



**QUESTIONS AND ANSWERS
RFP # 9161
PROFESSIONAL SERVICES TO OPTIMIZE PROCUREMENT & CONTRACT PROCESSES**

RFP ISSUED ON February 13, 2026

No.	Questions	Answers
1.	What are the current Metrics?	SacSewer tracks various data points related to procurement and contract activities, such as the number of purchases and contract status dates, but does not currently use them to measure performance. SacSewer would like to develop these.
2.	Can we get the documents listed in Attachment F?	Yes, uploaded and provided on 3/3/2026 within SacDrive via email to those who contacted SacSewer with interest on this RFP.
3.	Can we get an organization chart for procurement/ contract services with the current headcount?	Please see the attached org chart for our Procurement Group and our overall organization.
4.	<p>Do you have any spend or volume information to share with offerors?</p> <p>...we are looking for the volume of POs and contracts over the last two years, with information such as dollar values and products/services purchases, as well as the method of procurement used. This is helpful as we develop plans for staffing and analyses of your procedures.</p>	<p>The Contract Services Team does not currently utilize purchase orders (POs) in its purchasing processes.</p> <p>The Contract Services Team has an active contract portfolio of approximately 406 contracts, with an approximate count breakdown by contractor type of: 170 consultant and expert services, 25 construction services, and the remaining 211 contracts being a variety of miscellaneous contract types. The miscellaneous contract types are generally for business arrangements that are exempt from the public procurement process. Examples of these contract types include reimbursement agreements that stem from SacSewer's</p>

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		<p>Collection and Treatment Ordinances, non-expenditure agreements with other public agencies, agreements for grant funding, etc. The Contract Services Team received an annual average of 125 assignments, which include the creation of net new contracts and the amendment of existing contracts, between 2021 and 2024.</p> <p>SacSewer’s Fiscal Year (FY) 2024-2025 and 2025-2026 collective Operating and Capital budgets, between its Treatment and Resource Recovery enterprise and Collection System enterprise, are \$876.4 million and \$876.2 million, respectively. SacSewer’s total requested budget for services, supplies, and fixed assets for FY 2024-2025 and 2025-2026 were \$581,392,543 and \$571,923,181, respectively. The Contract Services Team supports assignments that account for a significant portion of SacSewer’s annual expenditure, such as the procurement of outside parties for consultant and expert services and construction services. Contract Services Team assignments can range in dollar value from a couple of thousand dollars to multi-million dollars.</p> <p>The Contract Services Team currently utilizes both competitive and non-competitive procurement methods and several different types of procurement vehicles. For competitive procurement vehicles, the Contract Services Team utilizes Request for Proposals (RFP), Request for (Statement of) Qualification (referred to as “RFQ” or “RFSQ”), Request for Bids (RFB), and leveraging cooperative contracts from other public agencies and allowable sources. For non-competitive procurement vehicles, SacSewer utilizes a sole-source exception request.</p>
5.	What systems are currently used for procurement and financial management?	The Contract Services Team currently utilizes Tyler’s ERP system for its purchasing and contract management system;

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		<p>Public Purchase for Request for Bids for construction services; DocuSign for electronic signatures; and Microsoft Office products, such as SharePoint, Outlook, Word, and Excel, for day-to-day document and file creation and development.</p> <p>SacSewer’s Catalog of Enterprise Systems: https://www.sacsewer.com/catalog-of-enterprise-systems/</p>
6.	What is the suggested project length?	SacSewer’s internal estimate was 12 to 15 months for the entire project to be complete, from assessment to the completed implementation of selected recommendations, but SacSewer is flexible on the exact project length based upon recommendations from proposers.
7.	... “Employment practice” ... Can you please clarify what is needed for this section?	SacSewer has removed Employment Practices as a requirement in the RFP; a proposal does not need to address this topic.
8.	Do work samples included in the appendices count towards the 25-page limit?	No
9.	Do the resumes requested at the end count towards the 25-page limit?	No
10.	We do not operate from a physical location; therefore, our team is located throughout the U.S. Do you require a “wet” signature for the physical copies you are asking for?	No wet signatures required; digital or scanned signatures are fine.
11.	I just wanted to confirm that we (prospective proposers) pretty much have a lot of latitude when you say assess the practices.	<p>Yes, prospective proposers have latitude in assessing and then recommending changes to SacSewer’s procurement and contract function, as SacSewer is relying on the proposer’s expertise in this area.</p> <p>SacSewer wants its procurement and contract functions to be holistically examined, starting with the examination of foundational policies/ordinances, then processes, then procedures, and then to actional documents, such as checklists and other supporting forms.</p>

