



## **CITY OF KEY WEST, FLORIDA**

### **TASK ORDER 2 SOLID WASTE SERVICE PROCUREMENT AND TRANSITION ASSISTANCE**

**October 5, 2011**

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During the ongoing solid waste master planning project, Kessler Consulting, Inc. (KCI) identified immediate opportunities for the City of Key West (City) to encourage recycling and obtain deserved recycling revenue through its existing contracts. Negotiations are currently underway with the City's contractor, Waste Management, Inc. of Florida (WM), to implement these strategies. If such negotiations are not productive, the City has the option of terminating its contract(s) after providing 180 days prior notice to WM and conducting a competitive procurement to award a contract that includes the contract terms it desires.

The purpose of this Scope of Work is to assist the City with conducting a competitive procurement for solid waste collection, transfer, processing and disposal services. The Request for Proposals (RFP) developed as part of this Scope of Work can be used by the City whether it decides to enact the 180-day termination clause(s) in its current contract(s) or allows the contract(s) to continue until expiration.

The Scope of Work is broken down into two phases. Phase 1 entails the procurement process and Phase 2 encompasses the transition phase should there be a change in services or service provider. Throughout this project, KCI will work interactively with City staff to ensure the RFP and procurement process meet the City's goals and objectives.

#### **PHASE 1 – SERVICE PROCUREMENT**

##### **Task 1.1 – Pre-Planning**

The objectives of this task are (1) to ensure that sufficient interest exists to warrant conducting a competitive procurement and (2) to obtain stakeholder feedback on the desired services to include in the new contract. Task activities will include the following:

- Coordinate and conduct one-on-one meetings with potential vendors to confirm their ability to provide the services desired by the City and to understand their level of interest in servicing the City.
- Coordinate and conduct a public meeting to understand the solid waste and recycling services desired by the City's residents and businesses in the new solid waste contract.
- Assist the City in developing a contracting strategy and schedule to obtain results that are in the best interest of the City.

### **Task 1.2 – RFP Development**

KCI will assist in developing an RFP and draft service contract that meet the City's objectives and are based on the information gathered in Task 1. KCI will work cooperatively with City Purchasing staff to utilize any standard formats or language included in procurement and contract documents. Task activities will include the following:

- Develop technical specifications, minimum vendor qualifications, evaluation criteria, price form, and other technical aspects of the RFP.
- Develop the scope of work and technical elements of the draft service contract.
- Review and comment on the final RFP and draft service contract prior to public release.
- Prepare a list of potential vendors to notify of the RFP release.

### **Task 1.3 – Pre-Proposal Meeting and Addenda Preparation**

KCI will provide technical assistance during the solicitation process. Such assistance will include the following activities:

- Prepare for and participate in the pre-proposal meeting, including providing an overview of the RFP document and responding to vendors' questions.
- Review any written questions or comments received by the City regarding the RFP.
- Assist in drafting any necessary addenda in response to vendor questions.

### **Task 1.4 – Proposal Review**

KCI will assist with reviewing and analyzing proposals received in response to the RFP. Task activities will include the following:

- Review proposals for completeness, ability to meet specified minimum qualifications, overall technical content, and price.
- Conduct reference checks, as requested.
- Develop a price summary analysis of proposals.
- Provide technical support to the evaluation committee.
- Assist with presenting the evaluation committee's recommendations to senior City management and/or the City Commission.

### **Task 1.5 – Contract Negotiation**

KCI will assist in negotiating the terms of the final service contract. Task activities will include the following:

- Identify any outstanding issues or terms to be resolved during final contract negotiations.
- Develop, in conjunction with City staff, a negotiation strategy.
- Participate in negotiation meetings, either in person or via teleconference.
- Develop additional contract verbiage, as needed.
- Assist with preparing the contract award recommendation for City Commission approval.

## **PHASE 2 – TRANSITION ASSISTANCE**

### **Task 2.1 – Service Transition**

Following award of the service contract, KCI will assist during the mobilization and rollout of the new contract. The level of effort required will depend on whether a new service provider is selected and the programmatic changes included in the new contract. Task activities may include, but would not be limited to, the following:

- Coordinate and participate in transition meetings with the vendor and City staff, up to two of which will be in person.
- Review vendor’s transition plans, route plans and maps, equipment lists and procurement documentation, and other related information.
- Develop a transition tracking schedule.
- Coordinate operational aspects of the transition with the vendor prior to and after service initiation.
- Assist with developing a public outreach plan for informing the public and businesses about any vendor and/or service changes.
- Provide additional transition assistance as the budget allows.

### **DELIVERABLES**

Anticipated deliverables for this Scope of Work are provided below. Most deliverables will be transmitted to City staff electronically via e-mail.

- Draft and final technical specifications, minimum vendor qualifications, evaluation criteria, price form, and other technical aspects for the RFP.
- Draft and final scope of work and technical elements for the draft service contract.
- List of potential vendors.
- Draft language for RFP addenda.
- Documents from the proposal evaluation, including summary of financial proposals and summary of reference checks, if applicable.
- Transition tracking schedule.
- Public outreach plan for transition of service.
- Participation in up to seven meetings, including the vendor meeting, public stakeholder meeting, pre-proposal meeting, evaluation committee meeting, contract negotiation meeting, presentation to senior management and/or City Commission, and transition meeting(s).

