

SSO Reduction Program: Program Manager Services

November 15, 2012

Phil Campos: Director-Contracting

Jeff Haby: Director-Sewer System Improvements Jeff Brown: Director-Construction & Maintenance Annette Duron: Manager-Maintenance Planning

Kat Price: Manager- Master Planning

Frances Plocek: Director- Engineering Collection & Distribution

Robert Pina: Director- Systems Support

Scott Oliver: Corporate Counsel

Introduction

Purpose:

Provide information pertaining to SAWS existing SSO Reduction Program and Program needs, ensuring respondents are equally informed of the needs and objectives to ensure Program success.

Agenda:

Briefing is divided into two sessions:

- 1. Technical
- 2. Administrative with a Wrap Up



Technical Session

- 1. System Overview & SSO Reduction Program
- 2. Program Manager Objectives
- 3. Cleaning/CCTV
- 4. Condition Assessment
- 5. Capacity
- 6. Information Systems

A short Questions and Answers Period will be conducted after each section



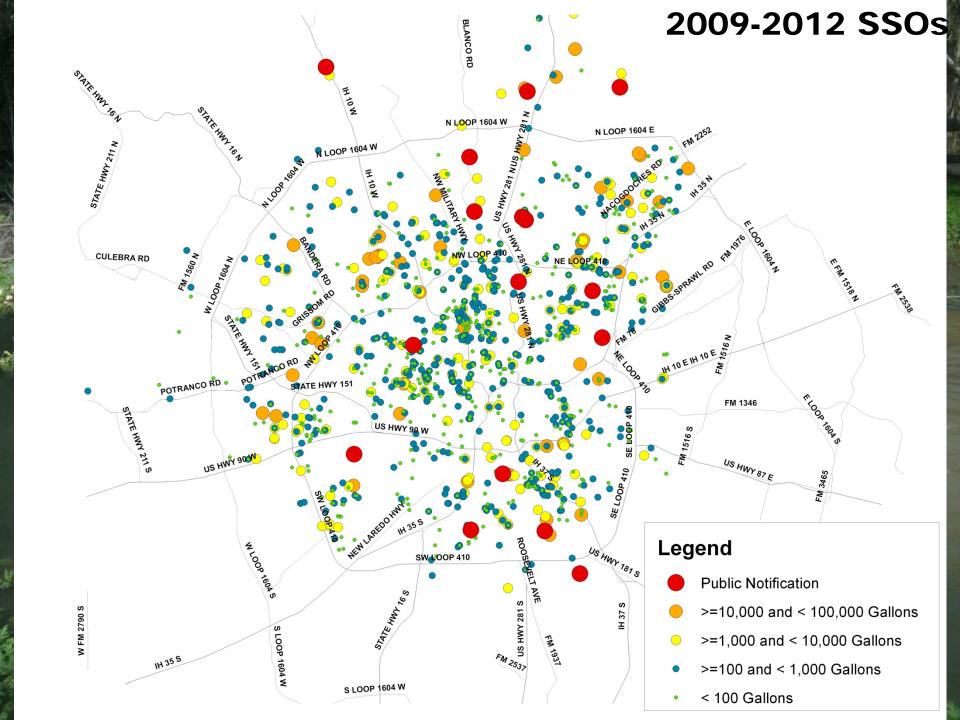
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Administrative Session

- 1. RFQ Key Elements
- 2. Evaluation/Selection Process
- 3. SMWB
- 4. Draft Contract
- 5. Wrap Up/Summary

Questions and Answers Period







System Overview & SSO Reduction Program

Sanitary Sewer Infrastructure

5,200 miles of Wastewater Mains

159 Lift Stations

97,000 Manholes

2 to 108-inch in diameter

• 3 Water Recycling Centers





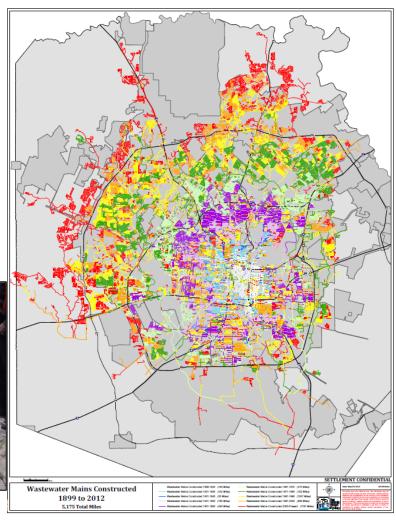


Age of Infrastructure

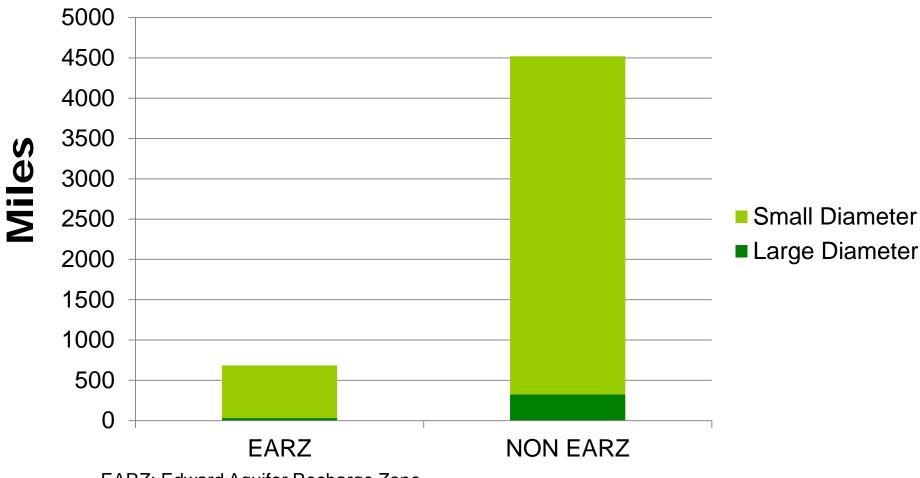
- Average age of pipe < 30 years
- 83% < 50 years old
- ~93% small diameter pipe







