
Snapfinger AWTP Phase 2 CM Services Request for Approval of: Change Order No. 3

Background

In August 2013, Tetra Tech (Tt) was contracted by DeKalb County's Department of Watershed Management (DWM) to provide Construction Management Services for the Snapfinger AWTP Phase 2 project. In August 2015 construction began, and Tt was mobilized to the site to oversee construction activities being performed by the selected Contractor, Archer Western, LTD (Archer Western). The Tt field team consists of the following ten (10) staff members:

- Resident Engineer (Tt)
- Construction Manager (Tt)
- Deputy Construction Manager (LSBE)
- Process/Mechanical Inspector (LSBE)
- Electrical Inspector (LSBE)
- Site/Civil Inspector (LSBE)
- Structural Inspector (LSBE)
- Field Technician (LSBE)
- Construction Documents Administrator (LSBE)
- Assistant Construction Documents Administrator (LSBE)

In September 2017, Tt received approval of Change Order No.1 from DWM which authorized additional funds for Tt to continue to provide Construction Management Services for the Snapfinger AWTP Phase 2 project through October 31, 2020. Since that time DWM has requested that Tt submit documentation regarding the need for an additional amendment (Change Order No. 2) to align Tt's contract with that of Archer Western. Specifically, this Change Order summarized the need for Tt staff to work overtime hours, at a time and a half rate when applicable, due to Archer Western working twelve-hour workdays, versus the eight-hour workday in Tt's contract. Change Order No. 2 was approved by the Board of Commissioners in December 2019.

Additionally, to reduce the negative float on the project, DeKalb County came to an agreement with Archer Western in February 2020 to allow Saturday work hours. Tt has been instructed to cover this additional overtime under the existing contract and seek further funding in this amendment (Change Order No. 3). As a result of the previously described modifications, Tetra Tech's existing contract funds are expected to expire in August 2020 vs. the contract end date of October 31, 2020.

At the request of the Owner, this Change Order includes the following services:

1. Extension of Tt's contract through June 30, 2022, at the contracted straight-time hourly rates, for the first forty (40) hours of construction management services per week.
2. Extension of Tt's contract through June 30, 2022 for overtime coverage (straight time and time and a half, where applicable) Monday to Friday and Saturdays.

3. Funding for the review of Time Impact Analysis (TIA's) submitted by the Contractor in accordance with the Executive Level Agreement established between all parties in September 2018.
4. Recovery of expended funds related to additional services needed to process the high number of Potential Change Orders (PCOs) received on the project.

Amendment Basis

This amendment includes the extension of Tetra Tech's services from August 20,2020 to June 30,2022 (one month after Archer Western's currently projected completion date), a time period of ninety-seven (97) weeks. This amendment requests funding for Tetra Tech to continue to provide construction management services, Monday to Friday, for 40 hours per week, in addition to overtime hours (Monday to Friday & Saturdays) as summarized in **Table 1** below. It should be noted that this request for overtime also includes funding for the project's Construction Document's Administrator due to a higher level of effort than originally anticipated being required of the position. A letter from Tetra Tech's LSBE sub-consultant, Graham & Associates, summarizes this increased level of effort (**Attachment 1**).

Table 1: Weekly Overtime Hours Summary

Position	Employer	Total Overtime M to F (hrs./week)	Total Overtime Saturday (hrs./week) (2 Saturdays per Month per staff member)	Compensation
Construction Manager	Tt	10	8	Straight-Time
Deputy Construction Manager	LSBE	10	8	Time and a Half
Process Mechanical Inspector	LSBE	10	8	Time and a Half
Electrical Inspector	LSBE	10	8	Time and a Half
Site/Civil Inspector	LSBE	10	8	Time and a Half
Structural Inspector	LSBE	10	8	Time and a Half
Field Technician	LSBE	10	8	Time and a Half
Construction Documents Administrator	LSBE	10	-	Straight-Time

Note: Time and Half compensation is only being requested for hourly employees

Tetra Tech has also included costs for the additional temporary personnel that were used on the project to expedite the review and processing of the extensive volume of Potential Change Orders (PCOs) and delay claims submitted by the Contractor in 2017. Documentation from Tt to DWM staff requesting approval for this work is provided in **Attachment 2**. Tt has already been paid for this work and is only asking for an increase in our upper limit to ensure enough funding capacity for the project. Lastly, in September 2018, Tt was directed by DWM to begin the monthly analysis of additional TIA's submitted by the contractor which exceed the one (1) TIA included in Tt's base scope of work (**Attachment 3**). As such, this amendment includes funding for Tt staff to analyze an additional three (3) TIA's per month through June 2022.

