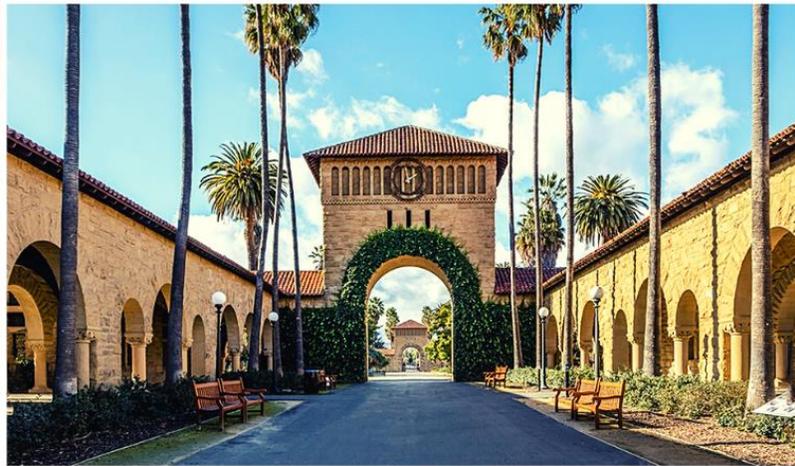
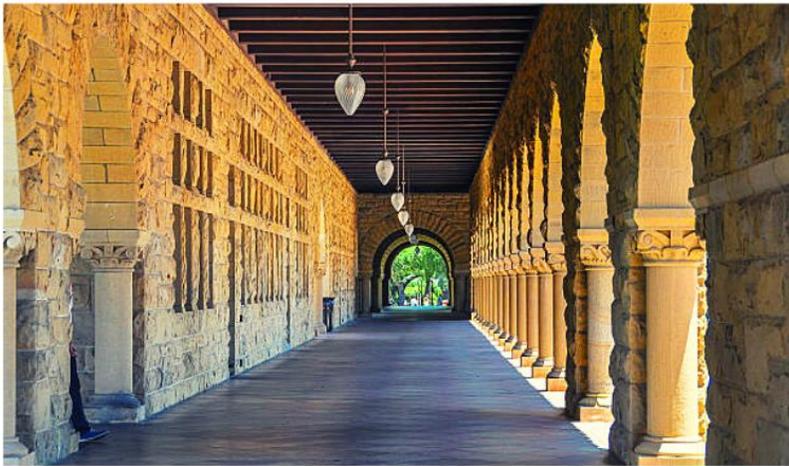


Stanford University

Request for Proposals: Waste Management Services



November 19, 2021

STANFORD UNIVERSITY
REQUEST FOR PROPOSALS
Waste Management Services

Proposal Information: Leland Stanford Junior University (Stanford) is requesting proposals from qualified companies to provide services within the Service Area described below for a period of eight (8) years, with an option for Stanford to extend for up to an additional three (3) years. The services to be performed include collection of solid waste, recyclable materials, organic materials, and construction and demolition materials as well as provision of related services and programs, as described in this Request for Proposals (RFP).

Proposer Questions and Stanford Responses: Any Proposer questions, requests for clarification, or requests for additional information regarding the RFP Package must be submitted in writing to StanfordRFP@hfh-consultants.com, and Proposers shall refrain from contacting Stanford employees directly. Questions submitted on or before the times indicated in this RFP will be addressed at the pre-proposal meetings, as appropriate. Proposers may submit additional questions on or before December 13, 2021 at 4pm. Stanford will respond to all written questions and requests for clarifications submitted by Proposers by December 17, 2021. Such response will be in writing and made available via <https://hfh-consultants.com/hfh-clients/stanford-rfp/>.

Receiving RFP Package Addenda and Other Updates: Proposers can request to be added to the RFP update distribution list by emailing StanfordRFP@hfh-consultants.com. Individuals on the RFP distribution list will receive notification of the issuance of addenda, or of any other updates to the RFP Package. RFP package addenda and other updates will be posted at <https://hfh-consultants.com/hfh-clients/stanford-rfp/>.

Mandatory Pre-Proposal Meeting and Job Walk: All potential Proposers must attend one of the two mandatory pre-proposal meetings and job walks, which will be held in-person on November 29, 2021 and December 8, 2021, both from 9am – 11am. Proposers must RSVP to the pre-proposal meeting by emailing StanfordRFP@hfh-consultants.com by November 23 at 12pm for the November 29 meeting, and by December 3 at 12pm for the December 8 meeting. The details will be posted at <https://hfh-consultants.com/hfh-clients/stanford-rfp/>, and individuals on the RFP distribution list will receive notification of updates to the meeting details. Stanford may, but is not obligated to, reject proposals received from Proposers that do not attend the pre-proposal meeting, as further described in Section 4.3 of this RFP. Proposers may submit questions prior to the pre-proposal meeting, as described above.

Proposal Submittal: All proposals shall be submitted electronically no later than March 1, 2022 at 4:00pm Pacific Standard Time (PST), as described in Section 4.4 of this RFP.

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 - A. Draft Agreement
 - B. Draft Exhibits
5. Secretary’s Certificate

SECTION 1: INTRODUCTION

1.1 Overview of the Request for Proposals

Leland Stanford Junior University (Stanford) is requesting proposals to provide recyclable materials, organic materials, solid waste, construction and demolition debris, and other materials (hereinafter “Discarded Materials”) collection service and programs to the Stanford campus located in Stanford, California on the unincorporated land located in Santa Clara County and San Mateo County (hereinafter “Service Area”). The selected Proposer will be responsible for providing all of the required services at approved rates. The requested collection services are summarized in Section 3 and described in detail in Attachment 4, Draft Agreement.

1.2 Stanford’s Objective

Stanford is looking for a proven, high-performing service provider who is committed to proactively partnering with Stanford to increase overall resource efficiency at Stanford, and is responsive and adaptable to the needs of Stanford. Stanford seeks a service provider with significant companywide commitment and local staff expertise to help Stanford achieve its Zero Waste goal of 90% landfill diversion by 2030.

Additional Stanford objectives for this RFP include the following:

- Maintain a high level of service (timely, courteous, responsive, and thorough)
- Ensure the cost effectiveness of the services provided
- Ensure the health and safety of the Stanford community, as well as the Proposer’s employees
- Ensure the cleanliness of all Stanford service locations and collection equipment, and maintenance of aesthetic standards appropriate for a pedestrian and bicycle-centered community
- Support Stanford’s other sustainability goals, including minimizing the carbon footprint and other adverse environmental impacts from the provision of service
- Operate within all regulatory requirements and proactively prepare for future regulations
- Enable timely, transparent, and actionable data sharing and analysis
- Provide innovative learning opportunities to students

1.3 Background

Stanford University is a place of cutting edge discovery, creativity and innovation, and is dedicated to its founding mission of benefitting society through research and education. Stanford was founded in 1885 and first welcomed students in 1891. Stanford strives to work toward a sustainable future, accelerate the impact of its research with external partners, catalyze discoveries about ourselves and our world, and educate students as global citizens.

1.3.1 Current Service Provider

Stanford’s current provider for Discarded Materials collection services and related programs is Peninsula Sanitary Service, Inc. (PSSI). PSSI has served Stanford for over 50 years. Stanford’s current contract with PSSI expires on August 31, 2023.

PSSI currently maintains an operations yard on the Stanford campus at 339 Bonair Siding Road. PSSI's designated operational area is approximately 0.89 acres (4,016 square feet and 1,044 linear feet). PSSI's activities in the designated operational area include but are not limited to container and vehicle maintenance and storage, administrative services in the office building, pre-processing material sorting, operating a direct transfer facility and the public Stanford Recycling Center for material drop-off, and educational activities such as waste audits and facility tours. PSSI also utilizes an ancillary space in another section of the Service Area for activities including but not limited to debris box storage and horse manure transfer. PSSI's current services to Stanford are further detailed in Section 2 of this RFP. As further detailed in Section 3.2 of this RFP, proposals in response to this RFP shall **not** include utilization of the aforementioned operations yard and ancillary space.

1.3.2 Service Area

Stanford is considered a commercial business under California State Senate Bill 1383, with a combination of Stanford-operated and independently-operated entities – including approximately 36 independent food service providers - located in the Service Area.

The Service Area for the services requested in this RFP has the following characteristics:

- Over 2,000 acres located in unincorporated Santa Clara County and unincorporated San Mateo County.
- Approximately 700 buildings, including but not limited to labs, classrooms, offices, athletics facilities, cafes, museums, student housing and dining facilities. A partial list of facility estimates follows:
 - Academic Buildings: 250 buildings with 140-170 service locations (classrooms, offices, laboratories, and libraries)
 - Faculty and Staff Housing (Stanford Campus Residential Leaseholders, or SCRL): 650-700 single-family homes and 2 multi-family units
 - Dining and Student Housing (Residential and Dining Enterprises, or R&DE): 300 buildings clustered in 131 locations, with over 14,000 students living on-campus. Student housing includes but is not limited to, low-rise, mid-rise, and high-rise apartment complexes, townhouse-style apartments, group houses, and dormitories.
 - Athletics facilities including but not limited to a football stadium, basketball pavilion, aquatics center, baseball stadium, softball stadium, golf course, tennis courts, soccer field, track field, beach volleyball stadium, rugby stadium, field hockey turf, gyms, and a horse barn and riding ring.
 - School of Medicine facilities including but not limited to labs and clinics
 - Stanford Educational Farm (6 acres)
 - SLAC National Accelerator Laboratory, a multi-program national research laboratory operated by Stanford University under contract to the Department of Energy (DOE) that requires unique processes for material handling and billing. The SLAC Campus is a 426-acre parcel of Stanford-owned land located in unincorporated Menlo Park, San Mateo County at the address 2575 Sand Hill Road, Menlo Park. Facilities at SLAC include office buildings, research and development labs, machine and fabrication shops, electroplating facility, dining facilities/café and an exercise facility.
 - Additional entities operating independently from Stanford, such as Webb Ranch and the Carnegie Foundation for the Advancement of Teaching

- Daytime population of approximately 16,000 students and 16,000 faculty, staff, and visitors, including more than 13,000 bicyclists.
- This contract does not include any Stanford buildings owned or leased outside of the main Stanford campus located in the unincorporated areas of Santa Clara and San Mateo County, including but not limited to Stanford Hospital and Stanford Shopping Center.