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12.	How much of the time was for the implementation period?	SacSewer’s internal estimate of 12 to 15 months included implementation of recommendations, but the exact time period for the implementation phase was not determined. Proposers are encouraged to specify the necessary and appropriate time period for the implementation phase.
13.	Elaborate on the employment practices requirement.	Proposals do not need to address the proposer’s employment practices.
14.	No evaluation of cost is listed in the review process. Does SacSewer include cost in its evaluation?	No, SacSewer does not use cost or price information in the evaluation and assessment of proposers. Proposer cost and price information will only be accessed after a consultant is selected based on the evaluation criteria. SacSewer uses cost information for the purposes of negotiations.
15.	What are SacSewer’s on-site and off-site expectations?	SacSewer has no preference on whether work and services are performed on-site vs. off-site for this project. Proposers have the flexibility to determine and propose whether the work occurs on-site, off-site, or a combination of the two.
16.	Is the California Department of Industrial Relations (DIR) contractor registration applicable to this project?	No, California DIR contractor registration is not required for this project’s work.
17.	How do you want digital copies submitted?	<p data-bbox="1165 807 1906 906">SacSewer will accept a USB drive, SacDrive cloud upload site provided by SacSewer, or email with a total file size less than 30 MB.</p> <p data-bbox="1165 959 1906 1019">An addendum will be issued to update the proposal submission instructions.</p>
18.	<p data-bbox="350 1034 1148 1256">Section 9(b) of the RFP notes that “SacSewer prefers a local base for key interactive staff, unless the consultant can demonstrate that there will be no project impact.” During the pre-proposal conference, SacSewer indicated that on-site staffing is not anticipated to be necessary unless specific workshop activities require it.</p> <p data-bbox="350 1268 1148 1370">a) To ensure alignment in proposal preparation, can SacSewer please confirm whether geographic proximity or a local base will be used as an evaluation criterion, or whether the</p>	No, a proposer’s geographic proximity will not be used as an evaluation criterion.

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	<p>evaluation will focus on demonstrated ability to deliver services effectively regardless of staff location?</p> <p>b) If SacSewer will utilize proximity as an evaluation criterion, can you please detail what portions of the project you believe will require on-site presence?</p>	
19.	<p>Section 8 identifies a Time and Expenses contract structure, and during the pre-proposal conference, SacSewer indicated an anticipated 15-month duration for the engagement. Based on the defined scope of assessment, recommendations, and implementation planning, proposers may reasonably anticipate a much shorter project schedule, with additional time allocated for SacSewer review cycles and internal coordination.</p> <p>a) To ensure appropriate Level of Effort and scheduling assumptions, can SacSewer clarify why SacSewer anticipates a 15-month duration for this project? Does this reflect expected consultant work effort, or is it simply anticipated internal review and coordination timelines, or potential organizational changes referenced in the pre-proposal conference, that may affect pacing?</p> <p>b) Additionally, may proposers structure the project schedule in defined phases with review and decision milestones, even if the total contract term extends to accommodate internal review timelines?</p>	<p>SacSewer’s internal estimate was 12 to 15 months for the entire project to be complete, from assessment to the completed implementation of selected recommendations, but SacSewer is flexible on the exact project length based upon recommendations from proposers.</p>
20.	<p>Section 9 references “Employment Practices,” and the PowerPoint shared at the pre-proposal conference references the same: “See RFP Attachment B, Sample Agreement.”</p> <p>Can SacSewer confirm whether proposers are required to provide a separate narrative regarding employment practices, or whether acknowledgment and acceptance of Section 10 (Status of Consultant) in the Exceptions section satisfies this requirement?</p>	<p>SacSewer has removed Employment Practices as a requirement in the RFP; a proposal does not need to address this topic.</p>
21.	<p>Cost Proposal: Does SacSewer have a target not-to-exceed budget set for this work?</p>	<p>No</p>

