

Narrative Proposal Work Plan

Section 1: Overall Project Summary and Approach (45 points)

a. Description of Green House Gas (GHG) Reduction Measures (20 points)

The City of Atlanta Department of Watershed Management (DWM) has termed the project as the Integrated Biosolids and Zero Waste (IBZW) Project. As the name suggests, the purpose of the Project is to reduce GHGs through diverting organic material, such as biosolids, food waste, fat, oils, and grease (FOG), and green waste, away from landfills while advancing community in the form of substantially improving air quality, creating economic opportunities and advancing quality of life in nearby Project disadvantaged neighborhoods. The proposed facility improvements will process biosolids, food waste, and FOG to generate green energy (bioenergy) and a Class A biosolid which are byproducts of advanced anaerobic digestion which is defined further in this section.

The green energy produced will be dedicated to offset the energy demand of the new facilities and supplement the energy needs of the adjacent historically underserved, disadvantaged community through the construction of a new micro-grid. The microgrid will be designed to operate in grid-connected or island mode, supplementing energy needs with the goal of reducing neighborhood residential energy costs, and improving neighborhood energy reliability and resilience.

The Project proposes to treat green waste, converting it to a Class A soil amendment product that can be utilized in the development and maintenance of a network of new community gardens contributing to nearby neighborhood cohesion and addressing the need for better access to locally grown, more healthy food alternatives. Excess green energy and soil amendment products will respectively be sold back to the grid or made available for purchase by the public with the revenue generated used to offset new biosolids facility ongoing operation and maintenance costs as well as training of future facility certified operators and managers.

The Project includes constructing the Green Innovation Center, a community outreach, education, and job training facility integrated with the new community gardens, integrated into the nearby neighborhoods, designed to contribute to the region as a new community resource and asset. The training center mission would focus on the new green technologies being applied as part of this Project, the new green energy and biosolid products created, the job opportunities associated with the new green industry, and how these efforts contribute to the sustainability of our neighborhoods, community, Nation, and planet.

The Project will provide a multi-prong approach to GHG reduction. By diverting biosolids and organics from landfills, GHG reductions will be achieved by removing these materials from landfills where they would otherwise anaerobically degrade into the potent greenhouse gas methane. Landfills are considered by the US EPA as the third largest generator of anthropogenic methane.

Instead of landfill disposal, the biosolids and other organics will be processed through a technology known as the Thermal Hydrolysis Process (THP) and subsequently sent to anaerobic digesters which will produce

