Avon Lake Board of Municipal Utilities

AGENDA

For

WORK SESSION

Tuesday

March 7, 2017

6:00 PM

1. Call to Order
2. Post Construction Evaluation of CMAR
3. Other Business
4. Adjourn
Avon Lake Regional Water
MEMORANDUM

To: Board of Municipal Utilities
From: Todd Danielson
Subject: Work Session Agenda Items – March 7, 2017
Date: March 3, 2017

Item 2: Post Construction Evaluation of Construction Manager At Risk (CMAR) Delivery Method Used on Water Filtration Plant Storage Improvements Project (SIP) – RRE

MWH Constructors Regional Manager Jim Salerno, MWH Constructors SIP Project Manager Kurt Koepf, and CUO Rick Eberle will be at the Board’s Work Session to present a breakdown of the successes and lessons learned in the use of the CMAR for installation of the SIP. This write-up will attempt to refresh the memory of the Board on what is involved in the CMAR project delivery method and how it compares to other project delivery methods that have been used by Avon Lake Regional Water.

In the past almost all public construction was done through the Design-Bid-Build delivery. With this method a public entity either in-house or through a hired consultant would design a project to 100% completion and then bid the project. The contract would then be awarded to the lowest and most responsive bidder who would then build the project in accordance with designer’s Plans and Specifications. Most all of Avon Lake Regional Water’s projects have been completed by this method.

One of the first delivery alternatives for public projects was the use of the Design-Build method. With this method, the public entity creates a general set of specifications for the project and the bidding contractor either in-house or through a hired consultant would have free reins in their approach to the design of the project. Once bids were opened, the public entity would evaluate the bidders on not only price, but also on the contractor’s final design; and a contract would be awarded to the contractor that best met the owner’s expectations. Avon Lake Regional Water has done a number of successful smaller projects through this method.

Several years ago, after experiencing a frazili ice event at the Water Filtration Plant, Avon Lake Regional Water moved forward with the design of additional finished water storage in the form of an additional water plant clear well and an elevated water tower. Early in the design of these improvements, Ohio EPA, in reaction to an increased concern over Lake Erie Harmful Algal Blooms (HAB), released some 0% interest loan money for water treatment facilities to do exactly what we were already designing: additional finished water storage. The problem was that to qualify for the 0% interest loan, Avon Lake Regional Water would have to have a firm bid price within Ohio EPA’s short deadline window to be eligible. It was determined that neither the Design-Bid-Build, nor Design-Build delivery methods would meet the Ohio EPA 0% interest loan deadline so Avon Lake Regional Water turned to delivery method that had only been available for public projects since 2011: the use of a Construction Manager At Risk (CMAR).

As stated CMAR was a relatively new project delivery option for public work in Ohio, and Avon Lake Regional Water was the first drinking water facility to utilize the method. The CMAR process starts with a broadly distributed Request For Proposals (RFQ) from qualified contractors. Then, a series of meetings are held with each interested contractor and then, based
on their RFQ and meeting results, each contractor is rated based on a scoring matrix. The CMAR is then selected through this open and competitive process based on the value they bring to all phases of the project. The selected CMAR then takes the project design at some percentage less than 100% (in our case 60%) and generates a Guaranteed Maximum Price (GMP) for which they can build the project.

It will be discussed further at the meeting Tuesday night, but the use of the CMAR delivery method on the Storage Improvement Project has been a success that staff believes should be considered for appropriate projects in the future.
Avon Lake Board of Municipal Utilities

AGENDA

For

Tuesday

March 7, 2017

Immediately Following Work Session

1. Call to Order
2. General Matters
   A. Approve Minutes
   B. Public Speakers (3 minutes each)
   C. Correspondence
3. Expenditures
4. Analyst/Assistant
5. Acting Clerk
6. Informational Items
   A. Reports/Updates
      1) Security Audit
      2) 45s Area Combined Sewer Separation
      3) Project Updates
      4) Lateral Loan Program
      5) CUE Action Items
      6) Chairman/Committee/Member Reports
      7) CUE Report
   B. Miscellaneous
7. Public Speakers
8. Executive Session
9. Adjourn
To: Board of Municipal Utilities
From: Todd Danielson & Steve Baytos
Subject: Agenda Items – March 7, 2017
Date: March 3, 2017

Item 4: Analyst/Assistant – TAD

During previous meetings, the CUE has discussed with the Board the Analyst/Assistant job description and wage range. The job description and wage range will be considered by the HR Committee on Monday, March 6, 2017. With the Committee’s recommendation for its consideration by Council, the CUE is requesting the Board approve the job description and wage range.