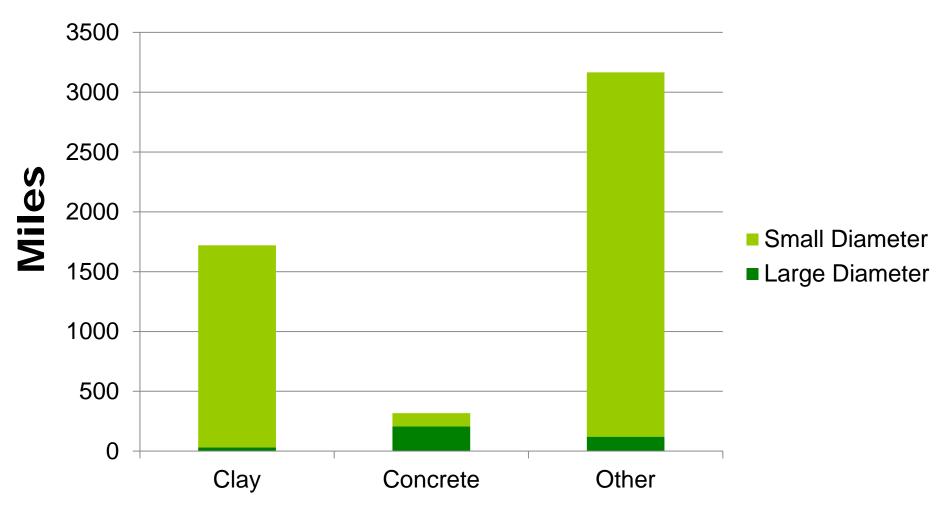
Large vs. Small Diameter



EARZ: Edward Aquifer Recharge Zone



Type of Pipe





Lift Stations & Force Main

Lift Stations

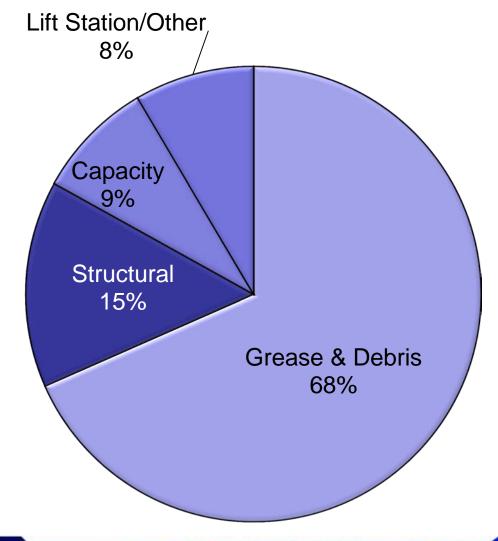
- 159 Lift Stations
- 94 Lift Stations have been or in the process of being upgraded
- Up to 20 Lift Stations may be eliminated in the future
- Remainder are new or will be upgraded in the future

Force Mains

- Approximately 80 miles
- Materials include PVC, HDPE, FRP, and Cast/Ductile Iron

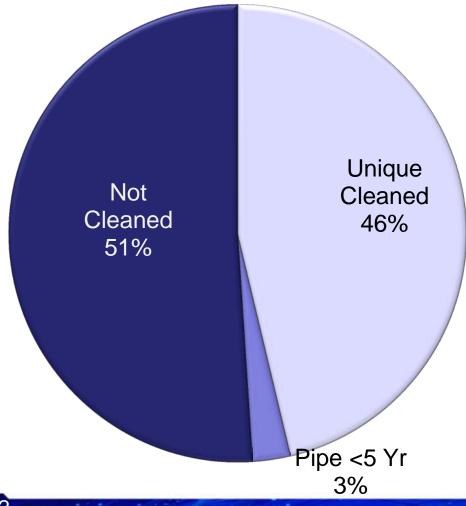


SAWS 2012 YTD SSO Causes



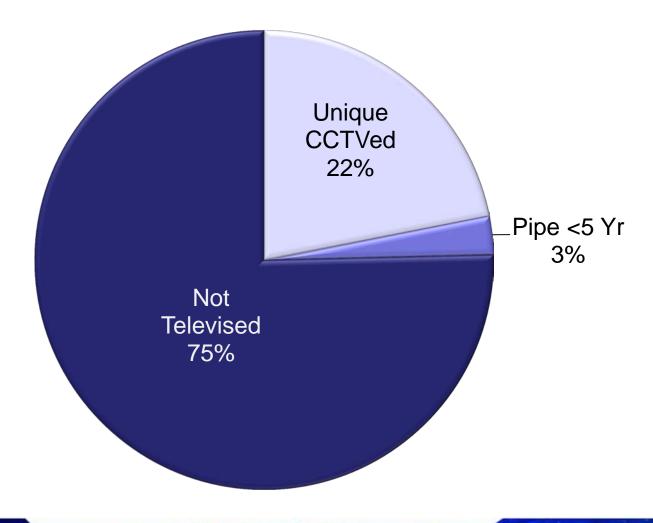


SAWS 2009-2012 System Cleaned





SAWS 2009-2012 System CCTVed







Are there any Questions?



