



Request for Proposal  
(Secondary Method)

Solicitation # **IWM07046**

Development of Training on the  
Principles of Integrated Waste  
Management and Research of  
Certification Programs for  
Recycling Professionals



<b><u>SECTION I</u></b>	<b><u>OVERVIEW</u></b>	<b>5</b>
GENERAL INFORMATION.....		5
CIWMB CONTACT .....		5
SERVICE NEED.....		5
CONTRACT BUDGET .....		5
PAYMENT WITHHOLD .....		5
LIQUIDATED DAMAGES .....		5
CONTRACT TERM.....		6
PROCESS TYPE.....		6
PROCESS SCHEDULE.....		6
<b><u>SECTION II</u></b>	<b><u>RULES AND CONDITIONS</u></b>	<b>7</b>
INTRODUCTION.....		7
COMMITMENT/TERMS AND CONDITIONS .....		7
ANTITRUST CLAIMS .....		7
CONTRACTOR’S COST .....		7
INFORMATION.....		8
WRITTEN QUESTIONS .....		8
ADDENDA .....		8
MODIFICATION OF SUBMITTALS.....		8
ERRORS IN SUBMITTALS .....		8
UNRELIABLE LIST .....		8
NEGOTIATING STATE CONTRACTS.....		8
ELECTRONIC WASTE RECYCLING.....		8
USE TAX.....		8
SMALL BUSINESS (SB) PREFERENCE .....		9
DISABLED VETERANS BUSINESS ENTERPRISE (DVBE) PREFERENCE.....		9
SUBCONTRACTORS .....		9
<b><u>SECTION III</u></b>	<b><u>PROPOSAL SUBMITTAL REQUIREMENTS</u></b>	<b>10</b>
INTRODUCTION.....		10
DEADLINE .....		10
ADDRESSING .....		10
NUMBER OF COPIES .....		10
DOCUMENT PRINTING .....		10
COVER LETTER .....		10
TABLE OF CONTENTS .....		10
SUMMARY .....		11
METHODOLOGY.....		11
ORGANIZATION .....		11
QUALIFICATIONS AND RESOURCES .....		11
REFERENCES.....		11
SAMPLES OF WRITTEN WORK.....		12
CONTRACT ELIGIBILITY .....		12
LICENSES .....		12
SMALL BUSINESS (SB) PARTICIPATION.....		12

DISABLED VETERAN BUSINESS ENTERPRISE PARTICIPATION (DVBE) .....	13
ENTERPRISE ZONE ACT (EZA).....	13
TARGET AREA CONTRACT PREFERENCE ACT (TACPA).....	13
LOCAL AGENCY MILITARY BASE RECOVERY ACT (LAMBRA) .....	13
MAXIMUM COMBINED PREFERENCES AND RULES FOR AWARD .....	14
<b><u>SECTION IV COST PROPOSAL SUBMITTAL .....</u></b>	<b><u>15</u></b>
EVALUATION .....	15
COST BREAKDOWN .....	15
TRAVEL AND PER DIEM .....	15
<b><u>SECTION V EVALUATION AND SELECTION.....</u></b>	<b><u>16</u></b>
INTRODUCTION.....	16
SELECTION PROCESS.....	16
COST POINTS .....	16
GROUNDS FOR REJECTION.....	17
AWARD OF AGREEMENT .....	17
NOTICE OF INTENT TO AWARD.....	17
REJECTION OF AWARD.....	17
PROPOSER NOTIFICATIONS.....	17
PROTEST OF AWARD .....	18
<b><u>SECTION VI DESCRIPTION OF WORK.....</u></b>	<b><u>19</u></b>
WORK TO BE PERFORMED .....	19
TASKS.....	20
CONTRACT/TASK TIME FRAME.....	21
CONTROL OF WORK.....	21
<b><u>SECTION VII DEFINITION AND TERMS .....</u></b>	<b><u>22</u></b>
<b><u>ATTACHMENTS .....</u></b>	<b><u>24</u></b>
COST PROPOSAL SHEET .....	25
PROPOSAL SCORING SHEET .....	27
SMALL BUSINESS/DISABLED VETERAN BUSINESS ENTERPRISES (DVBE) PARTICIPATION	
SUMMARY .....	28
DEMONSTRATION OF GOOD FAITH EFFORTS.....	29
RECYCLED-CONTENT CERTIFICATION .....	31
COMPLETION CHECKLIST.....	33
CONTRACTOR STATUS FORM .....	34
CLIENT REFERENCES .....	35

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**SECTION I OVERVIEW**

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**General Information** The California Integrated Waste Management Board (CIWMB) promotes a zero waste California in partnership with local government, industry, and the public. This means managing the estimated 76 million tons of waste generated each year by reducing waste whenever possible, promoting the management of all materials to their highest and best use, and protecting public health and safety and the environment.

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**CIWMB Contact** California Integrated Waste Management Board  
Physical Address: CIWMB  
Attn: Contracts Unit, Carol Baker  
1001 I Street, MS 19A  
Sacramento, CA 95814  
Mailing Address: Attn: Contracts Unit, Carol Baker MS-19A  
PO Box 4025,  
Sacramento, CA 95812-4025  
  
Phone: (916) 341-6105  
FAX: (916) 319-7582  
EMAIL: [contracts@ciwmb.ca.gov](mailto:contracts@ciwmb.ca.gov)

Any documents delivered in person must be received in the Visitor`s & Environmental Service Center located in the lobby of the CalEPA Headquarter`s Building at 1001 I Street, Sacramento, CA 95814.

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**Service Need** The goals of this contract are twofold:  
1) to develop and conduct trainings in the principles of integrated waste management and  
2) to research and analyze various certification program models and to make recommendations for the support of a certification program specifically for recycling professionals.

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**Contract Budget** Subject to the availability of funds and approval by the Board, there is a current maximum budget of \$80,000 (eighty thousand dollars).  
  
The CIWMB reserves the right to amend the budget for this Agreement as needs arise.

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**Payment Withhold** The provisions for payment under this contract will be subject to a ten percent (10%) withholding per task.  
  
The withheld payment amount will be included in the final payment to the contractor and will only be released when all required work has been completed to the satisfaction of the CIWMB.

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**Liquidated Damages** The selected Contractor, to receive award of this agreement, will be subject to liquidated damages if required deliverables (i.e., reports) are not submitted by the due date(s) outlined in the final approved work plan.

See Section II, Commitment, *Special Terms and Conditions* for additional information.

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**OVERVIEW CONT.**

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**Contract Term** The term of this Agreement will span approximately 26 months and is expected to begin in April of 2008.

The CIWMB reserves the right to amend the term of this Agreement as needs arise.

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**Process Type** Request for Proposal (RFP) (Secondary Method).

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**Process Schedule** This process will be conducted according to the following tentative schedule where all times are Pacific Time :

Advertisement Date	March 18, 2008
Written Questions Due by 5:00 pm	March 25, 2008
Submittal's Due by 2:00 pm	April 15, 2008
Post Notice of Intent to Award	April 24, 2008

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**SECTION II****RULES AND CONDITIONS**

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**Introduction**

There are conditions that this RFP, submitting Proposers, proposals and the resulting Agreement are subject to and/or required to comply with.

