

COUNCIL ACTION FORM

**SUBJECT: PROFESSIONAL SERVICES FOR NUTRIENT REDUCTION
FEASIBILITY STUDY**

BACKGROUND:

In early 2013, the State of Iowa adopted the Iowa Nutrient Reduction Strategy. The Executive Summary of the Strategy describes the purpose and goals of the Strategy as follows.

“The Iowa Nutrient Reduction Strategy is a science and technology-based framework to assess and reduce nutrients to Iowa Waters and the Gulf of Mexico. It is designed to direct efforts to reduce nutrients in surface water from both point and nonpoint sources in a scientific, reasonable and cost-effective manner.

Its development was prompted by the 2008 Gulf Hypoxia Action Plan that calls for Iowa and states along the Mississippi River to develop strategies to reduce nutrient loadings to the Gulf of Mexico. The Gulf Hypoxia Action Plan established a goal of at least a 45% reduction in total nitrogen and total phosphorus loads. The strategy will also intensify efforts to address nutrient related water quality problems in Iowa’s waters that negatively impact beneficial water uses enjoyed and required by all Iowans.”

The approximately 150 largest wastewater treatment facilities in the state, both municipal and industrial, are being required to develop a course of action that will lead towards a reduction in their nutrient discharges. The target concentrations are 10 milligrams per liter (mg/L) of Total Nitrogen (or a 66% reduction in the incoming load, whichever is higher) and 1.0 mg/L of Total Phosphorus (or a 75% reduction in the incoming load, whichever is highest).

The obligation begins when a point source receives its next National Pollutant Discharge Elimination System (NPDES) permit renewal. The new permits require facilities to

- “...submit a report that evaluates the feasibility and reasonableness of reducing the amounts of nitrogen and phosphorus discharged into surface water
- “...select the preferred method(s) for reducing total nitrogen and total phosphorus in the final effluent

- “...include a schedule for making operational changes and/or installing new or additional treatment technologies to achieve the...removal goals...”
- “...the schedule will be incorporated into the NPDES permit by amendment...”
- “...Effluent discharge limits will be based on one full year of operating data after implementation of the operational changes or completion of plant modifications and a six month optimization period...”

The City of Ames received a “draft” NPDES permit renewal in May of 2016 that included this requirement. The City objected to several provisions of the permit, including the nutrient reduction provisions. The “draft” permit was subsequently withdrawn by the State. Until such time as the State issues a new “final” permit that includes the nutrient reduction strategy language, the City does not have any legal obligation to undertake a Nutrient Reduction Feasibility Study.

There is a major capital expense looming that has prompted staff to initiate the Nutrient Reduction Feasibility Study now, in advance of a new permit being issued. The Water Pollution Control Facility (WPCF) utilizes trickling filters. These 80-foot diameter structures are filled with 26 feet of corrugated plastic sheeting. The water being treated flows, or “trickles” over the plastic, and the bacteria that reduce the waste in the water grow in a thin layer on the plastic sheets. Over time, the plastic can become brittle and the sheets can delaminate from each other. **If the media is allowed to run to failure, eventually it will catastrophically collapse. The expected life for the media is 25-30 years. The media in use today is still original to the construction of the facility 29 years ago. Staff estimates the cost to replace the media in all four trickling filters to be approximately eight million dollars.**

Trickling filters are not very adaptable to nutrient removal processes, and the most likely scenarios for modifying the WPCF to remove nitrogen and phosphorus include demolition of the trickling filters. Even though there is not yet a legal obligation for the City to perform a nutrient reduction feasibility study, staff is concerned about the remaining life of the filter media. **It is not in the best interests of the City to spend \$8 million to replace the media only to turn around in five or ten years and remove the filters in lieu of a different technology. Neither is it in the best interests of the City or the environment to run the filters to failure before taking action. The likelihood the media can last until a permit is issued, a study is completed, and new treatment infrastructure is installed is low.** Staff believes it is appropriate to conduct the study now, so that decisions on capital investments can be made wisely.

In early February 2018, staff released a Request for Proposals (RFP), seeking qualified firms willing to conduct the Nutrient Reduction Feasibility Study. The scope of work that staff requested includes a number of key elements.

