



December 16, 2015

**GREAT LAKES WATER AUTHORITY
REQUEST FOR EXPRESSIONS OF INTEREST
Project # GLWA-CS-024
CAPITAL PROGRAM MANAGEMENT SERVICES**

Introduction

The Great Lakes Water Authority (GLWA) is considering entering into an agreement with a qualified program delivery firm(s) for comprehensive capital program management services to augment staff in both the Planning and Operations Services Areas. GLWA has leased assets from the Detroit Water and Sewerage Department (DWSD) that serve the regional system. The DWSD is also anticipating separately contracting for capital program management services. The official operational stand-up of the GLWA is planned to occur on January 1, 2016. The GLWA has a newly formed Planning Services Area which has responsibility for preparation of GLWA's Capital Improvement Plan (CIP). The GLWA's Operations Service Area has responsibility for the execution of the approved CIP including engineering studies, design and construction project management.

As such, there is a wide range of service needs. Considerable information on the GLWA / DWSD systems, governance structure, projected financial performance, and planned capital improvement program attributes are available online at www.dwsd.org, www.glwater.org, and www.dwsdoutreach.org.

Purpose of RFEI

This Request for Expressions of Interest (RFEI) is intended to engage the consulting engineering and project delivery community in the specification of program management functions for the organization. The RFEI is also intended to make potentially interested entities aware of GLWA's interest and intent to establish defined program management functions in its organization, to identify those entities interested in the GLWA program management opportunity, to obtain basic information on potential respondents' qualifications and concepts for program delivery, and to solicit input on the forthcoming program management services Requests for

Proposal/Qualifications. It is GLWA's understanding that the DWSD intends to issue a similar RFEI for its individual needs related to CIP program management.

Advertisement of Request for Expression of Interest (RFEI)

Beginning Wednesday, December 16, 2015, this request for Expression of Interest (RFEI) will be publicly available from the Michigan Intergovernmental Trade Network at <http://www.mitn.info/> (found under the Detroit Water and Sewerage Department agency name). Vendors interested in submitting a response to this solicitation are required to be registered in MITN. All solicitation information and documents shall be available to vendors registered in the MITN system. If you are not currently registered, please use this address to begin registration and obtain RFEI documents: <http://www.mitn.info/>. Also, the RFEI is available on the GLWA website, www.glwater.org.

Each interpretation or correction, as well as any official changes, and modifications, responses to questions or notices relating to the requirements of GLWA's intended Request for Proposal/Request for Qualifications, shall be distributed through the MITN system. It shall be the responsibility of the respondent to check for Addendum and/or Notices posted on MITN or GLWA website and to make inquiry as to the changes or addenda issued.

Pre-submittal Meeting

A pre-submittal conference will be held on Monday, December 21, 2015 at 1:30 p.m. at GLWA offices located at 735 Randolph St., Detroit, MI 48226 to provide potential respondents information on the program components and respond to questions. For space planning, respondents planning to attend the pre-submittal conference must RSVP in writing to Ms. Joan Byrne at byrne@dwsd.org by 12:00 noon on Thursday, December 17, 2015. The location of the pre-submittal meeting will be established and communicated to respondents December 18, 2015, via MITN or GLWA website.

Questions/Clarifications

Questions and requests for clarification shall be submitted in writing to Ms. Joan Byrne at byrne@dwsd.org by 12:00 noon on Wednesday, December 23, 2015. Responses will be provided in writing via MITN or GLWA website on Wednesday, December 30, 2015.

Procurement Process

It is anticipated that the RFEI phase will be followed by separate RFP or RFQ that will define in detail specific requirements for program management services and the basis for evaluating proposals or qualification statements received. Firms or consortiums may propose for either or both the GLWA and DWSD RFP/RFQs. While the conduct of the respective programs will require extensive collaboration between GLWA and DWSD, it is anticipated that each organization will have their own separate program management functions and separate contracts. Respondents may modify their teaming arrangements following submittal of an RFEI response and prior to submittals of RFP/RFQ responses.

Project Information

GLWA plans to enhance its existing capital program development and management functions through a combination of staff training and capacity development, staff augmentation, and use of specialized consulting services. Respondents are asked to offer concepts and outline suggested approaches to the following program components:

1. Assessment of existing project management staffing and CIP management tools and resources. Development and implementation of a staff-training program to include transfer of appropriate capital program management processes, technology expertise and recommended project management tools.
2. Assistance with construction management of specific projects water transmission, sewage collection and water and wastewater treatment process projects.
3. Assistance with the review and refinement of engineering design standards, contract specifications, general requirements and design processes related to different project types. Review and suggest modifications to contract specifications (general requirements, etc.).
4. Assistance with the review and modifications of construction administration procedures related to different project types including methods for change order control and management.
5. Integration of evolving asset management programs. The GLWA currently utilizes Oracle Utilities Work and Asset Management (WAM) for its work order and asset management. The program is presently being reconfigured to better meet the needs of a robust asset management program that includes asset lifecycle maintenance from preventative maintenance schedules to replacement schedules by way of CIP development. In the next one to two years it is expected that another program will be added to the program that will perform higher level analytics needed to produce data that supports better CIP project selection. GLWA utilizes contracted support for specialized configuration and assistance in Asset Management program needs. It is anticipated that the CIP program will need an element of integration with this system.
6. Implementation of appropriate CIP and project management controls so as to provide consistency and perhaps linkage between the two to ensure effective project prioritization, review and reporting; program scheduling and coordination; adherence to established design and construction standards, risk management procedures, and quality assurance/quality control protocols.
7. Potential assistance in the development/integration of more comprehensive health and safety programs.
8. Coordination with ongoing sewer Master Plan effort and implementation of recently completed water Master Plan.
9. Coordination of wastewater plant improvement program with privately delivered biosolids management program.
10. Coordination with DWSD retail system's capital improvement program.

Respondent Information (General / Financial)

The following information is requested from entities responding to this RFEI.

1. Please provide the full name of the entity or team responding, indicate its legal structure and date of organization. (If not incorporated companies state the type of organization and provide an organizational structure diagram that clearly shows responsibility and ownership. If an incorporated entity, indicate the state in which incorporated.)
2. Please indicate the parent company/organization of the respondent if different than the respondent. Provide details of the legal nature of the ultimate parent of each party.
3. Please provide a set of audited balance sheet and profit and loss statements for each member organization of the respondent for the past two years. Also, please provide a consolidated set of balance sheet and profit and loss statements for the ultimate parent company of each party for the last two years. Please provide details of any significant changes since the preparation of the last set of accounts.
4. Please provide details of your team's financial structure and provide details of the proposed commercial relationship between the parties of your team.
5. Please provide information that demonstrates your team's ability to provide performance guarantees and/or surety bonds.
6. Indicate any current or threatened litigation that could impact the financial strength of any members of your team.

Respondents' Project Experience and Concepts for Project Delivery

1. Please provide a description of your team's experience with development and implementation of capital program management functions including organizational structures employed; training and mentoring programs developed; implementation of revised business processes, program controls, and reporting functions; design and construction management. Please identify your experience with programs with annual capital spending in the range of \$100 - \$200 million per year for major treatment plant and transmission network programs.
2. Please state what special experience and innovative capability and approach your team brings to these programs that may be particularly useful for GLWA given the specific nature of our capital program, organization and operating environment.
3. Please briefly outline your team's perspectives on the relative advantages and disadvantages of alternative program management compensation structures (e.g., at risk based on quarterly performance against metrics) and alternative delivery (e.g., CM at risk, design/build) options available to GLWA.
4. Please outline preferred conceptual approaches for addressing legal and regulatory issues related to alternative program management function structures, definition of program scope and responsibilities, allocation of risk, and contract terms.

Respondent Comments / Concerns Regarding Procurement Process

1. Please provide comments on the GLWA's planned procurement process including your team's perspectives use of specific project delivery options, respondent evaluation criteria and selection processes, procurement scheduling, and confidentiality provisions.
2. Provide any concise comments you consider are important on any other aspect of the programs or planned procurement process.

Submission Instructions / Limitations

Responses to this RFEI should not exceed 30 single-sided pages¹ (including attachments). GLWA will receive Expression of Interest uploaded by respondents on the Michigan Inter-Governmental Trade Network (MITN) @ www.mitn.info until 4:00 p.m. on January 8, 2016. No facsimile, email or other forms of electronic submission except for submission via MITN will be accepted. Any Expressions of Interest received after this time and date will not be accepted.

Non-Confidentiality of Information

Responders are advised that GLWA is subject to the Freedom of Information Act with respect to any documents or other records provided to GLWA and, by law, are subject to disclosure to the public upon request. Therefore, Responders should consider responses to this RFEI to be public documents.

In requesting statements of interest, GLWA is not obligated to proceed with contracting for Program Management Services for which statements of interest have been requested nor enter into an agreement with any responding entity. The cost of responding to this RFEI is to be borne solely by the respondent.

Any questions or comments concerning the RFEI are to be sent in writing by 12 p.m. Wednesday, December 23, 2015 via email to: Ms. Joan Byrne at byrne@dwsd.org

Please reference in the subject line:

GLWA-CS-024

GLWA

Program Management Services RFEI
Information Request

¹ Please employ 11 or greater font sizes and organize responses in the general categories employed in this RFEI.