



DEPARTMENT OF PURCHASING & CONTRACT COMPLIANCE

**Winner 2000- 2008 Achievement of Excellence in Procurement Award
National Purchasing Institute**

Felicia Strong-Whitaker, Interim Director



March 6, 2009

**Re: 09RFP66375A-DR, Organizational Evaluation of the Water Services
Division of the Public Works Department for the County Manager's Office**

Dear Proposer(s):

Attached is one (1) copy of Addendum 2, hereby made a part of the above referenced **09RFP66375A-DR, Organizational Evaluation of the Water Services Division of the Public Works Department for the County Manager's Office.**

Except as provided herein, all terms and conditions in the **09RFP66375A-DR, Organizational Evaluation of the Water Services Division of the Public Works Department for the County Manager's Office** referenced above remain unchanged and in full force and effect.

Sincerely,

Donald R. Riley

Donald R. Riley, CPPB
Assistant Purchasing Agent

**09RFP66375A-DR, Organizational Evaluation of the Water Services Division
of the Public Works Department for the County Manager's Office
Addendum No. 2
Page Two**

This Addendum forms a part of the contract documents and **modifies** the original RFP documents as noted below:

Vendors shall find responses from the user department answer all questions that were asked before the submittal deadline.

ACKNOWLEDGEMENT OF ADDENDUM NO. 2

The undersigned proposer acknowledges receipt of this addendum by returning one (1) copy of this form with the bid package to the Purchasing Department, Fulton County Public Safety Building, 130 Peachtree Street, Suite 1168, Atlanta, Georgia 30303 by the ITB due date and time **March 13, 2009 at 11:00 A.M.**

This is to acknowledge receipt of Addendum No. 2, _____ day of _____, 2009.

Legal Name of Bidder

Signature of Authorized Representative

Title

Project Title: Organizational Evaluation of the Water Services Division of Public Works
Bid/RFP No.: RFP No. 09RFP66375A-DR

Responses To Vendors' Questions From Pre-Proposal Meeting On February 25, 2009

Question #1: Explain the time-line and the need for a draft report in 30 days and a final report in 60 days, especially in light of the fact that the County may not approve the PMP until the 20th day after the Notice to Proceed.

Response: This project is a top priority of the County Manager's Office and is time sensitive.

Question #2: Is there a way to speed-up the number of days by getting the schedule to the project management earlier?

Response: Yes.

Question #3: On Page 3-4, items D & E, are these the same meetings?

Response: These are separate meetings.

Question #4: Would it be possible to get an organizational chart?

Response: Attached.

Question #5: Are there any internal resources allocated to this project?

Response: No

Question #6: Any legislative or legal issues?

Response: No

Question #7: Has this type of assessment been done before?

Response: No

Question #8: Are there any 3rd party vendors involved?

Response: Yes. The Fulton County-owned wastewater treatment facilities and pumping stations are operated and maintained by contractors via long-term contracts. In addition, there are numerous stand-by engineering and construction services contractors available to the Public Works Department on an annual, as-needed, basis.

Question #9: On Page 3-3, item D, identify your goals.

Response: Attached.

Question #10: Is it the intent of the Public Works Department to remediate what you have or transform what you have?

Response: Both options are possible.

Question #11: Are we going to have to evaluate other infrastructure and engineering?

Response: Not at this time.

Question #12: Is this study from findings of the County Manager's Office or Public Works?

Response: This is the result of a request by a member of the Board of Commissioners concerning the feasibility of creating a Water Sewer Department to gain efficiency in the operation.

Question #13: Will there be any creation of policy and procedures done based on the findings of this study?

Response: Possibly.

Question #14: Staffing analysis mentioned. Has there been any reduction in staff?

Response: Yes, there has been a reduction of 22 positions equivalent to \$1.4 million in the 2009 Water and Sewer Operating Budget. In addition, the Department is continuing to freeze positions as they become vacant and is only authorizing filling vacant positions based on critical need.

Question #15: What is the driving force behind this?

Response: This is the result of a request by a member of the Board of Commissioners concerning the feasibility of creating a Water Sewer Department to gain efficiency in the operation.

Question #16: How many people does the Public Works Department service?

Response: The Department serves in excess of 400,000 people annually.

Question #17: Will there be any extensive training of staff based on this proposal?

Response: Possibly

Question #18: How many personnel are in a supervisory capacity in the Water Service Division? In other words, those individuals that would be considered a supervisor under the Fair Labor Standards Act. If it would be easier to provide a comprehensive organizational chart, this would help clarify.

Response: In the Department's Water Service Division, we have "exempt" and "non-exempt" supervisory positions. The totals are as follows:

Exempt Supervisory Positions	61
Non-Exempt Supervisory Positions	23
(Examples: Sewer Crew Leader, Inspection Supervisor, Safety Officer)	
Total Supervisory Positions	84

Question #19: A document or website listing the WSD's facilities with their number of employees and square footages. Their addresses would be useful also.

Response: The requested information is not available at this time.

Question #20: An Org chart or a link to the WSD Org chart.

Response: Attached.

Question #21: What is the impetus for the organizational evaluation?

Response: This is the result of a request by a member of the Board of Commissioners concerning the feasibility of creating a Water Sewer Department to gain efficiency in the operation.

Question #22: Should benchmarking be limited to the Water Services Division of County operations?

Response: A response to Question #22 should originate from the County Manager's Office as the contract administering agency.

Question #23: What are the management's goals and objectives for the Water Services Division?

Response: See "Response" previously provide to Question #9 above.

Question#24: How long has the Water Services Division been operating under the current structure? Can we get a copy of the Org chart?

Response: The Water Services Division has been operating under the current structure since 2006. See attached document for the Organizational Chart.

