REQUEST FOR PROPOSAL

Number: 19-76
Title: Strategic Plan Update
Date Issued: September 13, 2019
Deadline for Questions: 5:00 P.M. EST, Friday, September 27, 2019
Addendum 1 Issuance: Friday, October 4, 2019
Deadline for Submitting Proposals: 2:00 P.M. EST, Thursday, October 17, 2019
Proposals to Be Delivered to: Procurement Department
Fairfax Water
8570 Executive Park Avenue
Fairfax, Virginia 22031
Procurement Contact: Elizabeth B. Dooley, CPPO, CPPB
Procurement Program Lead Buyer
Telephone: 703-289-6265
E-Mail: edooley@fairfaxwater.org
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I.  INTRODUCTION & BACKGROUND

1.1 INTRODUCTION TO FAIRFAX WATER

Chartered in 1957 by the Virginia State Corporation Commission as a public, non-profit water utility, Fairfax Water (FW) is governed by a 10-member Board of Directors composed of Fairfax County citizens appointed by the elected Fairfax County Board of Supervisors. A general manager, supported by a staff of 475 water professionals, manages the day-to-day operations of FW.

FW’s mission is to provide its customers with reliable and abundant water of exceptional quality at a reasonable price. FW aspires to remain a respected industry leader, upholding its customers' trust by providing water of exceptional quality and reliability, at a reasonable price, while supporting the high quality of life and economic vitality of the region.

FW is Virginia’s largest water utility and one of the 25 largest water utilities in the country serving nearly two million people in Northern Virginia. FW provides retail water service to Fairfax County and the Cities of Falls Church and Fairfax, and wholesale service to the Counties of Loudoun and Prince William, the City of Alexandria, the Towns of Herndon and Vienna, Fort Belvoir and Dulles International Airport.

FW has one of the lowest commodity rates in the Washington metropolitan region and is one of only a handful of water utilities in the country to receive an AAA rating from the top three financial rating services.

FW owns and operates the two largest water treatment facilities in Virginia with an average daily water production of 163 million gallons and combined maximum capacity of 345 million gallons per day. The James J. Corbalis Jr. treatment plant is at the northern tip of Fairfax County and the Frederick P. Griffith Jr. treatment plant is on the southern border of Fairfax County. FW draws raw water from two primary sources: the Potomac River and the Occoquan Reservoir, which is fed by the Occoquan River. FW also purchases water from the Washington Aqueduct, owned and operated by the U.S. Army Corps of Engineers. Treated water from FW’s treatment plants and the Washington Aqueduct is fed to an interconnected transmission and distribution system that includes 4,020 miles of water mains, 29,366 fire hydrants, and 100,144 valves.

1.2 BACKGROUND

FW has a total allotment of 475 Full Time Employee (FTE) positions. FW Executive Professional Staff is divided among The Office of the General Manager including four (4) Departments (Human Resources, Laboratory, Public Affairs, Security & Safety), Deputy General Manager and five (5) Divisions (Finance, Information Technology, Planning & Engineering, Production, Transmission & Distribution) and thirteen (13) Departments. Organization Chart included below:
FW developed Strategic Plans in 2007 and again in 2015. Through this RFP, FW seeks a consultant to assist FW with completing an update to the most recent Strategic Plan through the year 2025.

II. PROJECT SCOPE OF SERVICES

2.1 GENERAL
FW is seeking a consultant to facilitate the development of an update to its Strategic Plan. This updated Strategic Plan is needed to affirm the strategic direction of the organization over the next five years. Changes to the mission, vision and values of the strategic plan are not anticipated with this effort as there have been few major changes to the organization, its operations, or its governing body since the development of its most recent strategic plan in 2015. In addition, FW is seeking consultant review of its organizational structure to promote efficient and effective service delivery.

FW is interested in reviewing consultant perspectives and recommendations (in submitted proposals) regarding the process of developing a strategic plan update and conducting a review of its organizational structure, including any suggested enhancements to General Requirements, Deliverables and Timeline (outlined below).

2.2 DESIRED QUALIFICATIONS OF OFFEROR
In order to be deemed qualified to perform the services described in this RFP, an Offeror shall demonstrate knowledge of and experience with the following:

Strategic Planning:
Experience successfully developing consensus-based strategic plans, including preparation of strategic plans for at least three (3) water and/or wastewater utilities within the last five (5) years:

- At least one (1) strategic plan must have been for a utility serving 500,000 people or more;
• At least one (1) strategic plan must have been for a utility with a governing structure similar to FW (i.e., Executive professional staff reporting to a Board of Directors);
• At least one (1) strategic plan must have been for a not-for-profit utility; and
• At least one (1) strategic plan must have been for a water utility that has its own treatment facility.

In addition to the above, Offeror shall demonstrate the following knowledge and experience:
• Knowledgeable of collective impact of collaborative strategic initiatives.
• Strong facilitation skills.
• Experience in creating a neutral environment for, and soliciting input from, individuals from various areas of an organization.
• Experience in gathering and utilizing data to inform the strategic planning process.
• Ability to constructively challenge key stakeholders.
• Experience inspiring others to think innovatively.

