



CITY OF SWEET HOME, OREGON

**REQUEST FOR PROPOSALS
for the
OPERATION, MAINTENANCE AND MANAGEMENT
of the
CITY'S WATER AND WASTEWATER TREATMENT
FACILITIES**

Closes 4:00 pm, July 15, 2020

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1 Introduction

The City of Sweet Home (City) is soliciting proposals for a Treatment Facilities Contract Operator (Contractor) to provide treatment operations full-service operations, maintenance and management of the City's water and wastewater treatment facilities (Facilities) described in Section 1.4 as an independent contractor to the City.

This RFP, issued in accordance with the provisions of the laws including statutes, ordinances, resolutions, and rules, of the State of Oregon and the City of Sweet Home, invites qualified firms (Proposers) to submit their Proposals to provide the services described. Subject to approval by the City, the contract term under consideration is for five years.

1.1 Background and Objectives

The City of Sweet Home is an Oregon municipal corporation with city limits covering approximately 6 square miles. The population of the City is approximately 9,225. The City is located in Linn County, 25 miles east of I-5, and is the third largest city in the county. The City Council consists of the Mayor and six council members elected from the city at large. The Council acts as the local contract review board for the City. The City operates under a City Manager form of government.

The City has an annual expenditure budget of over \$14.3 million with revenue from a variety of sources. The funding is derived primarily from property tax support, fees, grants and contracts.

The City owns and operates a number of public facilities including the following:

- Water treatment plant (Trident HS package filter).
- Water storage reservoirs (5), booster pump stations (2), and distribution system (54 miles of pipe).
- Wastewater treatment plant (activated sludge).
- Wastewater collection system (49 miles of gravity pipe).
- Storm water conveyance system discharging to Ames Creek, Wiley Creek, and the South Santiam River (42 miles of pipe and ditches).

The City has contracted out operations of the Facilities since 2006. The contract values including pass-through costs for the past three years are summarized below. The estimated contract value without pass-through costs is approximately \$750,000 annually. The existing contract included an annual repair budget of \$30,000.

Fiscal Year	Annual Fee
2017	\$1,030,359
2018	\$1,061,270
2019	\$1,093,108

The City is currently investigating various management options that include both contracted professional services and self-performance.

The objectives of potential continued outsourcing of operations include:

- Manage operations and maintenance of all Facilities as described in Section 1.4.
- Extend the useful life of the Facilities.
- Reduce total lifecycle costs of the Facilities.

- Minimize significant cost increase.
- Manage and maintain regulatory compliance.
- Provide technical assistance to address the City's existing assets, future capacity and regulatory issues.
- Provide operational coordination during construction of major facility upgrades as described in Section 1.4.1.

Full-service contract operations require the contractor to provide all staffing required to meet service deliverables. The contractor will be responsible for:

- All aspects of facility operation, maintenance and management. Costs including hiring, training and personnel administration.
- Furnishing and maintaining vehicles and light-duty vehicles to carry on daily operations.
- Maintaining all heavy-duty service trucks, land, buildings, improvements and permanent equipment. Equipment maintenance shall be performed by the contractor in accordance with the manufacturer's recommendations, and the contractor will be required to provide proof thereof to the satisfaction of the City.

Required capital expenditures will continue to be the responsibility of the City.

1.2 Purpose of Solicitation

In issuing this RFP, the City is seeking to ensure the overall efficiency and operation of the Facilities by contracting with a firm having the technical and financial resources to perform the required operation, maintenance and management services.

The City's ultimate objectives for operation of the Facilities is to select a Contractor who will provide a strong technical support team, operate in compliance with state and federal regulations, and improve maintenance and operational efficiencies. The City is seeking a contractor experienced in developing and implementing plans that reduce exposure to risks related to regulatory compliance and safety.

1.3 Scope of Work

Attachment A presents the Scope of Work and is intended to establish the level of service for the proposed contract. The selected Contractor shall be required to provide various services associated with all or a portion of the Facilities. This may include, but not be limited to:

- Labor and benefits.
- Process chemicals.
- Laboratory and analytical services.
- Biosolids disposal.
- Routine maintenance of facilities and associated equipment.
- Reporting to regulatory agencies.
- O&M management.
- Coordination with construction project personnel during significant wastewater treatment plant upgrades.