Question #25: How many customers are served by the Water Services Division?

Response: A total of 70,000 water customers and 110,000 sewers customers are served by the Water Services Division.

Question #26: Should the evaluation include a review of the Department's policies and procedures?

Response: Yes

PUBLIC WORKS

WATER SERVICES DIVISION

DESCRIPTION: The Water Services Division is established for operating and maintaining the county's water and sewerage systems. All activities necessary to provide such services to the residents of the county are accounted for in this fund.

WASTE WATER TREATMENT PROGRAM OBJECTIVES & PERFORMANCE INDICATORS

This program operates and maintains Waste Water Treatment Plants (WWTP) at Camp Creek, John's Creek, Big Creek, and Little River. These plants receive wastewater from basins in North and South Fulton County. The formal Sewer Cooperation Agreements, which exist between Fulton County and the various municipalities, provide for a sharing of capital and operating costs based on reserved plan capacity and actual wastewater flows..

PROGRAM GOAL:

The program's goal is to maintain a low cost of operation, maintain high efficiency while meeting or exceeding the standards of the wastewater discharge permit for each plant.

PROGRAM ACITIVITES:

- 1.0 Oversight and administration of plant operations and maintenance contracts.
- 2.0 Laboratory responsibilities.
- 3.0 Environmental Compliance administration to insure regulatory compliance.

Waste Water Treatment Performance Indicators	2007 Actual	2008 Actual	2009 Projection
Flow Totals - Million Gallons Per Day (MGD):			
Camp Creek (24MGD Capacity)			
Average Flow – MGD			
Treatment Cost Per Thousand			
John's Creek (7MGD Capacity)			
Average Flow – MGD			
Treatment Cost Per Thousand			
Big Creek (24MGD Capacity)			
Average Flow – MGD			
Treatment Cost Per Thousand			
Little River (1MGD Capacity)			
Average Flow – MGD			
Treatment Cost Per Thousand			

Information not provided by Department.

**WATER DISTRIBUTION
PROGRAM OBJECTIVES & PERFORMANCE INDICATORS**

This program operates and maintains water distribution system infrastructure.

PROGRAM GOAL:

Maximize system reliability, institute water conservation measures, minimize service disruptions and provide an acceptable level of service to customers.

PROGRAM ACITIVITES:

- 1.0 Maintain and repair service lines.
- 2.0 Respond to customer service requests.
- 3.0 Locate existing sewer infrastructure upon request.

Water Distribution Performance Indicators	2007 Actual	2008 Actual	2009 Projection
Input Indicators:			
Maintain and repair service lines – Professional Services/Salaries/Equipment/Supplies	76,400		
Respond to customer service requests – Professional Services/Salaries/Equipment/Supplies	580,300		
Utility Locates – Professional Services/Salaries/Equipment/Supplies	870,400		
Output Indicators:			
Number of Service Leaks Repaired/Replaced	461		
Number of Water Quality Requests Completed	2,549		
Number of Utility Locates Completed	69,757		

**WASTEWATER COLLECTION
PROGRAM OBJECTIVES & PERFORMANCE INDICATORS**

This program operates and maintains the wastewater collection system infrastructure.

PROGRAM GOAL:

Maintain and repair sanitary sewers and related infrastructure in north Fulton to avoid regulatory violations and/or property damage, eliminate sanitary sewer overflows, minimize service disruptions and provide an acceptable level of service to customers.

PROGRAM ACITIVITES:

- 1.0 Predictive and Preventative Maintenance
 - 1.1 Scheduled inspection/cleaning of sewer lines (In-house and Contractors)
 - 1.2 Apply chemical root control to sewer lines
- 2.0 Install services requested by customers
- 3.0 Provide required maintenance/repair services
- 4.0 Locate existing sewer infrastructure upon request

North-Waste Water Collection Performance Indicators	2007 Actual	2008 Actual	2009 Projection
Input Indicators:			
1.0 Predictive and Preventative Maintenance			
1.1 Professional Services/Salaries/Equip/Supplies	1,960,000		
1.2 Professional Services/Salaries/Equip/Supplies	650,000.		
2.0 Customer Installations – Professional Services Salaries/Equipment/Supplies	68,000		
3.0 Maintenance and Repairs – Professional Services Salaries/Equipment/Supplies	1,934,000		
4.0 Utility Locates – Professional Services Salaries/Equipment/Supplies	280,000		

South-Waste Water Collection Performance Indicators	2007 Actual	2008 Actual	2009 Projection
Input Indicators:			
1.0 Predictive and Preventative Maintenance			
1.1 Professional Services/Salaries/Equip/Supplies	930,000		
1.2 Professional Services/Salaries/Equip/Supplies	350,000		
2.0 Customer Installations – Professional Services Salaries/Equipment/Supplies	87,500		
3.0 Maintenance and Repairs – Professional Services Salaries/Equipment/Supplies	1,580,000		
4.0 Utility Locates – Professional Services Salaries/Equipment/Supplies	360,000		

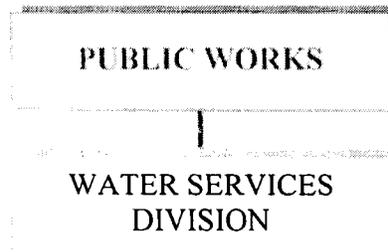
North-Waste Water Collection Performance Indicators	2007 Actual	2008 Actual	2009 Projection
Output Indicators:			
1.0 Predictive and Preventative Maintenance			
1.1 Linear Feet Cleaned and Inspected	1,550,000		
1.2 Linear Feet Chemical Root Control Apply Chemical	435,000		
2.0 Services Installed	105		
3.0 Number of Maintenance/Repair Work Orders	1690		
4.0 Number of Utility Locates Completed	68,716		

