

REQUEST FOR PROPOSAL

SACRAMENTO AREA SEWER DISTRICT ORGANIZATIONAL STRUCTURE REVIEW SERVICES

I. INTRODUCTION

The Sacramento Area Sewer District (SASD) is a sewer utility providing wastewater collection service to more than one million people in the Sacramento region, including the unincorporated areas of Sacramento County, the cities of Citrus Heights, Rancho Cordova, and Elk Grove, as well as portions of the cities of Folsom and Sacramento. We serve residential, commercial, and industrial customers. SASD owns and operates 4,300 miles of lower lateral and main line pipes and 98 pump stations. Once collected in our system, sewage flows into the Sacramento Regional County Sanitation District (SRCSD) interceptor system, where it is conveyed to the Sacramento Regional Wastewater Treatment Plant near Elk Grove.

SASD was formed in 1978, and is governed by a 10-member Board of Directors representing the various city and county jurisdictions in its service area. Although it is an independent, special district, the Sacramento Area Sewer District is staffed by employees of the County of Sacramento (County). Therefore, SASD is recognized as part of the County's structure. The Sanitation Districts Agency reports directly to the County Executive. Within the Sanitation Districts Agency there is the Department of SASD Operations, Department of SRCSD Operations, Department of Finance, Department of Communications, and Department of Policy and Planning. Each Department, with exception to SRCSD Operations, provides services for SASD.

II. BACKGROUND

SASD has evolved with the changing economy, new asset management principles, and more onerous regulatory requirements. Resulting are new policies and procedures, different authority levels for decision making, and revised goals. SASD Operations staff believes there is potential for efficiency gains and cost reductions by updating the organizational structure in response to these changes. To ensure SASD Operations organizational structure fully supports their business needs, management plans to review the structure and determine if changes are needed.

The goal of this project is to improve the efficiency and effectiveness of the SASD operations department to better meet SASD's mission, vision, and goals. SASD Operations Department is looking for a consultant with experience reviewing organizational structures and performing reorganizations, preferably with both public and private agencies. Some experience with agencies using asset management principles is highly desired, but not required. SASD staff has minimal experience with restructuring an organization, but they are knowledgeable about how SASD is organized and operates.

III. SCOPE OF SERVICES

This Request for Proposal (RFP) is for consultant services to help the Department of SASD Operations review their organizational structure and provide reorganization recommendations including evaluation of status quo. SASD staff will provide information and explain how SASD is run and the cultural environment. Upon selection of a consultant, the following documents will be made available to assist the consultant for this project:

- Comprehensive Annual Financial Report (CAFR)
- Budget Book
- Organizational charts
- Policy and procedure documentation
- Roles and responsibilities matrix
- Strategic Business Plan
- Budget buckets document – budgetary list of programs
- State of the District report

SASD has prepared a list of suggested tasks necessary for completion of this project, which shall be used as a basis for the preparation of the proposal. Additional tasks, or modifications to the task list that the Consultant deems will produce a more effective project, should be included in the proposal.

The consultant shall clearly define the anticipated deliverables for this project. Both parties, SASD and the consultant, will agree in advance of the final agreement on the scope and level of detail to be provided.

Task 1—Compile Existing Information and Identify Gaps

The consultant will review SASD’s organizational structure to gain an understanding of how the divisions and sections fit together. Activities will include the following:

- **Document Review** – Review available documents to gain further insight into the organization. Other documents suggested for review will be made accessible if available.
- **Interviews** – Interview SASD staff with SASD’s project manager. Staff interviews shall include the Sanitation Districts Agency Administrator, , the Director of Finance, the Director of Communications, the Director of Policy and Planning, the Director of SASD Operations, and SASD’s Operations section managers consisting of- Technical Support, Maintenance and Operations, Engineering, Safety and Training, the Asset Management, Administration, and the Customer Liaison – and one representative from a risk management consulting firm

These interviews will be to 1) gain a better understanding of the organizational dynamics and how the sections/divisions fit together and 2) to get feedback on the organizational gaps and ideas for filling them. Depending on the results, there may need to be a second round of interviews with select staff.

- **Summarize Preliminary Findings** – Prepare summary of information gathered through document review and interviews, noting potential areas for improvement.

