



COLORADO
Department of Public
Health & Environment

Dedicated to protecting and improving the health and environment of the people of Colorado

Request for Proposal (RFP)

Requirements Section Technical Specifications

**DIVISION OF ENVIRONMENTAL HEALTH AND SUSTAINABILITY
RECYCLING RESOURCES ECONOMIC OPPORTUNITY PROGRAM**

**END MARKET DEVELOPMENT PILOT PROGRAM DESIGN AND
COORDINATION**

RFP # FAAA 2018000179

Table of Contents

- I. BACKGROUND AND OVERVIEW 1**
 - A. BACKGROUND 1
 - B. DEFINITION OF TERMS 1
- II. PROJECT BUDGET, TIMELINE AND LIFE OF PROJECT 2**
 - A. PROJECT BUDGET 2
 - B. AWARD PERIOD (LIFE OF PROJECT) 2
- III. GOALS AND PURPOSE 2**
- IV. HOW TO RESPOND 3**
 - A. REQUIREMENTS DOCUMENTATION 3
 - B. PROJECT DESCRIPTION 4
 - D. PAGE FORMATTING INSTRUCTIONS 6
- V. SELECTION AND EVALUATION: 6**
 - A. EVALUATION FACTORS: 7
 - B. ORAL PRESENTATIONS/INTERVIEWS 7
 - C. OFFEROR ATTACHMENTS AND SAMPLES OF WORK: 7
 - D. DEBRIEF PROCESS 8
- VI. TEMPLATES AND RESOURCES 8**
 - A. TEMPLATES 8
 - B. PROGRAM RESOURCES/WEBSITES 8
 - C. APPENDIXES 9

I. BACKGROUND AND OVERVIEW

A. Background

The purpose of this Colorado Department of Public Health and Environment (CDPHE) Request for Proposals (RFP) is to solicit proposals for a consultant who has experience providing technical assistance to businesses that have an interest in establishing a new end-market, or expanding an existing end-market, for post-consumer solid waste in the State of Colorado. The State, through its Recycling Resources Economic Opportunity Program, seeks to pilot an innovative new model that will help ensure future grant dollars awarded through this program are dedicated to projects that will be sustainable in the long-term and establish new and robust end-markets for post-consumer recyclables, compostables, and construction and demolition waste in Colorado.

The State recognizes that there are a limited number of domestic markets for these materials, and even fewer markets within Colorado. Additionally, in July 2017, China notified the World Trade Organization of its intention to prohibit the import of certain solid wastes and scrap into their country, including mixed paper and mixed plastics, beginning on January 1, 2018. This has the potential to disrupt domestic markets in a profoundly negative way, impacting the ability of recycling programs to remain financially viable. As a result, the State hopes to spur investment in domestic end-markets within Colorado to ensure the State’s recycling infrastructure continues to grow and flourish.

This pilot program will focus on the following key outcomes:

- a. Inspire a bottom-up approach to economic development. Spur innovation by creating a program where project teams are invited to create solutions that will create or improve upon an existing end-market in their region.
- b. Create a team of experts who can provide technical assistance in developing fully vetted business plans. This will involve assisting project teams in navigating state and national financial and regulatory frameworks. Project teams will be able to rely on the team of experts to provide insight on how financing, economic indicators, public-private partnerships and regulations will influence the business plan.

If this pilot program is successful, the State will consider earmarking additional grant dollars in fiscal year 2019 to implement a competitive process via a formal Request for Applications and ultimately fund the most impactful projects proposed by the project teams.

For this pilot program to achieve the outcomes provided above, the State will hire a Offeror to provide the coordination and technical assistance the project teams will need to be successful in developing a business plan strong enough to attract private investment. The Offeror will also be expected to advertise the pilot program to garner interest and identify project teams and potential projects.

