



---

# **Recycle at Work Information System (RAWIS) design, implementation and training**

**RFP 13-2239**

**Metro Sustainability Department**

600 NE Grand Ave.  
Portland, OR 97232  
503-797-1700

**Project Manager**

Alison Cable  
alison.cable@oregonmetro.gov  
503-797-1640

**Department Procurement Staff**

Scott Steyer  
scott.steyer@oregonmetro.gov  
503-797-1858

Notice is hereby given that proposals for RFP 13-2239 for Recycle at Work Information System (RAWIS) revisions and training shall be received by Metro, 600 NE Grand Avenue, Portland OR 97232 until close of business on October 15, 2012. It is the sole responsibility of the proposer to ensure that Metro receives the Proposal by the specified date and time. Proposals may be mailed, delivered, faxed or emailed. Proposers shall review all instructions and contract terms and condition.

# Request for Proposals - Informal (RFP 13-2239)

---

## I. INTRODUCTION

The Resource Conservation and Recycling Division of the Sustainability Center of Metro, a metropolitan service district organized under the laws of the State of Oregon and the Metro Charter, located at 600 NE Grand Avenue, Portland, OR 97232-2736, is requesting proposals for Recycle at Work Information System (RAWIS) Revisions and Training. Proposals will be due as indicated on the RFP cover page.

Details concerning the project and proposal are contained in this document.

## II. BACKGROUND/HISTORY OF PROJECT

### **Recycle at Work (RAW) Program**

The Resource Conservation and Recycling Division of Metro's Sustainability Center is charged with implementing education programs to encourage businesses to recycle and reduce waste. To accomplish this Metro and local government partners implement the Recycle at Work (RAW) program. In 2012, Metro will distribute \$642,000 to seven jurisdictions in the Metro region to provide technical assistance to businesses for recycling, waste prevention and buying recycled-content materials. RAW provide free, on-site assistance to more than 4,000 businesses each year.

RAW program services are delivered by Recycling Specialists employed by each Recycle at Work-funded agency. Specialists evaluate business practices and provide business owners and managers with recommendations to achieve higher levels of waste diversion. Recycling Specialists provide resources to businesses, make recommendations, and then follow up with businesses to evaluate progress.

### **Business Recovery Work Group (BRWG)**

In order to coordinate the implementation, refinement and evaluation of RAW, Metro convenes monthly meetings of the Business Recovery Work Group (BRWG). The BRWG consists of program coordinators from Metro and each RAW funded local government. The BRWG also oversees the development of regional tools and resources.

### **Recycle at Work Information System**

Metro provides RAW partner organizations with a database to track customer information and program performance data. Recycling Specialists enter data into the Recycling at Work Information System (RAWIS), a Salesforce Customer Relations Management, created in 2009. Data from RAWIS are presented in an annual performance measure assessment in a report to the Metro Solid Waste Advisory Committee, Metro Council and the Oregon Department of Environmental Quality. The BRWG uses the data to inform program development decisions, and Recycling Specialists use it track customer interactions and prioritize work.

### **Program Goals and Objectives**

In 2010, Metro conducted a Recycle at Work Program Evaluation to assess the program's progress. The evaluation identified the need for clarification of the program's overarching goals, objectives, and measurement.

Through a collaborative process in 2011, Metro and its local government partners (BRWG and SW Directors) identified goals and objectives for RAW. The RAW program's mission, goals and objectives are presented in Table 1 (below).

# Request for Proposals - Informal (RFP 13-2239)

<b>Table 1. RAW Program Mission, Goals and Objectives</b>	
<b>Recycle at Work Mission</b>	
<i>The mission of the Recycle at Work program is to reduce the toxicity and amount of waste generated and disposed and reduce lifecycle impacts from business operations in the Metro region through high-value education and assistance to businesses.</i>	
<b>Goal 1. Increase waste prevention and recovery to meet or exceed the business sector's share of regional goals.</b>	
Objective 1.1	Increase implementation of waste prevention practices at businesses for prioritized materials.
Objective 1.2	Decrease the percentage of priority materials in the business sector waste stream.
Objective 1.3	Increase number of businesses enrolled in responsible toxics disposal programs.
<b>Goal 2. Reduce materials lifecycle impacts from business operations.</b>	
Objective 2.1	Increase implementation of green purchasing practices (including recycled-content) for prioritized products.*
Objective 2.3	Decrease the amount of prioritized toxic products used by businesses.
<b>Goal 3. Deliver services equitably and reduce barriers to participation by underserved and underrepresented business sectors.</b>	
Objective 3.1	Increase participation (attract, engage, and extend) in the RAW program by underserved and underrepresented businesses.
Objective 3.2	Provide culturally appropriate educational resources.

\* Objective 2.2 (Move 5% of businesses served to purchase a minimum of 30% recycled-content products by the end of 2015) was folded into Objective 2.1; the objectives were not re-numbered.

### Program Measurement

In 2012, Metro hired a consultant to lead the BRWG and SW Directors in the identification of outcome measures and targets to assess progress toward those goals and objectives. While focused on measuring outcomes, the process also addressed shared definitions for key concepts and activity measures. RAWIS needs to be updated to reflect the new measurements of goals and objectives. Additionally, there are some outstanding program definitions and guidelines that will impact the system design and configuration. The new measurements and outstanding issues are presented as attachments to this RFP.

### Project Goal

The goal of this project is to update RAWIS to provide users with the appropriate forms, guidelines and training, to support, record and analyze current and future targets for successful program implementation and evaluation, by May 31, 2013.

## III. PROPOSED SCOPE OF WORK/SCHEDULE

Metro is seeking proposals from qualified firms to perform the following services and to deliver a product that includes the tasks and deliverables described in further detail below:

### Project Objectives:

- A. Establish consensus from stakeholders on outstanding definitions from targets and measures (Appendix A).
- B. Incorporate 14 key practices into tracking system with options to track additional practices (Appendix B).

## Request for Proposals - Informal (RFP 13-2239)

---

- C. Develop system and modify RAWIS to calculate and report on new outcome measures that will be used to set targets (Appendix C).
- D. Develop system and modify RAWIS to calculate and report on activity measures (Appendix D).
- E. System for Recycling Specialists to prioritize work, using “in-depth” business definition and activity measures to identify when a business is due for a follow-up evaluation.
- F. Provide clear written guidelines and data entry protocols and training to administrators and end-users.

