



Request for Proposals (RFP)

Recycling Consultant – ReSource Recovery Center (RRC)

Island Green Living Association

Submission Deadline: May 26, 2025

Contact: Kelly McKinney – [kelly@islandgreenliving.org](mailto:kelly@islandgreenliving.org)

## **Purpose**

Island Green Living Association (IGL) is seeking proposals from qualified recycling industry experts to provide consultation and project support for the implementation of its Environmental Protection Agency’s (EPA) Environmental and Climate Justice Community Change grant project’s **ReSource Recovery Center (RRC)**. This initiative will establish a new recycling processing facility on St. Thomas, U.S. Virgin Islands (USVI).

The selected consultant or firm will bring extensive experience in the recycling sector, including processing facility design, in-depth knowledge of collections and processing equipment, strong relationships with end markets, and a proven track record in managing both operational and administrative teams. Expert guidance will be instrumental in shaping the business plan that will launch and sustain a successful recycling enterprise in the territory.

## **Background Information**

IGL is a 501(c)(3) nonprofit organization founded in 2004 and based on St. John, USVI. Our mission is to transform the USVI into a net-zero waste, carbon-neutral territory – protecting the environment, enhancing food security, and ensuring the health, welfare, and economic resilience of our communities.

In 2014, IGL launched a volunteer-led aluminum can recycling program, which expanded in 2022 to include plastic recycling (PET, HDPE, and PP). Today, IGL operates the only full-service recycling program in the USVI, diverting more than 130,000 pounds of plastic and over 4

million aluminum cans from the waste stream. The program includes both community collection points and a paid pickup service for local restaurants and hotels to maximize material recovery.

In addition to recycling, IGL runs St. John's only reuse/thrift store, The ReSource Depot, and leads advocacy efforts on critical environmental issues, including the banning of harmful chemical sunscreens and single-use plastics that threaten marine and human health.

## **Local Challenges**

The USVI is facing a major waste management crisis, with the average Virgin Islander producing approximately nine pounds of trash per day – almost 40% above the U.S. average. Over-capacity landfills, currently under an EPA consent decree to close, are overflowing and leaching into local land and waters. Waste volume is caused, in part, by the additional packaging required to import essential goods and products and by the addition of two million visitors to the territory annually, overburdening an infrastructure that is ill-equipped to manage the volume and a lack of public or private investment to improve it. Residential trash collection in USVI is managed through satellite locations requiring residents to transport and dispose of their own waste. There is currently no structured revenue system to support trash collection or maintenance, which limits opportunities to invest in upgrades or launch complementary programs like recycling.

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## **Project Overview**

The RRC is a 3-year project to conclude on March 1, 2028 and will establish comprehensive recycling programs on St. Thomas and St. John to collect, process, and return a wide variety of materials back into the economy from commercial businesses, port terminals, hospitality venues, the boating community, schools, and residents. Both islands have small, nonprofit and volunteer-led programs addressing some recycling needs: aluminum/ocean-bound plastics on St. John and glass/plastic on St. Thomas. Infrastructure funded under this proposal will provide services to all communities on both islands and diversify collections/processing to include metal, paper, cardboard, plastics, e-waste, and white goods. Capitalizing on this new infrastructure's foundation, post-grant plans include centralizing all processing functions at the St. Thomas site to achieve high-volume efficiencies.

The RRC project includes construction of a processing facility on St. Thomas to be completed early in Year 3 to include baling equipment for raw materials processing; space to stage baled commodities for on- and off-island end market sales; office space for staff; and a classroom and Environmental Learning Center to enhance RRC's role in community education, including school field trips and community engagement sessions and serve as an educational model to promote adoption of sustainable energy in other USVI projects.

## **Project Timeline**

Work will commence immediately upon selection of the Recycling Consultant. The project is funded through the EPA's Environmental and Climate Justice Community Change grant, which began March 31, 2025 and runs through **March 30, 2028**.

- All core deliverables—including the construction of the facility, program launch, and implementation of all operational systems—must be completed by **March 1, 2028**, to allow for final reporting, evaluation.
- A detailed project schedule with interim milestones will be developed in collaboration with the selected Consultant during the onboarding phase to ensure timely execution and alignment with grant requirements.

