



June 30, 2017

## REQUEST FOR PROPOSALS for GENERAL MANAGER SERVICES

The Stanislaus Regional Water Authority (SRWA) seeks an experienced leader and facilitator for SRWA administration and program and project management for its Surface Water Supply Project (Project).

The SRWA was formed in September 2011 after more than a decade of comprehensive, independent and joint planning and analyses for meeting future regional water supply needs. The SRWA is a Joint Powers Authority comprised of the cities of Ceres and Turlock. The Project is being completed in partnership with Turlock Irrigation District (TID).

The SRWA plans to implement an environmentally and economically superior solution to growing regional problems with deteriorating groundwater quality, quantity and supply infrastructure, and increasing drinking water regulatory standards. To address these concerns, the Project will supplement and largely replace the region's reliance on groundwater supplies with higher-quality surface water from the nearby Tuolumne River. The primary Project goals are to develop a safe, dependable, economical and long-term municipal and industrial water supply system. Secondary Project goals include: eliminating most of the low system pressure problems currently experienced during peak demand periods, avoiding further over-drafting of the region's groundwater supply, improving delivered water quality, and creating operational flexibility.

The Project includes the following facilities: a wet well to extract supply from the Tuolumne River (an infiltration gallery already exists at this site), a raw water pump station, and a raw water pipeline connecting the intake to a new regional water treatment plant (WTP), a new WTP, and separate finished water pipelines delivering treated water to the partner cities. TID will own the raw water facilities and SRWA will own and operate the new WTP and finished water pipelines. SRWA will be the contracting entity for the design and construction of all regional Project facilities as well as the applicant and recipient of grants and loans related to the Project.

Two parallel CEQA processes are being conducted for the wet well facilities and the remaining portions of the Project, and both are scheduled for completion in by late 2017. The wet well facilities have been designed and will be contracted using the traditional design-bid-build procurement. Construction of the wet well is currently scheduled for Spring 2018. The regional components of the Project, aside from the wet well facilities, will be implemented using the Design-Build (DB) procurement method. The DB procurement process will begin in the fall of 2017, and a contract is expected to be awarded in 2019. Completion of construction and commencement with operations is expected for 2022. At this time SRWA anticipates operating the facility, as opposed to utilizing a private operations firm.

The total estimated cost for all Project components (wet well, raw and treated water pipelines, WTP, and local facility costs) is in excess of \$200 million. The SRWA is highly interested in opportunities for minimizing life-cycle costs (and ratepayer impacts) of capital, operations, and maintenance for all facilities, particularly the new water treatment plant. The SRWA will seek favorable borrowing through state and/or federal loans and grants. The Project is identified as a top priority in the 2013 East Stanislaus Region Integrated Regional Water Management Plan.



June 30, 2017

**PROPOSALS SUBJECT TO THESE TERMS AND CONDITIONS:**

**1. General Manager as Independent Contractor.** In the performance and provision of the duties and services provided pursuant to this contract, the General Manager will act and perform as an Independent Contractor. The SRWA contemplates retaining a General Manager (an individual) through an organization, agency, corporation, firm or company (the Independent Contractor). The SRWA will contract directly with the Independent Contractor for the General Manager to perform and provide duties and services as specified. The Independent Contractor arrangement must satisfy the IRS, FTB and EDD tests for determining the worker (the General Manager) is working for an Independent Contractor and is not an SRWA employee. The General Manager shall be strictly accountable to the SRWA Board of Directors to ensure all services and duties performed pursuant to the contract are efficiently and effectively completed.

The SRWA is most interested in finding the best person for the General Manager position. The SRWA will be flexible in determining the appropriate Independent Contractor arrangement. If a prospective General Manager is already employed with an Independent Contractor, then the Independent Contractor may submit a proposal for services to be provided by that individual. If a prospective General Manager is not employed with an Independent Contractor, then the individual may respond to this Request for Proposals (RFP) by either: (a) making arrangements with an Independent Contractor (e.g., engineering firm, consulting firm) and the Independent Contractor may submit a proposal for services to be provided by that individual; such a proposal may be structured to provide that the Independent Contractor would not employ the General Manager until after the Independent Contractor had entered into a General Manager services agreement with the SRWA; or (b) submitting a proposal for services directly to the SRWA with the explanation that, if the proposal is tentatively selected, then the General Manager and SRWA would coordinate on finding and negotiating with an appropriate Independent Contractor to concurrently employ the General Manager and contract with the SRWA. Qualified individuals interested in serving as General Manager, but who lack a relationship with an Independent Contractor, are encouraged to submit a proposal. If such an individual is the best candidate, the SRWA will work with the individual to put together a suitable Independent Contractor arrangement.

