

Review of Recent Sewer Spills at the Wastewater Treatment Plant

The Wastewater Treatment Plant Upgrade and Expansion project has been structured into a team or partnering approach. Members of the partnership include:

1. The City which includes Public Works management, engineering and operations staff.
2. The Contractor, Pizzagalli Construction Company
3. The Construction Manager, Construction Dynamics Group, Inc.
4. The Design Engineer, O'Brien & Gere Engineers

This Partnership established the following coordination activities:

1. Weekly coordination and communication meetings held on Wednesdays.
2. Monthly Partnering meetings involving principle level management on the second Wednesday of each month.
3. Special meeting held to discuss specific problems or startup of specific processes or equipment.

The ongoing issues that the Partnership deals with include:

1. Progress of the work
2. Processing shop drawings and vendor manuals
3. Information and clarification regarding the project documents
4. Work Directives and Change Orders
5. Pay Requests
6. Coordination regarding plant operations
7. Startup and Training activities
8. Identification and processing substantial completion of finished facilities

The successes of the project include reaching a 97% level of completion after nearly three years of work with substantial completion scheduled for mid August, 2008 and final completion by mid September, 2008. A contract with Pizzagali of over \$64 million has had approximately 2% of change orders (excepting owner requests of nearly 6%) and is ahead of schedule by three months. The contract documents state that "the project is a first-of-kind expansion/ENR upgrade of an existing wastewater treatment plant and that the uniqueness and complexity of the technical baseline of the project requires extensive collaboration". From an overall perspective, the Partnership can be commended for the accomplishments to date.

It has been apparent that within the last six months the level of sewer spills has been excessive and the two during the week of June 16th reached a level of unacceptability. Just as the Partnership can be credited with the successes, the Partnership can be held responsible for the failures. Most of the sewer spills of recent days are related to the startup of new processes or equipment. A copy of the report submitted to MDE is attached.

The Partnership in March, 2008 initiated more detailed discussions and coordination after a sewer spill that month. After the embarrassing recent spills, the Partnership will for the remainder of the project initiate actions of a greater level of detail and attention to assure that no spills will occur as the final startup and testing activities are completed. A list of all remaining coordination and startup activities will be compiled. A detailed written procedure will be prepared for all such activities even including those that appear to be simple and straight forward. The Director of Public Works has been assigned the responsibility to become more directly involved in project meetings and start up procedures. The intent is to provide a more detailed procedure with collaborative efforts of the Partnership. The procedures will be checked and double checked from the perspective of all involved. The timing and the level of staff involved in any startup will be changed to assure that no spills occur.

The mayor on Monday, June 23rd met with on site representatives of the Contractor and Construction Manager and Public Works Department staff. The Construction Manager has called for a special Monthly Partnering meeting for June 25th with the senior management level of the Partnership. The mayor will attend to emphasize the need to develop more detailed action plans to avoid future sewer spills.

The out of pocket cost to the City to respond to the sewer spills is minimal. The cleanup activity was in a small area at the plant and the spills were of secondarily treated sewage. The area was cleaned up by plant personnel. Sampling of the river was conducted by plant staff and MDE performs the analysis at no cost to the City