South-Waste Water Collection Performance Indicators	2007 Actual	2008 Actual	2009 Projection
Output Indicators:			
1.0 Predictive and Preventative Maintenance			
1.1 Linear Feet Cleaned and Inspected	750,000		
1.2 Linear Feet Chemical Root Control Apply Chemical	220,000		
2.0 Services Installed	18		
3.0 Number of Maintenance/Repair Work Orders	1059		
4.0 Number of Utility Locates Completed	26,151		

WATER & SEWER REVENUE FUND

PUBLIC WORKS

2009 BUDGET ISSUES: The 2009 Budget reflects an 18.5% increase from the 2008 Budget. This increase is due to higher fees associated with Intergovernmental Water and Sewer Agreements, Contract Services, Sewerline Inspection and Root Control Costs.



DESCRIPTION: The Water and Sewerage System Renewal & Extension Fund operates the following:

Construction Management and Project Engineering oversees the work of all contractors to insure that work is done in the county's best interest and that there is strict adherence to stated guidelines and agreements. The county manages the engineering, design and project management for water and wastewater systems. This section is also responsible for general surveying, engineering graphics, Georgia Information System (GIS) and Computer Aided Design (CAD).

Utility Construction and Water Line Extension plans and implements the extension of existing water and sewer line capability to Fulton County and provides sewer services to customers in outlying areas.

CONSTRUCTION MANAGEMENT AND PROJECT ENGINEERING PROGRAM OBJECTIVES & PERFORMANCE INDICATORS

PROGRAM GOAL:

To expand and update the County's Water and Wastewater systems to meet the needs of the growing community.

PROGRAM ACTIVITIES:

- Sanitary Sewer Line Design
- Water Line Design
- Flow Monitoring
- Pipe Bursting/Lining
- Sanitary Sewer Line Installation
- Water Line Installation
- Capital Planning
- Capital Programming

Water Services Performance Indicators	2007 Actual	2008 Actual	2009 Projection
Input Indicators:			
Professional Services Funding	313,591		
Flow Monitoring Funding	905,625		
Standby Construction Contract Funding	6,506,513		
Output Indicators:			
Thousands of feet of sewer designed	5.1		
Thousands of feet of water designed	17.6		
Thousands of feet of sewer installed	18.5		
Thousands of feet of water installed	34		
Thousands of feet of sewer lined	13.8		

**UTILITY CONSTRUCTION AND WATER LINE EXTENSION
PROGRAM OBJECTIVES & PERFORMANCE INDICATORS**

PROGRAM GOAL:

Enhance system reliability through renewal/extension of Water System infrastructure, replace meters to improve customer billing accuracy and install new services requested by customers.

PROGRAM ACTIVITIES:

- 1.0 Renew/extend pipes, pump stations, storage tanks, valves and hydrants
- 2.0 Water meter replacement, repair and testing
- 3.0 Installation of new service
- 4.0 Treat sewer lines for roots
- 5.0 Inspect and clean sewer lines

Utility Construction and Water Line Extension Performance Indicators	2007 Actual	2008 Actual	2009 Projection
Input Indicators:			
Renew extend pipes, pump stations, storage tanks, valves and hydrants – Professional Services/Salaries/Equipment/Supplies	670,300		
Water meter replacement, repair and testing – Professional Services/Salaries/Equipment/Supplies	4,691,900		
Install new services – Professional Services/Salaries/Equipment/Supplies	1,340,500		
Conduct Root Control	0		
Inspect and clean sewer lines	0		

Utility Construction and Water Line Extension Performance Indicators Continued	2007 Actual	2008 Actual	2009 Projection
Output Indicators:			
Number of System Maintenance Work Orders Completed	2,303		
Number of Water Meters Replaced/Repairs/ Tested	8,291		
Number of New Services Installed	596		
Feet of Sewer Line Treated for Roots	0		
Feet of Sewer Line Inspected and Cleaned	0		

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2009 BUDGET ISSUES: The 2009 Budget reflects a 23.37% reduction from the 2008 Budget

