WASTEWATER TREATMENT PLANT
RECONSTRUCTION AND DESIGN ADVISORY COMMITTEE
MEETING MINUTES
March 27, 2025

A meeting of the Wastewater Treatment Plant Reconstruction and Design Advisory Committee was held at 10:00 a.m. at the Wastewater Treatment Plant, 3100 S Lewis Blvd, Sioux City, IA 51106.

BOARD PRESENT	STAFF PRESENT	VIRTUAL
Tom Pingel	Renee Heath	Estefani Valdez
Vicki Baker		Andrew Tramp
Julie Schoenherr		Jason Yockey
Erik Kafka		Kelly Jorgensen
Craig Levine		William Burrows
William Bradbury		
Dale McKinney		
BOARD ABSENT		**GUEST**
Desiree McCaslen		Anna Munson - Hazen
Chris Baltushis		Kim Stevenson - Kiewit
Mark Fuehrer		Josh Meyerpeter - Kiewit
Carl Hesse		Travis Baumgartner - Kiewit
Robert Padmore		Benson Robbins - Kiewit
Lance Hedquist		Chad Small – Local 234
Aaron Lincoln		Rick Plathe – IBEW 231
Dan Moore		Dean Bradham – UA Local 33
William Martin		John Hanson – Insulators 39
Rusty Montagne		Jose Montes – IW Local 21
Teresa Fitch		

1. **Call of the Roll**
   Meeting was called to order by Pingel at 10:00 a.m.

2. **Approval of Minutes**
   Meeting minutes from January 9, 2025, and January 23, 2025, will be approved at a future meeting.

3. **City WWTP Update**
   Baker informed the Committee still waiting on parts for the third centrifuge, the other two have been consistently online. The Digester Project has started. UV disinfection season started March 15th using UV instead of chemicals. The UV equipment is not working properly, the project has not been fully completed with some hydraulic and algae issues. The hydraulics control the wipers which algae are getting caught in due to the PSI not being high enough to break through the algae. Trojan has not given the best customer service to resolve these issues. Pingel informed the Committee members that if anyone wanted a tour of the new UV building to let him know.

4. **Emergency Repairs Project Update**

Baker updated the Committee that Innovative Masonry will be finished with tank #4 on Monday and will begin working on tank #2. Brentwood, the mechanism vendor, will be here on April 1st to train the staff for three days. Tank #2 is offline due to issues which operators are currently cleaning. There was a dumpster fire the other day due to the contractor throwing power tools away which contained lithium batteries. The contractor was supposed to have their own dumpster but used ours.

Pingel reminded the Committee that the emergency repairs on the North Primary Clarifier include taking down corroded material to get three to five more years of use before it's demolished. The primary treatment is an important process and currently only able to use 1/8 of the tanks, putting pressure on the secondary systems. Bradbury asked if we are meeting F1 standards. Pingel said yes, the annual average for Nitrogen is the only one concerned about. We are one of the only plants in the state that have a total phosphorus and nitrogen limit.

5. **Kiewit Presentation**

Travis Baumgartner with Kiewit introduced himself and presented to the Committee Kiewit's role, preconstruction services and current progress. The majority of the presentation outlined the three project management tools that Kiewit will use to make sure the project is a success which are document control, project closeout and procurement. Baumgartner categorized the preconstruction services into four different categories. The first of the preconstruction services are task force meetings. These meetings are broken up into civil and yard pipe, concrete structures, process and mechanical and a task force which is focused on electrical, instrumentation and controls. These task force teams meet weekly to understand where the design is currently at to provide a solid cost model and to provide input as the project moves from 30% to 60%. The deliverables from these meetings include meeting minutes with action items, decisions and types of DARTS – decision analysis and resolution tracker. Starting next month both Baumgartner and Martin would like to start the transition of the design status into more constructability and value engineering.

The second preconstruction service is value engineering which evaluates utilities impact, design cost, long term impact of a decision and construction schedule. All these factors go to the project management team, they collectively make a decision then give the design and construction team direction within one week. Foundations for all the structures will be evaluated for other alternatives that will take the design to 60%. A vendor workshop will be held for preferences on equipment, who offers best services, warranties and life cycle costs. Construction and design experts will be part of the workshop and complete a DART. The preconstruction is to come up with better ideas to make the project less expensive or faster.

The next preconstruction service is the construction schedule and sequencing. Kiewit gathers everyone's input on what needs to happen and in what sequence then converts this information into a P6 schedule. Following the schedule is an evaluation of how to make sure the plant can continue to operate. This information will be communicated to the City in the 30% cost model report in mid-May.