Anticipated Deliverables, Task 1

- *Hard copy of preliminary findings summary (Ten hard copies and one electronic copy in Word 2007 format)*

Task 2 – Sample Organizational Structures

The consultant will provide insight on how other organizations are structured. Activities will include the following:

- **Provide Sample Organizational Structures** - The consultant will provide SASD a variety of organizational structure samples from both private and public and from varying industries (wastewater, power, transportation, etc.). Alternative and more modern structures, such as the Incident Command Structure (ICS), will be provided also.

Brainstorm Workshop – Conduct a meeting with the initiative team to discuss preliminary findings and sample organizational structures. The goal of this meeting is to agree on an organizational structure outline that works best for SASD Operations, which may or may not vary from the existing organizational structure.

Anticipated Deliverables, Task 2

- *Sample organizational structures (Ten hard copies and one electronic copy)*
- *Workshop summary (Ten hard copies and one electronic copy)*

Task 3 – Recommendations

The consultant will work with SASD's project manager and prepare recommendations for the initiative team and steering committee to review and consider for approval. The initiative team consists of the Director of Operations, his direct reports (seven staff), and the Director of Policy and Planning. The steering committee includes the Sanitation Districts Agency Administrator and the Director of Operations. Recommendations will include:

- **Roles and Responsibilities** – The consultant will work with SASD's project manager to create the roles and responsibilities document. This will be a broad overview and is not intended to be very detailed. This will be recommended to the initiative team for review and the steering committee for approval.
- **Proposed SASD Operations Organizational Chart** - The consultant will work with SASD's project manager to assemble a revised organizational chart. This will include an analysis of pros and cons for making suggested organizational changes. This will be recommended to the initiative team for review and the steering committee for approval.
- **Log Procedural and Process Change** – It is anticipated that process and procedure changes will be identified during interviews and possibly highlighted by the consultant. These may prove valuable and should at least be documented, if not acted on during this project. These recommendations will be summarized by the consultant and provided to the initiative team for review.
- **Implementation Plan**– The consultant will work with SASD's project manager to develop an implementation plan outline, if organizational changes are suggested and an implementation plan is warranted. This will include milestones and a schedule. If an

implementation plan is developed, it will be provided to the initiative team for review and the steering committee for approval.

- **Draft Submittal Meeting** – Conduct a meeting with the initiative team to discuss all applicable findings that may include an organizational chart, roles and responsibilities document, procedures and processes, and the implementation plan. Once the initiative team agrees to the findings and proposed changes, they will be proposed to the steering committee for approval.
- **Final Draft Submittal Meeting** – Conduct a meeting with the steering committee to discuss the roles and responsibilities document, and if organizational changes are recommended, a proposed organizational chart, process and procedure changes, and an implementation plan.

Anticipated Deliverables, Task 3 – All deliverables below will consist of ten hard copies and one electronic copy, Word 2007 format.

- *Proposed SASD Operations Organizational Chart, including the pros and cons of making organizational changes*
- *Roles and Responsibilities Document*
- *Summary of Procedural and Process Changes*
- *Implementation Plan, if applicable*

Task 4 – Sanitation District-wide Observations or Recommendations

Although the focus of this project will be based on the SASD Operations Department, there may be observations or recommendations that affect another Department(s) within the Sacramento Area Sewer District. If these arise, then the following activity shall be included:

- **Technical Memorandum** – The consultant will summarize observations and recommendations that affect other Department(s) in a technical memorandum. This will be shared with the initiative team and forwarded to the steering committee for review.

Anticipated Deliverables, Task 4

- *Technical Memorandum (Five hard copies and one electronic copy in Word 2007 format)*

Task 5 – Project Management

The consultant will effectively manage the project by doing the following:

Project Administration - The consultant will establish internal procedures, including careful assignment of the appropriate amount of resources, in order to maintain project budget and schedule throughout the course of the project.

The consultant will also prepare monthly status reports, which will include task-by-task information on work completed and budget expended to date. Monthly status reports will be submitted along with monthly payment requests in a format acceptable to SASD's project manager. Supporting documents shall be included with each invoice. An invoice will not be

considered complete without the status report attached.

Conduct Regular Meetings - The consultant will be responsible for preparing agendas and meeting minutes. Meeting agendas must be provided 2 days in advance of each meeting, and meeting minutes must be provided within 3 days following the meeting.

