

PMT Extension of Existing Services - Scope of Work

Part I. Water Supply Program – Program Management Services

This funding will extend the duration for the previously authorized Water Supply Program (WSP) and for the Program Management Team (PMT) services. The WSP supports DWM in the project planning and delivery of the tunnels and pumping stations needed to move water to the Chattahoochee WTP, the Hemphill WTP and the future water storage reservoir located at the Bellwood Quarry. The scope of services being provided are the same as those previously funded and approved in Amendment Number 2 to this contract. The purpose of this amendment is to extend DWM's access to those services from the anticipated end date in mid-2015 until the end of 2015. This provides for continuity of resources through the critical period of procuring the various contracts required for final design and construction of this infrastructure.

Estimated Budget for this extension: \$5,200,000

Estimated Labor Hours: 32,300 hours

Duration: 10 months (March to December 2015)

A. Task Definition Summary

Primary Task Objective:

These Program Management services will support DWM in delivery of the Water Supply Program for the City of Atlanta. The services include tasks necessary to continue the design and procurement of a raw water conveyance and storage system connecting the Chattahoochee River Intake to the Chattahoochee Water Treatment Plant, the Hemphill Water Treatment Plant, the Hemphill Complex Reservoirs, and the Bellwood Quarry. The program of work includes a new connection to the existing intake structure on the Chattahoochee River, an approximately five mile long new tunnel system, new pump stations, and modifications to the Bellwood Quarry to serve as a raw water storage facility. Program Management services provide oversight and promote alignment among the various COA executives and staff, design professional services firms, contractors, and stakeholders necessary to undertake such a multi-phased and complex critical infrastructure program.

Project Background:

The current raw water conveyance system consists of operating components dating back to the early 1890s. Critical portions of the system are now at or well beyond their design life. The City's raw water transmission and storage systems are lifeline components of the public water supply system upon which all citizens rely. The Water Supply Program will provide redundancy, secure DWM's ability to reliably serve each community within the service area, and continue to support growth and commerce.

Part I. Water Supply Program – Program Management Services (cont.)

B. Scope of Work

The proposed scope of work consists of several major tasks. A more detailed summary of each task is provided below.

Task 1 – Program Management and Design Professional Coordination: An infrastructure project of this scale and complexity will require DWM to obtain the services of numerous professionals in a variety of related disciplines. The Program Manager (the “PgM”) will support DWM to deliver multiple projects that may be let in a variety of construction packages, by providing oversight and coordination of the various professional services providers. This work will include enhancing program protocols for the interactions required to maintain alignment of all parties across the program along with assisting in document control and guidance documents.

The PgM shall review and suggest modifications as necessary the management plan (the “Plan”) throughout the life of the program. Any changes to the Plan shall be submitted to DWM’s Authorized Representative for review and will be the basis of program staffing, organizational structure, and establishment of policies/procedures in coordinating all program activities. The purpose of the Plan is to allow the PgM and DWM to further define the services and allocation of available funding. The Plan will be updated on a quarterly basis to reflect changes in priorities, schedule, or funding to facilitate more efficient program delivery. Elements of this plan will address:

Document Controls – The PgM will develop a document control policy and procedures manual for use by all Program team members. The PgM will provide the document control system to store and retrieve those documents generated or received by the PgM. Staffing will be provided to reproduce, transmit and enter those documents into the document control system. All of these documents will be delivered to the City upon completion of program services.

Technical Procedures – The PgM will develop technical procedures, as needed, to properly manage design elements and project close-out documentation process.

Program Coordination – The PgM will assist DWM with task/project/coordination meetings attended by various parties (e.g. design professional, surveyor, geotechnical, contractor or other participant in delivering this program) who provide services under direct contract with the City for the purpose of obtaining a clear understanding of work to be performed, procedures to be followed, and any issues and their resolutions. Meetings will also be used to raise awareness of the service providers regarding other applicable procedures related to work with DWM.

Invoices – The PgM will review and submit to the City for processing the invoices of parties providing services under direct contract to the City on this program. This will include review and confirmation of all service providers use of and reporting on contract compliance matters.

Part I. Water Supply Program – Program Management Services (cont.)

Contracts/Procurement Assistance – The PgM will assist DWM in processing contracts through the City's procurement system for those contracts required for delivery of this Program, as requested.

