



CITY OF NORTH PORT
FINANCE DEPARTMENT - PURCHASING DIV.

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WORK ASSIGNMENT

11/28/23 COMMISSION MEETING

CONSULTANT

Black and Veatch Corporation

CONTINUING CONTRACT NO. & TITLE

2020-58-04 - UTILITY ASSET MANAGEMENT PROGRAM SUPPORT PHASE 1

THIS WORKASSIGNMENT

WORKASSIGNMENT #

2024-04

SHORT TITLE

Asset Management Phase 1

DATE SUBMITTED

10/12/2023

AMOUNT (LUMPSUM)

\$478,437.00

SCHEDULED COMPLETION

1 year duration

CONTRACT AND BUDGET OVERVIEW FOR FISCAL YR 20 24

Table with 3 columns: Description, DEPARTMENT, CITYWIDE (completed by Purchasing). Rows include TOTAL OF PREVIOUS ASSIGNMENTS, THIS WORKASSIGNMENT, TOTAL WORK ASSIGNMENTS, and ACCOUNT NO/PROJECT NO.

All work assignments require City Manager approval. In presenting this work assignment, it is understood that:

- 1. All associated supporting documentation and justification for this work assignment is attached hereto.
2. Unless specified herein, work does not involve watercraft, boat piers and/or other activities requiring additional workers compensation endorsements.
3. Contact or involvement with hazardous materials is not anticipated, should hazardous materials be encountered, the City shall be informed.
4. THIS WORK ASSIGNMENT SHALL NOT EXCEED \$500,000 & ANY RESULTING CONSTRUCTION SHALL NOT EXCEED \$4,000,000 PER FLORIDA STATUTE 287.055 AS AMENDED (Only applicable to CCNA WA).

SUBMITTED BY:

CONSULTANT

DATE

APPROVED BY:

Nancy Gallinaro Digitally signed by Nancy Gallinaro Date: 2023.10.20 12:37:06 -04'00'

DEPARTMENT DIRECTOR Ginny Duyn Digitally signed by Ginny Duyn Date: 2023.10.30 08:41:29 -04'00'

PURCHASING Assistant City Manager Date: 2023.11.03 14:31:59 -04'00'

Lisa Herrmann Digitally signed by Lisa Herrmann Date: 2023.10.28 16:20:09 -04'00'

BUDGET ADMINISTRATOR Kimberly Williams Digitally signed by Kimberly Williams Date: 2023.10.31 16:21:48 -04'00'

FINANCE DIRECTOR

CITY MANAGER

DATE

Print Form

Clear All Fields



**MEMORANDUM**  
Utilities Department

**TO:** Purchasing Department  
**CC:** Nancy Gallinaro, Utilities Director  
**FROM:** Michael Acosta, Utilities Engineering Manager, P.E.  
**SUBJECT:** RLI 2024-04, Utility Asset Management Program Support  
**DATE:** 10/27/2023

In 2023, Black & Veatch completed a Gap Analysis as part of the initial assessment of North Port Utilities (NPU) as part of a broader Asset Management program, ultimately leading to the International Organization of Standardization (ISO) 55001 certification. To complete the final Gap Analysis, the Black & Veatch team spent significant amounts of time with all levels of NPU staff, developing a rapport with the staff as they asked questions about all aspects of NPU, from understanding the organization through continual improvement. The Gap Analysis identified areas of improvement and set a roadmap for that improvement. Some areas identified for the first phase of the implementation roadmap will be performed by internal staff, some by consultants, and some by a combination of internal staff and consultants. It is anticipated that developing and implementing an Asset Management program and continuous improvement processes leading to ISO 55001 certification will take approximately five years.

The initial launch of the path down the roadmap that will lead to continuous improvement and eventual certification is the most vital, and extremely important to get right. The Black & Veatch team has not only built a rapport with NPU staff but also has the institutional knowledge developed during the initial assessment that will be invaluable in starting NPU down the roadmap. NPU will benefit by using the Black & Veatch team because of the aforementioned institutional knowledge and their team's extensive knowledge and previous implementation of similar programs around the country and world. The Black & Veatch team is uniquely qualified for this assignment through its endorsement as an Institute of Asset Management (IAM) assessor for ISO 55001 assessments and through the asset management work already completed under the Water Master Plan assignment, the ISO gap assessment, and roadmap development. With these attributes, the Black and Veatch team will be able to complete the project faster and more efficiently than any other consultant coming into the project for the first time. Any other engineering firm would need to review what has been done to date and develop a plan and rapport with NPU staff before launching a program. This would add unnecessary time and cost to the project. The fee that Black & Veatch has provided is competitive with this type of service. After this first phase of implementing the roadmap, the consultant for future phases of the project will be selected via the RLI process, as at that point, the groundwork and framework will have been set. Therefore, at that point, the transition to another consultant would be streamlined and seamless.

# **EXHIBIT A - SCOPE OF SERVICES**

## **CITY OF NORTH PORT UTILITIES UTILITY ASSET MANAGEMENT PROGRAM SUPPORT PHASE 1**

### **PROJECT DESCRIPTION**

Black & Veatch, (Consultant) entered into a Professional Engineering Services – Continuing Services Contracts (Agreement) Contract #2020-58-04 with the City of North Port, Florida (City) on October 13, 2020. Pursuant to this Agreement, North Port Utilities (NPU) has requested that the Consultant provide certain professional services in support of a Utility Asset Management Program Support (Project) as further detailed in this scope of services.