B. Definition of Terms

1. Colorado Small Business Development Center (SBDC)	Housed at the Colorado Office of Economic Development and International Trade, the SBDC combines information and resources from federal, state and local governments with those of the education system and private sector to meet the specialized and complex needs of the small business community. The SBDC is dedicated to helping existing and new businesses grow and prosper in Colorado by providing free and confidential consulting and no- or low-cost training programs.
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	https://www.coloradosbdc.org/consulting
2. End-market development	Includes the following activities: alter the physical state of a material so that it becomes a suitable feedstock for an end-use manufacturing process; or create or expand a manufacturing process that uses recycled materials as a feedstock; or build the equipment needed to implement a proven, market-ready concept that will contribute to greater degrees of waste diversion. For the purposes of this pilot program, end-market development is not limited to only the manufacturing of a product using recycled feedstock, but also includes intermediate processing, such as pelletizing, grinding, shredding, washing, and bagging (i.e. – for projects that focus on finished compost).
3. Front Range	The Interstate 25 urban corridor, generally from Fort Collins to Pueblo
4. Project team	A potentially interdisciplinary group of like-minded people from a variety of sectors working toward a common goal, led by a for-profit business that is willing to invest the time and resources to develop an end-market.

II. PROJECT BUDGET, TIMELINE AND LIFE OF PROJECT

A. Project Budget

Approximately \$75,000 is available for this contract, funded through the Recycling Resources Economic Opportunity Program, C.R.S. §25-16-104.5 (3.9) (a) The State reserves the right to add additional funding if available.

B. Award Period (Life of Project)

The anticipated project timeline is 6 months from the effective date of the contract. The anticipated start date for the executed contract or purchase order is April 15, 2018. At the sole discretion of the State, the Department may modify the dates of the contract. This contract may be renewed for an additional four (4) one (1) year periods not to exceed five (5) years contingent on Offeror performance, interest of stakeholders in this program, and funding availability.

III. GOALS AND PURPOSE

The Offeror shall be responsible for completing the following activities:

1. The Offeror shall research and develop a content library composed of relevant economic data and pertinent regulations that can be used to inform project teams and assist them in building a business plan that would be attractive to private investors.
2. The Offeror shall organize a team of experts who can provide the technical assistance that project teams will need to transform an idea into a solid business plan.
 - a. In addition to any hired subcontractors, the Offeror shall connect project teams with resources made available through the SBDC and have the ability to hire consultants through their support network to provide personalized assistance to each project team. The Offeror shall not substitute or replicate the resources offered through the SBDC, but rather compliment these resources by filling in any gaps in information or resources that are relevant to those within the recycling and composting industries.

3. The Offeror shall develop and implement a marketing plan to increase awareness of this pilot program, with the goal of identifying potential projects and inviting project teams to participate..

IV. HOW TO RESPOND

Proposals should be submitted as described in *Request for Proposal (RFP): Administrative process & Information*, as well as follow the requirements specified in this section. **NOTE: Proposals that fail to follow ALL of the requirements may not be considered.**

A. Requirements Documentation

All proposals must include the following:

1. Request for Proposal Cover Sheet & Signature Page (**Exhibit A**)
A completed and signed form must be submitted with the response.
2. Executive Summary
At minimum, the Executive Summary must address the following:
 - a. A high level overview of the Offeror's experience and qualifications as they relate to the goals and purpose of this pilot program. Identify who will be included in the team of experts and why.
 - b. The Offeror's vision on how this economic development pilot program can be designed to encourage new end-markets to be established in Colorado.
 - c. How the team of experts will provide technical assistance to help project teams transform an idea into a business plan.
 - d. How the Offeror will market this pilot program in a way that will attract program participants.
3. Summary of Experience/Qualifications
 - a. The following qualifications are required to ensure that effective services can be provided:
 - i. Demonstrated experience consulting within the recycling and composting industries, specifically in regards to project development. A general understanding of how market conditions affect these industries and what trends are forecasted is preferred.
 - ii. Demonstrated success of at least three years within the past five year time period in providing assistance to those who need to develop a project idea into a business plan.
 - iii. Demonstrated success of at least three years within the past five year time period in building consensus among a diverse group of people and developing public/private partnerships.
 - iv. Demonstrated success in building momentum and garnering interest in an economic development program, with special focus on implementing a successful marketing plan.
4. Other Requirements
 - a. Personnel:
 - i. Identify personnel to be assigned to the project. Describe staff experience and provide resumes for each person identified. Indicate each person's level of involvement in this project and key responsibilities.
 - ii. Provide information on all anticipated subcontractors. It is anticipated that the Offeror will need to assemble a team of experts to provide the desired level of technical assistance. Identify each subcontractor's area of expertise