Schedule

It is seeking additional funding for the period between August 20, 2020 (the projected expiration date of existing contracts funds) to June 30, 2022 (approximately one month after the currently projected completion date per Archer Western's latest Project Schedule Update).

Proposed Fee

The proposed fee for the above Scope of Work is **\$9,162,850** to be billed on a Time and Materials basis (**Attachment 4**). Please note that the presented billing rates represent Tetra Tech's billing rates for Year 8 of our contract, which begins on August 20, 2020, and will escalate at a rate of 3% per year, in agreement with the Contract.

ATTACHMENT 1

Jillian Jack, P.E.
Senior Project Manager
Tetra Tech
1899 Powers Ferry Rd., Suite 400
Atlanta, GA 30339

February 06, 2020

Subject: Snapfinger Advanced Water Treatment Facility, Phase 2 - Overtime Request for Construction Documents Administrator (CDA)

Dear Ms. Jack,

Due to the significant amount of changes to project drawings as well as increase in RFIs, Proposed Change Orders & Field Orders for work associated with the project, we are requesting for overtime for the Construction Document Administrator. These changes have resulted in an increased workload that is not manageable in a daily eight-hour time period.

Listed below are several statistics that the CDA executed/managed, as of January 31, 2020:

- 277 Proposed Change Orders processed to date
- 107 Request for Proposals processed to date
- 9 Change Order packages processed to date
- 196 Field Orders / Change Orders processed to date
- 1,172 RFIs processed to date. Please note that each RFI cycle requires four actions of review and transmittal generation (4,688)
- 2,785 submittals processed (including resubmittals). Please note that each Submittal cycle requires four actions of review and processing (11,140)
- 957 Drawings & Revised Drawings processed to date

These statistics are in addition to the other daily tasks for the CDA, including, but not limited to, other Change Management duties, Progress Payments tasks, Meeting Minutes, etc. Document storage includes the uploading of all project documentation to Tetra Tech's server, DeKalb County's SharePoint site and the construction productivity software application (PlanGrid).

The daily workload of the CDA is full of keeping track of the voluminous amounts of documentation and other duties for the position. However, with the Field Staff working additional hours, this has added to the CDA's existing heavy workload and is not sustainable. The CDA is now prioritizing tasks to make sure time-sensitive activities and actions are handled timely while deferring other activities and actions for a later time.

Please advise.

Sincerely,



Chris Lewis
Program Director

ATTACHMENT 2

From: [Hedden, Mark](#)
To: [Jack, Jillian](#); [Dunaway, Christian](#)
Subject: RE: Snapfinger Amendment
Date: Wednesday, November 01, 2017 10:04:26 AM
Attachments: [image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)
[image007.png](#)

From: Brown, Wendell H. [mailto:whbrown@dekalbcountyga.gov]
Sent: Friday, March 17, 2017 10:20 AM
To: Dunaway, Christian <christian.dunaway@tetrattech.com>; Jack, Jillian <Jillian.Jack@tetrattech.com>
Cc: Hedden, Mark <Mark.Hedden@tetrattech.com>; CotoPerez, Angela <Angela.CotoPerez@tetrattech.com>
Subject: RE: Snapfinger - AW PCO Workload


Christion, per Margaret Tanner and Scott Towler response to the Tt new man we need to work on the PCOs was approved and we can move forward with this .

Thank you,

Wendell H. Brown

*Senior Construction Manager
DeKalb County Department of Watershed Management*

Snapfinger AWTF Expansion
4124 Flakes Mill Road
Decatur, Georgia 30034
whbrown@dekalbcountyga.gov

 470.440.3583 Ext. 113
404.606.4293

DeKalbCountyGA.gov



From: Hedden, Mark [mailto:Mark.Hedden@tetrattech.com]
Sent: Thursday, March 16, 2017 2:58 PM
To: Brown, Wendell H.
Subject: FW: Snapfinger - AW PCO Workload

Hey Wendell,

Can you please provide a confirmation response by COB tomorrow so that there are no questions regarding Tt's hours on the March 2017 payment application?