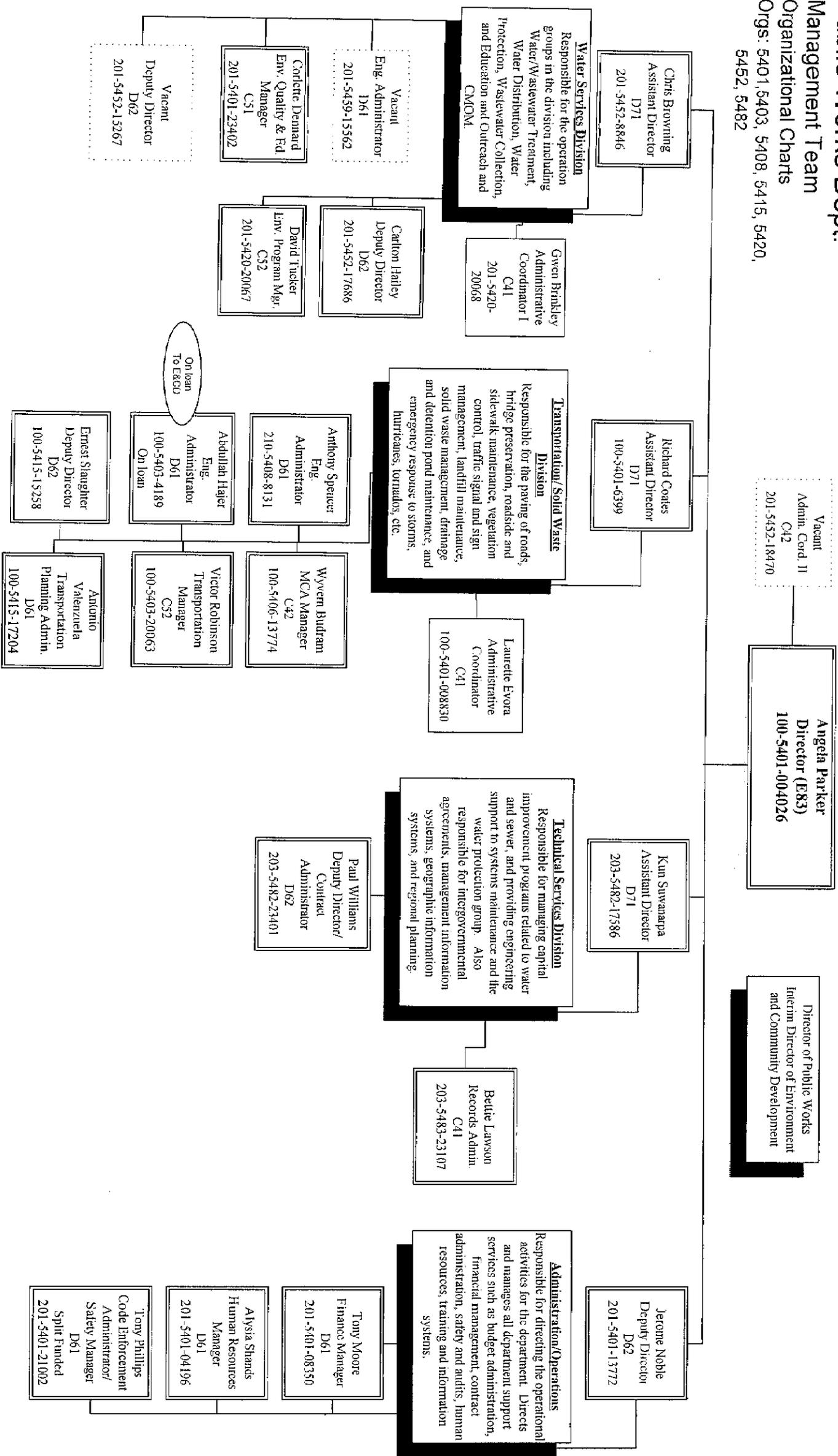
**Department of Public Works
Organizational Charts**

March 6, 2009

Public Works Dept.

Management Team

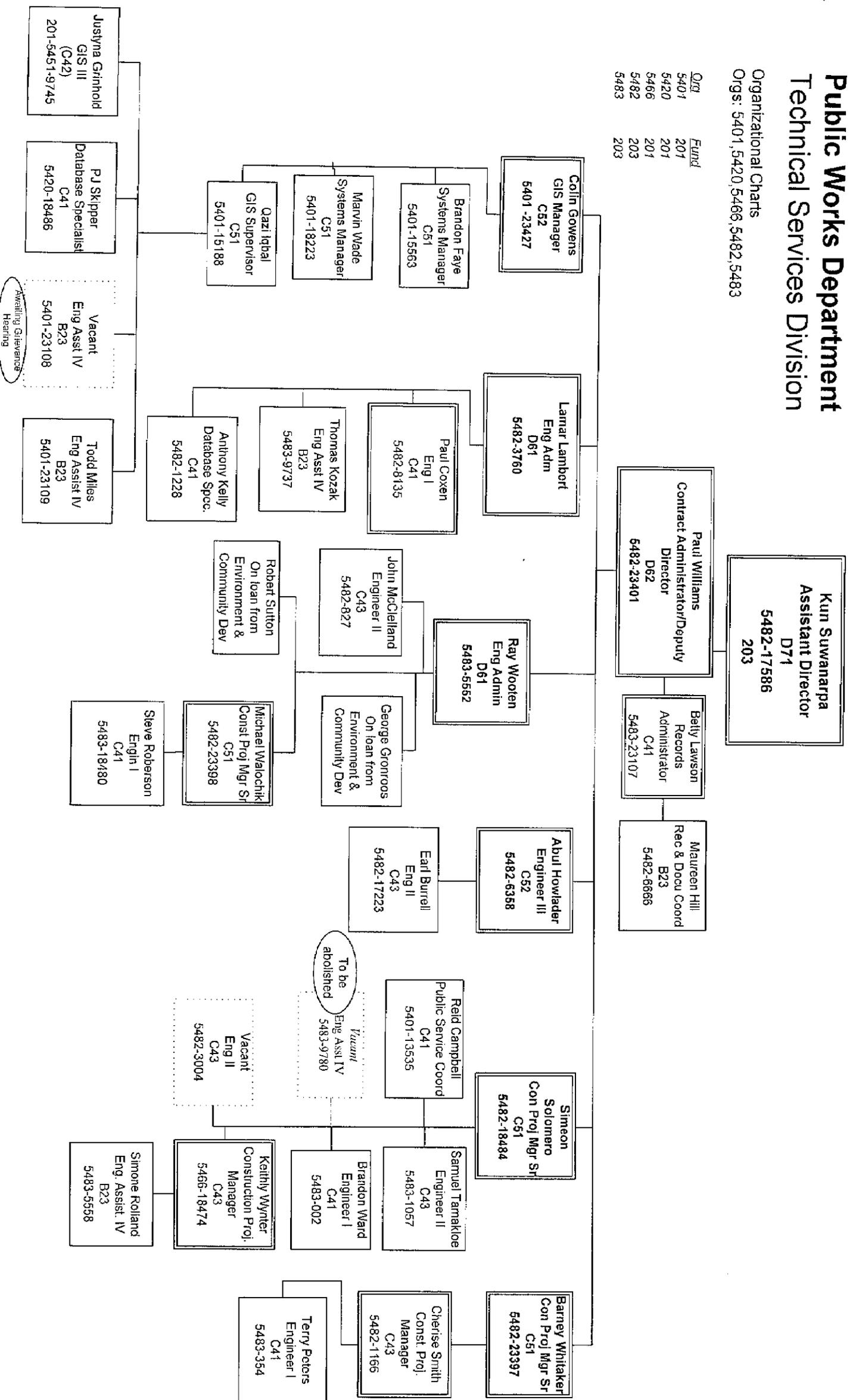
Organizational Charts
Orgs: 5401, 5403, 5408, 5415, 5420,
5452, 5482