- An assessment of the degree of nutrient reduction that could be reasonably achieved through optimization alone; that is, what could be accomplished with no, or very minimal, capital expenditures
- An evaluation of the many nutrient reduction technologies available to identify the one that is most compatible with the existing infrastructure
- The identification of different scenarios for achieving the goals of the Iowa Nutrient Reduction Strategy *other than a major, capital-intensive reconstruction of the Ames WPCF*. Prospective consultants were informed that **the City is exceptionally interested in innovative alternatives that would achieve the goals of the Strategy at a much lower cost than the \$35 million earmarked in the Capital Improvements Plan**

The last bulleted item above is of particular interest to both staff and Council. Council will certainly recall that one of the tasks under their “Expand Sustainability Efforts” goal is to “Explore ways to meet Nutrient Reduction Strategy requirements through participation in projects in the Squaw Creek Watershed.” Some of the options that staff identified in the RFP for consideration under this task included the following.

- Achieving 100% of the City’s nutrient reduction obligation through off-site watershed projects
- Partial nutrient reduction on-site in conjunction with off-site practices in the watershed
- Phasing options that provide incremental increases in nutrient reduction in conjunction with other future plant expansions or modifications
- Performing split-stream / side-stream treatment
- Utilizing new or emerging technologies
- Utilization of an “integrated planning” approach that would evaluate other major capital expenses of the City, and prioritize and schedule nutrient reduction along with those other needs
- Any other non-traditional “brick and mortar” solutions the consultants would recommend for evaluation

It is important to note that the Iowa Department of Natural Resources is focusing on treatment modifications. (Note that the draft permit language on the first page refers to “reducing total nitrogen and total phosphorus *in the final effluent*.”) **Staff intends to vigorously pursue alternatives that would include offsetting all or a portion of the**

City’s load reduction via watershed improvements that could provide additional benefits beyond nutrient reduction (such as flood mitigation and other water quality improvements). But Council should be aware that such an option would be “breaking new ground” for the Iowa Nutrient Reduction Strategy’s point source program.

Proposals were due on March 8, 2018. The RFP was sent to 12 firms. Three proposals were received. A nine-member departmental team comprised of management, operations, maintenance, and technical staff reviewed the proposals, scoring each on a 100 point scale. After compiling all of the scores, there was less than three points between all three proposals.

Proposing Firm	Average Score (out of 100 possible)	Number of First Place Scores (including ties)	Proposed Fee
Black & Veatch	74.4	3	\$262,880
Strand Associates	77.1	5	\$230,000
HDR Engineering	77.4	4	\$261,441

As a point of reference, the Capital Improvements Plan includes \$285,000 for this evaluation.

With the scores so tightly bunched, staff opted to arrange a conference call with each firm to talk through their proposals in more detail, and contacted the references associated with the example projects each firm provided in their proposal. **At the conclusion of the interviews and the reference checks, staff concluded that the proposal that best met the intent of the RFP and the needs of the City was provided by HDR.** Some of the deciding factors include the following.

- While all three firms have considerable nutrient reduction experience, HDR brought the most Iowa-based experience, including the most experience working with the Iowa Department of Natural Resources.
- HDR is currently performing a similar study for Cedar Rapids that includes a significant watershed component.
- HDR included important expertise outside their own firm, including Dustin Miller, formerly with the Iowa League of Cities and the author of a pilot nutrient credit trading program sponsored by the Iowa League of Cities. They also plan to invite key stakeholders, such as Prairie Rivers of Iowa, to participate in appropriate workshops.
- HDR offered a plan to include the Iowa DNR as partners throughout the Study process, including inviting them to attend key workshops.

- Staff's sense that HDR best understood the expectations of City staff and of the City Council when it came to exploring non-traditional alternatives, including watershed-based options.

Staff has worked with HDR to prepare a detailed scope of work and a Professional Services Agreement, copies of which are attached.

ALTERNATIVES:

1. Approve the Professional Services Agreement with HDR Engineering, Inc. to perform the Nutrient Reduction Feasibility Study in the amount of \$261,441.
2. Direct staff to negotiate a contract with one of the other two firms who submitted a proposal.
3. Direct staff to take no action to initiate a Nutrient Reduction Feasibility Study at this time. Staff would continue to utilize the trickling filters with the original media until either a new NPDES permit is issued mandating a Nutrient Reduction Feasibility Study, or until the trickling filter media fails.