**2. Scope of Work.** The General Manager shall perform scope of work duties and services identified in the attached job description.

**3. Fees for Services and Duties.** The SRWA will compensate the Independent Contractor upon receipt of monthly invoice for the performance and provision of the required services and duties pursuant to the contract.

**4. Termination.** The contract may be terminated by either party for any reason after 30 days' written notice.

**5. No Benefits.** The Independent Contractor and General Manager will not be entitled to or eligible for any fringe benefits through the SRWA including, but not limited to, retirement or health insurance. The SRWA will not withhold for any applicable Federal, State or local taxes, including FICA, will not make any unemployment compensation fund payments, and will not maintain worker's compensation insurance for or on behalf of the Independent Contractor or General Manager. The SRWA would consider paying conference attendance and membership in appropriate associations (subject to prior approval by SRWA).

**6. Travel.** The following SRWA expenses can be reimbursed for necessary travel:

- Mileage at Federal rate with itemized detail for SRWA business, including parking fees with receipt
- Lodging for travel over 120 miles one way from home (subject to prior approval by SRWA)
- Air Travel (subject to prior approval by SRWA)



June 30, 2017

- Meal costs when meeting to conduct SRWA business (consistent with SRWA expense reimbursement policy), including tips. Itemized receipt is necessary for reimbursement.

7. **Insurance.** The Independent Contractor shall maintain the following insurance types and amounts:

Type	Limits	Scope
Commercial general liability	\$1,000,000 per occurrence & \$2,000,000 aggregate	at least as broad as ISO CG 0001
Automobile liability	\$1,000,000 per accident	at least as broad as ISO CA 0001, code 1 (any auto)
Workers' compensation	Statutory limits	
Employers' liability	\$1,000,000 per accident	
Errors and Omissions	\$1,000,000 per claim	

### **QUALIFICATIONS**

Ideal General Manager respondents will provide energetic leadership, have a track record of accomplishing similar projects in size and/or complexity, and possess qualifications as described in the attached General Manager Job Description.

### **SCOPE OF WORK FOR INDEPENDENT CONTRACTOR (GENERAL MANAGER)**

The General Manager will have overall responsibility for the timely and cost-effective execution and management of actions associated with the Project. The General Manager shall report directly to the SRWA Board of Directors. Further description of the General Manager position, supervision to be received and exercised as the General Manager, and expected duties and function of the General Manager are provided in the attached General Manager Job Description.

### **HOURS AND COMPENSATION**

This is a part-time, independent contract service based on an initial anticipated 15 to 30 hrs per week without benefits - with the potential, as the Project moves forward, for requiring full-time service at the SRWA's discretion. Compensation may be salary or hourly or a combination of both and will be negotiated, taking into consideration respondent's proposal, qualifications and experience.

### **RESPONSES**

Required components of the response to the RFP (preferably one single PDF file containing the following):

- Cover letter with salary expectations
- Resume for General Manager applicant
- Documentation highlighting experiences similar to SRWA's Project, including references and dates of completion for these referenced projects
- Letters of recommendation, particularly from individuals involved in the above referenced similar projects
- List of concerns with the terms and conditions included in this RFP, if any
- Sample of work:
  - Single page letter from you, as the SRWA General Manager, to impacted ratepayers explaining the Project and its implications for them
  - Any other information respondents deem relevant



June 30, 2017

- Description of the proposed rates, fees, costs and charges, including an explanation of what services will be provided on an hourly rate, flat rate, fixed retainer or other basis. Explain what costs would be charged to the SRWA and the policy for billing fees and costs relating to travel.

### **TIMELINE**

Regular contracted work planned to begin August 24, 2017.

