



Waukesha Water Utility

SERVING WAUKESHA SINCE 1886

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MEMORANDUM

DATE: October 17, 2016

TO: Water Commissioners

FROM: Dan Duchniak, P.E and Kelly Zylstra, P.E.

RE: Greeley Hansen Contract and Phase 1 Scope of Services

Negotiations with Greeley Hansen regarding the PM/CM contract and its associated scope of services began on October 12th. The contract language was sent to Attorney Paul Kent and City Attorney Running for review and comment.

Due to the magnitude of the scope of services, we are proposing to divide the seven tasks into three phases. The tasks and phases are further defined in the attached Scope of Services Summary.

Phase 1 of the scope covers program initiation services consisting of specific elements of Tasks 1 through 5 and will cover the timeframe from October 24th to December 20th. This phase will include 62 meetings and workshops with 25 stakeholder interviews and 57 deliverables. The team will include staff from Greeley Hansen and 10 sub-consultants for a level of effort that equates to approximately 40 Full Time Equivalents (FTEs).

The fee for the phase is \$2,405,458; including reimbursable direct costs at an average labor cost per person hour of \$166.30. These costs are consistent with the estimates provided in our Application for Great Lakes water.

We will be bringing forth Phase 2 of the services and its associated fee to the Water Commission at their December meeting.

Recommended Motion: Approve a time and expenses contract with Greeley Hansen for the Scope of Services and Fee associated with Phase 1 pending attorney review for an amount not to exceed \$2,405,458.

Scope of Services Summary

On June 21, 2016, the Board of Great Lakes Governors voted in favor of the City of Waukesha's Application for a Lake Michigan Diversion with Return Flow. Currently, there is a Stipulation Order in place that requires complete compliance with the federal and state Radionuclide Standards, by no later than June 30, 2018.

This scope of services delineates Program Management / Construction Management Services for the Lake Michigan Water Supply Program that includes managing a team that will plan for, study, design and oversee construction of Waukesha's new water supply. The Lake Michigan Water Supply Program is a multi-year, multi-faceted program involving seven (7) major tasks as follows:

1.	Task 1 Program Management
2.	Task 2 Public Outreach
3.	Task 3 Permitting
4.	Task 4 Route Study and Pipeline
5.	Task 5 Distribution System and Water Quality
6.	Task 6 Pump Stations, Storage and Chemical Treatment
7.	Task 7 Construction and Construction Management

Greeley and Hansen LLC will serve as the Program Manager and Construction Manager (PM/CM).

The Waukesha Water Utility (WWU) is desirous to execute the Program in a phased approach, which will allow certain program activities to commence while the scope of the remaining Program activities are further developed. The Program Phases are as follows:

Phase 1 - Program Initiation services covering a period of service from October 24, 2016 through December 20, 2016. These services include currently defined elements of Tasks 1 through Task 5. This scope of these Phase 1 services are delineated herein.

Phase 2 - These services will include elements of Tasks 1 through 7 that will be further defined before December 15, 2016. The intention is that with clearer definition of these Phase 2 services and the level of effort therefor, the Phase 2 services will be mutually agreed to by the WWU and the PM/CM and Program progress could continue.

Phase 3 - These services will generally include the remaining aspects of Task 6 and the majority of Task 7. These services predominantly include pump station design and the Construction and Construction Management Services. The scope and level of effort for these Phase 3 services will be more clearly defined before December 2017. The intention is that with clearer definition of these services and the level of effort therefor, the Phase 3 services will be mutually agreed to by the WWU and the PM/CM and Program progress could continue.

This Exhibit A covers the scope of services for activities in Phase I. Additional scope of services will be develop during the period of October through December 2016 and mutually agreed to by WWU and Greeley and Hansen LLC. The Program,

therefore, will be multi-phased with completion of the Phase I scope of services within 60 days of the Program initiation. This first phase will set the foundation for the Lake Michigan Water Supply Program to be a success by organizing the scope, schedule and budget and initiating public outreach, permitting and route study elements.

TASK 1 - PROGRAM MANAGEMENT

Task 1-100 - Program Management Tools

Task 1-110 Program Performance Plan

Task 1-120 Program Management Action Log

Task 1-130 Document Management

Task 1-140 Program Standards and Procedures

Task 1-150 Workshops and Meetings

Task 1-160 Monthly Reports

Task 1-170 Information Collection and Management

Task 1-200 - Financial Management

Task 1-210 Alternative Funding Source Evaluation

Task 1-300 - Schedule Management

Task 1-400 - Quality Management

Task 1-500 - Risk Management

Task 1-510 Risk Register

Task 1-700 Miscellaneous Services

TASK 2 - PUBLIC OUTREACH

Task 2-100 Strategic Communication Planning

Task 2-110 Strategic Communication Workshop

Task 2-120 Preliminary Strategic Communication Plan

Task 2-200 Strategic Communication Research

Task 2-210 Research

Task 2-220 Media Audit

Task 2-230 Communication Audit

Task 2-240 Stakeholder Database

Task 2-250 Stakeholder Interviews

Task 2-260 Focus Groups



Task 2-300 Public Outreach Implementation

Task 2-310 Message Platform

Task 2-315 Message Platform Workshop

Task 2-320 Program Branding

Task 2-330 Information Materials

Task 2-340 Dynamic Website

Task 2-350 Town Hall Meetings

TASK 3 - PERMITTING

Task 3-100 Environmental Permitting

Task 3-110 Wetland and Waterway Assessments (Desktop Reviews)