### **A. Project Kick-Off – October 24**

Deliverables: Meet with project team including Metro, local government representatives to accept final project scope of work and timeline including communications guidelines, roles and responsibilities.

### **B. Phase 1: Definitions and Guidelines**

#### **Estimated completion date – December 2012**

Deliverables:

- 1) Definitions for outstanding issues from targets and measures work including application of Relevant, Implemented, and Agreement.
- 2) Guidelines on conducting follow ups within 6 months, and refusals.
- 3) Guidelines for grandfathering existing evaluation and activity data.
- 4) Strategy for tracking light-touch businesses.
- 5) Plan for tools, resources and training for RAW specialist.
- 6) Design criteria for reporting including what information needs to be accessible to program coordinators and recycling specialists.
- 7) Analysis and recommendations for additional features, such as reporting plug-ins, document management applications, and mapping.
- 8) Input from stakeholders on outstanding definitions and guidelines (BRWG and Recycling Specialists.)

### **C. Phase 2: Logical design and requirements gathering**

#### **Estimated completion date – February 2013**

Deliverables: Design requirements (list of items with proposed solutions)

- 1) Design to track and report the new outcome measures and related definitions.
- 2) Design the evaluation data entry form to include the new core practices and plans, “relevance,” and “agreement.” Ensure that the core practices and measures are clearly identified and clustered in one location in the RAWIS database for simple data entry.
- 3) Design data entry for customizable practices (those not within the current 14 key practices and plans.)
- 4) Design required task and optional subtask types in the RAWIS database including “uncategorized” default subtask type.
- 5) System design for identification and reporting of prioritized industrial sectors and employee size data to allow RAW specialists to select more detailed subcategories and to identify which sectors the RAW program considers high priorities.
- 6) Design system to record follow-up evaluation attempts in a way that enables the RAW program to determine when RAW specialists have sufficiently attempted to conduct a follow-up evaluation.
- 7) Design system for RAWIS database to send RAW specialists automated reminders regarding check-ins and timely follow-up evaluations for in-depth businesses.
- 8) Design for migrating existing evaluation and activity data.
- 9) Develop mock-ups of report with input from stakeholders (BRWG and Recycling Specialists) and final approval from project team.
- 10) Review and approval from project team of screen shots of mock-ups.
- 11) Explore cost and feasibility options within the RAWIS database and present findings to the Metro project team to decide if they should be included in system development:

## Request for Proposals - Informal (RFP 13-2239)

---

- (a) Real-time, dashboard reporting options for RAW specialists to see outcome and activity measures within the RAWIS database.
- (b) Options for jurisdictions to calculate outcome measures (movement-to-change and implementation rates) for varying time frames besides the current program year and program-to-date. Ideally, enable queries to be able to compare implementation among new businesses versus long-time RAW participants.
- (c) Options for jurisdictions to periodically assess whether and how businesses are converting from light-touch to in-depth status.
- (d) Fields that allow RAW specialists to record the quantities and types of materials prevented or recovered. Design the fields so jurisdictions can easily calculate total pounds prevented or recovered (that is, use a numerical field instead of text comment field).
- (e) Options to track assistance and communication with multi-jurisdictional businesses.

### **D. Phase 3: System Development**

**Estimated completion date – April 2013**

Deliverables

- 1) Revise RAWIS to include design from Phase II.
- 2) Draft training protocols.
- 3) Develop new reports.
- 4) Existing business evaluation and activity data migrated.

### **E. Phase 4: Launch system and training**

**Completion date – May 2013.**

Deliverables

- 1) Deliver training and protocols.
- 2) System is complete and includes requirements identified in Phase II.
- 3) Specialists are trained and using system.
- 4) Develop process to collect feedback from end-users for quality control and issue identification beyond final acceptance.

The term of the contract is anticipated to be October 2012 through June 2013.

## **IV. QUALIFICATIONS/EXPERIENCE**

Proposers shall have the following qualifications/experience. If one firm or individual does not have all of the qualifications/experience required, Metro encourages potential proposers to collaborate to create a group proposal that includes the firms or individuals that have the following qualifications/experience:

- Familiarity with business operations and motivations, including business to business marketing and sustainable business practices.
- Ability to focus and direct multi-stakeholder processes and meetings.
- Experience working with non-profit organizations, and public agencies and a thorough understanding of the considerations for these organizations in reporting program measurement findings to decision makers and external stakeholders.
- Experience with, qualitative and quantitative measurement strategies and the necessary resources to develop and deploy easily administered measurement tools.
- Three years experience applying structured systems analysis practices to projects of complexity similar to RAWIS.

## Request for Proposals - Informal (RFP 13-2239)

---

- Three years' experience designing Salesforce applications, including demonstrated knowledge of reporting, customization to meet unique business needs, and third party plug-ins and applications.

### V. PROJECT ADMINISTRATION

Alison Cable, Metro's project manager, will administer the project. Proposer shall identify one point of contact for the resulting contract.

### VI. PROPOSAL INSTRUCTIONS

#### A. Submission of Proposals

Metro recommends proposal submission be emailed to [alison.cable@oregonmetro.gov](mailto:alison.cable@oregonmetro.gov) or faxed to 503-797-1795.

#### B. Deadline

Proposals will not be considered if received after the date and time indicated on the RFP cover page.

#### C. RFP as Basis for Proposals:

This Request for Proposals represents the most definitive statement Metro will make concerning the information upon which Proposals are to be based. Any verbal information which is not addressed in this RFP will not be considered by Metro in evaluating the Proposal. All questions relating to this RFP should be addressed to [alison.cable@oregonmetro.gov](mailto:alison.cable@oregonmetro.gov). Any questions, which in the opinion of Metro, warrant a written reply or RFP addendum will be furnished to all parties receiving this RFP. Metro may not respond to questions received after 3:00 p.m. on October 11, 2012.

#### D. Information Release

All Proposers are hereby advised that Metro may solicit and secure background information based upon the information, including references, provided in response to this RFP. By submission of a proposal all Proposers agree to such activity and release Metro from all claims arising from such activity. In Accordance with Oregon Public Records Law (ORS 192), proposals submitted will be considered part of the public record, except to the extent they are exempted from disclosure.

