



City of Cambridge

PURCHASING DEPARTMENT

795 Massachusetts Ave. • Cambridge, Massachusetts 02139-3219

Amy L. Witts
Purchasing Agent

TO: All Bidders

FROM: City of Cambridge

DATE: July 7, 2016

RE: File No. 7296 – Request for Qualifications for Zero Waste Master Plan- Addendum No. 1

The following questions were asked and answered:

1. **Question:** The RFQ and introduction sections of the bid relate to for Zero Waste Planning Services. Yet the Scope of Services focuses on operations analysis for the residential curbside recycling, organics, and solid waste programs, which is different. Can you please clarify which of these the City is interested in with this bid, or a combination?

Answer: The scope would include a combination of both, evaluating operations to help develop a zero waste plan.

2. **Question:** If answers will be provided after the question submission deadline of July 6 (vs. as received), is it possible that the city would consider an extension of the proposal deadline so that respondents can put the team best suited to the project together?

Answer: The proposal deadline will not be extended.

3. **Question:** Final report is requested by December 2016 even though the RFQ states the contract for this project will be for one year (with potential for extension)? Please clarify the timeframe for the project and expected deliverables.

Answer: The contract for this project will be one year, final report will be requested by April 2017

4. **Question:** The introduction of the RFQ states that “the City is heavily invested in programs that encourage the community to reduce consumption, increase recycling and composting and also participates in numerous other programs throughout the City that encourage reuse and recycling of materials.” The RFQ mentions some of these programs (i.e. organics collection), but is there a report/summary of all the programs and initiatives the City undertakes to reduce, reuse, and recycling materials?

Answer: There is a significant amount of information on our website related to the initiatives and programs to reduce, reuse and recycle that we are involved in. <http://www.cambridgema.gov/theworks>

5. **Question:** Please clarify #2 of Section IV: Proposal Submission Requirements. It references renovation and construction for schools.

Answer: Delete “designs of school for the grades identified including renovation and new construction” and insert design services.

6. **Question:** Sample contract reads like a contract to provide construction design and construction drawings for a design/build project. Please clarify if we will be signing a similar construction contract. Also, contract states that contractor must have E&O insurance equal to 10% of the estimated cost of construction. Please clarify the insurance requirements as this project doesn't appear to require construction.

Answer: The sample contract attached is the correct contract. Please refer to Section 10.3.6 of the sample contract for clarification of the insurance requirements which reads in part, “Professional Liability insurance in an amount not less than \$1,000,000 OR (emphasis added) ten per cent (10%) of the Project's estimated cost of construction, OR (emphasis added) such larger amounts as the City may require...”

7. **Question:** The second Appendix 10 is identified as “DSM Memos,” but the memos are not provided.

Answer: Please see attached

8. **Question:** The contract included in the RFQ is for engineering and design services with related insurance and registration requirements. Can you provide a consulting contract, or alternate contract for a firm that is not an engineering firm, prior to the qualification submission deadline, if different?

Answer: Although some terms contained in the sample contract may ultimately not be applicable to this project, proposers will be required to sign a contract like the sample attached to the RFQ.

9. **Question:** Section IV, #1: Proposal Submission Requirements, includes a “Standard Designer Application Form for Municipalities and Public Agencies not within DSB Jurisdiction 2014.” This form appears to be for construction-related projects, and requires professional registration numbers. Please advise if this form is required for this RFQ

Answer: The form is the required form and must be submitted with your proposal.

10. **Question:** Section IV #2: Refers to design of schools. Please confirm that this is not a requirement and advise of any related changes to this section.

Answer: Please see answer in question #5

11. **Question:** Section IV, #'s 4-7: Are these forms needed for only the prime contractor, or for each business that is part of a team?

Answer: These forms are required for the applicant submitting the proposal.

12. **Question:** Section V, Evaluation Criteria, refers to submittal of a scope of services. Yet Section IV, Proposal Submission Requirements, does not include a scope of services. Please clarify whether or not a scope of services is required in response to this RFQ

Answer: Proposers are required to respond to the Scope of Services as outlined on pages 9-11 in the RFQ. Each proposer's responsiveness to the Scope of Services as demonstrated in the proposal will be evaluated (please see RFQ page 14, #6 "Responsiveness to Scope of Services.")

13. **Question:** Regarding insurance requirements: if the bidder is a dba, is personal liability insurance acceptable instead of Employer and Commercial General Liability?_

Answer: The successful proposer will be required to provide the types and amounts of insurance as indicated before a contract can be executed.