Organizational Structure Review:
• Experience analyzing and evaluating organizational structures and providing recommendations for optimal organizational structuring.
• Strong understanding of the structure and purpose of water utility organizations.

2.3 SCOPE OF SERVICES
The following are general requirements and a preliminary scope of work for this solicitation. Consultant shall:

• Provide project management and related expertise,
• Design and execute a strategic planning approach and process appropriate for the organization, the planning horizon and the project timeline,
• Develop an actionable five-year strategic plan, including recommendations regarding the plan’s implementation and related communications, and
• Develop recommendations regarding the most efficient and effective organizational structure to meet service delivery goals.

It is expected that this scope of work will be accomplished through a combination of activities including but not limited to:

• Background research on FW’s history and current organization, including environmental scan of organization and opportunities ahead,
• Benchmarking FW with other similar sized utilities,
• Focus groups, interviews, surveys, and/or any other method that will be useful in receiving relevant input and promoting participation, and
• Facilitated group meetings with staff to create consensus regarding a strategic plan update and optimal organizational structure.
Strategic Planning:
While FW seeks the consultant’s recommendations regarding the best approach and process to develop an actionable strategic plan, FW envisions that the scope of work will include the following tasks:

Task 1 - Review the following documents (and others that the consultant may deem relevant). Summarize current strategic relevance.
- Fairfax Water's 2007 Strategic Plan
- Fairfax Water's 2020 Strategic Plan

Task 2 - Conduct SWOT analysis, gap analysis, needs assessment, research and/or other recommended analysis to produce substantive documentation and solutions needed to validate key goals and to inform the strategic planning process. This task should include discussion of the following relevant strategic issues with staff:
- Opportunities to expand services to customers with existing resources and within core business functions.
- Prioritizing long-term capital improvement needs (infrastructure renewal, growth, reliability, quality).
- Use of enterprise software/technology to further business analytics and efficiencies.
- Raw Water Supply
  - Meeting future regional demand:
    - New storage projects
    - Consumptive reuse
    - Climate change
  - Changing regulatory landscape
  - Source water quality challenges
- FW’s relationship with the Washington Aqueduct as a wholesale customer and long-term considerations for treatment parity and infrastructure reinvestment.
- Affect of water reuse and other water saving initiatives in FW service area.
- Employees: pending retirements, succession planning, training and development, motivation/retention, pay, benefits, and recognition.
- Meeting customer service expectations: bill payment options, access to account information.
- Finances: declining per capita consumption, increasing infrastructure renewal funding needs.

Task 3 - Develop an actionable strategic plan that will serve as the blueprint for FW’s work for the next five years. This plan should include:
- An executive summary
- A comprehensive, detailed plan that identifies:
  - Goals
  - Objectives
  - Strategies
- Tactics
- Responsible parties and their roles
- Measures
- Outcomes

**Task 4** – Develop recommendations regarding the implementation of the strategic plan and related communications. Develop a high-level plan that includes:
  - Recommendations for tracking data and methods of measuring successful implementation.
  - Dashboard for goals and implementation that could be easily published on the intranet.
  - Initial communications strategies for internal and external audiences.

**Task 5** – Present the Draft Strategic Plan to staff and incorporate comments into a Final Draft Strategic Plan. The Final Draft Strategic Plan should be complete, ready for Board review, and carefully edited by consultant for grammar, spelling, formatting, etc. Present Final Draft Strategic Plan to the Board. Deliver Final Strategic Plan and all supporting documentation.

**Organizational Review:**

**Task 1** – Review FW’s current organizational structure and staffing levels to understand how the divisions and departments correlate.

**Task 2** – Interview Executive Staff (General Manager and Deputy General Manager) regarding what is working well within the current organizational structure and identify any areas that may need improvement.

**Task 3** – Compare FW’s organizational structure against comparative organizations.

**Task 4** – Develop alternative organizational structures for the Board’s consideration for future implementation. Discuss preliminary findings and alternative organizational structures with Executive Staff. Incorporate feedback into Final Draft Report.

**Task 5** – Present Final Draft Report to Executive Staff and the Board.

**Task 6** – Deliver Final Report of findings and any recommended changes to the organizational structure. Report should include:
  - Executive summary of the study results.
  - Description of data collection, analytical and other techniques used during the process, including the assumptions and information used.
  - Summary of findings, conclusions and recommendations developed in each task.
  - All supporting documentation, flow charts, information gathered, findings, etc.
2.4 Deliverables and Timeline
The final project schedule will be negotiated with the selected Offeror; however, the timeline for deliverables shall not exceed the following:

- Draft Strategic Plan within 125 business days of Notice to Proceed.
- Draft Organizational Review Report within 30 days after receipt of Draft Strategic Plan.
- Final Draft Strategic Plan within 11 business days of receipt of comments from FW.
- Final Draft Organizational Review Report within 11 business dates of receipt of comments from FW.
- Final Strategic Plan within 12 business days of receipt of comments from FW.
- One (1) presentation of Draft Strategic Plan to staff.
- One (1) presentation of Final Draft Strategic Plan to Board.
- One (1) presentation of Final Draft Organizational Review Report to Board.
- Unless otherwise noted, consultant shall provide 15 hard copies and one electronic copy (all files in native format) for all deliverables.