The last preconstruction service is the cost model. There are about twenty team members currently working on this. Kiewit takes the current design from Hazen and makes sure the cost model is as accurate as possible. The cost model is organized by discipline group, areas and T-totals. The t-totals include labor, construction equipment, supplies, permanent materials and subcontracts costs. Baumgartner presented an example of what a cost model would look like and said it would be available for anyone to review. Since the 30% cost model will be available mid-May, Pingel asked if having this base would make it easier for the 60% and 90% cost model. Baumgartner said after discussions with Martin, they are on track to get to the 60% within that

same timeframe. The CMAR contract model provides the ability to understand the schedule and cost, as well as examine any issues which allow time to review and incorporate everyone's feedback before it gets to the 60%. Bradbury asked if the 30% cost model is fixed, Baumgartner advised the 30% is locked in but everything is being evaluated so the designers can move forward to the 60%.

Pingel asked if there were any concerns with meeting the start date of January 2026. Baumgartner stated that if anything significant comes up they can structure the CMAR approach to start construction even if the design is not complete. This is one way they can achieve the start date of January 2026.

Schoenherr requested a report to the City on how many personnel would possibly need temporary housing in the area during construction. Meyerpefer, Kiewit's procurement manager, stated yes, they will have man hours which will give a good projection. Once they progress and go to market with the subcontractors packages, they will receive that information as bids come in. Bid packages should go out in quarter four. Bradbury asked Meyerpefer if he is involved with developing the subcontractor's packages. Meyerpefer replied yes as it is an integrated process with engineering and construction components.

Bradham from Local 33 asked whether Kiewit is looking at bidding on any of the projects and would they be doing a National Construction Agreement. Kiewit responded yes, they will be one of the bidders and their intent is to work towards a Project Labor Agreement. Levine advised Kiewit if they need any support, he is able to assist. Kafka asked how Kiewit manages the safety element aspect. In the instructions and exhibits to bidders, Kiewit stated that safety and performance records will be an evaluation factor. Once selection has been made there will be preconstruction meetings with management to go over safety. Bradbury asked whether there was a maximum Experience Modification Factor for subcontractors before they can be considered. Meyerpefer said there are different types of packages, but with the CMAR scenario they are acting more as a general contractor and could possibly be higher requirements.

Stevenson presented Kiewit's Electronic Document Management System. Kiewit uses a secure, cloud-based software system called Ineight Document. This system is customizable to capture, review and distribute every type of document from pre-construction to turnover including correspondences, submittals, RFI's and design change notices. Bradbury expressed how confident he is with Kiewit in managing all the contractors and suppliers.

Stevenson outlined the document dashboard explaining the different modules. The mail module controls the process of sending and receiving mail and communication. The document register module is where the important documents and their revisions are stored. These are made up of registers which contain information of each module component. Drawings will be uniquely name and numbered, able to track revisions and once finalized will be issued a QR code. This process ensures that everyone will have the current drawing. The Ineight forms module facilitates workflows between different parties. The form carries a document through a step-by-step process with inputs and sections completed by the different parties. The forms module allows the user to create custom forms and able to track responses. Examples of forms would be RFI's, submittal forms, change forms and correspondences. The workflow is where users can review documents in Bluebeam to view and markup PDF's and other file formats. This allows everyone to collaborate, make comments and questions and keep records of that information. It also allows the user to see what reviews are in their court. The transmittal module facilitates access to documents between different parties. The vendor data module is used to manage vendor contracts with their deliverable line items and submittals.

Stevenson discussed that Kiewit is able to pull information out of an Ineight document and put it into a Power BI to produce interactive reports. Anything that is in the Ineight document, Kiewit is able to create a report which users are able to have a subscription to view these reports. Bradbury asked if the Ineight program was developed by Kiewit and whether they license and sell to other contractors. Meyerpefer responded that this program was developed in-house, and they do sell to contractors.

Benson Robbins, Kiewit's project engineer, discussed the development of efficiencies. One efficiency is Ineight document customizations with direct access to the Ineight development team for customizations and improvements. An example of the capabilities was the Northwater Treatment Plant project where Kiewit implemented 50 different customizations to fit the project needs. Customizations are a part of the Kiewit team and are not a cost to the project.

Another efficiency is the Ineight document third-party integration. This is the ability to add any stakeholders that need to be involved in the project to the system. The subs and suppliers will be a part of this and will use it. Strong security features and distribution rules keep documents visible to permitted users and companies. There is no licensing required, any number of users and companies can be added with an email.

The Ineight document history and tracking is making sure the most current version of drawings and specifications are being used in the field. The QR codes that were previously mentioned are attached to any document that is in the system. Users are able to scan the QR codes with their phones to access the most updated information. All field engineers, foreman and superintendents are trained and look at these on a weekly basis.

Robbins explained the Ineight document - starting with the end in mind. He stated that setting up the area, bid packages, discipline and document types from the beginning allows the process of building the job on the documentation side seamless. The Ineight document program is designed to filter information into detailed configuration tables. The completions integration is part of the Ineight project suite where all the quality checklists are housed. These are automatically transferred to the document when complete. For the closeout process Kiewit is able to easily download files and transfer abilities limiting personnel.