1.3.3 Sustainability and Zero Waste at Stanford

Stanford is a leader in sustainability, and was the first university in the United States to have earned the highest (Platinum) ranking from the premier sustainability consortium for higher education, the Association for Advancement of Sustainability in Higher Education (AASHE).

Stanford has taken bold strides to ensure that its management of resources and waste are aligned with an overall ethos of stewardship and sustainability. Through expansive waste reduction, reuse, recycling, and composting programs, Stanford has significantly reduced the total amount of material it sends to landfill, from a high of 14,000 tons in 1998 to approximately 9,000 tons in 2019, and a diversion rate of 66% based on tons. Stanford's Zero Waste efforts are currently led by a full-time Zero Waste Systems Manager working in Stanford's Sustainability and Energy Management department, and supported by several additional sustainability staff and student interns/volunteer groups.

In May 2018, President Marc Tessier-Levine of Stanford University announced zero waste (90% diversion or higher) by 2030 to be one of university's operational goals. Stanford has developed a comprehensive Zero Waste Plan to achieve this goal. Stanford's Zero Waste Plan identified viable solutions that focus on waste reduction, reuse, recycling, and composting driving toward a closed-loop system. Recommended strategies include:

- Expanding interior centralized waste stations and removing desk-side containers.
- Converting from dual stream recycling to single stream recycling throughout the campus.
- Upgrading waste enclosures to enable more efficient service and an improved customer experience that makes properly sorting materials convenient.
- Implementing procurement programs that encourage waste reduction.
- Implementing laboratory waste recycling programs.
- Enhancing food rescue and donation programs.

In 2019, Stanford engaged a consulting firm to conduct a waste characterization study spanning a sampling of academic and administrative buildings, cafes and mixed-use buildings, labs, and student housing. The study revealed a landfill stream that contained 36% compostable, 26% recyclable, and 21% other recoverable materials by weight.

Links to more information on sustainability and zero waste at Stanford are provided in Section 1.8 of this RFP.

1.4 University Rights

Stanford reserves the right to take any and all actions it deems in its interest related to this Request for Proposals, including, but not limited to, the following actions:

- Issue addenda and amend the RFP and Draft Agreement
- Request additional information and/or clarification from the Proposers
- Extend the deadline for submitting proposals
- Allow for the timely correction of errors and waive minor deviations in proposals
- Withdraw this RFP
- Reject any or all proposals that: do not fully comply with the requirements detailed in this RFP, its attachments, addenda, or clarifications; are incomplete; contain errors, inconsistencies, false, inaccurate or misleading information; are submitted after the deadline; are not in the best interest of Stanford; and/or, proposals with other process or content errors or deficiencies
- Waive informalities and minor irregularities in the proposals
- Request financial statements of the selected Proposer
- Negotiate changes in the services proposed and/or described in the RFP or to incorporate programs proposed by others, and negotiate changes to the Draft Agreement
- Combine certain services proposed by one Proposer with other services proposed by another Proposer
- Negotiate with any, all, or none of the Proposers
- Approve or disapprove the use of particular subcontractors
- Award the Agreement to a Proposer based on a combination of its qualitative and quantitative attributes
- Award the new Agreement to a Proposer without further discussion or negotiation
- Issue subsequent RFP(s) for the same, similar, or related services at a later date
- Take any other action it deems in the best interest of Stanford

1.5 General RFP Agreements

This RFP shall not to be construed by any party as an agreement of any kind between Stanford and such party. This RFP does not obligate Stanford to accept any proposal, negotiate with any Proposer, award an agreement, or proceed with the development of any project or service described in response to this RFP. Stanford has no obligation to compensate Proposer(s) for the expense of preparing the proposal(s) and participating in this procurement process.

Proposals must fully comply with the requirements detailed in this RFP, including all attachments and addenda to the RFP. Required supporting documentation must be included and must be appropriately identified.

Submission of a proposal shall constitute acknowledgment and acceptance of all the terms and conditions contained in this RFP and the Draft Agreement, as appropriate, unless an exception to specific terms and/or conditions is expressed in writing in the proposal, in accordance with Section 5.7. Submittal of a proposal signifies Proposer's commitment to provide the proposed services, if selected. Proposals submitted in response to this RFP may not be altered after submittal, except in response to Stanford's

request for clarification. Proposals submitted will be firm for a period of 180 days from the date of submission.

Stanford shall have the right (but not the obligation) to perform, and each Proposer shall agree to cooperate with, an investigation and review of each Proposer's ability to perform the work required. Such cooperation by Proposers shall apply not only to the verification of the Proposer's capability and experience in the provision of services, but also to the provision of any other component of work that may be required under this procurement.

Each Proposer acknowledges and agrees that all documentation and materials submitted with their Proposal shall remain the property of Stanford. Neither party of the Agreement shall assign the Agreement without the prior written consent of the other, nor shall the Proposer assign any money due or to become due without the prior written consent of Stanford.

1.6 Organization of RFP

This RFP is organized into six sections as follows:

Section 1 provides a brief introduction to the RFP.

Section 2 provides background information on Stanford's current service arrangements in the Service Area.

Section 3 presents a summary of the scope of requested collection services and programs.

Section 4 provides the RFP submittal process.

Section 5 describes the proposal content requirements and outline.

Section 6 outlines the proposal evaluation process and criteria by which the proposals will be evaluated.

The attachments include the Draft Agreement, cost proposal forms, and various background information documents.

1.7 RFP Schedule

The key activities and completion dates for the RFP process are provided in Figure 1. The RFP process is described in further detail in Section 4. All questions regarding the RFP must be submitted in accordance with guidelines specified in Section 4.

Figure 1: RFP Schedule

Activity	Completion Date
Deadline for submittal of written questions for consideration at the pre-proposal meeting	November 23, 2021, 4pm
Mandatory pre-proposal meeting and job walk (choose 1 of 2 meeting time options to attend)	November 29, 2021, 9am-11am
Deadline for submittal of written questions for consideration at the 12/6 pre-proposal meeting	December 3, 2021, 4pm
Mandatory pre-proposal meeting and job walk (choose 1 of 2 meeting time options to attend)	December 8, 2021, 9am-11am

Activity	Completion Date
Deadline to submit additional written questions	December 13, 2021, 4pm
Stanford issues response to written questions and RFP addendum, if necessary	December 17, 2021
Proposers submit proposals (electronic submittal)	March 1, 2022, 4pm
Stanford conducts interviews with one or more Proposers	March 2022
Stanford evaluates and selects one or more recommended Proposers	April – May 2022
Stanford negotiates with recommended/shortlisted Proposer(s)	May – July 2022
Stanford Central Procurement office approves selected Proposer and authorizes execution of Agreement	August 2022
Contract transition	August 2022 – August 2023
Selected contractor begins providing service	September 1, 2023

* Note that Stanford may modify this process and/or schedule at its discretion to best meet the needs of Stanford.

1.8 Readily Available Background Information

Figure 2 below provides a list of some readily-available sources that provide background information on Stanford, in addition to this RFP.

Figure 2: Readily Available Background Information

Information Description	Location
General Stanford information	https://facts.stanford.edu/
Sustainability at Stanford	https://sustainable.stanford.edu/
Report on Stanford's Zero Waste Plan	https://sustainable.stanford.edu/sites/default/files/Stanford_ZeroWaste_SustainabilityReport_2.6.pdf
2019 Stanford waste characterization study	https://sustainable.stanford.edu/sites/default/files/Stanford_Waste_Characterization_Summary_Memo_FINAL.pdf
Services offered to Stanford by current provider	https://lbre.stanford.edu/pssistanford-recycling
Stanford interactive map of active construction projects	https://lbre-sites-prod.stanford.edu/Construction/index.html
General SLAC National Laboratory information	https://www6.slac.stanford.edu/

1.9 Disclaimer

To the best of Stanford's knowledge, all data and information provided in this RFP and in subsequent communications are accurate. However, Stanford and its consultants are in no way responsible for any inaccurate, inconsistent, or incomplete data or information. In submitting a proposal, Proposer waives any claims against Stanford or its consultants for loss or damages incurred by Proposer for its reliance on data and information contained in the RFP or subsequent communications.

SECTION 2: DESCRIPTION OF CURRENT SERVICES AND CONDITIONS

Although the information presented in this Section was obtained from what are considered by Stanford to be reliable sources, it is presented for informational purposes only. The Proposer, by submission of their proposal(s) in response to this RFP, agrees to indemnify and hold Stanford harmless from any claims of damages incurred by the Proposer for its reliance on any data provided by Stanford in this RFP process. Each Proposer should take whatever steps it believes are necessary to reasonably determine the actual service requirements of Stanford and understand service conditions at Stanford when preparing its proposal.

2.1 Description of Service Area and Service Needs

Historical tonnage information by material type is included in this RFP as Attachment 1. Attachment 1 includes and identifies material categories that are both within and outside of the scope of the proposal. Material categories outside of the scope of the proposal are provided for informational purposes only.

