



# PROPOSED CHANGE ORDER REQUEST

Department of Watershed Management

Contract Name: CIP Program Management Services Date: 11/28/2022

Contractor: AECOM Technical Services, Inc.

Contract Number: 978332 Contract Amendment Number: 5

Contract Amendment Category: ☒ Cost ☒ Schedule ☒ Scope ☒ Deliverables

Original Contract \$ Amount:	Contract Start Date:	Original Contract Time:(TERM)	Original Contract End Date:
\$19,944,897.00	8/19/2015	1961	12/31/2020

NTP Start Date:	Original Performance Days:(TIME)	Original Performance End Date:
9/9/2015	1460	9/8/2019

Previous Change Order:	Previous Time Extensions (Days):	Previous Changes to \$ Amount:
Change Order No. 1:	0	\$6,948,928.00
Change Order No. 2:	114	\$0.00
Change Order No. 3:	1348	\$22,322,194.00
Change Order No. 4:	519	\$2,000,000.00

Current Contract Amount:	Current Performance Time (Days):	Current Performance End Date:	Current Contract End Date:
\$51,216,019.00	3441	9/9/2023	12/31/2024

**Description of Proposed Changes: (Also see attached documentation)** Change Order #05 (CO#05) funds: Continuation of CIP PMT services through the completion of the Modified Consent Decree (MCD) on December 20, 2027. Extension of current services includes; Task 1: Program Management, Task 2: Project Controls, Task 4: Hydraulic Modeling, Task 7: Project Management, Task 8 - Technical Specifications, Standards and Quality Control, Task 9: Risk Management, Task 10: Community Outreach and Public Relations, Task 11: Technical Assistance, Task 12: PMIS Implementation Support and Task 13: Roads & Drainage Program Management Initiation Support. CO#05 includes funding for additions to the previously contracted scope of work in Task 6: Master Plan Development (approved by DWM in July 2020) and additional level of effort across Tasks 1, 2, 7 and 10 in support of: 1) negotiating the Modified Consent Decree, and 2) the development, planning and funding of a new CIP for the period 2021 through 2030 (CIP 2021). CO#05 also adds a new task, Task 14 which is an allowance for efforts to support DWM's organizational development to support the transition from consultant to owner-managed CIP program management.

**Justification of Proposed Changes: (Also see attached documentation)** The Department of Watershed Management's (DWM) Capital Improvement Projects Program adopted in 2010 (CIP 2010) has made major steps forward, including delivering over \$900 Million of CIP projects since 2017. In recent years the County has both: 1) modified its Consent Decree (MCD), with major changes including extending the completion date to December 20, 2027 and pivoting from a focus on completion of projects that reduce inflow and infiltration to major projects that will increase the flow capacity of the County's largest sewer trunk lines, including over 62 miles of trunk line capacity projects, primarily in the Snapfinger Basin, and 2) developed, planned and funded a new \$2.408 Billion CIP 2021. DWM is not staffed to program manage the challenging MCD and CIP 2021 without the support of a consultant program management team (PMT). The CIP PMT has been instrumental in developing the new program procedures and tools, has established working relationships and proven capability. Changing the CIP PMT at this time represents a major, unnecessary, risk.

Proposed Additional Performance Days:	Proposed Cumulative Performance Days:	Proposed Performance End Date:	Proposed Contract End Date:
1055	4496	12/31/2027	6/30/2028
Proposed Changes to Dollar Amount:	Proposed Cumulative Contract Amount:	Amount Spent To Date as of 1/27/2023:	
\$36,466,744.00	\$87,682,763.00	\$46,455,955.71	

**Describe Any Risk Associated With This Change:** Risk for completion of the new \$2.408 Billion CIP and Modified Consent Decree requirements are best minimized by continuation of CIP PMT services, since the existing CIP PMT has extensive knowledge of both CIP 2021 the new and existing projects required by the Modified Consent Decree. The CIP PMT currently in-place is therefore best placed to expedite these services in a manner that will reduce schedule risk for these projects, and provide the additional services in a cost effective manner.

**Effect of NOT Approving This Change:** Schedule risk would be incurred if this task is not approved as DWM staff numbers are not-sufficient to self-deliver, and recompeting this contract would require more time than is available without a gap in CIP PMT coverage.

