reject any and all proposals that fail to meet the literal and exact requirements of the specifications provided in this RFP document
- To accept the proposal that is, in the judgment of ISD 196, in the best interest of ISD 196 and ISD 196 facilities
- To reject any and all non-responsive proposals
- To waive irregularities in any proposal as ISD 196 may elect to waive
- To reject all proposals without cause
- To issue subsequent requests for new proposals
- To discontinue its negotiations after commencing negotiations with a finalist, if progress is unsatisfactory, and commence discussions with another Bidder

### **2.9.3 Bidder's Self Reliance**

Bidders are expected to be knowledgeable about the structures to be served, to understand ISD 196's terrain, streets and alleys, and locations for containers used for garbage and recycling collection. Bidders are expected to determine the appropriate equipment to provide the required services.

### **2.9.4 Bidder's Responsibility for Costs**

ISD 196 will not reimburse any Bidder for any costs involved in the preparation and submission of Proposals, in making an oral presentation, or in contract negotiations. Bidders are responsible for all costs associated with preparing and submitting the RFP.

### 3 SCOPE OF REQUIREMENTS

#### 3.1 Types of Waste

The successful bidder will manage all waste streams from the ISD 196 Facilities listed in Appendix B, Table 1, primarily regularly generated solid, non-hazardous waste and recyclables.

On a periodic basis, the RM Provider will also be asked to provide or coordinate disposal of occasional waste streams such as used computers/e-waste and low-volume hazardous waste or spikes in waste due to construction or demolition. These services are apart from the base proposal and will be handled as described in Section 3.5.

The following hierarchy should be followed in managing all District waste streams: 1) eliminate or reduce at the source; 2) reuse, return or sell; 3) recycle or compost; 4) process.

#### 3.2 Scope of Service

The successful Bidder will suggest an RM program that delivers the following minimum outcomes:

- Maintain existing waste service levels for a seamless program transition
- Reduce waste through preventative upstream measures
- Improve upon current recycling rates
- Develop other waste and cost reduction initiatives

#### 3.3 Proposed Program Implementation

ISD 196 proposes the following phased approach to meet the required scope of service.

**Program Start Date:** The date at which the winning bidder takes over existing service levels for waste and recycling as outlined in Appendix B. It is proposed that the program Begin in January, 2006

**Phase I. RM Program Transition.** Over a three-month period from January 1 through March 31<sup>st</sup>, 2006, the winning bidder will become familiar with ISD 196 Operations and develop a plan to make improvements. ISD 196 does not expect the awarded bidder to implement any new programs or change any of the current service levels during the transition phase. This transition phase is meant to give the awarded bidder the time to build relationships and verify a baseline from which future cost savings will be measured. Activities should include, but are by no means limited to, the following:

- Become Familiar with current ISD 196 programs and systems
- Baseline waste and recycling levels
- Communicate and build relationships with key ISD 196 personnel
- Develop and prioritize an action plan for Phase III



**Phase II. RM Program Implementation.** Starting in April 2006, it is expected that the awarded bidder will improve upon existing service levels and programs and Develop and implement new diversion programs

### **3.4 Period of Performance**

ISD 196 is looking for a strategic long-term partner and understands many resource efficiency initiatives will take time to develop. As such, this contract will be awarded for a minimum period of 2 years with 2 one-year renewal options.

### **3.5 Additional Services**

From time to time the RM contractor may be asked to perform extra services not specified within this scope of work. This work will be reimbursed by ISD 196 under a separate purchase order. This type of work may be competitively bid at ISD 196's discretion.

## **4. BID RESPONSE RM PROGRAM (RM) REQUIREMENTS**

Each bidder must respond to Section 4.1, General Requirements, Section 4.2, RM Service Requirements, and Section 4.3, Data and Billing, with a **text proposal**. Pricing requirements in Section 5 should be completed using the bid forms in Appendix C.

### **4.1 General Requirements**

#### **4.1.1 Program Management**

Provide a brief description of your overall management and business systems as they pertain to the following

- Describe your vision of an RM program for ISD 196.
- Identify what resources (project personnel or teams) that you will devote to an ISD 196 RM program.
- Include how staff devoted to ISD 196's RM program will interact or utilize overall ISD 196 resources/expertise (include training they may receive or other resources you may provide that will benefit ISD 196). Discuss the relationship(s) that you plan to establish with each school or ISD 196 facility. Include in your discussion, where applicable, the relationships you propose to establish with teachers, students, staff and janitorial personnel
- Employee stability is essential to the programs success. What does your company do to maintain a stable workforce?

