



San Jacinto River Authority

- General and Administration Division
- GRP Division
- Lake Conroe Division
- Highlands Division
- Woodlands Division

REQUEST FOR QUALIFICATIONS RFQ #11-049, GRP Divisional Organization Study

RFQ OVERVIEW

The San Jacinto River Authority (SJRA) is soliciting Statements of Qualifications (SOQs) from parties interested in undertaking the following project: Complete a Study on Division Organizational Structure for the SJRA Groundwater Reduction Plan (GRP) Division ("Study").

Statements of Qualifications (SOQs) will be accepted prior to September 8, 2011, 2:00 P.M. CST at the reception desk on the 3rd floor of the SJRA General and Administrative Building, 1577 Dam Site Road, Conroe, TX 77304. Responses received after the above-mentioned date and time will not be considered, and will be returned to the offeror in the condition they were delivered.

San Jacinto River Authority
Attn: Steve Gibson
Purchasing Department
1577 Damsite Road
Conroe, TX 77304

All communications regarding this RFQ must be made in writing and electronically to the Steve Gibson, GRP Program Buyer, sjgibson@sjra.net. Any other contact with SJRA staff, consultants, or advisors regarding this contract may eliminate that firm from contract award consideration.

The proposed schedule for this Request for Qualifications is as follows:

Release RFQ to Consultants:	Thursday, August 18, 2011
Pre-Submittal Conference:	Thursday, September 1, 2011
Deadline for Questions and Inquiries:	Thursday, September 1, 2011
SOQ Submissions Due:	Thursday, September 8, 2011, 2:00 pm

GENERAL INFORMATION

The Lone Star Groundwater Conservation District (LSGCD) developed and issued a District Regulatory Plan (DRP Phase IIB) in 2010 to limit the total amount of groundwater withdrawn from the aquifers that serve Montgomery County by January 1, 2016. The San Jacinto River Authority (SJRA) has developed and received LSGCD approval of a Groundwater Reduction Plan that will assist its contracted GRP

Participants in meeting this regulatory requirement by reducing the total aggregated groundwater pumpage of its GRP Participants by at least 30 percent (%). In this plan, some GRP Participants will receive treated surface water to replace the portion of the groundwater that they will no longer withdraw from the local aquifers. The treated surface water will be blended with the portion of groundwater that is withdrawn to meet peak demands. Other GRP Participants will remain entirely on groundwater.

SJRA is implementing a wholesale treated surface water supply system that will include a new raw water intake and pump station, surface water treatment plant, finished water storage and pumping facilities, and an extensive transmission system to deliver potable surface water to selected GRP Participants within portions of Montgomery County. The SJRA is also evaluating additional alternative water supplies such as brackish water, reuse water and other surface water sources. The SJRA GRP Program includes water conservation, drought contingency and other demand management strategies.

The GRP Division is the operational group within the SJRA that is responsible for the implementation of the Groundwater Reduction Plan and the planning, operations, maintenance, repair and management of the wholesale treated surface water supply system infrastructure previously described. Various departments within the SJRA General & Administration (G & A) Division presently provide support to the GRP Division including Technical Services, SCADA/I & C (Supervisory Control And Data Acquisition / Instrumentation & Controls), Accounting, Purchasing, Information Technology, Human Resources, Risk Management, Public Relations and Administrative Services

The GRP Division currently includes three employees including the GRP Administrator/Division Manager, GRP Implementation Coordinator and Administrative Assistant. It is anticipated that the GRP Division will be fully staffed prior to the completion of the initial phase of construction in the fall of 2015. This provides a unique opportunity for the SJRA to establish and develop an effective organization, including policies, practices, and procedures, based on Best Management Practices (BMPs) utilized by public and private entities who supply treated water.

As such the SJRA has the need for a Management Consultant to undertake a Study on Division Organizational Structure for the SJRA GRP Division. The SJRA will require the services of a Management Consultant with a high level of experience in similar studies. The SJRA may consider the Management Consultant to provide professional consulting services.