A map of the Service Area is included in Attachment 2. The number of collection points, layout, and/or location of the Service Area is subject to change at Stanford's discretion, in accordance with the Draft Agreement. Note that Stanford is also typically in the process of demolition and/or construction of several new buildings on campus at any given time. The layout of each pickup location varies, including factors such as: enclosures versus no enclosures; type of enclosure (building, gate, fence, etc.); and, number and configuration of containers. Some service locations, such as the Stanford President's home, require special accommodations, including but not limited to vehicle height restrictions and driver dismounts to pull containers into serviceable areas.

Several changes in regular services are in process and expected to be completed prior to the commencement of the new Agreement:

- Transition from dual stream recycling to single-stream recycling
- Transition of cardboard recycling into single-stream recycling, except in select areas.
- Transition from cart service to bin service in all locations except for Faculty and Staff Housing
- Elimination of in-building container pickup service (transitioned to custodial staff)
- Elimination of backyard collection service for Faculty and Staff Housing

Figure 3 below summarizes estimates of service levels at the completion of the service type changes described above.

Figure 3. Estimated Number of Containers by Material and Customer Type Anticipated*(Based on service levels from September 1, 2021)*

Container Size	32 G	64 G	90 G	1 YD	2 YD	3 YD	4 YD	5 YD	6 YD	7 YD	8 YD
MIXED RECYCLE											
All Other Buildings	0	0	0	96	55	79	60	10	10	2	3
Faculty and Staff Housing	0	695	0	0	0	0	0	0	0	0	0
CARDBOARD											
All Other Buildings	0	0	0	5	7	91	45	0	8	0	3
Faculty and Staff Housing	0	0	0	0	0	0	0	0	0	0	0
ORGANICS											
All Other Buildings	0	0	0	0	30	8	7	0	0	0	0
Faculty and Staff Housing	0	0	857	0	0	0	0	0	0	0	0
SOLID WASTE											
All Other Buildings	0	0	0	5	32	131	86	7	30	2	4
Faculty and Staff Housing	530	104	0	0	0	0	0	0	0	0	0

Proposers should also note that both the service level information and this RFP were prepared during the COVID-19 pandemic. However, regularly scheduled services were minimally impacted by the pandemic, while on-call services were significantly reduced. The selected Proposer will need to be highly-adaptable and responsive to service level changes in the Service Area.

Additional services currently provided to Stanford by PSSI include, but are not limited to, the services summarized in Figure 4 below.

Figure 4. Additional Services Currently Provided by PSSI

Service	Description
Street Sweeping	Street sweeping on a weekly, monthly and quarterly schedule; excludes SLAC.
Faculty and Staff Housing Universal Waste Collection	Curbside pickup of batteries, and CFLs, and electronic waste. Drop off of latex paint, used motor oil waste, used oil filters, and antifreeze.
C&D and Bulky Item Pickup	5,000 tons annually, 2,880 debris boxes annually; Faculty and Staff Housing provided with 2 bulky item pickups annually. Bulky item collection includes but is not limited to furniture and appliances, including appliances containing freon (e.g., lab freezers, student minifridges, commercial refrigerators).
Wood pallet collection	Pallets are deposited on ground of enclosure for pickup.
Wood chip grinding	Grind fallen trees into wood chips on request (~75 tons per year).
Stanford Recycling Center	Public drop off center open 6 days per week, where source separated recyclables can be placed in bins for recycling, including bins for textiles, books, and electronics.
Horse Manure Collection, Processing, and Marketing	Collect approximately 2,000 tons per year of horse manure from the Stanford Barn, operates its permitted Agricultural Materials Handling and Storage Facility, and markets the finished product.
Event Services	Provide delivery and pickup annually of ~17,000 32-gallon brute containers for event recycling, organics, and solid waste with specialized signage to special events that occur throughout the year, including but not limited to student and department events, lectures, conferences, and athletic events; based on work order requests. Includes special attention at high-profile events such as the "Big 5" events of commencement (~3,000 brute containers), new student orientation, admissions weekend, alumni reunion, and family weekend.
Student Move In and Move Out Services	Provide annually in September significantly heightened collection service to student housing for student move-in, with high volumes of materials including but not limited to cardboard and plastic film. Provide annually in June significantly heightened collection service to student housing for student move-out, with high volumes of materials including but not limited to mattresses, mattress pads, furniture, appliances, kitchenware, electronics, and school supplies, in cooperation with other entities as directed by Stanford, such as non-profit reuse centers.
Public Education	Training events, tabling at events, waste audits, facility tours, printed materials.
Public Receptacles	Collect receptacles on public pathways and outside of buildings, generally located in pairs or triples in the following numbers (subject to potential increase over time): Solid Waste – 687 containers at 440 addresses Recycling – 482 containers at 321 addresses Organics – 74 containers at 41 addresses

2.2 Billing Process

Currently, PSSI is responsible for billing customers, and interfaces with Stanford's software platform (currently, Oracle). For regular services, invoices are rendered on a monthly basis, 30 days in arrears. For on-call services, customers must submit a work order, and are charged per work order. The majority of billing is paid through departments including but not limited to Residential and Dining Enterprises, School Of Medicine, Graduate School of Business, and Athletics. Independently operated entities in the Service Area, such as SLAC, are billed separately. Faculty and Staff Housing and non-Stanford customers are directly billed.

Figure 5. Estimated Annual Average Work Orders for Proposed Services

Period	Service Type			Grand Total
	Ad Hoc	Scheduled	Unscheduled*	
FY18	3,776	1,101	296	5,173
FY19	4,780	1,105	371	6,256
FY20	2,494	977	269	3,740

*Note: "Unscheduled" work denotes an additional collection from a location that has a regular service schedule.

2.3 Current Rates and Rate Revenues

Prior to the effective date of the new Agreement, and based on the negotiations resulting from this RFP, Stanford will approve rates for rate period one (1). The average annual rate revenues resulting from fiscal years 2019 and 2020 are represented in the following table. Note that services were reduced during 2020 due to the COVID-19 pandemic, but Stanford expects full service to be restored by the commencement of the new Agreement.

Figure 6. Estimated Historical Revenues for Proposed Services

Service Type	2019-2020 Estimated Range
Base Services	
BASE TOTAL	\$8-9 million
Alternative Services	
Compost Delivery	\$4,000-\$8,000
Horse Manure	\$130,000-\$150,000
Public Receptacles	\$250,000-\$285,000
Street Sweeping	\$400,000-\$440,000
Wood Chipping	\$15,000-\$25,000
Events Services	\$175,000-\$310,000
ALTERNATIVE TOTAL	\$1-1.2 million

SECTION 3: SCOPE OF REQUESTED SERVICES

3.1 Exclusive Nature of Agreement

Except for the limitations specified in the Draft Agreement (Attachment 4) and applicable law, Discarded Materials collection services within the Service Area shall be provided exclusively by the selected contractor for the following materials:

1. Aluminum cans, aluminum foil, metal cans, paper, paper packaging, and cardboard that are recycled by the selected contractor.
2. Construction and Demolition Debris as defined in the Agreement.
3. Organic Materials as defined in the Agreement.
4. Solid Waste as defined in the Agreement that cannot be diverted from landfill by the selected contractor or an alternative entity identified by Stanford.

The selected contractor will also be required to provide other programs, as specified in the Agreement.

3.2 Location of Provision of Services

Proposers must provide proposals for providing the services described in this RFP and Draft Agreement **without** access to, or use of, any space dedicated to the Proper located in the Service Area, including the operations yard and ancillary space currently utilized by PSSI and described in Section 1.3.1 of this RFP. In other words, Proposers should assume that their disposal, processing, vehicle parking and maintenance, container storage and maintenance, and administrative activities must be performed off-site, and not in the Service Area.

3.3 Scope of Services for Base Proposals

The selected contractor shall have the exclusive right to collect Discarded Materials within the contractor's designated service area, subject to the limitations described in Section 4.2 of the Agreement. Services to be provided by the selected contractor include, but are not limited to:

3.3.1 Collection Services

1. Re-designing and right sizing current logistics, hauling, processing, and disposal operations for the Service Area, including collection and other programmatic services related to Discarded Materials to reduce overall waste management system costs.
2. Providing Discarded Materials regularly scheduled and on-call collection service to properties and athletic events in the Service Area in conformance with the Agreement, including solid waste, mixed recycling, organics, cardboard, bulky items, and construction and demolition debris.
3. Providing a sufficient number of containers (e.g., carts, bins, drop boxes, or compactors) of the appropriate size for the storage of Discarded Materials.
4. Providing containers in good condition and complying with the functional standards and the color and labeling requirements specified in the Agreement.
5. Maintaining containers and cleaning containers on a schedule and in a manner outlined in the final Agreement.

6. Providing a schedule, approved by Stanford, that identifies the day(s) Discarded Materials will be collected at each container location, including developing a services schedule for holidays and a protocol for emergency and on-call service. Authorized collection hours are 5 a.m. to 5 p.m., up to seven (7) days per week, with collection hour restrictions including but not limited to 6 a.m. to 5 p.m. Monday through Friday for faculty and staff housing areas and 9 a.m. to 5 p.m. in student housing areas, or as otherwise specified in the Agreement. Collection frequency should be minimized in order to minimize noise and the effects of collection on streets and alleys.
7. Mitigating as well as cleaning up all spills and litter that may occur during the collection process or due to overflowing containers, in accordance with the Agreement.
8. Providing annually, in accordance with the Agreement, significantly heightened collection service to student housing for student move-in and move-out, with high volumes of materials including but not limited to cardboard, plastic film, furniture, refrigerators, mattress pads, appliances, and electronics.
9. Cooperating with other entities, such as non-profits, as directed by Stanford to maximize diversion.
10. Providing service for special service areas requiring additional levels of care, including but not limited to vehicle height restrictions.
11. Collecting bulky items, including but not limited to furniture, wood pallets, and white goods, during special clean-up days or as a result of illegal or unauthorized dumping in accordance with the final agreement and in a way that prioritizes reuse and landfill diversion.
12. Providing universal waste collection services and annual holiday tree collection for Faculty and Staff Housing.
13. Providing a program for managing hazardous waste improperly placed in containers, excluding SLAC National Laboratories, that includes screening procedures, notification and disposal plans, and an employee training program.
14. Transporting, transferring (if applicable), processing, marketing, and disposing of all Discarded Material types collected in the Service Area to Stanford approved, and SB 1383 compliant, permitted facilities.
15. Implementing a hiring practice that provides first right of refusal to displaced collection vehicle drivers employed by Stanford's current contractor at equivalent wages and benefits in accordance with all applicable law.
16. Providing reasonable rates for services that incentivize landfill diversion and in accordance with the Agreement.
17. Providing specialized staff training, waste stream handling, spill monitoring and reporting, stormwater protection, and related collection services at SLAC as specified in the Agreement.
18. Supplying kitchen pails to all faculty and staff housing, and academic departments upon request.