Miscellaneous Services – Due to the complexity and length of this Program it is not possible to identify all scope items that may become necessary to successfully complete the work. The DWM Authorized Representative will have the authority to work with the PgM to adjust scopes, schedules, and allocation of fees as best serves the needs of the City in completing this program successfully.

Task 2 – Regulatory Strategy: Support and assistance for strategy development, regulatory permitting and compliance assistance will be provided as directed by DWM. This will include working to obtain modifications to the state and regional Water Plans and coordinating planning and strategy with regulatory agencies and other stakeholders.

Planning and Strategy Development – Assist DWM in developing a strategic framework for the overall Water Supply Program. Coordinate planning and strategy with regulatory agencies and other stakeholders. Provide other support related to planning and strategy as directed by DWM.

Regulatory and Agency Stakeholder Interaction and Assistance – Assist in regulatory and agency stakeholder identification, including developing and providing support for regulatory and agency stakeholder interfaces (e.g., multiple federal and state agencies as well as regional planning agencies). Provide input on strategy and tactics for regulatory interactions that cover a variety of aspects and program elements. Coordinate meetings, topics and steps to achieve consensus for timely program implementation. Develop communication materials and related assistance as required.

Regulatory Permitting and Compliance Assistance – Assist in identifying permits and modifications necessary for the Water Supply Program, developing and submitting permit applications and modifications, developing compliance strategies, and standardizing compliance reporting procedures. Provide other regulatory permitting and compliance assistance as directed.

Reporting – Prepare and submit summaries of meetings with regulators and other agency stakeholders. Produce and submit monthly reports of work performed to DWM.

Task 3 – Right of Way and Land Acquisition: Land acquisition support will include coordinating between the designer(s) for the project(s) and the City to enable timely identification and acquisition of easements, or parcels, of property required to support construction. The Program Management team will coordinate with the City's various departments to schedule their activities required to obtain access for program construction activities. The PgM will coordinate with each of the City's professional services providers and real estate subconsultants to communicate the right of way and land requirements for each project. These will be reported on the Program schedule and planning will be initiated to assist the City in obtaining easements, right-of-ways, and land parcels for the program.

Part I. Water Supply Program – Program Management Services (cont.)

Task 4 – Finance: The PgM will assist in identifying grant or loan opportunities, and then developing and submitting for grant or loan applications. This task will also provide ongoing coordination of cost projections for the project(s) with the City’s capital budget estimates including provision of cash flow models and risk assessments to establish appropriate reserves for all phases of project delivery.

Funding and Cost Reporting – Due to the scale of this program it is possible that multiple funding sources from within the City and from external entities may be employed. These various sources of funding and any unique constraints to the work related to those funding sources will be tracked and reported. The PgM will track costs incurred by all parties and provide forward forecasts of expenditures to allow DWM and others to properly plan capital and other funding sources.

Task 5 – Project Delivery Method, Procurement, Risk, and Legal: Deliver consulting services to advise the City on available alternative project delivery options for this program. This includes coordination with the City’s procurement and legal staff to determine allowable delivery methods and development of a risk allocation strategy for overall project delivery.

Project Delivery Method Consulting – The PgM will provide materials and presentations to DWM to promote awareness of the various project delivery methods that may be feasible for specific projects within this program. Delivery methods to be considered may include traditional design-bid-build (DBB), progressive design-build (PDB), best value design-build (DB), and construction management-at-risk (CMAR). The task includes consultations with the Procurement and Legal Departments to determine which forms of contract are feasible or desirable for the City. Should the City decide to implement any form of alternative delivery, i.e. anything other than DBB, the PgM can provide support to develop contracting strategies.

Task 6 – Community Outreach: Communications and stakeholder engagement support will be provided to enable the City to provide an accurate and timely message to the local community about the benefits this project will provide through increased water supply reliability and through employment opportunities during its construction. This support will include regular reporting to DWM for use with key community stakeholders such as: the City Council, communities in which the project will be constructed and environmental interest groups with a significant interest in this work.

Communications Plan – The PgM shall facilitate effective communications and teamwork with other members of the Program team (i.e. the other parties contracted directly by the City to deliver services on this Program). A communications plan will be prepared by the PgM to outline the procedures and activities which will guide the Program team in the area of communication and teamwork. This plan shall be prepared and submitted to DWM’s Authorized Representative within ninety (90) days of Notice to Proceed. Prepare messaging for the Mayor’s Office and Commissioner, which will include media (social and other) messaging.