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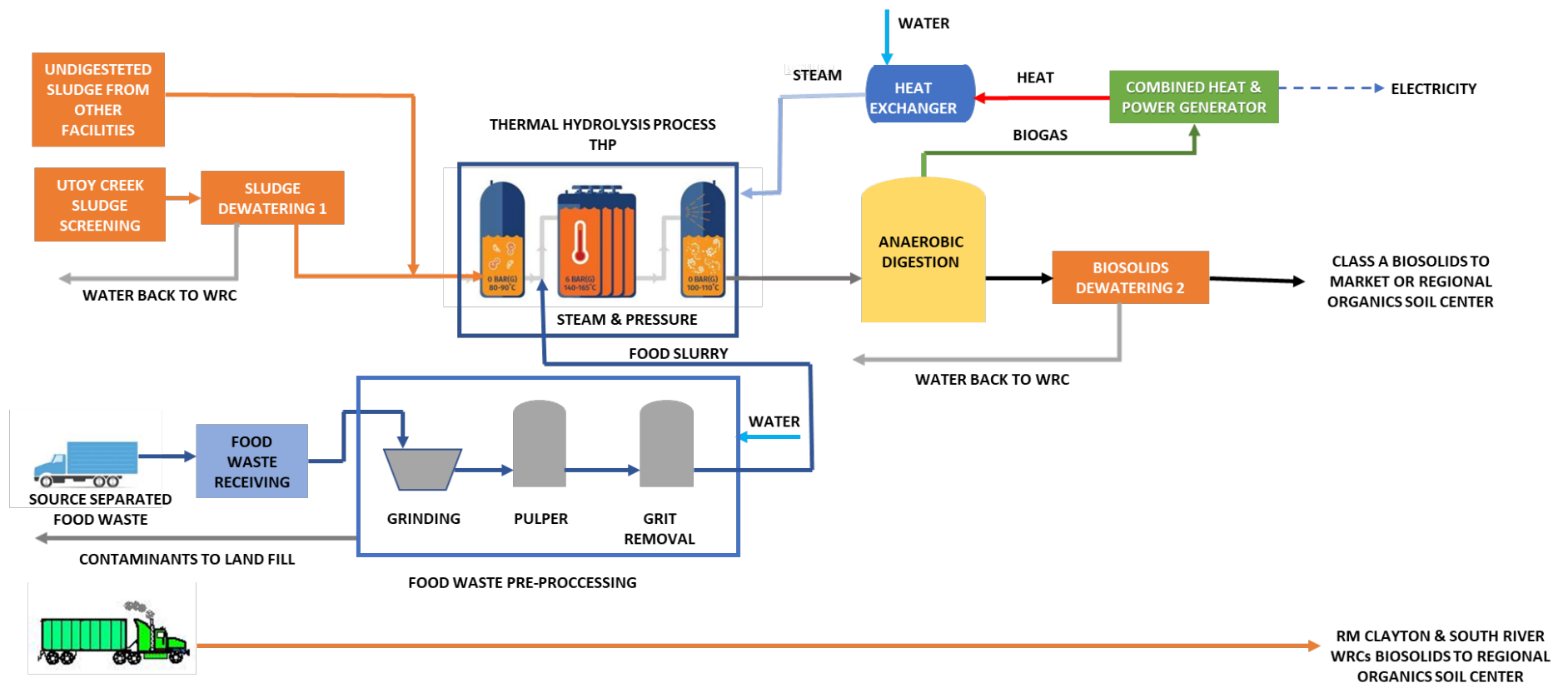
biogas; this series of processes is known as advanced anaerobic digestion. The THP treatment process is critical, as it exposes sludge to high temperature and pressure conditions such that Class A pathogen reduction is achieved. This pathogen reduction and Class A compliance allows the solids byproduct to be used as a soil amendment. Furthermore, processing through a THP system affects sludge rheology such that sludge composed of higher percent solids may be conveyed and treated. The sludge that leaves the THP System and enters the anaerobic digesters is capable of producing a greater volume of biogas from the same unit mass of solids relative to conventional anaerobic digestion. The biogas generated as part of the advanced anaerobic digestion process will undergo conditioning before it is sent to a Combined Heat and Power (CHP) system, where the biogas will be used to generate electricity and recover heat. The electricity and heat produced as part of CHP will offset demands from the digestion process as well as other parts of the City's wastewater treatment plants. The use of CHP will offset demands for electricity and heat that would otherwise be generated using fossil fuels, whose generation and use are known to emit GHGs. **Figure 1** provides a schematic of the full treatment process.

Including other organics, such as food waste and FOG, will provide a significant boost to biogas production. This material has a much higher volatile solids and caloric content than biosolids. This diverts these materials from landfilling and significantly increases the bioenergy produced.

The Project includes two sites; the first is the Utoy Creek Water Reclamation Center (WRC) located at 805 Selig Drive SW, Atlanta, Georgia 30336. At this facility biosolids produced at the Utoy Creek WRC will be mixed with food waste and FOG received from the world's busiest airport, Hartfield Jackson Atlanta International Airport, which services over 280,000 passengers daily. These waste streams will undergo THP and anaerobic digestion, resulting in solids produced into Class A biosolids. Additionally, biogas will be produced at this facility and converted to heat and electricity, thus creating the Regional Organics Energy Center.

The second site will receive digested Class B biosolids from the City's South River WRC and green waste collected by the City's Department of Public Works to be composted into a Class A biosolids soil amendment. At this facility termed the Regional Organics Soil Center, Class A biosolids from Utoy Creek WRC and the R. M. Clayton WRC, which utilizes a sludge dryer, will be received for product marketing and distribution. **Figure 2** provides a schematic of the activities at his second site.

