



Memo

TO Nicolette Bateson and Jonathon Wheatley; Great Lakes Water Authority
FROM Maggie Pallone and Eric Pardini; Public Sector Consultants
DATE Wednesday, September 9, 2020
SUBJECT Contract Update Request—Water Residential Assistance Program Advisor

The Great Lakes Water Authority (GLWA) engaged Public Sector Consultants (PSC) as a third-party consultant to assist with the Water Residential Assistance Program (WRAP) evaluation. The original scope of work issued by GLWA for this project contained eight items, as shown in Attachment 1. As the project progressed, PSC and GLWA recognized the need to shift the original project scope to better accommodate stakeholders' needs and meet the project's objectives. At GLWA's request, PSC has identified the following modifications to the scope of work and associated costs.

Proposed Modifications to the Scope of Work

Task one: Review current state of the WRAP, including: WRAP Program Design Report, Audit Committee/Board documents, and monthly reports provided by program administrator.

- No changes

Task two: Collaborate with GLWA internal stakeholders to identify the key objectives of this engagement, format for focus group meetings, and develop a timeline for the evaluation.

- PSC and GLWA discussed the potential of engaging external stakeholders in addition to GLWA internal stakeholders to get feedback on the WRAP. PSC and GLWA identified a list of external stakeholders for participation in a focus group discussion and scheduling is underway. Additional staff time will be required to conduct this focus group meeting.

Task three: Meet with current WRAP program administrator.

- PSC and GLWA met with the WRAP program administrator, but subsequently identified the need to meet with each community action agency partner independently to gather feedback on the WRAP. PSC is in the process of scheduling one-on-one interviews with Oakland Livingston Human Service Agency, Macomb Community Action, and Genesee County Community Action Resource Department. Additional staff time will be required to conduct these meetings.

Task four: Conduct a focus group meeting with the GLWA Board of Directors.

- To accommodate GLWA's bylaws and board members' schedules, PSC and GLWA agreed to conduct individual interviews with board members instead of a focus group. Additional staff time was required to conduct individual meetings.

Task five: Conduct a focus group meeting with GLWA member partner communities.

- To accommodate the needs of GLWA member partner communities, PSC and GLWA agreed to hold individual interviews with member partner communities who were not able to attend the August 20, 2020, focus group session. PSC conducted two additional interviews with member partner communities, which required additional staff time.

Task six: Meet with the Detroit Water and Sewerage Department (DWSD) management team.

- After initial discussions with DWSD's director and GLWA's CEO as well as the DWSD finance team, PSC and GLWA agreed that additional discussions with the DWSD finance team would be necessary for information gathering. PSC conducted three additional meetings with DWSD staff, which required additional staff resources.

Task seven: Develop final report.

- No changes

Task eight: Assist GLWA in the scope development and performance criteria for the WRAP administrator.

- No changes

Proposed Modifications to the Project Budget

PSC estimates that modifications to the scope of work result in additional staff time and associated costs. Total additional staff time is estimated at 90 hours, which equals \$15,150. A breakdown of proposed budget modifications is provided in the following table.

Name	Maggie Pallone, Vice President	Eric Pardini, Director	Elizabeth Riggs, Senior Consultant	Dayna Roth, Consultant	Alec Esparza, Research Associate	
Hourly Rate	\$220	\$190	\$150	\$120	\$95	Total
Original Hours Estimate	32	120	30	50	102	334
Original Cost Estimate	\$7,040	\$22,800	\$4,500	\$6,000	\$9,690	\$50,030
Additional Hours Estimate	30	30	0	0	30	90
Additional Cost Estimate	\$6,600	\$5,700	\$0	\$0	\$2,850	\$15,150
Total Hours Estimate	62	150	30	50	132	424
Total Cost Estimate	\$13,640	\$28,500	\$4,500	\$6,000	\$12,540	\$65,180

Attachment 1: Scope of Work

Extracted from Invitation to Quote 2001694

1. Review current state of the WRAP including: WRAP Program Design Report, Audit Committee/Board documents, and monthly reports provided by program administrator.
2. Collaborate with GLWA internal stakeholders to identify the key objectives of this engagement, format for focus group meetings, and to develop a timeline for the evaluation.
3. Meet with current WRAP Program Administrator to evaluate the following (but not limited to):
 - a. Level of annual administration required for the program (time, staff and expenses) to perform WRAP functions;
 - b. Subcontractor data and performance measures;
 - c. The data kept for WRAP participants; and
 - d. Data kept for member partner participating communities
4. In coordination with GLWA's third-party facilitator, conduct a focus group meeting with the GLWA Board of Directors to gather their feedback on the current state of WRAP (what aspects of WRAP are working, what aspects are not working, etc.), definitions of program success for participants of WRAP and recommendations for program changes.
5. In coordination with GLWA's third-party facilitator, conduct a focus group meeting with GLWA Member Partner communities to gather their feedback on the current state of WRAP (what aspects of WRAP are working, what aspects are not working, etc.), definitions of program success for participants of WRAP and recommendations for program changes. Identify, areas of the WRAP that are administratively burdensome and roadblocks to participation in other aspects of the program.
6. Facilitated by GLWA Public Finance, vendor will meet with the DWSD management team 1) to gather and to receive feedback and 2) to analyze provided documentation, data, and other materials on the current state of WRAP (what aspects of WRAP are working, what aspects are not working, etc.), definitions of program success for participants of WRAP and recommendations for program changes. Identify areas of the WRAP that are administratively burdensome and roadblocks to participation in other aspects of the program.
7. Final Report:
 - a. Identify all WRAP program design features and determine which are working well, which are under performing and what program changes are recommended.
 - b. Identify WRAP program effectiveness measures based on features identified in item 7a, or as may be applicable;
 - c. Identify WRAP program vendor performance measures based on features identified in item 7a, or as may be applicable;
 - d. All recommendations must take into consideration the following:
 - i. GLWA administrative efforts required;
 - ii. DWSD and member partner administrative efforts required;
 - iii. WRAP program administrator administrative efforts required; and
 - iv. Data required to implement recommendation and potential data gaps
8. Based on the recommended changes above, assist GLWA in the scope development and performance criteria for the WRAP administrator for inclusion as requirements in a subsequent structure request for proposal.