Thank you,
Mark

From: Dunaway, Christian
Sent: Thursday, February 16, 2017 10:34 AM
To: whbrown@dekalbcountyga.gov
Cc: Hedden, Mark <Mark.Hedden@tetrattech.com>; Preston.Sewell@aecom.com
Subject: Snapfinger - AW PCO Workload

Wendell,

Just following up on our conversation on-site yesterday about the level of effort that is required for Tt to manage Archer Western's submission of PCO's. Our contracted level of effort is based on Attachment A (attached to this email) in the original RFP where Parsons, as the design engineer, published their expected number of PCO's at 48. However, to date AW has submitted 114 EA PCO's, and right now with our current contracted staffing limitations, we are struggling to review and process the PCO's. Additionally, timely review of these PCO's is compounded by:

- The sheer number and pace of PCO's being generated by AW
- For additive PCO's, the proposed quantities and costs require significant time to reconcile
- For deductive PCO's, the proposed quantities and costs require significant time to reconcile
- Significant effort being spent by Mark Hedden and Edroy Adolphin on basic AW non-compliance items that result in less availability to process PCO's

With your concurrence, I will assign additional staff to assist with reviewing and managing these PCO's. As this level of effort is not in our current cost/scope, we will setup an additional internal task to track this effort and will communicate the progress and effort to you monthly.

Please call with any questions.

Regards,

Christian Dunaway, P.E. | Vice President
Main: 770.850.0949 | Cell: 404.424.9956

Tetra Tech | Complex World, Clear Solutions™
1899 Powers Ferry Road, Suite 400; Atlanta, GA 30339 | tetrattech.com

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<Pages from 12-500240-entireRFP.PDF>

ATTACHMENT 3



DeKalb County
GEORGIA

770.621.7200 (o)

770.621.7271 (f)

DeKalbCountyga.gov

Watershed Management

1580 Roadhaven Drive

Stone Mountain, GA 30083

September 13, 2018

Mr. Christian Dunaway
Vice President
Tetra tech
1899 Powers Ferry Road SE, Suite 400
Atlanta GA, 30339

Subject: Snapfinger Advanced Wastewater Treatment Plant Expansion Phase 2
Contract No. 13-902684
Requested Construction Schedule Modifications

Dear Mr. Dunaway,

In a good faith effort to aid the Contractor in accurately scheduling the Work for the Snapfinger AWTF Phase 2 project, and per the meeting held on September 10, 2018 between DeKalb County (County), Archer Western (Contractor) and Tetra Tech, the County is hereby directing Tetra Tech to allow the incorporation of the previously submitted thirty-three (33) Time Impact Analysis (TIAs) into the Overall Progress Schedule (a.k.a. the "working schedule"). It is understood that five (5) of the TIA's have been reviewed by Tetra Tech and have been deemed eligible for a Contract Time extension totaling 210 days, two (2) of the TIA's will impact the Dewatering Building Interim Milestone Date, while the remaining twenty-six (26) TIA's will have no impact on the critical path or Contract Milestone Dates.

To ensure that the Overall Progress Schedule accurately represents the Work, the County hereby requests that Tetra Tech analyze and include all documented time impacts. This shall include impacts that both do, and do not, affect the construction completion milestone dates or critical path, including delay events caused by the Contractor as documented in Non-Compliance Notices and Quality Incident Reports. It should be noted that this written authorization does not authorize the Contractor or Tetra Tech to revise the Contract Milestone Dates, Contract Time, or Contract Term, which can only be altered by DeKalb County's Governing Authority.

The County recognizes the increased level of effort that will be required for Tetra Tech to manage the Overall Progress Schedule in the directed manner and understands this effort may exceed Tetra Tech's current scope of work. As such, it is requested that Tetra Tech include an estimate of the schedule management costs in a forthcoming

Chief Executive Officer
Michael Thurmond

Board of Commissioners

District 1
Nancy Jester

District 2
Jeff Rader

District 3
Larry Johnson

District 4
Stephen Bradshaw

District 5
Mereda Davis Johnson

District 6
Kathie Gannon

District 7
Gregory Adams Sr.



DeKalb County
G E O R G I A

770.621.7200 (o)
770.621.7271 (f)
DeKalbCountyga.gov

Watershed Management
1580 Roadhaven Drive
Stone Mountain, GA 30083

Change Order. Additionally, due to the time sensitive nature of this issue, please include all additional costs to perform these services in your monthly invoices.