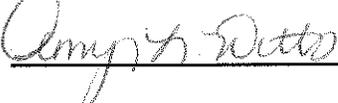
14. **Question:** If answers will be provided after the question submission deadline of July 6 (vs. as received), is it possible that the city would consider an extension of the proposal deadline so that respondents can put the team best suited to the project together?

Answer: The proposal deadline will not be extended.

15. **Question:** Page 3 of the RFQ provides the selection criteria for how the finalists will be selected. Is the City able to provide more details on how each criteria will be weighted in the scoring of the proposals/selection of the finalists?

Answer: There is no weighting of the evaluation criteria or formal scoring of the proposals. The Selection Committee will choose finalists using the evaluation criteria for proposals listed in the RFQ.

All other details remain the same.



Amy L. Witts
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Addendum No. 1

MEMORANDUM

To: Julia Wolfe
From: Ted Siegler and Natalie Starr, DSM Environmental Services
Re: Opportunities and Barriers for Organics Collection in the Greater Boston Area (Based on work on Cambridge Small Business Recycling Grant)
Date: September 14, 2004

Introduction

Given the prevalence of organics in the waste stream, one component of DSM's work with Cambridge businesses was to attempt to identify opportunities and barriers for increasing organics diversion. To achieve this objective DSM:

- Attempted to work with the existing private hauler providing organics collection to Harvard and MIT (who was viewed by DSM as having the most potential to immediately service small businesses in Cambridge);
- Met with other private haulers servicing businesses in Cambridge to discuss their views on moving into organics collection; and,
- Included survey questions in our on-site surveys with businesses concerning interest in separation and collection of organics.

This memorandum summarizes the outcome of these efforts and outlines next steps for Cambridge that might be applied to other large municipalities with a high population of businesses generating organics wastes.

Expanding Existing Organics Collection

Harvard and MIT both contract with *Herb's Trucking* to collect separated organics. Prior to starting this project, DSM contacted *Herb's Trucking* to determine if there was an interest in expanding collection service in Cambridge. *Herb's Trucking* stated they would participate in the project.

However, once this project started, DSM was unable to even meet with *Herb's Trucking*. DSM contacted *Herb's Trucking* by telephone on numerous occasions, had several discussions about collection and arranged two separate meetings with *Herb's* (scheduled at *Herb's* convenience). On both occasions *Herb's Trucking* did not show up for the meeting, without notifying DSM. As a consequence, DSM cannot assume that there is either the desire or capacity on the part of *Herb's Trucking* to expand organics collection in Cambridge.

Other Refuse and Recycling Haulers

Meetings were held with the majority of refuse haulers serving businesses in Cambridge and who were interested in recycling collection. This includes *Jet-A-Way*, *Save that Stuff*, *Earthworm*, *Harvey's*, *Russell* and *Atlantic Waste* (a division of *Casella*). DSM spoke with a *BFI* representative over the telephone. Although DSM made numerous attempts to do so, DSM was not able to schedule a meeting with anyone from *Waste Management*.

While all of the haulers were happy to provide a roll-off container (with or without a compactor) and collection for organics, none of the large waste haulers expressed an interest in offering regular organics collection service of

smaller quantities. All haulers indicated that if a critical mass of businesses and organics could be identified (enough to provide a collection route), that they would be willing to provide collection, but it was not a service they intended to market or develop in the short term. Based on discussions DSM had with these haulers, this view appeared to be based on their assessment that insufficient, dependable capacity existed to process the organics within a reasonable hauling distance.

Further, the assessment of the larger haulers was that per ton collection costs -- assuming a high frequency of collection and the need to utilize rolling carts -- would make organics collection prohibitively expensive compared to conventional refuse collection service.

One niche hauler, *Save That Stuff*, did indicate willingness and desire to offer curbside collection of business organics. However, plans by *Save That Stuff* to launch a separate organics collection route were pushed back throughout the course of this project (March through August, 2004). As a consequence, an opportunity to start an organics collection pilot program with restaurants under lease to a single property management firm near Harvard Square (which was identified as part of DSM's survey) was never realized. Initial discussions with *Save That Stuff* concerning the Harvard Square restaurant pilot collection indicated that even if collection were offered, per ton costs would exceed refuse collection costs, before taking into account additional costs to the restaurants of keeping organics separate.