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**Commitment/Terms and Conditions**

Upon submittal of a Proposal, the Contractor has committed to comply with the following requirements:

- All items noted in RFP documents
- Special Terms and Conditions available for viewing at [www.ciwmb.ca.gov/Contracts/Forms/SpeTermsCond.pdf](http://www.ciwmb.ca.gov/Contracts/Forms/SpeTermsCond.pdf)
- General Terms and Conditions (GTCs) available for viewing at [www.ols.dgs.ca.gov/Standard+Language](http://www.ols.dgs.ca.gov/Standard+Language).
- Contractor Certification Clauses (CCCs) available for viewing at [www.ols.dgs.ca.gov/Standard+Language](http://www.ols.dgs.ca.gov/Standard+Language).

If the proposer fails to meet any of the requirements or comply with the CIWMB requests, the CIWMB can reject, disqualify, or remove the firm from the process.

The CIWMB is not committed to award an Agreement resulting from this RFP.

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**Antitrust Claims**

In submitting a Proposal Package to a public purchasing body, the Proposer offers and agrees that if the Proposal Package is accepted, it will assign to the purchasing body all rights, title, and interest in and to all causes of action it may have under Section 4 of the Clayton Act (15 U.S.C. Sec. 15) or under the Cartwright Act (Chapter 2 [commencing with Section 16700] of Part 2 of Division 7 of the Business and Professions Code), arising from purchases of goods, materials, or services by the Proposer for sale to the purchasing body pursuant to the Proposal Package. Such assignment shall be made and become effective at the time the purchasing body tenders final payment to the Proposer. (See Government Code Section 4552.)

If an awarding body or public purchasing body receives, either through judgment or settlement, a monetary recovery for a cause of action assigned under this chapter, the assignor shall be entitled to receive reimbursement for actual legal costs incurred and may, upon demand, recover from the public body any portion of the recovery, including treble damages, attributable to overcharges that were paid by the assignor but were not paid by the public body as part of the Proposal Package price, less the expenses incurred in obtaining that portion of the recovery. (See Government Code Section 4553.)

Upon demand in writing by the assignor, the assignee shall, within one year from such demand, reassign the cause of action assigned under this part if the assignor has been or may have been injured by the violation of law for which the cause of action arose and (a) the assignee has not been injured thereby, or (b) the assignee declines to file a court action for the cause of action. (See Government Code Section 4554.)

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**Contractor's Cost**

All costs resulting from the contractor's participation in the RFP process are at the firm's expense.

No costs incurred by the contractor participating in the RFP process will be reimbursed by the CIWMB.

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## RULES AND CONDITIONS CONT.

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### Information

All information obtained or produced during the course of the Agreement will be made available to the CIWMB.

Any information that the proposer deems confidential, must so be marked prior to submission to the CIWMB.

The CIWMB will hold information deemed confidential by the proposer to the extent allowable by the California Public Records Act and the Public Contract Code.

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### Written Questions

The RFP includes a formal question and answer period in which proposers have the opportunity to submit questions regarding the RFP. All questions must be submitted in writing either by fax or e-mail to the CIWMB Contact as listed in Section I. The questions and answers will be published in an Addendum to the RFP (see below, Addenda).

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### Addenda

The CIWMB reserves the right to amend, alter, or change the rules and conditions of this RFP.

Any ambiguity, conflict, discrepancy, omission, or other error discovered in the RFP should immediately be reported to the CIWMB prior to the deadline for submission of written questions. The CIWMB will issue addenda to address such issues.

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### Modification of Submittals

A Proposal submitted prior to the submittal deadline, can be withdrawn or modified by the submitting proposer. The proposer must:

- Provide a written request
- Identify the requesting individual and their association to the proposer

A Proposal cannot be withdrawn for modification after the submittal deadline has passed.

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### Errors in Submittals

An error in a Proposal package may be cause for rejection of that proposal.

The CIWMB may make certain corrections, if the Proposer's intent is clearly established based on review of the complete proposal.

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### Unreliable List

Any contractor or subcontractor currently of the CIWMB Unreliable list, is ineligible to apply for or participate in this contract.

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### Negotiating State Contracts

This solicitation and any resulting contract or amendments are subject to the conditions set forth in PCC 6611.

If any of the conditions identified in PCC 6611 exist, the Department of General Services may perform contract negotiations, if it is determined to be in the best interest of the State.

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### Electronic Waste Recycling

If the Contractor or any subcontractors participate in activities that result in the disposition of electronic components, they will comply with the provisions of PRC Chapter 8.5.

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### Use Tax

If, during the course of the agreement, the Contractor will be involved in the re-sale of goods to the State, they must comply with the requirements of Section 6452.1, 6487, 6487.3, 7101, and 18510 of the Revenue and Taxation Code, in addition to Section 10295.1 of the Public Contract Code.

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## RULES AND CONDITIONS CONT.

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### Small Business (SB) Preference

Any Bidder competing in this process as a California Certified Small Business, or as a non-SB certifying to subcontract a minimum of 25% of the total contract services to a California Certified SB, will receive a five percent (5%) preference. Certification must be provided by the Department of General Services (DGS), Procurement Division (PD), Office of Small Business and DVBE Services (OSDS). The CIWMB will apply the preference per State law and as described on the DGS website at <http://www.pd.dgs.ca.gov/smbus/sbpref.htm>.

For award based on high score, the incentive is applied by calculating the "earned" score for all bidders: If the highest scored proposal is from a non-certified small business or microbusiness, then:

1. Calculate five percent (5%) of the highest responsible bidder's total score.
2. Add the amount calculated above to the score of each of the bidders eligible for the SB incentive. This new amount is the total score.

Application of the incentive shall not displace an award to a small business with a non-small business.

A copy of the Bidder's SB certification should be included with the Bid Package.

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### Disabled Veterans Business Enterprise (DVBE) Preference

Any Bidder competing in this process as a California Certified Disabled Veterans Business Enterprise, or as a non-DVBE certifying to subcontract a minimum of 3% of the total contract services to a California Certified DVBE, will receive a preference as shown below:

1. Five (5%) and above participation level = bid will receive five percent (5%) preference.
2. Four (4%) participation level = bid will receive two percent (2%) preference.
3. Three (3%) participation level = bid will receive one percent (1%) preference.

Certification must be provided by the Department of General Services (DGS), Procurement Division (PD), Office of Small Business and DVBE Services (OSDS). The CIWMB will apply the preference as follows:

The incentive is applied during the evaluation process and is only applied for responsive bids from responsible bidders proposing the percentage(s) of DVBE participation for the incentive(s) specified above.

For award based on high score, the incentive is applied by calculating the "earned" score for all bidders: If the highest scored proposal is from a non-certified small business or microbusiness, then:

1. Calculate five percent (5%) of the highest responsible bidder's total score.
2. Add the amount calculated above to the score of each of the bidders eligible for the DVBE incentive according to the participation levels. This new amount is the total score.