#### 4.1.2 Environment and Safety Issues

The RM must comply with all applicable regulations and ISD 196 policies governing the recycling, storage, transportation management, and disposal of waste streams. Lack of knowledge of the bidder shall in no way be a cause for relief from responsibility or constitute a cognizable defense against the legal effects thereof.

- Describe your environmental and safety programs that apply to managing risks associated with the primary supplier function. Discuss the regulatory expertise of the staffs you propose for your resource management program.

#### 4.1.3 Supplier Capabilities

It is understood that the primary supplier responding to this request for proposal may not have the capability to undertake all the tasks outlined. The successful candidate may develop agreements with subcontractors in order to provide and manage the full scope of services requested by ISD 196. The RM contractor has full responsibility for the coordination of the Subcontractor's work, control of the quality, compliance with all federal, state and local regulations and ordinances, and fulfillment of schedules. State if you intend to team on the proposed scope of work and identify any subcontractors you intend to use. ISD 196 reserves the right to reject any subcontractor who does not meet RM program requirements.

#### 4.1.4 Qualifications

List three of your current major customers. Include at least one organization that you provide services to that are comparable to ISD 196's requirements. For each customer named, indicate: a) number of years as a customer; b) contact names and numbers; c) general type of business of customer, and d) services your company provides and relevant metrics of success.

### 4.2 RM Services Requirements

#### 4.2.1 Program implementation milestones

Comment on the feasibility of meeting the dates outlined in the proposed Phased approach identified in 3.4. Include here any thoughts you may have that could improve the roll out of an RM program as described in Section 3.4

#### 4.2.2 RM Activities to decrease diversion

Describe generally the types of programs and types of waste streams you intend to focus on to meet the goals and intent of the RM program outlined in Section 1.2 and 1.3. This may include improvements to existing recycling programs as well as identifying new programs to reduce/reuse or recycle waste from ISD 196. It is anticipated that education and outreach will play an important role in a successful program so include in your discussion how you intend to interact with relevant stakeholders (teachers, students, and staff).

### **4.3 Billing /Data Information Systems/Performance Targets**

#### **4.3.1 Billing**

ISD 196 requests transparent billing broken out for each ISD 196 Location identified in section 3.2. For each location, ISD 196 would like to see line items that list the level of service (container size and frequency of service) along with associated charges. Charges for container rental, hauling and processing should be a separate line item to the extent possible and appropriate. Recycling fees and waste fees must be separate. Any extra costs for add-on services must be itemized by material and labor.

State your ability to provide monthly billing statements to ISD 196 as described above. You may also provide a sample bill to show ISD 196 your capability.

#### **4.3.2 Data Information Systems**

- Identify your data information management tools that will be used to track ISD 196 waste streams.
- Propose how you will establish a baseline against which cost savings can be measured. This should occur during Phase I (program transition) as proposed in Section 3.4.

#### **4.3.3 Quarterly Reports**

To ensure communication and attention to the RM program, ISD 196 proposes to have quarterly progress reports with the awarded bidder. Discuss the following:

- The items to include in quarterly progress reports to ISD 196.
- Your approach for validating cost savings and increased diversion.
- The performance metrics you will employ and your procedures for formally, both internally and with ISD 196, reviewing and assessing your performance.

## **5. FINANCIAL PROPOSAL**

### **5.1 Base Proposal**

While ISD 196 recognizes the typical marketplace approach to RM services is to charge a management fee in addition to the cost of waste hauling/processing, it desires an alternative approach. The District seeks an RM Provider that can meet the requirements described in Sections 3 and 4 **on a budget neutral basis** (i.e., at a cost not exceeding that

currently paid for waste and recycling services, adjusted for District-driven changes in waste volumes).

The successful Bidder should provide the requested management services as a **value-added service at no additional charge to the District**. Expenses incurred in the provision of these services must be covered by waste/recycling hauling services, recycling revenues and/or overall program savings. Sharing a portion of additional program savings with the District is not required, but will make the bid more attractive to the District.