Program Manager Services

Program Manager Services

- SAWS anticipates needing program manager services in the following generally described areas:
 - Program Management
 - Information Systems Integration
 - Capacity Management, Operation and Maintenance (CMOM)
 - Condition Assessment
 - Capacity Assessment
 - Remedial Measures



Program Manager - Key Elements

- Information Systems Integration/Data Management
- Possible Consent Decree compliance requirements
- Audit and recommendation for improvement on all existing SSO Programs
- Continuous improvement at the lowest possible cost
- Identification and implementation of Projects/Programs that can have greatest early impact
- Implementation of best practices



Program Management

- Program Direction
 - Program Manager
 - Program Advisors
- Program /Project Structure & Control
 - Program Management Office
 - Program Management Plan
 - Schedule & Budget Control
 - Performance Monitoring and Reporting



Program Management

- Regulatory Coordination & Compliance Monitoring and Reporting
- Assessment, Development and Implementation of Program Standards
- Cost Estimating
- Permits and Environmental Review
- Rates & Funding Analysis and Support
- Program Management & Technical Skills Training & Knowledge Transfer



Program Management

- Ensure projects meet established scope, schedule, cost, and quality to ensure compliance pertaining to the following:
 - CMOM
 - Condition Assessment & Remedial Measures Program
 - Capacity Assessment and Remedial Measures Program
 - Lift Station Rehabilitation and Elimination Program
 - Force Main Assessment Program
- Prepare Reports pertaining to the above Programs and prepare briefings to regulatory agencies and key stakeholders such as the SAWS Board and COSA



CMOM Program

- CMOM Plan to be completed within 8 months after NTP
- CMOM Plan to include:
 - Training Program for Technical & Skills Training
 - Capacity Assurance Program
 - SSO Reporting & Document Procedures
 - System-Wide Cleaning Program
 - Condition Assurance Program
 - Lift Station Operation and Maintenance
 - Lateral Program
 - Fats, Oil, and Grease (FOG) Control Program
 - Asset Information Management Program





Are there any Questions?



Cleaning/CCTV Operations

Cleaning Capabilities

- 23 Line Cleaning Crews
- Clean 900 miles per year:
 - 4 single purpose flushing machines
 - 17 multi-purpose flushing/vacuum machines (combo)







Cleaning Schedules

- Asset-based
- "Clean the right pipe at the right time"
- Pipes are cleaned within their "maintenance window"
- 1, 3, 6, 12, 24 and 60 Month Schedules
- Use Cleaning Optimization Program (COTools) to manage scheduling





Cleaning Data

- Hansen asset management system
- Inspection Forms are populated with GIS information
- Operators use the "Cleaning Criteria Guide" notating the amount of debris, grease and roots ranging from 0 to 3, with three being the highest score





From the Program Manager SAWS is looking for the following Assistance: Line Cleaning

- Scheduling and coordinating outside contractors to perform ~ 600 miles of additional small diameter cleaning annually.
- Implementing a Siphon Cleaning Program; scheduling and coordinating outside contractors.
- Expanding Large Line Cleaning Program; scheduling and coordinating outside contractors.



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CCTV Capabilities

- 7 Foreman-led crews
- CCTV 220 miles per year
- 9 Vans equipped with main camera
 - 5 equipped with lateral camera
 - 2 equipped with sonar
- Pipe Assessment Software









CCTV & Data

- NASSCO Pipeline Assessment & Certification Program (PACP) standards
- Pipeline assessment software (Peninsular Pipe Tech)
- Digitally record video footage & inspection of the pipe condition
- Data is collected on a external hard drive and loaded daily into a central "pending sync" file
- Automatic program runs nightly to sync all videos to the central video file.
- The central video file links to the SMMR Db and to a layer in the GIS Sewer Main Analysis Arcview application



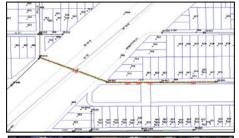
From the Program Manager SAWS is looking for the following Assistance: CCTV

- Managing the scheduling and coordination of outside contractors to perform an additional 300 miles of CCTV annually.
- Prioritizing which assets to CCTV based on pipe age, pipe type, historical SSO information, proximity to surface waters and sensitive features, best professional judgment and etc.
- Developing a QA/QC Program for CCTV Operations



Root Cause Analysis

- After each SSOs, a Case is generated for Investigation
- Weekly meetings with CCTV Foremen, Planning Team & D&C
- Collaborate on the best SSO Prevention Strategy
 - 1. Construction/Rehabilitation
 - Point Repair (Dig or CIPP)
 - Rehabilitation/Replacement
 - 2. Preventative Maintenance
 - Clean and maintain
 - FOG Control
 - Smart Cover

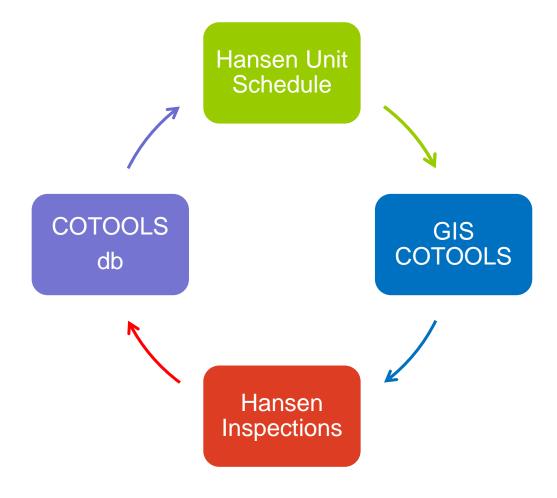






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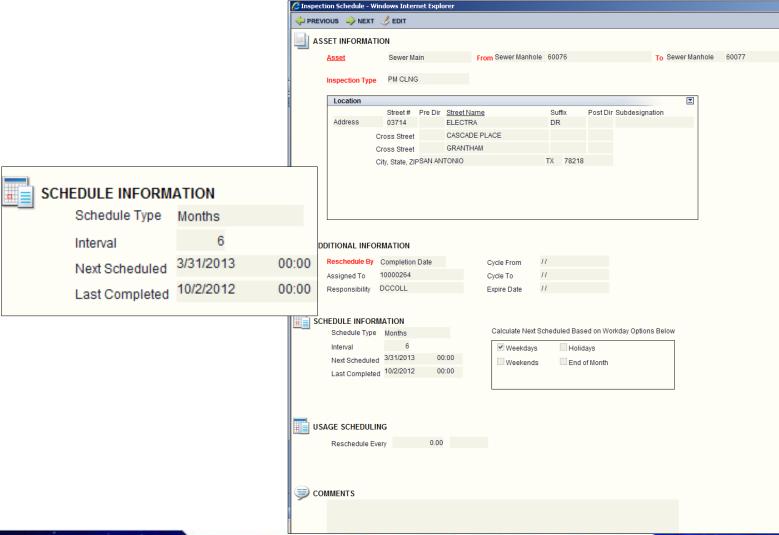
Maintenance Planning Process