III. INSTRUCTIONS TO OFFERORS

3.1 ADDITIONAL INFORMATION
All questions relating to this solicitation shall be submitted in writing to Elizabeth B. Dooley, CPPO, CPPB, Procurement Program Lead Buyer, in the Procurement Department via email to edooley@fairfaxwater.org. For a question to be considered, the subject line of the email should state the following: RFP 19-76 Questions. Questions should be succinct and must include the submitter’s name, title, company name, company address, and telephone number. Prior to the award of a contract resulting from this solicitation, offerors and prospective offerors are prohibited from contacting any FW staff other than those assigned to the Procurement Department.

RFP 19-76 – TENTATIVE SCHEDULE

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
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<tbody>
<tr>
<td>RFP ISSUANCE</td>
<td>09/13/2019</td>
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<tr>
<td>QUESTION DEADLINE</td>
<td>09/27/2019 @ 5PM EST.</td>
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<tr>
<td>ADDENDUM 1 ISSUANCE</td>
<td>10/04/2019</td>
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<tr>
<td>PROPOSALS DUE</td>
<td>10/17/2019 @ 2PM EST.</td>
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<td>ORAL PRESENTATIONS</td>
<td>Week of – 11/18/2019</td>
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<td>NEGOTIATIONS</td>
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<td>CONTRACT COMMENCEMENT</td>
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If any questions or responses require revisions to this solicitation as it was originally published, such revisions will be by formal addendum only. If this solicitation includes a separate FW contact for technical information, offerors are cautioned that any written, electronic, or oral representations made by any FW representative or other person that appear to change
materially any portion of the solicitation shall not be relied upon unless subsequently ratified by a written addendum to this solicitation issued by the Procurement Department.

3.2 TRADE SECRETS OR PROPRIETARY INFORMATION
Trade secrets or proprietary information that is submitted by an offeror in connection with a procurement transaction may be exempted from public disclosure under the Virginia Freedom of Information Act (“VFOIA”). However, the offeror must invoke the protection of this subsection prior to or upon submission of the data or other materials, and must identify clearly and in writing, on the Proposal Form, the data or other materials sought to be protected and state the reasons why protection is necessary or falls within the exceptions to the VFOIA. It is the offeror’s sole responsibility to defend such exemptions if challenged in a court of competent jurisdiction.

3.3 DEBARMENT STATUS
The offeror shall indicate, in the space provided on the Proposal Form, whether or not it, or any of its principals, is/are currently debarred from submitting proposals to FW or any other state or political subdivision, and whether or not it is an agent of any person or entity that is currently debarred from submitting proposals to FW or any other state or political subdivision. An affirmative response may be considered grounds for rejection of the proposal.

3.4 CONFLICT OF INTEREST STATEMENT
The offeror must provide a statement regarding potential conflict of interest. The certification shall be in the form provided in this solicitation, signed by an authorized agent and principal of the offeror and notarized.

3.5 QUALIFICATION OF OFFERORS
Each offeror may be required, before the award of any contract, to show to the complete satisfaction of the Procurement Manager that it has the necessary facilities, ability, and financial resources to comply with the contract and furnish the service, material or goods specified herein in a satisfactory manner. Each offeror may also be required to provide past history and references which will enable the Procurement Manager to be satisfied as to the offeror’s qualifications. Failure to qualify according to the foregoing requirements will justify rejection by FW of a proposal and its respective offeror.

3.6 OFFEROR INVESTIGATIONS
Before submitting a proposal, each offeror shall make all investigations and examinations necessary to ascertain all conditions and requirements affecting the full performance of the contract and to verify any representations made by FW that the offeror will rely upon. No pleas of ignorance of such conditions and requirements resulting from failure to make such investigations and examinations will relieve the successful offeror from its obligation to comply in every detail with all provisions and requirements of the contract documents, or will be accepted as a basis for any claim whatsoever for any monetary consideration on the part of the successful offeror.
3.7 COMPETITIVE NEGOTIATION FOR NON-PROFESSIONAL SERVICES
This solicitation is let under the Virginia Public Procurement Act (VPPA) procedure, "Competitive Negotiation for Goods and Services". Under this procedure, the content of the proposals, and the identity of the offerors are not public record until an award determination has been made. Because of this restriction, the opening of proposals is not public.