Part I. Water Supply Program – Program Management Services (cont.)

Public Outreach – The PgM shall assist DWM staff in developing public information and community outreach materials for use with local community groups, key stakeholders and environmental interest groups during all phases of the Program. Tasks include: developing, designing, producing, and distributing printed materials; creating displays and presentations; developing materials for distribution through other media than print such as DWM’s website; and making presentations in briefing sessions and at other special events.

Community Benefits – The PgM shall establish a process for documenting employment benefits in the local community for all phases of the Program. This information will be summarized in monthly Program Progress Reports to DWM.

Task 7 – Cost, Schedule and Risk Management: Maintain a single program schedule with supporting cost and risk information throughout the delivery of this project(s). Provide the City with monthly updates on forecasted completion costs and dates. Conduct monthly meetings with DWM staff to identify risks that may adversely impact project cost and schedule targets and develop measures to mitigate or eliminate those impacts.

Project Management – The PgM will assign Project Manager’s (“PMs”) to each project to serve as an interface with the designated representative(s) of each party contracted directly with the City for this Program. Their primary role will be to work with these service providers to identify risks and opportunities related to the ability of this program of work to achieve the City’s overarching goals in delivering this infrastructure in a timely manner. A key function will be to assess progress of each party, including tracking the expenditures of funds, so that accurate forecasts can be provided to the City along with recommendations for corrective action where required. The PMs will be supported, as needed, by engineers, field inspectors and other supporting consultant staff.

Value Engineering (VE) Support – The PgM will coordinate VE reviews of each design project during preliminary design to identify opportunities for savings in capital and life-cycle cost while meeting project requirements.

Cost and Schedule Management – The PgM will assign cost estimating and schedule control staff for the purpose of evaluating the cost estimates and schedules developed by each party contracted directly with the City for this Program. Reviews of cost estimates will be performed in accordance with the methodologies established by AACE. Schedules will be managed using Primavera P6.

Risk Management – The PgM will maintain a Program level risk register for regular review with DWM staff. Risk identification and developing mitigations will be a key component of monthly progress meetings with DWM.

Part I. Water Supply Program – Program Management Services (cont.)

Program Reporting – The Program will issue a monthly Program Progress Report to DWM to communicate overall progress, highlight key risks, explain mitigation options, and present cost and schedule projections. The PgM will issue an executive progress review each month on critical path items and an exception report that identifies tasks that have missed, or are projected to miss, their deadlines.

Task 8 – Geotechnical and Survey Management: DWM will directly contract with geotechnical and surveying services firms to support this project(s). The PgM will coordinate these services with the City’s professional services providers throughout the design phase of the project.

Review Invoices – The PgM will review each scope of work at the outset of the service provider’s engagement and review progress against that scope of work each month when reviewing applications for payment. Each invoice will be transmitted to DWM with a recommendation for payment and will itemize charges which need further validation or should be disputed by DWM.

Task 9 – Owner’s Engineer: The PgM may, at the option of DWM, provide services as the Owner’s Engineer. As the Owner’s Engineer, the PgM will provide due diligence to the technical and construction aspects of the work. Under no circumstances is the PgM in the role of Owner’ Engineer to be construed as taking on the responsibilities of the design engineer, the engineer of record, or the design-builder.

Task 10 – Construction Inspection: The PgM may, at the option of DWM, provide construction inspection services. The work will include onsite inspection of construction work, appropriate documentation of observations in the form of daily logs, records management of construction activities, and assistance in commissioning and final inspections.

C. Deliverables

1. Monthly Program Progress Report indicating cost and schedule projections for each project and status of permits and land, easement, and right-of-way acquisitions.
2. Weekly reports of meetings with regulators and other stakeholders.
3. Quarterly delivery of electronic and paper records for City’s use and storage. The final delivery upon Program close-out will be for the last quarter, or fraction thereof, for which the PgM is under contract with the City.
4. Program Management Plan to further define the activities and deliverables to be provided by the PgM.
5. Document Control Plan.
6. Communications Plan to further clarify how all parties will exchange and retain information throughout the life of this Program. The purpose is to foster teamwork among the parties.
7. Technical memorandums as required.