Task 3-120 Historical and Archaeological Review

Task 3-130 Contaminated and Uncontaminated Soil and Groundwater

Task 3-200 Return Flow Permitting

Task 3-300 Water Supply

Task 3-400 Transportation

TASK 4 - ROUTE STUDY AND PIPELINE

Task 4-100 Route Study

Task 4-110 Evaluation of Alternatives

Task 4-120 Coordination with Permitting and Regulatory Agencies

Task 4-130 Environmental Assessment

Task 4-140 Coordination with Other Planned Construction Programs

Task 4-150 Oak Creek Water Supply Contract Negotiation Technical Support

Task 4-200 Pipeline Preliminary Design

Task 4-210 Surveying and Aerial Mapping

Task 4-240 Pipeline Hydraulic Analysis

TASK 5 - DISTRIBUTION SYSTEM AND WATER QUALITY

Task 5-100 Distribution System Hydraulics

Task 5-110 Model Update and Calibration

Task 5-200 Distribution System Water Quality

Task 5-210 Pipe Loop Testing

DELIVERABLES

- Program Performance Plan
- Document Management Plan
- Design and Documentation Procedures for Workshops
- Program Management Action Log
- Program Procedures
- Program Standards
- Initial Monthly Status Report and Invoice
- Draft Data "Gap" Analysis Report
- Progress Meeting Agendas, Presentation Materials and Notes
- Workshop and Meeting Agendas, Presentation Materials and Notes
- Communication Protocol
- Invoicing Procedures and Reporting
- Financial Management Specifications Memorandum
- Financial Management Platform Memorandum
- Financial Management Solution Conceptual Design
- Revision 0 Program Dashboard
- Initial Monthly Financial Report
- High Level Program Cost Evaluation Memorandum
- Alternative Funding Source Evaluation
- Revision 0 Schedule
- Quality Management Plan
- Initial Risk Register
- Preliminary Risk Analysis and Mitigation Plan
- Preliminary Strategic Communication Plan
- Preliminary Strategic Communication Plan Workshop agenda, meeting summary and draft roles/responsibilities matrix
- Media Audit Report
- Communication Audit Report
- Stakeholder interview discussion guide and summary
- Focus group discussion guide
- Initial Stakeholder Database
- Message Platform document with frequently-asked questions
- Message Workshop materials and meeting summary
- Fact sheets (programmatic and program specific)
- Program Brand Identity
- Town Hall Meeting information materials
- Dynamic, informative branded Website
- Preliminary Agency Contact List
- Permit Identification and Tracking Database
- Preliminary Desktop wetlands/waterways evaluation
- Preliminary Historical and archeological review report
- Preliminary Return Flow Management Plan
- Preliminary Impaired Water List Update
- Preliminary Return Flow Monitoring and Reporting Plan
- Root River Monitoring Plan
- Workshop and Meeting Agendas, Presentation Materials and Notes
- Preliminary Lead/Copper Sampling and Testing Program



- Workshop and Meeting Agendas, Presentation Materials and Notes
- Preliminary Transportation Permitting Plan
- Preliminary Route Alternatives
- Desktop Assessment of Environmental Issues
- Preliminary List of Planned Construction Programs
- Workshop and Meeting Agendas, Presentation Materials and Notes
- Aerial Survey of Route Alternatives
- Preliminary List of Properties for Easements and Land Acquisition
- Preliminary Hydraulic Analysis for Alternative Routes
- Updated InfoWorks Model of Existing System
- Preliminary Pipe Loop Testing Plan

WORKSHOPS AND MEETINGS

- Program Team Phase I Kick-Off and Vision Setting
- WWU Commission Program Kick-Off and Vision Setting
- Phase II Kick-Off
- Program Schedule – Revision 0
- Bi-weekly Progress Meetings
- High-Level Program Cost Validation
- Financial Model – Preliminary
- Financial Management Platform Workshop
- Financial Management Specification Workshop
- Program Revision 0 Schedule Workshop
- Risk Register – Risk Identification Workshop
- Preliminary Risk Analysis and Mitigation Workshop
- Consultant Outreach Team Kickoff Meeting
- Biweekly Outreach Team Meetings
- Strategic Outreach Plan – Preliminary Workshop
- Message Platform Workshop
- Stakeholder interviews (25)
- Messaging Platform Workshop
- Branding Meetings (3)
- Website meetings (5)
- Town Hall Planning Meeting
- Permit Identification Workshop
- WDNR Meetings (3)
- Meeting with WWU, Waukesha Legal Advisor and Senior Advisor
- Meeting with Waukesha WWTP Staff
- Meeting with SEWRPC
- WisDOT Meetings (2)
- Route Study Workshop I – Review of Routes Contemplated
- Route Study Workshop II – Preliminary Alternatives
- Operational Collaboration Workshop
- Distribution System Modeling – Review of Existing System Configuration
- Meeting with WWU (1)