Application of the incentive shall not displace an award to a small business with a non-small business.

A copy of the Bidder's DVBE certification should be included with the Bid Package.

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### Subcontractors

All subcontractors identified in the proposal, must be experts in their respective disciplines and capable of performing the tasks for which they are hired.

If awarded the agreement, the contractor **must** use all of the SB and DVBE firms identified on the Small Business/DVBE Participation Summary.

The CIWMB reserves the right to approve substitutions of subcontractors, as long as, certified business participation levels remain unchanged.

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**SECTION III****PROPOSAL SUBMITTAL REQUIREMENTS**

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**Introduction**

Failure to follow the instructions contained in this document may be grounds for rejection of a Proposal.

The CIWMB may reject any Proposal if it is conditional, incomplete or contains irregularities.

The CIWMB may waive an immaterial deviation in a Proposal, if deemed in the best interest of the CIWMB.

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**Deadline**

The proposal package must be received by the CIWMB, at the address listed in Section I, Overview by 2:00 p.m. on April 15, 2008.

Proposals received after the deadline, will be considered late and returned to the Proposer unopened.

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**Addressing**

The proposal package must clearly state that it is in response to this RFP and note the RFP number listed with the direction of "Mailroom – do not open."

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**Number of Copies**

The Proposer is required to submit all required documents in the following format:

- One original, non-bound hard copy marked "Original"
- Two bound hard copies marked "Copy"
- One electronic copy on disc or compact disc viewable by Adobe Acrobat Reader. Entire proposal, including any attachments, must be saved as a single document.

It is the submitting Proposer's responsibility to ensure that the electronic copy is formatted in Adobe Acrobat Reader and viewable by the CIWMB.

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**Document Printing**

All documents must be submitted double-sided on paper with a minimum of 30% post-consumer recycled content fiber.

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**Cover Letter**

The cover letter shall be signed by an individual who is authorized to bind the Proposer and shall indicate that person's title or position. The cover letter must be on the Proposer's company letterhead and contain the following information:

- a. Name and address of the Proposer submitting qualifications;
  - b. Name, telephone number, and e-mail address of a person who can be contacted if further information is required;
  - c. Name, title, address, telephone number, and e-mail address of individual(s) with authority to negotiate and execute a binding Agreement on behalf of the Proposer;
  - d. Statement that personnel who will provide services under the agreement will have the required certifications and that bidder will have qualified personnel available to meet the service needs; and
  - e. Statement attesting to the fact of the percentage of post consumer recycled content fiber paper used in the compilation of the CBS package.
  - f. Statement stating that the Contractor and any Subcontractors to be used during the performance of the contract are eligible to contract with the State of California, pursuant to PCC 10286.
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**Table of Contents**

The information must be organized as presented with corresponding page references.

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## PROPOSAL SUBMITTAL REQUIREMENTS CONT.

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**Summary** The Proposer must include a brief overview of the project and summarize the Proposer's approach to the work.

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**Methodology** The proposal should include a Work Plan describing the methods to be employed to accomplish the project objectives. The methodology should be described in sufficient detail to allow Board staff to evaluate the methods and should address all tasks and items in the Scope of Work.

Proposals should describe how the objectives will be met and the methods the contractor will use. The description should include not only what work will be performed, but how it will be performed. Proposals should also address the contractor's suggested method for continuing with the Principles of Integrated Waste Management Series over time.

The tasks described in the Scope of Work outline a general approach for meeting the requirements; however, alternative approaches for some or all of the tasks may be proposed if they meet or exceed the requirements in meeting the project objectives.

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**Organization** Provide a brief description of the organization's services and activities, including:

- Date of establishment
- History
- Location
- Any known conflicts of interest

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**Qualifications and Resources** The prospective contractor must have the experience, qualifications, and resources to perform the required tasks of the project, including:

- 10+ years working in solid waste management (e.g. regulatory, recycling, waste management)
- Experience developing and writing training curriculum
- Experience creating and conducting trainings
- Knowledge of history of waste management, landfills/disposal, transfer/materials recovery, recycling, transformation/conversion technologies, special waste/electronic waste/universal waste
- Knowledge of trends in waste management including market development, Sustainability and local assistance
- Familiarity with the hierarchy of waste management, planning, policies, laws, and regulations

Each proposal must include a description of the resources to be used on the project while demonstrating an individual or team members' abilities to perform the work. The proposals must include resumes for the Project Manager, Personnel and Subcontractors demonstrating each of the member's qualifications as listed above.

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**References** The Proposer's team must provide a minimum of three (3) verifiable references and/or experience that support the above qualifications.

The CIWMB reserves the right to seek references in addition to the client references provided by the Proposer, as it deems necessary.

If a reference or project experience is unable to be verified, it will be disregarded.

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## PROPOSAL SUBMITTAL REQUIREMENTS CONT.

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### Samples of Written Work

The Proposer's team must include a copy of verifiable written work that is similar in nature to the proposed project and deliverables including, but not limited to the following:

Presentations given before a Board or city council  
Powerpoint presentation  
Training documents  
Reports showing data, findings, and recommendations

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### Contract Eligibility

The Proposer must include a written declaration, stating that the Contractor and any Subcontractors to be used during the performance of the contract are eligible to contract with the State of California, pursuant to PCC 10286. Statement may be included in cover letter.

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### Licenses

The Contractor shall be an individual or firm licensed to do business in California. Required documentation includes the following as applicable:

- A copy of the Proposer's registration with the Secretary of State.
  - Additionally, pursuant to the California Business and Professions Code, for services of a "professional" nature requiring a professional license issued by the CA Department of Consumer Affairs, Proposers must submit a copy of the appropriate license(s) for each team member who will provide "professional" services under the contract.
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### Small Business (SB) Participation

The CIWMB expects a minimum of twenty-five percent (25%) of the project services to be contracted to a California OSDS Certified SB that performs a commercially useful function.

This goal can be achieved by a combined effort of the prime and/or any subcontractors, that includes:

- If the Proposer is a Certified OSDS SB, as defined in Section V Definitions and Terms, the Participation Summary (see Attachments) must be completed and submitted with the proposal.
  - If the Proposer has identified subcontractors to be utilized to meet this goal, the Participation Summary (see Attachments) must be completed and submitted with the proposal.
  - If the Proposer has made a good faith effort (see Attachments) to meet the 25% goal and has been **unable to secure a certified OSDS SB, a Demonstration of Good Faith Effort (see Attachments) must be completed and the Participation Summary (See Attachments) must indicate the percentage (even if zero) of services that will be provided by the SB.** Both forms must be submitted with the proposal.
- 

**IMPORTANT-  
REVIEW GOOD  
FAITH EFFORT  
REQUIREMENTS  
IMMEDIATELY**

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## PROPOSAL SUBMITTAL REQUIREMENTS CONT.