#### E. Minority, Women and Emerging Small Business Program

In the event that any subcontracts are to be utilized in the performance of this agreement, the Proposer's attention is directed to Metro Code provisions 2.04.100, which encourages the use of minority, women and emerging small businesses (MWESB) to the maximum extent practical. Copies of these MWESB requirements are available from the Metro Procurement Office, 600 NE Grand Avenue Portland, OR 97232, 503-797-1648.

### VII. PROPOSAL CONTENTS

The proposal should contain no more than ten (10) pages of written material (excluding biographies, resumes and brochures, which may be included in an appendix), describing the ability of the consultant to perform the work requested, as outlined below. The proposal should be submitted on recyclable, double-sided recycled paper (post consumer content). No waxed page dividers or non-recyclable materials should be included in the proposal.

A. Transmittal Letter: Indicate who will be assigned to the project, who will be project manager, and that the proposal will be valid for ninety (90) days.

B. Approach/Project Work Plan: Describe how the work will be done within the given timeframe and budget. Include a proposed work plan and schedule.

## Request for Proposals - Informal (RFP 13-2239)

---

- C. Staffing/Project Manager Designation: Identify specific personnel assigned to major project tasks, their roles in relation to the work required, percent of their time on the project, and special qualifications they may bring to the project. Include resumes of individuals proposed for this contract.

Metro intends to award this contract to a single firm to provide the services required. Proposals must identify a single person as project manager to work with Metro. The consultant must assure responsibility for any subconsultant work and shall be responsible for the day-to-day direction and internal management of the consultant effort.

- D. Experience: Indicate how your firm meets the experience requirements listed in section IV. of this RFP. List projects conducted over the past five years which involved services similar to the services required here. For each of these other projects, include the name of the customer contact person, his/her title, role on the project, and telephone number. Identify persons on the proposed project team who worked on each of the other projects listed, and their respective roles.
- E. Cost/Budget: Present the proposed cost of the project, not to exceed FIFTY FIVE THOUSAND DOLLARS (\$55,000) and the proposed method of compensation. List hourly rates for personnel assigned to the project, total personnel expenditures, support services, and subconsultant fees (if any). Requested expenses should also be listed.
- F. Diversity in Employment and Contracting:
- Work Force Diversity – Describe your work force demographics (number of employees, race and gender) and the measurable steps taken to ensure a diverse work force, including company policies and practices that promote the hiring and retention of women and ethnic minorities.
  - Diversity in Contracting – Describe your history of working with diverse firms, including any MWESB-certified firms. Describe a project for which you worked with minorities, women or emerging small businesses. Please provide the project name, method used to achieve participation – for example, joint ventures, subcontracts or purchase of equipment or supplies from a certified firm – and the dollar amount or percentage of the project budget expended on such participation.
  - Diversity of Firm – Describe the ownership of your firm and whether or not your firm is certified by the State of Oregon as an MBE, WBE or ESB. Provide certification number, if applicable.
- G. Exceptions to Standard Agreement and RFP: Carefully review the Personal Services Agreement attached hereto and incorporated herein (APPENDIX E). This is the standard agreement that successful respondents to this RFP will be required to execute. RFP respondents wishing to propose any exceptions or alternative clauses to the agreement or to any specified criteria within this RFP must propose those exceptions or alternative clauses in their Proposal; Metro shall not be required to consider contract revisions proposed during contract negotiation and award. Proposed exceptions or alternative clauses should be accompanied by explanatory comments that are succinct, thorough and clear.

### VIII. GENERAL PROPOSAL/CONTRACT CONDITIONS

- A. Limitation and Award: This RFP does not commit Metro to the award of a contract, nor to pay any costs incurred in the preparation and submission of proposals in anticipation of a contract. Metro reserves the right to waive minor irregularities, accept or reject any or all proposals received as the result of this request, negotiate with all qualified sources, or to cancel all or part of this RFP.
- B. Billing Procedures: Proposers are informed that the billing procedures of the selected firm are subject to the review and prior approval of Metro before reimbursement of services can occur. Contractor's invoices shall include the Metro contract number, an itemized statement of the work done during the billing period, and will not be submitted more frequently than once a month. Payment shall be made by Metro on a Net 30 day basis upon approval of Contractor invoice.

# Request for Proposals - Informal (RFP 13-2239)

---

- C. Validity Period and Authority: The proposal shall be considered valid for a period of at least ninety (90) days and shall contain a statement to that effect. The proposal shall contain the name, title, address, and telephone number of an individual or individuals with authority to bind any company contacted during the period in which Metro is evaluating the proposal.
- D. Conflict of Interest. A Proposer filing a proposal thereby certifies that no officer, agent, or employee of Metro or Metro has a pecuniary interest in this proposal or has participated in contract negotiations on behalf of Metro; that the proposal is made in good faith without fraud, collusion, or connection of any kind with any other Proposer for the same call for proposals; the Proposer is competing solely in its own behalf without connection with, or obligation to, any undisclosed person or firm.
- E. Equal Employment and Nondiscrimination Clause Metro and its contractors will not discriminate against any person(s), employee or applicant for employment based on race, color, religion, sex, national origin, age, marital status, familial status, gender identity, sexual orientation, disability for which a reasonable accommodation can be made, or any other status protected by law. Metro fully complies with Title VI of the Civil Rights Act of 1964 and related statutes and regulations in all programs and activities. For more information, or to obtain a Title VI Complaint Form, see [www.oregonmetro.gov](http://www.oregonmetro.gov).

## IX. EVALUATION OF PROPOSALS

- A. Evaluation Procedure: Proposals received that conform to the proposal instructions will be evaluated. The evaluation will take place using the evaluation criteria identified in the following section. Interviews may be requested prior to final selection of one firm. Award shall be made to the highest ranked Proposer based on the stated evaluation criteria. In the event negotiations are unsuccessful, Metro reserves the right to negotiate with the next highest ranked firms.
- B. Evaluation Criteria: This section provides a description of the criteria which will be used in the evaluation of the proposals submitted to accomplish the work defined in the RFP.