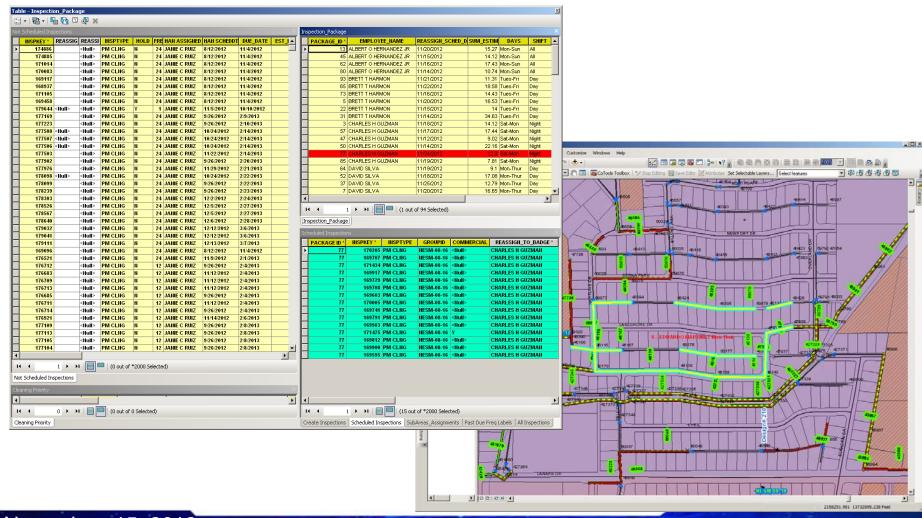
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Hansen Unit Schedule





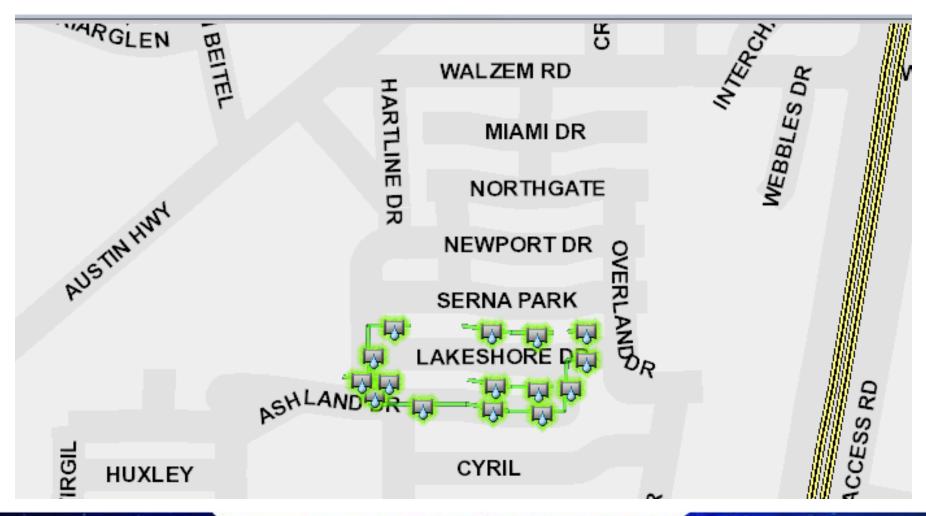
GIS/COTools





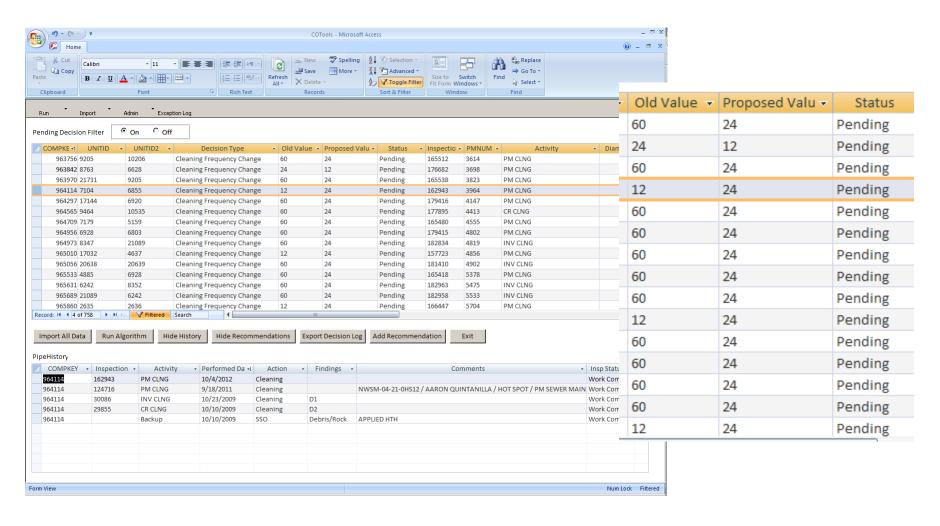
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Hansen Inspections





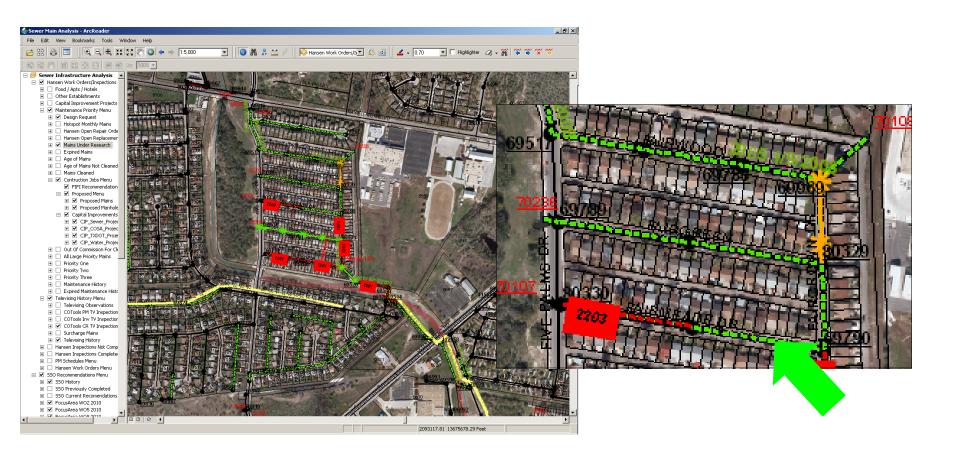
CO Tools Database





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GIS Sewer Main Analysis





CCTV Link







Are there any Questions?