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### Disabled Veteran Business Enterprise Participation (DVBE)

The CIWMB expects a minimum of three percent (3%) of the project services to be contracted to a California OSDS Certified DVBE that performs a commercially useful function.

### IMPORTANT- REVIEW GOOD FAITH EFFORT REQUIREMENTS IMMEDIATELY

This goal can be achieved by a combined effort of the prime and/or any subcontractors, that includes:

- If the Proposer is a Certified OSDS DVBE, as defined in Section V, Definitions and Terms, the Participation Summary (see Attachments) must be completed and submitted with the proposal.
- If the Proposer has identified subcontractors to be utilized to meet this goal, the Participation Summary (see Attachments) must be completed and submitted with the proposal.
- If the Proposer has made a good faith effort to meet the 3% goal and has been **unable to secure a certified OSDS DVBE, a Demonstration of Good Faith Effort (see Attachments) must be completed and the Participation Summary (See Attachments) must indicate the percentage (even if zero) of the services that will be provided by the DVBE.** Both forms must be submitted with the proposal.

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### Enterprise Zone Act (EZA)

If the budget for services outlined in this announcement, exceeds \$100,000, the CIWMB will grant a preference for EZA qualified proposers.

The Proposer must provide reasonable demonstration of contract labor hours and certify that they will comply with the requirements of the EZA.

If the Proposer is qualified for this preference, the EZA Preference Request Form must be included in the proposal submittal.

The form may be downloaded at [www.ciwmb.ca.gov/contracts/forms](http://www.ciwmb.ca.gov/contracts/forms).

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### Target Area Contract Preference Act (TACPA)

If the budget for services outlined in this announcement, exceeds \$100,000, the CIWMB will grant a preference for TACPA qualified proposers.

The Proposer must provide reasonable demonstration of contract labor hours and certify that they will comply with the requirements of the TACPA.

If the Proposer is qualified for this preference, the TACPA Preference Request Form must be included in the proposal submittal.

The form may be downloaded at [www.ciwmb.ca.gov/contracts/forms](http://www.ciwmb.ca.gov/contracts/forms).

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### Local Agency Military Base Recovery Act (LAMBRA)

If the budget for services outlined in this announcement, exceeds \$100,000, the CIWMB will grant a preference for LAMBRA qualified proposers.

The Proposer must provide reasonable demonstration of contract labor hours and certify that they will comply with the requirements of the LAMBRA.

If the Proposer is qualified for this preference, the LAMBRA Preference Request Form must be included in the proposal submittal.

The form may be downloaded at [www.ciwmb.ca.gov/contracts/forms](http://www.ciwmb.ca.gov/contracts/forms).

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## PROPOSAL SUBMITTAL REQUIREMENTS CONT.

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**Maximum combined preferences and rules for award**

In combination with any other preferences (TACPA, EZA, LAMBRA, SB, DVBE, participation, etc), the maximum limit of the combined preferences is 15% of the bid amount and, in no case, more than \$100,000.00 per solicitation.

Preference programs for TACPA, EZA, LAMBRA, or the non-SB subcontracting preference cannot displace a direct award to a certified SB. In the event of a tie between a SB/MB and a firm that is SB/MB and DVBE, the award shall be made to the firm that is SB/MB and DVBE.

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**SECTION IV****COST PROPOSAL SUBMITTAL**

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**Evaluation**

The Contractors cost proposal submittal will be evaluated based on whether the cost breakdown is sufficiently detailed to determine if the proposed expenses are reasonable.

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**Cost Breakdown**

The cost proposal must specify the total cost and include detailed project costs, as required in the Cost Proposal Sheet. The cost sheet must be tied directly to the proposal submitted. The costs submitted on the cost proposal sheet by the winning bidder will be made part of the agreement. The winner proposer's invoices must be itemized as shown in the submitted cost sheet.

The subcontractor commitments must be identified, by task and dollar amount, and included in the task by task cost proposal submittal.

The costs identified, should take into consideration the length of the contract, rise in salaries and administrative overhead costs.

The amount identified on the cost breakdown may not be changed and will remain in effect for the life of the agreement.

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**Travel and Per Diem**

Lodging, food, and incidental expenses on trips in support of services will be reimbursed at the following State per diem rates per 24 hour day for the length of the contract. All travel will be reimbursed at the excluded employee travel rates in accordance with the California Code of Regulations Title 2, Division 1, Chapter 3, Subchapter 1, Article 2, Section 599.615.1 et seq..

- Lodging (receipts required) per day–
    - Most locations up to a maximum of \$84 plus tax
    - Counties of Los Angeles and San Diego up to a maximum of \$110 plus tax
    - Counties of Alameda, San Francisco, San Mateo and Santa Clara up to a maximum of \$140 plus tax
  - Meals (breakfast, lunch and dinner) – up to a maximum of \$34 per day
  - Incidentals – up to a maximum of \$6 per day.
  - Coach airfare, mid-size/economy rental cars, and fuel – actual costs verified by bills or receipts. First Class or Business Class air travel is not allowed.
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**SECTION V****EVALUATION AND SELECTION**

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**Introduction**

The CIWMB will perform a Pre-Qualification Evaluation process to ensure that the Proposer has included all required documentation in the Proposal submittal.

If a proposal package does not meet all of the requirements set forth in this RFP, it will be considered non-responsive and rejected from further competition.

Those Proposer's submittals that pass this review will be forwarded to the Selection Committee for Evaluation.

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**Selection Process**

The Selection Committee will evaluate and score all proposals passing the Pre-Qualification Evaluation, utilizing the Scoring Criteria identified in this RFP.

Only those proposals that receive a score of at least the minimum requirement identified on the Scoring Sheet will be ranked.

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**Cost Points**

Cost points account for 30% of the total points available (see Proposal Scoring Sheet). Proposers will be awarded Cost Points as follows:

- 1) Lowest cost proposal is awarded the maximum cost points.
- 2) Other proposals are awarded cost points based on the following calculation:

Other Proposer's Cost Points = (factor\*) X maximum cost points

\* factor is the Lowest Proposer's cost divided by Other Proposer's cost

EXAMPLE

*Lowest Proposer's cost = \$10*

*Other Proposer's cost = \$12*

*Maximum cost points = 30 cost points*

*factor = \$10 ÷ \$12 = .83*

*Cost Points Calculation for Other Proposer's Cost*

*.83 X 30 cost points = 25 cost points*

*Final Cost Points Awarded*

*Lowest cost proposal receives 30 cost points*

*Other cost proposal receives 25 cost points*

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## EVALUATION AND SELECTION CONT.

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**Grounds for Rejection** All proposals may be rejected whenever the determination is made that the proposals received are not really competitive, when the cost is not reasonable, or when the cost exceeds the amount expected.