MANAGER'S RECOMMENDED ACTION:

While the City will eventually be required to perform a Nutrient Reduction Feasibility Study, there is currently no obligation to do so. However, staff is concerned about the age and condition of the plastic media in the trickling filters. Knowing that the trickling filters may be removed when nutrient reduction is implemented at the Water Pollution Control Facility, and that the cost to replace the media is estimated at \$8 million, staff included funds in the FY 2017/18 Capital Improvement Plan to fund a Nutrient Reduction Feasibility Study now.

A competitive solicitation for proposals was performed, with three firms responding. Staff performed a thorough review of the proposals, conducted reference interviews with each firm's previous clients, and conducted a conference call interview with each proposing firm. At the end of the evaluation, staff concluded that the proposal that best meets the intent of the RFP and the needs of the City was provided by HDR Engineering, Inc. Therefore, it is the recommendation of the City Manager that the City Council adopt Alternative No. 1 as described above.

**CONTRACT FOR
PROFESSIONAL SERVICES FOR NUTRIENT REDUCTION FEASIBILITY STUDY
FOR CITY OF AMES WATER & POLLUTION CONTROL DEPARTMENT**

THIS AGREEMENT, made and entered into effective the 24th day of April, 2018, by and between the CITY OF AMES, IOWA, a municipal corporation organized and existing pursuant to the laws of the State of Iowa (hereinafter sometimes called "City") and HDR ENGINEERING, INC. (a Nebraska corporation, with principle offices at 8404 Indian Hills Drive, Omaha, Nebraska, 68114 and hereinafter called "Provider");

WITNESSETH THAT:

WHEREAS, the City of Ames has determined that certain services to be provided to the City of Ames and its citizens by Provider, such services and facilities being hereinafter described and set out, should be purchased in accordance with the terms of a written agreement as hereinafter set out;

NOW, THEREFORE, the parties hereto have agreed and do agree as follows:

**I
PURPOSE**

The purpose of this Agreement is to procure for the City of Ames certain services as hereinafter described and set out; to establish the methods, procedures, terms and conditions governing payment by the City of Ames for such services; and, to establish other duties, responsibilities, terms and conditions mutually undertaken and agreed to by the parties hereto in consideration of the services to be performed and monies paid.

**II
SCOPE OF SERVICES**

Provider shall provide the services set out in the City of Ames, Iowa, Scope of Work, and Professional Services for a Nutrient Reduction Feasibility Study for City of Ames attached hereto as Exhibit A.

The City, without invalidating the Agreement, may direct changes in the project within the general scope of the Agreement, with the authorized payment maximum being adjusted accordingly. Any change in the scope of service by the provider shall be done by written agreement signed by both parties. The added cost or cost reduction to the City resulting from a change in the Agreement shall be determined by mutual acceptance of a lump sum properly itemized and supported by sufficient data to permit evaluation, or by unit prices stated in the Agreement or subsequently agreed upon.

It shall be the responsibility of the provider, before proceeding with any change in scope, to verify that the change has been properly authorized on behalf of the City. No additional charges or any other change in the Agreement will be allowed unless previously authorized in writing by the City, with the applicable compensation method and maximum authorized additional sum stated.

**III
METHOD OF PAYMENT**

A. Basic Fee.

1. As compensation for services as described in Exhibit A of this Agreement, the Provider shall be paid a "Basic Fee" which shall constitute full and complete payment for those services and all expenditures that may be made and expenses incurred, except as otherwise expressly provided in this Agreement. The Basic Fee shall be the lump sum amount of \$261,441.

2. The parties agree that the Basic Fee is based upon the Scope of Services to be provided by the Provider. The Provider's compensation will not be adjusted unless the Scope of Services to be provided by the Provider is changed by written agreement of the parties to this Agreement.

B. Payment shall be made by the City to Provider as follows: Payment based on Provider's estimate of project completion as requested in monthly invoices. Each Invoice must include a narrative of work completed supporting the payment amount requested. Invoices referencing the assigned purchase order number shall be sent to the following address:

IV

FINANCIAL ACCOUNTING AND ADMINISTRATION

A. All claims for payment shall be supported by properly executed payrolls, time records, invoices, contracts, vouchers, or other documentation evidencing in proper detail the nature and propriety of the charges. All checks, payrolls, invoices, contracts, vouchers, orders, or other accounting documents pertaining in whole or in part to this Agreement shall be clearly identified as such and readily accessible for examination and audit by the City or its authorized representative.