- Obtain and review operating, financial, management, contractual and policy data including but not limited to the following:
 - SJRA Groundwater Reduction Plan
 - SJRA GRP Program Manual including Workflow Diagrams
 - SJRA Job Descriptions
 - SJRA Purchasing Manual
 - SJRA Employee Policy Manual

- Additional data as required
- Review current organization of the GRP Division, The Woodlands Division (wholesale provider of water and wastewater services in The Woodlands), Lake Conroe Division, Highlands Division, and G & A Division.
- Conduct interviews with SJRA staff
- Conduct interviews of SJRA GRP Program Surface Water Facility and Receiving Water Facilities Consultants.
- Conduct interviews of select SJRA GRP Participants
- Identify Best Management Practices utilized by public and private utilities who efficiently and effectively provide quality water supply services to its customers
- Determine and evaluate BMPs applicable to the GRP Division
- Develop benchmarks for the GRP Division regarding operational efficiency
- Identify appropriate organizational structure for GRP Division and support from G & A to address the following:
 - Operations
 - Maintenance
 - Customer Service
 - Administration and Management
 - Support Services (Technical Services, SCADA/I & C, Accounting, Purchasing, IT, Risk Management, HR, Public Relations and Administrative Services)
- Develop job descriptions for each position represented within the recommended organizational structure.
- Participate in various progress meetings
- Participate in an interim findings workshop and a final findings workshop with SJRA staff
- Provide formal presentations to GRP Review Committee, SJRA Personnel Committee and Board regarding findings and recommendations
- Other services as required.

Anticipated deliverables may include the following:

- Draft Division Organizational Structure report
- Final Division Organizational Structure report
- Other deliverables as required

The SJRA is requesting a Statement of Qualifications from qualified firms to provide professional services as a Management Consultant. The respondent firm shall include appropriately qualified, experienced and licensed professionals to provide these as well as other services required.

The proposed schedule for the GRP Division Organization Study implementation is as follows:

Consideration of Agreement by SJRA Board:
 Project Kickoff Meeting:
 Draft Report:

Thursday, October 27, 2011
 Monday, October 31, 2011
 May 2012

Presentation to Personnel Committee:	May 2012
Presentation to Review Committee:	May 2012
Presentation to Board:	June 28, 2012
Final Report:	July 2012

I. INSTRUCTIONS TO PROPOSERS

A. Statement of Qualifications Requirements

1. SOQs shall not exceed fifteen (15) pages including transmittal letter and attachments; and excluding covers and plain section dividers. SOQs shall be printed on single side 8 ½" by 11" pages with not less than 1 inch margins, not less than 1.25 line spacing and not less than 11 point font.
2. Transmittal Letter – Provide a transmittal letter signed by an officer of the respondent firm who has the authority to commit the firm to the Study.
3. General Information of the respondent firm
 - a. Firm name
 - b. Corporate address
 - c. Address, phone number and fax number of Texas office supporting this Study
 - d. Primary contact name, phone number and email address
 - e. Website address
 - f. Federal tax identification number
 - g. Number of years firm in business
 - h. Type of organization(s) (individual, partnership, or corporation)
 - i. Date of organization (month and year)
 - j. Location(s) of business
 - k. Name(s) and date(s) of predecessor organization(s)
 - l. Total number of employees supporting this Study
 - m. Number and type of professionals and corresponding registrations/certifications supporting this Study
 - n. Type and limits of insurance coverage
4. Team Organization Chart
5. Experience of the individual Project Manager - Provide the following information to clearly demonstrate the experience and capabilities of the individual Project Manager proposed for the Study.
 - a. Name
 - b. Position/Title within respondent firm
 - c. Role/responsibility for this Study, including availability and time commitment to the Study
 - d. Current location and location during execution of the Study
 - e. Education

- f. Applicable registration or certification
 - g. Years of experience directly related to the aspects of similar studies.
 - h. Experience relevant to the specific aspects and anticipated services for this Study – Provide summary of experience and qualifications, and detailed descriptions of no more than five (5) recent assignments of similar nature using the following format:
 - 1) Assignment Name/Location/Client
 - 2) Project description
 - 3) Work/services performed under direct supervision of the individual
 - 4) Subconsultants utilized on the project and nature of work of those subconsultants
 - 5) Completion date of project and/or key deliverables
 - 6) Budget and schedule management and adherence
 - 7) Client contact name, title/position, current phone number and email address
6. Experience of the individual lead management professional(s) (i.e. Management Specialist, Organizational Specialist, etc.) - Provide information that clearly demonstrates the experience and capabilities of the individual lead professional(s) proposed for this Study including the following.
- a. Name
 - b. Position/Title within respondent firm
 - c. Role/responsibility for this Study, including availability and time commitment to the Study
 - d. Current location and location during execution of the Study
 - e. Education
 - f. Applicable registration or certification
 - g. Years of experience directly related to the aspects of similar studies.
 - h. Experience relevant to the specific aspects and anticipated services for this Study – Provide summary of experience and qualifications, and detailed descriptions of no more than five (5) recent assignments of similar nature using the following format:
 - 1) Assignment Name/Location/Client
 - 2) Project description
 - 3) Work/services performed under direct supervision of the individual
 - 4) Subconsultants utilized on the project and nature of work of those subconsultants
 - 5) Completion date of project and/or key deliverables
 - 6) Budget and schedule management and adherence
 - 7) Client contact name, title/position, current phone number and email address
7. Support Resources
- a. Name
 - b. Position/Title