Part I. Water Supply Program – Program Management Services (cont.)

D. Physical Assets Associated with the Conveyance Project

1. River Intake: The structures at this facility on the Chattahoochee River must be modified for connection to a new tunnel conveyance system while remaining in service with the existing system. A new river intake structure would be entertained within the current site if economically viable. The location of the current structure makes use of Defoor's Island to maintain a stable pool of water in the withdrawal basin.
2. River Intake Shaft: This is the shaft where raw water from the Chattahoochee River would enter the tunnel conveyance system. Strategic Site Selection at the river intake property or the Chattahoochee Water Treatment Plant could allow Bellwood Quarry to fill by gravity from this shaft.
3. River Intake Amenities: Design enhancements could include pre-removal of raw water sediments before entering the tunnel, energy recovery generation of water entering the tunnel, and pre-treatment. These design enhancements will be evaluated via a technical memorandum and implemented as directed by the City.
4. River Intake Pump Station: Pumps will be required to move water from the Chattahoochee River to the conveyance tunnel. Minimum sizing will be based on a permit level of 180 mgd with an upper capacity on the order of 260 mgd to allow for potential future operational variances during high water conditions.
5. Chattahoochee WTP Tunnel Shaft: The CWTP will be connected to the conveyance system with water pumped from this shaft. The CWTP has a capacity of 64.9 mgd.
6. Tunnel System – River to CWTP to Hemphill Reservoirs: The tunnel conveyance shall be lined and consist of a minimum finished diameter of 10 feet. The length of the tunnel will be approximately 17,000 linear feet. Water must be able to flow in either direction, allowing water supply from either the Chattahoochee River or the Bellwood Quarry Reservoir.
7. Hemphill WTP Tunnel Shaft: The HWTP will be connected to the conveyance system with water pumped from this shaft. Water would be pumped from the shaft to the Hemphill reservoirs before entering the plant. The HWTP has a capacity of 136.4 mgd.
8. Tunnel System – Bellwood Quarry to Hemphill Reservoirs: The tunnel conveyance shall be lined and consist of a minimum finished diameter of 10 feet. The length of the tunnel will be approximately 8,000 linear feet. Water must be able to flow in either direction allowing water supply from either the Chattahoochee River or the Bellwood Quarry Reservoir.
9. Site Work – Facilities: Above ground facilities will be required at each shaft pump station. This will require Architectural, Civil, Electrical, and Mechanical criteria and design. Discussions with Georgia Power shall be conducted to assure adequate power is available.
10. Site Work – Bellwood Quarry: Final design criteria shall be applied to the Bellwood site including an access road, rock stabilization, and security measures.

PMT Extension of Existing Services - Scope of Work

Part II. Base Program Management Services Extension

The PMT supports DWM in delivery of its capital program and other obligations by providing technical resources, project controls and construction management personnel as well as access to experts in the areas of finance, bonding, and grant acquisition. DWM is actively working to close out the services provided under this PMT contract and needs to have continued access to these resources until another program management contract is in place in mid-2015.

Estimated Budget for this extension: \$ 3,472,000

Estimated Labor Hours: 25,900 hours

Duration: 6 months (December 2014 to May 2015)

Task 1 - Program Management

This task provides overall management and administration of the Program Management Team, including all sub-consultants, sub-contractors, suppliers and vendors during extension of PMT Renewal No. 2. The services include tasks necessary to continue oversight and coordination of various professional service providers, review current and projected resource requirements, identification and management of program level risks, program level reporting, and program financial management.

Task 1B - Program Management Contracts Management and Other Administrative Support

This task provides overall contract management with all sub-consultants and suppliers, financial management, and office management services in support of ongoing program management services. This work includes preparation and administration of subcontractor agreements, amendments, and purchase orders; development and submittal of monthly EBO reports; and other associated contract documentations in compliance with City requirements.

Task 13B – Rehab Construction Services

This task provides resources to augment the Watershed's construction staff charged with execution of the ongoing sewer rehabilitation construction management program, to achieve the goals of reducing spills and restoring the structural reliability of the sewer system, in compliance with the requirements of the First and Second Amended Consent Decrees. Support services under this task include assistance from construction/contract managers, construction inspectors, project engineer, and public information managers. Work ranges from monitoring contractor field operations for compliance with contract requirements, assisting in preparation for community meetings, communicating construction activities to Department's Public Information Office, providing technical field support, assisting with utility and other agency coordination and providing technical support for construction issues and utility conflict resolutions.