Figure 1: Project Process Schematic – Regional Organics Energy Center

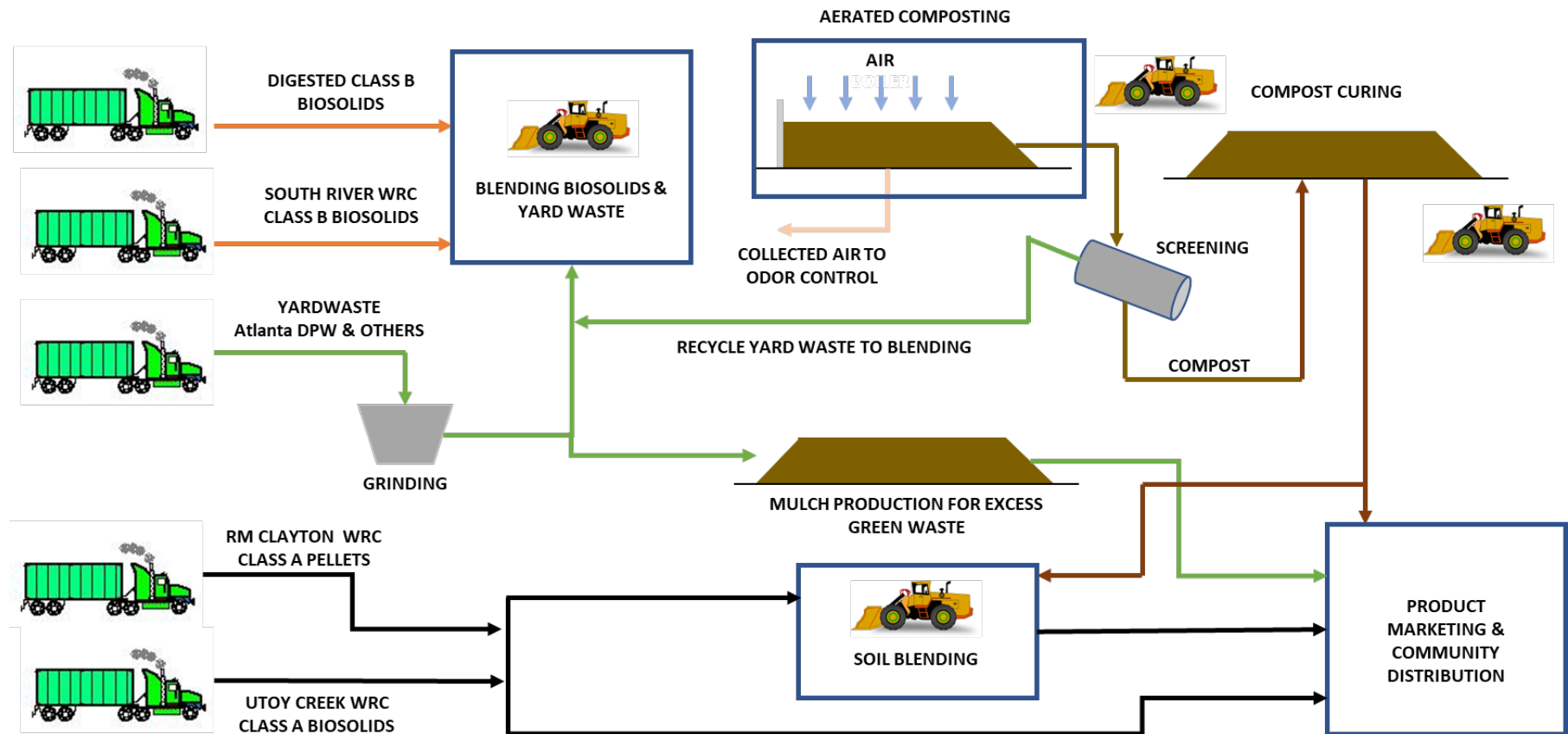


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Figure 2: Process Schematic of Second Site - Regional Organics Soil Center



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The City plans to deliver the project utilizing a Public, public-private partnership (P3) providing a Design, Build, Operate, Finance, and Maintain (DBOFM) model of delivery. There are several milestones in developing this type of project and procurement. **Table 1** lists the major milestones and anticipated dates of completion.

Table 1: Project Milestones

Milestone	Target Date
Shortlist P3 Teams – Qualifications Based	Q1 2025
Select Final P3 Team and Contract Execution	Q1 2026
Commence Construction	Q4 2026
Substantial Construction Completion	Q4 2028
Commence Operation of Both Sites	Q3 2029
Final Handover of Facilities to City	2050 or 2055 to be determined

The project will innovatively employ well-understood and standing technologies. Co-digestion of organics and biosolids is practiced in the United States and is experiencing growing interest. The innovative component of this project is the use of THP for the combined materials, where typical use is restricted to biosolids processing only. Combining biosolids and the other organics waste stream improves biogas production and ensures all the solids meet the Class A designation, rendering the product safe and acceptable for unrestricted use.

The major risk factors to the success of the project are regulatory. The US EPA has promised regulations on PFAS and PFOA in biosolids in 2024. These substances are ubiquitous, and some amount will be unavoidable in the products. With clear regulatory direction, the feedstocks can be managed, and ensuring a successful project. Full bans of biosolids products, as seen in Maine, are unrealistic and will result in continued landfilling.