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## **Required Skills and Experience**

IGL seeks a highly qualified Recycling Consultant with a proven track record in developing and implementing recycling programs and/or materials recovery facilities to provide strategic, technical, and operational leadership in launching a comprehensive recycling program centered around the new ReSource Recovery Center on St. Thomas. The selected Consultant will guide the development of a full-service recycling facility and collection program that addresses the territory's waste crisis while laying the foundation for a circular economy model replicable across other islands.

The ideal Recycling Consultant will have a robust background in recycling infrastructure development and operations, with a minimum of ten years leading recycling programs or materials recovery initiatives, preferably in remote, rural, or island-based contexts. They should have demonstrated success in launching and scaling sustainable recycling facilities, with hands-on experience in planning, permitting, equipment procurement, installation, and operational rollout. Deep technical knowledge across a broad range of material streams – such as plastics, cardboard and paper, metals, glass and e-waste is essential, along with the ability to evaluate waste composition and tailor processing systems to local conditions. Familiarity with emerging technologies—such as robotics and artificial intelligence used in modern Materials Recovery Facilities (MRFs)—is strongly preferred, particularly where automation can improve efficiency and scalability.

A strong foundation in business planning and financial modeling is required, including experience developing multi-year operational budgets, analyzing cost-per-ton metrics, and forecasting revenue potential from materials sales. The Consultant must have direct experience in securing and managing relationships with buyers of recyclable commodities, including regional and international markets. Experience developing and overseeing workforce training and capacity-building programs is also critical, particularly with a focus on onboarding, safety protocols, and equipment operation.

Candidates should be comfortable supporting construction oversight, participating in site reviews and progress meetings, and offering operational insight to inform facility layout, workflow design, and equipment integration. Strong project management skills are essential, with a proven ability to manage timelines, coordinate with diverse partners, and meet deliverables in compliance with grant and regulatory requirements. The candidate should possess a solid understanding of environmental and permitting regulations related to solid waste management and public health, along with experience in establishing Quality Assurance (QA) planning documents. The ability to engage confidently with government agencies, community stakeholders, and commercial clients is essential, as is clear and effective communication across technical and non-technical audiences. Preference will be given to applicants who have worked in the Caribbean or other similarly resource-limited environments, and who bring a practical understanding of the logistical and infrastructure challenges that can arise in these settings.

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## **Roles and Responsibilities**

The selected Recycling Consultant will serve as the lead technical expert for the development and implementation of IGL's new recycling processing facility and program on St. Thomas. Working in close collaboration with the IGL RRC Project Manager, the Consultant will help oversee the buildout and launch of a local recycling infrastructure that reduces landfill waste, fosters economic opportunities, and supports a circular economy. This role requires both strategic vision and hands-on execution, with a focus on aligning all project components with EPA grant objectives, timelines, and reporting requirements.

Key Responsibilities Include:

### **Project Planning and Management**

- Develop a comprehensive project work plan with clear timelines, deliverables, and budget tracking mechanisms.
- Coordinate day-to-day activities to ensure the project remains on schedule and in compliance with grant requirements.
- Collaborate closely with the IGL RRC Project Manager, who will serve as the lead representative for IGL, to manage daily operations, ensure the project stays on schedule, maintain effective stakeholder communications, and ensure compliance with grant requirements.

### **Facility Design and Operations Planning**

- Provide technical guidance on facility layout, site planning, and equipment configuration to optimize workflow, safety, and material recovery efficiency.
- Support procurement and oversee the installation and commissioning of infrastructure and equipment necessary for full operations.

## **Construction Oversight**

- Work in collaboration with the Construction Project Manager to ensure the facility is built according to plan, on time, and within budget with a strong focus on meeting the tight project timeline.
- Maintain a strong on-island, hands-on presence to anticipate challenges, prevent delays, and implement alternative solutions as needed. Safety and efficiency are paramount, with a strong expectation for careful pre-planning to address potential storms, hurricanes, and other unforeseen events.
- Swiftly identify and address construction-related issues to ensure continuous progress and uphold quality control, minimizing any disruptions to the timeline.

## **Recycling Collections Program Development**

- Design and implement a robust and sustainable collection system for St. Thomas, incorporating commercial clients, on-site drop-off at the RRC, and community collection points in partnership with VIWMA.
- Adapt successful practices from St. John's existing recycling program while tailoring solutions to meet the scale and infrastructure of St. Thomas.