The Contractor will be responsible for satisfying the State of Oregon regulatory requirements and for operating, maintaining and managing the Facilities in compliance with all other applicable local, state and federal laws and regulations. Services for the O&M and management of the Facilities shall be provided in a safe, secure, effective and efficient manner and shall meet

the highest standards prevalent in the industry.

Certified staff overseeing daily operations of the Facilities and one maintenance technician shall be assigned full time to the Sweet Home project as described in Attachment A, Scope of Work. The City will entertain alternatives for the Contractor to provide Direct Responsible Charge (DRC) oversight (in which case the DRC must be staffed full time on site at the Sweet Home project), or for the City to provide in-house DRC oversight.

Any non-mechanical (i.e., operational) event of the Facilities that results in a regulatory enforcement action during the period of the contracted services will be grounds to terminate the contract for cause.

Wastewater facility improvements are currently in design. Construction is expected to begin in early 2021 with completion in mid-2023. The City expects the contractor to provide adequate resources to maintain facility operation during the construction and commissioning phases.

The City anticipates a change in the scope of work as a result of the improvement project. The City and Contractor will develop a revised scope of work at a mutually agreed upon time.

1.4 Description of the Facilities

1.4.1 Wastewater Treatment Plant

The wastewater treatment plant, located at 1357 Pleasant Valley Rd, has a peak design capacity of 7 MGD and currently treats an average daily flow of 1.6 MGD. The wastewater treatment plant is operated under NPDES Permit # 101657 and currently consists of:

- Influent pump station
- Manual bar screens
- Aeration basins (complete mix)
- Secondary clarification
- Tertiary filters (traveling bridge)
- Chlorine disinfection
- Sulfur dioxide dechlorination
- Year-round outfall to the South Santiam River
- Aerobic digester (offline)
- Lime stabilization (offline)
- Solids dewatering (belt press)

Major plant upgrades for peak design capacity of 12 MGD are currently in design with construction anticipated in 2021-2023. Upon completion of the upgrades the wastewater treatment plant will consist of:

- Influent pump station
- Headworks (multirake screens)
- Grit removal
- Primary clarification
- Aeration basins (fine bubble)
- Secondary clarification
- Tertiary filters (cloth media)
- UV disinfection
- Year-round outfall to the South Santiam River

- Solids thickening (rotary drum)
- Anaerobic digestion
- Solids dewatering (screw press)

The City anticipates a change in the scope of work as a result of the improvement project. The City and Contractor will develop a revised scope of work at a mutually agreed upon time.

1.4.2 Water Production

The water production facilities consist of:

- Raw water intake in Foster Dam
- Air wash line and compressor building

1.4.3 Water Treatment Plant

The water treatment plant, located at 1500 47th Ave, has a design capacity of 6 MGD and currently treats an average daily flow of 1.2 MGD. The water treatment plant is operated under OAR 333 Division 61 and consists of:

- Raw water pump building
- Trident HS package filter trains (2 MGD each)
- Fluoridation
- Sodium hypochlorite disinfection

1.4.4 Reservoirs (City-Maintained)

Maintenance of the reservoirs is not included in the scope of services, however successful operation of the water treatment plant requires operating these City-maintained facilities via SCADA. The City will perform cleaning, inspection, and repairs. The contractor will produce water based on reservoir levels to maintain minimum storage for fire protection and provide adequate turnover rates.

- 49th Avenue Reservoir, 2 MG
- 10th Avenue Reservoirs, 0.3 MG, 0.7 MG, and 1.5 MG
- Strawberry Reservoir, 0.11 MG

2 Description of Procurement Process

2.1 Designated Contact

The designated contact for all inquiries regarding this solicitation is:

Greg Springman
Public Works Director
1400 24th Ave
Sweet Home, Oregon 97386
gspringman@sweethomeor.gov

The City has made pertinent information available to assist Proposers with preparing a proposal and developing an understanding of the water and wastewater operations, maintenance and management. Reference information regarding the Facilities is available on the City website RFP page at <https://www.sweethomeor.gov/rfps>.

Requests for additional information shall be directed to the designated contact. If the City agrees to providing additional information, Proposers will be notified by addendum. Some information may not be available in an electronic format and Proposers will need to make arrangements to view the materials onsite.

2.2 Pre-Submission Facilities Tour

The City will conduct an optional tour of the Facilities on June 10, 2020. Due to Oregon’s restrictions on gatherings during the COVID-19 pandemic, each proposer will be allowed no more than 2 visitors to the site at a time. Proposers are encouraged to teleconference with additional staff. All proposers interested in attending a Facilities tour must email the designated contact no later than 4:00 p.m. June 8, 2020.