	Percentage of Total Score
Project Work Plan/Approach	
1. Demonstration of understanding of the project objectives	15
2. Performance methodology	20
Project Staffing Experience	
1. Project consultant/staff experience	15
2. Similar project experience	15
Budget/Cost Proposal	20
1. Projected cost/benefit of proposed work plan/approach	
Diversity in Employment and Contracting	15
1. Work Force Diversity, Diversity in Contracting, Diversity of Firm	
	100%



600 NE Grand Ave.  
Portland, OR 97232-2736  
503-797-1700

## Request for Proposals - Informal (RFP 13-2239)

---

### **X. NOTICE TO ALL PROPOSERS -- STANDARD AGREEMENT**

The attached agreement included herein (Appendix E) reflects preliminary, draft contract language and selected, proposed contract terms for this procurement. Proposers should be aware that such language terms and provisions are for illustrative purposes only and that Metro reserves the right, following submission and ranking of all proposals submitted in response to this procurement, to amend, modify or negotiate over any and all such contract language, terms and provisions regarding the agreement arising from this procurement. By submitting a proposal in response to this procurement, proposers acknowledge that they are aware of and do not object to any later, potential amendment and modification of such preliminary, draft language and terms. In addition, by responding to this procurement, proposers acknowledge that they are aware of their ability to offer alternatives to any of the preliminary, draft contract language and proposed contract terms set forth herein.

# Request for Proposals - Informal (RFP 13-2239)

---

## APPENDIX A Outstanding Issues for Definitions and Guidelines<sup>1</sup>

### A. Develop clear, written guidelines for RAW specialists that define:

- When each practice and plan is relevant to a business. (For example, is food scrap composting relevant for all businesses with a break room or only food-related businesses such as restaurants?)
- When a business has “implemented” a practice or adopted a plan. (For example, what if the CEO has a desk-side printer but no one else does?)
- What constitutes “agreement” to work on a practice and to participate in RAW assistance and a follow-up evaluation.
- When a RAW specialist has “attempted” to conduct a follow-up evaluation for a business that refuses the evaluation.
- When a RAW specialist has “assisted” a light-touch business as opposed to having conducted outreach, for tracking time and counting number light-touch businesses assisted).

Businesses that do not meet the criteria of “in-depth” will be considered light-touch businesses. Implementation data for light-touch business will not be included when calculating measures, even if the business has a completed baseline evaluation. Businesses may grow into becoming in-depth over time. For example, RAW specialists have reported that some businesses have declined follow-up assistance after completing a baseline evaluation but called several months later for help. Determine information that RAW specialists should enter into the RAWIS database for businesses that receive baseline evaluations but do not immediately become in-depth businesses. Entering data for businesses that are not in-depth will provide future benefits by avoiding the need to repeat the baseline evaluation if the businesses later wished to become in-depth and by tracking a more complete history for program planning purposes.

### B. Develop guidelines on what information from baseline evaluations is helpful to track in RAWIS for businesses that do not initially agree to work on any practices in addition to basic recycling and to receive follow-up assistance and evaluation.

### C. Develop clear, written criteria and methods to grandfather in existing businesses to be reclassified as “in-depth” in a way that:

- Minimizes the data collection burden on businesses.
- Obtains the data needed to calculate new outcome measures.
- Does not skew the first year of data, which will be used to set targets for future years.

Businesses that participated in previous years but are not currently receiving assistance will not automatically be considered in-depth businesses. Businesses that are currently receiving assistance that could be considered in-depth should be grandfathered in as in-depth businesses, but RAW specialists will need to build a “baseline” evaluation for each business.

---

<sup>1</sup>Source: Outcome and Activity Measures for the Recycle at Work Program Final Report, July 2012, prepared by Cascadia Consulting Group

## Request for Proposals - Informal (RFP 13-2239)

---

Determine whether the baseline evaluation for existing businesses should either (a) take a snapshot of the business's practices at the beginning of the first year in which the new outcome measures are used or (b) attempt to re-create the record of the business's practices prior to working with the RAW program. RAW specialists may be able to complete some questions (such as on basic recycling) based on past interactions and evaluations. For other questions, particularly on new practices, RAW specialists will need to evaluate the business again. To evaluate grandfathered businesses, RAW specialists will use the guidelines for follow-up evaluations: ideally conducted on-site but with the option to conduct remotely for trusted businesses that provide evidence such as photographs or copies of plans, policies, or other relevant materials.

D. Clarify time tracking to identify:

- Which specific activities belong in each task type, including activities that could be considered either light-touch assistance or outreach.
- Which optional subtasks should be included in the RAWIS database under each task type and whether or not to default to an "uncategorized" subtask type within each task so RAW specialists can track the four task types without having to conduct more detailed tracking at the subtask level (Appendix D).

E. Determine how jurisdictions will receive timely reports on the new outcome and activity measures. If dashboard reports within the RAWIS database are not feasible, determine what additional resources and tools Metro will need to compile and distribute as quarterly reports.

# Request for Proposals - Informal (RFP 13-2239)

---

## APPENDIX B

### Key Practices, Definitions of Relevance and In-Depth<sup>2</sup>

#### Key Practices, Plans, and Policies to Measure\*

RAWIS will measure the verified implementation or adoption of the following key practices and plans to track progress toward the listed objectives:

#### Waste Prevention

1. Business **uses paper on both sides** (*examples include duplexing or reusing single-sided paper*). [Objective 1.1]
2. Business uses **centralized printers** (*instead of personal or desk-side printers*). [Objective 1.1]
3. Business uses **electronic solutions to minimize unclaimed print jobs** (*examples include using PIN, mailbox, or other systems that require individuals to confirm their print job at the printer before printing will begin*). [Objective 1.1]
4. Business uses **electronic solutions to reduce paper use** (*examples include online forms, digital publishing, or electronic document management*). [Objective 1.1]
5. Food-service business donates **edible food**. [Objective 1.1]

#### Recycling

6. Business recycles **paper and containers** (*plastic, aluminum, and glass*). [Objectives 1.2]
7. Business composts **food scraps and landscaping trimming**. [Objective 1.2]