It should be noted here that San Francisco is often cited up as an example of a comprehensive diversion program for business (and residential) organics. However, it is not commonly acknowledged that San Francisco is a unique situation that would be difficult to duplicate in Massachusetts.

In San Francisco, one hauler holds exclusive permits to collect all residential, business and institutional wastes and recyclables within the permit areas throughout the City. . Initially there were many different permit areas in the City served by different private haulers. However, over time one hauler acquired all of the permits, giving the hauler control of collection throughout the City. Given the monopoly that this hauler now enjoys, rates for collection are regulated by the City. As a consequence, the City and hauler have established a price for organics collection that is approximately 25 percent below the price for refuse collection. This price does not reflect actual costs for providing organics collection, which the hauler acknowledges are higher than refuse collection costs.¹

This lower price provides a significant incentive for businesses to participate in an organics collection program, especially when combined with free consulting services to establish and maintain the program and subsidized cart prices.² None of these conditions exist in Cambridge, or in most other metropolitan areas in the United States (that DSM is aware of). While this model does provide an example of how Cambridge could achieve higher levels of recycling and organics collection, it is likely that implementation of such a single hauler system permitted by the City to serve all accounts -- residential and commercial -- could be politically contentious.

Opportunities to Divert Organics from Cambridge Business

Out of DSM's survey of about 200 businesses only 13 expressed some level of interest in organics recycling. And in some of these cases, while individual assistant management employees expressed interest in organics separation, the owner/manager was not convinced it was worthy of further consideration. Therefore much assistance could be necessary to sign the majority of these 13 businesses up for an organics collection service.

¹ September 1, 2004 discussion with Chris Levaggi, Program Manager, Recycling and Executive Accounts, Golden Gate Disposal & Recycling Company, San Francisco, California

² Applied Compost Consulting, Inc. has a contract with San Francisco Environment (City Government) to provide on-going, no-cost implementation assistance to businesses and institutions who want to separate organics for collection. These businesses are also provided with grants for the acquisition of rolling carts for separate storage of the organics. Technical assistance, grants for carts, and a discounted price for collection of organics provides a significant incentive for widespread participation in organics collection.

Constraints to organics recycling from the perspective of the business included:

- Space in the kitchens for additional material storage containers;
- Concerns about sanitation and odor (and health department regulations);
- Need for more frequent pickup (than refuse collection);
- Concern about space at loading dock or outside the business to store containers;
- Need for constant employee training; and,
- Cost.

Based on DSM's experience discussing the barriers to recycling with small businesses, cost is likely one of the greatest constraints. However in the case of organics (versus recycling), DSM was unable to discuss a specific price with businesses because the one hauler who stated they were offering regular collection service to businesses (Herb's Trucking) would not provide any information on the charge or cite names of small businesses that they currently service.

Next Steps

Given the lack of hauler interest and the number of constraints cited by businesses, implementing organics diversion will require a sustained, on-going effort with at least the following characteristics:

- Development of a list of businesses and institutions generating a critical mass of organic waste who have expressed an interest in organics separation – DSM's surveys can form the basis for the initial list and there are 13 business names already on the list. (*Save That Stuff* has stated that they keep a waiting list.) Likely candidates to target in addition to restaurants in Cambridge would be coffee shops (where coffee grounds and filters could be separated for collection) and brew houses (where barley and hops could be separated).
- Identification of other organics generators, such as schools, that would also like organics collection service that could be added to a collection route to ensure the critical mass fills is enough to fill the truck and lower collection costs for all participants (in the case of Cambridge, residents might be a potential target for subscription collection service.)
- Identification of one or more haulers willing to offer organics collection if a critical mass can be reached, and at a price competitive with refuse collection.
- Dedication of one or more persons who can devote the time necessary to work with each interested business to assist them with implementation of the separate organics collection. Assistance would include:
 - an initial inventory of the business to determine types and locations of carts for separate storage of organics;
 - training of the staff and preparation of educational materials as needed;
 - assistance with negotiations with an interested private hauler concerning the logistics and schedule of collection and price; and,
 - follow-up to attempt to address any issues that arise during implementation.

Currently the necessary conditions for organics collection in Cambridge do not exist, although a number of the necessary components are potentially available, or will be available shortly. Should one or more haulers begin to offer separate collection at a price competitive with collection and disposal of organics, then it will be necessary to identify, and fund, a position within the City government (or state government) to assist with the many implementation issues that will inevitably need to be solved to make organics collection a sustainable reality. These conditions exist in San Francisco enabling San Francisco to be a model for other communities.