### **SUBMITTAL PROCESS**

The SRWA will accept proposals for General Manager services personally, or via mail or email delivered or postmarked by 4:00 p.m., Friday, August 4, 2017. Mailed or delivered proposals should be sent to:

Stanislaus Regional Water Authority Technical Advisory Committee  
c/o Toby Wells  
City of Ceres  
2720 Second Street  
Ceres, CA 95307

E-mail responses or questions should be sent to Toby Wells at [toby.wells@ci.ceres.ca.us](mailto:toby.wells@ci.ceres.ca.us). Any responses to questions will be posted on the SRWA website prior to 4:00 pm July 26, 2017.

### **EVALUATION AND SELECTION CRITERIA AND PROCESS**

The SRWA review and evaluation of proposals will include the following selection criteria: demonstrated positive experience performing the requested services; experience with the construction and operation of large municipal projects (preferably water and wastewater projects); experience working cooperatively as part of a team with staff and engineers through all phases of large public works projects; capability to perform the services, including demonstrated qualifications and available time to competently and timely perform the work; reputation in the community; quality of references; location of nearest office that would service the work; familiarity and experience with alternative delivery procurement methods (such as DB); and, proposal price and fees.

The SRWA will schedule in-person interviews with a select group of candidates. It is anticipated that interviews will be held the week of August 14, 2017. Please note in your submittal if you are unable to attend an interview during this time and provide alternate dates when you are available.

Proposals will be reviewed and considered by the SRWA Board of Directors, based on a recommendation from the SRWA Executive Technical Advisory Committee (comprised of the SRWA Chair and Vice-Chair, City of Ceres City Manager, and City of Turlock Municipal Services Director).

### **GENERAL CONDITIONS AND REQUIREMENTS**

(a) The SRWA reserves the right to conduct contract negotiations with any General Manager/ Independent Contractor (whether or not a proposal is submitted), 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/or to decide whether or not to contract with any General Manager/ Independent Contractor.



June 30, 2017

(b) The SRWA makes no representation that any contract will be awarded to any General Manager/ Independent Contractor responding to this request. Nothing in this request for proposals shall be construed to obligate the SRWA to negotiate or enter into a contract with any firm. This request for proposals shall not be deemed to be an offer to contract.

(c) All costs of response and proposal preparation shall be borne by the proposer. The SRWA 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 SRWA. The SRWA shall have the right to copy, reproduce, publicize, retain or otherwise dispose of each proposal. All responses received by the SRWA will be considered public records subject to disclosure under the California Public Records Act.

(e) 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 20 pages single-sided.



## Job Description

# General Manager

### Stanislaus Regional Water Authority

The Stanislaus Regional Water Authority (SRWA) is a regional Joint Powers Authority formed to obtain, treat and deliver sustainable, reliable and high-quality water supplies for participating member customers and stakeholders.

### POSITION-DISTINGUISHING CHARACTERISTICS:

The General Manager has overall responsibility for the timely and cost-effective execution and management of actions associated with the Surface Water Supply Project (Project). The incumbent is accountable for accomplishing and furthering SRWA goals and objectives within general policy guidelines; and, under administrative direction of the Board of Directors, is granted considerable leeway for expertise and the exercise of independent judgment and initiative. The General Manager shall provide energetic leadership and have a track record of accomplishing similar projects in size and/or complexity.

### SUPERVISION RECEIVED AND EXERCISED:

The General Manager reports to and receives direction from the SRWA Board of Directors. Responsibilities may include direct or indirect management, administrative oversight, or supervision of managerial, professional, technical, administrative or clerical personnel employed by or contracted to the SRWA, or City staff assigned to the SRWA.

### ESSENTIAL DUTIES AND FUNCTIONS:

May include, but are not limited to, the following:

- Represent Board policies, programs and interests in Board meetings, with state and local government regulators, and in media and public relations interactions with SRWA member employees, community representatives, and the general public
- Perform a variety of highly complex administrative and managerial duties required to oversee and coordinate operations and special projects to ensure they are in concert with the policies and goals of the SRWA and SRWA Board of Directors
- Prepare monthly Board packets
- Formulate and implement policies, standards and procedures; ensure compliance with applicable laws and regulations
- Accomplish and submit special studies and reports to the Board of Directors with recommendations for policy decisions
- Keep informed and keep the Board informed of national, state or regional issues that may potentially impact SRWA
- Ensure formal and informal, internal and external communication is effective and avoids confusion
- Work with PM team to develop and administer SRWA operating and capital budgets and cash flows
- Present an annual budget for Board adoption; monitor expenditures to ensure the efficient and effective use of resources
- Research grant and supplemental funding source availability; prepare and administer grant applications and reimbursements
- Review budget requests and make recommendations on final expenditure levels
- Develop organizational, staffing or technology modifications necessary to optimize effectiveness and minimize costs
- Recommend changes to administrative practices to increase the efficiency and economy of SRWA operations and services
- Prepare, negotiate and administer contracts and agreements; oversee existing and future SRWA contracts with others
- Maintain positive working relationships and customer service principles in responding to complaints and information requests