While the City has selected to deliver the project through a P3 procurement method, The City of Atlanta will be the owner and have full responsibility for oversight of the Project and will be the sole signatory to the Memorandum of Agreement (MOA) with the selected P3 provider.

a. Demonstration of Funding Need (10 points)

DWM continually reviews its Capital Improvement Plan (CIP) funding requirements to incorporate the impacts of economic, supply chain, and other market impacts to available funding. As a matter of course, DWM is very deliberate in exhausting all available capacity through internal expense control, and careful management of debt and equity, as well as the most cost-efficient execution of projects possible before seeking external funding resources. DWM's commitment to the federally-mandated consent decree addressing aged infrastructure, and the related environmental impacts that support a rapidly growing customer population, requires funding pursuit to successfully address these requirements. To date, DWM has not been the recipient of any federal funding in this area. This submission seeks funding that will close

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the gap between our current resources and the costs of providing services that reflect its commitment to customers and the environment.

b. Transformative Impact (15 points)

The Project is transformative in three areas, first, it is transformative to the Project's nearby neighborhoods, second to the City of Atlanta, and third to our Nation. The nearby Project disadvantaged neighborhoods will be transformative in the form of quality-of-life improvements related to reduced energy bills, improved property values, access to healthier, local foods, and job training/creation. The City will transform as it catapults as a model and leader in the green industry. Our Nation will improve through the development and implementation of new green technologies that reduce GHGs and mitigate the impacts of climate change.

This Project has the potential to transform the Green Industry! While there is some co-digestion of organics and biosolids, the practice is not widespread and often limited by separate collection of the organics from other municipal solid waste. In this project, food waste will initially be collected from a source separated collection from the Hartfield-Jackson Atlanta International Airport and other industrial sources. In addition, co-digestion has not been practiced in the advanced process including THP. The success of the project will serve as a model for other local as well as worldwide applications relating to converting wastewater treatment facilities to energy and resource recovery centers.

Organics source separation is not available in most municipalities including Atlanta. The success of the project would demonstrate the benefits of providing source-separated organics (SSO) collection for residences by further reducing the need to landfill and increasing the production of non-fossil fuel power and further GHG reduction.

Section 2: Impact of GHG Reduction Measures (60 points)

Significant GHG emission reduction will be achieved in three ways. First, energy will be produced through biogas generation and conversion to heat and electricity. This will offset demands from fossil fuel-generated heat and electricity. Second, there will be diversion of wastewater residuals and food waste from landfills by producing Class A products for marketing and distribution. Third, these Class A products will be land applied where they will sequester carbon and offset the use of synthetic fertilizers.

GHG reductions from biogas production and biosolids land application for Years 2030 and 2050 are presented in **Table 2** and **Table 3**, respectively. **Table 4** and **Table 5** provide the estimated GHG emissions avoided by landfill diversion from operations during Years 2025 to Year 2030 and Year 2050, respectively when the project is commissioned and operational.

Additional information related to the information provided in Table 2 through Table 5 is provided below.

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1. Biogas production equation sourced from (Metcalf, Eddy, & AECOM, 2014)
2. Southern Company Services, Inc. - Trans (SOCO) balancing authority provides electricity to the Atlanta region. Produces 897.94 lbs. CO₂e/MWh
3. See the analysis using the Biosolids Emissions Assessment Model in Appendix A
4. Parasitic loads are not included in the analysis
5. Renewable heat generation is not included in the analysis in **Table 4** and **Table 5**, respectively.

Table 2: GHC Emissions Reduction from Renewable Energy Generation and Biosolids Land Application (2025 Operations to 2030 when New Project is Online)

Parameter	Unit	Wastewater Residuals	Food Waste	FOG	Total
Mass	dry tons/day	59	25	1.0	84
Volatile Solids/Total Solids	Mass/Mass	80%	85%	95%	82%
Volatile Solids Reduction	dry tons/day	55%	75%	90%	65%
Biogas Production ¹	cubic feet/day	778,800	479,125	25,650	1,282,575
Power Production ⁴	MWh/year	17,412	10,690	5734	28,676
Energy Production ^{4,5}	MMBtu/h	17.8	11	0.6	29.4
GHG Reduction from Power Production ²	MT CO ₂ e/year	7,107	4,363	234	11,704
GHG Reduction by Biosolids Application ^{3,}	MT CO ₂ e/year				12,938
Total GHG Reduction	MT CO ₂ e/year				24,876
Total GHG Reduction ⁵ Through 2030	MT CO ₂ e				24,876

Notes:

1. Biogas production equation sources from (Metcalf, Eddy, & AECOM, 2014) 15 cf/lb volatile solids destroyed.
2. Southern Company Services, Inc. - Trans (SOCO) balancing authority provides electricity to the Atlanta region. Produces 897.94 lbs. CO₂e/MWh.
3. See the analysis using the Biosolids Emissions Assessment Model in Appendix A.
4. Parasitic loads are not included in the analysis.
5. 2030 is expected to be the first full year of operation.