3.3.2 Zero Waste, Sustainability and Regulatory Requirements

1. Identifying and implementing programs to help Stanford reach zero waste (90% diversion) by 2030 and improve resource efficiency.
2. Providing a dedicated, full time employee ("Zero Waste Specialist") as described in the Agreement. The Zero Waste Specialist's responsibilities include, but are not limited to: partnering with Stanford

staff to collect, report, and analyze data; ensuring data provided is timely, actionable, and accurate; identifying, designing, and implementing innovative, cost-effective means to reduce waste generation and decrease diversion, including but not limited to SB 1383 compliant public education, technical assistance, research on diversion markets, and academic research projects; and, develop innovative learning opportunities for students in coordination with Stanford Contract Manager.

3. Marketing Recyclable Materials collected in a way that prioritizes their highest available use within domestic markets.
4. Reviewing construction and remodel plans as requested for adequate space for recycling, organics, and solid waste containers, and maneuverability / access for collection vehicles.
5. Providing a fleet of collection vehicles that optimizes cost savings and emission reductions, and that displays aesthetic and cleanliness standards appropriate for the Stanford community.
6. Complying with Applicable Law (as defined in the final Agreement and any future amendments) at all times, as well as providing services to support Stanford and generator compliance with Applicable Law, including, but not limited to: AB 939, AB 341, AB 1826, AB 827, and SB 1383.
7. Divert from landfill a minimum of 85% construction and demolition debris collected, including but not limited to carpet, concrete, asphalt, masonry, metals, drywall, and wood.

3.3.3 Customer Service and Account Management

1. Assist customers with complaints, requests, or modifications to collection service, billing questions, or other customer needs within 1 business day.
2. Providing a dedicated, full-time employee (“Account Manager”) as described in the Agreement. The Account Manager’s responsibilities include, but are not limited to: day-to-day management of the Agreement; ensuring and documenting the Contractor’s compliance with the Agreement; and, overseeing customer service.
3. Adapting and promptly responding to service level changes and the needs of the Service Area.
4. Maintaining regular communication with Stanford management through weekly meetings.
5. Conducting billing in accordance with the Agreement.
6. Provide immediate notification to Stanford of service and safety issues, as described in the Agreement, including but not limited to overflowing containers and blocked containers.

3.3.4 Recordkeeping and Reporting

1. Developing and maintaining a detailed and accurate tracking, reporting, and billing/invoicing system to support Stanford in submitting CalRecycle, County, and US Department of Energy reports, goal setting, performance tracking, and decision making in accordance with the Agreement.
2. Providing Stanford with real-time electronic access to select data in accordance with the Agreement.

3.4 Scope of Services for Alternative Proposals

The following services may be requested by Stanford and are required to be included in each proposal. The alternative services to be provided by the selected contractor include, but are not limited to:

3.4.1 Required Alternative Services

1. Providing specialty recycling programs for lab glass, lab plastics, plastic film, and expanded polystyrene.
2. Providing delivery of brute containers and signage at special events upon request, as described in the Agreement.
3. Supporting Stanford, upon request, with any capacity planning assessments, waste characterizations, or other such studies that may be required in the Service Area.
4. Providing collection of public receptacles as outlined in the Agreement.
5. Providing street sweeping services on a schedule as outlined in the Agreement.
6. Providing collection, processing, and marketing services for horse manure from stables within the Service Area.
7. Providing a wood chipping and grinding service for use as mulch within the Service Area.
8. Providing a public recycling drop-off center for the collection of source separated recyclables including but not limited to textiles, books, electronics, and scrap metal.
9. Providing quarterly compost giveaway events for faculty and staff housing residents.
10. Conducting ongoing contamination and container fill level monitoring, including but not limited to SB 1383 compliant contamination monitoring, and providing notifications to generators upon identification of contamination. Monitoring may be performed utilizing a remote monitoring / sensor program or other proposal.

3.4.2 Optional Alternative Services

Proposers are also invited to submit one or more proposals for optional service enhancements, innovations, or cost-saving approaches. Such optional alternatives may include, but are not limited to:

1. Providing finished compost delivery to single-family and multi-family faculty and staff housing as well as community gardens, the Stanford Community Farm, and the Stanford Golf Course, in quantities of 1-30 yards, with an estimated 20-40 deliveries annually.
2. Developing creative reuse programs to increase diversion from landfill through reuse.
3. Active reduction of vendor carbon footprint, such as energy or water use reduction practices, transportation emissions reduction practices, and land management programs.
4. Paid internship opportunities for Stanford students.
5. Facilitated collaboration with Stanford researchers on development of new technologies and methodologies.
6. Quarterly surface cleaning of waste enclosures.
7. Dynamic routing strategies for all or part of collection services (e.g., public receptacles collection).
8. Any additional service or student educational enhancements and innovations the Proposer believes will be beneficial to Stanford.

3.5 Stanford Fee

During the term of the Agreement, the Contractor shall pay Stanford a Contract Administration Fee as described in the Draft Agreement.

SECTION 4: PROPOSAL SUBMITTAL PROCESS

Proposers submitting proposals to Stanford shall follow the procedures described in this Section 4 and the procedures included in subsequent clarifications or addendums to this RFP, which are issued by Stanford or its consultant.

4.1 Step One – Review RFP

Stanford welcomes proposals from all qualified entities who have reviewed the RFP package, available at <https://hfh-consultants.com/hfh-clients/stanford-rfp/>.

4.2 Step Two – Submission of Written Questions

Proposers must submit any questions and requests for information or clarification regarding the RFP in writing directly via email to StanfordRFP@hfh-consultants.com, and refrain from contacting any other Stanford personnel or member of Stanford's Board of Trustees directly. Any contact with any member of Stanford's Board of Trustees or any other Stanford personnel, outside of the pre-proposal meeting or other meetings prescribed in this RFP, may result in the Proposer's Proposal being rejected without consideration.

Questions submitted on or before the dates indicated in the RFP Schedule in Section 1.7 of this RFP will be addressed at the pre-proposal meetings, as appropriate. Proposers may submit additional questions on or before December 13, 2021 at 4pm. Stanford will respond to all written questions and requests for clarifications submitted by Proposers by December 17, 2021. Such response will be in writing and posted at <https://hfh-consultants.com/hfh-clients/stanford-rfp/>.

4.3 Step Three – Mandatory Pre-Proposal Meeting

Proposers must attend one of the two mandatory pre-proposal meeting and job walks, which will be held in-person on November 29, 2021 from 9am - 11am and December 8, 2021 from 9am - 11am. Meeting details will be posted at <https://hfh-consultants.com/hfh-clients/stanford-rfp/>. Proposers must RSVP to the pre-proposal meeting by emailing StanfordRFP@hfh-consultants.com by November 23 at 12pm for the November 29 meeting, and by December 2 at 12pm for the December 8 meeting. Stanford may, but is not obligated to, reject proposals received from Proposers that do not attend one of the pre-proposal meetings. Proposers may submit written questions related to the RFP and Draft Agreement prior to the pre-proposal meetings, in accordance with Section 4.2 above. In addition, oral and written questions will be accepted at the pre-proposal meetings. As appropriate, preliminary oral responses to questions will be provided at the discretion of Stanford staff at the pre-proposal meetings. In accordance with Section 4.2, additional questions may be submitted after the pre-proposal meetings and Stanford will issue an addendum to the RFP responding in writing to all questions received. In the event of any inconsistencies between oral and written responses to questions, the written responses shall be used for the purposes of preparing proposals. Stanford may, at its discretion, issue a revised Draft Agreement or other documents at that time.

4.4 Step Four – Proposal Submittal

Proposals shall be submitted electronically via email to StanfordRFP@hfh-consultants.com and include in the subject: Proposal for Waste Management Services, Proposers Firm Name and Email Address.

Submittals shall contain the Proposer's full and complete proposal, including all forms and attachments, in the following format for each component:

- The Proposer's complete proposal shall be submitted in PDF format;
- All cost proposal forms (Attachment 3) shall be formatted and submitted as a Microsoft Excel file that is compatible with the PC version of Microsoft Excel; and,
- Any exceptions to the Draft Agreement shall be provided as an electronic copy of the Draft Agreement using "track changes" mode in Microsoft Word, as further described in Section 5.7.

The proposal package shall contain a title page that is clearly labeled, as follows:

STANFORD UNIVERSITY WASTE MANAGEMENT PROPOSAL

FROM:

Name of Proposer:

Address:

Contact Person:

Telephone Number:

Fax Number:

E-mail:

All proposals must be received by **March 1, 2022, at 4pm**. Proposals received after this time and date may be rejected.

Any proposal may be withdrawn, either personally or by written request signed by the Proposer, at any time prior to the scheduled closing time for receipt of proposals. Proposals shall be good for 180 days from the date of the Proposal submission.