Quality Control and Technical Review - The consultant will ensure the quality and accuracy of deliverables.

Anticipated Deliverables, Task 5

- *Monthly status reports (due on the 5th working day of each month)*
- *Meeting agendas (due 2 working days before meeting)*
- *Meeting minutes (due 5 working days after meeting)*

Task 6 – Other Project Related Tasks (Optional)

This is for other project related work that may arise during the project not already identified in Tasks 1-5.

IV. CONTENTS OF PROPOSALS

Consultants should provide complete and current information for all categories listed below. Proposals shall not exceed 20 pages total length, not including cover letter, table of contents, and attached resumes. In addition, page sizes shall be 8 ½ X 11 with font size no smaller than 12 pt. Figures and tables may be on 11 X 17 sheets.

Project Overview

Provide a narrative description of the proposed project based on the Scope of Work and proposed schedule presented in this RFP. SASD will assess your understanding of all aspects of the project based on the overview.

Detailed Scope of Work

Provide a detailed description of the proposed scope of work outlined in the Scope of Services. The description shall include details to implement the tasks described and any recommended revisions to the list of tasks. The approach should recognize, address, and provide a resolution for all aspects of the project. The consultant must state the total dollar amount (compensation) in the form of a “not-to-exceed amount” by task, for which the consultant will perform the proposed work.

Related Experience

Provide a Summary of Experience with similar projects that the firm and the proposed team have completed. The description of each project should include:

- The year(s) during which the work was performed
- The firm's role in the project (i.e., lead versus subcontractor)
- Responsibilities of key team members

- Summary of work performed and the outcomes
- A contact person, including telephone number, of the client

Project Team

The proposed individual that will be interfacing with SASD and direct supervision of the project's technical output, as well as any additional staff responsible for project management, shall be identified. A project team diagram shall be included. Resumes shall be attached at the end of the proposal. The geographic location of the firm and key personnel shall be identified. Any proposed subcontractors shall be identified and the scope of each subcontractor's services. If utilized, key subcontractor staff, relevant experience, and supporting material shall be included in the proposal.

Level of Effort

Provide a table showing the proposed total level of effort, in hours, required to complete each task identified in the scope of services. The table shall show, by task, the individual estimated involvement of each key staff member presented in the team organization chart. SASD will monitor involvement of these key staff over the course of the project to confirm their involvement. Services provided by subcontractors shall be shown separately within the table.

Project Schedule

A schedule for completion of significant milestones for the project shall be submitted with the proposal. All major outputs and meetings shall be included on the schedule and time shall be allocated for SASD review.

Miscellaneous Information

Conflict of Interest Statement - Firms submitting proposals in response to this RFP must disclose to SASD any actual, apparent, direct or indirect, or potential conflicts of interest that may exist with respect to the firm, management, or employees of the firm or other persons relative to the services to be provided under the Agreement for organizational structure review to be awarded pursuant to the RFP. If a firm has no conflicts of interest, a statement to that effect shall be included in the proposal.

Proprietary Statement - Firms submitting proposals must provide a statement that nothing contained in the submitted proposal or subsequent interview (if required) shall be proprietary. A statement shall be provided identifying any information, which the consultant contends is confidential and the legal basis for such a claim. When information is requested under the California Public Records Act, SASD will assert the confidentiality of such information only if requested by the consultant and where the consultant has entered into an agreement with SASD to defend and indemnify SASD for any liability, loss, costs and expenses incurred in asserting such confidentiality as part of the proposal. The final determination as to whether or not SASD will assert a claim of confidentiality is in the sole discretion of SASD.

Insurance - In a table, provide a summary of the firm's and subcontractor's insurance coverage (including comprehensive, general liability, automotive liability, workers compensation, and errors and omissions), and compare to requirements stated in the attached sample agreement.

Solicitation of Sub-consultants, Subcontractors, Other Service Providers and Suppliers

If the prime consultant intends to solicit sub-proposals and/or quotes for certain tasks on this project from qualified sub-consultants, subcontractors, other service providers and suppliers, SASD expects the prime consultant to solicit qualified firms in the local business community for such services and supplies. The solicitation conducted should be as broad as possible to reasonably provide opportunities for and encourage relationship building with qualified minority and women-owned firms, and small and local businesses in the Sacramento community. The prime consultant shall not illegally discriminate in the solicitation process.