- and level of involvement in the project.
- iii. Indicate whether any of the identified personnel have past experience working with a Small Business Development Center through the United States Small Business Administration.
- b. Content Library Summary: Provide a summary of the types of economic data that will be researched and compiled as part of the content library, with the goal of attracting private investment in each project team's business plan.
- c. Samples of past work: This may include sample content libraries, business plans the Offeror played a key role in creating, and marketing plans for an economic development program.

B. Project Description

1. Work Plan and Budget (*Template Provided*)

Submit a work plan that describes how the Offeror will carry out the scope of work. Proposals must address and clearly identify each of the deliverables in the order presented. *Statement of work (SOW) and Budget template* is included as **Exhibit B**. Thoroughly describe the objective service sought (the work to be done).

- a. Define the work to be completed including a description of all elements of the project.
- b. List all specific objectives in the table. Organize objectives by S.M.A.R.T (Specific, Measurable, Achievable, Realistic and Timely) outcome objectives. Each objective shall directly address a specific goal area and strategy; express the intended outcomes, results or accomplishments, of individual project activities; describe the intended target populations if appropriate.
- c. List a minimum of one and a maximum of 10 activities employed in accomplishing the project goals/objectives; List major sub-activities as needed. The Offeror shall complete the following primary activities:
 - i. Attend an in-person post-award meeting with department staff and representative from the SBDC. The purpose of this meeting is to clarify expectations of the work plan, review the project timeline, and review anticipated costs.
 - ii. To ensure that department resources are used wisely and only for those project teams that are committed to establishing an end-market, the Offeror shall, in conjunction with department staff, develop a list of criteria for accepting project teams into the pilot program.
 - iii. Develop a content library for each project team. The Offeror will be expected to gather the data needed to assist each project team in navigating the financial and regulatory frameworks to ensure project teams are aware of requirements that may impact the successful implementation of their project.
 - iv. Market the pilot program in order to identify and coordinate project teams. Assist established project teams in identifying and developing potential end-market development projects with the goal of creating a business plan to implement the project. The focus areas will be on those regions of Colorado that have already completed a regional solid waste planning study, as well as the Front Range. See Appendix D for details.
 - v. Participate in a roundtable session focused on end-market development during the Summit for Recycling hosted by the Colorado Association for Recycling, June 4-5, 2018.

- d. List the actual results you expect to achieve by meeting the goals/activities.
 - e. List standards and requirements that will be used to establish quality and ensure the activities will provide the expected results. Often multiple sources of requirements exist/apply including Colorado Statute and State/Federal/industry requirements.
 - f. List what will be measured to ensure the expected results of the activities have been achieved. The Offeror will use the following metrics as performance indicators of successful completion of the objective of this contract:
 - i. The marketing plan's implementation will be measured by the number of contacts made and the number of communications issued, including social media.
 - ii. The number of documented project teams that have formed and number of project ideas identified.
 - g. Enter each expected deliverable related to the objective and include a description of the party responsible for completion (if applicable) and the completion date(s). Deliverables are typically tangible objects produced as a result of the activities performed. They are "delivered" to the State as evidence of compliance (or not) with standards and requirements for performance and can be an indication of the progress made. Examples of deliverables may be reports, tracking logs, meeting minutes, copies of professional licenses, data entered, or some other element of a project. The Offeror will be required to submit the following deliverables:
 - i. The Offeror shall present a summary of work completed to the Pollution Prevention Advisory Board Assistance Committee at each scheduled monthly meeting.
 - ii. The Offeror shall submit a contact log with a summary of what assistance was provided by the Offeror's team of experts to each project team within five business days of the last day of each month.
 - iii. The Offeror shall submit each content library created for each project team in the form of a handbook. The content libraries will be due two weeks prior to the expiration date of the contract.
 - iv. The Offeror shall submit a marketing plan that details what marketing activities will be implemented to raise awareness of this pilot program. The marketing plan will be due three months after the contract's effective start date. The plan will be fully implemented prior to the expiration date of the contract.
2. The proposal must state the total fixed-price fee for performance of and completion of services that will become part of a contract between the State and awarded Offeror. **This RFP will result in a "fixed-price" contract.**
- a. Costs are tied to services that meet or exceed the requirements and expected outcomes. This may include the expertise and relevant experience of the Offeror that will enhance the success of the project and provide minimal risk or need for State resources. The Offeror shall provide the total cost for each primary activity in the work plan.
 - b. The proposal shall state the total fixed-price fee for performance of and completion of services that will become part of a contract between the State and awarded vendor.
 - c. There is no reimbursement of pre-award costs.

