

SCOPE OF WORK



May 22, 2023

Himanshu Mehta
SWDD Director
Indian River County
1325 74th Avenue, SW
Vero Beach, FL 32968

transmitted electronically

Re: Landfill Operator Procurement Assistance
KCI Project Number: 99-90.00

As requested, Kessler Consulting, Inc. (KCI) is pleased to provide this proposed scope of work to assist Indian River County (County) Solid Waste Disposal District (SWDD) in their procurement process for an operator of the Indian River County Landfill (Landfill) and potentially other managed areas to be determined during the project.

Background

In 2011, the County privatized operations and maintenance of the Landfill through an agreement with Republic Services of Florida. To accommodate changes in the industry, and in the County, this agreement has been amended multiple times. The agreement is set to expire December 31, 2024. The County now seeks consulting services to assist in the planning, solicitation development, proposal review, and the negotiation/contract finalization process of procuring a new Landfill operator.

KCI has provided a wide range of solid waste consulting services to the County since 2012 and remains very familiar with the County's program and operations. We look forward to the opportunity to assist the County again with the potential tasks outlined below.

Scope of Work

Task 1 – Procurement Strategy and Planning

Purpose: Develop a clear understanding of the County's goals and objectives regarding the procurement process by understanding the private operating system, as well as associated challenges. This may include an evaluation of the current drop-off center operations, as well as roles and responsibilities related to the Landfill gas system for any improvements and modifications that could be made under a new Landfill operator agreement.

Work Activities:

1. Review relevant County data from previous project and research work, as well as contract and amendments shared by County staff. If necessary, submit an information request for any additional needed Landfill system and operations data. This may include, but not be limited to,

information related to convenience center operations, as well as the Landfill gas system monitoring.

2. Conduct a strategic kick-off meeting with SWDD to clearly define the County's procurement objective, develop an understanding of the project approach and schedule, and clarify staff questions on the procurement process. If deemed appropriate, this meeting may include representatives from Purchasing and Legal.
3. Develop a summary procurement matrix based on discussions and research for use as a tool in solicitation development.
4. In coordination with SWDD, develop a "working" procurement timeline that will be updated as the project progresses.

Deliverables:

- ✓ Project initiation and coordination
- ✓ Information Request and review of County provided documents
- ✓ Kick-off meeting with County staff
- ✓ Summary procurement process matrix
- ✓ Procurement timeline

Task 2 – Solicitation Development and Sample Agreement

Purpose: KCI will assist the County in strategically identifying the best procurement method to meet the needs and objectives of the County as defined in Task 1. This solicitation will build upon the insight learned from the previous Landfill operator agreement and amendments. KCI recommends that a sample agreement be included as part of the solicitation to ensure potential vendors understand the operational roles and agreement terms they will be expected to meet. Additionally, providing a sample agreement helps expedite final negotiations with the top-ranked or selected vendors. Based on KCI's experience, preparing a final solicitation package is an iterative process requiring approval by Technical, Legal, and Purchasing staff.

Work Activities:

1. Obtain County templates for the selected procurement method and contractual agreements, if applicable.
2. Based on information and resulting County guidance from Task 1, develop draft solicitation package and overarching operational structure that meets the County's objectives and ensures transparency in pricing.
3. As necessary, KCI will work with SWDD to refine sections necessary for a successful procurement. These may include, but not be limited to background information, scope of services, technical specifications or requirements for services, minimum qualifications, evaluation criteria, reference forms, and price forms.
4. Develop a sample agreement for inclusion in the solicitation package.
5. Review and discuss up to two combined rounds of comments and revisions on the solicitation package and sample agreement from County staff and participate in up to three virtual calls.
6. Work interactively with County staff, including the Purchasing Division and legal counsel to revise and finalize the solicitation package for advertising through a maximum of three drafts.

7. Prepare a list of potential vendors to be notified of the solicitation publication.

Deliverables:

- ✓ Obtain templates, as applicable
- ✓ Draft solicitation package in MS Word format (up to three drafts)
- ✓ Virtual calls to discuss combined County comments (up to two calls)
- ✓ Final solicitation package, in MS Word format
- ✓ List of potential vendors

Task 3 – Pre-Proposal Meeting and Addenda Preparation

Purpose: To ensure accuracy and high-quality proposals, KCI will participate in the pre-proposal meeting and provide technical guidance and addenda support to the County, as requested.

Work Activities:

1. Provide technical support and assist in responding to questions during a pre-proposal meeting.
2. Review any written questions or comments received from vendors regarding the solicitation.
3. Assist in drafting necessary addenda in response to proposer questions.

Deliverables:

- ✓ Participate on-site in pre-proposal meeting, if applicable
- ✓ Participate in up to four virtual meetings or calls to discuss written questions or comments
- ✓ Addenda preparation, as requested

Task 4 – Submittal Review and Presentation of Results

Purpose: To provide technical advisement to the evaluation committee on received proposals.

Work Activities:

1. Review the technical aspects of up to six proposals and assist in determining whether minimum technical qualifications have been met, if applicable.
2. Prepare a comparative summary of the financial proposals submitted by the proposers. If pricing for various service options is requested, a comparative matrix will be developed.
3. Provide technical assistance to the evaluation committee including participation in an evaluation committee meeting and additional virtual meetings/conference calls, as requested.
4. Assist in presenting the evaluation committee's rankings in a meeting with County Administration and to the Board of County Commissioners, if requested.

Deliverables:

- ✓ Proposal review
- ✓ Price summary matrix, if applicable
- ✓ Evaluation committee assistance, as requested
- ✓ Presentation assistance, as requested

Task 5 – Negotiations and Contract Finalization

Purpose: To provide technical advisement and strategy guidance during the negotiation process. The level of effort required for this task can be highly variable.