#### Purchasing

8. Business's copier/printer paper contains at least **30% post-consumer recycled content**. [Objective 2.1]
9. Business (or its janitorial service) uses third-party **certified green cleaners**. [Objectives 2.1 and 2.3]
10. Business has an institutionalized approach for purchasing **recycled-content products** supported by management or the appropriate person (*examples include a purchasing policy, plan, or specified procedures*). [Objective 2.1]
11. Business has an institutionalized approach for using **certified green cleaners** supported by management or the appropriate person (*examples include a purchasing policy, plan, or specified procedures.*) [Objectives 2.1 and 2.2]

#### Disposal of Toxics

12. Business has a plan, policy, or current practices supported by management or the appropriate person to properly dispose of **hazardous waste**. [Objective 1.3]
13. Business has a plan, policy, or current practices supported by management or the appropriate person to properly reuse, recycle, or dispose of **computers, monitors, and televisions**. [Objective 1.3]
14. Business has a plan, policy, or current practices supported by management or the appropriate person to properly recycle or dispose of **fluorescent lamps**. [Objective 1.3]

*\*Over time, the core practices and plans may change, as some practices become widely adopted and new materials or practices become a priority. Individual RAW specialists and jurisdictions will still have the option of recording information on other practices or materials in the Recycle at Work Information System (RAWIS), but tracking of additional evaluation items will not be required.*

---

<sup>2</sup>Source: Outcome and Activity Measures for the Recycle at Work Program Final Report, July 2012, prepared by Cascadia Consulting

# Request for Proposals - Informal (RFP 13-2239)

## RELEVANCE

For each practice and plan, the RAW specialist will assess whether the practice or plan is relevant to the business. A practice or plan is relevant when it meets both of the criteria in Table 2.

**Table 2. Criteria for Determining When a Practice or Plan is Relevant to a Business**

Criteria	Explanation
<b>1. The specific practice or plan applies to the business.</b>	For example, printing recommendations apply only to businesses with printers, and food donation applies only to food-service businesses. Note that applicability is not limited by feasibility: for example, consolidating to centralized printers applies to all businesses with printers whether or not the change is financially feasible at the current time.
<b>2. The business has control over the practice or plan.</b>	Businesses may not have control over certain practices, particularly when they do not own their building or space. For example, businesses whose landlords hire the janitorial service do not have control over whether certified green cleaners are used in their location.

## IN-DEPTH BUSINESS

RAW program's model focuses on providing in-depth assistance. As a result, implementation of practices and plans will be measured only for businesses considered to be in-depth. A business must meet all three criteria presented in Table 3 to be considered an in-depth business.

**Table 3. Criteria for Determining When a Business is an In-Depth Business**

Criteria	Explanation
<b>1. Receives an on-site baseline evaluation that completes all questions (with the exception of plans or policies and janitorial use of green cleaners).</b>	Completing questions on all practices and plans increases consistency ensures that measures a based on data from all business. RAW specialists must ask about all practices and plans but could mark "not known" for questions on plans or policies and janitorial use of green cleaners. <i>These items are excepted because contacts who are front-line or front-desk workers (as opposed to managers or executives) may not be able to answer them. RAW specialists should attempt to obtain information at a later date, as feasible.</i>
<b>2. Agrees to work on at least one action in addition to basic recycling.</b>	RAW's goals include moving businesses beyond recycling. Including businesses that are interested only in recycling when calculating measures, however, could unfairly lower implementation rates for other measures. <i>Ideally, businesses will provide a written agreement by a manager or executive, such as a signed pledge to take action, but RAW specialists have discretion to determine when a business has "agreed."</i>
<b>3. Agrees to receive follow-up assistance and evaluation.</b>	Assistance is the program model; follow-up evaluation is needed to measure movement to change. <i>A follow-up evaluation could be conducted off-site if the RAW specialist has a solid relationship with the business, and the business can provide evidence, such as photographs or copies of plans or policies. RAW specialists should set expectations upfront with the business regarding the timing and number of follow-up check-ins and evaluations.</i>

# Request for Proposals - Informal (RFP 13-2239)

**Example Checklist**  
**Table 4.**

Example Evaluation Checklist Y = Yes N = No DK = Don't know	Relevant? (if no, stop here)	Implemented at baseline (before first visit)? (if yes, stop here.)	Agreed to work on? (if no, stop here)	Implemented at follow-up— during or after assistance?
<b>Waste Prevention</b>				
Business uses paper on both sides.	Y / N	Y / N	Y / N	Y / N
Business uses centralized printers.	Y / N	Y / N	Y / N	Y / N
Business uses electronic solutions to prevent accidental printing.	Y / N	Y / N	Y / N	Y / N
Business uses electronic solutions to reduce paper use.	Y / N	Y / N	Y / N	Y / N
Food-service business donates edible food.	Y / N	Y / N	Y / N	Y / N
<b>Recycling</b>				
Business recycles paper and containers.	Y / N	Y / N	Y / N	Y / N
Business composts food scraps and landscaping trimmings.	Y / N	Y / N	Y / N	Y / N
<b>Green Purchasing</b>				
Business's copier/printer paper contains at least 30% post-consumer recycled content.	Y / N	Y / N	Y / N	Y / N
Business (or its janitorial service) uses third-party certified green cleaners.	Y / N / DK	Y / N / DK	Y / N	Y / N
Business has an institutionalized approach for purchasing recycled-content products that is supported by management or the appropriate person.	Y / N / DK	Y / N / DK	Y / N	Y / N
Business has an institutionalized approach for using certified green cleaners that is supported by management or the appropriate person.	Y / N / DK	Y / N / DK	Y / N	Y / N
<b>Disposal of Toxics</b>				
Business has a plan, policy, or current practices supported by management or the appropriate person to properly dispose of hazardous waste.	Y / N / DK	Y / N / DK	Y / N	Y / N
Business has a plan, policy, or current practices supported by management or the appropriate person to properly reuse, recycle, or dispose of computers, monitors, and televisions.	Y / N / DK	Y / N / DK	Y / N	Y / N
Business has a plan, policy, or current practices supported by management or the appropriate person to properly recycle or dispose of fluorescent lamps.	Y / N / DK	Y / N / DK	Y / N	Y / N

# Request for Proposals - Informal (RFP 13-2239)

---

## APPENDIX C Outcome Measures and Targets<sup>3</sup>

RAWIS will track and report two types of measures for each practice and plan:

**Movement-to-change rates** measure the percentage of businesses that made a change to start a new practice or plan after receiving assistance from a RAW specialist.