Additionally, a proposal may be rejected if:

- It is received after the due date and time for submittal
- The cost submittal is unsigned
- The proposal cost is not prepared as required by the RFP
- The Proposer has been prohibited from contracting with the State by the Department of Fair Employment and Housing
- The Proposer has received a substantive negative contract performance from the State
- The Proposer has not met the participation goals for SB and DVBE and has not completed the steps and related form for the Good Faith Effort.
- Any items required by the RFP are not included with the submittal

No proposal may be rejected arbitrarily or without reasonable cause.

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**Award of Agreement** Award of this Agreement will be to the highest ranking responsible Proposer meeting all of the RFP requirements.

In the event of a tie, the CIWMB may utilize a tie breaker to determine the winning Proposer. The tie breaker will be determined based on which bidder has the most SB and DVBE participation identified in the bid package.

The CIWMB reserves the right to not award an Agreement.

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**Notice of Intent to Award** The CIWMB will post a notice of intent to award this Agreement five (5) working days prior to the award being made.

Notice of the intent to award will be posted on the CIWMB's website at [www.ciwmb.ca.gov/contracts](http://www.ciwmb.ca.gov/contracts) and at the headquarters building noted in Section I.

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**Rejection of Award** If the Proposer fails to enter into a satisfactory Agreement within a reasonable timeframe after the award is made, the CIWMB may deem that the Proposer has rejected the award.

The CIWMB reserves the right to disqualify the awardee and award the Agreement to the next highest ranked Proposer.

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**Proposer Notifications** The CIWMB will notify all Proposers of the outcome of their proposal submittals, prior to posting the notice of intent to award.

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## EVALUATION AND SELECTION CONT.

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### **Protest of Award**

A Proposer may protest the proposed award by filing an official protest with the Department of General Services. The protest must be filed within the five (5) day period of the notice of intent to award timeframe.

Within five (5) days of the initial protest filing, the Proposer must submit a detailed written statement with information that supports that the Proposer would have been awarded the contract and the grounds for that position.

The Agreement will not be awarded until a decision has been made on the filed protest.

The protest documents should be sent via registered mail to the following parties:

Department of General Services  
Office of Legal Services  
Attn; Protest Coordinator  
707 Third Street, 7<sup>th</sup> floor  
Sacramento, CA 95605  
Fax (916) 376-5088

California Integrated Waste Management Board  
Attn; Contracts Unit  
1001 I Street, MS-19A  
Sacramento, CA 95814  
Fax (916) 319-7582  
Email [contracts@ciwmb.ca.gov](mailto:contracts@ciwmb.ca.gov)

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**SECTION VI****DESCRIPTION OF WORK**

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**Introduction/  
Objectives**

The goals of this contract are twofold: 1) to develop and conduct trainings in the principles of integrated waste management and 2) to research and analyze various certification program models and to make recommendations for the support of a certification program specifically for recycling professionals.

The California Integrated Waste Management Board (CIWMB) recognizes the need for all staff and Board Members to fully understand the principles of integrated waste management (CIWMB Strategic Directive 12.2). Additionally, the CIWMB is interested in supporting a standardization of knowledge and skills for professionals associated with all non-disposal aspects of managing solid waste through a formal recycling certification program (CIWMB Strategic Directive 12.4). The goal of supporting a certification program would be to establish and reinforce credibility among waste management professionals.

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**Location of Services**

The services will be provided in Sacramento at the Cal/EPA building.

**Work to be Performed****Goal I**

In accordance with the CIWMB's Strategic Directive 12.2, the contractor will develop and write a curriculum focused upon waste management principles and practices. The contractor will schedule and conduct trainings to CIWMB staff on a quarterly basis. The trainings will cover the history of waste management in the following areas:

- Landfills/disposal
- Transfer/materials recovery
- Recycling
- Transformation/conversion technologies
- Special Waste/electronic waste/universal waste
- Waste Management planning and policies
- Laws and Regulations

Additionally, the curriculum will cover trends in waste management in the following areas:

- Market development
- Sustainability
- Local Assistance
- Waste diversion/hierarchy

**Goal II**

In accordance with the CIWMB's Strategic Directive 12.4, the intent of this goal is for the contractor to research and analyze various certification program models throughout California, the United States and Canada. The contractor shall compile information into a report which shall include findings to the Board regarding the efficacy and value of the various programs. The contractor shall present his or her findings at a Board meeting during the summer of 2008 and make recommendations as to how the Board may best support a formal recycling certification program for waste management professionals in California.

## DESCRIPTION OF WORK CONT.

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### Tasks

Goal 1 – Tasks to implement Strategic Directive 12.2. The contractor shall:

1. Meet with contract manager to finalize outline of curriculum
2. Develop and write training curriculum
3. Develop materials for trainings
4. Create timeline for presentation of trainings
5. Present trainings on a quarterly basis throughout the term of the contract
6. Create an evaluation tool
7. Evaluate success of trainings
8. Adjust trainings, as needed, for quality improvement
9. Create and maintain tracking system of all attendees
10. Create a delivery system that can be institutionalized for future employees of the CIWMB.
11. Prepare an analysis/ estimate of resources necessary to initiate and sustain all options developed for training

NOTE: All training materials will be provided by the contractor. The cost of the materials must be included in the proposed budget.

Goal II - Tasks to implement Strategic Directive 12.4. The contractor shall:

1. Research and identify existing recycling professional certification programs in California, the United States and Canada
2. Research and identify other similar professional certification programs that may be suitable for adaptation to a recycling professionals certification program
3. Write a report which shall include comparative data and information from research, findings, and recommendations.
4. Present report to CIWMB management team.
5. Prepare an analysis/estimate of resources necessary to initiate and sustain all options developed for certification programs
6. Based on input from CIWMB management team, present top three certification models including pros and cons and preliminary cost and administration data to the Board in the summer of 2008.
7. Refine proposal based on Board Member input for distribution to key stakeholders

**DESCRIPTION OF WORK CONT.**

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**Contract/Task Time Frame**

<b>Goal 1 Tasks</b>	<b>Date</b>
1. Meet with contract manager to finalize outline of curriculum	May 2008
2. Develop and write training curriculum	June 2008
3. Develop materials for presentation	June 2008
4. Create timeline for presentation of trainings	July 2008
5. Present trainings	August 2008-May 2010
6. Create evaluation tool	July 2008
7. Evaluate success of training	Ongoing
8. Adjust trainings, as needed	Ongoing
9. Maintain tracking system of attendees	Ongoing
10. Institutionalize delivery system	May 2010
11. Prepare analysis/estimate of resources	May 2010
<b>Goal II Tasks</b>	
1. Research & identify existing recycling certification programs	May 2008
2. Research & identify similar professional certification programs	May 2008
3. Write report	June-July 2008
4. Present report to CIWMB management team	Summer 2008
5. Prepare analysis/estimate of resources	Summer 2008
6. Present top 3 models to CIWMB	Summer 2008
7. Refine proposal based on Board member input for distribution to stakeholders	Summer 2008

**Control of Work**

1. The CIWMB Contract Manager has the authority to determine the quality and acceptability of the following:
  - Work to be performed
  - Rate and progress of the work
  - Fulfillment of the services provided by the Contractor
  - Compensation for services provided by the Contractor

These decisions will be deemed final and enforceable by CIWMB Contract Manager when the Contractor fails to complete orders required by this Agreement.