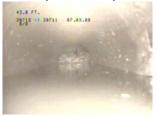


Condition Assessment

Refreshing ideas

Examples of Pipe Condition

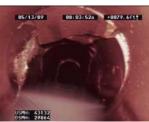
Collapsed Pipe











Missing Pipe/Hole in Pipe



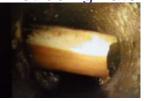




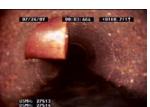




Protruding Lateral









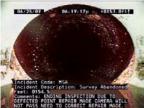
Protruding Gasket





Poor Point Repair







Refreshing ideas

Examples of Emergencies





Repair as soon as possible



Normal Design Requests

Overview

- Assets with significant defects identified by
 - Review of CCTV video
 - Other forms of inspection
- Prioritized by
 - Assets severity score
 - Risk factors
- Updated bi-monthly by Planning Team and Engineering



Prioritizing Normal Design Request

Factors Considered

- NASSCO Scoring
- Health & Safety Concerns
- Environmental Setting
- Results of Failure







Example of Design Request Form

DATE: 1/04/2011					
☐ LEVEL OF SERVICE ISSUE X FAILURE/COLLAPSE/BREAK					
□ EARZ □ FOCUS AREA □ □ FIND IT FIX IT					
PROJECT NAME: Summer Sun Lane - Sun Shadow Street					
PROJECT LOCATION: North and south easements of 4300 Summer Sun Lane and 4200 Sun Shadow Street					
BLOCK MAP NO.: 188-614 and 186-614 Northeast service area					
REQUESTED BY: James R. Shipley DEPARTMENT: Proactive Planning Name					
PHONE NUMBER: 233-3963					
PROJECT TIMELINE: None (FOLLOW-UP/RESPONSE/DEADLINE DUE TO ENFORCEMENT AUTHORITY)					
SCOPE OF WORK: Rehab four sections of 8" VCP sewer main (approximately 1.516), laterals, and related manholes installed in 1965. See asset numbers in the video links below.					
JUSTIFICATION: <u>Broken pipe, fractures and cracks, roots, protruding laterals, offsets, and stoppages and spills.</u>					
PROJECT TYPE: ☐WATER X WASTEWATER ☐BOTH					
RECOMMENDED REPLACEMENT METHOD (OPTIONAL, MARK ONE OR MORE):					
□OPEN CUT □PIPEBURSTING X CIPP □OTHER					
PRIORITY LEVEL: Four (4) - High					
☐ SAFETY ☐ HEALTH HAZARD X OTHER Stoppages and spills					
WILL SERVICE CENTER PERFORM CONSTRUCTION ONCE DESIGNED: $\hfill \square$ YES \mathbf{X} NO					
IF YES, WHAT TIME FRAME ARE THEY AVAILABLE TO START:					
IS PROJECT FUNDED: YES NO FROM WHAT SOURCE:					
AUTHORIZED BY:					
C:\Documents and Settings\jshipley\Local Settings\Temporary Internet Files\OLK18E3\4-27-09 Design Request- 122008 rev.doc					

SAN ANTONIO WATER SYSTEM

COLLECTION & DISTRIBUTION ENGINEERING DESIGN REQUEST FORM

(DEPARTMENT MANAGER)

ATTACHMENTS:

- X BLOCK MAP(S) WITH PROJECT AREA HIGHLIGHTED, REQUIRED.
- X VIDEO, REQUIRED FOR POTENTIAL PIPE BURSTING OR CIPP PROJECTS FILE NAME IF ON THE CUES SYSTEM AND VIDEO DATE
- X SITE PHOTOS (TO BE PROVIDED IN ELECTRONIC FORMAT IF POSSIBLE) (PHOTOS TO BE IDENTIFIABLE, I.E. LOCATION, DIRECTION, ETC.)
- □ OTHER:_____

ROUTE TO KERRY AVERYT, P.E., MANAGER OF REPLACEMENT & IMPROVEMENTS

Map	UpStream	Total Length	Summary	Video Path
188614	48063	400	AGAINST THE FLOW - NUMEROUS PROTRUDING LATERALS - CRACKS - FRACTURES - ROOTS - NEEDS REHAB - JRS 12/18/09	\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\
188614	48063		FOLLOW UP TELEVISING WITH THE FLOW - NUMEROUS PROTRUDING LATERALS - CRACKS - FRACTURES - ROOTS - NEEDS REHAB - JRS 12/18/09	\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\
188614	48062	400	AGAINST THE FLOW - BROKEN PIPE - FRACTURES AND CRACKS - ROOTS - PROTRUDING LATERALS - NEEDS PB REHAB / 12/09/09 ASM	\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\

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Rehabilitation Technologies

- SAWS D&C Team Work Orders
 - Point Repairs
 - Open Cut
 - Pipe Bursting

Contracted Work Orders

- Point Repairs
- Open Cut
- Pipe Bursting
- Cured In Place Pipe (CIPP)
- Slip-lining



Condition Assessment Services

Overview of Required Services

- Identify requirements to implement an integrated Team of SAWS staff and Consultants including
 - Resources
 - Processes
 - Best Practices
- Based upon the Condition Assessment, recommend the placement of CCTV's and other inspection methods findings for the appropriate action including
 - Remedial measures
 - Maintenance analysis
 - Monitoring