#### Engineering Manager's Approval:

☒ Accepted  
☐ Rejected

Signature: Cassandra Marshall, PMP

Digitally signed by Cassandra Marshall, PMP  
Date: 2023.02.03 14:57:50 -05'00'

Print Name: Cassandra Marshall

Date: 02/03/2023

#### Watershed Director's Approval:

☒ Accepted  
☐ Rejected

Signature: David Hayes

Digitally signed by David Hayes  
Date: 2023.02.08 12:20:02 -05'00'

Print Name: David Hayes

Date: 2/08/2023

#### Chief Operating Officer's Approval:

☒ Accepted  
☐ Rejected

Signature: 

Print Name: Zachary L. Williams

Date: 3-2-23

Contract Name: CIP Program Management Services

Contractor: AECOM Technical Services, Inc.

Contract Number: 978332

Contract Amendment Number: 5

# Initial Discussion Proposed Budget - CIP PMT Services - March 2023 through December 2027

Assumptions:

Assumed hours per year = 1,920  
 Annual cost escalation = 3.00%  
 Assumed date of new funding start = 6/1/2023  
 Assumed Performance Period end date = 12/31/2027  
 Current performance end date = 5/31/2023  
 Extension (days) = 15175 days

Rate	Account	Year & Rate	Company	6/1/2023-6/30/2023		6/1/2023-6/30/2024		6/1/2024-6/30/2025		6/1/2025-6/30/2026		6/1/2026-6/30/2027		6/1/2027-12/31/2027		Total ETC								
				months		months		months		months		months		months										
				FTE	Cost	FTE	Cost	FTE	Cost	FTE	Cost	FTE	Cost	FTE	Cost									
Task 1 - Program Development and Management																								
	Lee	\$	323	AECOM	100%	\$	330,483	100%	\$	4,89,595	100%	\$	658,783	100%	\$	678,547	100%	\$	698,903	100%	\$	295,957	\$	3,226,269
	Tara	\$	347	AECOM	5%	\$	16,641	5%	\$	34,322	5%	\$	35,352	5%	\$	36,412	5%	\$	37,500	5%	\$	12,877	\$	178,129
	Stephanie	\$	108	AECOM	9%	\$	9,333	9%	\$	19,222	9%	\$	19,799	9%	\$	20,393	9%	\$	21,005	9%	\$	7,232	\$	96,962
	TBD	\$	82	Gratham	0%	\$	-	0%	\$	-	0%	\$	117,490	100%	\$	172,876	100%	\$	179,064	100%	\$	61,195	\$	579,540
Task 2 - Project Controls																								
	Dean	\$	200	AECOM	100%	\$	399,738	100%	\$	411,459	100%	\$	423,883	100%	\$	436,517	100%	\$	449,611	100%	\$	154,367	\$	2,075,498
	Lark	\$	168	Gratham	100%	\$	311,174	100%	\$	332,019	100%	\$	344,940	100%	\$	357,239	100%	\$	369,886	100%	\$	118,544	\$	1,174,793
	Amyette	\$	108	EC	100%	\$	109,824	100%	\$	213,877	100%	\$	236,294	100%	\$	276,903	100%	\$	273,719	100%	\$	96,240	\$	1,078,940
	Ayes	\$	85	AECOM	100%	\$	82,870	100%	\$	199,065	100%	\$	174,117	100%	\$	179,361	100%	\$	184,782	100%	\$	61,478	\$	857,803
Task 3 - Program Development - Compliance																								
Task 4 - Hydraulic Modeling Work																								
	Brad	\$	168	AECOM	50%	\$	80,547	50%	\$	184,038	50%	\$	170,990	50%	\$	176,320	50%	\$	181,483	50%	\$	62,287	\$	837,393
	Yamara	\$	106	AECOM	35%	\$	35,616	35%	\$	73,369	35%	\$	75,570	35%	\$	77,837	35%	\$	80,172	35%	\$	27,526	\$	370,090
		\$	114	CEBAI	0%	\$	-	0%	\$	-	0%	\$	-	0%	\$	-	0%	\$	-	0%	\$	-	\$	1,207,482
Task 5 - Marine Plan System Assessment - Compliance																								
Task 6 - Marine Plan Additional Scope - Compliance																								
Task 7 - Project Management																								
	Gregg	\$	200	AECOM	100%	\$	191,877	100%	\$	395,164	100%	\$	407,039	100%	\$	419,230	100%	\$	431,806	100%	\$	148,254	\$	1,993,820
	atherine	\$	205	AECOM	100%	\$	196,800	100%	\$	405,408	100%	\$	417,570	100%	\$	430,097	100%	\$	443,000	100%	\$	152,097	\$	2,044,973
	TBD	\$	168	EC	-	\$	-	-	\$	-	70%	\$	299,543	100%	\$	35,247	100%	\$	36,104	100%	\$	124,945	\$	1,079,702