**Overall implementation rates** measure the percentage of businesses that have implemented a practice or adopted a plan, either before or after receiving assistance from a RAW specialist.

**Movement-to-change rates** will be calculated based on data for only businesses that have *agreed* to work on the specific practice or plan. In contrast, **implementation rates** will be calculated using data for *all in-depth businesses*, whether or not they agree to work on the practice, as long as the practice or plan is relevant. In addition, when presenting movement-to-change and implementation-rates, reports should also cite the number of businesses included in the denominator of the calculations (e.g., 75 percent of businesses implemented the practices out of a possible 300 businesses).

### MOVEMENT TO CHANGE RATES

The movement-to-change rate among in-depth businesses that agreed to work on a specific practice or plan measures the percentage of these businesses that actually made a change to start that new practice or plan after receiving RAW assistance. This indicator focuses on the effectiveness of the technical assistance itself. It removes from the calculation businesses that do not receive technical assistance either because they were not interested in receiving assistance on the specific practice or plan or because they had already implemented it.

The measure is defined as follows:

$$\text{Movement-to-change rate} = \frac{\text{Number of relevant, agreeing, in-depth businesses that start the practice}}{\text{Number of relevant, agreeing, in-depth businesses not implementing at baseline}}$$

#### Number of relevant, agreeing, in-depth businesses that *start* the practice:

- Number of in-depth businesses assisted during the measurement period for which the specific practice or plan is relevant:
  - That were not implementing the practice or did not have the plan at their baseline evaluation.
  - That agreed to work on starting the practice or plan.
  - That were implementing the practice or had adopted the plan by their most recent follow-up evaluation.

#### Number of relevant, agreeing, in-depth businesses not implementing at baseline:

- Number of in-depth businesses assisted during the measurement period for which the specific practice or plan is relevant:
  - That were *not* implementing the practice or did not have the plan at their *baseline* evaluation.
  - That *agreed* to work on starting the practice or plan.

---

<sup>3</sup>Source: Outcome and Activity Measures for the Recycle at Work Program Final Report, July 2012, prepared by Cascadia Consulting

# Request for Proposals - Informal (RFP 13-2239)

- Whether or not they have received a follow-up evaluation (*excluding businesses with a baseline within the past 6 months*).

## Overall Implementation Rate

The overall implementation rate among in-depth businesses measures the percentage of these businesses that have implemented a practice or adopted plan (either before or after RAW assistance). This broad indicator provides a big-picture view of all in-depth businesses for which the practice or plan is relevant. This measure will be used to assess what share of businesses that want to work in-depth still present an opportunity to make changes on the core practices and plans. It will also indicate when the RAW program should revisit the core practices and plans because most of the businesses in the RAW program are already doing them.

### The measure is defined as follows:

$$\text{Implementation rate} = \frac{\text{Number of relevant in-depth businesses implementing the practice or plan}}{\text{Number of relevant in-depth businesses}}$$

### Number of relevant in-depth businesses implementing the practice or plan:

- Number of in-depth businesses assisted during the measurement period for which the specific practice or plan is relevant and that:
  - Were implementing the practice or had the plan during their most recent evaluation (whether baseline or follow-up).

### Number of relevant in-depth businesses:

- Number of in-depth businesses assisted during the measurement period for which the specific practice or plan is relevant:
  - Where the baseline implementation status is known (exclude businesses where the status is “don’t know”).
  - Whether or not they agreed to work on the practice or plan.
  - Whether or not they have received a follow-up evaluation (*excluding businesses with a baseline within the past 6 months*).

## Targets for Outcome Measures

Baseline data collected in RAWIS will be used to establish targets for the key practices. Each of the key practices are categorized as easy, moderate, or difficult to move businesses to implement. Targets will be set higher for easier practices. An expected **maximum implementation and movement to change rate**, and **growth target range** for the desired *increase* over the previous year’s implementation and movement to change rates are presented in Table 5.

**Table 5: Initial Outcome Targets Based on Ease of Moving Businesses to Implementation**

		If moving businesses to implement the practice or plan is...		
		Easy	Moderate	Difficult
Implementation rate	Maximum	90+%	70%	40%
	Annual growth	8% to 10%	5% to 7%	3% to 5%
Movement-to-change rate	Maximum	90+%	60%	40%
	Annual growth	2% to 5%	2% to 3%	2% to 3%

# Request for Proposals - Informal (RFP 13-2239)

## APPENDIX D Activity Reports<sup>4</sup>

RAWIS must track and report on program activities. The RAW program will set targets for these activity measures after collecting baseline data in the initial year of implementation and tracking. The four required task types are presented in Table 6.

**Table 6. Revised Activity Task Types**

Task Types	Examples
On-site assistance	On-site evaluations, box delivery, trainings
Off-site assistance-related	Calls, emails, research, off-site evaluations, data entry associated with direct assistance
Outreach and marketing	Tabling events, media campaigns
Program administration and coordination	BRWG meetings, data entry or database analysis and review not associated with direct assistance.

The ability to include subtypes will also be needed. The RAW program will determine if there should be a default “uncategorized” subtask type within each task so RAW specialists can track the four task types without having to conduct more detailed tracking at the subtask level see.

### In-Depth versus Light-Touch Businesses Assisted

Because the program model focuses on assisting **in-depth businesses**, RAWIS reports must indicate **number of and time spent assisting** both in-depth and light-touch businesses:

- Number of businesses assisted:
  - Number of **in-depth businesses** assisted.
  - Number of **light-touch businesses** assisted.
  - Percentage of businesses assisted that are in-depth businesses compared to light-touch businesses. (For example, 25 percent of businesses assisted are in-depth, and 75 percent are light-touch.)
- Time spent assisting businesses:
  - Percentage of time spent assisting businesses spent on in-depth businesses compared to light-touch businesses. (For example, 75 percent of time is spent assisting in-depth businesses, and 25 percent goes to assisting light-touch businesses.)

### Follow-up Evaluation Status of In-Depth Businesses

Because follow-up evaluations are required for calculating outcome measures, an activity measure around follow-up evaluations can highlight their importance. Three to six months after becoming an in-depth businesses is the maximum time frame for most businesses to receive their first follow-up evaluation.

