

TASK ORDER #22-02
Homer Large Vessel Harbor Expansion Project
Owner's Representative

This Task Order pertains to an Agreement by and between the City of Homer, ("OWNER"), and HDR Engineering Inc., ("ENGINEER"), dated May 17, 2022, ("the AGREEMENT"). Engineer shall perform services on the project described below as provided herein and in the Agreement.

PART 1.0 PROJECT DESCRIPTION

Serve as Owner's Representative for Homer Large Vessel Expansion Project

PART 2.0 SCOPE OF SERVICES TO BE PERFORMED BY ENGINEER

Services will be provided per HDR Proposal dated November 3, 2022.

PART 3.0 OWNER'S RESPONSIBILITIES

Owner shall provide background information & staff support as requested.

PART 4.0 DELIVERABLES AND SCHEDULE

See attached Proposal dated November 3, 2022.

PART 4.0 PAYMENTS TO ENGINEER

Payments not to exceed \$408,073.

This Task Order is executed this 29th day of November, 2022.

City of Homer
"OWNER"

HDR Engineering, Inc.
"ENGINEER"

By: Rob Dumouchel

By: Matthew Stone, PE

Signature: 
Title: City Manager
Bryan Hawkins
acting City Manager

Signature: 
Title: Alaska Area Manager/Vice President



November 3, 2022

Bryan Hawkins
Port Director and Harbormaster
City of Homer
4311 Freight Dock Road
Homer, AK 99603

Subject: Proposal for Homer Large Vessel Harbor Expansion Owner's Representative Phase 1

Thank you for this opportunity to submit a formal proposal for Owner's Representative services for the City of Homer (City) Large Vessel Harbor Expansion Project (Expansion Project). This project will provide a new port and harbor area that alleviates the current over-extended moorage needs and anticipated future needs of the harbor that benefit the greater Homer community.

The Expansion Project will have 1) federal components that meet the mission of the U.S. Army Corps of Engineers (USACE) to provide safe navigation, and 2) non-federal components such as improved moorage (i.e., docks, floats) and upland facilities. Integrating both the federal and non-federal components is critical to meet the needs of the Expansion Project as well as a positive cost-benefit ratio (CBR) required for key federal funding opportunities. HDR is ready to assist the City in a successful coordination effort between USACE and the greater Homer community to develop the new basin.

The path to successfully executing the Expansion Project is dependent on obtaining necessary federal funding to initiate the General Investigation. HDR is well-equipped to assist the City as an Owner's Representative by providing guidance and support to the City throughout both the USACE's federal process and non-federal Expansion Project preliminary planning components. A seven (7) phase stage gate approach was presented to the City and summarized in Table 1 that run concurrently with the four (4) phase USACE project delivery approach.



Table 1. Recommended Strategic Phases for Project Execution

	City of Homer – Project Execution Track	USACE – Project Execution Track
Front End Planning	Phase 1: Appraise Opportunities Identify potential opportunities, define the program, solicit initial stakeholder input, and perform desktop analyses.	Fed Phase 1: General Investigation
	Phase 2: Select Alternatives Evaluate project alternatives, select preferred alternatives, define and manage risks.	
	Phase 3: Define/Develop Alternatives Develop preferred alternative, determine procurement strategies, establish business plan for capital improvements.	
Execution	Phase 4: Engineering and Procurement Execute final designs and procurement of construction.	Fed Phase 2: PED
	Phase 5: Construction Construct federal and non-federal program components.	Fed Phase 3: Construction
	Phase 6: Commissioning and Start-up Begin use of new facilities.	Fed Phase 4: O&M and Monitoring
	Phase 7: Operations Operate and maintain new facilities.	

The following provides a detailed breakdown of the scope of work to execute **Phase 1: Approach Opportunities** as Owner's Representative.

Task 1 – Define Project Charter and Detailed Project Needs: HDR will facilitate a meeting with Homer Port and Harbor leadership and City leadership to establish an official charter that will be used as the basis for all decisions moving forward with the Expansion Project. Since federal funding is anticipated for a significant portion of the Expansion Project, it is recommended USACE staff attend to provide input to the charter that helps align the goals of the project to meet the USACE mission. HDR will provide examples of other large project and program charters to provide guidance in the structure and definition required for a robust and thoughtful charter. Following development of the charter, HDR will work with Homer Port and Harbor leadership to define detailed project needs used to shape alternatives for accomplishing the goals of the project.