B. All records shall be maintained in accordance with procedures and requirements established by the City Finance Director, and the City Finance Director may, prior to any payment under this Agreement, conduct a pre-audit of record keeping and financial accounting procedures of the Provider for the purpose of determining changes and modifications necessary with respect to accounting for charges made hereunder. All records and documents required by this Agreement shall be maintained for a period of three (3) years following final payment by the City.

C. At such time and in such form as the City may require, there shall be furnished to the City such statements, records, reports, data, and information as the City may require with respect to the payments made or claimed under this Agreement.

D. At any time during normal business hours, and as often as the City may deem necessary, there shall be made available to the City for examination all records with respect to all matters covered by this Agreement and Provider will permit the City to audit, examine, and make excerpts or transcripts from such records, and to make audits of all contracts, invoices, materials, payrolls, records of personnel, conditions of employment, and other data relating to all matters covered by this Agreement.

V

INSURANCE

A. The provider shall maintain insurance coverage in scope and amounts acceptable to the City's Risk Manager.

B. Any failure of Provider to comply with reporting provisions of the policies shall not affect coverage provided to the City of Ames, its officials, employees, or volunteers.

C. Provider shall furnish the City with certificates of insurance and with original endorsements effecting coverage required by this clause. The certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. The certificates and endorsements are to be on standard insurance company forms or forms provided by the City and are to be received and approved by the City before work commences. The City reserves the right to require redacted copies of all required insurance policies, at any time.

D. Provider shall include all subcontractors as insured under its policies or shall require its subcontractors to provide insurance. All coverages for subcontractors shall be subject to all of the requirements stated herein.

E. To the fullest extent permitted by law the Provider shall indemnify and hold harmless the City of Ames and its employees from and against all claims, damages, losses, and expenses, including, but not limited to reasonable attorneys' fees to the extent caused by, arising out of or resulting from the performance of the work, provided that any such claim, damage, loss, or expense (1) is attributable to bodily injury, sickness, disease, or death, or to injury to or destruction of tangible property (other than the work itself) including the loss of use resulting therefrom; and (2) is caused in whole or in part by any negligent act or omission of the Provider, its subcontractor, anyone directly or indirectly employed by any of them or any one for whose acts, any of them may be liable.

F. In no case will the Provider's coverage be constructed to provide coverage for acts of negligence alleged to be caused by the sole negligence of employees of the City of Ames.

**VI
PROPRIETARY RIGHTS AND CONFIDENTIAL INFORMATION**

Provider agrees to keep confidential any confidential and/or proprietary information or data relating to City business and shall not disseminate or disclose such confidential information to any individual or entity, except Provider's employees or subcontractors performing services hereunder (who shall be under a duty of confidentiality), and any other individuals specifically permitted in each instance by the City.

**VII
TERMINATION**

The City of Ames may terminate this Agreement without penalty to the City at any time by giving written notice to the Provider at least fifteen (15) days before the effective date of such termination. In any case where the Provider fails in whole or in part to substantially perform its obligations or has delivered nonconforming services, the City shall provide a Cure notice. If after notice the Provider continues to be in default, the City may terminate this agreement immediately. The City shall only be obligated to compensate the Provider for compliant services performed prior to notice of termination.

**VIII
INDEPENDENT CONTRACTOR STATUS**

Provider agrees that the relationship between Provider and the City is that of an independent contractor for employment tax purposes. The Provider shall be solely responsible for all taxes relating to payments under this agreement including those of employees.

**IX
LAWS**

This contract is governed by the law of the State of Iowa with venue in Story County District Court.

**X
ASSIGNMENT**

This Agreement may not be assigned or transferred by the Provider without the prior written consent of the City.

**XI
AFFIRMATIVE ACTION**

Provider shall place on file with the City a statement of nondiscrimination policy in the form of a completed *Assurance of Compliance with the City of Ames, Iowa, Affirmative Action Program* satisfactory to the Affirmative Action Officer of the City.

**XII
DURATION**

This Agreement shall be in full force and effect from and after April 24, 2018 until completion of the Work, or, until terminated by the City of Ames, Iowa.

IN WITNESS WHEREOF the parties hereto have, by their authorized representatives, set their hand and seal as of the date first above written.