The measures for initial follow-up evaluations are the percentage of businesses that became in-depth six or more months ago for which:

RAW specialists have **completed** a follow-up evaluation.

<sup>4</sup> Source: Outcome and Activity Measures for the Recycle at Work Program Final Report, July 2012, prepared by Cascadia Consulting

# Request for Proposals - Informal (RFP 13-2239)

RAW specialists have **attempted** to complete a follow-up evaluation, but the business has **refused** to participate.

The RAW program must define “attempted,” likely in terms of the number of attempts by RAW Specialists.

**The measures are calculated as follows:**

Businesses with a follow-up evaluation <u>completed</u>	=	Number of businesses that became in-depth more than 6 months ago and have received a follow-up evaluation
		Number of businesses that became in-depth more than 6 months ago

Businesses refusing a follow-up evaluation	=	Number of businesses that became in-depth more than 6 months ago and have refused attempts by RAW specialists to conduct a follow-up evaluation
		Number of businesses that became in-depth more than 6 months ago

For simplicity, these measures focus on only the first follow-up evaluation. In-depth businesses that participate in the RAW program for several years will require additional follow-up evaluations to record their continuing changes and implementation of additional practices. In contrast, other businesses may participate only long enough to receive one follow-up evaluation either because they have implemented all the relevant key practices and plans or because they sought only limited assistance. Although repeated follow-ups are not directly measured as activities, they will affect the outcome measures. By conducting additional follow-up evaluations with businesses that continue to participate in the RAW program, RAW specialists will ensure that outcome measures reflect all the changes made by assisted businesses, not just the initial changes.

**Other Activity Measures**

In addition to the above activity measures that will be tracked and calculated in RAWIS, annual reports from local governments to Metro will include:

- Budget (including expenditures by funding source).
- Staff members (including name, title, funding source, and FTE assigned to the RAW program).
- Number of resources delivered (by type).
- Number of businesses that received code enforcement actions for non-compliance with Business Recycling Requirements (BRR).
- Status and narrative results of outreach strategies as well as narratives on the successes and challenges of achieving year-end outcomes.

# Request for Proposals - Informal (RFP 13-2239)

---

## APPENDIX E

### Personal Services less than \$50,000

THIS AGREEMENT is between Metro, a metropolitan service district organized under the laws of the State of Oregon and the Metro Charter, located at 600 N.E. Grand Avenue, Portland, OR 97232-2736, and Company Name, referred to herein as "Contractor," located at address, City, State Zip.

In exchange for the promises and other consideration set forth below, the parties agree as follows:

1. Duration. This personal services agreement shall be effective Month XX, 201X and shall remain in effect until and including Month XX, 201X, unless terminated or extended as provided in this Agreement. IF CONTRACT IS SUBJECT TO RENEWAL OR EXTENSION, INCLUDE SUCH LANGUAGE i.e. This agreement may be renewed or extended for XX additional one-year periods at Metro's sole discretion.

2. Scope of Work. Contractor shall provide all services and materials specified in the attached "Attachment A -- Scope of Work," which is incorporated into this Agreement by reference. All services and materials shall be provided by Contractor in accordance with the Scope of Work, in a competent and professional manner. To the extent that the Scope of Work contains additional contract provisions or waives any provision in the body of this Agreement, the Scope of Work shall control.

3. Payment. Metro shall pay Contractor for services performed and materials delivered in the amount(s), manner and at the time(s) specified in the Scope of Work for a maximum sum not to exceed XXXXXXXXXXXXXXXXXXXX AND XX/100THS DOLLARS (\$XXXXXX.XX). Payment shall be made by Metro on a Net 30 day basis upon approval of Contractor invoice.

4. Insurance. Contractor shall purchase and maintain at the Contractor's expense, the following types of insurance, covering the Contractor, its employees, and agents:

(a) The most recently approved ISO (Insurance Services Office) Commercial General Liability policy, or its equivalent, written on an occurrence basis, with limits not less than \$1,000,000 per occurrence and \$1,000,000 aggregate. The policy will include coverage for bodily injury, property damage, personal injury, contractual liability, premises and products/completed operations. Contractor's coverage will be primary as respects Metro;

(b) Automobile insurance with coverage for bodily injury and property damage and with limits not less than minimum of \$1,000,000 per occurrence;

(c) Workers' Compensation insurance meeting Oregon statutory requirements including Employer's Liability with limits not less than \$500,000 per accident or disease; and

(d) Professional Liability Insurance, with limits of not less than \$1,000,000 per occurrence, covering personal injury and property damage arising from errors, omissions or malpractice. PROFESSIONAL LIABILITY REQUIRED FOR ARCHITECTURAL & ENGINEERING SERVICES - DELETE PROFESSIONAL LIABILITY INSURANCE LANGUAGE IF NOT REQUIRED

Metro, its elected officials, departments, employees, and agents shall be named as ADDITIONAL INSURED on Commercial General Liability and Automobile policies.

Contractor shall provide to Metro 30 days notice of any material change or policy cancellation.

Contractor shall provide Metro with a Certificate of Insurance complying with this article upon return of the Contractor signed agreement to Metro. Certificate of Insurance shall identify the Metro contract number.

5. Indemnification. Contractor shall indemnify and hold Metro, its agents, employees and elected officials harmless from any and all claims, demands, damages, actions, losses and expenses arising out of or in any way connected with its performance of this Agreement, or with any patent infringement or copyright claims arising out of the use of Contractor's designs or other materials by Metro and for any claims or disputes involving subcontractors.

6. Maintenance of Records. Contractor shall maintain all of its records relating to the Scope of Work on a generally recognized accounting basis and allow Metro the opportunity to inspect and/or copy such records at a convenient place during normal business hours. All required records shall be maintained by Contractor for six years after Metro makes final payment and all other pending matters are closed.