Condition Assessment Services

Inspection Program

- Condition Inspection Techniques
 - Review, modify and develop SOP's for inspection techniques
 - CCTV
 - Pole camera
 - Smoke testing
 - Sonar
 - Dye testing
 - Visual observation
 - Other techniques as appropriate
- Condition Inspection Services
 - Develop bid documents for Condition Inspection Services
 - Assist in the management of services
 - Assist in the management of data



Condition Assessment Services

Assessment and Remedial Measures

- Condition Assessment
 - Assess information obtained from Inspection Program
 - Make recommendations
 - Develop Standard Operating Procedures (SOP's)
 - Develop Quality Assurance/ Quality Control (QA/QC) Program
- Reporting and Remedial Measures Implementation
 - Prepare Condition Assessment Reports with findings from the Inspection Program
 - Prepare Remedial Measures Reports
 - Identify assets requiring remedial measures
 - Identify most cost effective remedial measures
 - Prioritize and plan implementations of measures
 - Assist SAWS with Plan updates
 - Collaborate with SAWS to implement remedial measures



Remedial Measures Services

Overview of Services

- Assist in implementation of Projects identified in both the Capacity and the Condition Remedial Measures Report(s), but not provide design services associated with a specific project
- Develop approach that identifies resources, processes and best practices to implement remedial measures

Design Professional Scope of Work

 Assist in developing Scope of Work for Design Services associated with the Remedial Measures Projects



Remedial Measures Services

Design and Specifications

Develop standard construction specifications for the program

Design, Bid, and Construction Phase Services

- Assist in developing scopes of work for each phase of service which include:
 - Schedule with milestones and deliverables
 - Specific tasks to aid in estimating contract costs for planning

Design Review

- Assist in the review of design documents
- Assist with bid phase services



Remedial Measures Services

Construction Phase Services

- Assist with selection of Construction Manager related to Remedial Measures, but not eligible for Construction Manager
- Assist with construction inspection services in early years of Program

Post Monitoring and Construction

 Assist in the development of SOP's for post-construction monitoring and condition assessment

Project Document Management

 Collaborate with SAWS Information Services and GIS teams in development and training of an all-digital as-built procedure to capture all documents associated with the projects





Are there any Questions?



SAWS Wastewater Master Planning

4 Modelers

- 1 to 4 years experience using Infoworks CS
- Responsible for model maintenance and wastewater system hydraulic analysis

Planner

- 11 years experience in GIS
- Responsible for maintaining wastewater geodatabase and data analysis

Demographer

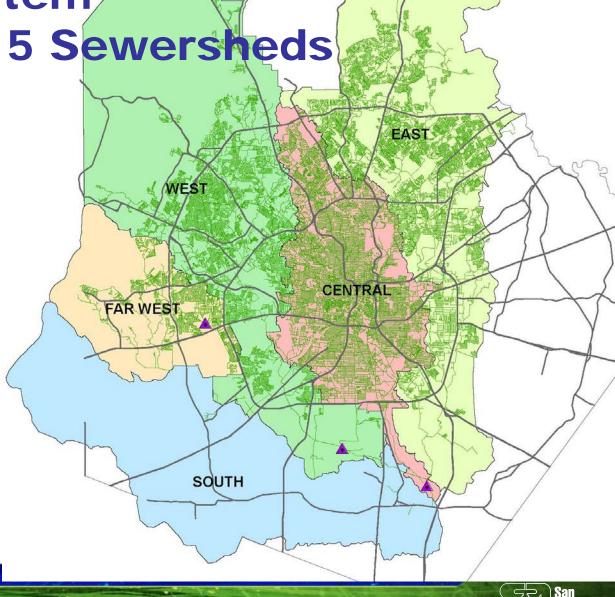
- 12 years experience in GIS
- Responsible for developing population projections, wastewater loading and water demands



Existing System

Divided into 5 Sewersheds

- 1. Far West
- 2. West
- 3. Central
- 4. East
- 5. South

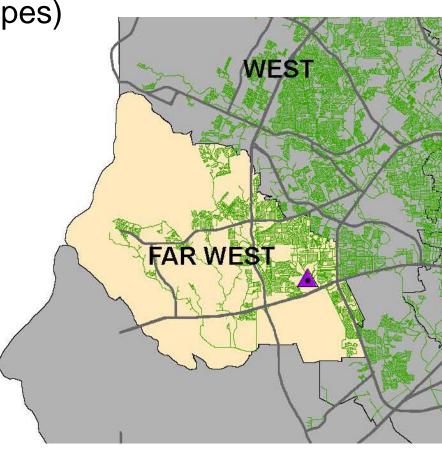


November 15, 2012



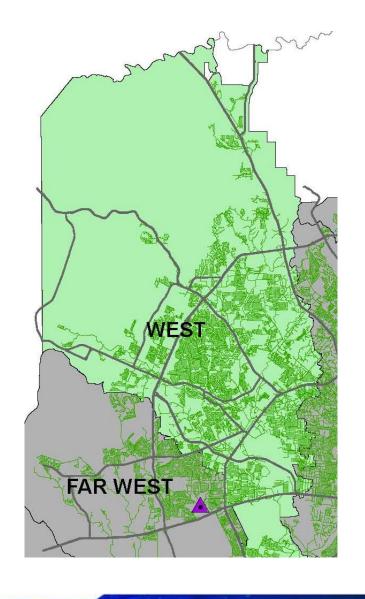
Far West Sewershed

- 8 % of system (by length of pipes)
- 89 square miles
- Main diameters up to 42"
- Medio Creek WRC
- 7 MGD average daily flow
- Hydraulic Model
 - All pipes, 368 miles
 - Calibrated in 2007