C. Page Formatting Instructions

Unnecessarily elaborate proposals are not desired. Indexes, tables of contents, lists of figures/tables, and glossary of terms will not be counted toward the overall page count. Allowance will be made for tabular or graphical presentations and screen prints, whether incorporated in the text of the technical description or attached as separate exhibits. Textual explanations of screen prints or graphic materials, standard commercial brochures or descriptions, or other standard product documentation that are attached in appendices or exhibits will not be counted against page limitation. However, evaluators cannot be expected to comprehend all material in exhibits whose content and relevance to the proposal description are not clearly integrated into the technical discussion.

The RFP must be submitted using the following page formatting requirements:

- a. Proposal Font: Times New Roman
- b. Proposal Font Size: 11 point
- c. Proposal Spacing: Single spaced, 1" margins on all sides
- d. Proposal Printing: Double sided printing required
- e. Page Numbering: Number all pages at the bottom right corner of the page
- f. Headings: The original headings for each and all sections of the response must be included.
- g. Labeling Requirements: Each attachment should be labeled with the original label for the document, e.g., Scope of Work, Budget Template, etc.
- h. Paper Type: The CDPHE encourages that proposals be submitted on recycled paper. While the appearance of proposals and professional presentation is important, the use of non-recyclable or non-recycled glossy paper is discouraged.
- i. Binding: Binder clips ONLY. Proposals must NOT be stapled, in three ring binders, or otherwise bound

Page Limits:

- TOTAL NUMBER OF PAGES: 13 pages
- a. Executive Summary: no more than 2 pages
 - b. Summary of Experience: no more than 3 pages
 - c. Personnel Description and Content Library Summary: no more than 2 pages combined
 - d. Statement of work (SOW) and Budget template (Exhibit B): no more than 6 pages
 - e. Attachments and Samples of Work: no more than 3 samples

V. SELECTION AND EVALUATION:

The technical aspects of proposals will be assessed based on the soundness of the Offeror's approach and the Offeror's understanding of the requirement. Past experience/qualifications will be assessed by considering the extent to which the qualifications, experience, and past performance are likely to foster successful, on-time performance. Technical and past experience assessments may include a judgment concerning the potential risk of unsuccessful or untimely performance, and the anticipated amount of State resources necessary to insure timely, successful performance. The State may use all information available regarding past performance as defined in C.R.S. §24-102-205 et.seq.

Awards will be made to a single Offeror. The award will be made to the Offeror whose

proposal conforms to the RFP and is determined to be most responsive, responsible and advantageous to the State of Colorado.