3.8 AUTHORITY TO TRANSACT BUSINESS
Any offeror organized as a stock or non-stock corporation, limited liability company, business trust, or limited partnership or registered as a registered limited liability partnership shall be authorized to transact business in the Commonwealth of Virginia as a domestic or foreign business entity if so required by Title 13.1 or Title 50 of the Code of Virginia, or as otherwise required by law. The proper and full legal name of the firm or entity and the identification number issued to the offeror by the Virginia State Corporation Commission must be written in the space provided on the Proposal Form. Any offeror that is not required to be authorized to transact business in the Commonwealth shall include in its proposal a statement describing why the offeror is not required to be so authorized. FW may require a firm to provide documentation prior to award which: 1) clearly identifies the complete name and legal form of the firm or entity (i.e. corporation, limited partnership, etc.), and 2) establishes that the firm or entity is authorized by the State Corporation Commission to transact business in Virginia. Failure of a prospective and/or successful offeror to provide such documentation shall be grounds for rejection of the proposal or cancellation of the award. For further information refer to the Commonwealth of Virginia State Corporation Commission website at: www.scc.virginia.gov.

3.9 INSURANCE REQUIREMENTS
Each offeror must review the insurance requirements section carefully with its insurance agent or broker prior to submitting a proposal to ensure they can provide the specific coverage requirements and limits applicable to this solicitation. If the offeror is not able to meet the insurance requirements of the solicitation, alternate insurance coverage satisfactory to FW may be proposed by the offeror and considered by FW. Written requests for consideration of alternate coverage must be received by the FW Procurement Manager at least ten (10) calendar days prior to the date set for receipt of proposals. If FW denies the request for alternate coverage, the coverage required by the Insurance Requirements section must be provided. If FW permits alternate coverage, an addendum to the Insurance Checklist will be issued prior to the time and date set for receipt of proposals.

3.10 INTEREST IN MORE THAN ONE PROPOSAL, AND COLLUSION
More than one proposal received in response to this solicitation from an individual, firm, partnership, corporation, affiliate, or association under the same or different names will be rejected. Reasonable grounds for believing that an offeror is interested in more than one (1) proposal for a solicitation both as an offeror and as a subcontractor for another offeror, will result in rejection of all proposals in which the offeror is interested. However, a firm acting only as a subcontractor may be included as a subcontractor for two (2) or more offerors submitting a proposal for the work. Any or all proposals may be rejected if reasonable grounds exist for
believing that collusion exists among any offerors. Offerors rejected under the above provisions shall be disqualified if they respond to a re-solicitation for the same work.

3.11 PROPOSAL WITHDRAWAL
No proposal may be withdrawn after it is filed unless the offeror makes a request in writing to the FW Procurement Manager prior to the time and date set for the receipt of proposals or unless FW fails to award or issue a notice of intent to award a contract within one hundred and twenty (120) days after the date and time set for receipt of proposals.

3.12 CONTRACT AWARD IS IN THE BEST INTEREST
FW reserves the right to accept or reject proposals, to waive any informalities or irregularities therein and to contract as the best interests of FW may require in order to obtain the goods and/or services that best meet the needs of FW, as described in this RFP. Selection of a proposal does not mean that all aspects of the proposal are acceptable to FW. FW reserves the right to negotiate the modification of terms and conditions with the offeror offering the best value to FW in conjunction with the evaluation criteria contained herein prior to the execution of a contract, to ensure a satisfactory contract.

3.13 NOTICE OF DECISION TO AWARD
FW will post a written Notice of Decision to Award on our public website, stating the date the decision to award was made, and identifying the name(s) of the awardee(s).
IV. PROPOSAL REQUIREMENTS

4.1 GENERAL
Proposals must be submitted in hard copy, and must be fully executed. FAILURE TO SUBMIT A PROPOSAL WITH A FULLY-COMPLETED PROPOSAL FORM USING THE PROPOSAL FORM PROVIDED IN THIS SOLICITATION MAY BE CAUSE FOR REJECTION OF THE PROPOSAL. The Proposal Form must be signed by a person authorized to legally bind the offeror.

Offerors must include an original longhand signature in at least one of the proposals submitted, and shall clearly mark on the face of that proposal the word “ORIGINAL”. The additional copies required herein may include photocopies of the original Proposal Form.

Modification of or additions to any portion or terms of the solicitation may be cause for rejection of the proposal; however, FW reserves the right to decide, on a case-by-case basis, in its sole discretion, whether or not to reject such a proposal as nonresponsive.

Proposals not submitted in the number of copies requested are subject to immediate rejection. Proposals submitted by facsimile or electronically will NOT be accepted.

Proposals and all documents related to this solicitation submitted to FW by an offeror or a prospective offeror shall, upon receipt by FW, become the property of FW.

The offeror’s proposal shall address the required information identified under the Proposal Submittal Elements section below, in the order listed, and shall not exceed the stated page limitations, if any. The proposal shall be limited to a page size of 8 ½” x 11”, single space and type size shall not be less than 10 point font for each response item. Note: for page-counting purposes, a page equals a one-sided sheet. If a page limit is not noted within the section below there is no page limit.

4.2 EXPENSES INCURRED IN PREPARING PROPOSAL
FW accepts no responsibility for any expense incurred by any offeror in the preparation and presentation of a proposal. All expenses related to an offer are the sole responsibility of the offeror.