There is a module called packages where Kiewit can create a drawings package and incorporate whoever on the project needs to be included. Once something has been updated, an email will be sent out notifying the user. This can be done with any document type including submittal changes, spec changes and whether or not an RFI has been added to an RFI package. Stevenson stated that Kiewit will be using the Ineight program on their side and would hope the City would want to use it as well. Pingel said the City is on board with the Ineight program. Bradbury inquired whether subcontractors could input information into this or does Kiewit have complete control. Stevenson replied that subcontractors do have an area where they can input information.

Meyerpefer presented the project procurement plan which covers the supply chain management. Kiewit has standard operating procedures from the Corporate level and market standards that need to be incorporated into the plan. Kiewit will be focusing primarily on the estimating, supplier quality surveillance and contracting. Estimating consists of market specific pricing, building connected, risk identification and mitigation, market intelligence and non-disclosure agreements. The supplier quality surveillance includes supplier risk assessments, prequalification, evaluations, shop offsite inspections and third-party inspection coordination. Contract is having a plan including a procurement plan and strategy, negotiations, execution, administration, change orders, notices, contract closeouts and settlements and corporate master agreements.

Kiewit is able to handle anything for logistics and trade compliance. Kiewit has a team that specializes particularly in purchasing, category management and market intelligence that can assist where the market is to make better decisions on the job.

During the preconstruction phase Kiewit will do a market analysis where they partner with S&P Global, which is a company that has twenty plus years of commodity data to forecast trends. Their team of experts use their experience with commodity behavior and current market conditions to build forecasts. Kiewit checks the accuracy of these forecasts by comparing past forecasts to actuals. These error calculations are done on each individual commodity and rolled up to a project total. Burrows inquired how tariffs will affect costs. Meyerpefer said they are focused on how they manage the tariffs when they do hit against the schedule. Kiewit has very good information back from 2018 when tariffs were similar even though values were different. For this project, it is part of their escalation analysis model so as the supply base is updated it will feed into their database. Kiewit has put a Tariff Management Committee together including a market expert, global analyst and trade compliance group. This Committee gives updates where they see it going. With this information Kiewit has cost optimization and are able to bring in material before the tariffs hit. Bradbury asked if escalation and tariffs will be included in their May 15th estimate. If there is specific information on a tariff, then it would be available for discussion.

Kiewit uses a system called Building Connected for the Bid Package Management. Invitations to bid go through this system which helps with file exchange, bidder contact information, bidding status, bidding communication and team notes. Meyerpefer said Kiewit likes the transparency with the team involved where they are able to see all the communication between the suppliers, bidders and procurement management. This is also used to track and receive the proposals and can be used for bid evaluation.

Meyerpefer presented an example of the package list, market engagement report and bid package report. These exhibit the number of bid packages by current status, need, package type and level of risk. The reports show whether there is progression and are on track or if vendors are behind on bids. As the schedule is being developed the procurement cycle is tracked. The report has a plan forecasted actual for when it occurred, and it is tied to the project schedule.

Kiewit has developed a Supplier Quality Surveillance Program. This program ensures technical compliance and supports expediting regarding contract quality requirements, technical specifications, approved drawings and client requirements. Clients like this because it gives them visibility into what is being made off site to guarantee the equipment will show up correctly and detect any issues before they get on site. Other benefits include clear communication, timely reporting and diligent root cause analysis. Specifications are reviewed to pull out test requirements and use that to develop an inspection and test plan that is included in the bid packages.

The risk assessment criteria include technical difficulty, schedule critical, previous project performance, contract type and cost, and quality requirements. These five factors generate a score which determines if the risk level is high, moderate or low. A master inspection and test plan are created from the risk assessment called base lines. Gives the suppliers the minimum standards by spec and code. This test plan is updated and shared with the City. Bradbury asked if there is more prefabrication off site and Meyerpefer replied yes, they try to limit on site hours as much as possible. Kafka inquired about Kiewit's certifications, Meyerpefer believed it was 9001.

Bradbury asked if the budget goes over, would Kiewit have ideas to get it lowered closer to the original estimate. Baumgartner responded that the next step is to start working together with the design team and figure out what direction to go in order to get to the 60% design.

6. Open Discussions

Baker asked how Kiewit's team feels after they have seen the plans, Baumgartner responded they like the engagement so far it has a very positive outlook.

Burrows stated that this will be the last meeting for Padmore and questioned whether the City has designated a replacement for the Committee. Schoenherr replied yes, Mike Collett, the Assistant City Manager, will assume his responsibilities.

Levine and local union representatives were concerned about local contractors getting hired. Schoenherr responded that the Council and the Mayor have all voiced opinions regarding qualified local contractors being considered in bids and of course it is their preference as long as they are qualified. Levine stated that Kiewit can hire from them and their local guys. Bradbury asked if we were close enough to the Omaha and Sioux Falls areas where workers could commute daily, and a local union representative replied yes, they have members that travel back and forth.

The Committee thanked Kiewit for presenting, very good and informative presentation.

7. Overview of upcoming meetings

The next meeting will be held on April 17, 2025 with a presentation from Hazen and Kiewit.

8. Adjournment

There being no further business, discussion ended at 11:52 a.m.

Recorded by Renee Heath
Administrative Secretary