Public Works Department Technical Services Division

Organizational Charts
Orgs: 5401, 5420, 5466, 5482, 5483

Org	Fund
5401	201
5420	201
5466	201
5482	203
5483	203



Public Works Dept.
Water Services Division
Management Team
Organizational Charts
 Orgs: 5420, 5452, 5459, 5477

Chris Browning
 Assistant Director
 D71
 201-5452-008846

Carlton Hailey
 Deputy Director
 D62
 201-5452-17686

Water Protection
 Directs the activities for the operation of treatment plants and pump stations in North and South Fulton County. Also responsible for the labs.

Ria Palmer
 Administrative Coordinator I
 C41
 201-5452-18471

Corlette Banks
 Environmental Quality Education Manager
 C51
 201-5477-000212

Plans, implements, and manages a comprehensive environmental education and awareness program regarding water conservation, water quality and pollution prevention. Team supports regulatory requirements, initiatives and goals of division by educating community.

David Tucker
 Environmental Program Manager
 C52
 201-5420-20067

Responsible for the department's CMOM program. Performs evaluation that allows Public Works to mitigate the occurrence of sanitary sewer over flows and compliance with State and Federal regulations. Also analyzes the functioning of the collection system.

Vacant
 Engineer Administrator
 D61
 201-5159-15562

Oversees Water Services Division systems, including storm water maintenance/construction projects, sewer system and water distribution system operations, and maintenance and repair projects. Responds to and resolves water services systems problems.

Vacant
 Water Serv. Sys Mgr.
 C52
 201-5459-19663

Vacant
 Deputy Director
 D62
 201-5452-15267

Directs the water distribution system and waste water collection system for North and South Fulton

Public Works Department
Water Services Division
Water Protection

Organizational Charts
 Orgs: 5420, 5477, 5488
 Page 1 of 3

Carlton D. Hailey
 Deputy Director
 D62
 201-5452-17886

Rita K. Palmer
 Administrative Coordinator I
 C41
 201-5452-18471

Michelle Lawrence
 Environmental Compliance
 Manager
 D61
 201-5420-18479

Deborah Elder
 Administrative Assistant II
 B21
 201-5420-0029

Marie Bah
 Water Quality Manager
 C52
 201-5488-642

Jerome Dial
 Backflow Coordinator
 C42
 201-5420-16052
 North

Andy Mycroft
 Environmental Quality
 Specialist
 C42
 201-5420-23106

Bakete Tsegaselassie
 Water Quality Supervisor
 C42
 201-5488-7893
 South

Meseret Hundie
 Water Quality Supervisor
 C42
 201-5488-5584
 North

Rekha Desai
 Water Quality
 Superintendent
 C51
 201-5488-18229

Delane Davis
 Administrative Coordinator I
 C41
 201-5488-6675
 North

Kathy Long
 Administrative Assistant
 II
 B21
 201-5488-3491
 South

Vacant
 Water Quality Control
 Coordinator
 C42
 201-5488-21455
 North

Patrick Person
 Water Quality Supervisor
 C42
 201-5488-190

Janina Kubica
 Microbiologist
 C41
 201-5488-5569

Roosevelt Jordan
 Field Sewer Systems Supervisor
 B32
 201-5477-16080

Thomas Sitton
 Environmental Water
 Technician
 B22
 201-5488-2915

Gerardo Banks
 Environmental Water
 Technician
 B22
 201-5477-212

Renard Caudle
 Environmental Water
 Technician
 B22
 201-5477-9746

Lizzelle Correa
 Environmental Water
 Technician
 B22
 201-5488-1756

Maria Dribinskaya
 Environmental Water
 Technician
 B22
 201-5488-16513

Vacant
 Environmental Water
 Technician
 B22
 201-5488-15576

Vacant
 Environmental Water
 Technician
 B22
 201-5488-625

Vacant
 Environmental Water
 Technician
 B22
 201-5488-17944

Vacant
 Microbiologist
 C41
 201-5488-2890

STORMWATER

DRINKING WATER & STREAM MONITORING

NORTH LABORATORY

Public Works Department Water Services Division Water Protection

Commercial Pretreatment and Industrial Monitoring

Organizational Charts

Orgs: 5457 and 5486

Page 2 of 3

Carlton D. Hailey
Deputy Director
D62
201-5452-17686

Rita K. Palmer
Administrative Coordinator I
C41
201-5452-18471

Vacant
Operations Administrator
D61
Hold 201-5457-23400

Leola Scott
Commercial Pretreatment
Environmental Compliance
Coordinator
C51
201-5486-20378

