

**REQUEST FOR PROPOSALS  
BY TAHOE-TRUCKEE SANITATION AGENCY  
FOR AN ORGANIZATIONAL ASSESSMENT**

**Proposals Due By: November 22, 2019 at 3:00 p.m.**

**1. PROPOSALS REQUESTED**

The Tahoe-Truckee Sanitation Agency (the “Agency”) solicits proposals from qualified firms (“proposers”) to provide the consulting services described below. Both small and large qualified firms with competitive rates are encouraged to apply.

**2. BACKGROUND**

The Agency is a public agency which provides regional wastewater treatment service to several Lake Tahoe area communities through the Agency’s five (5) member sewage collection districts. The member entities are the North Tahoe Public Utility District, the Tahoe City Public Utility District, the Alpine Springs County Water District, the Squaw Valley Public Utility District, and the Truckee Sanitary District. The Agency is governed by a Board of Directors comprised of an appointed representative from each of the member sewage collection districts.

The Agency is comprised of the following departments: Operations, Maintenance, Information Technology, Engineering and Administrative Services. Overall, the Agency has approximately fifty (50) full-time employees. The Organizational Chart for the Agency is attached as Attachment A.

**3. SCOPE OF WORK**

The Agency has decided to retain consulting services. The scope of work is described in Attachment B. The selected firm will be expected to have substantial knowledge and experience relating to these tasks and services.

**4. PROPOSAL CONTENT**

Interested and qualified firms are requested to submit two (2) hard copies and one (1) electronic copy of the written proposal no later than 3:00 p.m. on the date set forth above. The electronic copy shall be submitted on a thumb drive. It is the proposer’s responsibility to ensure that proposals are submitted and received in a timely manner. The submittal materials shall provide the following information:

(a) Firm name, address, telephone number and website, and principal contact name, telephone number and e-mail address.

(b) Brief description of the firm and a statement of the firm’s qualifications to perform the requested services.

(c) Name of the principal staff persons who will be primarily responsible for providing services to the Agency and their resume and qualifications.

(d) Explanation of the firm's experience in providing the requested services. Include the client, type of work, project start and completion dates, project name, and project size.

(e) List of client references, including name, address, telephone number and e-mail address, along with a brief description of the services provided to the client, dates of service and involved attorneys.

(f) Description of the firm's proposed fees, costs and charges, including an explanation of services correlating to a rate schedule with a not to exceed amount. Explain how often the Agency will be invoiced for services. Explain what costs would be charged to the Agency and the firm's policy for billing fees and costs relating to travel.

(g) Description of the firm's expected schedule to perform the work.

(h) Description of the firm's general liability, automobile liability and professional liability insurance coverages. The successful firm will need to provide proof of insurance satisfactory to the Agency.

Proposals shall be addressed and delivered to:

Tahoe-Truckee Sanitation Agency  
Attention: Vicky Lufrano, Human Resources Administrator  
13720 Butterfield Drive  
Truckee, CA 96161

Questions regarding this request for proposals may be directed to Vicky Lufrano at [vlufrano@ttsa.net](mailto:vlufrano@ttsa.net) or (530) 587-2525 x113.

## **5. EVALUATION AND SELECTION CRITERIA AND PROCESS**

The Agency will review all submitted proposals and evaluate them against the following selection criteria: demonstrated positive experience performing the requested services; capability to perform the services, including demonstrated qualifications and resources to competently and timely perform the work; firm and principal staff reputation in the community; quality of references; location of the firm's nearest office that would service the work; and, proposal price and fees.

The Agency may schedule interviews with selected firms or it may make a selection based on the written submittal materials. Interviews may be conducted in person or telephonically.

Proposals will be reviewed and considered by the Agency Board of Directors, based on a recommendation from Agency staff. Contract award, if any, will be on the basis of the selection criteria set forth above. Proposal price alone will not be the determinative criterion. If the Board decides to proceed with retaining a firm, the Agency will enter into contract negotiations with the selected firm. The contract will be based on the Agency's standard form of services contract. The selected firm will be expected to begin work without delay.