2.3 Inquiries

Questions concerning this RFP should be submitted in writing to the designated contact no later than 4:00 p.m. July 8, 2020.

2.4 Procurement Process and Schedule

A summary procurement schedule of the major activities associated with this solicitation process is presented below.

Activity	Date
Issue RFP	May 27, 2020
Facilities Tour Signup Deadline	June 8, 2020
Optional Facilities Tour	June 10, 2020
<u>Proposals Due</u>	<u>July 15, 2020</u>
Interviews (if needed)	July 27-31, 2020
Begin negotiations with selected Proposer	August 4, 2020
Anticipated Contract Award	September 8, 2020
Anticipated Start Date	March 8, 2021

2.5 City Rights and Options

The City, at its sole discretion, reserves the following rights:

- To supplement, add to, delete from, and change this solicitation document.
- To determine which Proposer(s), if any, should be selected for interviews and/or negotiations.
- To reject any or all proposals, to delay or suspend the procurement, to re-advertise, or to cancel the procurement in accordance with ORS 279B.100, if that would be in the best

interest of the City or the public.

- To supplement, amend, substitute, or otherwise modify this RFP at any time.
- To request additional data or information after the submittal date, if such data or information is considered pertinent, in the City's sole view, to aid the review and selection process.
- To conduct investigations with respect to the qualifications and experience of each Proposer.
- To take any action affecting the RFP or the services or facilities subject to this RFP that would be in the best interests of the City.
- To require one or more Proposers to supplement, clarify or provide additional information in order for the City to evaluate the proposals received.
- To waive any informality, minor defect, or technicality in any proposal received.
- To negotiate a final contract that is in the best interest of the City and the public.

2.6 Expense of Submittal Preparation

The City accepts no liability for the costs and expenses incurred by the Proposers in responding to this RFP, preparing responses for clarification, attending interviews, participating in contract development sessions, or meeting and presentations required for the contract approval process. Each Proposer that enters into the procurement process shall prepare the required materials and submittals at its own expense and with the express understanding that they cannot make any claims whatsoever for reimbursement from the City for the costs and expenses associated with the procurement process.

2.7 Public Records

All proposals submitted are the property of the City of Sweet Home, thus subject to disclosure pursuant to Oregon Public Records law, as qualified by ORS 279B.060(6) for similar personal services contracts. Accordingly, proposals received and opened shall not be available for public inspection until after City's notice of intent to award this contract is issued. Thereafter, except for information marked "Proprietary", all documents received by City shall be available for public disclosure. The City will attempt to maintain the confidentiality of materials marked "Proprietary" to the extent permitted under the Oregon Public Records law. By responding to this RFP, Proposers waive any challenge to the City's decisions in this regard.

If any submittal contains proprietary information, the Proposer must clearly label the specific portions sought to be kept confidential and specify the exemption that the Proposer is relying upon. Marking all, or substantially all of a response as confidential may result in the response being considered non-responsive by the City.

Notwithstanding the foregoing, Proposers recognize and agree that the City will not be responsible or liable in any way for any losses that the Proposer may suffer from the disclosure of information or materials to third parties.

2.8 Equal Opportunity Requirements

The selected Contractor, in the performance of all services, will not discriminate based on age, race, color, religion, sex, sexual orientation, gender identity, national origin, veteran status, or disability.

2.9 Protests

2.9.1 Protests of Solicitation

Proposers are directed to the protest procedures contained in ORS 279B.405 and OAR 137-047-0730. A prospective Proposer may file a protest of the solicitation if the prospective Proposer believes that the procurement process is contrary to law or that a solicitation document is unnecessarily restrictive, is legally flawed or improperly specifies a brand name. Protests shall be submitted to the City in writing no later than ten (10) days prior to the solicitation closing date.

2.9.2 Protests of Contract Award

Proposers are directed to the protest procedures contained in ORS 279B.410 and OAR 137-047-0740. A Proposer may protest the award of a public contract or a notice of intent to award a public contract, whichever occurs first, if:

- (a) The bidder or proposer is adversely affected because the bidder or proposer would be eligible to be awarded the public contract in the event that the protest were successful; and
- (b) The reason for the protest is that:
 - (A) All lower bids or higher ranked proposals are nonresponsive;
 - (B) The contracting agency has failed to conduct the evaluation of proposals in accordance with the criteria or processes described in the solicitation materials;
 - (C) The contracting agency has abused its discretion in rejecting the protestor's bid or proposal as nonresponsive; or
 - (D) The contracting agency's evaluation of bids or proposals or the contracting agency's subsequent determination of award is otherwise in violation of this chapter or ORS chapter 279A.