The Principles that would help guide the Board are:
- Sustain an empowered, skilled, quality workforce with a commitment to innovation.
- Exercise fiduciary responsibility.

Recommended motion:
I move to approve the Analyst/Assistant job description and establish the initial salary range as $40,000 per year to $60,000 per year.

Item 5: Acting Clerk – TAD

With the reassignment of the CUO to oversight of the major construction projects and the WPCC Manager attending the Board meetings, the CUE requests the Board appoint the WPCC Manager to serve as the Acting Clerk if both the CUE and the CUO are absent.

Recommended motion:
I move that in the event of the CUE’s and CUO’s absence, the WPCC Manager be appointed Acting Clerk of the Board during 2017 without compensation.

Item 6A1: Security Audit – TAD

Avon Lake Regional Water continues to move forward with having the Department of Homeland Security conduct a security audit. A tentative audit date is set for March 13, 2017.

Item 6A2: 45s Area Combined Sewer Separation – TAD

Following Brown and Caldwell’s presentation to the Board regarding the wet weather study and the potential for storage to reduce future sanitary sewer overflows, staff convened a meeting between Brown and Caldwell and the engineer (HDR) designing the 45s area combined sewer separation. The scope for the 45s area separation includes upsizing a portion of the Lake Road interceptor, along with construction of a storm sewer on Lake Road. The opportunity to add the eastern-most parallel storage structure into the design scope for HDR project was discussed as an option to reduce the overall design and construction cost for the storage, as well as to reduce
the number of times we impact drivers on Lake Road. We are investigating the option further and may soon request an amendment to the HDR agreement to include these design services.

**Item 6A3: Project Updates – SCB**

*Water Tower:* Tank bowl welding has moved on to the vertical walls.
*Water Plant:* Work continues to convert the old cleanwells to backwash attenuation basins. Though not part of the SIP, major work is going on at the water plant to upgrade the SCADA system. In December, the SCADA system crashed, and it was determined that the backup system in place was insufficient. Some of the expenses the Board is approving at this meeting relate to this work.
*Wastewater Plant:* With the help of staff, construction crews have taken one of two aeration tanks out of service to replace piping and equipment. Each tank will be out of service for two to three months. Progress on the preliminary treatment area is progressing. The brick work for the grit building is almost complete and demolition of the tank that is being removed from service is also nearly complete. The new lab will be turned over to us next week. Rebar is in place for the roof of the headworks building and the UV walls.

**Item 6A4: Lateral Loan Program – TAD**

Since the last Board meeting, six additional agreements for the Lateral Loan Program has been executed, bringing the total to 45 properties, with $168,100 (total) committed and $47,950 paid so far. The average loan request is for approximately $3,750.

**Item 6A5: CUE Action Items – TAD**

Below are responses to questions asked by the Board:

*WERF Presentation:* At the last meeting, Board asked for a presentation to learn more about the Water Environment and Reuse Foundation (WE+RF) project that is attempting to benchmark business processes in the utility sector. The CUE will make the presentation during the work session, either April 4, 2017, or May 2, 2017.

*Analyst Objectives:* Board members asked to better understand what the CUE sees as initial objectives for the Analyst/Assistant. The CUE envisions initial responsibilities for the Analyst/Assistant to be:

1. Establish an audit-defendable accounting system for LORCO revenues and expenses in order to assure that all money loaned to LORCO is repaid and there is less liability on Avon Lake Regional Water’s wastewater funds.
2. Establish a tracking system for the flow of money from notes, bonds, and loans to assure that money is allocated to appropriate expenditures.
3. Create and maintain a dashboard that tracks revenues and expenses to help leadership manage cash flow.
4. Investigate and recommend expenditure-saving options regarding the way Avon Lake Regional Water conducts business.
5. Identify and secure the most appropriate sources of funding (including grant funding) for upcoming projects.
6. Create and maintain financial models to help determine appropriate timing of capital expenditures and rate changes.
**Engineer Description:** The CUE is working with staff to revise the draft Engineer job description to include key functions/needs.

