



## Memo

**TO** Nicolette Bateson and Jonathan Wheatley, Great Lakes Water Authority

**FROM** Maggie Pallone and Eric Pardini, Public Sector Consultants

**DATE** Wednesday, November 4, 2020

**SUBJECT** Contract Extension Request—Water Residential Assistance Program Advisor

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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. PSC presented its evaluation report to the GLWA Board of Directors on October 28, 2020. The board provided feedback on the evaluation report and highlighted the desire to begin implementing recommendations to improve WRAP over the coming months. At GLWA's request, PSC has developed the following scope of work to support implementing desired program changes.

## Proposed Scope of Work

### Task One: Prioritize WRAP Recommendations

Based on the evaluation report recommendations, the GLWA Board of Directors identified a number of potential changes they would like to see made to WRAP. While the board's discussion has provided some insight into the immediate priorities for improving WRAP, there is more to be done to confirm the priorities for the coming months and develop a plan for implementing recommendations. PSC proposes working with the GLWA finance team to review the board's feedback and prioritize recommendations for WRAP based on the level of importance and ease of implementation. Additionally, PSC will determine who is responsible for implementation and the time period in which implementation could occur (over the short [zero to four months], mid [five to eight months], and long term [nine or more months]). This exercise will enable GLWA to codify priorities for the program that can be done easily and in the short term, and demonstrate to the board of directors that efforts are underway to implement desired changes that may require additional board support or contract changes.

### Task Two: Develop Implementation Plan

Using the outcomes of the prioritization exercise, PSC will develop a plan for implementing recommendations. PSC will expand on the details provided in the evaluation report to fully define the necessary next steps for implementing each recommendation. In some cases, the recommended changes will be straightforward and implementation activities can begin without delay. Other recommendations will be more complex and require additional efforts to be implemented successfully, such as additional research or further discussion with key stakeholders. PSC will document the next steps for each recommendation, entities to be involved in implementation, the proposed timeline for roll out, key metrics, and a plan for monitoring success.

### Task Three: Provide Implementation Support

The implementation plan will provide essential project management functions that will enable PSC and GLWA to oversee changes to WRAP actively and accurately. Specific implementation activities will vary based on the priorities identified. To support the implementation process, PSC proposes to serve as a facilitator among the community action agencies, member partner communities, and GLWA. This will streamline communication and outreach efforts and allow a single entity to work with GLWA in developing, testing, and implementing program changes in a systematic manner. Throughout the process, PSC will continue to have regular project team meetings with GLWA's finance team every other week to review deliverables and troubleshoot project management issues as they arise. Prior to each meeting, PSC will provide an update to the implementation plan that documents activities underway, accomplishments, and potential challenges the team will need to overcome. Over the course of the implementation process there will likely be a need to coordinate with external stakeholders, such as member partner communities or community action agencies. PSC will coordinate with GLWA on outreach to other stakeholders. In addition to implementing recommendations during the current program year, PSC will support GLWA in the development of a new program solicitation, expected in June 2021.

### Proposed Project Budget

PSC will begin work upon the acceptance of this proposal. The project will be completed by June 2021. Total staff time is estimated at 350 hours, which equals \$56,305. A breakdown of the proposed budget is provided in the following table.

Task	Timeline	Budget
Task one: Prioritize WRAP recommendations	November–December	\$8,875
Task two: Develop implementation plan	November–December	\$15,630
Task three: Provide implementation support	December–June	\$31,800
<b>Total</b>		<b>\$56,305</b>

Given that the implementation portion of work will involve a number of tasks that are not fully defined, PSC is proposing this scope of work be billed on a time-and-materials basis, not to exceed the total contract amount. PSC will provide a monthly invoice that details tasks completed in the month and total hours for each staff person.