## Request for Proposals - Informal (RFP 13-2239)

---

7. Ownership of Documents. All documents of any nature including, but not limited to, reports, drawings, works of art and photographs, produced by Contractor pursuant to this Agreement are the property of Metro, and it is agreed by the parties that such documents are works made for hire. Contractor hereby conveys, transfers, and grants to Metro all rights of reproduction and the copyright to all such documents.
8. Project Information. Contractor shall share all project information and fully cooperate with Metro, informing Metro of all aspects of the project including actual or potential problems or defects. Contractor shall abstain from releasing any information or project news without the prior and specific written approval of Metro.
9. Independent Contractor Status. Contractor shall be an independent contractor for all purposes and shall be entitled only to the compensation provided for in this Agreement. Under no circumstances shall Contractor be considered an employee of Metro. Contractor shall provide all tools or equipment necessary to carry out this Agreement, and shall exercise complete control in achieving the results specified in the Scope of Work. Contractor is solely responsible for its performance under this Agreement and the quality of its work; for obtaining and maintaining all licenses and certifications necessary to carry out this Agreement; for payment of any fees, taxes, royalties, or other expenses necessary to complete the work except as otherwise specified in the Scope of Work; and for meeting all other requirements of law in carrying out this Agreement. Contractor shall identify and certify tax status and identification number through execution of IRS form W-9 prior to submitting any request for payment to Metro.
10. Right to Withhold Payments. Metro shall have the right to withhold from payments due to Contractor such sums as necessary, in Metro's sole opinion, to protect Metro against any loss, damage, or claim which may result from Contractor's performance or failure to perform under this Agreement or the failure of Contractor to make proper payment to any suppliers or subcontractors.
11. State and Federal Law Constraints. Both parties shall comply with the public contracting provisions of ORS chapters 279A, 279B and 279C and the recycling provisions of ORS 279B.025 to the extent those provisions apply to this Agreement. All such provisions required to be included in this Agreement are incorporated herein by reference. Contractor shall comply with all applicable requirements of federal and state civil rights and rehabilitation statutes, rules and regulations including those of the Americans with Disabilities Act.
12. Situs. The situs of this Agreement is Portland, Oregon. Any litigation over this agreement shall be governed by the laws of the State of Oregon and shall be conducted in the Circuit Court of the state of Oregon for Multnomah County, or, if jurisdiction is proper, in the U.S. District Court for the District of Oregon.
13. Assignment. This Agreement is binding on each party, its successors, assigns, and legal representatives and may not, under any circumstance, be assigned or transferred by either party without Metro's written consent.
14. Termination. This Agreement may be terminated by mutual consent of the parties. In addition, Metro may terminate this Agreement by giving Contractor seven (7) days prior written notice of intent to terminate, without waiving any claims or remedies it may have against Contractor. Termination shall not excuse payment for expenses properly incurred prior to notice of termination, but neither party shall be liable for indirect or consequential damages arising from termination under this section.
15. No Waiver of Claims. The failure to enforce any provision of this Agreement shall not constitute a waiver by Metro of that or any other provision.
16. Modification. Notwithstanding and succeeding any and all prior agreement(s) or practice(s), this Agreement constitutes the entire Agreement between the parties, and may only be expressly modified in writing(s), signed by both parties. Metro may approve changes and modifications to the original contract, including deletions of work, order of additional materials, and additional services reasonably related to the original work scope. Contractor may propose changes in the work that Contractor believes are necessary, will result in higher quality work, improve safety, decrease the amount of the contract, or otherwise result in a better or more efficient work product. If such changes are approved by



600 NE Grand Ave.  
Portland, OR 97232-2736  
503-797-1700

# Request for Proposals - Informal (RFP 13-2239)

---

Metro, they shall be executed by written contract amendment signed by both parties. Such changes shall not relieve Contractor of any obligation or warranty under the contract. No oral statements by either party shall modify or affect the terms of the contract.

17. Severability. The parties agree that any provision of this Contract that is held to be illegal, invalid, or unenforceable under present or future laws shall be fully severable. The parties further agree that this Contract shall be construed and enforced as if the illegal, invalid, or unenforceable provision had never been a part of them and the remaining provisions of the Contract shall remain in full force and effect and shall not be affected by the illegal, invalid, or unenforceable provision or by its severance from this Contract. Furthermore, a provision as similar to the illegal, invalid, or unenforceable provision as is possible and legal, valid and enforceable shall be automatically added to this Contract in lieu of the illegal, invalid, or unenforceable provision. Any failure by METRO to enforce a provision of the Contract is not to be construed as a waiver by METRO of this right to do so.

18. Counterparts. This Contract may be executed in counterparts or multiples, any one of which will have the full force of an original.

19. Delivery of Notices. Any notice, request, demand, instruction, or any other communications to be given to any party hereunder shall be in writing, sent by registered or certified mail or fax as follows:

To Contractor: Contractor Contact  
Firm Name  
Address  
City State Zip  
XXX-XXX-XXXX fax

To Metro: Project Manager Name  
Metro  
600 NE Grand Ave  
Portland, Oregon 97232  
503-XXX-XXXX fax

CONTRACTOR

METRO

By \_\_\_\_\_

By \_\_\_\_\_

Print Name \_\_\_\_\_

Print Name \_\_\_\_\_

Date \_\_\_\_\_

Date \_\_\_\_\_

# Request for Proposals - Informal (RFP 13-2239)

---

**1. Purpose and Goal of Work**

**2. Description of the Scope of Work**

**3. Deliverables/Outcomes**

**4. Payment and Billing**

Contractor shall perform the above work for a maximum price not to exceed XXXXXXX AND XX/100<sup>TH</sup> DOLLARS (\$XXXXXX.XX).

INCLUDE HOURLY RATES OR TASK BASED PAYMENTS IF APPLICABLE

The maximum price includes all fees, costs and expenses of whatever nature. Each of Metro's payments to Contractor shall equal the percentage of the work Contractor accomplished during the billing period. Contractor's billing invoices shall include the Metro contract number, Contractor name, remittance address, invoice date, invoice number, invoice amount, tax amount (if applicable), and an itemized statement of work performed and expenses incurred during the billing period, and will not be submitted more frequently than once a month. Contractor's billing invoices shall be sent to Metro Accounts Payable, 600 NE Grand Avenue, Portland, OR 97232-2736 or metroaccountspayable@oregonmetro.gov. The Metro contract number shall be referenced in the email subject line. Contractor's billing invoices for services through June 30 shall be submitted to Metro by July 15. Payment shall be made by Metro on a Net 30 day basis upon approval of Contractor invoice.