Task 1 Deliverables	Schedule
Charter, Purpose and Need Document	Within 2 weeks of Project Charter Meeting

Task 1 Assumptions and Limitations:

- *Project Charter meeting will be held in Homer, AK. HDR staff based in Alaska will travel to Homer. HDR staff based outside of Alaska will attend the meeting virtually.*
- *City will support HDR in identifying key City staff to attend the Project Charter meeting.*
- *City will facilitate the meeting space for the Project Charter meeting*

Task 2 – Preliminary Stakeholder & Community Engagement Plan: HDR will work with Homer Port and Harbor staff to develop a robust Stakeholder & Community Engagement Action Plan. Our staff will work with the City to outline the goal of the Action Plan, determine criteria for success, identify key stakeholders and known community issues, and detail documentation needs for all stakeholder and community activities. This plan is intended to be a living document that is modified as the project advances to subsequent phases. Through this plan, HDR will help to manage stakeholder expectations, communication, and provide meaningful insight for the future steps in the process.

The bulk of the plan will focus on soliciting feedback from key project stakeholders, manage expectations, and outline an action plan to respond to input. Key feedback opportunities might include identifying major themes of project goals, communication of the City’s project expectations and non-negotiables, anticipated impacts to the communities’ residences and businesses, various scenario considerations and possible outcome(s), major concerns, potential challenges, impacts of the project to the overall community, and potential solutions for improving the CBR of the project.

Task 2 Deliverables	Schedule
Stakeholder and Community Engagement Action Plan (Living Document)	Within 8 weeks of Task 2 NTP

Task 2 Assumptions and Limitations:

- *Stakeholder and community outreach will be conducted virtually.*
- *City will support HDR staff in identifying key community members and stakeholders.*
- *Stakeholder and Community Engagement Plan will be an initial version and will continually be modified as the Expansion Project advances*
- *Task 2 NTP requires completion of Task 1*

Task 3 – Desktop Feasibility Study: A desktop feasibility study (separate document from the USACE General Investigation or USACE Feasibility Study) will be developed to document various aspects of the developing project. Specific components of the Desktop Feasibility Study include:

- a. Gathering Existing Background Information
- b. Review Existing Conceptual Engineering Studies/Designs
- c. Initial Risk and Fatal Flaws Assessment
- d. Conceptual Design and Conceptual-Level Opinion of Probable Construction Cost (Cost Estimates).

The purpose of the Desktop Feasibility Study is to provide a single document that gathers and summarizes previous work, assess risks and potential fatal flaws, and provides a visual understanding of the Expansion Project including costs. HDR will incorporate work already completed to minimize duplication. From this effort, a Risk Register will be developed that will act as a living document through the duration of the Expansion Project.

Task 3 Deliverables	Schedule
Risk Register (living document)	Within 12 weeks of Task 3 NTP
Desktop Feasibility Study	Within 12 weeks of Task 3 NTP
Concept Design Layout (attachment to study)	Within 12 weeks of Task 3 NTP
Conceptual-Level OPCC (attachment to study)	Within 12 weeks of Task 3 NTP

Task 3 Assumptions and Limitations:

- *Risk Register will be an initial effort to identify and consider risk mitigation strategies. The document will continue to evolve with the project – adding, modifying, and retiring risks.*
- *Opinion of probable construction cost will be conceptual-level and developed using parametric approach (e.g., reviewing relevant recent bid items for similar work).*
- *Task 3 NTP requires completion of Task 1 and recommend to occur after completion or concurrently with Task 2.*

Task 4 – Regional Hub Influence Study: An important aspect for the Expansion Project to stand out amongst other nationwide projects is the influence the port and harbor has on regional rural communities and Alaska Native Tribes and how an expansion of the port and harbor will positively influence these communities. Through review of vessel tracking information (automatic identification system [AIS] database), HDR will determine primary sailing destinations to and from Homer to identify the extent of Homer as a regional hub to rural, subsistence, and/or native communities and harbors. Based on this dataset, HDR will investigate primary commerce (e.g., bulk goods and materials, fishing, recreation, passenger transport, safety). Statistics on these movements will be assessed with the intent to be used as talking points for promoting the Expansion Project. Findings from the study will be documented in a Regional Hub Influence brief technical memorandum (less than 10 pages). A summary of the findings and talking points will be developed into a public facing placemat utilizing various infographics.