Work Activities:

1. Assist with negotiating the final operator agreement with selected proposer(s), participate in virtual strategy planning meetings and prepare negotiation strategy notes, as needed.
2. Participate in up to four negotiation meetings with each selected vendor.
3. Draft additional agreement language based on results of negotiations, as needed.
4. Assist in presenting the final Landfill operator agreement(s) to County Administration and Board of County Commissioners in one meeting, upon request.

Deliverables:

- ✓ Virtual strategy planning meetings and prep notes, as needed
- ✓ Negotiation meetings with each selected proposer (up to four)
- ✓ Follow up calls with each selected proposer, as needed
- ✓ Final agreement language, as needed
- ✓ Presentations, as requested

Task 6: Additional Technical Services

Purpose: To allow for additional technical services not anticipated at the time of scope development but related to the procurement process.

Task activities may include but not be limited to the following:

1. In-depth review of convenience center and other managed area operations to assist the County in determining overall operational roles sought within the solicited agreement.
2. Participation in additional meetings, as requested.
3. Transition support during the change of landfill operators.
4. Assist with developing and implementing procedures to track relevant solid waste data related to the new operational agreement.

Proposed Budget

Due to the variable nature of the services identified herein, KCI proposes to conduct the scope of work on a time and materials basis for an amount not to exceed \$132,880. Professional services will be provided at the billing rates set out below, which were established in KCI's recent competitively awarded Contract with Sarasota County for Solid Waste Consulting Services (Contract No. 2021-025). This budget includes all professional fees, overhead, and indirect costs and outlines potential travel. Note: Per the contract for piggybacking travel will not be invoiced separately from billable hours. KCI has separated within this scope to assist County staff with understanding tasks that include potential travel. Due to the unknown nature of Tasks 4 and 5, KCI requests the ability to shift expenses between tasks under the direction and approval of the SWDD.

As stated earlier, work will only be invoiced on a time and materials basis. All invoices will be submitted monthly and include staff hours with a detailed list of work activities completed during the invoice period. The table below provides the budget broken down by employee hours, tasks, and potential travel.

EMPLOYEE CLASSIFICATION	HOURLY RATE	Task 1 Procurement Strategy and Planning	Task 2 Solicitation Development and Sample Agreement	Task 3 Pre-Proposal Meeting & Addenda Preparation	Task 4 Submittal Review & Presentation of Results	Task 5 Negotiations & Contract Finalization	Task 6 Additional Services (Optional)	Total Hours	Total Dollars
Principal (MK)	\$225.00	36	14	8	36	38	30	162	\$36,450
Project Manager (BJ)	\$170.00	64	82	46	48	56	40	336	\$57,120
Consultant II (RR)	\$115.00	40	58	42	32	32	40	244	\$28,060
Research Analyst I (TBD)	\$75.00	12	12	10	12	0	0	46	\$3,450
Admin Support (NM)	\$70.00	4	10	6	6	10	4	40	\$2,800
SUBTOTAL LABOR HOURS		156	176	112	134	136	114	828	
SUBTOTAL LABOR DOLLARS		\$24,760	\$25,360	\$15,620	\$21,260	\$22,450	\$18,430		\$127,880
DIRECT COSTS									
TRAVEL				\$2,500	\$2,500				\$5,000
SUBTOTAL DIRECT COST		\$0	\$0	\$2,500	\$2,500	\$0	\$0	\$0	\$5,000
TOTAL PROJECT BUDGET									
LABOR + DIRECT COST		\$24,760	\$25,360	\$18,120	\$23,760	\$22,450	\$18,430		\$132,880

Proposed Timeline

In KCI's experience the proposed timeline presented in Attachment A will likely evolve as the multi-year project continues. It should be viewed as a dynamic shifting schedule, to be continually modified in coordination with County staff. The current draft is based on the new operator's start date of January 1, 2025. KCI recognizes this may shift, should the County seek to extend its contract with the current operator.

Summary

KCI appreciates the opportunity to provide this proposal and looks forward to assisting the County with this important project. Our goal is to provide the services and support that you need to achieve your objectives, therefore if you would like to discuss and refine the scope described above, please do not hesitate to contact me or Bethany Jewell.

Sincerely,

Kessler Consulting, Inc.



Mitch Kessler
President

Attachments

Attachment A

Task No.	Work Activity	July 2023	Aug 2023	Sept 2023	Oct 2023	Nov 2023	Dec 2023	Jan 2024	Feb 2024	Mar 2024	Apr 2024	May 2024	June 2024	July 2024	Aug 2024	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025
1	Procurement Strategy and Planning																			
	Information request and review of County data																			
	Kick-off meeting			M																
	Strategic planning with County																			
	Procurement process summary or matrix						D													
	Procurement timeline						D													
2	Solicitation Development and Sample Agreement																			
	Obtain County templates																			
	Draft solicitation package																			
	List of potential vendors																			
	Final solicitation package (to include legal review)																			
	RFP Published																			
3	Pre-Proposal Meeting and Addenda Preparation																			
	On-site pre-proposal meeting																			
	Addenda preparation																			
4	Submittal Review and Presentation of Results																			
	Proposals Due																			
	Proposal review																			
	Price summary matrix, if applicable																			
	Evaluation committee assistance																			
	Board presentation or briefings, as requested																			
5	Negotiations and Contract Finalization																			
	Virtual strategy meetings																			
	Negotiation meetings with vendors																			
	Agreement finalization																			
	Board presentations																			
	Award Contract																			
	Transition of Service																			
	Commencement of New Service																			
Legend: D = Deliverable M = Milestone																				