### **COMPENSATION AND SCHEDULE**

Because of the nature of this project and the potential variability in the level of effort required in certain tasks, KCI proposes to conduct this Scope of Work on a time-and-materials basis for an amount not to exceed \$55,000 for Phase 1 and \$23,000 for Phase 2 without the City’s prior approval. A budget breakdown by task is attached. All expenses will be billed at cost.

KCI will initiate work immediately upon approval of this Scope of Work, and will work with City staff to develop an acceptable timeline for project completion.

Attachment

|                  |                                 |
|------------------|---------------------------------|
| CLIENT           | City of Key West                |
| PROJECT NAME     | Solid Waste Service Procurement |
| PROJECT NUMBER   | 120-01                          |
| DATE OF ESTIMATE | 9/22/11                         |

| <b>LABOR</b>                       |             |                          |                                |   |                                |                                     |                                   |              |                 |
|------------------------------------|-------------|--------------------------|--------------------------------|---|--------------------------------|-------------------------------------|-----------------------------------|--------------|-----------------|
| CATEGORY (NAME)                    | HOURLY RATE | PHASE 1                  |                                |   |                                |                                     | PHASE 2                           | TOTAL HOURS  | TOTAL DOLLARS   |
|                                    |             | Task 1.1<br>Pre-Planning | Task 1.2<br>RFP<br>Development | Task 1.3<br>Pre-Proposal<br>Meeting &<br>Addenda Prep | Task 1.4<br>Proposal<br>Review | Task 1.5<br>Contract<br>Negotiation | Task 2.1<br>Service<br>Transition |              |                 |
| Project Director                   | \$165.00    | 24.0                     | 10.0                           | 10.0  | 20.0                           | 20.0                                | 20.0                              | 104.0        | \$17,160        |
| Project Manager                    | \$130.00    | 32.0                     | 40.0                           | 30.0  | 40.0                           | 24.0                                | 40.0                              | 206.0        | \$26,780        |
| Senior Consultant                  | \$120.00    |                          | 10.0                           | 4.0   | 8.0                            | 4.0                                 | 80.0                              | 106.0        | \$12,720        |
| Senior Consultant                  | \$100.00    |                          |                                |   |                                |                                     |                                   | 0.0          | \$0             |
| Consultant                         | \$85.00     | 10.0                     | 60.0                           | 16.0  | 40.0                           | 8.0                                 | 40.0                              | 174.0        | \$14,790        |
| Research Analyst                   | \$75.00     |                          |                                |   |                                |                                     |                                   | 0.0          | \$0             |
| Office Manager/Technical Assistant | \$50.00     | 2.0                      | 8.0                            | 2.0   | 4.0                            | 2.0                                 | 4.0                               | 22.0         | \$1,100         |
| <b>SUBTOTAL LABOR HOURS</b>        |             | <b>68.0</b>              | <b>128.0</b>                   | <b>62.0</b>   | <b>112.0</b>                   | <b>58.0</b>                         | <b>184.0</b>                      | <b>612.0</b> | <b>\$72,550</b> |
| <b>SUBTOTAL LABOR DOLLARS</b>      |             | <b>\$9,070</b>           | <b>\$13,550</b>                | <b>\$7,490</b>  | <b>\$13,060</b>                | <b>\$7,680</b>                      | <b>\$21,700</b>                   |              | <b>\$72,550</b> |

| <b>DIRECT COSTS</b>         |  |                |            |              |              |                |                |  |                |
|-----------------------------|--|----------------|------------|--------------|--------------|----------------|----------------|--|----------------|
| REPRODUCTION                |  |                |            |              |              |                |                |  | \$0            |
| COMMUNICATIONS              |  |                |            |              |              |                |                |  | \$0            |
| TRAVEL                      |  | \$1,560        |            | \$675        | \$675        | \$1,240        | \$1,300        |  | \$5,450        |
| SUPPLIES                    |  |                |            |              |              |                |                |  | \$0            |
| SUBCONTRACTORS              |  |                |            |              |              |                |                |  | \$0            |
| <b>SUBTOTAL DIRECT COST</b> |  | <b>\$1,560</b> | <b>\$0</b> | <b>\$675</b> | <b>\$675</b> | <b>\$1,240</b> | <b>\$1,300</b> |  | <b>\$5,450</b> |

|                             |  |                 |                 |                |                 |                |                 |  |                 |
|-----------------------------|--|-----------------|-----------------|----------------|-----------------|----------------|-----------------|--|-----------------|
| <b>TOTAL PROJECT BUDGET</b> |  |                 |                 |                |                 |                |                 |  |                 |
| <b>LABOR + DIRECT COST</b>  |  | <b>\$10,630</b> | <b>\$13,550</b> | <b>\$8,165</b> | <b>\$13,735</b> | <b>\$8,920</b> | <b>\$23,000</b> |  | <b>\$78,000</b> |