## **Commodities Market Analysis and Sales Strategy**

- Conduct a thorough analysis of local and regional markets for recyclable materials.
- Identify and cultivate relationships with end-market buyers and develop a pricing and logistics strategy for outgoing materials.
- Help shape a business model that maximizes revenue, supports ongoing operations, and ensures long-term program sustainability.

## **Training and Capacity Building**

- Develop and deliver a training program for operational, administrative, and processing staff to ensure high-quality performance and long-term operational success.
- Collaborate on the development of a hiring plan to support staffing needs for full facility operations.

## **Stakeholder Engagement and Reporting**

- Engage local government agencies, nonprofit partners, community organizations, and private-sector stakeholders to ensure project buy-in and alignment.
- Prepare and present progress reports, performance metrics, and final project documentation to IGL and its Board of Directors, in accordance with EPA grant reporting requirements.

## **Full Program Implementation**

- Execute the business plan and transition into full-scale operations. This includes staff onboarding, launching collection routes and drop-off sites, initiating processing workflows, and beginning the sale of processed commodities to local and off-island buyers.
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## **Deliverables**

The selected Consultant will be responsible for producing the following tangible deliverables in coordination with the IGL RRC Project Manager:

- **Project Work Plan** – A timeline-driven roadmap with milestones, budget tracking, and role assignments.
  - **Comprehensive Business Plan** – Operational procedures, staffing models, financial projections, and sustainability planning.
  - **Facility Design Package** – Finalized site layout, equipment specifications, and processing workflows.
  - **Equipment Procurement & Installation Plan** – Schedule and strategy for sourcing, shipping, and integrating all necessary machinery.
  - **Collections System Strategy** – A logistics plan for St. Thomas that includes commercial, residential, and drop-off components.
  - **St. John Transition Plan** – A phased plan to repurpose the St. John site as a transfer hub in support of the new St. Thomas facility.
  - **Commodities Sales Strategy** – Market assessment, pricing models, and a buyer engagement plan.
  - **Workforce Training Program** – A complete onboarding and capacity-building curriculum for operations and admin staff.
  - **Community Engagement Plan** – Collaborate with grant partners on public outreach and education strategy to build support and drive participation.
  - **Progress & Final Reports** – Monthly progress updates and a final report summarizing outcomes, lessons learned, and recommendations for long-term program success.
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## **Proposal Submission & Evaluation**

Interested applicants must submit a formal Project Proposal Report. This document will serve both as a planning tool for the ReSource Recovery Center project and as the primary basis for evaluating the Consultant’s qualifications, approach, and capacity to deliver.

## **Proposal Requirements**

The proposal must include the following components:

- **Executive Summary** – A high-level overview of the Consultant’s understanding of the project, proposed strategies, and anticipated outcomes.
- **Methodology** – A detailed description of the proposed approach to designing and launching the recycling facility and collection program, including strategies for facility layout, equipment planning, collection systems, market development, and full implementation. This section should also address how the Consultant will meet deliverables and manage potential risks.
- **Team Qualifications** – A description of each team member’s role, relevant experience, and qualifications, including past projects in comparable settings.
- **Project Timeline** – A work plan with major milestones and estimated completion dates aligned with IGL’s overall project deadline of March 1, 2028.
- **Cost Proposal** – An itemized breakdown of consulting fees (hourly or fixed), travel, materials, and any other anticipated expenses.
- **Local Context & Climate Resilience** – A section demonstrating an understanding of the logistical realities of operating in the USVI or similar island communities. Proposals must outline how climate resilience, especially hurricane preparedness—will be integrated into facility design, material storage, equipment selection, and business continuity planning.
- **Supplemental Materials (optional)** – Portfolios, case studies, or letters of recommendation may be submitted as appendices within the same PDF document. The full proposal (excluding appendices) should not exceed 20 pages.