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Table 3: Projected GHG Emissions Reduction From Renewable Energy Generation and Biosolids Land Application in 2050

Parameter	Unit	Wastewater Residuals	Food Waste	FOG	Total
Mass	dry tons/day	71.0	30.0	1.2	102.2
Volatile Solids/Total Solids	Mass/Mass	80%	85%	95%	82%
Volatile Solids Reduction	dry tons/day	55%	75%	90%	65%
Biogas Production ¹	cubic feet/day	937,200	573,750	30,780	1,541,730
Energy Production ⁴	MMBtu/h	21.5	13.1	0.571	35.3
Power Production	MW	2.39	1.46	0.08	3.93
Power Production	MWh/year	20,953.8	12,827.8	688.2.5	34,470
GHG Reduction from Power Production ²	MT CO _{2e} /year	8,552.4	5,236	281	14,069
GHG Reduction by Biosolids Land Application ³	MT CO _{2e} /year				17,138
Total GHG Reduction	MT CO _{2e} /year				31,207
GHG Reduction 2030 Through 2050	MT CO _{2e}				599,908

Notes:

1. Biogas production equation sources from (Metcalf, Eddy, & AECOM, 2014) 15 cf/lb volatile solids destroyed.
2. Southern Company Services, Inc. - Trans (SOCO) balancing authority provides electricity to the Atlanta region. Produces 897.94 lbs. CO_{2e}/MWh.
3. See the analysis using the Biosolids Emissions Assessment Model in Appendix A.
4. Parasitic loads are not included in the analysis.

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Table 4: GHG Emissions Avoided By Landfill Diversion From 2025 Operations to 2030 When New Project is Online

Parameter	Unit	Wastewater Residuals	Food Waste	FOG	Total
Landfill waste avoided	Tons _{wet} /day	224	143	7	374
Landfill GHG avoided	MT CO ₂ e/year	64,732 ²	34,367 ¹	3,208 ¹	102.307
Landfill GHG avoided through 2030	MT CO ₂ e				102.307

Notes:

1. Landfill GHG emissions from food waste = 1.45 tonnes CO₂e per ton of food waste from US EPA's Waste Reduction Model. This value is also used for FOG.
2. Landfill GHG emissions from wastewater residuals = 0.87 tonnes CO₂e per ton of waste based on 60% of the food waste value.

Table 3: Projected GHG Emissions Avoided by Landfill Diversion in 2050

Parameter	Unit	Wastewater Residuals	Food Waste	FOG	Total
Landfill waste avoided	Tons _{wet} /day	268.4	172.1	8.0	448.5
Landfill GHG avoided	MT CO ₂ e/year	77,489.1 ²	82,789.4 ¹	3,863.5 ¹	164,142.0
Landfill GHG avoided 2030 through 2050	MT CO ₂ e				2,354,559

Notes:

1. Landfill GHG emissions from food waste = 1.45 tonnes CO₂e per ton of food waste from US EPA's Waste Reduction Model. This value is also used for FOG.
 2. Landfill GHG emissions from wastewater residuals = 0.87 tonnes CO₂e per ton of waste based on 60% of the food waste value
- a. Magnitude of GHG Reduction from 2025 through 2030 (20 points)

The total reduction in GHG emission from 2025 to 2030 as found in **Tables 2 and 4** is estimated at 127,183 MT CO₂e. Note that this is also only the reduction occurring in 2030 since this is the expected first full year of facility operation.

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b. Magnitude of GHG Reduction from 2025 through 2050 (10 points)

In 2050 the annual reduction increases to 153,097 MT CO₂e with a cumulative reduction from 2030 to 2050 of 2,954,467 MT CO₂e. These are total reductions due to the project. Details of the emission reduction calculations can be found in Appendix A of this application. It is important to note that the entire capital project is directed at producing renewable energy and diverting waste from landfilling and thus all facets of the project relate to GHG emission reduction.

c. Cost Effectiveness of GHG Reductions (15 points)

The requested EPA grant funding is \$175,000,000 while the overall estimated project capital cost is \$275,000,000. The EPA funding will cover 64 percent of the capital cost of the project and thus the GHG reduction attributable to the Grant will be 162,822 MT CO₂e. The cost per tonne of GHG reduction for 2025 to 2030 is:

$$\$175,000,000 / 162,822 = \$1,074.79 \text{ per MT CO}_2\text{e}$$

d. Documentation of GHG Reduction Assumptions (15 points)

Noted above, the details of the GHG emission reduction calculations and references are presented in Appendix A of this application.