2. The Contractor will designate a Project Manager who holds the following authority:
  - Act as the Contractor's Representative for work to be provided under this Agreement
  - Act as the Contractor's Representative regarding contractual matters relating to this Agreement

If during the course of the Agreement, it is deemed necessary to replace the Project Manager, CIWMB Contract Manager approval is required.

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**SECTION VII DEFINITION AND TERMS**

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**General** Unless the context otherwise requires, wherever in this RFP or addenda, the following abbreviations and terms, or pronouns in place of them, are used, the intent and meaning shall be interpreted as provided in this Section.

Working titles having a masculine gender, such as “draftsman” and “journeyman” and the pronoun “he”, are utilized in these provisions for the sake of brevity, and are intended to refer to persons of either sex.

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<b>Abbreviations</b>	ADA	Americans with Disabilities Act
	CAL EPA	California Environmental Protection Agency
	CCR	California Code of Regulations
	DVBE	Disabled Veteran Business Enterprise
	EPA	Environmental Protection Agency (Federal Government)
	GC	Government Code
	CIWMB	California Integrated Waste Management Board
	PCC	Public Contract Code
	RFP	Request for Proposals
	SB	Small Business
	OSDS	The Department of General Services (DGS), Procurement Division (PD), Office of Small Business and DVBE Services (OSDS)

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**Agreement** The written agreement covering performance of the work and furnishing of labor, materials, tools, and equipment in providing the work. The Agreement shall include the RFP, Proposal, general and specific terms and conditions, Work Orders, and supplemental agreements which may be required to complete the work in a substantial and acceptable manner.

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**Board** Members of The California Integrated Waste Management Board.

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**Board Staff** Staff of the California Integrated Waste Management Board involved in the implementation of this contract or representatives of Consultant to the California Integrated Waste Management Board as designated in the Work Orders.

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**Cal EPA** The California Environmental Protection Agency

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**CIWMB** The California Integrated Waste Management Board.

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**Consultant** The person or persons, firm, partnership, corporation, or combination thereof, which may enter into this Agreement with the Board to provide work pursuant to this RFP or his or their legal representatives.

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**Contract** A legally binding agreement between the state & another entity, public or private, for the provision of goods or services.

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**Contract Manager** A person designated by the responsible state agency or department to manage performance under a contract.

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<b>Contractor</b>	A party contracting with the awarding agency. Vendor is often used synonymously with contractor.
<b>Director</b>	The Executive Director of the California Integrated Waste Management Board, or his/her designees. Any references to Executive Officer shall mean the Executive Director and/or designated officer.
<b>Disabled Veteran Business Enterprise (DVBE Certified)</b>	A business that meets all of the following criteria: (1) at least 51% of the business is owned by one or more disabled veterans or, in a business whose stock is publicly held, at least 51% or more of the stockholders are disabled veterans (2) the management and control of the business are exercised by one or more disabled veterans; (3) the business is domestically owned and its home office is in the United States; and (4) the business has been certified as a DVBE by the State of California, Department of General Services (DGS), Procurement Division (PD), Office of Small Business and DVBE Services (OSDS).
<b>Legal Holidays</b>	Those days designated as State holidays in the Government Code.
<b>Project Manager</b>	Contractor's representative for all work performed under this Agreement. All official correspondence, reports, submittals, billings, and other work done under this Agreement shall be reviewed and signed by the Project Manager prior to submittal to the Board.
<b>Scope of Work</b>	The description of work required of a contractor by the awarding agency.
<b>Small Business (Certified)</b>	A business that has been certified by the Department of General Services (DGS), Procurement Division (PD), Office of Small Business and DVBE Services (OSDS), as a small business as defined in GC 14837 and 2 CCR 1896.
<b>State</b>	The State of California.
<b>State Contract Law</b>	The Public Contract Code and other applicable laws that form and constitute a part of the provisions of this Agreement to the same extent as if set forth herein in full.
<b>Subcontractor</b>	A person or entity which contracts with the Contractor to perform all or a portion of the work as specified in the Scope of Work.

# **ATTACHMENTS**

## Cost Proposal Sheet

### Development of Training on the Principles of Integrated Waste Management and Research of Certification Programs for Recycling Professionals

#### IWM07046

Complete this form and submit the original in accordance with the requirements of this RFP.

**Any invoices submitted by contractor will identify line item costs and corresponding task number as submitted with the proposal.**

Contractor/Company Name: \_\_\_\_\_

Task #	Personnel Services: (Do not include travel or overhead) estimated # of hrs needed for contract services multiplied by the individual or position rates per hr.. (Include name/position title and hours)				Fringe Benefits (Identify fringe benefit costs citing actual benefits or as a percentage of personal services costs)	Operating Expenses (operating expenses related to the services provided in this agreement, including rent and supplies, as applicable)	Equipment Costs (Include a description of equipment)	Travel Expenses (Include travel expenses and per diem. Rates are set at the rate specified by DPA for excluded employees)	Overhead (This information must be provided)	Other (any other specific breakdown required to sufficiently explain the budget costs)	Total by Task
	Name/ Position	\$/Hr	Hrs	Total \$							
Total by Line Item	(Sum of Total \$)										<b>GRAND TOTAL</b>

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**Acknowledgement/Authorization**

The undersigned acknowledges the submittal of this proposal constitutes an irrevocable offer for a ninety (90) day period for the CIWMB to award an Agreement. Additional acknowledgement is made of receipt of all competitive documents, including Addenda, relating to this Agreement.

The undersigned acknowledges that the Proposer has read all of the requirements set forth in CIWMB documents and will comply with said provisions.

The undersigned hereby authorizes and requests any person, firm, agency, or corporation to furnish any information requested by the CIWMB in verification of the recitals comprising this Proposal and also hereby authorizes the CIWMB to contact such persons, firms, etc., in order to obtain information regarding the undersigned.

The undersigned acknowledges that there are no potential conflicts of interest, as defined in Public Contract Code (PCC) 10410, 10411, and Government Code (GC) 87100, by the submitting firm and/or any subcontractors listed in the Proposal.

I declare under penalty of perjury that the foregoing is true and correct.

Name & Title of Authorized Representative:	_____	Contractor Name:	_____
Address:	_____	Telephone #:	_____
City, State Zip:	_____	Email:	_____
Signature of Authorized Representative:	_____	Date Signed:	_____

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**Proposal Scoring Sheet**  
**Development of Training on the Principles of Integrated Waste Management and**  
**Research of Certification Programs for Recycling Professionals**  
**IWM07046**

To qualify, the Proposer **MUST** achieve an overall Subtotal score of 80% (minimum of 56 points for the Subtotal which is the sum of the scores for criteria 1, 2, 3, and 4).