Chief Executive Officer
Michael Thurmond

Board of Commissioners

Sincerely,

Reginald D. Wells,
Interim Director
Department of Watershed Management

District 1
Nancy Jester

District 2
Jeff Rader

District 3
Larry Johnson

District 4
Stephen Bradshaw

District 5
Mereda Davis Johnson

District 6
Kathie Gannon

District 7
Gregory Adams Sr.

cc: Ted Rhinehart (DeKalb County)
Wendell Brown (DeKalb County)
Jillian Jack (Tetra Tech)

ATTACHMENT 4



Price Proposal

DeKalb Snapfinger Phase II CM Services

Tetra Tech Change Order No. 3

Submitted to: DeKalb County

Contract Type: T&M

Project Phases / Tasks	Schedule		Total Labor Hrs	Labor Hours				Mat'l's & Equip	Subs	Task Pricing Totals
	From	Thru		Resident Engineer	Deputy Project Manager	Construction Manager	PCO Processing			
	Hourly Billing Rate									
2017 PCO Assistance			679							
PCO Assistance	10/01/17	10/31/17	679							\$105,245
2019/2020 TIA Schedule Modifications Year 7										
CPM Scheduler I	01/01/19	08/19/20	-					\$35,388		\$35,388
CPM Scheduler II	01/01/19	08/19/20	-					\$30,685		\$30,685
Administrator	01/01/19	08/19/20	-					\$1,294		\$1,294
Construction Management Svcs Year 8			5,408							
Project Management	08/20/20	08/19/21	1,248	1,248	2,080			\$13,884	\$5,500	\$1,164,133
Resident Engineer	08/20/20	08/19/21	2,080	2,080						\$266,885
Construction Manager	08/20/20	08/19/21	2,080		2,080					\$479,898
MIS Administrator (Butler)	08/20/20	08/19/21	-					\$4,680		\$397,966
Annual Maintenance Fee (Oracle) +plangrid	08/20/20	08/19/21	-					\$9,204		\$4,680
Construction Management Svs Year 8 (Overtime) + Saturdays			728							
Construction Management	08/20/20	08/19/21	728		728					\$139,288
Project Scheduling Year 8										
CPM Scheduler I	08/20/20	08/19/21	-					\$89,125		\$89,125
CPM Scheduler II	08/20/20	08/19/21	-					\$17,558		\$17,558
Assistant	08/20/20	08/19/21	-					\$70,234		\$70,234
Benchmark Year 8 CM Services										
Deputy Construction Manager	08/20/20	08/19/21	-					\$1,333		\$1,333
Benchmark Year 8 (Overtime) + Saturdays										
Deputy Construction Manager	08/20/20	08/19/21	-					\$362,856		\$362,856
CERM Year 8 CM Services										
Process/Mechanical Inspector	08/20/20	08/19/21	-					\$190,499		\$190,499
Structural Inspector	08/20/20	08/19/21	-					\$190,499		\$190,499
Site/Civil Inspector	08/20/20	08/19/21	-					\$1,142,440		\$1,142,440
Field Technician	08/20/20	08/19/21	-					\$323,066		\$323,066
CERM Year 8 (Overtime)+ Saturdays										
Process/Mechanical Inspector	08/20/20	08/19/21	-					\$285,605		\$285,605
Structural Inspector	08/20/20	08/19/21	-					\$285,605		\$285,605
Site/Civil Inspector	08/20/20	08/19/21	-					\$248,165		\$285,605
Field Technician	08/20/20	08/19/21	-					\$599,781		\$248,165
Graham & Associates Year 8 CM Services										
Electrical/Controls Inspector	08/20/20	08/19/21	-					\$169,609		\$599,781
Construction Documents Administrator	08/20/20	08/19/21	-					\$149,943		\$169,609
Admin Asst	08/20/20	08/19/21	-					\$149,943		\$149,943
	08/20/20	08/19/21	-					\$130,287		\$149,943
Graham & Associates Year 8 (Overtime) + Saturdays										
Electrical/Controls Inspector	08/20/20	08/19/21	-					\$835,744		\$130,287
Construction Documents Administrator	08/20/20	08/19/21	-					\$362,856		\$835,744
Admin Asst	08/20/20	08/19/21	-					\$285,605		\$362,856
	08/20/20	08/19/21	-					\$187,283		\$285,605
			-					\$261,901		\$187,283
			-							\$261,901
Price/Summary Total										\$9,162,850
\$9,162,850										