The base proposal must consist of two components: 1) costs of services provided; and 2) plans for gain-sharing with the District. *At a minimum, bidders must submit a base proposal in the forms described in Appendix C and included in the accompanying Excel worksheets.*

#### 5.1.1 Cost for existing service

It is presumed that the bidder will start the program by providing ISD 196 with existing levels of service (see Appendix B). Prepare your quote for the requested services over a 3 year contract.

In completing the bid form in the attached worksheet, include the following:

- Separate costs for hauling and processing must be submitted where possible.
- Separate hauling and processing costs for recyclables.
- Revenue estimates or costs for secondary commodities listed in Appendix B (cardboard, mixed paper, co-mingled glass and plastics). Note that ISD 196 is open to innovative structures such that ISD 196 and the successful bidder share in the benefits of recycling during high commodity markets and share the risk during low markets.

#### 5.1.2 Incentive structure for RM Services

While the ISD 196 recognizes that a portion of program savings will be used to finance the RM services proposed in Section 4, a Bidder's willingness and ability to share further savings with the District will increase their chances of being selected.

In the attached worksheet, propose a gain-sharing split (0-100%) between the Bidder and the District for program cost savings realized, noting any minimum or maximum cut-offs.

As described in Section 3.3, the successful Bidder and ISD 196 will establish a mutually agreed upon baseline. This baseline will serve as the current level from which improvements and cost savings will be measured. Resource efficiency improvements will yield savings from areas including, but not limited to: avoided hauling costs, avoided disposal costs, avoided taxes, commodity revenue, or other ISD 196 cost savings the successful bidder can document.

### 5.1.3 Alternate Financial Proposals

Alternative proposals reflecting this solicitation are encouraged to be submitted in addition to, not in lieu of, a fully responsive baseline proposal. ISD 196 would look favorably on bids that tie gain sharing incentives to mutually agreed upon performance targets.

For example, bidders could propose a fixed monthly cost and guarantee certain reduction in costs and increased diversion over the 3 years. The fixed cost must include all waste, recycling, and RM services and be tied to current waste generation levels (e.g. lb of waste per student).

To facilitate preparation of an alternative proposal, only those differences from the baseline proposal must be included. A statement to the effect that any aspect of the baseline proposal not otherwise expressly modified and set forth in the alternative proposal should be included.

**Appendix A**  
**Acknowledgment of Receipt and Intent to Propose**

REQUEST FOR PROPOSAL (RFP) – Resource Management

Please fax this notification of receipt and intent **on or before November 10, 2005, 5:00 pm CDT to: Mike Schwanke at (651) 423-7730**. Detailed information on the pre-bid meeting (venue, directions, agenda, etc.) will be sent by **November 14, 2005**. This information can be e-mailed to the contact above (mike.schwanke@District196.org) in lieu of a fax.

---

**A. Acknowledgment of Receipt:**

\_\_\_\_\_ Hereby Acknowledges Receipt of RFP packet  
(Company)

\_\_\_\_\_ Print Name

\_\_\_\_\_ Authorized Signature

\_\_\_\_\_ Title

\_\_\_\_\_ Date

- ☐ I will attend the pre-bid meeting and intend to submit a proposal (please fill in Part B)
- ☐ I do not intend to attend the pre-bid meeting but intend to submit a proposal

**B. Representatives Attending the Pre-bid Meeting:**

Name and Contacts of Representative(s):

1. \_\_\_\_\_ Tel. No.: \_\_\_\_\_  
(Name) (Title)  
Email: \_\_\_\_\_
2. \_\_\_\_\_ Tel. No.: \_\_\_\_\_  
(Name) (Title)  
Email: \_\_\_\_\_
3. \_\_\_\_\_ Tel. No.: \_\_\_\_\_  
(Name) (Title)  
Email: \_\_\_\_\_

**Appendix B**  
**Existing Levels of Service**

**ISD 196 Disposal and Recycling Service Overview.**

The facilities receive waste disposal and recycling service as outlined in tables B1 and B2 below.