4.3 PROPOSAL FORM SUBMISSION
The required Proposal Form is provided with this solicitation. One (1) proposal with a Proposal Form containing an original longhand signature, and nine (9) additional copies, each including a photocopy of the original signed Proposal Form (ten (10) copies total), and an electronic copy of the proposal on a SharePoint site which can be accessed by FW, shall be submitted by hand in a sealed envelope no later than the time and date deadline specified in this solicitation to:

Fairfax Water
Attn: Elizabeth B. Dooley, CPPO, CPPB
Procurement Department
Timely submission of the proposal is solely the responsibility of the offeror. Proposals received after the specified date and time will be rejected. The exterior of the envelope or package shall indicate the name of the offeror, the scheduled proposal submission date and time, and the number of the solicitation. The time and date of receipt shall be indicated on the envelope or package by FW.

4.4 INCOMPLETE DOCUMENTS
Each offeror is responsible for having determined the accuracy and/or completeness of the solicitation documents upon which it relied in making its proposal, and has an affirmative obligation to notify FW Procurement Manager immediately upon discovery of an apparent or suspected inaccuracy, error in, or omission of any pages, drawings, sections, or addenda whose omission from the documents was apparent from a reference or page numbering or other indication in the solicitation documents.

If a potential offeror downloaded an electronic version of the solicitation documents, that potential offeror is responsible for determining the accuracy and/or completeness of the electronic documents.

If the successful offeror proceeds with any activity that may be affected by an inaccuracy, error in, or omission in the solicitation documents of which it is aware but has not notified FW Procurement Manager, the offeror hereby agrees to perform any work described in such missing or incomplete documents at the offeror's sole expense and at no additional cost to FW.

4.5 PROPOSAL STANDARDS
Proposal submitted in response to this solicitation shall meet standards of professional writing established for the type of report or written material provided, shall be thoroughly researched for accuracy of content, shall be grammatically correct and not contain spelling errors and shall be submitted in a format outlined herein. Whenever possible, proposals submitted in response to this solicitation shall comply with the following guidelines:

- All copies should be printed on at least thirty percent (30%) recycled-content and/or tree-free paper;
- All copies shall be double-sided;
- Covers or binders shall be recyclable, made from recycled materials, and/or easily removable to allow for recycling of pages (proposals with glued bindings that meet all other requirements are acceptable);
- The use of plastic covers or dividers should be avoided;
- Unnecessary attachments or documents not specifically asked for should not be submitted, and superfluous use of paper (e.g. separate title sheets or chapter dividers) should be avoided; and
• Numbered tabs and dividers are required for each of the sections listed and in the order below:

  • PROPOSAL FORM
  • EXECUTIVE SUMMARY
  • PROJECT APPROACH
  • PRIOR EXPERIENCE
  • PROJECT ORGANIZATION AND STAFFING
  • PRICING
  • REFERENCES
  • FINANCIAL STABILITY

4.6 PROPOSAL SUBMITTAL ELEMENTS

4.6.1 Proposal Form
Attachment A – Proposal Form must be fully completed and submitted in Tab I or the proposal could be deemed non-responsive. This attachment also includes the Conflict of Interest Statement & Insurance Checklist.

4.6.2 Executive Summary:
The Offeror’s proposal shall contain an executive summary that summarizes why their firm is the most qualified for this scope of work, understanding of the services to be provided, anticipated challenges, innovative approaches, and opportunities for cost savings.

4.6.3 Project Approach:
The Offeror shall describe in narrative form the technical plan for accomplishing the Work to include the following:

- Work plan with a detailed description of the approach, methods and activities to be conducted by the consultant and FW to complete the requested scope of work, including (provide in Gantt Chart Format):
  o Specific activities (tasks & sub-tasks) to be conducted,
  o Staff (Resources) to be assigned,
  o Timeline for the activities (total number of hours/days),
  o Milestones and deliverables tied to those activities,
  o Detailed budget for each major task and sub-task, along with the proposed payment schedule tied to project milestones and/or deliverables, and
  o Critical Path for any tasks or sub-tasks which involves input and/or feedback (deliverables) from FW.
- Offeror shall include bi-weekly status reports covering activities, tasks and sub-tasks completed, issue/risk identification/resolution, impacts to scope, schedule, budget or other changes.
- Offeror may include modifications, additions or deletions of the task descriptions in the RFP Scope of Work; however, reasons for changes should be fully explained.
4.6.4 **Prior Experience:**
The Offeror shall demonstrate prior experience by providing completed Strategic Plans and Organization Structure Review Reports completed within the last five (5) years from the RFP Issuance Date.

- The Offeror shall include a minimum of two (2) completed Strategic Plans for other similar size and function utilities that meet the following requirement:
  - At least one (1) strategic plan must have been for a utility serving 500,000 people or more;
  - At least one (1) strategic plan must have been for a utility with a governing structure similar to FW (i.e., Executive professional staff reporting to a Board of Directors);
  - At least one (1) strategic plan must have been for a not-for-profit utility; and
  - At least one (1) strategic plan must have been for a water utility that has its own treatment facility.
- The Offeror shall include a minimum of two (2) completed Organizational Structure Review Reports and final deliverables associated with similar projects.
- The Offeror shall identify which completed projects the proposed Project Manager has been assigned to and the role performed on those projects. If none, Offeror shall detail the proposed Project Manager’s background and experience qualifications.
- Staff assigned to any of the completed Strategic Plans and Organizational Structure Review Reports requested above and proposed to perform on the FW project should be identified by the Offeror in the Proposal.

