



**CITY OF HOUSTON
DEPARTMENT OF PUBLIC WORKS AND
ENGINEERING
S22-Q23352
NOTICE OF REQUEST FOR QUALIFICATIONS**

**Department of Public Works
and Engineering**
611 Walker, 8th Floor
Houston, Texas 77002
(713) 238-5241
(713/ 238-5292 Fax)

GENERAL TERMS & INSTRUCTIONS

The City of Houston Department of Public Works and Engineering (the City) is soliciting proposals from qualified professional firms (Consultant Firm) for "Evaluation of Processes for Improvement, Providing a Quantified List of Process Improvements, Implementation of Process Improvements, and Development of Best Practices" to develop and deploy dramatically improved major asset maintenance, system maintenance operations and organization, reduce costs, improve processes, and identify improvement opportunities.

The City envisions that the project will be conducted in three phases: Analytical, Decision, and Implementation. The Scope of Work/Services for each phase is outlined below. If you should have additional questions regarding this RFP or believe that your company/organization meets the minimum requirements as outlined in the Scope of Work/Services of this RFP, please submit your response to Douglas Moore, Division Manager, via one of the following methods listed below by: **Monday, August 3, 2009 at 2:30 p.m. CST:**

Pre-Proposal Conference: There will be no pre-proposal conference. Prospective proposers needing additional information/clarification to this request for proposal (RFP) are requested to e-mail questions to _David Guernsey, Assistant Director at David.Guernsey@cityofhouston.net. The deadline for submitting questions is **Tuesday, July 28, 2009 at 1:00 p.m. CST. No questions will be accepted after July 28, 2009.** All relevant questions will be answered via letter of clarification to this RFP and posted on the City's e-bidding website and automatically e-mailed to all who registered to receive this RFP.

e-mail (preferred method): David.Guernsey@cityofhouston.net

Fax Number: (713) 238-5292
Mail: City of Houston
Attn: David Guernsey
319 St. Emanuel
Houston, Texas 77002

SCOPE OF WORK/SERVICES

The selected Consultant Firm will be required to:

To perform a review of Water and Waste Water operations with the intent of developing systematic improvements to increase productivity and/or lower costs in the following areas:

- **Major asset maintenance at key water and waste water systems.** This will include mapping of current maintenance practices and developing alternative, more efficient processes (quantified); delineation and review of major cost drivers and volumes; implementation and rollout plan; piloting of selected process changes; and creation of control tools for ongoing use by city personnel (note: this is not an energy audit. A separate RFP has gone out for those services).



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- **Utility system maintenance to include leak repair and sewer line stoppages.** This will include mapping of current maintenance practices and developing alternative, more efficient processes (quantified); delineation and review of major cost drivers and volumes; implementation and rollout plan; piloting of selected process changes; and creation of control tools for ongoing use by city personnel.
- **Customer billing process.** This will include mapping of current practices and developing alternative, more cost effective processes (quantified); delineation and review of major cost drivers and volumes; implementation and rollout plan; piloting of selected process changes; and creation of control tools for ongoing use by city personnel.
- **Meter reading.** Explore collaborative opportunities with other utilities.

All Phases:

- Provide qualified consultants to deliver this project.
- Accurately and expediently report all charges and expenses incurred in the execution of this project.

Analytical Phase:

- Perform on-site interviews and data collection to assess existing processes and related costs.
- Map each applicable function.
- Develop agreed upon benchmarking parameters, as appropriate.
- Compare and contrast City operations with world class operations.
- Determine if current processes are in accordance with industry "Best Practices."

Decision Phase: (The City will select a Course of Action based on the recommendations of the Consultant Firm.)

- Present possible Courses of Action for each area analyzed along with value added.
- Support each Course of Action presented with empirical data and/or well-documented examples of situations where the recommended solution has produced quality/quantity/cost results.
- Quantify potential cost savings for each Course of Action.
- Prioritize Courses of Action and sub-initiatives based on ROI.
- Identify quick wins.
- Identify and quantify risks associated with each Course of Action and/or sub-initiative.
- Identify performance measures by which to gage progress.

Implementation Phase:

- Map new processes in format the City may update in the future.
- Supervise the implementation of the selected Course of Action.
- Facilitate change management by assisting City organizations in overcoming barriers to change uncertainty, fear, and conflicting interests.



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- Facilitate employee training needed to successfully execute any new process or procedure.
- Document improvement and savings
- Check process to insure working and adjust if necessary

Project Schedule:

The project is scheduled to begin No Later than **August 15, 2009**.

The project is expected to be completed No Later than **December 1, 2009**.

Reporting:

The Consultant Firm will take a disciplined approach to project communications and project management and control. It will incorporate timely check-points to ensure City expectations of deliverables comport with that of the Consulting Firm.

Required Documents:

The documents listed below must be provided with the proposal:

- Appropriate licenses and certifications for suggested work.
- Resumes of key personnel/proposed staff.
- Client references (comparable size/structure/activities) for which proposer has performed similar Project Management or process improvement services must be submitted with contact names and telephone numbers.
- Please provide extent of technical and non-technical support and/or resources you will require from the city and estimated time commitment.
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- Brief overview of consultant's/project manager's experience and an explanation of the proposer's understanding of the work that must be accomplished.
- Required forms identified in the table below.

TABLE 1 - REQUIRED FORMS

Affidavit of Ownership.doc

Fair Campaign Ordinance.doc

Statement of Residency.doc

Drug Forms

Pay or Play Acknowledgement Form & Certification of

Agreement to Comply with Pay or Play

All Applicable Licenses/Certifications as Required in Scope of Work/Specifications



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Evaluation of each proposal shall be done in the following order:

- Expertise/Experience/Qualifications – 65%
- Proposed Strategy - 35%

Required forms attachments can be found on the e-bid website under

<i>TABLE 1 - REQUIRED FORMS</i>
Affidavit of Ownership.doc
Fair Campaign Ordinance.doc
Statement of Residency.doc
Drug Forms
Conflict of Interest Questionnaire

Required forms attachments can be found on the e-bid website under solicitation S22-Q23352