Protests shall be submitted to the City in writing no later than seven (7) days following the notice of intent to award.

3 Submittal of Proposals

3.1 General Instructions and Submittal Deadline

Proposers shall provide four (4) hard copies and one (1) digital copy in .PDF format of the proposal in a sealed envelope clearly marked: "Proposal for the Operation, Maintenance and Management of the City's Water and Wastewater Facilities." Proposals shall be submitted by **4:00 p.m. on July 15, 2020** to:

Greg Springman
Public Works Director
1400 24th Ave
Sweet Home, Oregon 97386

The City of Sweet Home assumes no responsibility for delayed or undelivered mail or express packages. Proposals which are not delivered by the above specified time and date will not be considered. Faxed or electronically transmitted proposals will be rejected as non-responsive.

3.2 Qualifications and Technical Proposal

The Qualifications and Technical Proposal document must provide the following information and shall be organized into the following sections:

- Cover Letter
- Executive Summary
- Qualifications
 - Corporate Profile & Legal Qualifications
 - Financial Qualifications
 - Technical Experience & Qualifications
- Key Personnel
- Project Staffing and Project Management Plan
- Project Approach and Technical Plans
 - Operational Approach
 - Maintenance Plan
 - Transition Plan
 - Operations During Construction Plan
- Price Proposal
 - Proposed Base Fee
 - Proposed Method of Future Price Adjustments
- Appendices (if applicable)

Narrative pages are to be 8½x11 inches and all materials shall be bound into one volume. A clear and concise presentation of information is encouraged.

Failure of the Proposer to organize the information required by this RFP as outlined may result in the City, at its sole discretion, disqualifying the Proposer from further consideration.

3.2.1 Cover Letter

The proposal must include a letter of transmittal attesting to its accuracy. The cover letter shall provide the name, address, telephone and email addresses of the Proposer. Limited to 2 pages.

3.2.2 Executive Summary

This section should provide a short overview of the proposal and value proposition to the City. Limited to 3 pages.

3.2.3 Qualifications

Minimum Qualifications: Proposers must meet the following minimum qualifications to be evaluated.

- 5 years experience
- Good legal standing
- Documentation of ability to provide required insurances

Desired Qualifications: Proposers shall demonstrate their ability to undertake the City's project by providing the technical qualifications of the Proposer, individual team members and principal subcontractors, if applicable. The City reserves the right to conduct an independent investigation of the Proposer's technical qualifications by contacting project references,

accessing public information, inspecting facilities or contacting independent parties. Additional information may be requested during the evaluations of technical qualifications. The Proposer shall provide the following information to demonstrate its technical qualifications:

Corporate Profile & Legal Qualifications

- Include the full name, tax identification number, main office address and telephone and facsimile numbers of the Proposer and the principal contact person. This shall include a description of the firm or organization (corporation, partnership, etc.) that will serve as the contracting party. A project organization chart clearly delineating lines of authority within the organization is required.
- The name of the person(s) authorized to represent the proposer in negotiating and signing any agreement which may result from the proposal.
- Identify when the Proposer was organized and, if a corporation, where incorporated and how many years engaged in providing contract operations, maintenance and management services under that name.
- Identify which portions of the work, if any, will be subcontracted. If subcontractors are proposed, the proposed contractual relationships between the Proposer and all major partners and subcontractors relative to the project shall be outlined in the proposal.
- Demonstrate good legal standing in Oregon and in home state (no bankruptcy in the last 10 years, no fraud, no illegal activities).
- Identify the impact(s) of any adverse outstanding litigation.
- If applicable, identify ownership status and/or employment practices regarding disadvantaged business enterprises, minority-owned businesses, woman-owned businesses, businesses that service-disabled veterans own, emerging small businesses or historically underutilized businesses.

Financial Qualifications

- Submit financial statements for the past three fiscal years. The financial statements must include income statements, balance sheets and statements of cash flow.
- Demonstrate the ability to furnish insurance coverage as specified in Section 8 of the attached contract form.