Electrical/Controls Inspector	08/20/20	08/19/21	-	-	-	-	-	-	\$190,499	\$190,499	-	\$190,499
Construction Documents Administrator	08/20/20	08/19/21	-	-	-	-	-	-	\$71,401	\$71,401	-	\$71,401
2020/2021 TIA Schedule Modifications			288	-	-	-	-	-	\$66,447	\$42,140	-	\$108,588
Resident Engineer	08/20/20	08/19/21	288						\$66,447			\$66,447
CPM Scheduler I	08/20/20	08/19/21	-							4,214		\$4,214
CPM Scheduler II	08/20/20	08/19/21	-							37,926		\$37,926
Construction Management Svcs Year 9			4,680	1,800	1,080	1,800	-	-	\$1,020,367	\$13,884	\$5,500	\$1,039,751
Project Management	08/20/21	06/30/22	1,080		1,080				\$237,887			\$237,887
Resident Engineer	08/20/21	06/30/22	1,800						\$427,755			\$427,755
Construction Manager	08/20/21	06/30/22	1,800	1,800					\$354,726		\$5,500	\$354,726
Field Supplies	08/20/21	06/30/22	-									\$5,500
MIS Administrator (Butler)	08/20/21	06/30/22	-							\$4,680		\$4,680
Annual Maintenance Fee (Oracle) +plangrid	08/20/21	06/30/22	-							\$9,204		\$9,204
Construction Svcs Year 9 (Overtime) + Saturdays			634	-	-	634	-	-	\$124,942	-	-	\$124,942
Construction Management	08/20/21	06/30/22	634			634			\$124,942			\$124,942
Project Scheduling Year 9			-	-	-	-	-	-	-	\$61,002	-	\$61,002
CPM Scheduler I	08/20/21	06/30/22	-							\$10,842		\$10,842
CPM Scheduler II	08/20/21	06/30/22	-							\$48,789		\$48,789
Assistant	08/20/21	06/30/22	-							\$1,372		\$1,372
Benchmark Year 9			-	-	-	-	-	-	-	\$323,416	-	\$323,416
Deputy Construction Manager	08/20/21	06/30/22	-							\$323,416		\$323,416
Benchmark Year 9 (Overtime) + Saturdays			-	-	-	-	-	-	-	\$170,872	-	\$170,872
Deputy Construction Manager	08/20/21	06/30/22	-							\$170,872		\$170,872
Sub-CERM Year 9			-	-	-	-	-	-	-	\$890,922	-	\$890,922
Process/Mechanical Inspector	08/20/21	06/30/22	-							\$287,932		\$287,932
Structural Inspector	08/20/21	11/20/21	-							\$127,237		\$127,237
Site/Civil Inspector	08/20/21	06/30/22	-							\$254,578		\$254,578
Field Technician	08/20/21	06/30/22	-							\$221,174		\$221,174
CERM Year 9 (Overtime)+ Saturdays			-	-	-	-	-	-	-	\$472,612	-	\$472,612
Process/Mechanical Inspector	08/20/21	06/30/22	-							\$152,124		\$152,124
Structural Inspector	08/20/21	06/30/22	-							\$69,132		\$69,132
Site/Civil Inspector	08/20/21	06/30/22	-							\$134,502		\$134,502
Field Technician	08/20/21	06/30/22	-							\$116,853		\$116,853
Graham & Assoc Year 9			-	-	-	-	-	-	-	\$745,116	-	\$745,116
Electrical/Controls Inspector	08/20/21	06/30/22	-							\$323,489		\$323,489
Construction Documents Administrator	08/20/21	06/30/22	-							\$254,644		\$254,644
Admin Asst	08/20/21	06/30/22	-							\$166,983		\$166,983
G&A Year 9 (Overtime) + Saturdays			-	-	-	-	-	-	-	\$234,571	-	\$234,571
Electrical/Controls Inspector	08/20/21	06/30/22	-							\$170,910		\$170,910
Construction Documents Administrator	08/20/21	06/30/22	-							\$63,661		\$63,661
2021/2022 TIA Schedule Modifications Year 9			120	-	-	-	-	-	\$28,517	\$36,140	-	\$64,657
Resident Engineer	08/20/21	06/30/22	120						\$28,517			\$28,517
CPM Scheduler (Brian Delaney)	08/20/21	06/30/22	-							\$3,614		\$3,614
CPM Scheduler (Ben Turner)	08/20/21	06/30/22	-							\$32,526		\$32,526
Totals	10/01/17	06/30/22	12,537	4,288	2,328	5,242	679	\$2,629,556	\$6,522,294	\$11,000	\$9,162,850	