Any signature required on proposal documents must be signed in the name of the Proposer and must bear the signature of the person or persons duly authorized to sign these documents. Where indicated, if Proposer is a corporation, the legal name of the corporation shall first be set forth, together with two signatures: one from among the chairperson of the board, president or vice president and one from among the secretary, chief financial officer, or treasurer. Alternatively, the signature of other authorized officers or agents may be affixed, if duly authorized by the corporation. Such documents shall include the title of such signatories below the signature. Where indicated, in the event that the Proposer is a joint venture or partnership, there shall be submitted with the Proposal certifications signed by authorized officers of each of the parties to the joint venture or partnership, naming the individual who shall sign all necessary documents for the joint venture or partnership and, should the joint venture or partnership be the successful Proposer, who shall act in all matters relative to the Project for the joint venture or partnership. If Proposer is an individual, their signature shall be placed on such documents.

Submission of a signed proposal in response to this solicitation is certification that the Proposer's firm (or any subcontractor) is not currently debarred, suspended, proposed for debarment, declared ineligible or voluntary excluded from participation in this transaction by any state or federal department or agency. Submission is also agreement that Stanford will be notified of any change in this status.

4.5 Step Five – Clarification of Proposal Information

Proposers may be asked to clarify information through written or verbal communications via email, mail, phone call, web meetings, or site visits with Stanford staff, Stanford's consultant, and/or relevant stakeholders. Proposer shall comply with all such requests.

4.6 Step Six – Proposer Interviews & Negotiations

One or more Proposers are likely to be invited to meet with Stanford staff, its consultant, and selected stakeholders in March 2022. The purpose of these meetings is to: 1) receive a presentation(s) of the proposals; and, 2) engage in preliminary negotiations on any exceptions taken to the terms of the Draft Agreement. Stanford reserves the right to incorporate any written clarifications, presentations, or other supporting documentation into the Draft Agreement as a material element of the Draft Agreement.

Time is of the essence in the procurement of these services; therefore, the negotiations will be limited to those items identified in the Proposer's proposal as exceptions to the Draft Agreement. Each Proposer is **required to submit a redline/strikeout version of the Draft Agreement**, in Microsoft Word format, noting any proposed replacement or new language. Stanford will not discuss any changes to the Draft Agreement that are not clearly presented in the proposal.

Stanford expects that the selected Proposer(s) will make themselves available promptly to start the negotiations process and will negotiate expeditiously and in good faith to ensure a prompt resolution to the process. Stanford may choose, at its sole discretion, to negotiate Agreements with more than one Proposer prior to the Stanford Central Procurement office's approval of the selected contractor and the authorization of Stanford Contract Manager to execute the Agreement.

4.7 Step Seven – Contractor Selection

Stanford staff and/or its consultant will present the results of the RFP and negotiations process to Stanford's Central Procurement office for their consideration. Stanford Central Procurement may, in their sole discretion:

1. Award a contract to the recommended Proposer*;
2. Award a contract to a Proposer other than the recommended Proposer;
3. Direct staff and the recommended Proposer to negotiate further;
4. Direct staff to negotiate with additional or replacement Proposers;
5. Cancel and/or restart this process; or,
6. Take any other action they deem in the best interest of Stanford.

*Upon awarding the contract to a selected Proposer and prior to execution of the Agreement, Stanford may inquire or request additional information from the selected Proposer, such as: i) financial statements or other relevant information, subject to the conditions of the Draft Agreement; and, ii) conducting a criminal background check of key personnel, including the representative authorized to execute the Agreement. Stanford reserves the right to pursue further negotiations with the selected Proposer as needed. In the event an award of the contract is made to a Proposer, and such Proposer fails or refuses to execute the Agreement and provide the required documents within five (5) business days after the notice of award of the contract to Proposer, Stanford may declare the Proposer's bid nonresponsive, and may award the contract to the next lowest responsive and responsible Proposer or reject all Proposals.

SECTION 5: PROPOSAL REQUIREMENTS

This Section includes the required proposal outline and a description of the specific information to be included in each Section of the proposal. At a minimum, the Proposer is to provide all information required in this Section as part of its proposal and address the required information in this order and format. Proposals should be focused on demonstrating the Proposer's ability to fulfill the obligations of the Draft Agreement. Failure to provide all the required information may be grounds for rejection of a proposal.

5.1 Proposal Outline

Proposer shall present its proposal in accordance with the following outline:

- i. Title Page
- ii. Cover Letter
- iii. Table of Contents
- ES Executive Summary
- 1.0 Company Description
 - 1.1 Business Structure
 - 1.2 Description of Proposer's Experience
 - 1.3 Key Personnel
 - 1.4 Past Performance Record
 - 1.5 Additional Company Information
- 2.0 Technical Proposal for Base Services
 - 2.1 Discarded Materials Collection
 - A. Solid Waste Collection
 - B. Organic Materials Collection
 - C. Recyclable Materials Collection
 - D. C&D Materials Collection
 - E. Bulky Item Collection
 - 2.2 Processing
 - A. Recyclable Materials Processing
 - B. Organic Materials Processing

- C. C&D Processing
- D. Bulky Item Handling
- 2.3 Disposal
- 2.4 Public Education, Outreach, and Technical Assistance
- 2.5 Customer Service Approach
- 2.6 Billing
- 2.7 Transition Plan
- 2.8 Waste Minimization Plan
- 2.9 Litter Prevention and Abatement Plan
- 2.10 Subcontractors
- 2.11 Data Collection, Analysis, and Reporting
- 3.0 Technical Proposal for Alternative Services
- 4.0 Acceptance of RFP and Draft Agreement
- 5.0 Base Cost Proposal Forms
 - 5.1 General Proposal Information
 - 5.2 Operating Statistics
 - 5.3 Annual Operating Cost Estimate
 - 5.4 Zero Waste Incentive Structures
- 6.0 Cost Proposal Forms for Alternative Services
- 7.0 Other Optional Information

5.2 Cover Letter (Max. 1 Page)

The cover letter shall clearly identify the legal entity(ies) submitting the proposal and state whether each entity is a sole proprietorship, partnership, corporation, or joint venture. The cover letter shall be signed by the designated representative authorized to bind Proposer as documented on the Secretary's Certificate (Attachment 5). In the cover letter, Proposer shall acknowledge all addenda to the RFP it received by providing a list of the addendum and the addendum number and date of issuance for each.

5.3 Executive Summary (Max. 2 Page)

Proposer shall provide an executive summary to introduce its proposal; present its strategy; and highlight unique aspects of its approach to servicing Stanford. The executive summary can be used to highlight any additional programs, service enhancements, or other innovations proposed.

5.4 Company Description

5.4.1 Business Structure

In their proposal, Proposer shall:

1. Confirm that Proposer is authorized to conduct business in the State;
2. Identify the legal entity(ies) that would execute the Agreement. State whether each entity is a sole proprietorship, partnership, corporation, or joint venture. Describe in detail the relationship of the Proposer to the executing entity. If the Proposer is a joint venture, describe where the entities have collaborated before;
3. State the number of years the entity(ies) have been organized and doing business under this legal structure. Proposal must include all the names of the Proposer's (and executing entities' if different than Proposer's) owners/stockholders with greater than a ten percent (10%) holding and creditors owed a debt greater than ten percent (10%) of the Proposer's total assets;
4. Identify other entities with ownership by principals and/or management; and,
5. Describe all services to be performed by subcontractors, and identify each subcontractor by name. Proposer shall describe any current or past working relationship with the subcontractor(s) in the past five (5) years.

5.4.2 Description of Proposer's Experience

The information provided by regarding Proposer's experience shall include, but not be limited to, the following:

1. Describe Proposer's experience and provide references from at least three (3) customers with which the Proposer has a direct agreement that are either large commercial customers similar to Stanford located in California, or jurisdictions located within the San Francisco Bay Area (Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, and Sonoma counties) where Proposer is providing similar services, including:
 - a. The name of the jurisdiction or large commercial customer where the services were provided, commencement date of services, and term of the agreement;
 - b. The service provided (e.g., solid waste collection, recyclable materials collection, organic materials collection, materials processing, and other unique collection and/or processing programs, if any);
 - c. The name, address, and telephone number of the representative responsible for administering the agreement; and,
 - d. The number of customers served.
2. Describe the Proposer's experience with implementation of new agreements and new programs (such as roll-out of a transition from dual stream to single stream recycling, on-call clean-up and bulky service, etc.). Include a minimum of three (3) reference projects for which the Proposer has initiated

a new collection contract and/or new collection services. For each reference program, the description shall include:

- a. The name of the jurisdiction where the services were provided and the commencement date and term of the agreement;
 - b. The service initiation performed (e.g., initiation of a new agreement, universal roll-out/distribution of recycling service);
 - c. The name, address, and telephone number of the jurisdiction's representative responsible for administering the agreement;
 - d. The number of customers served;
 - e. Description of how the Proposer handled the specific requirements for the procurement of vehicles and personnel; training of personnel; billing and fee collection services; determination of routes and operating procedures; delivery of containers; public education; and the preparation of procedures to ensure a smooth transition from one company to another and one type of service to another; and,
 - f. Identification of problems that occurred during the initiation of the new contract and solutions implemented to solve the problem(s).
3. Describe Proposer's experience with maximizing landfill diversion, with an emphasis on innovative programs.

