

**MAHTOMEDI SCHOOL DISTRICT**

**Request for Proposal (RFP):**

**Services for Resource Management**

**Issued by:**  
**Buildings & Grounds Department,**  
**Mahtomedi School District**

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

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

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# **1. INTRODUCTION**

## **1.1. Mahtomedi School District Background**

The Mahtomedi School District (henceforth “District”), encompassing over 28 square miles in Washington County, includes over 3,050 students and 375 staff and includes 5 buildings. The school district has two elementary schools; one middle school, a high school, administrative building, an athletic stadium and an alternative high school (see Section 3.2).

## **1.2. Statement of Intent**

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

## **1.3. Program Objectives**

The program must meet the following objectives

1. Seek continual improvement in District resource use and assist the District in implementing resource efficiency innovations (reduce, reuse, recycle/compost);
2. Optimize current garbage hauling and disposal service;
3. Develop a detailed tracking, reporting, and invoicing system.

## **1.4. Program Expansion**

Mahtomedi is currently in consortium for several purchasing initiatives with the following school Districts in the area: White Bear Lake (Ramsey County); N-east Metro (in both Ramsey and Washington Counties); Hastings (Dakota County); Columbia Heights (Anoka County); and St Louis Park (Hennepin County).

These schools districts are aware of this RfP and the expectation is that if the program is successful at Mahtomedi, then the winning vender could quickly expand the program to these other school districts.

## **2. PROPOSAL GROUND RULES**

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

Each vender 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-proposal meeting/site tour. The form must be sent **via email or fax** to the District **By November 11, 2005 before 5:00pm CDT** (See Appendix A for details).

### **2.2 Queries and Primary Contact Person**

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

Name: Phillip Belden  
Address: 1520 Mahtomedi Ave. Mahtomedi , MN. 55115  
E-mail: pbelden@mahtomedi.k12.mn.us  
Phone: (651) 407-2205  
Fax: (651) 407-2025

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 5:00pm CDT**. Responses to all questions will be issued to all providers by the District on **November 23, 2005 before 5:00pm CDT**.

### **2.3 Pre-proposal Meeting and Site Tour**

A pre-proposal conference and site tour will be held on **November 17, 2005 from 10 am to noon CDT**. **Venders who intend to submit a response are strongly encouraged to attend the pre-proposal meeting**. If the vender would like to participate in the proposal process, he should provide on the form of notification of receipt the names and contact information of all persons from the vender's company who are planning to attend the pre-proposal meeting and site tour (see Appendix A).

The preliminary agenda includes:

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

### **2.4 Proposal Schedule**

The timeline for the RM selection process is presented below. The District expects to select a RM by December 20, 2005.

	<b>DATE</b>	<b>ACTION</b>
1.	November 1, 2005	RFP release to prospective providers
2.	November 11, 2005	Deadline for submission of Acknowledgement of Receipt and attendance of pre-proposal meeting
3.	November 17	Pre-proposal meeting and campus tour
4.	November 21	Deadline for submission of questions on RFP
5.	November 23	Send out summary of questions, comments and/or amendments of RFP to all candidates
6.	December 2	<b>Proposals due</b>

## 2.5 Deadline for Proposals

**Complete responses must be received by December 2, 2005 at Mahtomedi School District, 1520 Mahtomedi Ave. Mahtomedi, MN. 55115, no later than 2:00pm CDT on December 2, 2002.**

Proposals and all conditions therein shall remain effective for at least ninety (90) days from proposal submission date. A complete response to this RFP should contain one (1) original copy and (2) hard copies. Venders are also requested to submit their response via e-mail and must indicate their ability to do so in Appendix A (Intent to Propose Form).

## 2.6 Evaluation Criteria

The District, at its sole option, will select the proposal which best fulfills the requirements and provides the *best value* to the District. 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

The District may request additional information by suppliers to clarify elements of their proposals. The District will notify companies after all proposals are received on whether a presentation is required. The District also reserves the right to make independent

investigations as to the qualification of each Vender. 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 the District and will become public record after the proposals are opened and read. The District will not be responsible or liable in any way for any losses that the Vender 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 the District or do not adequately address the provisions of Section 4 and 5 of this RFP document may be rejected at the District's discretion.