## Evaluation Criteria

Proposals will be evaluated on the following:

- **Relevant Experience & Qualifications** – Demonstrated experience in recycling facility design, operations, and materials marketing, with added value for work in remote or island-based environments.
- **Technical Approach & Methodology** – Clarity and feasibility of the proposed approach to designing, launching, and sustaining the recycling program. Evaluation will include understanding of local context, innovation in facility and equipment planning, and strategies for ensuring long-term sustainability.
- **Project Management & Implementation** – Strength of the implementation plan, including realistic timelines, clear deliverables, coordination with stakeholders, and ability to meet grant requirements.
- **Market Knowledge & Business Development** – Demonstrated expertise in commodity markets, pricing, and the development of viable revenue streams through partnerships or sales.
- **Community Engagement & Workforce Development** – Experience in community outreach, training local staff, and promoting inclusive participation in recycling efforts.
- **Cost-Effectiveness** – Competitive pricing relative to the quality and scope of services proposed.

IGL reserves the right to request additional information or conduct interviews with top applicants as part of the evaluation process.

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## **Terms and Conditions**

### **1. Right to Accept or Reject Proposals**

IGL reserves the right to accept or reject any or all proposals received as a result of this RFP, to negotiate with qualified applicants, or to cancel the RFP in part or in its entirety if it is in the best interest of the organization to do so.

### **2. Proposal Costs**

All costs incurred in the preparation and submission of proposals in response to this RFP shall be the sole responsibility of the applicant. IGL will not reimburse any expenses related to proposal development, travel, or presentation.

### **3. Confidentiality**

Any proprietary or confidential information submitted in response to this RFP must be clearly marked as such. IGL will make reasonable efforts to protect such information but does not guarantee confidentiality under public records laws or grant requirements.

### **4. Contract Award and Execution**

The successful applicant will be required to enter into a written agreement with IGL. Award of the contract does not guarantee continued or exclusive work. The final scope, timeline, and compensation structure will be negotiated following selection.

### **5. Subcontracting**

Subcontracting is permitted only with prior written approval from IGL. The primary Consultant will remain fully responsible for the work and conduct of any subcontractors.

### **6. Compliance with Laws and Regulations**

The Consultant must comply with all applicable federal, territorial, and local laws, including but not limited to environmental regulations, labor laws, and permitting requirements relevant to the project. Compliance with all EPA grant conditions is mandatory. Consultant must be licensed to conduct business in the USVI.

### **7. Ownership of Work Products**

All reports, plans, data, materials, and other deliverables produced under this contract will become the property of IGL. The Consultant may not use or distribute these materials without prior written consent.

### **8. Insurance Requirements**

The selected Consultant will be required to maintain adequate general liability, professional liability, and worker's compensation insurance and must provide proof of coverage upon request.

### **9. Force Majeure**

Neither party shall be held liable for any failure or delay in performance due to causes beyond their reasonable control, including natural disasters such as hurricanes. A contingency and communication plan must be included to ensure continued progress where possible in the event of such disruptions.

### **10. Termination Clause**

IGL reserves the right to terminate the contract at any time with written notice if the



Consultant fails to meet agreed-upon timelines, deliverables, or performance standards, or violates any terms of the contract.

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## **Bid Amount**

In consideration of the above-listed proposal requirements, including project purpose and goals, please indicate a cost amount to provide the services in the form of a bid amount. To ensure that your proposal and bid amount is accepted and not disqualified, it is important that you strictly follow the procedures outlined in Submittals described below.

## **Submittals**

Proposals must be submitted to Virgin Islands Environmental Association. Proposals must be submitted separately from the bid amount. To ensure the most responsive bidder is selected, applicants must submit two separate packages: the first package should contain the proposal, and the second should contain only the bid amount. Each package must include three copies of the required document. Please send both packages via certified mail with a signature required upon receipt. After mailing, please notify the RFP contact, Kelly McKinney, via email to confirm that the submission has been sent and to ensure we can anticipate its arrival.

### **Please address the proposal package as follows:**

Virgin Islands Environmental Association  
Attn: Dawn Lisa Henry  
PROPOSAL CONTENT (RRC Consultant)  
PO Box 502636, St. Thomas VI 00805-2636

### **Please address the bid package as follows:**

Virgin Islands Environmental Association  
Attn: Althea V. Grant  
BID AMOUNT (RRC Consultant)  
PO Box 502636, St. Thomas VI 00805-2636

All questions regarding the project or RFP process should be directed to Kelly McKinney, Executive Director, IGL at [Kelly@islandgreenliving.org](mailto:Kelly@islandgreenliving.org). Proposals and bid amount must be received no later than **May 26, 2025** to be considered.