	Gregg	\$	205	EC	100%	\$	196,800	100%	\$	405,408	100%	\$	417,570	100%	\$	430,097	100%	\$	443,000	100%	\$	152,097	\$	2,044,973
	Ed	\$	205	Gratham	75%	\$	147,600	75%	\$	304,056	75%	\$	313,178	75%	\$	322,573	75%	\$	332,250	75%	\$	114,071	\$	1,513,729
	Barry	\$	205	CEBAI	100%	\$	196,800	100%	\$	405,408	100%	\$	417,570	100%	\$	430,097	100%	\$	443,000	100%	\$	152,097	\$	2,044,973
	Panda	\$	205	AECOM	80%	\$	157,440	80%	\$	324,326	80%	\$	344,056	80%	\$	364,078	80%	\$	384,400	80%	\$	121,677	\$	1,635,978
	Wesley	\$	205	AECOM	80%	\$	157,440	80%	\$	324,326	80%	\$	344,056	80%	\$	364,078	80%	\$	384,400	80%	\$	121,677	\$	1,635,978
	Brian	\$	205	EC	100%	\$	196,800	100%	\$	405,408	100%	\$	417,570	100%	\$	430,097	100%	\$	443,000	100%	\$	152,097	\$	2,044,973
	Vickram	\$	168	AECOM	0%	\$	-	0%	\$	-	100%	\$	341,980	100%	\$	352,299	100%	\$	362,806	100%	\$	124,544	\$	1,181,549
	TBD	\$	205	CEBAI	100%	\$	196,800	100%	\$	405,408	0%	\$	-	0%	\$	-	0%	\$	-	0%	\$	-	\$	602,208
		\$	111	Gratham	0%	\$	-	0%	\$	-	0%	\$	-	0%	\$	-	0%	\$	-	0%	\$	-	\$	1,698,998
Task 8 - Technical Specifications, Standards and Quality Control																								
	Part two			AECOM																			\$	
Task 9 - Risk Management																								
	Part two			AECOM																			\$	
Task 10 - Community Outreach and Public Inquiries																								
	John Jowers	\$	133	CEBAI	100%	\$	138,344	100%	\$	228,136	100%	\$	244,188	100%	\$	261,879	100%	\$	269,390	100%	\$	95,590	\$	1,154,771
	Theresa	\$	95	ECJ	100%	\$	98,970	100%	\$	187,397	100%	\$	193,019	100%	\$	198,838	100%	\$	204,774	100%	\$	70,306	\$	945,276
	Elmy	\$	95	ECJ	100%	\$	98,970	100%	\$	187,397	100%	\$	193,019	100%	\$	198,838	100%	\$	204,774	100%	\$	70,306	\$	945,276
	Rebecca	\$	95	Rebecca	100%	\$	98,970	100%	\$	187,397	100%	\$	193,019	100%	\$	198,838	100%	\$	204,774	100%	\$	70,306	\$	945,276
Task 11 - Additional Subcontract Services																								
	Hector	\$	205	AECOM	40%	\$	76,720	40%	\$	162,163	40%	\$	167,023	40%	\$	172,039	40%	\$	177,200	40%	\$	60,839	\$	817,989
	TBD	\$	133	AECOM	100%	\$	124,760	100%	\$	259,066	100%	\$	266,835	100%	\$	274,843	100%	\$	283,088	100%	\$	97,194	\$	1,306,787
Task 12 - PMO - Continued Evolution of Shared Use and Transition to PMO																								
	TBD	\$	277	AECOM	10%	\$	24,592	10%	\$	54,790	10%	\$	54,423		\$	-		\$	-		\$	-	\$	137,794
	TBD	\$	138	AECOM	50%	\$	64,258	50%	\$	136,476	10%	\$	140,544		\$	-		\$	-		\$	-	\$	343,292
	TBD	\$	200	AECOM		\$	-		\$	796,176		\$	-		\$	-		\$	-		\$	-	\$	774,378
Task 13 - Ready to Deploy Program Management Initiatives Support - UNIMOD AS FUNDING COMES																								
	Lee	\$	323	AECOM		\$	-		\$	-	0%	\$	-	0%	\$	-	0%	\$	-	0%	\$	-	\$	-
	Dean	\$	200	AECOM		\$	-		\$	-	0%	\$	-	0%	\$	-	0%	\$	-	0%	\$	-	\$	-
	Lark	\$	168	AECOM		\$	-		\$	-	0%	\$	-	0%	\$	-	0%	\$	-	0%	\$	-	\$	-
	Gregg	\$	200	AECOM		\$	-		\$	-	0%	\$	-	0%	\$	-	0%	\$	-	0%	\$	-	\$	-
	Vickram	\$	168	AECOM		\$	-		\$	-	0%	\$	-	0%	\$	-	0%	\$	-	0%	\$	-	\$	-
	TBD	\$	168	CEBAI		\$	-		\$	-	0%	\$	-	0%	\$	-	0%	\$	-	0%	\$	-	\$	-
	TBD	\$	111	AECOM		\$	-		\$	-	0%	\$	-	0%	\$	-	0%	\$	-	0%	\$	-	\$	-
	TBD	\$	95	ECJ		\$	-		\$	-	0%	\$	-	0%	\$	-	0%	\$	-	0%	\$	-	\$	-
Task 14 - Operational Development Allowance																								
				AECOM		\$	-		\$	-		\$	-		\$	-		\$	-		\$	-	\$	-
				ODCs		\$	40,000		\$	80,000		\$	80,000		\$	80,000		\$	80,000		\$	25,667	\$	386,667
Grand Total																								
\$ 36,464,744																								