CITY OF AMES, IOWA

By: _____
John A. Haila, Mayor

By _____
Ronald J. Sova, PE, Senior Vice President

Attest by: _____
Diane R. Voss, City Clerk

Exhibit A

Scope of Work

Task Series 100 - Project Management

Objective: Manage and effectively deliver the Nutrient Reduction Feasibility Study.

Provider Activities:

- Preparation of a project execution plan;
- Organizing and monitoring Project team activities;
- Preparing and monitoring deliverable schedules and quality;
- Monitoring schedule and budget;
- Preparing invoices and status reports;
- Liaison with the City.

Provider Deliverables:

- Monthly status reports and invoices.

Task Series 200 – Meetings and Workshops

Objective: Ongoing collaboration with Water and Pollution Control Department staff to share information, solicit input, affirm direction, and progressively obtain buy-in moving forward.

Provider Activities:

- Conduct Kickoff and Nutrient Reduction Strategy Overview Meeting
 - Review and refine Feasibility Study objectives, considerations, scope of work, and schedule.
 - Identify additional data needs.
 - Provide overview of the Iowa Nutrient Reduction Strategy, what others are doing in Iowa, and what others are doing elsewhere.
 - Brainstorm potential strategies for Ames.
- Data Update and Nutrient Baseline Workshop 1
 - Review and discuss updates on prior data (population, flows and loadings, nutrients, wet weather flows, trickling filter condition, hydraulic and organic models, and capacity).
 - Identify supplemental testing needs.
 - Present a Skunk River watershed nutrient baseline reflecting current conditions.
- Offsite and WPCF Nutrient Reduction Workshop 2

- Present and discuss potential watershed, WPCF, and integrated watershed/WPCF alternatives.
- Review trickling filter, wet weather, solids handling and other plant implications on each.
- Screen potential alternatives to select those with the most potential for further consideration.
- Alternatives Identification Workshop 3
 - Present and discuss nutrient reduction alternatives.
 - Review triggers and potential phasing possibilities for each.
 - Evaluate and select preferred alternative(s).
 - Prepare for stakeholder engagement.
- Alternatives Screening Workshop 4
 - Review and discuss stakeholder input.
 - Present, affirm, and discuss preferred alternative(s) and associated triggers and phasing.
 - Identify refinements to be considered or incorporated.
 - Prepare for City Council CIP Plan Review meeting.
- Conduct Final Review Meeting
 - Review Executive Summary and Lay Summary
 - Review and discuss City Council input.
 - Identify refinements to be considered or incorporated.

Provider Deliverables: ● Presentation materials and minutes

Task Series 300 – Update Prior Data

Objective: Effectively update and build upon data and results from the 2012 Long Range Facility Plan to reflect changes or trends that have evolved over the past five years.

- Provider Activities:**
- Update population and flows and loadings projections.
 - Better characterize influent nitrogen and phosphorus loadings and speciation.
 - Update wet weather flow implications.
 - Identifying additional sampling needs.
 - Update the trickling filter condition and operational assessment.
 - Updating both the hydraulic and process WPCF models.

Provider Deliverables: ● Background Information TM

Task Series 400 – Skunk River Nutrient Baseline

Objective: Establish the current Skunk River watershed nutrient baseline characterizing the sources and quantities of nitrogen and phosphorus loadings, both upstream and downstream of the WPCF.

Provider Activities:

- Differentiate point and nonpoint nutrient loadings.
- Further characterize the nature of nonpoint sources.
- Identify other point source discharges in the watershed.
- Provide a baseline for consideration of offsite and WPCF nutrient reduction options.

Provider Deliverables:

- Nutrient Baseline TM

Task Series 500 – Off-Site Nutrient Reduction

Objective: Explore and characterize opportunities for watershed nutrient reductions and offsets as alternatives to or to supplement WPCF nutrient reduction.

Provider Activities:

- Research and review ongoing watershed best management practice (BMP) planning and implementation.
- Identify potential BMP practices, performance, and cost.
- Consider potential synergies with flood mitigation, wetland mitigation / banking needs and / or other water quality benefits.
- Assess the status and potential implications of nutrient offsets.
- Brainstorm potential offsite nutrient reduction alternatives.
- Identify potential BMP funding sources.
- Provide a foundation for identifying integrated nutrient reduction strategies and alternatives for the City.

Provider Deliverables:

- Off-site Nutrient Reduction TM

Task Series 600 – WPCF Nutrient Reduction

Objective: Explore and characterize opportunities for WPCF nutrient reduction.