Vacant
Water Quality
Superintendent
C51
Hold 201-5477-21456

Phillip Jones
Administrative
Coordinator II
C42
201-5452-8343

Annetta Diew
Inspector Supervisor
B32
201-5486-18478

Robert Humphries
Inspector Senior
B23
201-5486-21458

Andrew Gaskins
Inspector Senior
B23
201-5486-6668

Charles Nwachukwu
Inspector
B21
201-5486-17217

Anthony Kemaklam
Inspector Senior
B23
201-5486-7891

James Green
Inspector Senior
B23
201-5486-26053

Thomas Miller
Inspector Senior
B23
201-5486-4956

Terry Heard
Inspector Senior
B23
201-5486-21319

Barbara Wilson
Inspector Senior
B23
201-5486-21459

Wanda Bowman
Industrial Monitoring
Environmental Compliance
Coordinator
C51
201-5457-1963

Kim Sang
Records and Documents
Specialist
B31
201-5457-18477

Sean Rhett
Environmental Quality
Specialist
C42
201-5457-16660

Victor Okereke
Water Quality Supervisor
C42
201-5457-8338

Jane Darmania
Environmental Specialist
B23
201-5457-18476

Scott Wiley
Wastewater Operator
B22
201-5457-355

Novelle Smith
Environmental Water Technician
B22
201-5457-17943

Chijioke Mboroma
Environmental Water Technician
B22
201-5457-5585

Willie Little
Wastewater Operator
B22
201-5457-3487

Vacant
Environmental Water Technician
B22
Hold 201-5457-5586

Vacant
Environmental Water Technician
B22
Hold 201-5457-8136

COMMERCIAL PRETREATMENT

INDUSTRIAL MONITORING

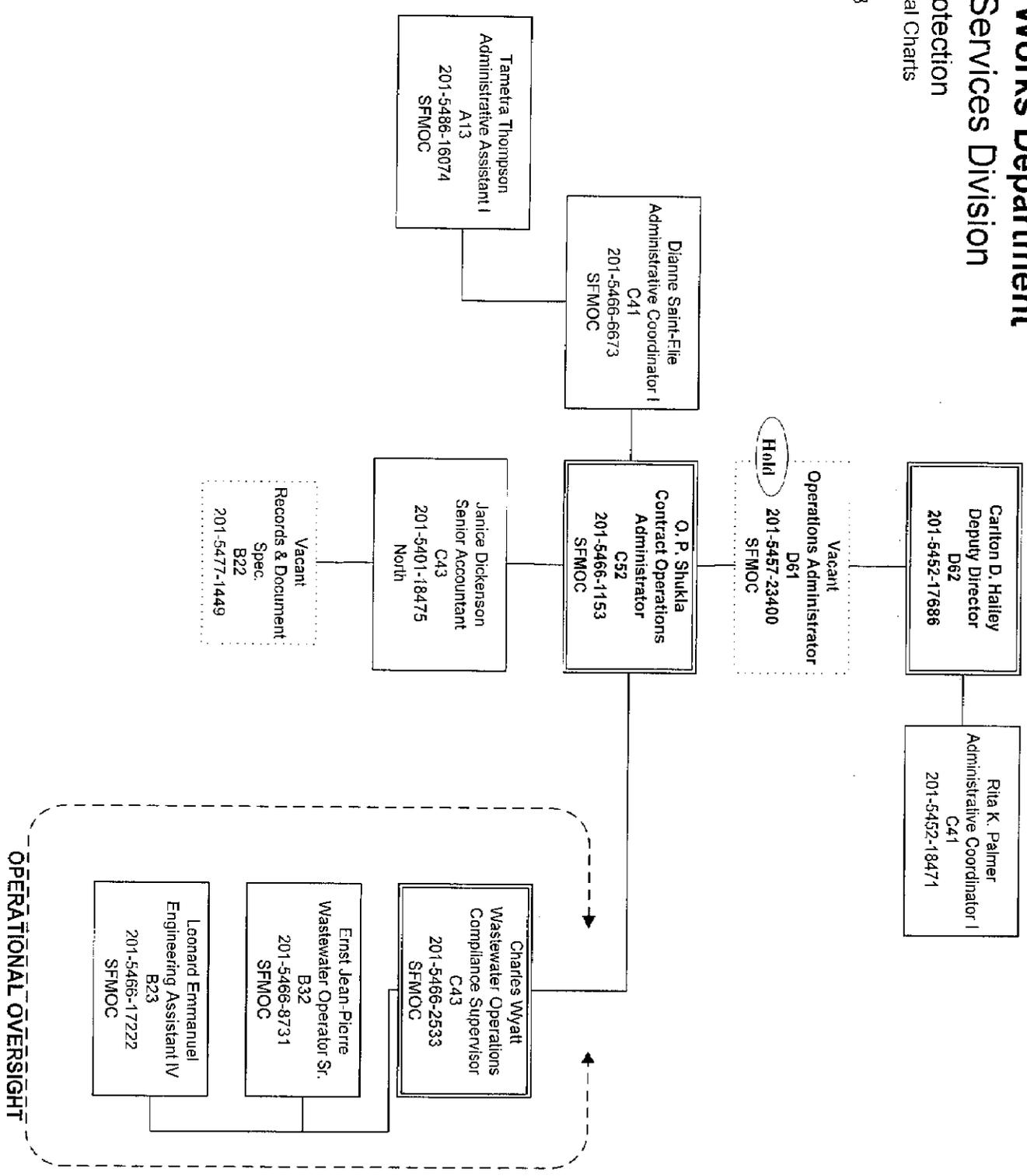
Public Works Department Water Services Division