**Discussion**

1.910  
1.00%

55% FTE for two people

Role	Year 4 Rate	9/1/2023-8/31/2023		9/1/2023-8/31/2024		9/1/2024-8/31/2025		9/1/2025-8/31/2026		9/1/2026-8/31/2027		9/1/2027-12/31/2027		Total ETC
		FTE	Cost	FTE	Cost	FTE	Cost	FTE	Cost	FTE	Cost	FTE	Cost	
<b>Task 4 - Hydraulic Modeling Work</b>														
<b>Continuing Hydraulic Analyses</b>														
Input known changes into GIS - address bar lag		150		150		150		150		150		150		
Q2: Water Distribution System GIS Updates	\$	140	\$	23,505	\$	26,977	\$	27,786	\$		\$		\$	78,267
Update Hydraulic Model for GIS Changes														
Task Lead	\$	140	\$	50	\$	8,646	\$		\$		\$		\$	8,646
Engineer I	\$	106	\$	100	\$	10,918	\$		\$		\$		\$	10,918
Desktop Calibration Update of Hydraulic Model														
Task Lead	\$	140	\$	300	\$	51,878	\$	51,434	\$	69,714	\$	100,339	\$	380,445
Engineer I	\$	106	\$	400	\$	43,677	\$	44,982	\$	55,714	\$	71,542	\$	285,004
Hydrant Spacing and Available Fire Flow Evaluations														
Task Lead	\$	140	\$	100	\$	17,291	\$	10,647	\$		\$		\$	27,900
Engineer I	\$	106	\$	60	\$	6,551	\$	6,747	\$		\$		\$	13,290
Prioritization of Small Diameter Water Main Replacement and Project Development														
Task Lead	\$	140	\$	299	\$	50,199	\$	17,293	\$		\$		\$	67,492
Engineer I	\$	106	\$	401	\$	42,506	\$	21,836	\$		\$		\$	64,342
Unidirectional Flushing Designs														
Task Lead	\$	140	\$		\$		\$	16,030	\$	27,519	\$	28,544	\$	71,993
Engineer I	\$	106	\$		\$		\$	22,491	\$	34,749	\$	23,841	\$	61,101
Distribution System Performance Investigations														
Task Lead	\$	140	\$	160	\$	27,646	\$	26,498	\$	29,351	\$	30,234	\$	115,754
Engineer I	\$	106	\$	60	\$	6,551	\$	6,747	\$	8,950	\$	7,154	\$	27,006
Water Quality Study														
Task Lead	\$	140	\$		\$		\$	17,813	\$	18,346	\$		\$	36,157
Engineer I	\$	106	\$		\$		\$	11,246	\$	11,583	\$		\$	22,829
<b>Grand Total</b>														<b>\$ 1,707,482</b>