- c. Firm name
 - d. Role/responsibility for this Study
 - e. Current location and location during execution of the Study
 - f. Education
 - g. Applicable registration or certification
 - h. Years of experience directly related to the specific aspects and anticipated services for the Study
 - i. Experience relevant to the specific aspects and anticipated services for the Study
8. Recent/Current Projects - Provide client contact name, current phone number and email address for all similar studies in the United States for which the Respondent Firm completed within the last five calendar years, and similar studies for which the Respondent Firm is currently under contract to provide related services.
 9. Approach - Provide approach to the Study
 10. Other Information - Provide other information pertinent to the Study regarding respondent firm and its support resources.
 11. Potential Conflicts of Interest - Firms seeking to do business with SJRA are responsible for maintaining compliance with the applicable provisions of Chapter 176, Local Government Code, related to disclosure of conflicts of interest. The Conflict of Interest Questionnaire is available for downloading on the Texas Ethics Commission's website at <http://www.ethics.state.tx.us/forms/CIQ.pdf> and should be submitted to the SJRA under separate cover. The completed Conflict of Interest Questionnaire will be posted on SJRA's website as required by Chapter 176.

D. Equal Employment Opportunity Requirements

The SJRA highly encourages applicants to maintain non-discriminatory practices in their employment programs. This means applicants should not discriminate against any employee or applicant for employment because of race, color, national origin, religion, sex, age, handicap, or political belief or affiliation.

II. GENERAL

- A. This RFQ does not commit SJRA to enter into a contract, nor does it obligate it to pay any costs incurred in the preparation and submission of Qualifications and subsequent discussions, interviews and/or presentations in anticipation of a contract.
- B. SJRA reserves the right to

1. reject any and all Statements of Qualifications received;
2. cancel the entire RFQ;
3. remedy technical errors in the RFQ process;
4. negotiate with any, all, or none of the respondents to the RFQ;
5. request proposals from a shortlist of respondents to the RFQ;
6. conduct interviews with a shortlist of respondents to the RFQ;
7. waive informalities and irregularities; and
8. modify the selection process.

C. SJRA retains the right to select, approve or disapprove all subconsultants.

EXHIBIT A

Policies and Minimum Limits of Liability

<u>Kinds of Insurance:</u>	<u>Limits of Liability*:</u>
A. Workers' Compensation Texas Operations Employer's Liability	Statutory Bodily Injury by Accident \$500,000 Each Accident Bodily Injury by Disease \$500,000 Each Employee Bodily Injury by Disease \$500,000 Policy Limit
B. Commercial General Liability Including but not limited to: 1. premises/operations 2. independent contractors' protective products and completed operations 3. personal injury liability with employment exclusion deleted 4. contractual, owned, non- owned, and hired vehicles or mobile equipment	\$2,000,000 General Aggregate \$2,000,000 Products/Completed Operations Aggregate \$1,000,000 Each Occurrence \$2,000,000 Personal and Advertising Injury
C. Professional Liability	\$1,000,000 per claim \$2,000,000 Aggregate
D. Business Automobile Liability Including all Owned, Hired, and Non-owned Automobiles	\$1,000,000 Combined Single Limit Per Occurrence
E. Umbrella Liability	\$1,000,000 Per Occurrence \$2,000,000 Aggregate Bodily Injury and Property Damage

* Aggregate limits are per 12-month policy period unless otherwise indicated; defense costs shall be excluded from limits of liability of each policy.

All required insurance shall be maintained with responsible insurance carriers acceptable to SJRA and lawfully authorized to issue insurance of the types and amounts set forth in this Article 11. Carriers should have a Best's Financial Strength Rating of at least "A-" and a Best's Financial Size Category of Class VI or better, according to the most current edition of Best's Key Rating Guide, Property-Casualty United States ***or be of sufficient size and financial strength as adjudged by SJRA to meet the financial obligations evidenced in the certificate of insurance.***