Technical Experience & Qualifications

- Provide information about the Proposer's overall experience with operating water and wastewater treatment facilities in the United States. Provide details (size, duration of relationship and processes utilized) on representative treatment facilities the Proposer operates under a private contract operations and maintenance arrangement in the United States.
- Have been in the business of providing full-service public-private contracts for operation, maintenance and management of water and wastewater treatment facilities for at least five years.
- Have existing full-service public-private contracts for operation, maintenance and management of water and wastewater treatment facilities that have been in effect for at least five years.
- Have operated treatment facilities in the United States for at least five years.
- Have operated facilities that are comparable in size, process and complexity to the City's current facilities as described in Section 1.4 and near future facilities as described in Section 1.4.1. Include descriptions of experience with SCADA systems, plant performance, efficient long term usage of resources/chemicals/utilities, Trident HS filters, engine generator sets, and biosolids land application. Describe applicability of

past/current projects to the Sweet Home project.

- Have experience managing wastewater operations during the design and construction of new and/or expanded facilities. This experience should include working with design engineers and construction contractors. Provide at least two examples of similar projects.
- Have demonstrable process control experience optimizing the treatment process to reduce operating costs or minimize capital expenditure.
- Have demonstrable experience performing proactive maintenance to maximize equipment useful lifespans and reduce total lifecycle costs.
- Have the capability to provide additional resources to assist in technical troubleshooting and capital planning. Explain how these resources are sourced (i.e., from affiliate companies, subcontractors) and whether these services are provided as part of the services offered under the base operating fee or are additional billing.
- Have a strong record of health, safety and environmental compliance. Provide the Proposer's current OSHA recordable rate and Experience Modifier Rate (EMR) and information about any health, safety or environmental violations within the last five years. Describe the Proposer's approach to meeting and guaranteeing permit compliance. Proposer must have an EMR of less than 1.0.

3.2.4 Key Personnel

Provide information on the Proposer's management staff, how it is organized, and how it supports delivery of the proposed services to the City. Provide a clear delineation of responsibility & authority.

3.2.5 Project Staffing and Project Management Plan

Proposer shall provide a project staffing and project management plan intended to meet the service levels specified in Attachment A.

Describe the Proposer's approach to providing the management and staffing of the Facilities, including:

- Describe the key staff and the management team who will be directly responsible for delivering the service and meeting the City's objectives. Include project manager and full-time on-site manager(s) if different. Include a description of key staff's experience maintaining operations during major facility construction.
- Specify whether the Proposer would provide DRC oversight of if the proposer desires the City to provide DRC oversight.
- Describe the Oregon certifications or reciprocity held by key staff.
- Describe the technical team that will support the Facility operation and maintenance, including off-site support staff expertise, capabilities and availability.
- Describe the proposed plan to staff the Facility.
- Describe the Proposer's plan to transition the management and operation of the Facility to the Proposer's control.

3.2.6 Project Approach and Technical Plans

In this section, Proposers will address their approach to operating, maintaining and managing the Facilities. These plans submitted in the proposal are preliminary documents that the selected Proposer will further develop for implementation as per Attachment A following contract

award. It is expected that these plans submitted in the proposal will be based on company templates with some minor adaptation to the Sweet Home project to indicate how they will apply.

This section shall Include:

- Operational Approach – describing how the Proposer will operate the Facilities daily to meet the objectives of this RFP. Include at minimum:
 - Approach to Facility operations, maintenance and management (including frequency & completeness of maintenance activities)
 - Approach to meeting regulatory NPDES & OHA requirements. Familiarity with agency reviews & permitting process.
 - Solids disposal
 - Odor & other nuisance abatement
 - Site housekeeping
 - Interaction and integration with the requirements/demands of the City's water distribution and wastewater collection systems and customers.
 - Approach to emergency situations
 - Measures for energy and chemical management
 - Measures for optimal utility and chemical use
 - Use of Asset Management/CMMS, SCADA, and other management software systems
- Maintenance Plan – describing how the maintenance of the Facilities will be managed and performed and the level of expertise that will be provided as a part of the base fee. Include at minimum:
 - Computerized maintenance management
 - Condition monitoring and operational assessment
 - Levels of service
- Transition Plan - describing how the Proposer will mobilize and take over the Facilities, including milestones and approximate timeline. Include at minimum:
 - Establishment of well planned, reliable and timely set of transitions
 - Availability of backup resources and expertise to augment onsite staff and/or temporarily fill positions
 - Achievable and desirable timelines
- Operations During Construction Plan - describing the Proposer's approach to maintaining operations of the Facilities during construction and commissioning of major wastewater Facilities improvements. Describe the Proposer's capacity and approach to working with design engineers and construction contractors.