**Ward Meeting:** The Board requested the Outreach Specialist have technical assistance at the Ward meeting the following night. The CUE was unable to find appropriate and available staff within the timeframe and instructed the Outreach Specialist to collect contact information for follow-up responses. In the future, the CUE will look deeper into the organization if technical assistance is requested.

**WPCC Film:** The CUE has requested the WPCC Manager and the Outreach Specialist to develop a list of milestones that should be documented for the video.

**Steve Heimlich:** The CUE is working with the Finance and HR Directors to determine the most appropriate mechanism to retain Mr. Heimlich for a few hours of assistance each month for the remainder of the year.

**WFP Manager:** The CUE is investigating the concept of an employment agreement for the next appointment to this position.

**CUO:** Per the request of the Board, the CUE will begin preparing for the search process to identify the next CUO.

**Procedure to approve expenses:** For items less than $5,000 or on state bid, only a single quote is necessary. For items costing between $5,000 and $25,000, multiple quotes are received and the lowest price is selected. For items above $25,000, public advertising for bidding is issued and the lowest price bid is selected. The selected bid price/company is entered into the purchase requisition system and approved by the CUE. Once the item has been received, the manager confirms receipt and authorizes the Cashier-Bookkeeper to approve payment to the company.

**Item 8: Executive Session – TAD**

The Board requests to speak in executive session as allowed under ORC 121.22 (G)(1) to discuss employee matters.

**Recommended Motion:**
*I move to meet in Executive Session as allowed by ORC 121.22 (G)(1) to discuss employee matters and to include the Chief Utilities Executive in the discussion.*
The work session was called to order at 6:00 PM.

Present: Mr. Dzwonczyk, Mr. Phillips, Mr. Rickey, Mr. Rush, and Mrs. Schnabel.

Also present: CUE Danielson, Mayor Zilka, Councilmember Fenderbosch, Anthony Abram, Tony Blanc, Bryan Rogne, and Eric Dunn.

**Wet Weather Flow Study Update**

Members from Brown and Caldwell presented interim findings from their on-going wet weather flow study. They indicated that the requirement for customers to separate laterals is increasing stormwater removal effectiveness during rain events and will prevent approximately 640,000 gallons from entering the sanitary sewer during the 10-year storm. This increased effectiveness will allow Avon Lake Regional Water to meet the requirements of its Long-Term Control Plan for rain events with historical 1-year frequencies. Additional storage will be required in order to prevent overflows to receiving bodies during larger storms. Members indicated they would be interested in understanding alternatives and estimated costs in order to decide the size storm they would want the system able to accept.

Other highlights from the study are that they recommend separation of the 45s' combined sewer as preferable over offline storage of the combined stormwater and wastewater due to the relative difference in cost. Also, they indicated that the rehabilitation of the water pollution control center and upgrading of certain components of the facility will help to reduce sewer overflows from 4.5 million gallons to 1.8 million gallons during a storm event that historically occurs once every ten years. Because storm events seem to be changing, Board members and Brown and Caldwell discussed the concept of appropriate naming for storm events—potentially naming them by their intensity, rather than their historical recurrence interval.

The work session adjourned at 6:57 PM.

Approved March 7, 2017

John G. Dzwonczyk, Chairman

Todd A. Danielson, Clerk
Call to Order – Roll Call

The meeting was called to order at 7:05 PM.

Present: Mr. Dzwonczyk, Mr. Phillips, Mr. Rush, and Ms. Schnabel.

Also present: Chief Utilities Executive Danielson, Anthony Abram (left at 7:11 PM).

Approve Minutes

Chairman Dzwonczyk presented the minutes of the February 7, 2017 Regular Meeting and with no changes, additions or corrections noted, ordered the minutes to stand and be distributed as presented.

Public Speakers – Anthony Abram informed the Board the Mayor and Council received a $900,000 state grant for construction of the Central Avon Lake Drainage Project. He stated that he believed the proposed Executive Assistant position is not necessary since the Board pays the Finance Director to help with the Utilities finances and the CUE is responsible for the financial duties of the Utility.

Correspondence – None.

Expenditures

Following review of expenses dated February 21, 2017, for funds and amounts as follows, Mr. Rush moved, Ms. Schnabel seconded, that all be approved and paid per budget:

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<th>Description</th>
<th>Amount</th>
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<tr>
<td>Water Fund 701</td>
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<td>Lateral Loan 765</td>
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Ayes: Dzwonczyk, Phillips, Rush, Schnabel
Nays: None
Motion carried.