Section 3: Environmental Results – Outputs, Outcomes, and Performance Measures (30 points)

a. Expected Outputs and Outcomes (10 points)

The following provides the target objectives or outputs of the project.

- **Create and use renewable energy** and thus reduce fossil fuel-derived energy through the production and use of biogas to produce heat and electricity.
- **Reduce dependency and escalating cost of landfill disposal** by diverting biosolids and food waste from landfills by producing Class A reuse products.

Each of these outputs has readily measurable metrics that will demonstrate success and the reduction in GHG emissions. The heat and electricity produced will reduce natural gas usage for generating heat. The electricity produced will be monitored and used on site. Each kilowatt hour produced directly displaces electricity that would otherwise be produced using fossil fuels.

Currently, all materials to be processed through the Project go to landfill. With the commissioning of the Project, each ton of material processed at the facility is diverted from landfilling. The Project contract will stipulate that no products from the Project will be allowed under financial penalty to be landfilled. All

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incoming materials and final product disposition will be recorded, and records kept for regulatory inspection and contract compliance.

b. Performance Measures and Plan (10 points)

As noted above, the performance of the project will be measured in power and heat produced. In addition, the disposition of all incoming materials through the process and the destination of all products produced will be monitored. The material entering the facility will be tracked through each step of the process including final sale and distribution through reuse.

c. Authorities, Implementation Timeline, and Milestones (10 points)

Table 6 shows the timeline for the Project. This includes greater detail than the major milestones previously listed.

Table 4: Project Timeline

Milestone	Target Date
Establish Final Internal Steering Committee and P3 Advisors	May 2024
Finalize Feedstock Sources and Target Quantities	July 2024
Issue RFQ for P3 Teams Shortlisting	December 2024
Shortlist P3 Teams for Final	February 2025
Issue Detailed RFP to Shortlisted P3 Teams	April 2025
Select P3 Team for Project Delivery	February 2026
Commence Project Construction	September 2026
Construction Substantial Completion, Begin Startup	November 2028
Commence Full Operations	May to December 2029

Measurement of metrics and performance will be reported monthly starting with full operations. GHG reductions will commence with the start of full operations.

Section 4: Low-Income and Disadvantage Communities (35 points)

a. Community Benefits (25 points)

The Project specifically focuses on improving the quality of life of low-income and disadvantaged neighborhoods in the vicinity of Atlanta's Utoy Creek WRC project site. These neighborhoods, largely located in the southwest region of the City of Atlanta and predominantly African American, are historically underserved and experienced depressed property evaluations due to their location in the vicinity of the wastewater reclamation facilities. Evaluation of the Project adjacent area census tracts (CT) included in **Attachment Areas_CityofAtlanta** confirms that these communities are disadvantaged per EPA's Climate

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and Economic Justice Screening Tool (CEJSTn). The estimated number of households and populations impacted within a 6-mile radius associated with the Utoy Creek WRC is estimated at 172,545.

Key target benefits to low-income and disadvantaged communities include:

- Construction of a new community Green Innovation Center, a new community asset focused on community outreach, education, and job training.
- Improved energy resilience including reduced housing energy costs and associated cost of living
- New job training/local job creation with the creation of at least sixteen (16) new permanent local, high-quality jobs in a growing Green industry.
- Stable, and potentially improved, residential property values.
- New community gardens/green open space located with the proposed new Green Innovation Center, providing improved access to healthy, locally grown foods and vegetables.
- Improved quality of life, including better-connected community, and improved air quality within the nearby neighborhoods, community, and world.

The project will provide economic benefits throughout the region. Due to escalating landfilling costs, there will be major reductions in available landfills over the next 10 to 15 years. The Project will not only provide environmental benefits in the form of GHG emissions reductions but also provide economic benefits in the form of stability in the end use of products derived from materials previously landfilled. In addition, new jobs will be created through the Project's lifecycle, leading to long-term permanent positions in green industry operations.