3.3 Price Proposal

3.3.1 Proposed Base Fee

Provide the proposed base fee to provide services. The contract shall differentiate between the base fee and the repair budget as described below. Costs paid directly to vendors by the City are described in Attachment A, Section 1.13.

Base Fee

The annual base fee shall include the following:

- Personnel Services – Includes, but is not limited to, salaries, wages, overtime, pay differential, longevity, unemployment compensation, holiday pay, meal allowance, education assistance, hospital, medical, dental plans, life insurance, retirement contributions, sick leave and other costs directly attributable to employees. Include one full-time maintenance individual on site as specified in Attachment A.
- Chemicals – any chemicals used in the treatment process or for the maintenance of the Facilities, except bulk chemicals directly paid by the City as specified in Attachment A. The City may entertain alternative base fee arrangements for chemicals if the Proposer proposes an alternative method which is more advantageous to both the City and the Proposer. Any such alternatives must be clearly identified and described in the proposal.
- Utilities - any utilities which are not specified in Attachment A as being directly paid by the City. The City may entertain alternative base fee arrangements for utilities if the Proposer proposes an alternative method which is more advantageous to both the City and the Proposer. Any such alternatives must be clearly identified and described in the proposal.
- Facilities routine maintenance - Include routine tools and incidental consumable materials such as grease, bolts, gaskets, fuses, etc used in preventive, predictive, and minor corrective maintenance.
- Residuals disposal – Labor costs associated with residual disposal including biosolids, grit, screenings, and trash. Third party residuals hauling costs will be directly paid by the City as specified in Attachment A.
- Equipment – Includes, but is not limited to, office equipment, laboratory equipment, safety equipment, tools, communication equipment, maintenance equipment, vehicles, mechanical equipment and manually operated equipment. Include the maintenance of Contractor owned equipment.
- Information technology – Includes computers, tablets, software, and software licenses.
- Materials and Supplies – Including but not limited to, gasoline and diesel fuel, vehicle supplies, vehicle accessories, office supplies, duplication and photo supplies, safety supplies, laboratory supplies, clothing and uniforms and other materials and supplies.
- Transition costs – Includes all costs associated with assuming management and operational control of the Facilities.

Repair Budget

The City has established \$50,000 as the first year repair budget for the Facilities. The repair budget for subsequent years will be negotiated annually.

Itemized invoices shall be submitted to the City monthly for reimbursement out of the repair budget. Requests for additional repair funds in excess of the repair budget may be considered on a case by case basis at City's sole discretion.

Repairs shall be charged to the repair budget according to the following four-tier plan:

- ≤ \$1,000 repairs per work order item are charged to the base fee and do not affect the repair budget.
- \$1,001 - \$3,000 repairs per work order item come out of the repair budget and do not require city approval.

- \$3,001 - \$5,000 repairs per work order item must be approved by the City with quotes prior to repair being completed.
- ≥ \$5,000 quotes per work order item are considered capital expenses and must be submitted to the city for pre-approval and bills for approved repairs sent directly to the City for payment. These bills do not come out of the repair budget.

The repair budget will include parts, components, equipment rentals, and specialty repair services. Labor costs for use of onsite staff shall not be charged to the repair budget. The repair costs associated with Contractor's use of offsite personnel and subcontractors shall be pre-approved by the City.

3.3.2 Proposed Method of Future Price Adjustments

Provide details on how the base fee will be adjusted to account for changes in the Proposer's operating costs.

4 Review and Evaluation

Each proposal will be reviewed for completeness and responsiveness to the RFP requirements. The selection will be based on the Proposer's demonstrated ability to technically and financially perform the services outlined in this document. Specifically, proposals will be evaluated and scored based upon the criteria presented in the subsequent paragraphs.

4.1 Evaluation Criteria

In evaluating the proposal, the City will utilize the requirements outlined in this section to identify the contractor best qualified to perform the services.