West Sewershed

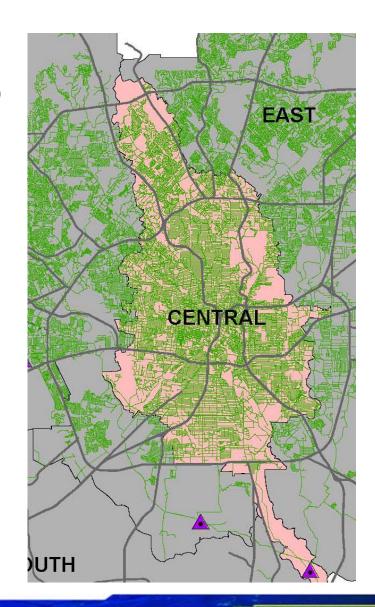
- 27 % of system (by length of pipes)
- 298 square miles
- Main diameters up to 78"
- Served by Leon Creek WRC
- 37 MGD average daily flow
- Hydraulic Model
 - 12-inch and larger pipes, 346 miles
 - Calibrated in 2007





Central Sewershed

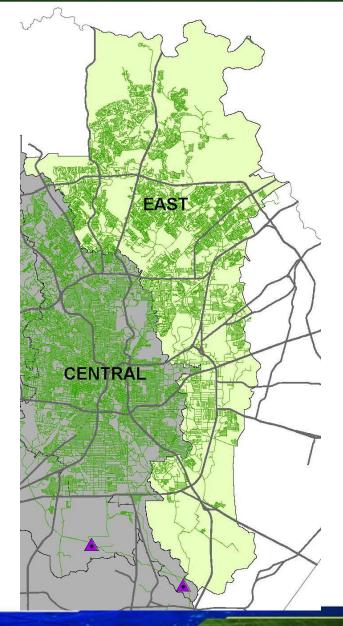
- 34 % of system (by length of pipes)
- 141 square miles
- Main diameters up to 90"
- Served by Dos Rios WRC
- 80* MGD average daily flow
- Hydraulic Model
 - 12-inch and larger, 410 miles
 - Calibrated in 2009



^{*}Flows combined with Eastern Sewershed

East Sewershed

- 31 % of system (by length of pipes)
- 248 square miles
- Main diameters up to 90"
- Served by Dos Rios WRC
- 80* MGD average daily flow
- Hydraulic Model
 - 12-inch and larger, 234 miles
 - Calibrated in 2006
 - Currently being updated

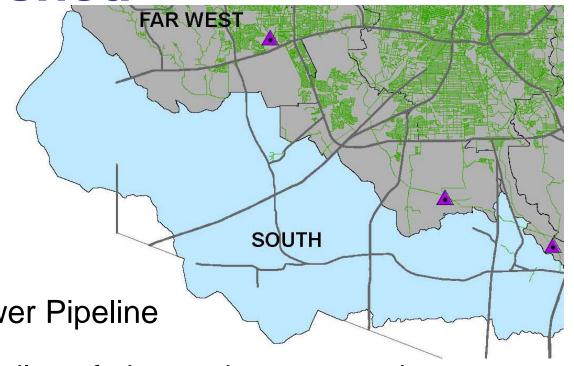






South Sewershed

- New Sewershed
- 207 square miles
- Southwest Bexar Sewer Pipeline
 - approximately 30 miles of pipe under construction
- Future flows to be treated at Dos Rios WRC
- Model represents the Southwest Bexar Sewer Pipeline



Status & Uses of the Hydraulic Models

- Status of the model
 - Limited flow metering data for model calibration
 - 5 year 6 hr design storm
 - Not all models have a one to one relationship with GIS
- Uses of the model
 - Predict wet weather SSO's
 - Identify capacity constraints and model potential improvements
 - Bypass pumping during construction
 - Estimate volume of flow for a wet weather SSO
 - Assess available excess capacity for Impact Fees



Current Flow Monitoring & Modeling Program

- SAWS Manages 2 Flow Monitoring Contracts
 - Model calibration
 - I&I studies
 - Capacity Validation
- Modeling and Flow Metering Software
 - Infoworks CS 12
 - Intelliserve
 - Sliicer



Current Efforts for Validating Field Observed SSO's

- Review historical wet weather SSO's
 - TCEQ reports, TV data, cleaning schedule, work orders and design requests
- Categorize SSO's
 - Capacity, Maintenance, Structural
- Determine appropriate monitoring method
 - Flow monitoring, smart cover, chalk etc.
- Analyze Monitoring Data
 - Compare flow response to rain event
 - Compare flow response to model flow



Overall Capacity Program Services

- Integrated staff approach
 - Provide experienced modelers embedded with SAWS staff
 - Provide technical training
- Review Current Capacity Processes
 - Flow Monitoring
 - Hydraulic Modeling
 - Field Observed SSO Assessment
- Make Recommendations for Process Improvements



Flow Monitoring & Hydraulic Modeling Services

- Flow Meter/Rain Gauge Monitoring
 - Location, Quantity and Duration
- Field Collected Data
 - Incorporate data into hydraulic model
- Model Calibration
 - Develop best practices
 - Create dry and wet weather scenarios
- Alternative Remediation Analysis
 - Identify least cost improvements to eliminate SSO's



Field Observed SSO Assessment Services

- Assess Field Conditions
 - Monitoring type/location
- Validate the Monitoring Data
 - Ensure that the data makes sense
- Data Management and Assessment
 - Document and manage
 - Modeled vs. observed
 - Capacity constraints (Root Cause)
 - Model Adjustments





Are there any Questions?