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

The District 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 the District, in the best interest of the District and the District facilities
- To reject any and all non-responsive proposals
- To waive irregularities in any proposal as the District 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 Vender

### **2.9.3 Vender's Self Reliance**

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

2.9.4 Vender’s Responsibility for Costs

The District will not reimburse any Vender for any costs involved in the preparation and submission of Proposals, in making an oral presentation, or in contract negotiations. Venders are responsible for all costs associated with preparing and submitting the RFP.

**3 SCOPE OF REQUIREMENTS**

**3.1 Types of Waste**

The successful Vender will manage all waste streams from the 5 District Facilities listed in Section 3.2. The following hierarchy should be followed in the management of all operations: 1) Reduce/eliminate; 2) Reuse (return); 3) Recycle/compost; 4) Dispose

**3.2 District Facilities**

This proposal requests services for the following buildings.

	<i>SCHOOL</i>	<i>LOCATION</i>
1	District Educational Center	1520 Mahtomedi Ave
2	OH Anderson Elementary	666 Warner Ave South
3	Wildwood Elementary	535 Warner Ave
4	Mahtomedi Middle School	8100 75th Street North
5	Mahtomedi High School	8000 75th Street North

**3.3 Scope of Service**

The program will have complete responsibility for all aspects of waste management. The successful vender will propose 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

**3.4 Proposed Program Implementation**

The district proposes the following phased approach to meet the required scope of service.

**Program Start Date:** The date at which the winning vender takes over existing service levels for waste and recycling as outlined in Appendix B. It is proposed that the program Begin on January 1, 2006



**Phase I. RM Program Transition.** Over a three month period from January 1 through March 31<sup>st</sup>, 2006, the winning vender will become familiar with District Operations and develop a plan to make improvements. The District does not expect the awarded vender to implement any new programs or change any of the current service levels immediately on the start date. This transition phase is meant to give the awarded vender 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 District programs and systems
- Baseline waste and recycling levels
- Communicate and build relationships with key District 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 vender will improve upon existing service levels and programs and develop and implement new diversion programs

### **3.5 Period of Performance**

The district 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 3 one-year renewal options.

### **3.6 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 the District under a separate purchase order. This type of work may be competitively bid at the District's discretion.

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

Each vender 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 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 the District.

- Identify what resources (project personnel or teams) that you will devote to a District RM program.
- Include how staff devoted to the District’s RM program will interact or utilize overall District resources/expertise (include training they may receive or other resources you may provide that will benefit the District). Discuss the relationship(s) that you plan to establish with each school or District 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 District policies governing the recycling, storage, transportation and disposal of waste streams. Lack of knowledge of the vender 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 the District. 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. The District 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 the District’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 improving on existing recycling programs as well as identifying new programs to reduce/reuse or recycle waste from the District. 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, staff).

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

### **4.3.1 Billing**

The District requests transparent billing broken out for each District Location identified in section 3.2. For each location, the District 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/disposal 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 the District as described above. You may also provide a sample bill to show the District your capability.

### **4.3.2 Data Information Systems**

- Identify your data information management tools that will be used to track District 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, the District proposes to have quarterly progress reports with the awarded vender. Discuss the following:

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

## 5. FINANCIAL PROPOSAL

### 5.1 Base Proposal

While the District recognizes the typical marketplace approach to RM services is to charge a management fee in addition to the cost of waste hauling/disposal, 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 vender 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 vender will start the program by providing the District with existing levels of service (see Appendix B). Prepare your quote for the requested services over a 2 year contract. The contract will have three, one year renewal options. Fill out both forms C1 and C2 in the accompanying proposal sheets for **both** school year and summer service.