## **6. GENERAL CONDITIONS AND REQUIREMENTS**

(a) The Agency reserves the right to conduct contract negotiations with any firm (whether or not it has submitted a proposal), to verify the information in any proposal, to waive any informality in the process, to alter the selection process in any way, to request additional information or clarifications, to allow corrections of errors or omissions, to revise the scope of services and work, to extend the deadline for submission, to withdraw this request for proposals at any time without prior notice, to reject any and all proposals, and to decide whether or not to contract with any firm.

(b) The Agency makes no representation that any contract will be awarded to any firm responding to this request. Nothing in this request for proposals shall be construed to obligate the Agency to negotiate or enter into a contract with any particular firm. This request for proposals is not an offer to contract.

(c) All costs of response and proposal preparation shall be borne by the proposer. The Agency shall not be liable for any pre-contractual expenses incurred by the proposer, including any time and costs associated with the preparation and submission of the proposal and any interview.

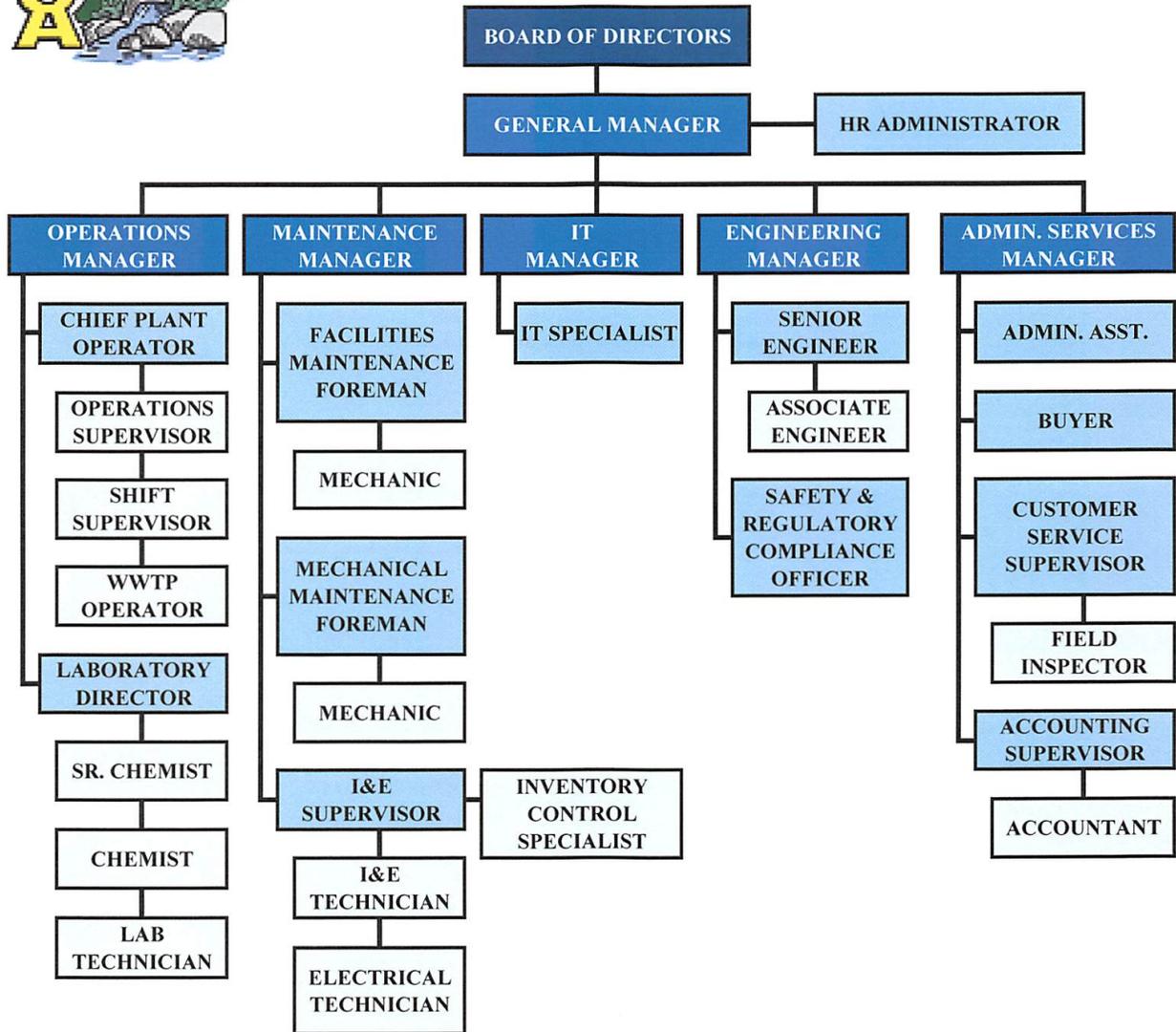
(d) All submitted proposals shall become the property of the Agency. The Agency shall have the right to copy, publicly review and discuss, retain and dispose of each proposal. All responses received by the Agency will be considered public records subject to disclosure under the California Public Records Act.