Information Systems

Information Systems Overview

Philosophy

- Enterprise Approach
 - High Performing
 - Sustainable
 - Scalable
 - Secure
- Convergence
 - Synergy
- Industry Accepted Standards and Technology



Information Systems Overview

- Current Enterprise Portfolio
 - Infor Hansen 8 Work Order, Inspection, Asset and Permitting Management
 - Infor Lawson 9 Budget, Financial and Human Resource Management
 - ESRI ArcServer 10 Geographic Information Systems (GIS)
 - Kronos Workforce Central Time Management Software
- Existing Program/Project Management Tools
 - Meridian Systems Prolog Converge
 - CIPPlanner CIPAce
 - MS Project
- Technology Standards
 - Operating Systems: MS Windows 7, MS Server 2012
 - Database: MS SQL 2012, Oracle 11g
 - Development Platform: MS .Net Framework



Information Systems Overview

- Standalone SSO Tools
 - Peninsular PipeTech CCTV Inspection Data and Video Management
 - COTools Cleaning Frequency
 - MS Access
 - GIS COTools Cleaning Inspection Scheduler
 - · ArcGIS for Desktop
 - ArcGIS Data Interoperability Extension
 - Sewer Maintenance History and Research Analysis Application
 - MS Access
 - Central Televising Tool CCTV Warehouse
 - MS Access
 - Engineering Design Request Form
 - MS Access
 - Excel
 - InfoWorks CS version 12.0 Hydraulic Modeling
 - Tracker As-Built Management
 - MS Access



Information Systems Overview

I.S. Program Management Office

 Manages the enterprise-wide program/project management practices, governance standards, processes, and metrics as it relates to Information Systems

Defines the single, standard process for implementing and delivering information systems at SAWS



- Applications and Technology in Scope
 - Video Televising System Enterprise Upgrade
 - SSO Automation Enterprise Upgrade
 - Capital Project Management System
 - Document Management
 - Data Warehouse/Management
 - GIS, Modeling, Reporting and Dashboards
 - Any Information Systems Required to Support the SSO Program
- Planning Horizons
 - Evaluate Current and Planned Information Systems
 - Define Short, Medium and Long Term Plans



- Information Systems and System Integrators Relationship
 - I.S. Program Management Office
 - Defines the standards and process for delivering information systems in support of the SSO
 - System Integrator
 - Executes this process to deliver information systems in support of the SSO Program
- SAWS Stakeholders and System Integrators Relationship
 - SAWS Stakeholders
 - Defines the information system functional requirements in support of the SSO Program
 - System Integrator
 - Translates these functional requirements into technology recommendations and system delivery



- Project Management Expectations
 - Partners with I.S. PMO to Initiate, Plan, Execute, Monitor,
 Control, and Close projects using and complying with the PMO process
 - Satisfying Program expectations by ensuring that projects meet established scope, schedule, cost, and quality
 - Manages change using the established Change Control Process
 - Manages project issues, risk and jeopardizes utilizing established Risk Management Process
 - Acts as the Information Systems point of contact for the project stakeholders



- Project Deliverables
 - Project deliverables can include but are not limited to:
 - Project Plan
 - Business Requirements
 - Technical Requirements
 - Work Flows
 - Users Functionality
 - Reporting
 - Server Specifications
 - Performance Needs
 - Service Level
 Requirements

- Interface Design
- High-Level Design
- Detail Design
- Common Off the Shelf or Custom Developed Software Products
- Unit, System and User Acceptance Test Plans and Scripts
- Technical Supporting Documents
 - User Guides
 - Administration Guides
 - Service Level Agreements





Are there any Questions?



Evaluation/Selection Process

SSO PM Services RFQ Key Dates

• RFQ release date November 5, 2012

Pre-submittal Meeting
 November 15, 2012

Written Questions Due November 20, 2012

Answers to Questions November 28, 2012

Submittals Due – December 19, 2012 @ 2 pm



SSO PM Services

RFQ Key Elements

- Submit all questions in writing
 - No later than November 20th @ 4 pm CT
- Submittals Due: December 19th, 2012 @ 2 pm CT
 - Contracting Department: Customer Svc Bldg Room 171;
 - Allow time to check-in with Guards;
- Page Limit requirement is 50 pages; 12 copies
- Subscribe to the SSO PM Services Solicitation
 - Vendor Registration System;
 - Notification of future changes



SSO PM Services Evaluation

Criteria	Max Points
Team Quals. & Prime, Sub & Integrator's Relevant Exp.	30
Project Approach & Team Integration	30
Information Systems Integration	20
Risk Identification & Management	5
SMWB Participation	15
Total	100



SMWB Scoring

- Maximum of 15 Points
 - SMWB Participation Percentage (up to 10 points)
 - The scoring of the SMWB participation percentage will be based on the documented commitments to identified SMWB on the Good Faith Effort Plan (GFEP) and points awarded as follows:

- SMWB Participation Percentage between 1% and 3%: 1 Point

SMWB Participation Percentage between 4% and 6%: 2 Points

SMWB Participation Percentage between 7% and 9%: 3 Points

SMWB Participation Percentage between 10% and 12%: 4 Points

- SMWB Participation Percentage between 13% and 15%: 5 Points

- SMWB Participation Percentage between 16% and 18%: 6 Points

- SMWB Participation Percentage between 19% and 21%: 7 Points

- SMWB Participation Percentage between 22% and 25%: 8 Points

- SMWB Participation Percentage between 26% and 28%: 9 Points

SMWB Participation Percentage between 29% or more: 10 Points



SMWB Scoring, cont'd

Mentor-Protégé Program with an SMWB entity (up to 5 points)

- Identification of an SMWB business entity targeted for this mentor-protégé partnership
- Description of plan to implement and maintain this partnership for duration of project
- Description of plan to help the SMWB protégé to grow, i.e., management strategies, program experience, specialized software training, etc.
- Description of measurable benchmarks for the growth that will be tracked and reported to the SAWS SMWB Program Manager
- Description of communication plan to report Protégé progress to the SMWB Program Manager



Retreshing ideas

SAWS Evaluation Process

Qualification Statements Received Technical
Evaluation
Committee
Scoring

Selection Committee
Review & Recommendation

Good Faith Efforts
Scoring



Are there any Questions?



Draft Contract

- "Place Holder" Provision in the Contract for sharing of penalties:
 - Further discussed during the negotiations after the award
 - Anticipate CD will Lodged, which will allow for this to be better defined
- Request that any exceptions to the Contract are noted in the response to the RFQ





Are there any Questions?



Questions and Answers