In completing the forms C1 and C2 in the accompanying Excel Spreadsheet, note the following:

- Separate costs for hauling and disposal must be submitted where possible.
- Hauling and processing costs for recyclables must be separate.
- Provide revenue estimates or costs for secondary commodities listed in Appendix B and outlined on forms C1 and C2 (cardboard, mixed paper, co-mingled glass and plastics). Note that the District is open to innovative structures such that the District and the successful vender 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 District recognizes that a portion of program savings will be used to finance the RM services proposed in Section 4, a vender'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 your company and the District for program cost savings realized, noting any minimum or maximum cut-offs.

As described in Section 3.4, the successful vender and the District 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 District cost savings the successful vender 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. The District would look favorably on proposals that tie gain sharing incentives to mutually agreed upon performance targets.

For example, vendors could propose a fixed monthly cost and guarantee certain reduction in costs and increased diversion over the 2 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 11, 2005, 5:00pm CDT** to: Phil Belden at (651) 407-2025. Detailed information on the pre-proposal meeting (venue, directions, agenda, etc.) will be sent by **November 14, 2005**. This information can be e-mailed to the contact above (e-mail address) in lieu of a fax.

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**A. Acknowledgment of Receipt:**

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

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

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

\_\_\_\_\_ Title

\_\_\_\_\_ Date

- I will attend the pre-proposal meeting and intend to submit a proposal (fill in Part B)
- I do not intend to attend the pre- proposal meeting but intend to submit a proposal
- I intend to submit an additional electronic copy of the proposal via email

**B. Representatives Attending the Pre-proposal 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**

**District Disposal and Recycling Service Overview**

The facilities receive waste disposal and recycling service as outlined in the table below. Additional data on current service levels and programs at the District is included in Appendix D, “Baseline Waste and Recycling for Mahtomedi School District”.

**Table B1: Current Waste Service Levels**

District Facility	Address	School Year			Summer Schedule		
		# of containers	Container size (yd)	Schedule service	# of containers	Container size (yd)	Schedule service
		2nd week in August to 2nd week of June			2nd week in June to 2nd week of August		
District Educational Center	1520 Mahtomedi Ave	1	2	2 X wk	1	2	2 X wk
OH Anderson	666 Warner Ave South	1	6	2 X wk	1	6	on call
Wildwood Elementary	535 Warner Ave	1	6	2 X wk	1	6	on call
Middle School	8100 75th Street North	1	4	5 X wk	1	4	on call
High School	8000 75th Street North	1	6	5 X wk	1	6	on call

**Table B2: Current Recycling Service Levels – Cardboard and Mixed Paper**

District Facility	Address	School Year			Summer Schedule		
		# of containers	Container size (yd)	Schedule service	# of containers	Container size (yd)	Schedule service
		2nd week in August to 2nd week of June			2nd week in June to 2nd week of August		
District Educational Center	1520 Mahtomedi Ave	1	2	1 X wk	1	6	on call
OH Anderson	666 Warner Ave South	2	6	1 X wk	1	6	on call
Wildwood Elementary	535 Warner Ave	1	4	2 X wk	1	6	on call
Middle School	8100 75th Street North	1	6	2 X wk	1	6	on call
High School	8000 75th Street North	2	4	2 X wk	1	6	on call

**Table B3: Current Recycling Service Levels – Co-mingled Glass and Plastic**

District Facility	Address	School Year			Summer Schedule		
		# of containers	Container size (gal)	Schedule service	# of containers	Container size (gal)	Schedule service
		2nd week in August to 2nd week of June			2nd week in June to 2nd week of August		
District Educational Center	1520 Mahtomedi Ave	1	96	1	1	96	on call
OH Anderson	666 Warner Ave South	1	96	1	1	96	on call
Wildwood Elementary	535 Warner Ave	1	96	1	1	96	on call
Middle School	8100 75th Street North	1	96	1	1	96	on call
High School	8000 75th Street North	1	96	1	1	96	on call





**APPENDIX C      MAHTOMEDI SCHOOL DISTRICT – FINANCIAL PROPOSAL FORM**

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

- Form C1: Proposal template for current service levels during the school year
- Form C2: Proposal template for current service levels during the summer
- Form C3: Proposed gain sharing split for RM services