5.4.3 Key Personnel (Max. 8 Pages)

1. Provide an organization chart for key personnel.
2. Identify key personnel the Proposer plans to assign to: 1) the transition team; and, 2) the ongoing management of the services provided under the Draft Agreement. At a minimum, provide the name, contact information, job description, duration of employment with Proposer, and qualifications for the following key personnel:
 - Regional Manager
 - General Manager, with duties including but not limited to resolving contract disputes
 - Operations Manager, with duties including but not limited to ensuring collection services are performed
 - Account Manager (as described in the Agreement), with duties including but not limited to day-to-day management and interfacing with Stanford and customer service management
 - Zero Waste Specialist (as described in the Agreement), with duties included but not limited to zero waste program implementation, education, and data collection and reporting

If specific individuals have not been identified for one or more positions, provide the job description and/or hiring criteria that will be used to select the individual, including how Stanford will be incorporated into the candidate vetting process. The selected Proposer will be required to obtain Stanford approval for new hires of the Account Manager and Zero Waste Specialist positions.

3. Describe how key personnel will interact or utilize overall company resources/expertise (include training they may receive or corporate resources or networks) to benefit Stanford.

4. Describe Proposer's human resource philosophy and the initiatives it plans to implement to maintain and improve a positive working environment, effective performance, and workforce stability. Proposers shall include a description of successful initiatives that have been implemented in the past, as well as its grievance policy or procedure.
5. Proposers shall make available copies of its current collective bargaining agreements for review by Stanford within three (3) business days of Stanford's written request.

5.4.4 Past Performance Record

1. Litigation and Regulatory Actions. Describe past and pending civil, legal, regulatory, and criminal actions (including arrests, indictments, litigation, grand jury investigations, etc.) now pending or that have occurred in the past five (5) years against key personnel, proposing entity, its parent company, and all subsidiaries owned by proposing entity, including any proposed subcontractors. Key personnel will be identified by the Proposer in their proposal (see requirement in Section 5.4.3).
2. Payment of Fines, Penalties, Settlements, or Damages. Provide a statement disclosing any and all fines, penalties (including liquidated damages or administrative fees), settlements, or liquidated damages of any kind paid by Proposer, its parent company, subsidiaries, and any proposed subcontractors, to any public agencies in the past five (5) years. This shall include any penalties, fee payments, settlements, or any other form of consideration related to the Proposer's failure to achieve diversion requirements or any other stated performance standard of a contract. For each payment, list the amount the company has paid, the name of the entity to which damages were paid, and the event(s) which triggered the damages. Identify what personnel and/or policy changes the company made in response to such incidents (e.g., terminated or reassigned employees involved, new process protocols, etc.).
3. Suspensions and Revocations. The Proposer shall inform Stanford if it and its affiliates have had a permit, franchise, license, business license, or other entitlement revoked or suspended in the last five (5) years. If yes, the Proposer must identify the parties involved, describe the reason for the revocation or suspension, and provide contact information.
4. Claims. The Proposer must list any claims, it and its affiliates have, against a bid, proposal, or performance bond and the results and failure to receive a bid, proposal, or performance bond, or any contractual defaults or termination in the last fifteen (15) years.
5. Worker Safety History. Proposers must provide information on the Proposer and any subcontractor or affiliate (parent company, subsidiary, partner, principal, or joint venture) of the Proposer, detailing its worker safety record for the past five (5) years. The information shall include employee safety metrics commonly used in the industry including, but not limited to, the number of hours lost for individual injuries per employee, and workers' compensation insurance ratios in California.

With regard to the items requested in this Section, Proposers who operate in multiple states with independent management structures need only report such actions relative to the operations in California.

Note: The occurrence of past or pending civil, legal, criminal, or regulatory actions does not automatically disqualify a Proposer from participating in this process. However, failure to report such actions, whether discovered before or after Stanford executes the new Agreement, shall be considered a material omission and may form the basis for disqualifying a Proposer or terminating the new Agreement.

5.4.5 Additional Company Information (Max. 4 Pages)

Describe the Proposer's corporate social responsibility initiatives and alignment with Stanford's mission to "...promote the public welfare by exercising an influence on behalf of civilization...", including but not limited to:

1. Support of local communities
 - a. Use of local markets.
 - b. Investment in and support of development of innovative, local waste management infrastructure solutions.
 - c. Waste education programs.
 - d. Charitable giving programs.
2. Diversity and Inclusion
 - a. List the relevant certifications the Proposer holds, such as diversity supplier certifications.
 - b. Describe any financial and/or non-financial support the Proposer provides for Women and Minority-Owned Businesses and minority communities disproportionately affected by negative impacts of waste-related pollution or inaccessibility to adequate waste infrastructure.

5.5 Technical Proposal for Base Services

5.5.1 Collection

Proposer shall describe how it plans to perform the Discarded Materials collection services requested in the RFP and described in the Draft Agreement separately for each material stream: solid waste, recyclable materials, organic materials, and construction and demolition materials. Specifically, information should address collection separately for cart services, bin services, and roll-off and compactor services (as applicable). In the event that the proposed collection methodology from one container/material type to the next is largely the same, Proposer may identify this, and highlight the differences between the proposed approaches, as opposed to repeating the same information multiple times.

Include at a minimum:

1. Collection methodology.
2. Vehicles to be utilized (e.g., description, number, types, cost, capacity, age, fuel efficiency, or other attributes); efforts to minimize environmental impact such as use of clean alternative fuel vehicles and improved routing efficiencies; efforts to minimize noise complaints such as use of noise suppression systems.
3. Other equipment to be utilized (e.g., description, number, types, cost, capacity, age, or other attributes).
4. Number, types, sizes, and manufacturer's specifications of containers to be utilized (e.g., carts, bins, drop boxes, and compactors).
5. Standard crew size.
6. Any special services and/or requirements.
7. Description of how container cleaning services will be performed.

8. Contamination monitoring methodology.
9. Technology utilized, including but not limited to on-truck scales, GPS tracking, route optimization, cameras, sensors.
10. Potential impacts of increased fire risk and sea level rise due to climate change on current and future operations, and Proposer's relevant contingency plans.

If the proposed methodology or equipment relies on co-collection vehicles, split containers, or an uncommon method, Proposer must provide the names of jurisdictions or large commercial customers where the proposed equipment/method is currently being used as it is proposed. Also, describe how this collection method will work, why it was chosen, and how it will benefit and work in the Service Area specifically.

5.5.2 Recyclable Materials Processing

The following information is required for recyclable materials processing services:

1. Processing Site Information. Name, location, and description of the processing facility(ies) where recyclable materials will be handled; name of owner and operator of the facility(ies); contact name and phone number of the site manager; description of processing methods including a description of the technology used and the operators' ongoing approach to adapting technology to evolving recycling streams; method of tracking tonnage if the facility is receiving tonnage from other jurisdictions; and, the current average monthly residue level of the processing site. Identify if the company that owns or operates the processing site is the same as the proposing entity, a related-party entity, or a subcontractor. Describe the markets used by the processor, including which materials will be marketed in the United States versus foreign markets. Describe how the processor ensures that these materials are recycled after being processed including plan to obtain the highest and best use of materials. Describe how fluctuations in quantity, composition, and pricing of recyclable materials will be handled.
2. Permits and Regulatory Compliance. Provide contact names for the regulatory agencies that monitor the processing facility's compliance with applicable local, State, and federal laws and regulations. For each contact, provide the name of the regulatory agency, the contact person's name, title, and telephone number.
3. Available Processing Capacity. Provide a written commitment guaranteeing capacity for the recyclable materials collected under the new Agreement throughout the term of the Agreement. If Proposer is not the owner or operator of the facility, Proposer is to provide a letter of commitment from the processing facility owner to comply with this RFP requirement.
4. Import Restrictions or Fees. List any import restrictions, taxes, or fees that will be applicable to the receipt of Stanford's recyclable materials. Discuss the ability of the host jurisdiction or State to increase or levy taxes, host fees, or other fees. If there is an import restriction on accepting materials from outside of the local jurisdiction, describe the process to have the import restriction waived.
5. Transfer Method. If use of a transfer station is proposed in conjunction with the proposed processing site, Proposer shall provide the same type of information requested in Items 1 through 4 of this Section 5.5.2. If an alternative transfer method is proposed, Proposer shall describe the transfer methodology and any equipment required, regulatory approval needed, and other pertinent information.

5.5.3 Organic Materials Processing

The following information is required for organic materials processing services:

1. Processing Site Information. Name and description of facilities where organic materials will be processed; name of owner and operator; contact name and phone number of the site manager; description of processing and composting processes (including the type of composting/digestion method(s) used); list of materials accepted by site and documentation (e.g., agreement between Proposer and site) verifying which materials are processed and diverted, including whether BPI certified compostable plastics and compostable plastic bags are processed and diverted; method of tracking Service Area tonnage if the facility receives tonnage from other jurisdictions; the products to be produced from the organic materials (compost, mulch, etc.); and, the current average monthly residue level of the processing site. Note that the use of organic materials for alternative daily cover or alternative intermediate cover will not be allowed under the Agreement. Identify if the company that owns or operates the processing site is the same as the proposing entity, a related-party entity, or a subcontractor.
2. Permits and Regulatory Compliance. Provide contact names for the regulatory agencies that monitor the processing facility's compliance with applicable local, State, and federal laws and regulations. For each contact, provide the name of the regulatory agency, the contact person's name, title, and telephone number.
3. Available Processing Capacity. Provide a written commitment guaranteeing capacity for the organic materials collected under the new Agreement throughout the term of the Agreement. If Proposer is not the owner or operator of the facility, Proposer is to provide a letter of commitment from the processing facility owner to comply with this RFP requirement.
4. Import Restrictions or Fees. List any import restrictions, taxes, or fees that will be applicable to the receipt of the Service Area's organic materials. Discuss the ability of the host jurisdiction or State to increase or levy taxes, host fees, or other fees. If there is an import restriction on accepting materials from outside of the local jurisdiction, describe the process to have the import restriction waived.
5. Transfer Method. If use of a transfer station is proposed in conjunction with the proposed commercial organic material processing and/or composting site, Proposer shall provide the same type of information requested in Items 1 through 4 of this Section 5.5.3. If an alternative transfer method is proposed, Proposer shall describe the transfer methodology and any equipment required, regulatory approval needed, and other pertinent information.