Task 4 Deliverables	Schedule
Regional Hub Influence Study Memo	Within 6 weeks of Task 4 NTP
Regional Hub Influence Placemat	Within 2 weeks of accepted Regional Hub Influence Study memo by City

Task 4 Assumptions and Limitations:

- *AIS data will be provided by the City through Marine Exchange.*

Task 5 – Assistant Secretary of the Army Letters of Support

Task 5.1 – Community Outreach with Regional Hub Community Leaders:

HDR will coordinate with Regional Hub communities and tribal leaders and perform workshops that begin by explaining the project purpose/value, then brainstorm ideas that focus on the potential positive impacts from the proposed Expansion Project, and ultimately conclude by requesting a signed letter of support. Ideas and community feedback from the workshops will be utilized to draft custom letters of support for each community (Task 5.2).

Task 5.2 – Draft Custom Regional Hub Support Letters:

HDR will draft letters of support from Regional Hub communities. Letters will be consistent in their messaging for promoting the Expansion Project and will be customized to that community based on information received during the interviews with the community leaders. HDR will provide the draft customized letters to the City of Homer for distribution to the community leaders with the intent the community leaders will then adopt the letters and send to the Assistant Secretary of the Army.

Task 5.2 – Draft Joint Alaska Congressional Delegation Letter:

HDR will draft a joint letter of support from the Alaska Congressional Delegation (CODEL). The letter will be consistent in its messaging from those developed for the community leaders within the Regional Hub (Task 5.2). HDR will provide the draft joint letter to the City of Homer for distribution to the CODEL with the intent the CODEL will then adopt the letter and send to the Assistance Secretary of the Army.

Task 5 Deliverables	Schedule
Draft Regional Hub Support Letters	Within 8 weeks of NTP
Draft CODEL Support Letters	Within 8 weeks of NTP

Task 5 Assumptions and Limitations:

- *Travel to regional hub communities will be limited to five (5) communities.*
- *HDR does not guarantee Regional Hub support for the project nor their desire to submit letters to the Assistant Secretary of the Army.*
- *HDR does not guarantee CODEL support for the project nor their desire to submit letters to the Assistant Secretary of the Army.*
- *Task 5 NTP requires completion of Task 1, Task 2, Task 3, and Task 4.*

Task 6 – USACE HQ In-Person Visit Support: On an as-needed basis, HDR staff that frequent USACE Headquarters and/or Congressional Offices will be available for conference/discuss with City of Homer staff that plan to travel to Washington, DC to promote the Expansion Project.

On an as-needed basis, up to two HDR staff, both Alaska-based and those that frequent USACE Headquarters and/or Congressional Offices will travel and accompany City of Homer staff to Washington DC and attend meetings to provide support and take notes.

Task 6 Assumptions and Limitations:

- *As-needed conferencing level of effort assuming three staff for up to 40 hours each.*
- *In-person visit to USACE Headquarters and/or Congressional Offices is limited to two trips and are assumed to be approximately one work in duration including travel.*
- *Task 6 NTP is recommended to occur shortly after Task 5 completion.*

Task 7 – Interactive Project Website: HDR will develop an interactive project website (similar to an online story map) to improve upon existing online project update page: <https://www.cityofhomer-ak.gov/port/large-vessel-harbor-expansion-project>. In addition to providing general updates on the project as is currently provided, the interactive webpage will walk through the history of the project, clearly outline key benefits of the project and focus on communities that will be positively impacted by the project, provide statistics determined through the Regional Hub Influence Study, and documentation such as letters of support, as well as provide clarity on local, state, and federal funding opportunities and status.

Task 7 Deliverables	Schedule
Interactive Project Website	Within 8 weeks of NTP

Task 7 Assumptions and Limitations:

- *HDR will host the interactive webpage and provide the domain for the URL.*
- *City will include the provided URL on their webpage for public viewing*
- *HDR will maintain the webpage for 12 months. Additional maintenance will be included in Phase 2 scoping.*
- *Section 508 compliance is limited to documents created by HDR and the City after NTP of Phase 1.*
- *Task 7 NTP requires completion of Task 1 and Task 3.*

Task 8 – USACE Coordination: HDR will attend the General Investigation kick-off meeting with the City of Homer, anticipated to be initiated and facilitated by USACE. Following the kick-off meeting, HDR will participate in status meetings between the USACE and the City of Homer. HDR will prepare Expansion Project materials to communicate and document the progress made by the City.

