



ATLANTA

PMST ACCOMPLISHMENTS SUMMARY: FC-9838

July 2020

The Stantec/SG Joint Venture has provided program management services to the City of Atlanta, Department of Watershed Management (DWM) under FC-9838 since September 5, 2017. During that time, the PMST has provided a full range of technical and advisory services related to Clean Water Atlanta development and delivery. Below are a few examples of these **comprehensive services**:

Consent Decree Services

- ◆ CSO Remedial Plan Implementation
- ◆ Sanitary Sewer Overflow (SSO) Remedial Plan Implementation
- ◆ Hydraulic Modeling
- ◆ Capacity Certification
- ◆ Sanitary Sewer Evaluation Services (SSES) and Rehabilitation Support
- ◆ CSO Sampling and Water Quality Monitoring
- ◆ Environmental Protection Agency (EPA)/Environmental Protection Division (EPD) Coordination and Compliance
- ◆ Management, Operations and Maintenance (MOM) Implementation and Plan Updates
- ◆ Master Plan Development and Review

Program and Project Delivery

- ◆ Program Management
- ◆ Scheduling
- ◆ Cost Control
- ◆ Capital Projects Reporting
- ◆ Document Controls

- ◆ Project Delivery and Management System
- ◆ A/E Design Reviews and Cost Estimates

Workforce Development

- ◆ Training and Skills Transfer
- ◆ Workforce/Leadership Development Training

Communications/ Customer Relations

- ◆ Customer Service Support
- ◆ Billing Data Analysis and Assessment
- ◆ Public Information/ Communications

Financial Planning and Management

- ◆ Financial Analysis/Georgia Environmental Finance Authority (GEFA) Funding
- ◆ Financial Capability Assessment
- ◆ Bond Issue Support
- ◆ Capital Asset Management

Information Systems and Data Management and Analytics

- ◆ Program Website/Database Management
- ◆ Geographical Information System (GIS)/Mapping
- ◆ Data Management Platform

The following examples showcase the PMST partnership with the City of Atlanta and DWM, and the innovative ideas and programs from this collaboration.

Water Infrastructure Finance and Innovation Act (WIFIA) Funding

EPA offers a unique funding opportunity through WIFIA and the PMST assisted DWM in applying for funding via flexible loan terms that include lower interest rates and fees, a 35-year payback period and a longer interest-only period. The City of Atlanta submitted two Letters of Interest to EPA that were both accepted.

Identifying Green Infrastructure Opportunities

For consent decree projects we have been able to reduce the overall projects by \$65M specific to the remaining sewer basins with combined flow. These additions include permeable pavers, stormwater planters, and bioswales to capture and detain stormwater while providing capacity for flow conveyance. This collaborative approach not only provides stormwater management but brings economic and aesthetic value.

Intelligent Data Management Platform

In collaboration with DWM's spill response team, the PMST developed an intelligent, cloud-based data analytics platform that receives sewer flow/level data to predict sewer spills. From this, DWM developed predictive analytics that have helped prevent dozens of sewer spills since platform deployment in 2015.

Strategic Plan Support

The PMST was instrumental in providing water sector insights and perspective to enhance and ultimately finalize Atlanta's Strategic Plan 2022: A One Water Vision. The team provided new ideas including implementation, tracking, and planning of strategic priority area goals, objectives and initiatives and monthly summary documentation.

Program Progress & Accomplishments – FC-9838

Smart Utility Framework – Improving Tools to Execute our Work

As part of DWM's Strategic Plan 2022: A One Water Vision, one of the strategic priorities is to become a Smart Utility. To accomplish this initiative, an overall framework, along with a roadmap on how to ultimately become a Smart Utility has been developed with the support of the PMST. In January of 2020 PMST developed the Smart Utility Strategic Plan focused on driving organizational excellence. Phase 1 of the Smart Utility Plan will re-engineer and automate business processes to increase resource efficiency, improve performance outcomes and operational resiliency.

Workforce Development

The PMST performed an Employee Journey assessment and mapping that denotes the employee's experience during their tenure with the Department. Five recommendations for process improvements and recommendations to improve the employees' work experience were identified and provided to DWM Executives for action.

Additionally, the PMST developed career progression mapping for the Office of Linear Infrastructure Operations (OLIO), including a career catalog that provides job descriptions and the knowledge, skills, education, and experience required for each position in OLIO.

Biosolids Disposal and Process Improvements to Reduce Costs

Biosolids management costs have almost doubled since 2019. The PMST has developed a plan (Integrated Biosolids and Zero Waste Road Map) which includes co-digestion of biosolids, food wastes, Fats, Oils, and Grease (FOG), and Green Wastes. PMST's plan would reduce the cost of biosolids management by more than 30% and provide a more sustainable, long-term solution.