Water Protection

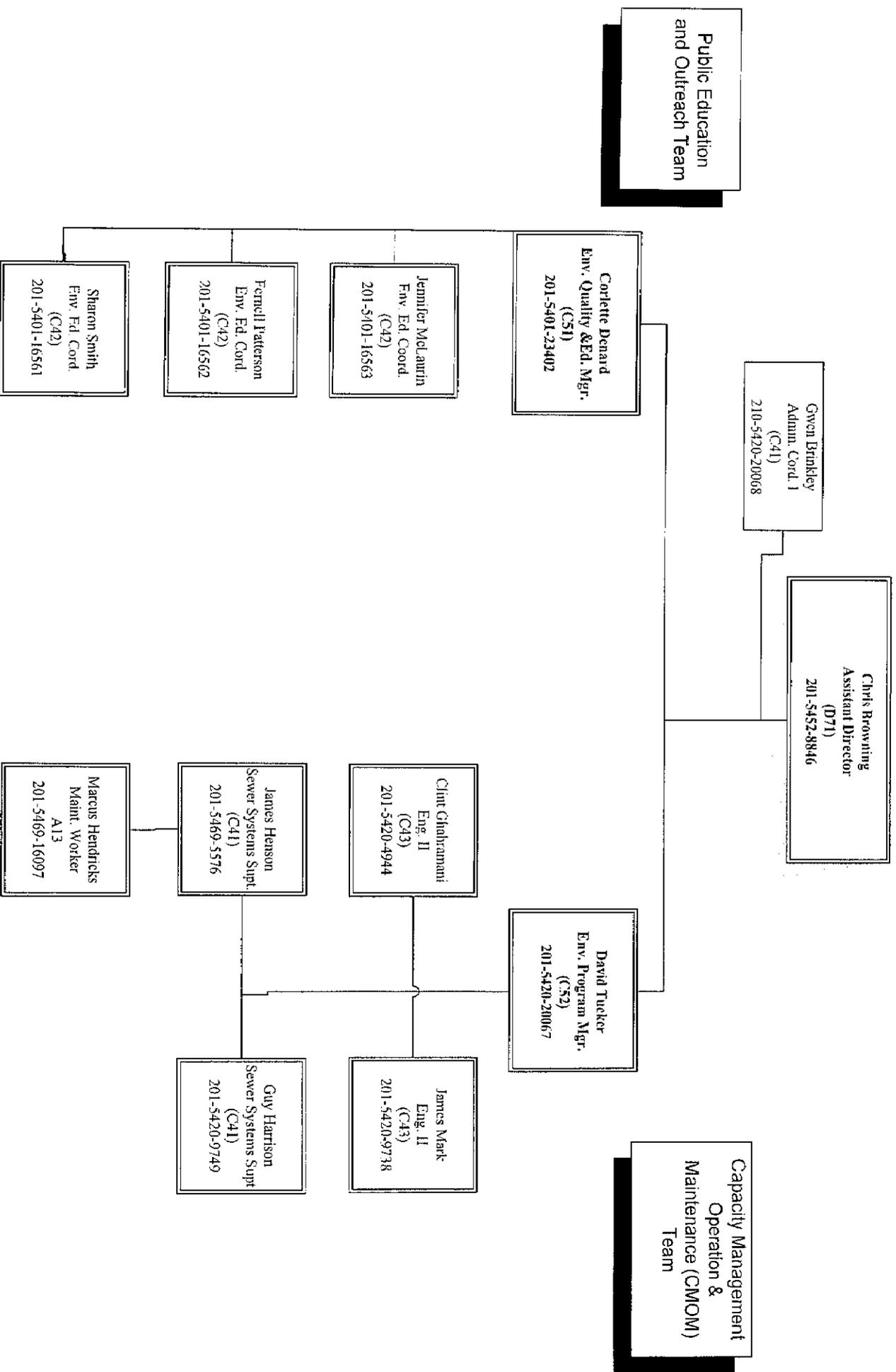
Organizational Charts

Orgs: 5466

Page 3 of 3



Public Works Dept.
Water Services Division
CMOM & Public Education & Outreach
Organizational Charts
Orgs: 5401, 5420, 5469



Public Works Department

Water Services Division

North Fulton Sewer

Organizational Charts (1 of 2)
Orgs: 5459, 5469

Org	Fund
5459	201
5469	201

Vacant
Engineering Administrator
D61
201-5459-15562

Glenn Smith
Sewer Systems Superintendent
C41
201-5459-16447

Richard Smith
Adm Asst II
B21
172224
5459

Timothy Harrison
Sewer Sys Spv
B32
5600
5459

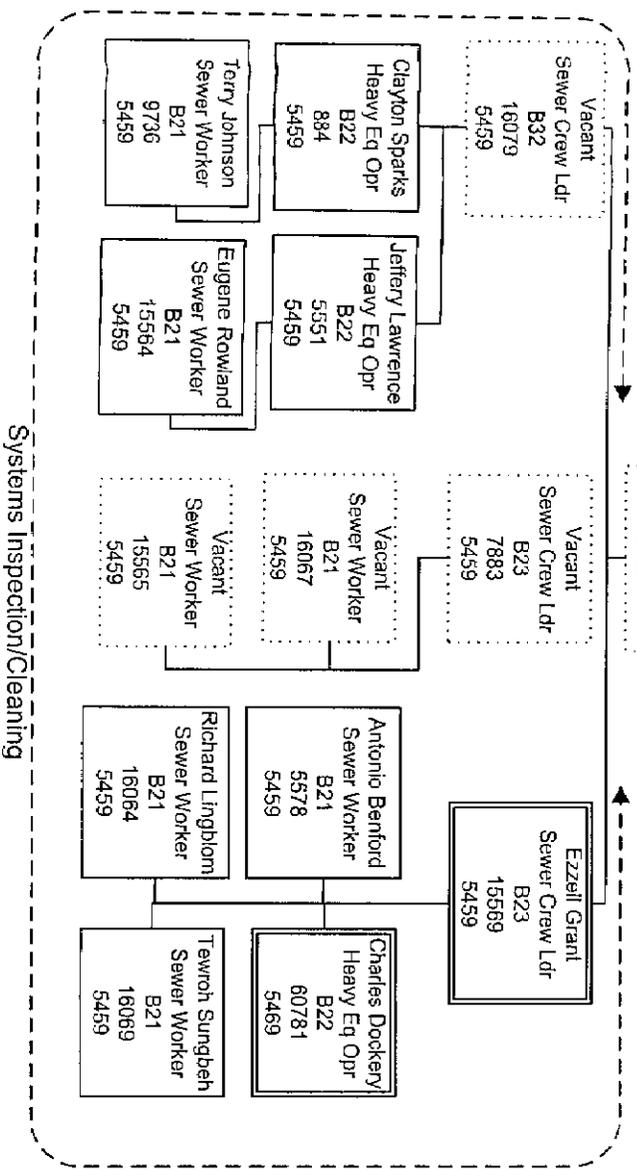
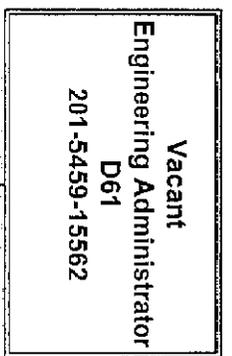
Keith Brewer
Utility Loc Coord
B32
8362
5469