4.6.5 **Project Organization and Staffing:**

- Offerors shall submit resumes inclusive of qualifications (including education, position with firm, years and type of experience and any continuing professional education) of all staff to be assigned to the project and specify the project manager. All proposed sub-consultants shall be included, and the sub-consultant firm name shall be noted at the top of each resume. All subconsultants and proposed staff will require pre-approval of FW.
- Offerors shall submit an organizational chart detailing proposed governance structure for the project.

4.6.6 **Pricing**
Offerors shall provide a total project cost based on hourly rates for all assigned resources and number of hours per the Gantt chart.

4.6.7 **References**
Using Attachment A, Offeror shall provide at least five (5) references based on the projects samples submitted under Prior Experience. FW reserves the right to require additional references from the Offeror, or to obtain additional references from other
4.6.8 **Financial Stability**

The offeror shall provide a letter from an independent auditor attesting to the financial stability of the offeror. NOTE: review of financial stability will not be performed during the evaluation of written proposal, and is therefore not part of the evaluation criteria for review of written proposals. Additional information may be requested by FW related to the Financial Stability of the Offeror.

**V. EVALUATION PROCESS**

**Evaluation Committee, Criteria and Process**

**Evaluation Committee:** FW will establish an Evaluation Committee (the “Committee”) to review, evaluate, and rank each proposal. The Committee will be composed of the Purchasing Contact identified on the cover page and other individuals designated by FW. The Committee may request additional technical assistance from other sources.

**Evaluation Criteria:** Each proposal will be reviewed for compliance with the requirements of this RFP. The Offeror assumes responsibility for addressing all necessary technical and operational issues in order to meet the objectives of the RFP. Each proposal will be evaluated and ranked according to the criteria set forth below:

- PROPOSAL FORM
- EXECUTIVE SUMMARY
- PROJECT APPROACH
- PRIOR EXPERIENCE
- PROJECT ORGANIZATION AND STAFFING
- PRICING
- REFERENCES
- FINANCIAL STABILITY

Each proposal must contain evidence of the offeror's experience and abilities in the specified area and other disciplines directly related to the proposed work. Other information required by FW may include the submission of profiles and resumes of the staff to be assigned to the project, references, illustrative examples of similar work performed, and other information that will clearly demonstrate the offeror's expertise in the area of the services sought by this solicitation. Offerors are encouraged to elaborate on their qualifications and performance data or staff expertise, as well as provide alternative concepts.

The Evaluation Committee will review and evaluate all written proposals and identify firms that may be invited to submit more detailed proposals, conduct oral presentations, and/or provide product and/or service demonstrations. The evaluation of written proposals will be based on the
evaluation criteria identified above. The Evaluation Committee will rely upon the information provided in the written proposals submitted in order to select finalists. Subsequent stages of the process to select Offerors for negotiations may include, but are not limited to, review of more detailed proposals, oral presentations, or demonstrations. If such subsequent stages are conducted, they will be evaluated based on the same evaluation criteria used to evaluate written proposals, as relevant to the areas being evaluated. FW may award a contract or initiate negotiations with one or more offerors without further contact with any other offerors.
VI. RFP ATTACHMENTS
FAIRFAX WATER
REQUEST FOR PROPOSALS NO. 19-76

Attachment A – Proposal Form

THE UNDERSIGNED UNDERSTANDS AND ACKNOWLEDGES THE FOLLOWING:


POTENTIAL OFFERORS ARE RESPONSIBLE FOR DETERMINING THE ACCURACY AND COMPLETENESS OF ALL SOLICITATION DOCUMENTS THEY RECEIVE, INCLUDING DOCUMENTS OBTAINED FROM FW, AND DOCUMENTS OBTAINED FROM ALL OTHER SOURCES.

I. ALL MATERIAL (PROPOSAL AND ATTACHMENTS) SUBMITTED SHALL BE IN TEN (10) COPIES, CONSISTING OF: ONE PROPOSAL, CLEARLY MARKED ON ITS COVER WITH THE WORD “ORIGINAL”, WHICH SHALL INCLUDE THIS PROPOSAL FORM CONTAINING AN ORIGINAL LONGHAND SIGNATURE; AND NINE (9) ADDITIONAL COPIES, WHICH SHALL INCLUDE A PHOTOCOPY OF THE ORIGINAL SIGNED PROPOSAL FORM AND A ELECTRONIC COPY OF THE PROPOSAL ON SHAREPOINT SITE ACCESSABLE BY FW. THE ORIGINAL SIGNED PROPOSAL FORM SHALL BE THE FIRST PAGE OF THE ORIGINAL PROPOSAL.

2. INDICATE THE NAME AND CONTACT INFORMATION OF THE PERSON WHO CAN RESPOND AUTHORITATIVELY TO ANY QUESTIONS REGARDING THIS PROPOSAL (PROJECT MANAGER).