A. Evaluation Factors:

The evaluation factors, are:

1. Technical Content
 - a. The project, methods and work plan are described with sufficient detail, including time-framed and measurable goals, objectives, and outcomes.
 - b. The plan presented by the Offeror meets the goals of what the department is hoping to achieve as a result of this project.
 - c. The implementation plan matches the deliverables in the scope of work.
 - d. The Offeror maintains an office in Colorado.
 - e. The response was submitted using the requested templates and includes all required supporting documents and attachments.
2. Experience
 - a. Thorough discussion of past performance information is provided; for example: information regarding past successes in providing assistance to businesses, key personnel who have relevant experience, and subcontractors performing major or critical aspects of the service(s), if such information is relevant.
 - i. Offeror's without a record of relevant past performance or for whom information on past performance is not available will receive a neutral past performance rating. The State will consider the Offeror's performance on past or current State contracts with requirements similar to the State requirements for this contract. The State will consider information provided by the Offeror regarding any problems encountered on the identified contracts and any associated corrective actions.
 - b. The Offeror demonstrates their ability to complete this project with the knowledge and experience needed to provide the services proposed.
 - c. The response demonstrates sufficient understanding of the project.
 - d. The Offeror clearly describes the roles and responsibilities of key personnel and hired sub-contractors, if applicable.
3. Price
 - a. The budget is clearly divided into three primary activities: the post-award meeting, the content library, and the marketing plan.
 - b. The listed expenditures provide a favorable cost-to-benefit ratio relative to the proposed work outlined in the work plan table, Exhibit B.
 - c. The Offeror provides a value-added service(s).

B. Oral Presentations/Interviews (Optional Only)

At the conclusion of the evaluation of Proposals, CDPHE may, at its sole discretion, conduct oral presentations and/or interviews with Offerors. If it is decided by CDPHE to hold oral presentations/interviews, only those Offerors ranked the highest after the initial proposal review will be invited. Offerors will be notified via email to schedule interviews. If CDPHE proceeds to oral interviews the orals will be used to clarify and enhance the original proposal. The oral presentations/interview scores will be considered as part of the overall score.

C. Offeror Attachments and samples of work:

Offeror Attachment and samples of work will not be ranked but will be considered in the

overall selection process. Failure to provide any information requested in the RFP may result in the disqualification of the submittal. This responsibility is that of the Offeror.

D. Debrief Process

The review committee will provide a recommendation for award to the department's Purchasing Director. If approved, the recommendation will be presented to the Pollution Prevention Advisory Board for their final approval. Unsuccessful Offerors may contact this RFP's assigned Purchasing Agent at CDPHE to request feedback on their proposal.

VI. TEMPLATES AND RESOURCES

A. Templates

1. Exhibit 1: Vendor Information-Confirmation of Offer Form
2. Exhibit 2: *SOW Work Plan Table* Template

B. Program Resources/Websites

This section contains CDPHE contractual documentation references. These documents are included for your reference as these will become part of the contract with CDPHE should you be awarded the contract. Information included in the General Provisions can be found in Appendix A. The terms of general provisions are non-negotiable. Information included in the Additional Provisions can be found in Appendix B.

Offeror's may access previous work completed by the State that has helped inform the need for an end-market development program:

1. Economic Study of Recycling in Colorado, 2014
https://www.colorado.gov/pacific/sites/default/files/DEHS_Environ_RecyclingInCO_FinalReport.pdf
2. Colorado Integrated Solid Waste and Materials Management Plan, 2016
https://www.colorado.gov/pacific/sites/default/files/HM_sw3-2016-Integ-SW-MM-Plan.pdf
3. Establishing a Framework for a Statewide Markets Analysis, 2017
See Appendix C

The end-market development pilot program was also inspired by existing programs in other states that have a similar goal. Offerors may wish to visit the following websites:

1. Michigan, Department of Environmental Quality
<http://www.michigan.gov/deq/0,4561,7-135--368545--,00.html>
2. North Carolina, Department of Environmental Quality
<https://deq.nc.gov/conservation/recycling/recycling-business-assistance-center>
3. South East Recycling Development Council
<http://www.serdc.org/AboutSERDC>
4. Pennsylvania Recycling Markets Center
<http://www.pennrmc.org/>
5. Arizona State University
<https://entrepreneurship.asu.edu/>

C. **Appendixes**

Appendix A REQUEST FOR PROPOSAL ADMINISTRATIVE INFORMATION

Appendix B: General Provisions

Appendix B: Additional Provisions

Appendix C: Report, *Establishing a Framework for a Statewide Markets Analysis*

Appendix D: Map, *State-Funded Materials Management Regional Study Areas*