(e) Proposals must be submitted in writing. Please be succinct. Unnecessarily elaborate or lengthy responses or other presentations beyond those needed to give sufficient and clear response to the request for proposals requirements are not desired. Proposals generally should not exceed 30 pages.

**ATTACHMENT A**



**TAHOE-TRUCKEE SANITATION AGENCY  
ORGANIZATIONAL CHART**



APPROVED 07/10/19: 

## **ATTACHMENT B**

The scope of work includes the preparation of an Organizational Assessment as described herein.

The Organizational Assessment shall be a comprehensive and systematic process for obtaining information about the performance of the Agency and the factors that affect its performance; identify strengths and weaknesses; and identify efficient staffing levels. Details are as follows:

### **Overall Organizational Assessment**

- 1) To assess the effectiveness of the Agency and its ability to meet current demands by providing an objective analysis utilizing the knowledge, experience and “best practices” of other organizations and wastewater agencies.
- 2) To make recommendations for a cost effective and efficient organizational structure (including staffing levels and span of control), division of work and workload review that provides optimum customer service, added value, efficiency, and flexibility that will result in meeting the Agency’s mission.
- 3) Evaluate whether the Agency’s organization is structured in a manner that facilitates and promotes the achievement of Agency’s mission. Assess whether changes to the manner in which the organization is structured could improve the organization’s performance, efficiency and effectiveness.
- 4) Evaluate whether the Agency’s current performance measures are the most appropriate ones available. Where applicable, develop recommendations for new performance measures based on industry best practices, and provide guidance on how those new measures should be implemented.

### **Department Assessment**

- 1) Evaluate measures utilized to track department productivity, performance, and efficiency against the Agency mission.
- 2) Review and assess staffing levels (FTE) for each department, including the number of positions and core competencies necessary for high-performance. This evaluation should incorporate analyses of the use of outside services and consulting services.
- 3) Review the reporting structure for each department, the existing performance measures, and develop recommendations for changes to existing measures, or new measures, where appropriate, based on industry best practices and the consultant’s expertise.

### Use of Consultants Assessment

- 1) Review and evaluate the functions for which the Agency currently utilizes the services of consultants.
- 2) Determine whether there are out-sourced functions where the use of existing staff resources or the development of in-house expertise in certain areas, would be more cost effective.
- 3) Determine whether there are in-house functions where the use of consultants would be more cost effective.

### Deliverables

The consultant shall be required to provide a draft report and final report documenting the results of the analyses. A final written report with the results of this Organizational Assessment will be presented to the Agency. The consultant shall present the results of the Organizational Assessment to Executive Management and the Board of Directors. Assume there will be 2 presentations to the Agency Board of Directors.