NAME (PRINTED): __________________________ TITLE: __________________________

E-MAIL ADDRESS: __________________________ TEL. NO.: __________________________

TRADE SECRETS OR PROPRIETARY INFORMATION:

Trade secrets or proprietary information submitted by an offeror in connection with a procurement transaction shall not be subject to public disclosure under the Virginia Freedom of Information Act. However, §2.2-4342. Public inspection of certain records, F., of the Virginia Public Procurement Act states that the offeror the bidder, offeror or contractor shall (i) invoke the protections of this section prior to or upon submission of the data or other materials, (ii) identify the data or other materials to be protected, and (iii) state the reasons why protection is necessary.

Please mark one:

( ) No, the proposal I have submitted does not contain any trade secrets and/or proprietary information.

( ) Yes, the proposal I have submitted does contain trade secrets and/or proprietary information.

PROPOSAL FORM, PAGE _____ OF _______
If Yes, you must clearly identify below the exact data or other materials to be protected and list all applicable page numbers of the proposal containing such data or materials:

___________________________________________________________

___________________________________________________________

___________________________________________________________

___________________________________________________________

State the specific reason(s) why protection is necessary:

___________________________________________________________

___________________________________________________________

___________________________________________________________

If you fail to identify the data or other materials to be protected and state the reasons why protection is necessary in the space provided above, you will not have invoked the protection of §2.2-4342. Public inspection of certain records, F., of the of the Code of Virginia. Accordingly, effective upon the award of contract, the proposal will be open for public inspection consistent with applicable law.

CERTIFICATION OF NON-COLLUSION: The undersigned certifies that this proposal is not the result of, or affected by, any act of collusion with another person (as defined in Code of Virginia Section 59.1-68.6 et seq.), engaged in the same line of business or commerce; or any act of fraud punishable under the Virginia Governmental Frauds Act (Code of Virginia §18.2-498.1 et seq.).
THE PROPER FULL LEGAL NAME OF THE FIRM OR ENTITY SUBMITTING THIS PROPOSAL MUST BE WRITTEN IN THE SPACE PROVIDED BELOW. THIS PROPOSAL FORM, AND ALL OTHER DOCUMENTS REQUIRED BY THE SOLICITATION TO BE SUBMITTED WITH THIS PROPOSAL FORM, INCLUDING, BUT NOT LIMITED TO ALL ISSUED ADDENDUMS, MUST BE FULLY AND ACCURATELY COMPLETED AND SIGNED BELOW BY A PERSON AUTHORIZED TO LEGALLY AND CONTRACTUALLY BIND THE OFFEROR, OR THE PROPOSAL MAY BE REJECTED:

AUTHORIZED SIGNATURE ________________________________

PRINT NAME AND TITLE ________________________________

<table>
<thead>
<tr>
<th>SUBMITTED BY: (LEGAL NAME OF ENTITY)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADDRESS:</td>
</tr>
<tr>
<td>CITY/STATE/ZIP:</td>
</tr>
<tr>
<td>TELEPHONE NO:</td>
</tr>
<tr>
<td>FACSIMILE NO.:</td>
</tr>
<tr>
<td>THIS FIRM IS A: ● INSERT NAME OF STATE</td>
</tr>
<tr>
<td>___ CORPORATION, ___ GENERAL PARTNERSHIP, ___ LIMITED PARTNERSHIP,</td>
</tr>
<tr>
<td>___ UNINCORPORATED ASSOCIATION, ___ LIMITED LIABILITY COMPANY,</td>
</tr>
<tr>
<td>___ SOLE PROPRIETORSHIP</td>
</tr>
<tr>
<td>IS FIRM AUTHORIZED TO TRANSACT BUSINESS IN THE COMMONWEALTH OF VA?</td>
</tr>
<tr>
<td>IDENTIFICATION NO. ISSUED TO THE FIRM BY THE SCC:</td>
</tr>
<tr>
<td>ANY OFFEROR EXEMPT FROM SCC AUTHORIZATION REQUIREMENT SHALL INCLUDE A STATEMENT WITH ITS BID WHY THEY ARE NOT REQUIRED TO BE SO AUTHORIZED</td>
</tr>
<tr>
<td>IS YOUR FIRM OR ANY OF ITS PRINCIPALS CURRENTLY DEBARRED FROM SUBMITTING BIDS TO FAIRFAX WATER AUTHORITY, OR ANY OTHER STATE OR POLITICAL SUBDIVISION IN THE COMMONWEALTH OF VIRGINIA?</td>
</tr>
<tr>
<td>OFFEROR STATUS: MINORITY OWNED: WOMAN OWNED: NEITHER:</td>
</tr>
</tbody>
</table>