Contractor/Company Name: \_\_\_\_\_

<b>Criteria</b>	<b>Maximum Pts</b>	<b>Score</b>
1. Overall approach and organization -	Maximum 10 points	
a) Format of proposal. (1)		
b) Overall approach and understanding of problems, issues and required tasks. (4)		
c) Addresses all items in RFP. (3)		
d) Clarity of proposal. (2)		
2. Methodology -	Maximum 25 points	
a) Soundness of proposed methodology. (10)		
b) Appropriateness of proposed methodology. (10)		
c) Feasibility of work plan and schedule. (5)		
3. Qualifications/Resources -	Maximum 25 points	
a) Assigned staff's knowledge and educational background of the particular project involved. (10)		
b) Assigned staff's experience and background in similar projects. (10)		
c) Abilities of assigned staff to conduct the necessary research with proficiency and accuracy and without omission. (5)		
4. Past Work -(References will be contacted.)	Maximum 10 points	
a) Similarity between previous projects and the project contained in this RFP. (5)		
b) The success (including level of completion) of past projects and any related work record. (5)		
<b>SUBTOTAL (Minimum 56 points needed to qualify)</b>	Maximum 70 points	
5. Cost of proposal - (reserved for evaluation of the cost proposal)	Maximum 30 points	
<b>TOTAL SCORE</b>	Maximum 100 points	

\_\_\_\_\_  
Evaluator's Signature

\_\_\_\_\_  
Date

**Small Business/Disabled Veteran Business Enterprises (DVBE) Participation Summary**

MARK ONE FOR EACH FIRM USED			NAME OF FIRM	NATURE OF WORK	TOTAL AMOUNT OF WORK (Mark one for each firm used)		IS CERTIFICATION FORM ATTACHED?
PRIME BIDDER	SUBCONTRACTOR	SUPPLIER			SMALL	DVBE	
					\$	\$	
					\$	\$	
					\$	\$	
					\$	\$	
					\$	\$	
					\$	\$	
					\$	\$	
					\$	\$	

The appropriate certification letter issued by the Office of Small Business and Disabled Veteran Business Enterprise Services (OSDS) can be attached for each Small and DVBE business identified.

**Demonstration of Good Faith Efforts**

Check only one:  Small Business  Disabled Veteran Business Enterprise

Use same template, but submit separate forms for SB and DVBE efforts, checking the appropriate box above. See the DGS website at <https://www.apps.dgs.ca.gov/OSDCSearch/OSDCSearch.aspx> to search for certified SBs/DVBEs. **Note: This form must be submitted if the participation levels indicated on the SB/DVBE Participation Summary form are less than 25% for SB and 3% for DVBE.**

1	Contact made with California Integrated Waste Management Board to identify potential SB/DVBE firms.						
Name of Person Contacted: _____ Title: _____  Date of Contact: _____							
2	Contact made with other State agencies, including the Department of General Services, to identify potential SB/DVBE firms. See the DGS website at <a href="http://www.pd.dgs.ca.gov/smbus/sbainternet.htm">http://www.pd.dgs.ca.gov/smbus/sbainternet.htm</a> for a list of agency SB/DVBE advocates.						
Agencies Contacted: <table style="width:100%; margin-top: 10px;"> <thead> <tr> <th style="text-align: left; width: 45%;"><u>Name of Agency</u></th> <th style="text-align: left; width: 30%;"><u>Person</u></th> <th style="text-align: left; width: 25%;"><u>Date of Contact</u></th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>		<u>Name of Agency</u>	<u>Person</u>	<u>Date of Contact</u>			
<u>Name of Agency</u>	<u>Person</u>	<u>Date of Contact</u>					
3	Advertisements published in at least one trade paper and one at least one trade or focus paper focusing on SB/DVBE firms. Bidders must publish advertisements in trade and focus publications at least <b>14 calendar days</b> before the date the bid or proposal is due. <b>Attach a copy of each advertisement.</b> Placeholder lists are not acceptable. Go to <a href="http://www.documents.dgs.ca.gov/pd/smallbus/TradePaper.pdf">http://www.documents.dgs.ca.gov/pd/smallbus/TradePaper.pdf</a> and <a href="http://www.documents.dgs.ca.gov/pd/smallbus/FocusPaper.pdf">http://www.documents.dgs.ca.gov/pd/smallbus/FocusPaper.pdf</a> to see a list of DVBE Trade and Focus paper resources.						
<table style="width:100%; margin-top: 10px;"> <thead> <tr> <th style="text-align: left; width: 70%;"><u>Name of Paper or Publication</u></th> <th style="text-align: left; width: 30%;"><u>Date Published</u></th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> </tr> </tbody> </table>		<u>Name of Paper or Publication</u>	<u>Date Published</u>				
<u>Name of Paper or Publication</u>	<u>Date Published</u>						
4	Invitations to bid sent to potential SB/DVBE firms.						
<table style="width:100%; margin-top: 10px;"> <thead> <tr> <th style="text-align: left; width: 33%;"><u>FIRM</u></th> <th style="text-align: left; width: 33%;"><u>CONTACT</u></th> <th style="text-align: left; width: 34%;"><u>DATE SENT</u></th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>		<u>FIRM</u>	<u>CONTACT</u>	<u>DATE SENT</u>			
<u>FIRM</u>	<u>CONTACT</u>	<u>DATE SENT</u>					

**Demonstration of Good Faith Efforts (Cont'd)**

5	SB/DVBE firms which were available and considered.
<p>Name of Firm: _____ Person Contacted: _____</p> <p>Nature of Work: _____ Telephone No.: _____</p> <p>Results of Contact: _____</p> <p>Reasons if Rejected: _____</p>	
<p>Name of Firm: _____ Person Contacted: _____</p> <p>Nature of Work: _____ Telephone No.: _____</p> <p>Results of Contact: _____</p> <p>Reasons if Rejected: _____</p>	
<p>Name of Firm: _____ Person Contacted: _____</p> <p>Nature of Work: _____ Telephone No.: _____</p> <p>Results of Contact: _____</p> <p>Reasons if Rejected: _____</p>	

STATE OF CALIFORNIA  
 California Integrated Waste Management Board  
 CIWMB 74C (Revised 8/06 for Contracts)

To be completed by Contractor	
Name of Contractor:	
Contract #::	Work Order #:

**Recycled-Content Certification**

Check this box if no products, materials, goods, or supplies were purchased with contract dollars and submit to your CIWMB contract manager.

This form may be completed by contractor, vendor, bidder, buyer, state-contracting officer, or state purchasing agent. The form must be completed and returned to the CIWMB with a row completed for each product purchased with contract dollars. Attach additional sheets if necessary. Information must be included, even if the product does not contain recycled-content material. Product labels, catalog/website descriptions, or bid specifications may be attached to this form as a method of providing that information.