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22.	Cost Proposal: Can SacSewer clarify how offerors should describe the tasks of optional tasks?	<p>SacSewer Optional Tasks: Describe how you would perform any optional tasks in the same manner as the required tasks.</p> <p>Proposer’s suggested tasks: Describe the task, deliverables, and level of effort. Be sure to show the level of effort and costs separately from any other tasks.</p> <p>SacSewer will be issuing an Addendum clarifying additional optional tasks.</p>
23.	Scope of Services page 7: The RFP outlines four phases or tasks (Assessment, Recommendation, Implementation, Support). Is Support envisioned to align to Task 4 as described on Page 9 (Project Management)?	<p>SacSewer will be issuing an Addendum clarifying the optional implementation support as Task 5.</p> <p>Task 4 will remain as Project Management.</p>
24.	Scope of Services Task 1: Can SacSewer describe what types of datasets it currently has to support analysis/baselining, and/or what types of data may require additional effort to collect/define?	<p>SacSewer has a variety of purchasing datasets, which include data on requisitions, purchase orders, and contracts. For example, SacSewer has data on the quantity of those respective data points over multiple years.</p> <p>The purchasing datasets would be coming from multiple sources: SAP GUI COMPASS and the District Contract System for historic data (any transactions before 07/1/2025), the Tyler ERP system (any transactions after 07/1/2025), and a standalone Excel file (both historic and ongoing).</p> <p>SacSewer is not aware of any additional data that the consultant would have to collect.</p>
25.	Scope of Services: Task 3 is largely focused on the implementation plan, though Task 3.e notes “execute the Implementation Plan. Can SacSewer confirm that implementation is intended to be in scope with this contract?	Implementation support will be added as an optional task in an addendum.
26.	Submittal Instructions: SacSewer notes to submit a total of 6 physical copies of the proposal – does this include 6 cost copies (in a separate envelope)?	Please submit 1 copy of the cost proposal.

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27.	<p>SacSewer notes that change management is an objective of the effort – can it confirm that it is seeking change management support as part of implementation in Task 3? If so, can SacSewer provide information about the intended audience (employee composition, etc.)</p>	<p>Change management should be discussed in the implementation plan. Change management itself will be part of the optional implementation task in the Addendum.</p> <p>The audience is dependent on the scope of the recommendations. The audience would be the SacSewer staff impacted by the change.</p>
28.	<p>In the Scope of Services in RFP Section 7, Task 3.e under “Prepare and Deliver the Implementation Plan” requests the following: “Include a schedule of the recommendations, phase, and execute the Implementation Plan.”</p> <p>Given the references to delivering and executing the Implementation Plan, does the District expect the selected consultant to actively assist with the implementation of recommended process improvements? If so, does the District consider such delivery to be part of Task 3 or as part of a subsequent phase?</p>	<p>The implementation support will be added as an optional task in an addendum.</p>
29.	<p>Will the District consider a contract awarded on a fixed fee basis?</p>	<p>Per this Request for Proposals (RFP), SacSewer is requesting proposers to submit cost proposals on a time and materials basis.</p>
30.	<p>Tyler Munis Current State and Constraints: How do contract management and Purchasing workflows align to Munis modules (requisitions/approvals, POs, receiving, AP), and are there any constraints we should know about for changing/configuring those workflows (governance, IT capacity, release cadence)?</p>	<p>Tyler ERP has been configured to automate workflows that mirror our policies and procedures, but some steps require manual input into the system.</p> <p>SacSewer currently has IT resource constraints as it relates to making major modifications to the Tyler ERP system.</p>
31.	<p>Document Storage, E-Signature, and Single Source of Truth: Beyond Munis, what tools are currently used for document storage, e-signature, clause research/playbooks, and contract artifacts — and where does SacSewer envision the single source of truth residing (Munis, a document repository, or another platform)?</p>	<p>SacSewer recently transitioned to the Tyler ERP system but still has access to and utilizes legacy systems that Tyler replaced: SAP GUI COMPASS, the District Contract System (internally developed contract management system), and Records Center (a record repository tool built on Microsoft</p>

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		<p>SharePoint). These legacy systems are now limited to storing and viewing historical documents.</p> <p>For current systems, SacSewer utilizes the Tyler ERP system for document storage & artifacts, DocuSign for e-signature, and Public Purchase for construction services bid opportunities. SacSewer intends for the Tyler ERP system to be our “truth source.”</p> <p>SaCSewer does not have internal tools for clause research/playbooks, but SacSewer’s legal counsel may.</p>

Contracts and Purchasing Division Organizational Chart

Head Count – Total of 11 positions

- Permanent FTEs:
 - One (1) District Purchasing Manager
 - Two (One) Sr. Contract Services Officers
 - Four (4) Contract Services Officers
 - Three (3) Contract Services Specialist
- Temporary FTE(s):
 - One (1) Contract Services Officer