Substitution of any sub-consultants, subcontractors, other service providers and suppliers identified in the proposal upon which the agreement is based shall not be made without the written consent of SASD.

Exception to Contract Terms and Conditions – A list of any exceptions to contract terms and conditions which the consultant will seek from the standard SASD contract language.

Employment Practices - Please provide a summary of your firm’s employment policies and procedures including any equal employment opportunity and affirmative action policies. Also, include a brief summary outlining the present composition of your work force.

V. COST PROPOSALS

The format for this contract shall be on a Time and Expenses per task, plus Contingency (TEC) basis. The consultant shall state a cost “not to exceed “for each task required by the RFP. The consultant may also include costs for any additional tasks that the consultant recommends to be added to the Scope of Work to make it more complete. Reimbursable items to be compensated shall be outlined in the consultant’s proposal. An additional contingency amount shall also be specified by the consultant in the proposal, as an amount set forth for possible additional services that may be required to perform the tasks outlined in this RFP, or to address unexpected conditions that may be encountered, and are within the general work parameters of this RFP. The costs outlined above shall be included in the consultant’s proposal, which will be used as a part of the proposal evaluation.

A copy of a typical contract, using the Time and Expense, plus Contingency format, is attached for your information and review (Attachment A). Any requested changes to the standard agreement should be included in the proposal.

VI. DUE DATE AND NUMBER OF PROPOSALS

Seven hard copies of the proposal are due at the Sacramento Area Sewer District Offices, 10060 Goethe Road, Sacramento, CA 95827 by no later than 2:00 PM on February 22, 2010. Proposals are to be addressed to the attention of Vicki Brennan. Any questions regarding this RFP should be directed to SASD’s project manager, Mike Huot at (916) 875-4297.

Proposals must be in a sealed envelope, bound or stapled in the left corner with each page

numbered consecutively, include a table of contents, and have information in the order given in the RFP.

VII. PROPOSAL RATING CRITERIA

SASD staff will evaluate all proposals containing the information requested and prepared in the format required by this RFP. After receipt of properly submitted proposals, a selection committee consisting of SASD management staff will evaluate the proposals. The criteria for evaluating the written proposals are described below.

Criteria	Point Value
Overall Responsiveness to RFP Requirements	10
Project Overview and Approach	20
Relevant Experience	25
Project Team	25
Cost and Level of Effort	15
Schedule	5
Total	100

As these elements are extremely important in the evaluation, all proposals should provide complete information. Although price is a significant factor in the evaluation, it will not be the sole determining factor in awarding the contract. The evaluation will consider both quantitative and qualitative aspects of each proposal.

The evaluation of proposals will consider the firm's apparent understanding of, and ability to perform project work as exemplified by the firm's analysis, modification (if necessary), and response to the RFP's proposed Scope of Work. Responsible consultants submitting the most responsive proposals may be invited to an interview to further aid the selection process.

VIII. SELECTION AND APPROVAL PROCESS

SASD may select whichever proposal it determines will best serve its needs. The successful consultant will be selected in accordance with the Proposal Evaluation criteria described above, except for such immaterial deviation as may be waived by SASD. Should the proposals be similar in quality and content, oral interviews may be conducted prior to making the final selection. Selection will be subject to the final approval by the awarding authority. Written notification of the outcome of the selection process will be mailed to all consultants who submitted a proposal.

Initial discussions will be conducted between SASD staff and the selected consultant to clarify the scope of services, staffing schedules, level of effort, and contract costs immediately after the ranking is complete. The intent of the discussion is to conceptually

agree on the items listed above. Staff will then enter final negotiations with the selected consultant with the intent of agreeing on a mutually acceptable contract. If SASD staff is unable to negotiate a suitable contract with the first selected consultant, SASD will initiate negotiations with the second consultant, following the process discussed above, with the intent of agreeing on a mutually acceptable contract.

IX. CONSULTANT SELECTION SCHEDULE

The following table contains the anticipated dates of activities involved with the consultant selection:

Milestone:	Date:
Issue RFP	January 22, 2010
Proposal Due Date	February 22, 2010
Consultant Selection	March 11, 2010
Anticipated Contract Approval	March 22, 2010