Nathan Loggins
Utility Loc Tech
B23
2779
5459

Marcus Shoemaker
Utility Locate Tech
B23
5459-16060

Ronald Lee
Utility Locate Tech
B23
5459-6641

Kassie Perkins
Adm Asst II
B21
17342
5459



Systems Inspection/Cleaning

Locales

Systems Maintenance/Repair

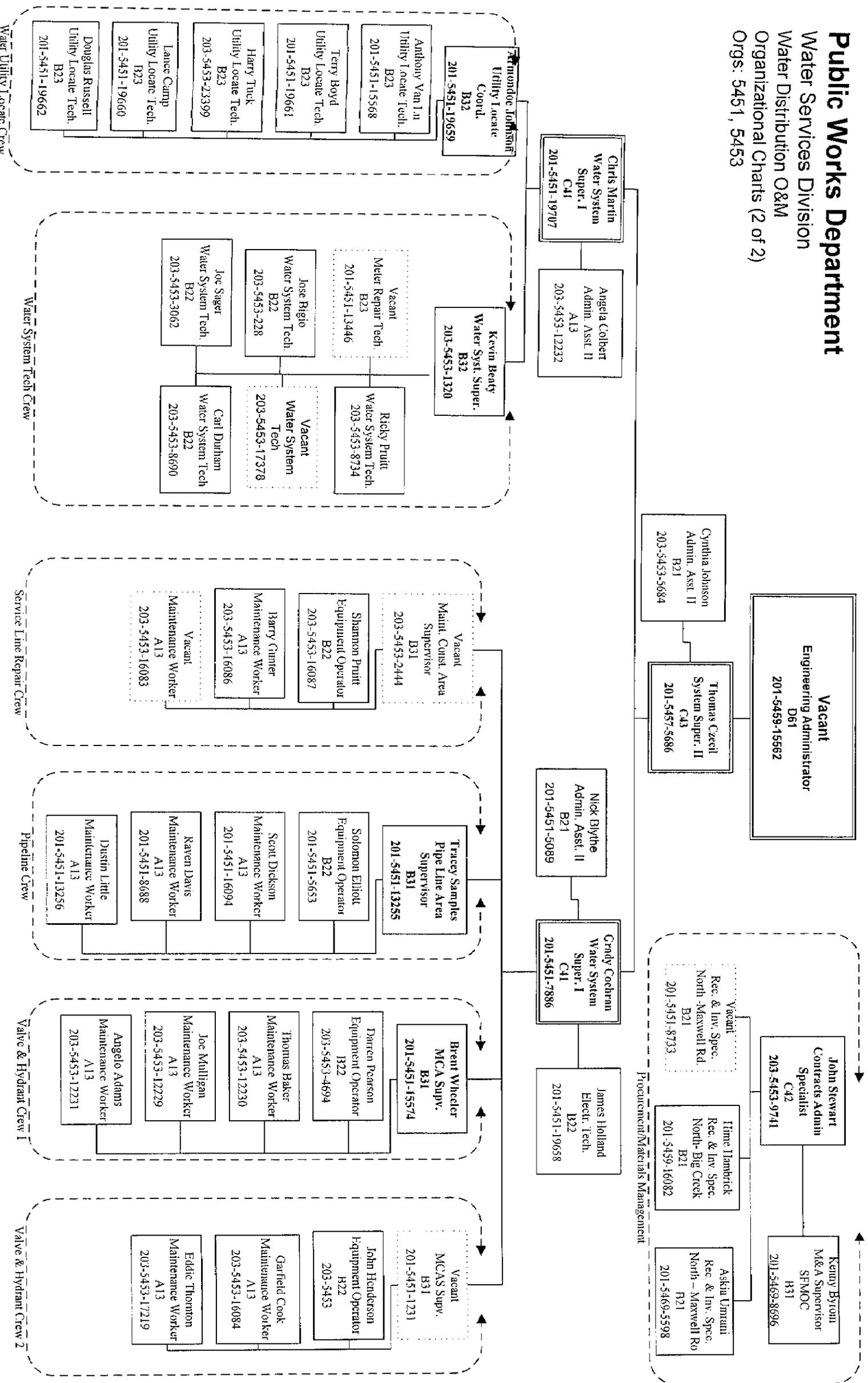
Public Works Department

Water Services Division

Water Distribution O&M

Organizational Charts (2 of 2)

Orgs: 5451, 5453



Water Services Division
 South Fulton Sewer
 Organizational Charts
 Orgs: 5469

