

# UPPER BLACKSTONE WATER POLLUTION ABATEMENT DISTRICT DESIGN BUILD PROJECT DELIVERY – INCINERATOR UPGRADE (WWTP)

Millbury, Massachusetts

## CLIENT:

Upper Blackstone Water Pollution  
Abatement District

## PROJECT FEATURES:

- 1<sup>st</sup> Public Design/Build Environmental Project in Massachusetts
- Owners Representative Services Encompassing Comprehensive Planning, Conceptual Engineering and Procurement of Design/Build Services
- Preparation of RFQ, RFP and Technical Performance Specifications
- Perform Technical, Business and Economic Evaluations
- Represented Owner During Contract Negotiations



ARI was the Program Manager for the District for improvements to the existing incinerators and a major air pollution control upgrade. As overall Program Manager, ARI assisted the District with: assessing design alternatives, permitting, conducting a BACT analysis, conducting environmental MEPA permitting, evaluating financing options, implementing financing, and developing a procurement strategy to best implement the project.

Specific to air pollution control, ARI negotiated the Consent Order conditions with DEP regarding air pollution upgrade requirements for the District's sludge incinerators, directed emissions testing, advised the District on selection of new emissions controls (RTO and wet ESP), and performed the extensive air-quality permitting required for the upgrade.

Specific to Design-Build Procurement and Owners Representative services, ARI has and continues to assist the District with the implementation of a private Design/Build contract for upgrading its wastewater treatment plant sludge incinerator by: assessing design alternatives, permitting, evaluating financing options, implementing

financing, developing a procurement strategy, preparing procurement documents, preparing comprehensive technical specifications, authoring the RFP, evaluating proposals, performing due diligence of private contractor qualifications, conducting interviews, preparing the proposal evaluation reports, assisting in the selection of the most advantageous proposal for the District to implement, assisting in contract negotiations with the preferred private contractor, providing comprehensive construction management and monitoring services and witnessing and documenting of the acceptance testing.

The District accepted ARI's recommendation to procure the services via Design/Build, where one private contractor who would be responsible for meeting performance guarantees for the entire system.

The Design-Build procurement approach required obtaining Special Legislation, the first of such Legislation in the State of Massachusetts, which was signed by the Governor in July 1994. ARI prepared the text of the Special Legislation for review by the District's legal counsel. This Legislation has served as a model for other Massachusetts municipal D/B public works projects.

The final RFP was issued in November 1994. Proposal evaluation and contract negotiations were completed in mid-1995. The District selected a D/B contractor based on ARI's technical, management and qualifications-related criteria, as well as capital and life-cycle cost analysis. Construction was finished in 1997.

*Corporate Headquarters*  
1732 Main Street  
Concord, MA 01742  
Tel. (978) 371-2054  
Fax (978) 371-7269

 **ARI**  
Alternative Resources, Inc.