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Memorandum

To: The Honorable Board of Directors

From: Cheryl Porter, COO – Water and Field Services
Sonya Collins, Chief Procurement Officer

Cc: GLWA Executive Leadership
Dima El-Gamal, Capital Improvement Planning Director
Jill Kusters, Financial Reporting & Accounting Director

Date: April 20, 2026

RE: **REQ-0009082, Water Works Park Residuals Plate Settler Emergency Replacement**
Cost: \$3,491,250 – Award to Kokosing Industrial, Inc.
Emergency Procurement – Water Works Park Residuals Plate Settler Emergency Replacement

This memorandum is provided to the Honorable Board of Directors for the Great Lakes Water Authority in support of Water Operations action of authorizing the Emergency Contract in the amount of \$3,491,250 to Kokosing Industrial, Inc. for the Water Works Park Residuals Plate Settler Emergency Replacement. The emergency replacement is needed to maintain residual solids treatment at Water Works Park.

Background

Water Works Park (WWP) is a modern conventional water treatment plant that can process solids accumulated during water treatment operations. Solids processing is carried out in the Residuals Facility of the plant. The solids are processed through a multi-step process including a process to thicken the solids into a sludge. Modest redundancies have been built into the treatment process for operational flexibility during routine maintenance activities.

In October 2025, one of the two basins that is used to thicken solids into sludge, Thickener 10.01, experienced a catastrophic failure of plate settlers used in the process. Repairs are not an alternative as the equipment is obsolete. The failure has left the plant with no redundancy in the thickening process.

Justification

Per the GLWA procurement policy, any one of the following criteria must be met for consideration as an emergency procurement:

1. There exists a threat to public health or safety (including the health or safety of any particular person).
2. Immediate expenditure is necessary for repairs to GLWA property in order to protect against further loss or damage.
3. To prevent or minimize serious disruption in critical GLWA services that affect health or safety.

This emergency procurement is required to protect GLWA from further costs or a reduction of plant capacity. Subsequent to the plate settler failure, an inspection was performed in Thickener 10.01. The inspection identified that remaining intact equipment in Thickener 10.01 appeared to have experienced past stresses and are likely to fail in the near future. Due to plant operations, Thickener 20.01, the second basin, could not be inspected. Due to similar age and operations, conditions are likely to be similar to those in Thickener 10.01. WWP is designed to have routine solids processing to maintain normal plant operations. If routine solids processing stops for an extended time, the plant's ability to produce water may become compromised and introduce a threat to public health.

Additionally, the plant holds a National Pollutant Discharge Elimination System (NPDES) permit that allows the plant to discharge clarified water from the Residuals Facility to the Detroit River. If immediate action is not taken, and failures continue, the plant risks violating its NPDES permit requirements.

Proposed Solution and Procurement Approach

The replacement project will proceed as an emergency design-build (DB) procurement in three phases:

Task 1 - Project Management

- Includes general conditions for the duration of the project
- Deliverables:
 - Project Kick-off Meeting
 - Work Plan and Schedule

Task 2 - Design

- Deliverables to include
 - 60% Preliminary Design
 - Incorporate necessary submittals for construction through the design phase
 - 90% - Final Design
 - 100% - Issue for Construction
 - Necessary permitting

- Identify shutdown plans and workplans
- Update construction schedule

Task 3 – Construction

- Demo and Construction
 - Monthly progress meetings
 - Finalize shutdown plans and workplans
 - Final O&Ms
 - Warranty
- Resident Project Representative (RPR) – Fishbeck to provide 50% RPR during construction
- Operational Demonstration of one (1) week per tank

Task 4 – Provisional Allowance

- Granted for unforeseen conditions or undefinable scope items during construction.

Timing

Project design has begun and is expected to be completed by August 31, 2026. Construction is estimated to begin in October 2026, with final completion occurring no later than July 2027.

Summary and Recommendation

Replacement of WWP Thickener Basins Plate Settlers is necessary:

- To maintain reliability and permit compliance.
- Eliminate public health risks and operational risks in the event that WWP would have to reduce or pause treatment.

Water Engineering received a proposal for replacing the plate settlers as a Design Build project as described above with a total cost of \$3,491,250. GLWA Engineering recommends the design build as the only delivery method that provides GLWA the most favorable timeline to replace the plate settlers.

GLWA staff recommends awarding this emergency procurement project to Kokosing Industrial. Kokosing is a Design-Build Contractor that has completed many contracts with GLWA. The Kokosing team is familiar with the work in this area and confirmed their interest and resource availability for doing this work. The Chief Procurement Officer executed a Letter of Intent to award the contract on March 27, 2026, authorizing Kokosing to start the work and accumulate charges. A final completion date will be established during review of the contract documents.