**Table B1: Current Waste Service Levels**

ISD 196 School Name	School Year 2nd week in August to 2nd week of June	
	Service Level Trash	Service Level Compost
Cedar Park	1x6x5	mixed with trash
Diamond Path	1x6x5	mixed with trash
Echo Park	1x6x5	mixed with trash
Glacier Hills	1x6x5	mixed with trash
Greenleaf Elem	1x6x5	mixed with trash
Northview	1x6x5	mixed with trash
Oak Ridge	1x6x5	mixed with trash
Parkview	1x6x5	mixed with trash
Pinewood	1x6x5	mixed with trash
Red Pine	1x6x5	mixed with trash
Rosemont Elem	1x6x5	mixed with trash
Shannon Park	1x6x5	mixed with trash
Thomas Lake	1x6x5	mixed with trash
Westview Elem	1x6x5	mixed with trash
Woodland Elem	1x6x5	mixed with trash
Apple Valley	3x4x5	2x4x5
Apple Valley (arena)	1x4x5	
Eagan High, Dakota Hills Middle (1)	1x6x5	1x30xOC
Eastview High (1, 2)	1x6x5	1x30xOC
Deerwood, Black Hawk Middle	1x8x5	mixed with trash
Rosemont High (3)	1x4x5	1x6x5
School of Environmental Study	1x4x5	mixed with trash
Falcon Ridge Middle	1x8x5	1x6x5
Rosemont Middle*	1x6x5	1x6x5;
Scott Highlands, Highland (2)	1x6x5	2x6x1
Valley Middle, Southview Elem (2)	1x6x5	1x8x1
District Office	1x4x5	
Transportation (District office East)	1x4x5	
Early Childhood Learning Ctr	1x4x5	1x4x5
Rahn, Cliff Learning Ctr	1x3x5	1x3x5
Dakota Ridge Elem #169	1x4x5	1x4x5

**General Notes**

- Service level is the number of containers X size of container X weekly service.
- Cedar park has 1, 6 yd container, serviced 5 times a week
- All values are cubic yards
- OC denotes on call

- 1) Eagan High/Dakota Hills Middle school and Eastview High have 30 yd compactors on call. They are typically serviced once every 2-3 weeks
- 2) Eastview also has an extra 4 yd container on call during the fall. Scott Highlands and Valley/Southview each have an extra 4 yd container that is on call
- 3) Rosemont high - the 6 yd container has a compactor for the compost service



**Table B2: Current Recycling Service Levels – Cardboard/Mixed Paper and Co-mingled Glass and Plastic**

School name	School Year 2nd week in August to 2nd week of June	
	Paper/cardboard (cubic yards)	Co-mingled (gallons)
Cedar Park	1x6x1	2x90x1
Diamond Path	1x6x1	2x90x1
Echo Park	1x6x1	2x90x1
Glacier Hills	1x6x1	3x90x1
Greenleaf Elem	1x6x1	2x90x1
Northview	1x6x1	2x90x1
Oak Ridge	1x6x1	5x64x1
Parkview	1x6x1	4x90x1
Pinewood	1x6x1	4x90x1
Red Pine	1x6x1	2x90x1
Rosemont Elem	1x6x1	4x90x1
Shannon Park	1x6x1	2x90x1
Thomas Lake	1x6x1	none
Westview Elem	2x3x1	4x90x1
Woodland Elem	1x6x1	4x90x1
Apple Valley	2x6x2	4x90x1
Eagan High, Dakota Hills Middle	1x8x2 & 1x4x2	5x90x1
Eastview High	1x8x2	12x90x1
Deerwood, Black Hawk Middle	1x6x2	6x90x1
Rosemont High	1x8x2	4x90x1
School of Environmental Study	1x6x1	4x90x1
Falcon Ridge Middle	1x4x2	12x64x1
Rosemont Middle	1x6x2	1x90x1
Scott Highlands, Highland	1x8x1	4x90x1
Valley Middle, Southview Elem	1x6x1	8x90x1
District Office	1x6x2	1x90x1
Transportation (District office East)	1x6x1	2x90x1
Early Childhood Learning Ctr	1x6x1	none
Rahn, Cliff Learning Ctr	1x6x1	2x90xOC
Dakota Ridge Elem #169	1x8x1	2x90x1

**General Notes**

- Service level is the number of containers X size of container X weekly service.
- Cedar park has 1, 6 yd container, serviced 1 times a week for paper and 2 90 gallon containers serviced once/week for co-mingled
- All values for white paper and cardboard containers are cubic yards. Co-mingled containers are in gallons
- OC denotes on call

## **APPENDIX C        ISD 196 SCHOOL DISTRICT -- RFP BID RESPONSE FORM**

You must fill out the two forms in the accompanying excel spreadsheet:

- Form C1: Bid template for current service levels during the school year
- Form C2: Proposed gain sharing split for RM services