In an economic review of managing the feedstock materials, there is no *status quo* option. The current disposal options will not be available in 10 to 15 years. The closest alternative would be to reactivate existing incinerators, but the ash generated will continue to need a viable disposal option. The projected unit cost for the Project range between \$80 to \$100 per wet ton. This is lower than the predicted future tip fees and transportation for landfill disposal.

b. Community Engagement (10 points)

The City of Atlanta is identified as an *Entitlement City* by the US Department of Housing and Urban Development. As such, the City must prepare Citizen Participation Plans by Section 104(a)(3) of the Housing and Community Development Act and Federal Regulation 24 CFR91.105. Accordingly, the City develops five-year engagement plans and is approved by the City Council. In addition to the five-year plan, an Annual Action Plan identifies local community needs for implementing the five-year plan. The current plan is for the period 2020 through 2024.

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The plan lays out requirements and procedures for public hearings, communication, public reviews, and comments for all community projects. This Project falls under the public engagement requirements.

Ongoing community outreach and engagement will be supported by the construction of the new community Green Innovation Center, where the Reclamation Facilities team and community leaders will foster ongoing and routine outreach, education, and communications. This Project via reference to its title, is designed with community in mind, such that receiving continued community input is acknowledged as key to its long-term success.

Section 5: Job Quality (5 points)

A key objective of this Project is the education, training, and creation of new jobs, to develop transferable job skills, and contribute to a growing green industry. Jobs created will range from green educators, and certified wastewater operators, to those related to operating and maintaining the new green-energy-driven micro-grid.

With regards to the construction of the facilities, numerous well-paying sustained jobs will be created. During the construction phase, this large multi- \$100 million project will involve all trades. The expected duration of the construction is between two to three years.

The proposed new Biosolids Facility will require several managerial positions (estimated at three including administrative support staff persons) as well as nine full-time equivalent facility-certified operators and mechanics. In addition to the managerial staff listed in Section 6c below, there will be four new full-time equivalents in administrative and marketing positions for records keeping and reuse marketing of the products created.

The Project will be delivered under a P3 with a design-build contractor providing design, construction, and operations. The project agreement between the City and the P3 Team will stipulate compliance with the United States Department of Commerce Good Job Principles and compliance with Executive Order 14063 of February 4, 2022, and the Inflation Reduction Act.

Section 6: Programmatic Capability and Past Performance (30 points)

a. Past Performance (10 points)

The Department has successfully managed and completed projects with federal and non-federal assistance agreements. The terms of the grants, all requiring specific documentation, were submitted and the grants were completed; including timely progress reports of the outputs and outcomes. A sample listing of federally funded grants awarded to DWM is provided in **Table 7**.

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Table 7: Assistance Agreements

Project Title	Assistance Agreement Number	Agency/ CFDA	Description of Agreement	Funding Agency's Point of Contact
Green Infrastructure (GI) Projects in Utoy Creek Section 319(h) Nonpoint Source Implementation Grant FY18 – Element 12	C9994458-18-0	EPA/ GA EPD 751-2000777	Construct bioretention cells and stormwater planters in the Utoy Creek Watershed	Jacqueline Encinas (Jacqueline.encinas@dnr.ga.gov) Joy Hinkle (Joy.Hinkle1@dnr.ga.gov)
Green Infrastructure Projects in Utoy Creek Phase 2 Section 319(h) Nonpoint Source Implementation Grant FY20 – Element 09	#66.460 01D09120	EPA/ GA	Address water quality impairments in the Utoy Creek watershed through implementation of GI and low-impact development practices for managing urban stormwater runoff	Jacqueline Encinas (Jacqueline.encinas@dnr.ga.gov) Joy Hinkle (Joy.Hinkle1@dnr.ga.gov)
Pittman Park GI Improvements Section 319(h) Nonpoint Source Implementation Grant FY21 – Element 09	#66.460 99445821	EPA/ GA EPD	Address fecal coliform and biological fish and macroinvertebrate impairments through implementation of GI and stormwater control BMPs	Jacqueline Encinas (Jacqueline.encinas@dnr.ga.gov) Joy Hinkle (Joy.Hinkle1@dnr.ga.gov)
Moore's Mill Rd NW GI Improvements Section 319(h) Nonpoint Source Implementation Grant FY22 – Element 11	#66.460 02D26022	EPA/ GA EPD	Implement a GI BMP (vegetated bioswale in the ROW) to address water quality impairments in Peachtree Creek due to urban runoff	Jacqueline Encinas (Jacqueline.encinas@dnr.ga.gov) Joy Hinkle (Joy.Hinkle1@dnr.ga.gov)

The successful execution of the referenced grants is attributed to the Department's experience in the execution of projects of varying scale from inception through closeout, supported by two key factors:

- a) experienced resources in collaboration with select consultants working as an aligned team, and
- b) established processes and procedures to ensure project documentation, reporting, and monitoring are performed ensuring timely project completion, and data management compliant to standards for internal and external auditing.