5.5.4 C&D Processing

The following information is required for C&D processing services:

1. Processing Site Information. Name, location, and description of the processing facility(ies) where C&D materials will be handled; name of owner and operator of the facility(ies); contact name and phone number of the site manager; description of processing methods including a description of the technology used and the operators' ongoing approach to adapting technology to evolving recycling streams; method of tracking tonnage if the facility is receiving tonnage from other jurisdictions; and, the current average diversion level of the processing site. Identify if the company that owns or operates the processing site is the same as the proposing entity, a related-party entity, or a subcontractor. Describe the markets used by the processor, including which materials will be marketed in the United States versus foreign markets. Describe how the processor ensures that

these materials are diverted after being processed including plan to obtain the highest and best use of materials.

2. Permits and Regulatory Compliance. Provide contact names for the regulatory agencies that monitor the processing facility's compliance with applicable local, State, and federal laws and regulations. For each contact, provide the name of the regulatory agency, the contact person's name, title, and telephone number.
3. Import Restrictions or Fees. List any import restrictions, taxes, or fees that will be applicable to the receipt of Stanford's C&D materials. Discuss the ability of the host jurisdiction or State to increase or levy taxes, host fees, or other fees. If there is an import restriction on accepting materials from outside of the local jurisdiction, describe the process to have the import restriction waived.
4. Transfer Method. If use of a transfer station is proposed in conjunction with the proposed processing site, Proposer shall provide the same type of information requested in Items 1 through 3 of this Section 5.5.4. If an alternative transfer method is proposed, Proposer shall describe the transfer methodology and any equipment required, regulatory approval needed, and other pertinent information.

5.5.5 Bulky Item Collection and Handling

Describe your approach to conducting the on-call bulky item collection programs described in the Draft Franchise Agreement. Address differences in your approach to working with Faculty and Staff Housing versus other customers. Identify how you plan to encourage reuse, any third party(ies) you plan to work with, and list the materials that will be targeted for reuse.

5.5.6 Disposal

The following information is required for disposal services:

1. Disposal Site Information. Identify the disposal site location, owner, and operator. Provide contact name and phone number of the site manager. Identify if the company that owns or operates the disposal site is the same as the proposing entity or a related-party entity.
2. Permits and Regulatory Compliance. Provide contact names for the regulatory agencies that monitor facility compliance with applicable local, State, and federal laws and regulations. For each contact, provide the name of the regulatory agency, the contact person's name, title, and telephone number.

5.5.7 Public Education and Outreach

1. Describe Proposer's plan to provide public education and outreach to generators and customers in order to support Stanford's public education and outreach program and comply with SB 1383, as described in Section 5.9 of the Draft Agreement.
2. Provision of education materials as an attachment is encouraged, but not required.

Please note that the public education program does not preclude Stanford from also meeting with customers, providing education and outreach, proposing service changes, and providing service orders to the selected contractor to implement such changes.

5.5.8 Customer Service Approach

The Proposer shall describe its suggested approach for providing excellent customer service to Stanford. This description shall, at a minimum, include information regarding:

1. Customer service call center hours;
2. Service complaint resolution procedures and expected resolution timeline and recordkeeping process for complaints received;
3. Customer notification process (immediate and automated) for service problems (e.g., containers blocked by cars or other objects, overflowing containers, contamination of collection containers, or other service issues);
4. Guaranteed service response time for extra service needs or changes in service type or level; and,
5. Description of any other strategies and/or methods the Proposer will implement to ensure that customers receive exemplary customer service throughout the term of the new Agreement.

5.5.9 Billing

To ensure that customers in the Service Area obtain competent, professional, and courteous customer service with regard to billing matters, Proposer shall:

1. Describe how the Proposer will develop the necessary customer service and billing data at the start of services. Such a description shall include the Proposer's approach for contact information, identifying service needs, and process for auditing and verifying the accuracy of data;
2. Provide sample customer billings and a listing of jurisdictions where Proposer currently provides billing services, including a contact name and phone number; and,
3. Describe proposed procedures for dealing with customer service, with regard to customer billing demands, during the transition and throughout the term of the new Agreement.
4. Describe Proposer's capability to utilize Stanford-owned software to bill customers (currently Oracle) and to customize the format of invoices on Proposer-owned software.
5. Describe Proposer's capability and approach to providing educational electronic and paper bill inserts to customers in Faculty and Staff Housing on each billing.
6. Describe Proposer's prior experience, if any, utilizing Oracle Enterprise Asset Management systems for billing or similar service.

5.5.10 Transition Plan

Provide a detailed implementation plan describing the Proposer's approach to facilitating a smooth transition to a new solid waste collection services agreement. The proposal must clearly describe the Proposer's ability to implement the services in accordance with the schedule shown in Figure 1 of this RFP. This should include how the Proposer will meet equipment, personnel, administration, maintenance, public education, and monitoring requirements. The Proposer should describe its assumptions regarding Stanford staff participation and the current service provider's participation. Provide a schedule listing key events (equipment procurement, public education, employee hiring and training, billing procedure integration, service implementation, etc.), duration, and expected completion date of each event. Discuss contingency plans that will be in place for various aspects of the implementation process, and contingency plans that have been implemented from the Proposer's previous initiations of agreements.

5.5.11 Waste Minimization Plan

Proposers shall describe, in detail, how they plan to maximize diversion and comply with relevant regulations and aligned with Stanford's Zero Waste Plan. Include at a minimum:

1. A description of how the Proposer will implement its waste management services in a manner that maximizes all feasible waste diversion.
2. A description of innovative solutions to be provided which may increase diversion levels. This can include proposing creative incentives for the Proposer to find new materials markets or other solutions.
3. Proposed innovative incentive structures such that Stanford and the selected Proposer share in the benefits of increased diversion and overall waste minimization. Proposers can provide suggestions for profit models, including but not limited to profit margin increases dependent on meeting targets for diversion, contamination minimization, landfill tonnage reductions, and/or reuse tonnage increases. Such incentive structures will be finalized during negotiations.

5.5.12 Litter Prevention/Abatement Plan

Proposers must describe their approach to prevent litter being left behind after provision of collection services, including but not limited to at all waste enclosures, and their approach to effectively abate it afterwards in the case that litter occurs. Proposers should include any costs related to litter prevention/abatement in the base cost proposal forms.

5.5.13 Subcontractors

Stanford generally expects that the services detailed herein and in the Draft Agreement will be substantially performed by the primary Proposer. However, Stanford is willing to entertain proposals including subcontractors who will perform some services, to the extent that the subcontracted services improve the quality of service, reduce costs, and/or otherwise improve the service performed by the primary Proposer:

Proposals that anticipate the use of subcontracted services must include all information requested of the Proposer for each subcontractor (applicable to the services they will provide), and a letter of intent from each subcontractor that includes a clear description of the services to be performed. The selected contractor will be ultimately responsible to Stanford for all actions or inactions of their subcontractors. Stanford reserves the right to require due diligence on subcontractors prior to execution of the Agreement.

5.5.14 Data Collection, Analysis, and Reporting

1. Describe how you will track and report on the Reporting Requirements in Article 8 of the Draft Agreement. Provide a visual of your online data and reporting dashboard(s), and describe what direct data feeds can be provided to Stanford.
2. Describe quality control processes that will be utilized to ensure accuracy and usability of data from various sources, including but not limited to scales, cameras, and sensors.
3. Describe how you will identify and report on contamination using the methodology proposed in Section 5.5.1 of your technical proposal.

4. Explain your process for identifying opportunities to right-size service levels, specifically, how overserviced containers will be identified, including any route audits, estimations, formulas, or use of data gathered from truck or bin technology. Detail a proposed rightsizing timeline.
5. Describe your approach to measuring the composition of Stanford's Discarded Materials for a waste characterization study. Clearly outline what estimates or assumptions would be used, if any.

5.6 Technical Proposal for Alternative Services

5.6.1 Required Alternative Services (Required)

For the "required" alternative services described in Section 3.4.1, provide a description of the Proposer's approach to providing each service. Note that a response to this Section 5.6.1 is a required element of the proposal. Cost proposal information for Alternative Services must be provided in the proposal forms. At a minimum, include for each service the following, as applicable:

1. The type and number of customers that would be targeted and basis for estimated tonnage levels, diversion information, and customer participation levels, noting the Proposer's experience with comparable programs in other communities;
2. Collection methodology, including discussion of special methods for collecting in hard-to-service areas such as narrow streets and alleys;
3. Equipment to be utilized (equipment/vehicle description, number, types, cost, capacity, age, etc.); and,
4. The benefits of the proposed service and potential challenges related to the service and strategies for managing such challenges.

5.6.2 Optional Alternative Services (Optional)

Proposer may present one or more proposals for the "Optional" innovative and/or cost-saving services described in Section 3.4.2, as well as others beyond those identified in this RFP and Draft Agreement. Proposals that help Stanford meet its Zero Waste goal are especially encouraged.

Proposer must clearly describe the proposed service(s) and the operational and financial impacts that the inclusion of the service(s) would have on the other services. For each proposal for optional, innovative, and/or cost-saving services, Proposer shall provide a thorough description of its plans for the program, including, but not limited to, the following, as applicable:

1. The type and number of customers that would be targeted and basis for estimated tonnage levels and customer participation levels;
2. Collection methodology, including discussion of special methods for collecting in hard-to-service areas such as narrow streets and alleys;
3. Equipment to be utilized (e.g., equipment/vehicle description, number, types, cost, capacity, age, etc.) and plans for equipment replacements through the maximum term of the Agreement;
4. The benefits of the proposed service, and potential challenges related to the service and strategies for managing such challenges; and,
5. Communities where this program has been successfully implemented by Proposer or others.