Part II. Base Program Management Services Extension (cont.)

Task 21 – Financial Analysis / GEFA Funding

This task provides financial analysis and planning in support of Watershed’s strategic financial initiatives including development, analysis, and implementation support for annual and 5-year budget processes, support analysis of user consumption patterns and associated revenue forecasting and rate design evaluations, investment analysis, development of bond financing analysis, and other as requested financial analysis.

Task 27 – Inter-agency Relations & Regulatory Compliance

This task provides consulting services for strategy development, regulatory compliance assistance and assistance with regulatory and stakeholder interfaces and interactions. Services include regulatory compliance assistance for consent decree and other regulatory permits, advise on emerging contaminants and potential future regulations, assistance in development and negotiations for existing permit modifications and new permits, identification and applications support on grant or loan opportunities, and attended as requested meeting with regulators.

Task 29A – Customer Service Systems Upgrade Support

This task provides consultant resources to augment the Watershed staff on information technology projects including development, upgrade, analysis, and operational efficiencies improvements to the customer service systems. Work includes application integration support of Hansen 8, enQuesta, and Siebel systems; advice and development assistance for dashboards, metrics, and scorecards; support for development of data warehouse; and data analysis for various Watershed initiatives.

Task 29C – Program / Project Current Special Initiatives

This task provides technical, management, consultant, and administrative staff as needed to support implementation of specific strategic initiatives and strategic projects within the Department. These project initiatives are related to the consent decrees, Departmental priorities, and/or other Departmental needs such as customer billing improvements, asset management program development, activity based costing analysis for billing process improvements, integrated utility planning, loss prevention, bill payment and collection improvements.

Task 31 – Project Controls and Reporting

This task provides consultant resources to augment the Watershed’s Project Controls Group and the Systems/Reports Group. These services include supporting Department’s project managers monitor and track project budgets, forecasting, project planning, monitoring project schedules, providing project controls systems support to Department staff, and updating monthly progress reports (including GEFA reporting).

PMT Extension of Existing Services - Summary of Estimated Budget

Part I. Water Supply Program Management Extension Thru December 2015 (10 months) \$5,200,000

Task	Brief Description	March 2015 to Dec. 2015	
		Est. Hours	Est. Budget
1	Program Mgmt	3,230	\$662,150
2	Regulatory Strategy	1,292	\$497,420
3	Right of Way and Land Acquisition	1,938	\$193,800
4	Finance	3,230	\$620,160
5	Project Delivery Method, Procurement, Risk, and Legal	4,845	\$702,525
6	Community Outreach	1,938	\$191,862
7	Cost, Schedule and Risk Management	2,584	\$310,080
8	Geotechnical and Survey Management	1,615	\$193,800
9	Owner's Engineer	5,168	\$640,832
10	Construction Inspection	6,460	\$807,500
Total Estimated Hours		32,300	
Total Estimated Labor			\$4,820,129
Estimated ODC (8% of Labor)			\$379,871
Estimated Base Prog. Extension			\$5,200,000

Part II. Base Program Management Services Extension Thru May 2015 (6 months) \$3,472,000

Task	Brief Description	Dec. 2014 to May 2015	
		Est. Hours	Est. Budget
1	Program Mgmt	1,400	\$287,400
1B	Contract Mgmt/Other support	1,860	\$223,200
13B	Rehab Construction Services	5,000	\$480,600
21	Financial Analysis/GEFA Funding	400	\$76,700
27	Inter-agency Relations & Regulatory Compliance	400	\$154,000
29A	Cust. Serv. Systems Upgrade	2,000	\$269,700
29C	Special Initiatives	12,750	\$1,643,500
31	Project Controls	2,083	\$245,300
Total Estimated Hours		25,893	
Total Estimated Labor			\$3,380,400
Estimated ODC (3% of Labor)			\$91,700
Estimated Base Prog. Extension			\$3,472,000

Total Estimated Budget for Extension of Existing Program Management Services \$8,672,000