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This is supported by DWM's primary enterprise project management platform e-Builder, and experienced project delivery system guidelines incorporating planning, design, and construction professionals throughout our project's life cycle.

This proven approach is demonstrated with major programs managed including federally-mandated projects requiring over 1,300 completion and reporting milestones. To date, no identified milestone has been missed. This includes required project operating plans, in-depth studies, designs, and construction, collectively exceeding \$1.5 billion of construction value.

a. Reporting Requirements (10 points)

For the assistance agreements listed above, the Department has submitted acceptable quarterly reports and annual reports promptly, as required under the agreements. For the Green Infrastructure Projects in Utoy Creek Section 319(h) Nonpoint Source Implementation Grant, the Department has completed all required reports and closed out the project. DWM works in conjunction with the City's Department of Finance and Treasury, and Grants Management to ensure consistent and accurate tracking, reporting, and accountability of all fund expenditures.

b. Staff Expertise (10 points)

Below is a list of key personnel required during construction and operations. To deliver and implement this program, the following new positions will be created in support of the full implementation and operations. Construction support personnel will be paid at wages not less than prevailing rates as determined by the Secretary of Labor.

The operations staff are in addition to existing water reclamation staff. **Table 8** lists the various new positions and their primary role in supporting a collaborative and efficient operation.

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Table 8 – Key Personnel

Position	Primary Role
Design Manager	Oversees the technical/engineering team that will produce all project engineering drawings and site plans. Ensures design meets the requirements of all stakeholders through design coordination, value engineering, communications, change management, and ensuring sustainability principles and innovation solutions are promoted and incorporated.
Lead Technical Engineer	Responsible for the development, implementation, and management of biosolids treatment and disposal projects. Oversight of the project's technical aspects to drive excellence, and project success by providing technical leadership, strategic guidance, and effective project management.
Construction Manager	Coordinate and supervise the construction of the project to ensure successful delivery by managing all aspects of the construction process while fostering collaboration among all stakeholders - oversight, quality control and assurance, and risk management.
Commissioning Manager	Collaborate with project teams, contractors, and stakeholders to develop commissioning plans, coordinate activities, and ensure compliance with regulations and standards. They conduct inspections, perform tests, and document results to verify system performance and identify any deficiencies.
Plant Manager	Oversight of daily operations of the plant, ensuring that processing activities are conducted efficiently and according to regulatory requirements. Includes staff management, compliance, budgeting and finance, and maintenance and repair, all to ensure effective and sustainable operations.
Product Marketing Manager	Develops and executes strategies to promote, sell, and distribute the final biosolids product and bioenergy. Employing marketing, product management, and strategic planning, will also perform market research, product positioning, product launch, go-to-market strategy, cross-functional collaboration, customer insights, and brand management.

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Position	Primary Role
Project Performance Manager	Responsible for the creation, implementation, and management of the Project to ensure the performance of the organization and operation aligns with the Project strategy. Also ensures operational efforts achieve the desired green measures and GHG reduction goals.
Quality Manager	Ensure the biosolids and feed streams meet the quality standards for processing as well as the Class A and soil amendments produced meet customer and community expectations, and regulatory requirements while continuously driving improvements in quality processes and systems with plant process units.
Environmental & Permits Manager	Ensure compliance with environmental regulations and permitting inclusive of environmental impact assessments, environmental management systems, internal training and communications, and reporting, and support of sustainability initiatives.
Health and Safety Manager	Coordinate and implement the application of safety rules, policies, and initiatives to create a safe workplace; and lead all plant-level environmental compliance and sustainability initiatives.
Operations Staff (9 full-time equivalents)	Staff performing various roles associated with the safe and efficient operations of all facility processes. Includes maintenance, sampling and testing, process monitoring, troubleshooting, records keeping, emergency response, and participation in training programs to enhance skills and knowledge.
Administrative and Marketing Staff (4 full-time equivalents)	Staff providing complementary roles in supporting the overall operations and management of the facilities and end-use distribution. Administrative staff will handle day-to-day operations and logistical tasks, while marketing staff focus on promoting the products or services and engaging with customers to drive sustainable distribution.

Section 7: Budget (45 points)

Please refer to **the Attachment *Budget_CityofAtlanta*** for the proposed budget table and narrative.

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