Completeness & Responsiveness (all must be yes)

- Timeliness of submittal
- Satisfies minimum qualifications
 - 5 yr experience
 - Good legal standing
 - Documentation of ability to provide required insurances
- Includes all required information
 - Corporate profile
 - Financial statements
 - Technical Experience & Qualifications
 - Staffing & Management Plan
 - Technical Plans
 - Proposed base fee & method of adjustment

Scoring Criteria

Proposals meeting the above minimum qualifications will be evaluated by the City using the following criteria:

(8%) Corporate Information

Includes: 3.2.3 Qualifications (Corporate Profile & Legal Qualifications, Financial Qualifications)

(2%) Ownership status and employment practices regarding disadvantaged business enterprises, minority-owned businesses, woman-owned businesses, businesses that service-disabled veterans own, emerging small businesses or historically underutilized businesses.
Includes: 3.2.3 Qualifications (Corporate Profile & Legal Qualifications)

(15%) Specialized experience, capabilities and technical competence, which the prospective consultant may demonstrate with the prospective consultant's proposed approach and methodology to meet the project requirements.
Includes: 3.2.3 Qualifications (Technical Experience & Qualifications)

(15%) Record of past performance, including but not limited to price and cost data from previous projects, quality of work, ability to meet schedules, cost control and contract administration.
Includes: 3.2.3 Qualifications (Technical Experience & Qualifications)

(20%) Resources committed to perform the services and the proportion of the time that the prospective consultant's staff would spend to perform services for the contracting agency, including time for specialized services, within the applicable time limits.
Includes: 3.2.4 Key Personnel, 3.2.5 Project Staffing and Project Management Plan

(20%) Proposed project management techniques.
Includes: 3.2.6 Project Approach and Technical Plans.

(20%) Cost Effectiveness
Includes: 3.3.1 Proposed Base Fee, 3.3.2 Proposed Method of Future Price Adjustments

4.2 Evaluation of Proposals

Each proposal will be reviewed against the terms of this RFP to determine if the submittal is complete and responsive and how well the Proposer satisfies the evaluation criteria. The City may reject any submittal found to be incomplete, unresponsive or not in compliance with the format requirements set forth in this RFP. A submittal may be determined to be unresponsive if any aspect is found to be unacceptable or contrary to the best interests of the City.

The City regards the submission of the proposal in response to the RFP as the most important factor in the selection of a Contractor to provide services for the operation, maintenance and management of the Facilities. The City reserves the right to reject any or all responses to the RFP and is under no obligation to award a contract, as determined to be in the best interest of the City and at City's sole discretion.

The City reserves the right to interview one or more of the highest ranking Proposers as part of the evaluation process. Results of the evaluation will be posted to the RFP listing on the City website and will be emailed to the primary contact identified in each proposal.

The City intends to conduct serial negotiations beginning with the highest ranked Proposer pursuant to ORS 279B060(8)(d). If the City and the selected candidate are unable for any reason to negotiate a contract at a compensation level that is reasonable and fair to the City, the City shall, either orally or in writing, formally terminate negotiations with the selected candidate. The City may then negotiate with the next highest ranked candidate. The negotiation process may continue in this manner through successive candidates until an agreement is reached or the City terminates this RFP. Upon reaching agreement, the notice of intent to award will be posted and the contract will be presented to City Council for approval. If City Council approves

the award of the contract as presented, then the agreement will be executed.

If the City awards a contract, the City shall award the contract to the responsible Proposer whose proposal the City determines in writing is the most advantageous to the City based on the evaluation process and evaluation factors described in this RFP and the outcome of any negotiations authorized by this RFP.

The responsibility for the final selection and negotiation rests solely with the City, as determined to be in the best interest of the City.

5 Contract

The City desires to enter into a personal services agreement in the form attached, which includes all services necessary for this position, whether or not the services are specifically outlined in this RFP.

The attached written agreement will incorporate this RFP and awardee's proposal. Negotiations may include cost and any other terms the City chooses to negotiate, in City's sole discretion.

It is anticipated that the City of Sweet Home will enter into a five (5) year agreement, which thereafter may be extended upon written consent of both parties for additional three (3) year terms.

The City of Sweet Home is an Equal Opportunity/Affirmative Action Employer.
Women, Minorities and Disabled Persons are encouraged to apply.

This RFP is issued in accordance with the provisions of the laws including statutes, ordinances, resolutions, and rules, of the State of Oregon and the City of Sweet Home. Authorized & approved for posting by the City Council and the City Manager. Staff can amend the RFP and contract form to meet the best interests of the City with the approval of the City Manager.

**THIS SOLICITATION IS NOT AN IMPLIED CONTRACT AND MAY BE MODIFIED OR
REVOKED WITHOUT NOTICE.**