Reports/Updates

Employee Promotion: As a result of an upcoming retirement in the Distribution and Collection Department, internal candidates were interviewed and Management promoted Tim Roten, Janitor (Step 3) to Laborer (Step 2, the next higher step) effective 3/13/17.
By inclusion as an information item, the Board will recognize the promotion and wage change.

New Employee: Five applicants have been interviewed from the list supplied by the Civil Service Commission for the open Janitor’s position created by the upcoming retirement of a member of the Distribution and Collection crew. The four-person interview team unanimously selected Jason Kempton, the existing part-time pretreatment inspector to fill the position. Mr. Kempton successfully completed a pre-employment physical and background check and will begin in his new role on February 27, 2017. By inclusion as an information item, the Board will recognize the appointment of Mr. Kempton to WFP Janitor Step 1B effective February 27, 2017.

Job Description Updates: The draft Analyst/Assistant job description and wage range of $40,000 to $60,000 per year is intended to be reviewed by the HR Committee on March 6, 2017. The draft Engineer/Analyst job description and wage range is being finalized and should be reviewed by the HR Committee March 6, 2017.

Lateral Mailings: The first of the mailings prompted by the Council’s passage of the Resolution of Necessity was mailed on February 17, 2017. The actual quantity of letters mailed each week will vary in order to maintain a manageable inspection backlog. Yard signs are being regularly moved in order to correspond with the mailings in order to increase response rates.

Ward Meetings: Avon Lake Regional water attended the February 8, 2017, Wards 1&2 meeting and will also attend the February 22, 2017, Wards 3&4 meeting. Lateral separation requirements are the highlight of our presentation. On-going construction will also be presented.

Project Updates:
Water Tower: Tank bowl welding continues for the bottom cone section.
Water Plant: Construction of Clearwells 1-4 repurposing continues.
Wastewater Plant: The work for the WPCG administration building is nearly complete, and the UV system change-out is well underway. The west aeration basin will out of service for a week to facilitate equipment replacement.

Lateral Loan Program: Since the last Board meeting, three additional agreements for the Lateral Loan Program have been executed, bringing the total to 39 properties, with $127,300 (total) committed and $42,550 paid so far. The average loan request is for approximately $3,250.

Shutoffs: CUE Danielson reported shutoff day to have an unusually high number of customers, but by the end of the day Friday those that remained off were back to normal.

CUE Action Items:
Below are responses to questions asked by the Board:

Safety audits: CUE Danielson reported staff inspects emergency equipment such as eyewash stations and exit signs monthly and also inspects equipment such as ladders. Avon Lake Regional Water has taken action to label all equipment.
Buy American: The CUE has asked Ohio EPA to provide comment whether there may be problems working with engineering firms headquartered in foreign countries and complying with any Buy American requirements for federally-backed loans. So far, there has been no information forthcoming, so the matter remains unresolved.

CMAR Debrief: At the beginning of the March 7, 2017 meeting, senior staff and the contractor will present a synopsis regarding how well the Construction Manager At Risk form of alternative project delivery worked for the Storage Improvements Project.

Chairman/Committee/Members Reports
None

CUE Report
None.

Miscellaneous
None.

Executive Session

Mr. Rush moved, Mr. Rickey seconded, to meet in Executive Session as allowed by ORC 121.22 (G) (1) to discuss employee matters and to include the Chief Utilities Executive in the discussion.
Ayes (per rollcall vote): Dzwończyk, Phillips, Rickey, Rush, Schnabel
Nays: None
Motion carried.

The Board reconvened at 9:25 PM

Adjourn

As there was no further business, Mr. Rush moved, Mr. Rickey seconded, that the meeting adjourn at 9:25 PM.

Ayes: Dzwończyk, Phillips, Ricky, Rush, Schnabel
Nays: None
Motion carried.

Approved March 7, 2017.

John G. Dzwończyk, Chairman

Todd A. Danielson, Clerk
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Mar 7, 17  
297,265.89
### Avon Lake Regional Water

**MOR Fund 703 Expenses - ETL1**

March 7, 2017

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Mar 7, 17 15,818.43
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03/03/17

Avon Lake Regional Water
LORCO Fund 749 Expenses
March 7, 2017
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