PROPOSAL FORM, PAGE ______ OF ___
# INSURANCE CHECKLIST

**Certificate of Insurance must show all coverage and endorsements indicated by "X"**

<table>
<thead>
<tr>
<th>COVERAGE REQUIRED</th>
<th>LIMITS (FIGURES DENOTE MINIMUMS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>X 1 Workers’ Compensation</td>
<td>Statutory Limits of Virginia</td>
</tr>
<tr>
<td>X 2 Employer’s Liability</td>
<td>$100,000 Accident, $100,000 Disease, $500,000 Disease Policy Limit</td>
</tr>
<tr>
<td>X 3 Commercial General Liability (CGL)</td>
<td>$1,000,000 CSL BI/PA Each Occurrence, $2 Million Annual Aggregate</td>
</tr>
<tr>
<td>X 4 Premises/Operations</td>
<td>$500,000 CSL BI/PA Each Occurrence Million AnnualAggregate</td>
</tr>
<tr>
<td>X 5 Automobile Liability</td>
<td>$1 Million BI/PA Each Accident, Uninsured Motorist</td>
</tr>
<tr>
<td>X 6 Owned/Hired/Non-Owned Vehicles</td>
<td>$1 Million BI/PA Each Accident, Uninsured Motorist</td>
</tr>
<tr>
<td>X 7 Independent Contractors</td>
<td>$500,000 CSL BI/PA Each Occurrence, $1 Million Annual Aggregate</td>
</tr>
<tr>
<td>X 8 Products Liability</td>
<td>$500,000 CSL BI/PA Each Occurrence, $1 Million Annual Aggregate</td>
</tr>
<tr>
<td>X 9 Completed Operations</td>
<td>$500,000 CSL BI/PA Each Occurrence, $1 Million Annual Aggregate</td>
</tr>
<tr>
<td>X 10 Contractual Liability (Must be shown on Certificate)</td>
<td>$500,000 CSL BI/PA Each Occurrence</td>
</tr>
<tr>
<td>11 Personal and Advertising Injury Liability</td>
<td>$1 Million EA. Offense, $1 Million Annual Aggregate</td>
</tr>
<tr>
<td>12 Umbrella Liability</td>
<td>$1 Million Bodily Injury, Property Damage and Personal Injury</td>
</tr>
<tr>
<td>13 Per Project Aggregate</td>
<td>$1 Million Per Occurrence/Claim</td>
</tr>
<tr>
<td>14 Professional Liability</td>
<td></td>
</tr>
<tr>
<td>A Architects and Engineers</td>
<td>$1 Million Per Occurrence/Claim</td>
</tr>
<tr>
<td>B Asbestos Removal Liability</td>
<td>$2 Million Per Occurrence/Claim</td>
</tr>
<tr>
<td>C Medical Malpractice</td>
<td>$1 Million Per Occurrence/Claim</td>
</tr>
<tr>
<td>D Medical Professional Liability</td>
<td>$1 Million Per Occurrence/Claim</td>
</tr>
<tr>
<td>15 Miscellaneous E&amp;O</td>
<td>$1 Million Per Occurrence/Claim</td>
</tr>
<tr>
<td>16 Motor Carrier Act End. (MCS-90)</td>
<td>$1 Million BI/PA Each Accident, Uninsured Motorist</td>
</tr>
<tr>
<td>17 Motor Cargo Insurance</td>
<td></td>
</tr>
<tr>
<td>18 Garage Liability</td>
<td>$1 Million Bodily Injury, Property Damage Per Occurrence</td>
</tr>
<tr>
<td>19 Garage Keepers Liability</td>
<td>$500,000 Comprehensive, $500,000 Collision</td>
</tr>
<tr>
<td>20 Inland Marine-Baillie’s Insurance</td>
<td>$</td>
</tr>
<tr>
<td>21 Moving and Rigging Floater</td>
<td>Endorsement to CGL</td>
</tr>
<tr>
<td>22 Dishonesty Bond</td>
<td>$</td>
</tr>
<tr>
<td>23 Builder’s Risk</td>
<td>Provide Coverage in the Full Amount of Contract</td>
</tr>
<tr>
<td>X 24 XCU Coverage</td>
<td>Endorsement to CGL</td>
</tr>
<tr>
<td>25 USL&amp;H</td>
<td>Federal Statutory Limits</td>
</tr>
<tr>
<td>X 26 Carrier Rating shall be Best’s Rating of A-VII or better or its equivalent</td>
<td></td>
</tr>
<tr>
<td>X 27 Notice of Cancellation, Nonrenewal or Material Change in Coverage shall be provided to Fairfax Water at least 30 days prior to action</td>
<td></td>
</tr>
<tr>
<td>X 28 The Fairfax Water shall be an Additional Insured on all Policies except Workers Compensation, Professional Liability, and Automobile Liability</td>
<td></td>
</tr>
<tr>
<td>X 29 Certificate of Insurance shall show Solicitation Number and Title</td>
<td></td>
</tr>
</tbody>
</table>

**Insurance Agent’s Statement:**
I have reviewed the above requirements with the offeror named below and have advised the offeror of required coverages not provided through this agency.

**Agency Name:** ________________________________ **Auth. Signature:** ________________________________

**Offeror’s Statement:**
If awarded the Contract, I will comply with contract insurance requirements.

**Offeror Name:** ________________________________ **Auth. Signature:** ________________________________