## **TYPICAL QUALIFICATIONS:**

### **Knowledge of:**

- Municipal processes, functions and procedures for water distribution, production, treatment, storage, and transmission
- California water resource laws and issues affecting municipal facilities for water distribution and use, and water rights
- Principles and practices of public administration, including fiscal planning and control and policy and program development
- Principles of the design, construction and operation of public works projects
- Principles of business management, budget development and expenditure control, including capital improvement budgets
- Principles of leadership and project management, and principles of motivation, team building and conflict resolution
- Principles and practices of municipal financing, debt administration and regulatory requirements and compliance
- Computer software applications for word processing, spreadsheets, reporting, presentation and financial analysis
- Organization and operations of Joint Powers Agencies
- Research and evaluation methodologies and cost estimating and contract administration
- Principles and practices of supervision, training and performance evaluation
- Principles of public and press relations and community relations
- Legislative and regulatory agency engagement

### **Skills to:**

- Plan, organize, direct, coordinate, and manage the functions of a water treatment and delivery system
- Oversee staff and consultants tasked with the development and improvement of water facilities and services
- Provide advice and consultation to the Board of Directors on the development of regulations, policies and programs
- Coordinate the preparation of Board agendas; oversee and administer the SRWA budgeting and fiscal control process
- Formulate, effectively articulate, and implement goals and objectives, strategies, programs, policies, procedures
- Prepare and deliver clear, concise, and well-organized professional presentations to the Board of Directors, City management, employees, agencies, the media, and the public
- Effectively interface with external governmental and regulatory agencies, high-level officials, and the general public
- Effectively organize and carry out public relations; ensure prompt and proper responses to public concerns and complaints
- Exercise leadership and authority; manage tactfully and effectively; maintain cooperative working relationships
- Effectively negotiate with interested private stakeholders and non-government agencies and organizations
- Collect and analyze data on a variety of technical, analytical, and administrative topics
- Prepare comprehensive technical reports and recommendations

### **Experience:**

Broad and extensive work experience in a management position in a private or public agency responsible for municipal water or wastewater treatment and delivery system management. At a minimum, background to include, management and administrative experience in a position responsible for the formulation and implementation of programs, budgets, administrative operations, policy affairs, and management of technical consultants and consulting contracts. Track record of stakeholder-based negotiations, staff and organizational development and success as a spokesperson and primary point of contact for print and electronic media.

### **Education and Training:**

Equivalent to a Bachelor's degree from an accredited college or university in Water Resources/Environmental or a management related field including, but not limited to: Water Resource Management, Civil Engineering, Hydrology, Environmental Science, Business or Public Administration, or Biological Science or a related field. An advanced degree in business administration, engineering or public administration is a plus, as well as any relevant water industry related certification(s).

**SUPPLEMENTAL INFORMATION:**

**Physical/Sensory Requirements:**

Mobility to typically work in a standard office environment with some travel from site to site, use standard office equipment and attend off-site meetings, including travel by vehicle and airplane. On an intermittent basis, sit at a desk for prolonged periods of time; intermittently walk, stand, stoop, bend, kneel, crouch, squat, twist and reach while performing office duties; lift, carry, push, and/or pull light to moderate amounts of weight. Use repetitive hand movement and fine coordination including using a computer keyboard. Manual dexterity to use standard office equipment and supplies and to manipulate both single sheets of paper and large document holders (binders, manuals, etc.); vision to read handwritten and printed materials and a computer screen; hearing and speech to communicate in person and by telephone. Work in an outdoor field environment and work and/or walk on various types of surfaces including slippery or uneven surfaces and rough terrain. Work extended hours including evenings and weekends.

Revision Date: May 15, 2017