Training Staff for Improved Project Delivery

The PMST developed an extensive training program has been developed to train DWM resources in lifecycle project management, beneficial delivery methods, etc. This training is assisting DWM with restructuring DWM Acquisitions to ensure service delivery improvements and timely project delivery.

*The PMST is looking forward to continuing to provide exceptional program management, project delivery and technical/financial expertise DWM has consistently relied on to meet compliance milestones on schedule and within budget. In addition to this support, the PMST will focus on initiatives that will strengthen the **operational and financial resiliency** of DWM and the City of Atlanta. Below is a sample of the initiatives the PMST will be leading in the coming year:*

- ◆ Flood Mitigation Support
- ◆ Project Delivery System (PDS) Training Series
- ◆ E-Builder Training and Support
- ◆ SCADA Master Plan and Implementation
- ◆ Integrated Master Plan
- ◆ Optimized CIP Development
- ◆ A/E Peer and Design Reviews
- ◆ Smart Utility – AMI, Smart Hydrants, WaterStat and ESRI Platform
- ◆ Long Term Waste to Energy Roadmap Implementation
- ◆ Modeling Support
- ◆ Critical Projects Management Oversight
- ◆ Strategic Plan Implementation
- ◆ OLIO & OWTR Skills Development
- ◆ Financial Capability Assessment
- ◆ Assistance with Interjurisdictional Agreements

Instrumentation Master Plan and Stabilization

PMST assisted DWM in the planning for an enhanced System Control and Data Acquisition (SCADA). The purpose of the SCADA Stabilization project is to replace obsolete, and failing SCADA components for the drinking water and wastewater reclamation systems as quickly as possible, while maintaining safe system operations.

The SCADA Master Plan will be completed in August 2020 and will identify immediate/short-term improvements that will enable the SCADA system to collect and manage more system operating data to support day to day operations and decision making.

Operations Support for Improved Efficiencies

Standard Operating Procedures (SOPs) have been developed or updated with continuous input from system operators and managers. Approximately 230 SOP documents have been completed for OLIO, Water Plants, Wastewater Plants, and Pump Station system controls.

The PMST utilizes on-call subject matter experts when needed for specific initiatives and support.

Systems Support

Within the data and technology operational improvements, The PMST has assisted DWM by completing a number of initiatives and created specific value to DWM in Year 3 of the PMST program. Some examples of these initiatives are:

- ◆ Developed a central intranet web portal to allow DWM staff to refer to a single consistent location for project information
- ◆ Enhanced DWM's standard treatment facility asset management solution, Maximo
- ◆ Created an interactive 3D visual model representing all offices and services provided by DWM

Flood Mitigation Support

A number of projects have been completed, and several under design to address capacity and flood mitigation. The PMST is assisting DWM in a forensic examination of recent flooding to identify immediate opportunities to reduce the threat of flooding while we implement long term solutions.

Program Progress & Accomplishments – FC-9838

Legislatively and Administratively Authorized Actions Under The Contract

- The City of Atlanta (“City”) authorized FC-9838, Program Management Services with Stantec/SG, JV (“Agreement”), on behalf of the Department of Watershed Management, in an amount not to exceed Sixteen Million, Five Hundred Dollars and Zero Cents (\$16,500,000.00), pursuant to Resolution 17-R-3950.
- The City entered into Amendment No. 1 to fund Year 2 of the Agreement in an amount not to exceed Twelve Million Dollars and Zero Cents (\$12,000,000.00), pursuant to Resolution No. 18-R-4246.
- The City entered into Amendment No. 2 to fund Year 3 of the Agreement in an amount not to exceed Ten Million Dollars and Zero Cents (\$10,000,000.00), pursuant to Resolution No. 19-R- 4583.
- The City entered into a 90-Day extension extending the term of the Agreement to October 29, 2020.
- Stantec/SG, JV continues to satisfactorily perform under the Agreement.
- Current legislative request:
 - Correct the term of the Agreement. In Resolution No. 17-R-3950, the term of the Agreement was erroneously stated as three (3) years with one (1) one (1) year renewal option to be exercised at the City’s sole discretion effective July 31, 2017 through July 30, 2020. The correct term of the Agreement is three (3) years with two (2) one (1) year renewal options to be exercised at the City’s sole discretion.
 - The Commissioner of the Department of Watershed Management and Chief Procurement Officer recommend entering into Renewal No. 1 in an amount not to exceed Ten Million Dollars and Zero Cents (\$10,000,000.00).
 - Paying invoices for services rendered up to and including the 90-Day extension period, in an amount not to exceed One Million, Five Hundred Thousand Dollars and Zero Cents (\$1,500,000.00).
 - Companion Budget Amendment Held in Cycle 13 – Ordinance No. 20-O-1460.