The Consultant recently completed a gap assessment of the NPU's water, wastewater and reclaimed water asset management approach using the requirements for the ISO 55001 asset management standard and developed a roadmap for implementation of recommended improvements.

Consultant will provide services to support the implementation of these recommended improvements, during a one-year period. The Consultant is uniquely qualified for this assignment through its endorsement as an Institute of Asset Management (IAM) assessor for ISO 55001 assessments and through the asset management work already completed under the Water Master Plan assignment, the ISO gap assessment and roadmap development.

### **SCOPE OF SERVICES**

#### **TASK 1: PROJECT MANAGEMENT AND ADMINISTRATION**

- A. Project Management and Coordination: Consultant will perform project management and general administrative duties associated with the Project, including project set-up, resource management, progress monitoring, scheduling, general correspondence, office administration, and invoicing. Consultant will maintain project documentation and project cost accounting systems throughout the project duration including the following:
- Maintain a project filing system throughout duration of the Project to use for storage and retrieval of Project documents.
  - Prepare monthly status reports and invoices for engineering services in the format required by the contract. Status reports will include a summary of work completed during the previous month.

Consultant will update the project schedule based upon the NTP date and distribute the updated schedule at the project kickoff meeting. The project schedule will identify the following information:

- Key project tasks and deliverables
- Critical dates for data submission, deliverable reviews, decisions by NPU, meetings and workshops

Consultant will review, update and submit to NPU the updated Project schedule periodically upon completion of major project elements.

- B. Kickoff Meeting (Virtual): Consultant will coordinate and lead a project kickoff meeting with NPU Staff to review the project purpose and objectives, scope of work, schedule for project activities and deliverables, and initial discussions regarding NPU's goals and vision for asset management program development. Consultant will provide an overview of the roadmap initiatives included in this task order. This meeting is intended to be virtual. Consultant will prepare an agenda for the meeting and will prepare and distribute meeting minutes.
- C. Monthly Coordination Meetings (Virtual): Consultant will coordinate and lead a monthly project coordination meeting with NPU Staff to review the project's progress from the previous month. These meetings are intended to be virtual. Consultant will prepare an agenda for the meetings and will prepare and distribute meeting minutes.

## **TASK 2: ASSET MANAGEMENT OBJECTIVES & STRATEGY DEVELOPMENT**

### **A. Review and Update Utilities Mission Statement**

Consultant will conduct a 2-hr (in-person) workshop with NPU stakeholders to review and update Utilities Mission Statement, considering City Commission objectives, Strategic Plan and other relevant NPU documents.

#### Deliverables

- Meeting minutes including draft Utilities Mission Statement after the workshop.

#### NPU Responsibilities

- Participation in the workshop to review / update the Mission Statement.

### **B. Develop Asset Management Policy**

Consultant will develop a draft 1-page asset management policy based on good-practice examples, considering NPU Mission, City Commission objectives, Strategic Plan and other relevant NPU documents. Consultant will then facilitate a 3-hour (in-person) workshop with NPU to review and revise the policy. Following the workshop the policy will be updated and issued to NPU as a final draft. The asset management policy will help align asset management principles with organizational objectives and will act as a communication tool to demonstrate NPU's senior management commitment to implementing the asset management program.

The policy will include:

- The guiding principles for asset management activities.
- Commitment to comply with applicable laws, legislation and regulations.
- Alignment of asset management principles with organizational objectives.
- Commitments to stakeholder requirements.
- Commitment to continual improvement.

#### Deliverables

- Example asset management policies.
- Draft asset management policy for review in the workshop.
- Final asset management policy after the workshop.

#### NPU Responsibilities

- Participation in the workshop to develop the policy.
- Final review and approval, and communication of the asset management policy.
- Estimated level of resource commitment: 40 hours

### C. Develop a Strategic Asset Management Plan (SAMP)

Consultant will develop a Strategic Asset Management Plan (SAMP) setting out NPU's approach to managing its assets and improving its asset management capabilities and the long-term approach to implementing asset management framework. The SAMP will include, as a minimum:

- The context in which NPU operates (internal and external issues)
- Stakeholder needs and requirements
- The scope of the asset management strategy
- The scope of the asset management framework
- Asset management objectives for the management of assets and the development of the asset management framework, consistent with organizational objectives
- NPU's approach to asset management and its asset management principles
- Specific strategies or initiatives for improving asset management capabilities (improvement roadmap)
- High-level requirements and resources for the implementation of the phased improvement roadmap.

Consultant will agree with NPU on the format and layout of the SAMP document and will provide examples for NPU to review. Two 4-hour (in-person) workshops will be held with NPU to develop the components of the NPU.

NPU will take the lead in developing the asset management objectives and Consultant will review and provide comment.

Draft sections will be developed prior to the workshops. Following the workshops the draft sections will be incorporated into the SAMP document. A final SAMP will be issued to NPU for approval.