Provider Activities:

- Identify and assess the implications of potential ammonia and other future regulatory requirements.
- Consider the implications of peak wet weather flows and solids handling processes.
- Brainstorm and assess potential nutrient reductions through existing WPCF optimization
- Identify and consider emerging technologies as alternatives to the previously recommended simultaneous nitrification denitrification (SND) technology.
- Formulate potential WPCF nutrient reduction alternatives.
- Identify potential funding sources.
- Provide a foundation for identifying integrated nutrient reduction strategies and alternatives for the City

Provider Deliverables:

- WPCF Nutrient Reduction TM

Task Series 700 – Alternatives Identification and Screening

Objective: Identify and select off-site watershed, on-site WPCF, and integrated combinations of nutrient reduction alternatives for further development and evaluation.

Provider Activities:

- Refine and integrate off-site watershed alternatives from Task Series 500 and WPCF alternatives from Task Series 600.
- Estimate comparative costs.
- Consider phasing opportunities and other non-monetary considerations.
- Select specific watershed, WPCF, and combination nutrient reduction alternatives for further development and evaluation.
- Identify three alternatives believed to represent the best alternatives for the City.

Provider Deliverables:

- Alternatives Screening and Evaluation TM

Task Series 800 – Alternatives Development and Evaluation

Objective: Further develop and evaluate selected watershed, WPCF, and integrated nutrient reduction alternatives.

Provider Activities:

- Refine nutrient reduction alternatives from Task Series 700.
- Estimate capital, operations and maintenance, and life cycle costs
- Evaluate phasing potential and other non-monetary criteria
- Select a preferred alternative(s) for the City. It is anticipated that the preferred alternative(s) will actually be a roadmap with a series of triggers and potential pathways.
- Provide the basis for City Council presentation, IDNR discussion, and other Stakeholder Open House in November 2018.

Provider Deliverables:

- Alternatives Development and Evaluation TM

Task Series 900 – Stakeholder Involvement

Objective: Share information, solicit input and obtain buy-in from other stakeholders, notably City leaders and the Iowa DNR, but other potentially affected interests identified along the way as well.

Results will be summarized in a Stakeholder Involvement TM.

Provider Activities:

- Engage city leaders through council presentation(s).
- Engage the IDNR through participation in certain workshops and a separate meeting
- Engage other potentially affected interests through an open house(s).
- The extent of stakeholder involvement will be determined as the work progresses and potential solutions are envisioned.

Provider Deliverables:

- Presentation Materials and Minutes
- Stakeholder Input TM

Task Series 1000 – Preferred Alternative(s) Refinement

Objective: Further refine and define the preferred alternative(s)/ Nutrient Reduction Roadmap noting triggers, pathways, and anticipated costs and schedule.

Provider Activities:

- Develop facility / BMP layouts.
- Identify anticipated capital and O&M cash flow requirements.
- Document non-monetary considerations.
- Prepare a specific implementation plan.
- Provide the basis for City Council’s January 2019 Capital Improvements Plan Review.

Provider Deliverables:

- Preferred Alternative(s) Refinement TM

Task Series 1100 – Final Documentation

Objective: Document the results of the Nutrient Reduction Feasibility Study.

Provider Activities:

- Prepare an overall Executive Summary, a Nutrient Reduction Feasibility Study Report for IDNR, and a WPCF Capacity Report for the City.
- Finalize and assemble individual TMs and Workshop presentation materials and minutes into a single binder.
- Refine final documents as Water and Pollution Control Department staff assess fund balance, revenue needs, and rate impacts, and to reflect input from City Council.

Provider Deliverables:

- Executive Summary/Lay Summary
- Nutrient Feasibility Report
- WPCF Capacity Report
- Final Tech Memos
- Workshop Presentation Materials and Minutes

City Involvement

- Coordinate Owner staff and actively participate in meetings and workshops.
- Provide facilities to conduct meetings and workshops.
- Participate in on-going project activities to support consultant activities.
- Provide timely review and comment on Provider deliverables.
- Provide timely payment for services provided.
- Provide relevant background information.
- Perform supplemental testing and provide results.
- Schedule, handle logistics, lead, and participate in stakeholder meetings, including advertisement, invitations, meeting room, and refreshments.
- Schedule and participate in meetings with IDNR.