Task 8 Deliverables	Schedule
Monthly Meeting Summaries	Within 1 week of meeting occurrence

Task 8 Assumptions and Limitations:

- *General Investigation Kick-Off meeting will be facilitated by the USACE.*
- *USACE coordination meetings are assumed to be monthly with a duration of approximately 1 hour.*
- *USACE coordination is assumed to be 12 months in duration. Additional coordination will be included in Phase 2 scoping.*

Task 9 – Phase 2: Scope, Schedule, and Budget: Upon a “Go” decision at the Phase 1 stage gate, HDR will develop a scope, schedule, and budget for Phase 2: Select Alternatives.

Task 9 Deliverables	Schedule
Phase 2 Detailed Fee Proposal	Within 1 week of Task 9 NTP

Task 9 Assumptions and Limitations:

- Task 9 NTP requires a “Go” decision from the City of Homer governance to initiate Phase 2 of the project approach.

Owner’s Representative Team

To support this work, HDR will have an assigned Program Manager to lead the City of Homer through the stage gate process. In addition, a Deputy Program Manager will also be assigned to provide redundancy for the multi-year process. As specific needs arise, the HDR Program Manager will identify and utilize various technical resources, coordinate meetings, and guide City of Homer decision makers at key steps with recommendations moving forward. The organizational chart below provides an outline of the team that will assist the City. HDR can provide details of staff listed upon request.

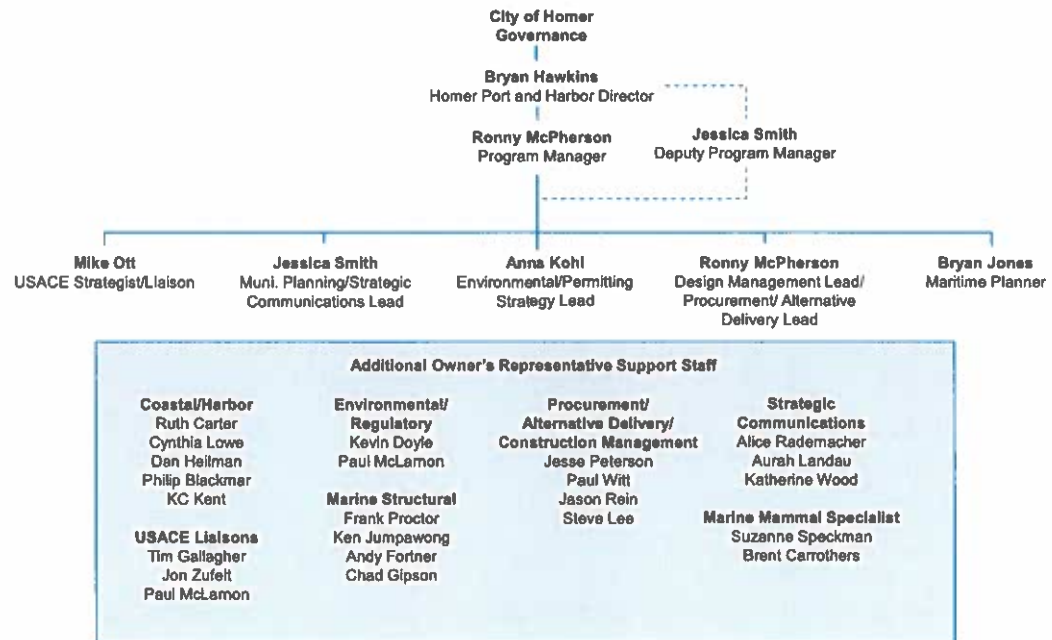


Figure 1. HDR Owner’s Representative Organizational Chart – Phase 1

Schedule

It is assumed the Phase 1 tasks will occur over an approximate 12-month time period. Upon authorization of Phase 1, HDR will develop a detailed schedule of Phase 1 tasks desired to be initiated by the City.

Fee

The estimated fee for the tasks above is \$408,073 on a time and expense basis. The breakdown of costs and estimated labor hours are shown on the attached Cost Estimate spreadsheet. Invoices for the work performed will be submitted monthly.

Thank you again for this opportunity to work with the City of Homer.

Sincerely,



Ronny McPherson
Vice President
HDR Coastal and Maritime Program Lead

Matthew Stone
Vice President
Alaska Area Manager

Attachment: Detailed Fee Spreadsheet dated November 3, 2022.