#### Deliverables

- SAMP examples

- Draft and Final SAMP

#### NPU Responsibilities

- Participation in the workshops
- Development of initial asset management objectives

### D. Resource Planning

Following the establishment of an Asset Management Steering Committee, Consultant with support NPU in defining staff requirements for the implementation of the phased improvement roadmap. A resource plan will provide justification for any additional resources or reallocation of resources for the asset management program.

This plan will be completed in two phases. The initial phase will focus on staff resources required for Year 1 activities (included in this scope of services) and identify resources, inputs and time commitments for completing these activities. This initial resource plan will include a RACI (responsible, accountable, consulted, informed) matrix for planned activities to identify appropriate responsibilities and engagement by NPU staff.

The resource plan will be updated after SAMP is completed to incorporate planned activities from SAMP. The updated version will include recommendations for resource planning and development throughout the rest of the improvement roadmap.

This task will include the following activities:

- Identify internal AM program participants and stakeholders
- Develop a RACI matrix documenting who is responsible, accountable, consulted or informed for each planned activity
- Identify estimated level of time commitment for each meeting, workshop or activity
- Develop initial staffing resource plan to cover Year 1 activities
- Conduct a (virtual) workshop with NPU to review resource plan and finalize
- Update resource plan following the completion of SAMP, incorporating planned activities from SAMP and additional resources

#### Deliverables

- Initial Asset Management Resource Plan
- Updated AM Resource Plan

#### NPU Responsibilities

- Establish an Asset Management Steering Committee
- Identify internal AM program participants and stakeholders
- Participation in Resource Plan review workshop

### TASK 3: CHANGE MANAGEMENT / COMMUNICATIONS

#### A. Conduct Change Management Assessment

Consultant will work with NPU to conduct an assessment which will be designed to anticipate and plan for change management efforts that will become necessary during the implementation of the NPU AM Program. Both internal and external stakeholders will be involved with either the implementation or final execution of the program and therefore the Change Management Plan will include a significant focus on stakeholder engagement.

The Change Management Assessment will help ensure alignment and buy in at all levels of the organization. It will enable the AM team to design and implement sustainable change in the organization and will ensure that the support for the AM Program shown by senior management is effectively communicated to key staff. It will be a vehicle for sharing benefits of the AM program and will serve to ensure staff are enthusiastic about becoming a part of the changes.

The Change Management Assessment will be developed in a series of three, 4-hour (in-person) workshops between Consultant and NPU staff. It will be designed to cover a variety of topics, including: stakeholder register, risk management, resistance management, change milestones, change activities and success metrics.

We propose utilizing Smartsheet, a cloud-based software, as a centralized location to house the results of the workshop topics. This software requires a business license and pricing is about \$300/user annually. We recommend purchasing four to five licenses.

Separately, Consultant will facilitate one 2-hour (in-person) workshop with City leadership to raise the profile of the asset management program and elicit input on their expectations with respect to levels of service.

#### Deliverables

- Draft and Final Change Management Assessment, housed in Smartsheet software

#### NPU Responsibilities

- Participation of NPU AM team and key internal stakeholders to develop the Change Management Plan
- Finalization and approval of the Change Management Plan

#### B. Develop Change Management Plan

This task involves developing a change management plan that covers up to four sub-plans, including:

- *Sponsor Plan*: Ensures the sponsor is active and visible.
- *Communication Plan*: Covers internal and external communication needs
- *Front-line Manager Plan*: Helps prepare the middle managers to anticipate and lead their teams through change.
- *Training Plan*: Create a training schedule based on the needs of the organization.

This plan will include when information should be communicated, how it should be communicated, and the key messaging behind the information being communicated.

An essential aspect of change management is the inclusion of a solid communications plan to ensure that the affected NPU staff understands what is happening and why. The change management plan will enable a clear and consistent message to be delivered to NPU staff at all levels, so they can understand how they can contribute to the effectiveness of the asset management program and how it will impact them. It will allow quick wins from the program to be communicated.

Consultant will conduct a survey to assess staff's readiness for change and identify some of the key enablers and obstacles for change. This will help in the development of effective change management strategies.

Consultant will facilitate a 3-hour (in-person) workshop for the development of a draft change management plan. The communications plan will describe what will be communicated, who the audience will be, how communications will be made (newsletters, intranet, tailgate meetings etc.), and the frequency of the communications. The plan will also cover communications with City Leadership such as City Commission etc. Consultant will update the change management plan following the workshop and issue a draft plan to NPU.

#### Deliverables

- Draft and Final change management plan(s)
- Based on NPU requirements, provide up to 100 hours of change management and communications support, periodic check ins, review calls as needed.

#### NPU Responsibilities

- Identify a Change Management Lead to coordinate activities
- Participation of NPU staff to develop the communications plan who were involved with the change management.
- Finalization and approval of the change management plan.
- Implementation of internal communications and final messaging on the asset management program.

### C. Develop a Management of Change Process

Focusing on technical changes, consultant will develop a formal process for the development and periodic review of design standards and asset specifications and to address management of changes driven by regulatory changes, technology or policy changes, new assets, and addressing obsolescence. Consultant will develop and submit a draft process for NPU review and will finalize the process based on NPU input and comments.

#### Deliverables

- Draft and Final Management of Change Process

#### NPU Responsibilities



- Review and provide comments to the Draft Management of Change Process

#### **TASK 4: INFORMATION SYSTEMS**

This task involves developing data editing roles and responsibilities, as well as defining technical and functional requirements for current and future Lucity usage. Additionally, this task will develop standard documentation and acceptance procedures to data validation rules in Lucity and GIS.

##### **A. Data Editing Roles & Responsibilities**

Consultant will assist NPU in developing data editing roles and responsibilities for both asset data in GIS and work activity data in Lucity. The data editing roles will determine and define what staff are able to view attributes and geometry, and what staff are given the permission to edit specific attributes and geometry – throughout a typical asset's lifecycle. The data editing responsibilities will detail NPU staff's assignments as it relates to Responsibility, Accountability, Consulted, and Informed (RACI) for datasets related to a typical asset's lifecycle. The results of this effort will be arrived at through two 4-hour workshops, and through follow-up meetings with relevant staff, as needed, and will be documented in a 'Data Ownership – Roles & Responsibilities' document.

##### Deliverables

- Draft and Final "Data Ownership – Roles & Responsibilities" Document

##### NPU Responsibilities

- Participation of NPU AM team and key internal stakeholders to review existing data maintenance practices
- Provide existing documentation around data editing/maintenance and data validation processes
- Ensure staff are available and accessible to coordinate on scheduling workshops and meetings

##### **B. Lucity Functional and Technical Requirements**

Consultant will work with NPU through five 4-hour (in-person) workshops to discuss and document the functional and technical requirements of NPU, as they relate to the Utility's CMMS software Lucity. Four of the five sessions will focus on specific systems and their functional requirements (Water Treatment, Wastewater Treatment, Distribution, Collection) with the fifth session focusing on IT and technical requirements.

Functional requirements can be defined as the needs of each division that they require of the software system to perform and document their daily job responsibilities. These can include, but are not limited to:

- PM vs. CM
- Emergency repairs
- Work planning
- periodic inspections

- Material and equipment management
- Internal and external service requests
- Regulatory compliance
- External/contractor workforce

Technical requirements can be defined as the requirements needed by stakeholders to ensure the software can meet growing demands for more technical capability including, but not limited to:

- Software version
- Enterprise GIS version support
- API's
- Mobile device support
- Out of the box integration capabilities
- SaaS and on-prem
- Contract/Licensing to account for system growth
- Security protocols
- Server and RDMS requirements
- Internal/External network accessibility

#### Deliverables

- Draft and Final Lucity Functional and Technical Business Requirements

#### NPU Responsibilities

- Participation of NPU AM team and key internal stakeholders to be available for business needs workshops
- Appropriate NPU staff to participate in document review

### C. Data Validation Documentation Standards

Consultant will assist NPU staff with developing a documentation standard for asset validation rules that are currently implemented, and still being developed, within Lucity and GIS. These are rules that help ensure data integrity and should be clearly defined and documented in a standardized format for all asset management stakeholders at NPU to have access to. Consultant will also assist NPU staff with documenting existing validation rules in the accepted standard format and will provide guidance on the review and acceptance process for any future validation rules that are proposed for adoption.

#### Deliverables

- Draft and Final Data Validation Document Standards
- Documented Criteria converting existing validation rules into the accepted standard format
- Guidance on reviewing, documenting, and adopting future validation rules

#### NPU Responsibilities

- Participation of NPU AM team and key internal stakeholders to be available for data validation discovery and review meetings (as needed)
- Appropriate NPU staff to participate in document review

## **TASK 5: RISK MANAGEMENT**

This task involves developing a risk management processes for organization level risk following the requirements of ISO 31000:2018 Risk Management – Guidelines (ISO 31000) and developing methodology and process for asset risk. Risk management is a foundational element for asset management. A consistent approach to risk assessment across the organization and assets will allow assets to be prioritized for maintenance and projects prioritized in the CIP.

### **A. Organizational Risk Management**

Consultant will develop a draft organizational risk management procedure that includes the risk policy, governance (roles and responsibilities), risk criteria (likelihood and consequence of failure), levels of risk tolerance, and the risk management process.

Consultant will facilitate a risk criteria (in-person) workshop to review and develop the risk criteria and review the components of the procedure. The procedure will be finalized following the workshop and a final draft issued to NPU.

#### Deliverable

- Draft and Final Draft Organizational Risk Management Procedure

#### NPU Responsibilities

- Participation in the workshop
- Provision of information for the workshops and for the risk assessments

### **B. Asset Risk Methodology and Process**

Consultant will develop a draft asset risk management procedure that is aligned with the organization risk procedure and includes roles and responsibilities, incorporates NPU's current asset risk criteria (developed as part of the Water Master Plan), additional risk criteria for wastewater assets, and the risk management process. The levels of service (developed under Task 8) will also be considered during for the development of consequence criteria.

Consultant will facilitate an (in-person) risk workshop to review and refine the risk criteria, and the draft asset risk management procedure. NPU's current risk criteria will be refined (if necessary) to align with the organizational risk criteria. The procedure will be finalized following the workshop and a final draft issued to NPU.

#### Deliverable

- Draft and Final Draft Asset Risk Management Procedure

#### NPU Responsibilities

- Participation in the workshop
- Provision of information for the workshops and for the risk assessments

## **TASK 6: ASSET DATA AND ANALYSIS**

### **A. Data Needs and Gap Assessment**

This task will include a data needs assessment to identify specific information that is required for asset management planning and maintenance activities. This assessment will also include a gap assessment to identify missing assets in the distribution, collection, and treatment plant systems, that need to be inventoried and documented.

Findings from data needs assessment will help prioritize data collection and improvement efforts, and align requirements for data to inform KPIs, risk assessments and asset replacement planning.

Consultant will assist NPU to perform a data needs assessment for facilities and linear assets to identify existing data sources, to assess future needs for data in support of asset management activities and decision-making, and to determine the suitability of that data to support those needs. Consultant will facilitate an (in-person) information-gathering workshop and targeted interviews to outline the general content, accessibility, quality, coverage, and format of existing source data. High-level data flow processes will also be outlined.

This will likely include:

- how data is collected and who is responsible for collecting it;
- where data is stored and who is responsible for managing it;
- occurrences of redundant, conflicting or missing data sets;
- how data is being used (or should be used) for analysis, evaluation, and reporting; and
- opportunities for data management improvement.

The task will also develop an initial common vision regarding what needs to be put in place for monitoring and streamlining NPU' data management processes. Consultant's data assessment tool and data inventory forms (updated with recommended datasets) will be used to compile this information and to prepare the Data Needs Assessment Report.

Consultant will identify primary datasets, processes and participants to include in assessment, facilitate information-gathering workshop, targeted interviews and data inventory forms and compile and summarize data gathering efforts into the data assessment report (TM).

#### Deliverables

- Draft and Final Data Needs Assessment TM, including the completed data inventory forms and key data process flows.

#### NPU Responsibilities

- Recommendation of datasets, processes and participants to include.
- Participation in informational-gathering workshop and targeted interviews.
- Assistance in completing and validating data inventory forms.
- Provide feedback on conclusions and recommendations in draft report.

## **TASK 7: DOCUMENT MANAGEMENT PROCEDURE**

### **A. Develop a Document Management Process**

This task will include developing a formal document management process for creating, updating, reviewing, and approving new and existing documented information, as well as how to archive documents. These can include information contained in documented procedures, manuals, forms and checklists, etc. necessary for the asset management framework.

Consultant will work with NPU to develop a procedure defining control of documented information, providing detail on:

- Creating and updating – ensuring appropriate identification, format and media is used, and it is reviewed and approved.
- Control of documented information – ensuring documented information is available in a suitable medium whenever needed, and that it is adequately protected, and that the control of documented information addresses distribution, access, retrieval and use, storage and preservation, control of changes, retention and disposition.

Consultant will facilitate one workshop to review existing practices and requirements and identify specific needs. Consultant will develop a draft procedure following the the workshop and a final draft issued to NPU after incorporating NPU comments.

#### Deliverables

- Draft and Final Document Management Procedure

#### NPU Responsibilities

- Providing relevant data on existing practices and requirements, participation in workshop, review and approval of draft procedure.

## **TASK 8: LEVEL OF SERVICE FRAMEWORK**

### **A. Develop Level of Service Framework**

This task involves developing a level of service framework for NPU's water, wastewater and reuse operations, developing a hierarchy of objectives, levels of service, and KPIs at various levels and functions related to asset performance.

Levels of service form the link between organizational objectives and tactical performance measures, which is currently a gap in NPU's hierarchy of objectives. Having levels of service will enable KPIs to be developed that are more closely aligned

with asset performance and work management. The defined levels of service also help in the development of the risk criteria for consequence of failure.

Consultant will review NPU's existing approach for performance measurement, existing performance indicators and goals, and will provide recommendations for levels of service and additional performance indicators. This will include consideration of what data is available for monitoring and reporting.

Consultant will facilitate a 4-hour (in-person) workshop with NPU to review and further develop the levels of service. Following the workshop Consultant will finalize the levels of service and issue to NPU for approval.

Consultant will develop a set of performance indicators to incorporate the NPU asset management objectives developed in Task 2.C.

Consultant will facilitate a second (in-person) 4-hour workshop to review recommendations for additional KPIs and the hierarchy of objectives.

Following the workshop Consultant will update and issue the final set of objectives, including the additional KPIs.

#### Deliverables

- Draft and Final Level of Service Framework
- Draft and Final Set of Objectives, Levels of Service, and KPIs

#### NPU Responsibilities

- Participation in the workshops
- Approval of levels of service and set of performance indicators

## **DELIVERABLES**

The Consultant shall prepare and submit to NPU, including electronic format when applicable, the following deliverables:

<b>Task</b>	<b>Activity</b>	<b>Deliverables</b>
<b>1.A</b>	Project Management and Administration	<ul style="list-style-type: none"> <li>• Monthly Invoices</li> <li>• Monthly Status Reports</li> <li>• Project Schedule</li> </ul>
<b>1.B</b>	Kickoff Meeting	<ul style="list-style-type: none"> <li>• Meeting Minutes including presentation slides</li> </ul>
<b>2.A</b>	Update Mission Statement	<ul style="list-style-type: none"> <li>• Meeting Minutes including draft Utilities Mission Statement</li> </ul>
<b>2.B</b>	Develop Asset Management Policy	<ul style="list-style-type: none"> <li>• Draft 1-page asset management policy</li> <li>• Example asset management policies</li> </ul>

		<ul style="list-style-type: none"> <li>• Final Asset Management Policy after workshop</li> </ul>
<b>2.C</b>	Develop a Strategic Asset Management Plan	<ul style="list-style-type: none"> <li>• SAMP examples</li> <li>• Draft and Final SAMP</li> </ul>
<b>3.A</b>	Change Management Plan	<ul style="list-style-type: none"> <li>• Draft and Final Change Management Assessment (in Smartsheet software)</li> </ul>
<b>3.B</b>	Develop Communication Plan	<ul style="list-style-type: none"> <li>• Draft and Final Change Management plan(s)</li> <li>• Provide up to 100 hours of change management and communications support, periodic check ins, review calls as needed</li> </ul>
<b>3.C</b>	Develop a Management of Change Process	<ul style="list-style-type: none"> <li>• Draft and Final Management of Change Process</li> </ul>
<b>4.A</b>	Develop Data Editing Roles & Responsibilities	<ul style="list-style-type: none"> <li>• Draft and Final “Data Ownership – Roles &amp; Responsibilities” Document</li> </ul>
<b>4.B</b>	Document Lucity Functional and Technical Requirements	<ul style="list-style-type: none"> <li>• Draft and Final Lucity Functional and Technical Business Requirements</li> </ul>
<b>4.C</b>	Develop Data Validation Documentation Standards	<ul style="list-style-type: none"> <li>• Draft and Final Data Validation Document Standards</li> <li>• Documented criteria converting existing validation rules into the accepted standard format</li> <li>• Guidance on reviewing, documenting, and adopting future validation rules</li> </ul>
<b>5.A</b>	Organizational Risk Management	<ul style="list-style-type: none"> <li>• Draft and Final Organizational Risk Management Procedure</li> </ul>
<b>5.B</b>	Asset Risk Methodology and Process	<ul style="list-style-type: none"> <li>• Draft and Final Asset Risk Management Procedure</li> </ul>
<b>6.A</b>	Data Needs and Gap Assessment	<ul style="list-style-type: none"> <li>• Draft and Final Data Needs Assessment TM</li> </ul>
<b>7.A</b>	Develop a Document Management Process	<ul style="list-style-type: none"> <li>• Draft and Final Document Management Procedure</li> </ul>
<b>8.A</b>	Develop Level of Service Framework	<ul style="list-style-type: none"> <li>• Draft and Final Level Of Service Framework</li> <li>• Draft and Final Set of Objectives, Levels of Service, and KPIs</li> </ul>

## **MEETINGS**

A summary of the proposed meetings, teleconferences and workshops is listed in the table below. Agenda and meeting minutes will be provided for each workshop and project meeting.

<b>Task</b>	<b>Meeting / Teleconference / Workshop</b>	<b>Duration</b>
<b>1.B</b>	Kickoff Meeting	2-hours (virtual)
<b>2.A</b>	Mission Statement workshop	2-hours (in-person)
<b>2.B</b>	Asset Management Policy workshop	3-hours (in-person)
<b>2.C</b>	Strategic Asset Management Plan workshops (2)	4-hours each (in-person)
<b>3.A</b>	Change Management workshops (4)	Three 4-hour workshops, one 2-hour workshop (City leadership)
<b>3.B</b>	Communication Plan workshop	3-hours (in-person)
<b>4.A</b>	Data Editing Roles & Responsibilities workshops (2)	4-hours each (in-person)
<b>4.B</b>	Lucity Functional and Technical Requirements workshops (5)	4-hours each (in-person)
<b>4.C</b>	Data validation discovery and review meetings	To be determined, as needed
<b>5.A</b>	Risk criteria workshop	3-hours (in-person)
<b>5.B</b>	Asset Risk Methodology and Process workshop	3-hours (in-person)
<b>6.A</b>	Data needs assessment information-gathering workshop	3-hours (in-person)
<b>6.A</b>	Data needs assessment targeted interviews	To be determined (virtual)
<b>7.A</b>	Document Management Process workshop	3-hours (virtual)
<b>8.A</b>	Level of Service workshops	4-hours each (in-person)

## **NPU RESPONSIBILITIES**

NPU will provide the following information to the Consultant and / or perform the following services related to the Project:

- NPU will provide review comments within 2 weeks of deliverable submittals
- NPU will provide Consultant with relevant data as requested, including strategy documents, plans, procedures, reports, and sample outputs from information systems.



- Data for review will be provided in electronic format.
- NPU will make staff available for interviews and meetings as stated in the scope of services.

## EXHIBIT B – FEE SCHEDULE

For the Scope of Services described in this Work Assignment, CONSULTANT shall be compensated on a Lump Sum (LS) Basis. Compensation under this Agreement includes services defined in the scope and shall not exceed \$478,437.

FEE SCHEDULE		
TASK	LUMP SUM SERVICES	FEE APPORTIONMENT
1	Project Management and Administration	\$45,570
2	Asset Management Objectives & Strategy Development	\$100,060
3	Change Management / Communications	\$100,367
4	Information Systems	\$68,166
5	Risk Management	\$60,992
6	Asset Data and Analysis	\$50,394
7	Document Management Procedure	\$18,380
8	Level of Service Framework	\$34,508
<b>TOTAL FEE</b>		<b>\$478,437</b>

CONTRACTED HOURLY RATES VERIFIED - GD 10/27/23  
 EXTENSIONS AND TOTALS VERIFIED AND ACCEPTED  
 BY UT STAFF.

Exhibit B - Fee Schedule

Hourly Rate	Project Manager 227	Project Director 290	Technical Expert 277	Sr. Engineer/Manager 239	Sr. Technical Expert 290	Senior Engineer I 205	Senior Engineer I 205	Sr. Technical Expert 290	Sr. Technical Expert 290	Sr. Technical Specialist 252	Staff Engineer III 148	Technician/ Graphics I 110	Project Controls 132	Project Accountant 101	Administrative Assistant 110	Clerical 85	Hours	Labor	Expenses	Fee
Task 1 - Project Management and Administration	42	36	14	14	2	0	40	0	0	0	0	0	24	24	24	16	236	\$45,570	\$0	\$45,570
A Project Management and Coordination	40	32					24						24	24	24	16	184	\$32,872	\$0	\$32,872
B Kickoff Meeting (Virtual)	2	4	2	2	2		4									0	16	\$4,046		\$4,046
C Monthly Coordination Meetings			12	12			12										36	\$8,652		\$8,652
Task 2 - ASSET MANAGEMENT OBJECTIVES & A Review and Update Utilities Mission Statement	8	24	76	44	0	0	192	16	0	0	92	16	0	0	0	4	472	\$100,060	\$0	\$100,060
B Develop Asset Management Policy	2	5	8				16	0	0	0	8					0	39	\$8,584		\$8,584
C Develop a Strategic Asset Management Plan	2	5	8				16	0	0	0		8					39	\$8,280		\$8,280
D Develop Resource Plan	4	6	48	20	0	0	112	16			60	8				4	278	\$58,424		\$58,424
Task 3 - CHANGE MANAGEMENT / COMMUNICATION	9	32	28	40	0	64	0	0	16	92	208	0	0	0	0	0	489	\$100,367	\$0	\$100,367
A Change Assessment Plan	3	20	20	24		24	0		8	60	96						255	\$54,325		\$54,325
B Develop Change Management Plan	3	6	4						8	32	112						165	\$30,489		\$30,489
C Develop a Management of Change Process	3	6	4	16	0	40	0										69	\$15,553		\$15,553
Task 4 - INFORMATION SYSTEMS	4	9	16	184	56	0	0	0	0	0	0	0	0	0	0	0	269	\$68,166	\$0	\$68,166
A Data Editing Roles & Responsibilities	2	5	8	76	24												115	\$29,244		\$29,244
B Lucity Functional and Technical Requirements	2	4	8	76	24												114	\$28,954		\$28,954
C Data Validation Documentation Standards				32	8												40	\$9,968		\$9,968
Task 5 - RISK MANAGEMENT	4	8	64	0	0	0	132	8	0	0	72	0	0	0	0	0	288	\$60,992	\$0	\$60,992
A Organizational Risk Management	4	2	32				56	4			32						130	\$27,728		\$27,728
B Asset Risk Methodology and Process		6	32				76	4			40						158	\$33,264		\$33,264
Task 6 - ASSET DATA AND ANALYSIS	4	3	32	80	0	72	0	8	0	0	24	0	0	0	0	0	223	\$50,394	\$0	\$50,394
A Data Needs and Gap Assessment	4	3	32	80		72		8			24						223	\$50,394		\$50,394
Task 7 - DOCUMENT MANAGEMENT PROCEDURE	2	3	12	0	0	0	44	4	0	0	24	0	0	0	0	0	89	\$18,380	\$0	\$18,380
A Develop a Document Management Process	2	3	12				44	4			24						89	\$18,380		\$18,380
Task 8 - LEVEL OF SERVICE FRAMEWORK	0	2	48	0	0	72	0	8	0	0	24	0	0	0	0	0	154	\$34,508	\$0	\$34,508
A Develop Level of Service Framework		2	48			72	0	8			24						154	\$34,508		\$34,508
TOTAL HOURS	73	117	290	362	58	208	408	44	16	92	444	16	24	24	24	20	2,220	\$478,437	\$0	\$478,437
TOTAL COST	\$16,571	\$33,930	\$80,330	\$86,518	\$16,820	\$42,640	\$83,640	\$12,760	\$4,640	\$23,184	\$65,712	\$1,760	\$3,168	\$2,424	\$2,640	\$1,700	2,220	\$478,437		\$478,437

## **EXHIBIT C – PROJECT SCHEDULE**

The project is scheduled for a 1 year duration. See attached Gantt chart for the further breakdown.

ID	Task Name	Duration	Start	Finish	Nov	Dec	2024	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Notice to Proceed	1 day	11/1/23	11/1/23	Notice to Proceed														
2	<b>Task 1: Project Management and Administration</b>	<b>260 days</b>	<b>11/2/23</b>	<b>10/30/24</b>	Task 1: Project Management and Administration														
3	<b>A. Project Management and Coordination</b>	<b>260 days</b>	<b>11/2/23</b>	<b>10/30/24</b>	A. Project Management and Coordination														
4	<b>B. Kickoff Meeting</b>	<b>1 day</b>	<b>11/9/23</b>	<b>11/9/23</b>	B. Kickoff Meeting														
5	<b>C. Coordination Calls</b>	<b>260 days</b>	<b>11/2/23</b>	<b>10/30/24</b>	C. Coordination Calls														
6	<b>Task 2: Asset Management Objectives &amp; Strategy Development</b>	<b>182 days</b>	<b>11/10/23</b>	<b>7/22/24</b>	Task 2: Asset Management Objectives & Strategy Development														
7	<b>A. Review and Update Utilities Mission Statement</b>	<b>9 days</b>	<b>11/10/23</b>	<b>11/22/23</b>	A. Review and Update Utilities Mission Statement														
8	Prepare for Mission Statement Workshop	5 days	11/10/23	11/16/23	Prepare for Mission Statement Workshop														
9	Conduct Mission Statement Workshop	1 day	11/17/23	11/17/23	Conduct Mission Statement Workshop														
10	Develop Draft Mission Statement	3 days	11/20/23	11/22/23	Develop Draft Mission Statement														
11	<b>B. Develop Asset Management Policy</b>	<b>12 days</b>	<b>11/10/23</b>	<b>11/27/23</b>	B. Develop Asset Management Policy														
12	Prepare for Asset Management Policy Workshop	2 days	11/10/23	11/13/23	Prepare for Asset Management Policy Workshop														
13	Provide Example Asset Management Policies	1 day	11/14/23	11/14/23	Provide Example Asset Management Policies														
14	Develop Draft Asset Management Policy	2 days	11/15/23	11/16/23	Develop Draft Asset Management Policy														
15	Conduct Asset Management Policy Workshop	1 day	11/20/23	11/20/23	Conduct Asset Management Policy Workshop														
16	Develop Final Asset Management Policy	5 days	11/21/23	11/27/23	Develop Final Asset Management Policy														
17	<b>C. Develop a Strategic Asset Management Plan (SAMP)</b>	<b>40 days</b>	<b>11/28/23</b>	<b>1/22/24</b>	C. Develop a Strategic Asset Management Plan (SAMP)														
18	Provide Example SAMPs	3 days	11/28/23	11/30/23	Provide Example SAMPs														
19	Develop SAMP Outline	5 days	12/1/23	12/7/23	Develop SAMP Outline														
20	Develop Draft SAMP Sections	10 days	12/8/23	12/21/23	Develop Draft SAMP Sections														
21	Prepare for SAMP Workshops	5 days	12/22/23	12/28/23	Prepare for SAMP Workshops														
22	Conduct SAMP Workshop 1	1 day	12/29/23	12/29/23	Conduct SAMP Workshop 1														
23	Conduct SAMP Workshop 2	1 day	1/1/24	1/1/24	Conduct SAMP Workshop 2														
24	Develop Draft SAMP	10 days	1/2/24	1/15/24	Develop Draft SAMP														
25	Develop Final SAMP	5 days	1/16/24	1/22/24	Develop Final SAMP														
26	<b>E. Resource Planning</b>	<b>172 days</b>	<b>11/24/23</b>	<b>7/22/24</b>	E. Resource Planning														
27	Develop Initial Resource Plan	10 days	11/24/23	12/7/23	Develop Initial Resource Plan														
28	Conduct Resource Plan Review Workshop	1 day	12/15/23	12/15/23	Conduct Resource Plan Review Workshop														
29	Develop Final Resource Plan	10 days	7/9/24	7/22/24	Develop Final Resource Plan														
30	<b>Task 3: Change Management / Communications</b>	<b>189 days</b>	<b>2/6/24</b>	<b>10/25/24</b>	Task 3: Change Management / Communications														
31	<b>A. Change Management Assessment</b>	<b>39 days</b>	<b>2/6/24</b>	<b>3/29/24</b>	A. Change Management Assessment														
32	Prepare for Change Management Workshops	5 days	2/6/24	2/12/24	Prepare for Change Management Workshops														
33	Conduct Change Management Workshop 1	1 day	2/13/24	2/13/24	Conduct Change Management Workshop 1														
34	Conduct Change Management Workshop 2	1 day	2/14/24	2/14/24	Conduct Change Management Workshop 2														
35	Conduct Change Management Workshop 3	1 day	2/15/24	2/15/24	Conduct Change Management Workshop 3														
36	Conduct Meeting with City Leadership	1 day	3/29/24	3/29/24	Conduct Meeting with City Leadership														
37	Develop Draft Change Management Assessment	15 days	2/16/24	3/7/24	Develop Draft Change Management Assessment														