If innovative or cost-saving proposals are presented, Proposer shall submit a cost and operating data in the space provided in the proposal forms. Stanford is not obligated to select these proposals. Innovative or cost-saving proposals will be considered by Stanford if it concludes that they warrant evaluation and analysis.

5.7 Acceptance of RFP and Agreement

To provide the Proposer with a clear understanding of the roles, responsibilities, rights, and obligations of the Proposer and Stanford, the Draft Agreement has been prepared and is included as Attachment 4. Proposer is required to review the Draft Agreement prior to submittal of its proposal to Stanford. Stanford expects the Draft Agreement will be executed by the selected contractor in substantially the same form as presented in Attachment 4. This review process allows the Proposer to prepare the proposal and costs for services with full consideration of its rights and obligations.

Proposer must describe in detail any proposed exceptions to the RFP and Draft Agreement. For each Draft Agreement exception, Proposer shall identify the exception, explain its concern, and provide alternative language for consideration by Stanford. To document the Proposer's exceptions to the Draft Agreement and proposed alternative language, Proposer shall record its exceptions and proposed alternative language directly in an electronic version of the Draft Agreement, using "track changes" mode in Microsoft Word to clearly display any redline/strikeout changes in its proposal. Proposer shall also complete any information in the Draft Agreement that needs to be tailored to the company's proposal, including, but not limited to, the Proposer's name, guarantor's name, the proposed recyclable and organic materials processing sites and solid waste disposal site, or other areas left blank in the Draft Agreement for the Proposer to fill in.

Stanford shall reserve the right to determine if the exceptions are acceptable based both on the number and nature of exceptions taken. The exceptions to the Draft Agreement will be given significant consideration in the evaluation process. In its sole discretion, Stanford may determine whether to negotiate some or all of the proposed exceptions with one or more Proposers prior to the final evaluation of the proposals.

Proposer will be deemed to have accepted and agreed to any provisions of the RFP and/or proposed terms and conditions of the Draft Agreement that have not been noted as exceptions in Proposer's proposal. If Stanford chooses to enter into negotiations with a Proposer, the noted comments and recommended alternative Draft Agreement language will serve as a starting point for discussion. Stanford may end negotiations at any point, without notice, at its discretion. The selected contractor may not initiate discussion related to Agreement language for which no exceptions were noted. Stanford may request the Proposer to sign the new Agreement before Stanford's Central Procurement office makes the final contractor selection.

5.8 Cost Proposal Forms

Cost Proposal Forms in Attachment 3 must be completed to document the Proposer's proposed cost of service and other general information. Cost information provided will be used to negotiate a rate structure with the selected Proposer that incentivizes zero waste for both the customers and the selected Proposer cost effectively. Proposers shall complete cost proposal forms in accordance with the file requirements specified in Section 4.4. For the purposes of preparing the Cost Proposal Forms, use Proposer's assessment of the operational demand to perform the services required in the Draft Agreement as the basis.

Depreciation costs for equipment shall reflect an eight (8) year depreciation period. Start-up costs related to implementation of the Agreement shall be annualized over an eight (8) year period.

5.8.1 General Proposal Information

Each Proposer is required to document the company's proposal for the facilities, located outside of the Service Area, to be used for disposal, processing, vehicle maintenance, and administration; and, equipment manufacturers and specifications.

5.8.2 Operating Statistics

Each Proposer is to provide operational statistics including, but not limited to: the number of full-time route personnel that will be required to service the Service Area; the number of routes and route hours anticipated to service the Service Area; and, the tonnage of solid waste, recyclable materials, organic materials, C&D, and Bulky Items anticipated to be collected in the Service Area. This operational data will provide Stanford with a basis for evaluating the reasonableness of each Proposer's plans to service the Service Area.

5.8.3 Annual Operating Cost Estimate

Each Proposer is required to provide its estimated annual cost of operations to service the Service Area, listing costs separately for labor-related, vehicle-related, processing, disposal, and other costs. The annual operating cost information will provide Stanford with a basis for evaluating the reasonableness of each Proposer's plans to service the Service Area. Note that the estimated annual operating costs shall be presented in current dollars. For the purposes of preparing the Cost Proposal Form, use the current service level, or Proposer's assessment of that service level, as the basis.

5.9 Cost Proposal Forms for Alternative Services

Stanford has identified required, as well as optional, alternative services that Stanford may choose to include in the scope of the final Agreement, as presented in Section 3.4 of the RFP. Stanford selected these programs as alternative services because they want to evaluate the cost impact and diversion potential before deciding to include the program in the scope of collection services. Proposers are required to submit costs for each alternative service identified in Section 3.4.1 as "required" in the designated section of Cost Proposal Form 3, reflecting the incremental cost increases/decreases for the alternative service above/below costs reflected in the base services cost proposal. Proposers are encouraged to submit separate operating statistics and costs for alternative services identified in Section 3.4.2 as "optional", reflecting the incremental cost increases/decreases for the alternative service above/below costs reflected in the base cost proposal, if any.

If the Proposer anticipates cost reductions to the base cost proposal, these reductions shall be reflected in the alternative services cost proposal section of Cost Proposal Form 3. For example, if disposal costs will decrease as a result of diverting more organic materials or recyclable materials, the avoided disposal cost shall be shown in the alternative service cost proposal section as a negative value. If solid waste route costs will be reduced as a result of the programs, the net impact to collection costs shall be shown for the alternative service (e.g., increased cost of alternative material collection less reduced cost of solid waste collection).

If Stanford chooses an alternative service, the annual costs presented in the base cost proposal will be adjusted to reflect the selected alternative services.

5.10 Other Optional Information

Additional information or data relevant to the proposal is optional and may be included as an attachment(s) to the proposal.

SECTION 6: PROPOSAL EVALUATION CRITERIA

Stanford shall convene a panel of evaluators. The evaluation panel shall evaluate proposals and shall, upon completion of the evaluation process, provide a written recommendation to Stanford's Central Procurement office as to the most responsible, responsive, and qualified Proposer. A written notice of the evaluation panel's recommendation shall be provided to all Proposers. Proposals will be evaluated based on various criteria that may include, but are not necessarily limited to, the items below, and overall demonstration of best value and best alignment with Stanford's objectives described in Section 1.2 of this RFP. Some or all of these factors may be considered by the evaluation panel, and other factors not listed below may also be considered.

6.1 Responsiveness

Stanford shall evaluate the responsiveness of proposals based on the following:

- Comprehensiveness and consistency of the proposal with respect to this RFP.
- Completeness and accuracy of all proposal forms.
- Compliance with the RFP and procurement procedures.
- Timeliness of proposal submission.

6.2 Proposer's Qualifications

- Experience
 - Demonstrated experience of Proposer providing the requested or similar services to other jurisdictions or large commercial customers.
 - Demonstrated experience of Proposer's ability to implement new collection and processing services and new agreements and obligations that are similar to Stanford's services in comparably sized communities.
 - Demonstrated experience implementing successful zero waste programs.
 - If the Proposer is a joint venture, demonstrated experience of parties working together.
 - If the Proposer intends to use subcontractors, performance history of the proposed subcontractors.
 - Satisfaction of Proposer's references with the services received in the past ten (10) years.
- Key Personnel Qualifications. Extent and relevance of the qualifications and experience of key personnel proposed for the transition team and on-going management of Stanford's collection and processing operations.
- Performance Record
 - Performance under similar contracts
 - Proposer's history with litigation and regulatory action (e.g., nature of past and pending civil, legal, regulatory, and criminal actions.
 - History and nature of payments of liquidated damages, penalties, damages, or similar factors.

- Regulatory compliance related to equipment and facilities, including compliance with land use permits, storm water discharge permits, State highway requirements, etc.
- Corrective action taken by Proposer for regulatory noncompliance and contract noncompliance.

6.3 Technical Proposal for Services

- Operations. Reasonableness and reliability of the proposed service provision methods, technology, equipment, and containers.
- Diversion Ability and Waste Minimization Plan – The nature and reliability of proposed diversion programs and potential of such programs to divert solid waste from landfill disposal, fulfill the diversion services requirement of the Draft Agreement; and, comply with AB 341, AB 1826, and SB 1383.
- Processing and Marketing – Realistic plan and guaranteed capacity for recyclable materials and organic materials processing and marketing.
- Customer Service – Compatibility (relative to other Proposers) of customer service approach and staffing levels with the goals, objectives, and needs of the Service Area and the requirements of the Draft Agreement.
- Public Education and Outreach Program – Compatibility (relative to other Proposers) of the proposed education program, staffing levels, and program ideas with the goals, objectives, and needs of the Service Area and the requirements of the Draft Agreement.
- Technical Assistance – Proposed approach to providing generators with comprehensive, results-oriented recycling and organic materials technical assistance.
- Billing System – Compatibility (relative to other Proposers) of billing approach, procedures for handling customers, and coordination plan with Stanford.
- Transition Plan – Reasonableness of implementation schedule and ability to meet deadlines (e.g., reasonableness of equipment procurement, container distribution schedules, customer notification, implementation staffing levels, new development needs, and contingency plans).
- Other – Other technical considerations to be determined.

6.4 Cost and Incentive Proposals

- Reasonableness - The reasonableness, accuracy, and consistency of the Proposer's operational, labor, capital, and cost proposals.
- Competitiveness - The competitiveness of Proposer's proposed rates relative to rates proposed by others.

6.5 Acceptance of RFP and Draft Agreement Terms

- Number and Nature of Exceptions – The number and nature of exceptions to the RFP and Draft Agreement.
- Likelihood of Prompt and Successful Negotiations – The likelihood that Stanford will be able to promptly and successfully negotiate changes to and finalize the Draft Agreement with the Proposer.