Contractor's Name \_\_\_\_\_ Date \_\_\_\_\_  
 Address \_\_\_\_\_ Phone \_\_\_\_\_  
 Fax \_\_\_\_\_ E-mail \_\_\_\_\_ Web site \_\_\_\_\_

Product Manufacturer	Product Description / Brand	Purchase Amount (\$)	<sup>1</sup> Percent Postconsumer Material	<sup>2</sup> SABRC Product Category Code	Meets SABRC

Public Contract Code sections 12205 (a) (1) (2) (3) (b) (1) (2) (3) 10233, 10308.5, 10354, and 12205(a)

I certify that the above information is true. I further certify that these environmental claims for recycled content regarding these products are consistent with the Federal Trade Commission's Environmental Marketing Guidelines in accordance with PCC 12404.

Print name \_\_\_\_\_ Signature \_\_\_\_\_ Company \_\_\_\_\_ Date \_\_\_\_\_

(See footnotes on the back of this page.)

1. Postconsumer material comes from products that were bought by consumers, used, then recycled. For example: a newspaper that has been purchased and read, next recycled, and then used to make another product would be postconsumer material.

If the product does not fit into any of the product categories, enter “N/A.” Common N/A products include wood products, natural textiles, aggregate, concrete, electronics such as computers, TV, software on a disk or CD, telephone

2. Product category refers to one of the product categories listed below, into which the reportable purchase falls. For products made from multiple materials, choose the category that comprises most of the product by weight, or volume.

Note: For reused or refurbished products, there is no minimum content requirement.

For additional information visit [www.ciwmb.ca.gov/BuyRecycled/](http://www.ciwmb.ca.gov/BuyRecycled/)

Code	Description Product Categories (11)	Minimum content requirement
1	Paper Products - Recycled	30 percent postconsumer fiber, by fiber weight
2	Printing and Writing - Recycled	30 percent postconsumer fiber, by fiber weight
3	Compost, Co-compost, and Mulch - Recycled	80 percent recovered materials. i.e., material that would otherwise be normally disposed of in a landfill
4	Glass - Recycled	10 percent postconsumer, by weight
5	Rerefined Lubricating Oil - Recycled	70 percent re-refined base oil
6a	Plastic - Recycled	10 percent postconsumer, by weight
6b	Printer or duplication cartridges	a. Have 10 percent postconsumer material, or b. Are purchased as remanufactured, or c. Are backed by a vendor-offered program that will take back the printer cartridges after their useful life and ensure that the cartridges are recycled and comply with the definition of recycled as set forth in Section 12156 of the Public Contract Code.
7	Paint - Recycled	50 percent postconsumer paint (exceptions when 50 % postconsumer content is not available or is restricted by a local air quality management district, then 10% postconsumer content may be substituted)
8	Antifreeze - Recycled	70 percent postconsumer material
9	Retreated Tires - Recycled	Use existing casing that has undergone retreading or recapping process in accordance with Public Resource Code (commencing with section 42400).
10	Tire- Derived - Recycled	50 percent postconsumer tires
11	Metals - Recycled	10 percent postconsumer, by weight

## Proposal Completion Checklist

Please use this checklist to assist in the preparation of your Proposal package to ensure that all required items are included.

- 
- Cover Letter with contact information and statements as required in the RFP.
  - Organizational information and Personnel Information (Resumes)
  - Proposal (detailed Work Plan)
  - Cost Proposal Sheet
  - Samples of Written Work
  - Client References
  - Copy of Required License(s) (Secretary of State)
  - Contractor Status Form
  - Small Business/Disabled Veteran Business Enterprise (DVBE) Participation Summary *Form must be submitted even if participation levels are zero (write zero participation on form). If participation levels are under the required levels, the Demonstration of Good Faith Efforts form must also be submitted (see below).*
  - Demonstration of Good Faith Efforts *Submit form(s) only if participation level is below 25% for SB and/or 3% for DVBE. Submit separate forms for SB and DVBE and mark appropriate box at top of form.*
- 

The following number of PROPOSAL packages must be submitted as the Contractor's response to this RFP:

- One (1) unbound reproducible original Proposal package marked "Original"
  - Two (2) bound copies of the Proposal package marked "Copy".
  - One (1) Electronic copy of Proposal Package in Adobe Acrobat format with all documents in a single file, including all attachments.
- 

The following form is only required upon submittal as applicable pursuant to the provisions outlined in Section III, Submittal Requirements:

- Certification of Enterprise Zone Act Preference
  - Certification of Target Area Contract Preference Act
  - Certification of Local Military Base Recovery Area Act Preference
- 

The following forms are not required at the time of the proposal submission but will be required by the successful contractor during the contract period:

- Recycled Content Certification (Attachment E)
  - Payee Data Record (Standard Form 204)
- 

**Please note that if any of the items are missing from the Proposal package, the package will be considered incomplete and will be disqualified from the process.**

**Contractor Status Form**

Contractor's Name \_\_\_\_\_ County \_\_\_\_\_  
 Address \_\_\_\_\_ Phone No. \_\_\_\_\_  
 \_\_\_\_\_ Fax No. \_\_\_\_\_  
 Federal Employer Identification No. \_\_\_\_\_

**STATUS OF CONTRACTOR PROPOSING TO DO BUSINESS:**

Individual       Limited Partnership       General Partnership       Corporation       Other

**INDIVIDUAL:**

If a sole proprietorship, state the true name of sole proprietor: \_\_\_\_\_

**PARTNERSHIP:**

If a partnership, list each partner, including limited partners, stating their true name and their interest in the partnership:

\_\_\_\_\_  
 \_\_\_\_\_

**CORPORATION:**

If a corporation, place and date of Incorporation: \_\_\_\_\_

Date corporation was authorized by Secretary of State: \_\_\_\_\_

President: \_\_\_\_\_ Vice-President: \_\_\_\_\_

Secretary: \_\_\_\_\_ Treasurer: \_\_\_\_\_

Other Officers: \_\_\_\_\_

**OTHER: (Explain)**

**SMALL BUSINESS PREFERENCE**

Are you claiming preference for small/micro business?

YES – Attach approval letter from Office of Small Business Certification and Resources  
 NO

Are you claiming preference for DVBE?

YES – Attach approval letter from Office of Small Business Certification and Resources  
 NO

**NOTE: THIS FORM MUST BE COMPLETED OR YOUR BID MAY BE REJECTED**

### Client References

List at least three (3) client references that can attest to the Bidder's qualifications to fulfill the requirements of the Scope of Work. List the most recent first. Client references must also be provided for any subcontractors identified in the Bidder's response. Duplicate and attach additional pages as necessary.

**BIDDER / SUBCONTRACTOR'S NAME:** \_\_\_\_\_

#### REFERENCE 1

Name of Firm			
Street Address	City	State	Zip Code
Contact Person		Telephone Number	
Dates of Service		Cost of Service	
Brief Description of Service Provided			

#### REFERENCE 2

Name of Firm			
Street Address	City	State	Zip Code
Contact Person		Telephone Number	
Dates of Service		Cost of Service	
Brief Description of Service Provided			

#### REFERENCE 3

Name of Firm			
Street Address	City	State	Zip Code
Contact Person		Telephone Number	
Dates of Service		Cost of Service	
Brief Description of Service Provided			

If three references cannot be provided, explain why: