

**AMENDMENT NO. 6 TO THE AGREEMENT  
BETWEEN THE CITY OF SAN MATEO AND  
CH2M HILL FOR  
PROGRAM MANAGEMENT SERVICES**

WHEREAS, the City of San Mateo (“City”), a municipal corporation of the State of California, and CH2M HILL (“CONSULTANT”), entered into an Agreement for Program Management Services (“Agreement”) on October 27, 2014; and

WHEREAS, City CONSULTANT wish to amend the Agreement to extend and amend program management services as described below.

NOW, THEREFORE, the parties agree as follows:

1. Section 1, “Scope of Project,” of the Agreement is amended to add services as described in Exhibit A to Amendment No. 6 and made a part hereof.
2. Section 5, “Duties of Consultant,” of the Agreement is amended to add services as described in Exhibit A to Amendment No. 6 and made a part hereof.
3. Section 8, “Payment,” of the Agreement is amended to add services as described in Exhibit A to Amendment No. 6 and made a part hereof.
4. Section 8, “Payment,” of the Agreement is amended to provide the updated cost schedule set forth in Exhibit C to Amendment No. 6 and made a part hereof.

The remaining terms of the Agreement remain in full force and effect.

CITY OF SAN MATEO

CONSULTANT

\_\_\_\_\_  
Brad B. Underwood  
Public Works Director

\_\_\_\_\_  
Ron Williams  
Senior Vice President

Date: \_\_\_\_\_

Date: \_\_\_\_\_

ATTEST:

\_\_\_\_\_  
Patrice Olds, City Clerk

Date: \_\_\_\_\_

Approved as to Form:

\_\_\_\_\_  
Shawn Mason, City Attorney

Date: \_\_\_\_\_

Attachments:

Exhibit A – CH2M HILL Year 7 Scope of Services

Exhibit B – Not Applicable

Exhibit C – Rate and Cost Schedule

## EXHIBIT A

# CH2M Year 7 SCOPE OF SERVICES

## Task 01. Program Management and Administration

Task 1 includes activities related to the general administration of the City of San Mateo (City) Clean Water Program (Program). This task will provide services to keep the Program on schedule and communicate and mitigate team or quality concerns.

The CH2M Program Manager Advisor and Deputy Program Manager Advisor, the City Program Executive, the City Engineering Delivery Leads, the CH2M Construction Management Lead, and the CH2M Program Controls Lead, referred to as the Program Management Team (PMT), together will be responsible for the day-to-day management of the Program Management Office (PMO) team, including work assignments, and performance monitoring. They will work together to adjudicate competing operational requirements, communicate a common plan, and enable overall Program schedule flow. They will also facilitate Program-level decision making and accurate root-cause problem identification for early and decisive corrective actions needed to deliver the Program within budget and on schedule.

Key responsibilities of the Program Manager Advisor and Deputy Program Manager Advisor include, but are not limited to, the following:

- Ensure a safe working environment, strong communications and inclusion, and forward strategic thinking and planning for successful Program implementation;
- Ensure high team performance, assign appropriate staff for delivery, and proactively track delivery, cost, scope, and schedule changes at a Program level;
- Manage and retain key staff, flex to fill gaps, and maintain Program succession planning;
- Provide timely problem-solving for unforeseen events or issues;
- Support the Program's political, Council, Commissions, and public outreach strategy and needs;
- Oversee the management, tracking, and reporting of Program monthly performance and progress, including
  - Earned value, cost performance index (CPI), and schedule performance index (SPI);
  - Key milestones and successes;
  - Critical path activities – programmatic, delivery, environmental, public outreach, procurement, funding, construction;
  - CH2M and subconsultants invoices;
  - Biannual Economic Summits;
- Provide coordination for and track Water Infrastructure Finance and Innovation Act (WIFIA) loan invoices and supporting details;
- Support planning and Program transition into construction phase with focus on Construction Management (CM) services and staffing needs, and management of additional work sites (construction sites at Wastewater Treatment Plant [WWTP] and Collection System in addition to the PMO);

- React quickly and provide assistance to solve critical issues that may arise, such as: significant construction delays, large variation orders, unforeseen events that can impact scope, schedule and costs, regulatory permit non-compliance, any safety concerns, key staff losses and retention needs;
- Ensure safety training and equipment is provided for construction and field work for all Program staff;
- Conduct a mid-year contract progress status and lessons learned summit with the City;
- Provide oversight and guidance relating to implementation of policies and procedures in response to COVID-19 pandemic impacts.

In addition, the Program Manager Advisor is responsible for Program risk management and quality assurance. Risk management will focus on the continuous forecasting and evaluation of program and project schedule, financial risks, and opportunities, together with the identification of procedures to mitigate, avoid, or minimize impacts. The CH2M PMT members will provide leadership for risk management at the Program and project level to support the mission of the Program at the lowest possible cost and per the defined schedule.

The Deputy Program Manager Advisor will coordinate with the PMT and Project Managers to facilitate risk updates and review, monitor, and update mitigation strategies. At the project level, Project Managers are expected to update and communicate individual risks to the Deputy Program Manager Advisor. The Deputy Program Manager Advisor will be responsible for holding the project managers accountable and coordinating risk updates with the Program Controls team. Risk concerns will be brought to the attention of the City and PMT on an as-needed basis and discussed in detail at risk management meetings or PMT meetings.

The Deputy Program Manager Advisor will serve as Quality Manager responsible for implementing the quality management plan developed in Year 1 and updated in Years 2 through 6 of the Program. The Deputy Program Manager Advisor will provide quality assurance (not quality control) and work with the Program team to ensure that proper quality measures are taken to prevent additional risk to the Program and the City. Project Managers and Program staff will be accountable for quality of their own work and assurance of the work they are managing.

The Program Management Team will perform the following activities:

- Provide Programmatic oversight of processes and procedures;
- Support City Engineering and Delivery Leads as follows:
  - Resourcing of Project Managers
  - Monthly project reviews
  - Process and procedure ownership
  - Delivery consistency
  - Periodic audit of process compliance
  - Review of scopes, budgets, changes
  - Review of internal and external deliverables
  - Review of agreements, administrative reports (ARs), and Amendments
  - Review of Estimates at Completion (EAC)/Estimates to Complete (ETC) and schedule updates
  - Management of Project level risk reviews/updates

- Lead change management activities in close coordination with a Change Management Board. At the project level, potential changes will be brought to the attention of the Engineering Delivery Leads by the individual project managers and the Program team. Potential change items will be compiled and discussed at the regularly occurring change management meetings.

The following roles will be provided under this task:

- **Program Manager Advisor:** CH2M Program lead and Advisor to the City's Program Executive and Engineering Delivery Lead(s).
- **Deputy Program Manager Advisor:** Supports the Program Manager Advisor in the day-to-day management of the PMO and the Program administration, ensures appropriate and adequate staffing from the CH2M team.
- **Principal-in-Charge:** As CH2M's executive representative, ensures that the Program Manager Advisor and Deputy Program Manager Advisor have adequate resources to deliver the Program and are delivering to the satisfaction of the City.
- **Program Administration and Support:** Provides administrative support to all Program staff and works with City Public Works administrative staff to ensure coordination and alignment with City and PMO needs. Provides accounting, publications, graphic design, technical editing, document processing, and other services to support the Program team.

#### **Deliverables and Regular Meetings**

1. Monthly progress report on CH2M's activities (accompanies invoice).
2. Monthly invoice.
3. Biweekly PMT coordination meetings.
4. Biannual risk management updates to PMT, and as-needed for individual projects.
5. Program risk register maintenance.
6. Incorporation of project-specific risk registers into the Program risk register.
7. Mid-year contract progress status and lessons learned summit (held in April/May).
8. Coordinate and lead project deep dives with project managers at least monthly for all projects.
9. Coordinate with Program Controls to ensure the latest project information is on the SharePoint site and Performance Dashboards. Update project descriptions and scope of work to include approved changes on the SharePoint site.
10. Training for relevant City and Program staff on Project Management tools and performance monitoring.
11. Weekly change management board meetings, if required.
12. Support tracking and management of Change Request Forms (CRFs); coordinate with Project Managers to review and approve Level 4 CRFs; and coordinate with Project Managers to prepare Level 3 CRFs for Change Board approval.

#### **Assumptions**

1. City will provide the following roles to support this task and the Program:
  - a. Program Executive
  - b. Engineering Delivery Leads – WWTP and Collection Systems
2. City will provide accommodations for Program staff and Program related meetings.
3. Activities related to the Regional Service Customers will be led by City with support from CH2M.

4. Individual Project Managers will work directly with designers and contractors to develop and update project-specific risk registers.
5. Partner agency coordination/support will be handled via contingency.
6. Change Management Board will consist of Program Manager Advisor, Deputy Program Manager Advisor, Construction Management Lead, City Public Works Director, Deputy Public Works Director (Program Executive), and Engineering Delivery Leads.
7. City Deputy Public Works Director (Program Executive) and Public Works Director attend change management meetings and provide timely input so that change do not negatively impact the Program costs, schedule, or reputation.

**Roles and Level of Effort Summary – Program Management and Administration**

<b>Program Role</b>	<b>Level of Effort (as FTE)</b>
Program Manager Advisor	0.6
Deputy Program Manager Advisor	0.6
Principal-in-Charge	0.025
Program Administration and Support	0.75
<b>Task 01. Program Administration, Total</b>	<b>1.975</b>

**Task 02. Program Controls**

Task 2 covers activities related to financial management of the Program, including Program Controls Management, Economic Management, Document Management, and State and Federal Funding Coordination.

**Task 02.01. Program Controls Management**

The Program Controls team will maintain accurate and timely data to analyze and report on the status of the Program and its individual projects, revealing areas of potential risk or opportunity and highlighting recurring problems or best practices that can be addressed at both project and Program levels. The Program Controls team will continue to use the system of integrated tools and processes to support the monitoring and reporting on true progress of projects considering the work physically completed, the time taken, and the actual costs incurred to complete that work. Program Controls will coordinate between the PMT, Project Managers, Program team members, and City to get the most updated cost, schedule, and change management data.

The Program Controls responsibilities are categorized into two separate focus areas, Program-level and project-level as described below. The following roles will be provided under this task:

- **Program Controls Lead.** Provides the following key responsibilities:
  - Manage the Program Controls function and team;
  - Oversee general Program reporting;
  - Coordinate preparation of the quarterly Program reports.
  - Lead stakeholder reporting and preparation for stakeholder meetings;
  - Oversee document and Program SharePoint site management, including training;

- Prepare biannual (and as-needed) cash flow analysis in support of economic summits;
  - Prepare annual cash flow analysis in support of City's fiscal year budgeting process;
  - Support Program-level risk and change management processes;
  - Coordinate with Program functional leads and Project Managers;
  - Provide information in support of loan and grant applications;
  - Ensure quality control of Program Controls deliverables.
- **Project Controls Specialists (Cost, Schedule, and Reporting).** Provide the following key responsibilities:
    - Prepare project baseline budgets and schedules, perform cost and schedule management for Project Managers;
    - Provide day-to-day project controls support for Project Managers and Construction Managers;
    - Conduct monthly cost and schedule update meetings with Project Managers and Construction Managers;
    - Perform review of Contractor baseline and monthly schedule updates;
    - Perform project cost and schedule scenario analysis;
    - Support project-level risk and change management processes;
    - Provide support to Project Managers and Construction Managers on schedule and delivery needs;
    - Support Program Controls Lead with quarterly reporting activities;
    - Update the Program Performance Dashboards monthly.

The Program Controls team will continue to use the standard program work breakdown structure (WBS) for all projects, and a set of cost-loaded, critical path schedules will be maintained for the overall Program. The cost-loaded, critical path schedules will allow the Program team to monitor performance using earned value (EV) metrics, schedule analysis, float analysis, and cash flow analysis. This information will be used to develop quarterly reports which will be issued by the 15<sup>th</sup> of the quarter ending month for performance through the prior quarter.

The Program Controls team will maintain the Program Performance Dashboard (hosted on the CH2M servers). This includes coordination between the Program team and the City to provide updates, useful tools and programs, and troubleshooting for SharePoint and Performance Dashboard users.

#### **Deliverables and Regular Meetings**

1. Quarterly Program Performance Report issued on or before the 15<sup>th</sup> of the month following calendar year quarter end, with the first report issued in January 2021 (electronic submittal).
2. Program cash flow analysis: provided quarterly at minimum, in support of Economic Summits.
3. Training for relevant City and Program staff on project management tools and performance monitoring.

#### **Assumptions**

1. City will provide the Program Controls team with access to EDEN to download actual costs monthly. These costs are imported to Primavera P6 (P6). Invoices in EDEN can be delayed by up to three months; therefore, project accruals will be tracked, and actual costs will be confirmed when available in EDEN.

2. The City will prepare annual project charters in support of their fiscal year budgeting process.
3. Any special Program or Project Controls analyses or reports will be managed via contingency.

**Roles and Level of Effort Summary – Program Controls Management**

Program Role	Level of Effort (as FTE)
Program Controls Lead	0.85
Program/Project Controls Specialist – Cost and Scheduling	1.35
Program Controls Support – Reporting	0.20
<b>Task 02.01. Program Controls Management, Total</b>	<b>2.4</b>

**Task 02.02. Economic Management**

The Economic Management team will provide the necessary revenue requirement projections to support the City’s decisions in project scheduling to determine optimum timing for bond sales, drawdowns, contingency management, and any necessary changes in rates. The financial modeling will be performed using CH2M’s proprietary tool, TACT. Results of the modeling scenarios will be provided biannually to the City in a memorandum or presentation format, but the actual model will not be provided to the City and all components will remain the property of CH2M.

TACT is updated quarterly with new P6 information and financial data as available and relevant and will be used to support the production of a quarterly cashflow.

The Economic Management team will lead economic summits biannually with City finance, Public Works leadership, Foster City, the City’s financial advisors, and the City’s rate consultant to discuss the following items:

- Financing scenarios;
- Cost and schedule;
- Cash flow;
- Rates, rate structure, and rate implementation;
- Financial plan;
- Bonding and funding plan;
- Strategic funding.

The Economic Management team will also support compliance reporting as required by the terms of the Program’s WIFIA and State Revolving Fund (SRF) loans for the WWTP Upgrade and Expansion Project and Basins 2 and 3 Collection System Improvements Project. This reporting includes both annual and quarterly current and projected financial conditions.

The following roles will be provided under this task:

- **Economic Support – TACT Modeling:** Manages economic summits and provides economic modeling (using TACT) updates, data analysis, coordination with the City, and technical memorandum or presentation development associated with the TACT modeling. This effort includes providing similar services to Foster City.

**Roles and Level of Effort Summary – Economic Management**

Program Role	Level of Effort (as FTE)
Economic Support – TACT Modeling	0.25
<b>Task 02.02. Economic Management, Total</b>	<b>0.25</b>

**Deliverables and Regular Meetings**

1. Economic and sensitivity modeling results in a memorandum or presentation format for decision-making purposes.
2. Economic summits (preparation, agenda development, facilitation, and meeting minutes).
3. WIFIA compliance reporting deliverables.

**Assumptions**

1. TACT model will remain the property of CH2M and will not be provided to the City. Results will be provided in memorandum or presentation format.
2. Rate setting will be conducted by the City’s rate consultant based on City directions. The City will contract with and manage their own rate consultant and financial advisor. Foster City will do the same.
3. Any additional TACT modeling scenario analysis beyond the biannual update will be managed with contingency.

**Task 02.03. Document Management**

The Program team will use the Program SharePoint site to manage project-related documentation outside of construction management-related documents, which will be stored and managed in Procore. This will allow the team to collaborate on documents in progress and provide a repository for project records. As part of project close-out procedures, construction related documents will be archived onto the Program SharePoint site.

The following role will be provided under this task:

- ***Document Controls Lead/ Support***

**Roles and Level of Effort Summary – Document Management**

Program Role	Level of Effort (as FTE)
Document Controls Lead/ Support	0.35
<b>Task 02.03. Document Management, Total</b>	<b>0.35</b>

**Deliverables and Regular Meetings**

1. Document management training for the Program team.
2. Archiving of Program documents, including metadata, into Records library on the Program SharePoint site.

### **Assumptions**

1. City will provide Document Controls support to perform the necessary City processes for document management, including coordination with the City Clerk's Office and updates to the Terms-Store.
2. City will provide SharePoint administrative support as needed for maintaining the Program SharePoint site environment.
3. Procure will be used for document management of construction-related records.
4. Special requests from the City regarding SharePoint storage management or other special topics will be managed with contingency.

### **Task 02.04. State and Federal Funding Coordination**

The State and Federal Funding team will be primarily responsible for supporting the Program's SRF financing and WIFIA loan efforts. Two Program projects will be supported under this task:

- The WWTP WIFIA loan is expected to close near the beginning of Year 7.
- The Basins 2 and 3 Collection System Improvements Project was selected to apply for a WIFIA loan in Year 6 of the Program and the City will be negotiating and closing the loan into Year 7.

Activities will include coordination with State and Federal agencies and City Finance Department; coordination between the San Mateo-Foster City Public Financing Authority (PFA) and the State and Federal agencies; preparation for State and Federal audits; coordination with the Program Controls and Economic Management team to update cash flow projections; preparation of documentation to comply with WIFIA quarterly reporting requirements; and quarterly check-in/coordination with the United States Environmental Protection Agency (EPA) for administration of both WIFIA loans.

The following roles will be provided under this task:

- ***State and Federal Funding Support***

### **Deliverables and Regular Meetings**

1. Completion of WIFIA loan negotiation for the Basins 2 and 3 Collection System Improvements Project.
2. Entry into financing agreement with SRF for the WWTP Upgrade and Expansion Project.

### **Assumptions**

1. City will support coordination efforts with State and Federal agencies, including facilitation of meetings with City Finance Department/PFA and WIFIA and SRF organizations, and provide input on processes needed to satisfy loan requirements.
2. City Management Analyst team will lead development and review of invoicing forms and formats, CH2M to provide oversight and support.
3. Review of City-prepared payment and invoicing forms and formats ensuring that they are acceptable to State and Federal agencies and support of initiation of inter-PFA invoicing process is not included in the base scope but could be added through use of contingency.
4. The WWTP Upgrade and Expansion Project was placed on the fundable list for SRF during Year 5, and efforts to enter a financing agreement with the state will continue into Year 7. An allowance for level of effort is included for Funding Support – WWTP for anticipated coordination with SRF.

Should the budgeted allowance be exceeded, CH2M will seek approval from the City to continue to provide as-needed support for this task.

**Roles and Level of Effort Summary – State and Federal Funding Coordination**

<b>Program Role</b>	<b>Level of Effort (as FTE)</b>
Funding Support – WWTP	0.05
Funding Support – Basins 2 and 3	0.2
<b>Task 02.04. State and Federal Funding Team, Total</b>	<b>0.25</b>

**Task 03. Engineering and Project Management**

This task will consist of project management and engineering activities to meet the goals of the Program, provide the best and most efficient solutions, and keep the Program on schedule and within budget.

**Task 03.01. Engineering Delivery Management**

A CH2M Engineering Delivery Management role will not be provided in Year 7.

The City will provide two Engineering Delivery Leads who will oversee activities related to wastewater treatment plant and collection system projects with support from CH2M to provide a holistic perspective of how each project impacts the overall Program and to assist the Engineering Delivery Leads in driving consistency across the projects.

Key responsibilities of the City Engineering Delivery Leads are listed here for clarity and are not included in the CH2M scope for this task:

- PM to Project assignment;
- Issue and decision resolution;
- Inform PMT of project progress/issues;
- Ownership of public, council meetings;
- Approval of scopes, budgets, changes;
- Approval of internal and external deliverables;
- Approval of agreements, ARs, amendments;
- Monitor project EACs and schedule.

**Task 03.02/03. Project Management**

CH2M will provide Project Managers to deliver Program projects for the collection system and the WWTP. Project Managers will be responsible for efficient delivery of projects by managing Consultants and Contractors, managing project scope, cost, schedule and quality, and communication with the Engineering Delivery team.

Primary **Project Management responsibilities during the design phase of the project** are detailed below:

- Scope, budget, schedule management and reporting

- Review, manage and monitor Consultant scope of work; monitor and track progress against scope of work and report progress monthly
- Review, manage and monitor Consultant budgets; monitor and track project budgets and costs using Program tools; status project-level earned value progress and prepare EACs monthly; coordinate and facilitate value engineering reviews if needed
- Develop and coordinate project level schedule; review, manage and monitor Consultant schedules; report status against schedule and provide monthly progress report
- Coordinate with the Engineering Delivery team and Program Controls to ensure the latest project information is reported on the Performance Dashboard
- Risk management
  - Identify, develop, and maintain project level risks, risk definitions and assessments
  - Develop risk mitigation strategies
  - Coordinate with Deputy Program Manager Advisor to provide risk updates to PMT
- Change management
  - Oversight and communication of project Decision Log
  - Negotiate and process consultant and contractor amendment requests; preparation of Change Request Form (CRF)
  - Control Scope by identifying and managing changes during design
  - Support development of materials for and presentation of CRFs to Change Board
- Procurement, task order and contract management
  - Review of Consultant proposed scope and fee
  - Develop procurement documents for Consultant Agreements
  - Preparation of Administrative Reports for City Council action
  - Administer and manage Consultant (professional services) agreements
  - Administer and manage task orders and purchase orders request forms/POARS associated with project needs, such as right of way acquisition, PG&E services, etc.
  - Preparation of contract amendments and change orders
  - Manage and approve Consultant invoices/payments
  - Resolution of Consultant contract issues/disputes
- Team leadership and management
  - Coordinate project involvement of Functional Leads and Technical Advisors as appropriate
  - Coordination and oversight of Consultant(s) or other third parties during all phases
  - Monthly reporting to Engineering Delivery Team
  - Inform PMT of progress and issues
  - Coordinate with other projects as needed
- Quality assurance
  - Verify Consultant implements quality control process
  - Assure that Consultant has addressed review comments in subsequent deliverables
  - Coordinate and facilitate constructability and O&M review workshops
  - Coordinate input/reviews by Program Technical Advisors
  - Review and verify that Consultant deliverables meet scope and contract requirements
  - Coordinate and facilitate deep dive reviews
- Coordination and management of stakeholder engagement

- Coordinate and facilitate City Staff/O&M review workshops/meetings
- Coordinate and facilitate engagement with utility companies, such as PG&E, Cal Water, Comcast, AT&T, etc.
- Coordinate and facilitate engagement with City, San Mateo Planning, or other City Departments
- Coordinate and support project-related public outreach activities
- Coordinate and participate in easement negotiations with property owners, if applicable
- Coordinate and support public, Commission, and City Council meetings
- Support content development for community meeting presentations and related materials (posters, handouts, etc.); attend community meetings
- Coordination and management of communications and meetings
  - Coordinate and facilitate regular Consultant coordination/project status meetings
  - Prepare and distribute meeting notes for managed meetings
  - Inform project team of City and Program activities and decisions
  - Coordinate and facilitate responses to information requests from all parties including public
  - Participate in regular Project Manager/Engineering Delivery review meetings
  - Respond to Program's communication hotline comments and questions related to project
- Document and records management
  - Project level document management
  - Consultant deliverable management – Quality assurance, distribution and storage
  - Submit project or program documents to Document Controls Lead for review and record storage

During the construction phase of the project, the project's CM team takes over the primary responsibilities for construction delivery and these services are detailed under Task 05.

The **Project Management responsibilities during the construction phase of the project, primarily in a supporting role to Construction Management**, are as follows:

- Internal Coordination
  - Serve as point of contact with the PMO as well as with operations staff
  - Support coordination with Program and project team regarding progress and issues
  - Support coordination with Collection System O&M staff, Wastewater Treatment Plant O&M staff, and other City departments for existing facility shut downs and/or tie ins.
  - Backup to CM to receive and file monthly labor compliance reports
- Meetings
  - Support preconstruction meeting which also represents the official project hand-off from PM to CM
  - Participate in monthly project progress meetings
  - Support regular project meetings including schedule updates, risk management, progress payment, Change Board, and public outreach
- Scope, Cost, Schedule Management and Reporting

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- Support review, approval, and maintenance of Schedule of Values; progress payment reviews and approvals; maintain contract financial data and summaries
  - Support baseline schedule review and acceptance; monthly schedule update reviews; review and approval of schedule changes and schedule recovery plans
  - Support monthly reporting, and SRF/WIFIA reporting, if applicable
- Change Management
  - Support tracking and management of all communications to assure response compliance
  - Support CM to prepare and issue Field Orders (FO)/Work Change Directives (WCD); prepare and issue Requests for Proposals (RFP); review Change Order Requests for Entitlement and Merit; review and negotiate change order Pricing; review and analyze change order schedule impacts
  - Support tracking and management of all Change Orders; coordinate with the Engineering Delivery team to review and approve Level 4 Change Orders; and coordinate with the Engineering Delivery team to prepare Level 3 Change Orders for Change Board approval.
- Quality Management
  - Support preparation of Submittals and Deliverables Inventory
  - Support updates to the Submittals and Deliverables Inventory
- Safety Management
  - Support safety culture and CM Team with monitoring Contractor's safety program and implementation thereof
  - Support review of safety incidents and reporting requirements
- Dispute Resolution
  - Lead review of Conformed Bid Documents before Award
  - Support Construction Manager to review issues for Entitlement and Merit
  - Support Construction Manager to prepare responses to correspondence
  - Support Construction Manager to conduct resolution meetings and negotiations
- Testing, Startup, and Commissioning
  - Support coordination of review and acceptance of Testing, Commissioning, and Startup Plans
- Project Close-out
  - Support Construction Manager in conducting Substantial and Final Completion Inspections
  - Support Construction Manager in recommendation of final acceptance of work by the City
  - Prepare and submit a project close out memo (summary of actual costs, and project highlights, challenges, and lessons learned), and presentation (when requested), to the PMT for review
  - Coordinate submittal of as-built drawings to the City and Hydraulic Modeling Lead for updates to the City's GIS and hydraulic model

The following roles will be provided under this task:

Task 03.01a Program Management

- **SCADA Merger Project:** CH2M will provide managerial, technical, start-up, and commissioning support for this project and serve as the primary coordinator between the City and their System Integrator Contractor.

Task 03.02 Wastewater Treatment Plant

- **WWTP Upgrade and Expansion Project Manager**
- **WWTP Upgrade and Expansion Project Support**
- **WWTP IAP 2 Project Manager**
- **WWTP IAP 3 Project Management Support**
- **WWTP Annual Major Components (AMC) Project Management Support**

Task 03.03 Collection System

- **Basins 2 & 3 – Conveyance, DAPS, Lift Stations Project Manager**
- **Basins 2 & 3 – UFES Project Management Support**
- **Basin 4 Project Manager**
- **Basin D Project Manager**
- **El Camino Real Annual Rehab Project Manager**

**Deliverables and Regular Meetings**

1. Management of design Consultants and Contractors.
2. Coordinate regularly with project Consultants and Contractors to review project progress.
3. Provide cost and schedule information to the Program Controls team for monthly project performance and status updates.
4. Coordinate review of consultant deliverables.
5. Coordinate with Construction Management Lead to obtain construction management support.
6. Coordinate with Engineering Delivery Lead for project deep dive meetings, risk register updates, change requests, and quality management reviews.

**Assumptions**

1. City will provide project manager(s) for the following projects:
  - a. **WWTP IAP 3**
  - b. **WWTP AMC**
  - c. **Annual CCTV Inspections**
  - d. **Basin A Annual Rehab**
  - e. **Basin C Annual Rehab**
  - f. **East San Mateo Lift Station Package 1, Laurie Meadows and Woodbridge**
  - g. **East San Mateo Lift Station Package 2 (TBD)**
  - h. **Biennial Lift Station Rehab Project**
2. All staff managing projects will use Program management tools provided by the Program Controls Lead and manage projects on an earned value basis.
3. Project changes will be reported by Project Managers (CH2M and City) to the Engineering Delivery team for their respective projects.

4. Project and Program risks identified will be reported by Project Managers (CH2M and City) to the PMT for their respective projects.
5. An allowance for level of effort is included for PM Support to various Program projects on an as-needed basis. Should the budgeted allowance be exceeded, CH2M will seek approval from the City to continue to provide as-needed support for this task on a project-by-project basis.

**Roles and Level of Effort Summary – Project Management**

Project	Project Role(s)	Level of Effort (as FTE)
<b>Program Task 03.01a</b>		
SCADA Merger Project	PM	0.1
	PM Support	0.15
<b>Program Total</b>		<b>0.25</b>
<b>WWTP Task 03.02</b>		
WWTP Upgrade and Expansion	PM	0.85
	PM Support	0.1
WWTP IAP 2	PM	0.25
WWTP IAP 3	PM Support	0.2
WWTP AMC	PM Support	0.1
<b>WWTP Total</b>		<b>1.5</b>
<b>Collection System Task 03.03</b>		
Basins 2 & 3 – Conveyance, DAPS, Lift Stations	PM	0.9
Basins 2 & 3 – UFES	PM Support	0.05
Basin 4	PM	0.4
El Camino Real Annual Rehab	PM	0.3
<b>Collection System Total</b>		<b>1.65</b>
<b>Task 03.01a/02/03 Project Management, Total</b>		<b>3.4</b>

**Task 03.04. Technical Support**

CH2M will provide engineering support to facilitate consistency in design, support Project Managers, and provide technical guidance to the City on Program-related projects, activities, and planning. The base scope includes review of remaining design deliverables for conformance with the Program objectives and criteria.

The following roles will be provided under this task:

- **Technical Advisors:** Experts who provide guidance, recommendations, and review for Program, WWTP, and Collection System activities.

**Deliverables and Regular Meetings**

1. Review comments for design submittals.

**Assumptions**

1. Ad hoc or special investigations will be assumed to be out of scope and will be handled with change proposals.
2. An allowance for level of effort is included for Technical Support to various Program projects on an as-needed basis. Should the budgeted allowance be exceeded, CH2M will seek approval from the City to continue to provide as-needed support for this task.

**Roles and Level of Effort Summary – Technical Support**

Program Role	Level of Effort (as FTE)
Technical Advisors	0.125
<b>Task 03.04. Technical Support, Total</b>	<b>0.125</b>

**Task 03.05. Hydraulic Modeling**

CH2M will provide hydraulic modeling support as described below in Year 7:

- Program model support, includes review of 100% conveyance design packages for Basin 2 & 3, and 30% and 60% design submittal reviews for Basin 4 Dale Norton Relief and East San Mateo Lift Station Package 2. Consultant design submittals will need to include a model submittal reflecting the plans for Program model review.
- Provide comment response and implement final completion of Hydraulic Assessment Report following City review.
- Convert existing hydraulic model version (currently 8.5) to the latest Innovyze version (11.0+) on City server. Perform this update after 100% Basins 2 & 3 Conveyance Packages submittals and model submittals from Stantec.
- Allow up to 100 hours to provide ongoing training to support the City’s use of the hydraulic model, on topics as defined by the City.
- Allow up to 60 hours to perform development reviews for project applications submitted to the City’s Community Development Office.

The following roles will be provided under this task:

- **Hydraulic Modeling Lead:** Manages hydraulic model and provides Program support.

**Deliverables and Regular Meetings**

1. Hydraulic Model submittals for review and use by City staff. Technical memorandum or presentation format for addressing alternatives analysis, flow and rain predictive tools, hydraulic coordination work, and development review assessments.
2. Final Hydraulic Assessment Report.
3. Hydraulic model training sessions for City staff to include resource documents and data links.

**Assumptions**

1. CH2M will not provide support to advance real-time control schemes to optimize flows within the system while meeting hydraulic constraints of collection system and at WWTP as new data is compiled.

2. CH2M will not provide support during the wet season to demonstrate the efficacy and use of the flow predictive modeling tools to the WWTP Operators that were developed in Year 6. If approved, the flow predictive tools will be advanced to an automated dash board platform to be completed under a separate task order.
3. City review comments on the Hydraulic Assessment Report to be addressed will be minor comments that do not require additional modeling or analysis.
4. City staff will provide coordination with and data from Thunderbird Communications where necessary to support Program related modeling efforts.
5. City staff will perform the field investigations to verify system configuration and hydraulic conditions in support of development review assessments.
6. City IT support may be required to address access issues of using hydraulic model on City server.
7. The scope above excludes any activities supporting SCADA related implementation.
8. The design submittal review scope does not include any activities supporting alternatives analysis.
9. An allowance for level of effort is included for some tasks as noted above on an as-needed basis. Should the budgeted allowance be exceeded, CH2M will seek approval from the City to continue to provide as-needed support for this task.

**Level of Effort Summary – Hydraulic Modeling**

Program Role	Level of Effort (as FTE)
Hydraulic Modeling Lead	0.25
<b>Task 03.05. Hydraulic Modeling, Total</b>	<b>0.25</b>

**Task 03.06. Odor Control Support**

CH2M odor control support will not be provided in Year 7.

**Task 03.07. SCADA Support**

The SCADA scope of work for Years 2 through 6 was developed as a result of the SCADA workshop with the City and the initial gap analysis performed by CH2M. SCADA work for Year 7 will focus on providing general as-needed support for the ongoing projects and existing facilities and continuing to lay the framework for a sustainable SCADA Master Plan for the City. SCADA tasks to be performed by CH2M will be coordinated with the City’s Information Technology Department.

Specific CH2M tasks may include the following:

- Coordinate the installation of the fiber optic link between the WWTP and DAPS.
- Develop/update overall operational strategy. CH2M will work with the City and the Program modeling team to install the correct software packages and to conduct the initial pilot tests for the overall operational strategy.
- Provide SCADA support services during construction for active projects. CH2M will review submittals, respond to Requests for Information (RFIs), and coordinate SCADA support for the various active projects, as well as technical and on-site support for the network monitoring contract.

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- Update SCADA Master Plan and existing standards with the SCADA Merger Project.

The following roles will be provided under this task:

- **SCADA Lead and Support:** Manages and provides support for SCADA activities.

#### **Deliverables and Regular Meetings**

1. Project submittal reviews and RFI responses related to SCADA.

#### **Assumptions**

1. The City will be responsible for inviting the appropriate participants and stakeholders for all project meetings. The Consultant will provide guidance on the proposed meeting attendees prior to each meeting.
2. No hardware or software will be purchased for this project.
3. No hardware or software configuration or programming work will be performed under this scope of work.
4. An allowance for level of effort is included for SCADA Support to various Program projects on an as-needed basis. Should the budgeted allowance be exceeded, CH2M will seek approval from the City to continue to provide as-needed support for this task.

#### **Level of Effort Summary – SCADA Support**

<b>Program Role</b>	<b>Level of Effort (as FTE)</b>
SCADA Lead and Support	0.05
<b>Task 03.07. SCADA Support, Total</b>	<b>0.05</b>

### **Task 04. Procurement**

CH2M procurement support will not be provided in Year 7.

The City will provide overall procurement management and City procurement support services to support the Program.

### **Task 05. Construction Management**

#### **Task 05.01. Program Construction Management**

In coordination with the City staff, Program staff, and City operations and maintenance staff, CH2M will provide a CM Lead, Site Construction Managers, Inspectors, Field Office Engineers (FOEs), and construction support services to support the construction delivery of Clean Water Program projects. In addition to providing construction management services, CH2M will manage third party CM subconsultants as an integrated part of the CM team. CM and inspection services for the WWTP projects will be performed by CH2M; collection system projects will be managed by the third-party CM subconsultants to CH2M.

Program level CM services will include:

- Construction cost estimating;
- Construction document controls and systems administration;
- Construction administrative support and reporting;
- Quality assurance and compliance;
- Labor compliance contract management;
- Third-party subconsultant management, including third-party CM services and materials testing and specialty inspection;
- Health and safety reporting.

The following roles will be provided under this task:

- **Program CM Lead**
- **Program CM General Support**

#### **Deliverables and Regular Meetings**

1. Construction project scheduling and cost estimate updates.
2. Inputs to Program monthly report, including health and safety reporting.

#### **Assumptions**

1. Program Manager Advisor role will double-hat as the Program CM Lead.
2. Third-party CM subconsultants will be procured by CH2M as a subconsultant to CH2M, under this Program Management contract.
3. Program construction managers and inspectors will oversee third-party subconsultants to ensure proper implementation of the Program Management Plan.

#### **Level of Effort Summary – Program Construction Management**

<b>Program Role</b>	<b>Level of Effort (as FTE)</b>
Program CM Lead	0.2
Program CM General Support	3.0
<b>Task 05.01. Program CM, Total</b>	<b>3.2</b>

#### **Task 05.02/03. Site Construction Management**

The CM team will perform CM services for the active construction projects. Work related to the WWTP projects will be performed solely by CH2M staff, and that related to the collection system will be provided by third-party subconsultants. Whether services are provided by CH2M or a subconsultant, the following general activities will be provided, at a minimum for each project during the construction phase:

- Weekly progress meetings
- Actual vs. planned progress schedule management
- Prepare and respond to Time Impact Analysis (TIA)

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- Coordination with Contractor, Program Manager, City, O&M and Design Engineer
- Review of Contractor's performance for contract compliance
- Review Contractor submittals for compliance with contract documents
- Review Contractor Request for Information (RFI) and coordinate with Design Engineer for resolution and response
- Log all RFIs and associated responses
- Review Contractor monthly invoices and recommend payment requests
- Provide Contractor with acceptability or deficiencies in work and required actions for contract compliance
- Review and coordinate system outage requests
- Maintain project documents files and utilize document management in Procore Construction Management System
- Inspect and observe Contractor's work
- Maintain daily inspection reports
- Review of material and equipment delivery
- Coordinate material testing and specialty inspections
- Review of Contractor's compliance with health and safety standards
- Monthly monitoring of Contractor's record/as-built documents
- Evaluate potential change orders and cost estimates/quotations
- Recommend course of action for contract change order requests
- Inspection and evaluation of site conditions
- Review, gather, and evaluate information for resolution of potential claims
- Site inspection to determine if facilities are complete and in compliance with contract documents
- Develop punch lists
- Recommendation of retention release to Contractor
- Preparation of substantial completion certificate
- Verification of all O&M Manual submittals
- Coordination of final submittal and obtain/review complete record drawings from Contractor
- Verification that Contractor has made all payments
- Preparation and submittal of final construction report

### **Deliverables and Regular Meetings**

1. Monthly construction progress reporting (provided as part of the Clean Water Program monthly report) to include the following: construction progress reporting, schedule management, change management, potential claims analysis, non-compliance reporting, environmental compliance reporting, health & safety reporting, Request for Information statistics, and submittal processing statistics.
2. Meeting minutes for construction progress meetings.
3. Change order tracking and documentation.
4. Progresspayment review and recommendations.
5. Daily inspection reports

6. Review of contractor’s proposed post-bid changes to the design and advising on their justification, viability, and achievable cost reductions and impact on the schedule, and negotiating changes or extra work on behalf of City.
7. Close-out documentation.
8. Shutdown Outage Requests
9. Coordination with the Project Manager to prepare and submit a project close-out memo (summary of actual costs, and project highlights, challenges, and lessons learned), and presentation (when requested), to the PMT for review

**Assumptions**

1. CH2M will not be responsible for overall site safety for construction projects under the Clean Water Program.
2. Program CM Lead role will double-hat as the WWTP Upgrade and Expansion Project Construction Manager.
3. Upon City approval, CH2M will augment the third-party subconsultants in event they are unable to provide timely resources.
4. Basins 2 and 3 – Lift Stations, East San Mateo Lift Stations Package 1, and Basin D construction will be nearly complete by the end of Year 6; therefore, a small close-out budget for each has been assumed for Year 7.
5. Based on design schedules, CM efforts for Basin 4, Basin A, East San Mateo Lift Stations Package 2, Biennial Pump Stations, and WWTP IAP 3 have not been included in Year 7. If required, they will be added with an amendment to this scope.

**Level of Effort Summary – Site Construction Management**

<b>Project</b>	<b>Project Role(s)</b>	<b>Level of Effort (as FTE)</b>
<b>WWTP Task 05.02 (CH2M)</b>		
WWTP Upgrade and Expansion	CM	0.85
	FOE	2.5
	Inspection	2.5
WWTP IAP 2	CM/FOE	0.5
	Inspection	0.5
WWTP AMC	CM/FOE	0.05
	Inspection	0.05
<b>WWTP Total</b>		<b>6.95</b>
<b>Collection System Task 05.03 (Third Party CMS)</b>		
Basins 2 & 3 – Conveyance, Pacific Ave FM and Delaware Relief not in JPB ROW (NV5, currently unassigned)	CM/FOE	0.5
	Inspection	0.5
Basins 2 & 3 – DAPS (K/J)	CM/FOE	0.5
	Inspection	0.5
Basins 2 & 3 – Lift Stations (close-out) (K/J)	CM/FOE	0.05
	Inspection	0.05
Basins 2 & 3 – UFES (K/J)	CM/FOE	1.5

Project	Project Role(s)	Level of Effort (as FTE)
	Inspection	1.3
El Camino Real Annual Rehab (K/J)	CM/FOE	0.75
	Inspection	1
East San Mateo Lift Station – Package 1 (close-out) (NV5)	CM/FOE	0.05
	Inspection	0.05
Basin D (close-out) (K/J)	CM/FOE	0.05
<b>Collection System Total</b>		<b>6.8</b>
<b>Task 05.02/03 Site CM, Total</b>		<b>13.75</b>

## Task 06. Environmental and Permitting

CH2M will provide oversight of project permitting, and continue to provide CEQA support, and site compliance support for the Program.

### Task 06.01. Environmental and Permitting Lead

CH2M will provide a lead to oversee environmental documentation, permitting activities, and agency coordination related to the Clean Water Program.

The following role will be provided under this task:

- **Environmental and Permitting Lead:** Manages environmental and permitting activities and team.

#### Level of Effort Summary – Environmental and Permitting Lead

Program Role	Level of Effort (as FTE)
Environmental and Permitting Lead	0.3
<b>Task 06.01. Environmental and Permitting Lead, Total</b>	<b>0.3</b>

### Task 06.02. Permitting Tracking

CH2M will provide a Permitting Tracking Lead and maintain a permit tracking tool to offer the following benefits to the Program:

- Rapid and visible access to the status of all permits;
- Consistency and integration of project and Program level permitting strategies;
- Support and streamlining of Project Manager responsibilities;
- Program related reference permitting documents, standard approaches, templates, and contacts;
- Instant access to all permitting documents by project.

The Permit Tracking Lead will work with individual Project Managers and their consultants to confirm and track the required permits, associated permit requirements, and timeline. A permitting schedule will be maintained for each project. The permit tracking lead will coordinate with the Project Controls Manager on permitting schedules from the consultant teams so critical path items can be flagged for the Program Management Team. All permits will be tracked in the Permit Tracking Tool on the Portal.

CH2M will also provide an API (All Permits Issued) Development Lead to ensure that all Clean Water Program projects have an API document on-site during construction activities. This document will provide access to permits by City staff, Program staff, or regulators when visiting construction sites. It is expected that all construction activities will be completed under the permit requirements.

The environmental and permitting function team will continue to provide construction permit support to assist with coordination between the designer/consultant and construction contractors, on behalf of the City. This includes coordination between the contractor(s) and City to determine which City permits are required and which are exempt from City permitting for the various Program projects.

The following roles will be provided under this task:

- **Permit Tracking Lead:** Oversees permitting activities related to Program projects and critical path schedule for permitting. Consultants and contractors will obtain permits and permitting lead will help obtain necessary City signatures for submitting to agencies.
- **Construction Permit Support:** Provides permitting support and guidance for Program-specific construction projects.
- **API Development Lead:** Leads development of API documentation for construction projects under the Clean Water Program.

#### **Deliverables and Regular Meetings**

1. Individual project permitting schedules submitted to Program Controls Lead.
2. Up-to-date Permit Tracking Tool.
3. Regular meetings with Project Managers and Engineering Delivery Leads for active projects.
4. APIs for construction projects under the Clean Water Program.

#### **Assumptions**

1. Project Managers will keep the Permit Tracking Lead up to date on permitting progress, will hold consultants accountable on the permitting schedule, and will raise any concerns with the Program team.
2. All permits will be obtained by project-specific consultants. The consultant will serve as the agency point of contact with communications requiring approval of the Program.
3. City will manage any regular reporting requirements by permitting agencies. The Program team will provide information and assistance related to Program permitting.
4. An allowance for level of effort is included for Construction Permit Support to various Program projects on an as-needed basis. Should the budgeted allowance be exceeded, CH2M will seek approval from the City to continue to provide as-needed support for this task.

**Roles and Level of Effort Summary – Permitting Tracking**

Program Role	Level of Effort (as FTE)
Permit Tracking Lead	0.25
Construction Permit Support	0.1
API Development Lead	0.25
<b>Task 06.02. Permitting Tracking, Total</b>	<b>0.6</b>

**Task 06.03. CEQA**

CH2M will provide CEQA support up to the level of effort that is established under this amendment. Items may include:

- Prepare Addenda for projects not requiring subsequent review.
- Review of categorical exemptions, Site-Specific Environmental Checklists (SSEC), or other CEQA documentation for projects before entering construction phase.
- Technical review of third-party environmental documents (e.g. Contractor-prepared Archaeological Monitoring Plan).

The following roles will be provided under this task:

- **CEQA Lead:** Leads development of CEQA documentation and completion of the CEQA process.

**Deliverables and Regular Meetings**

1. CEQA review for the API process documentation.

**Assumptions**

1. City will provide legal support for CEQA decisions and documentation as well as coordination between various City departments on the level of documentation and requirements of the CEQA process.
2. An allowance for level of effort is included for CEQA Support to various Program projects on an as-needed basis. Should the budgeted allowance be exceeded, CH2M will seek approval from the City to continue to provide as-needed support for this task.

**Roles and Level of Effort Summary – CEQA**

Program Role	Level of Effort (as FTE)
CEQA Lead – WWTP	0.1
CEQA Lead – Collection Systems	
<b>Task 06.03. CEQA, Total</b>	<b>0.1</b>

**Task 06.04. Agency Coordination**

CH2M agency coordination support will not be provided in Year 7.

The City will provide overall agency coordination to support the Program.

### **Task 06.05. Sustainability Support**

CH2M sustainability support will not be provided in year 7.

### **Task 06.06. Site Support**

#### **Task 06.06.01. Air Quality Support**

CH2M air quality support will not be provided in Year 7.

The City will provide overall air quality support to the Program.

#### **Task 06.06.02. Compliance Site Inspection**

CH2M will provide support on an as needed basis to the City's compliance staff for all Clean Water Program projects related to site permit items as well as the following as budget allows:

- Stormwater Pollution Prevention Plans (SWPPP): CH2M Compliance Site Inspection lead(s) will be available to supplement the City's SWPPP compliance team.
- Waste management (HAZMAT): CH2M will provide on-call HAZMAT technical experts as needed to support contractor decisions regarding hazardous materials disposal.
- Nesting bird monitoring and surveys (Migratory Bird Treaty Act [MBTA]): CH2M Biologist will be available to provide monitoring and inspection services on an as-needed basis.
- Cultural monitoring: CH2M Cultural Monitor will be available as needed to support the Basins 2 and 3 Collection System Improvements and El Camino Sewer Rehabilitation projects and other projects.

The following role will be provided under this task:

- **Compliance Site Inspection:** Coordinates permit compliance inspections at Program construction sites, including coordination with subconsultants performing site tests.

### **Deliverables and Regular Meetings**

1. To be defined on as needed basis.

### **Assumptions**

1. City will provide direction on any specific hazardous waste generator issues or compliance. City will be listed as the owner/generator on all Hazardous Waste manifests or compliance forms.
2. The City will provide oversight for the construction SWPPP as is done for other construction projects within the City.
3. The Construction Manager At Risk (CMAR) will control all activities related to construction dewatering at the Detroit Drive parcel and CH2M will support City and Program as needed with technical expertise and oversight. Neither CH2M or the Program will be directly responsible for SWPPP, dewatering permitting, or compliance reports.
4. CH2M will support City with Program issues related to the existing Industrial SWPPP at the existing wastewater treatment plant site but will not perform inspection on the existing site. CH2M will continue to coordinate with City inspection staff on the existing site to address SWPPP issues for the Industrial SWPPP.

5. An allowance for level of effort is included for Compliance Site Inspection support to various Program projects on an as-needed basis. Should the budgeted allowance be exceeded, CH2M will seek approval from the City to continue to provide as-needed support for this task.

**Roles and Level of Effort Summary – Site Support**

<b>Program Role</b>	<b>Level of Effort (as FTE)</b>
Compliance Site Inspection – WWTP	0.2
Compliance Site Inspection – Collection Systems	
<b>Task 06.06. Site Support, Total</b>	<b>0.2</b>

**Task 07. Public Outreach**

**Task 07.01. Public Outreach**

CH2M will provide support to the City’s overall management of the Clean Water Program public outreach program and provide technical and environmental data and information related to the Program and projects to support outreach activities. CH2M will also provide outreach support at the project level for project managers and design consultants/contractors and continue to fine-tune and maximize efficiencies in public outreach processes.

Public outreach activities will include:

- Program-level support:
  - Supporting development of stakeholders reporting material.
  - Managing, maintaining, and developing the Program website content, including GIS related updates.
  - Managing the 24-hour Program communication hotline and Clean Water Program “info” email inbox.
  - Developing, coordinating, and approving signage, door hangers, and other collateral for construction projects.
  - Conducting media and social media outreach.
- Project-specific support:
  - Planning, staffing, and executing community and neighborhood meetings, including virtual meetings.
  - Supporting, attending, and presenting at City Council and Commission meetings.
  - Developing mailings to announce community and neighborhood meetings, construction milestones, right-of-entry forms, and construction notices.
  - Coordinating and developing CEQA-related and other legally required notifications for projects.
  - Other standard deliverables, including meeting agendas, handouts, responses to public questions, etc.
  - Maintain the public-facing website and provide adequate staffing to manage and develop content.
  - Supporting City management of UFES-specific communication hotline.

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- Managing UFES SMS texting alert line.
- Executing a groundbreaking ceremony for UFES.

The following roles will be provided under this task:

- **General Public Outreach Support:** Support the public outreach activities at the Program level.
- **Public Outreach Support:** Support implementation of the outreach campaign related to the Program, and WWTP and Collection System projects.

#### Level of Effort Summary – Public Outreach

Program Role	Level of Effort (as FTE)
General Public Outreach Support	0.3
WWTP Public Outreach Support	0.2
Collection Systems Public Outreach Support	0.5
<b>Task 07.01. Public Outreach, Total</b>	<b>1.0</b>

#### Deliverables and Regular Meetings

1. Weekly public outreach team coordination meetings.
2. Outreach documentation for meetings currently planned, including meeting agendas and handouts, meeting summaries, and a summary of public questions and responses.
3. Website updates and content.

#### Assumptions

1. City will provide the following roles to support this task and the Program:
  - a. Public Outreach Lead
2. Support for additional meetings that are not currently planned will be addressed by contingency.

#### Contingency

CH2M can provide additional services under this scope of work through a contingency budget. Activities under contingency may include, but are not limited to:

- Additional outreach expenses and staffing.
- General project management beyond that budgeted and/or identified in the amendment.
- Additional hydraulic modeling support if needed
- Additional CEQA support, permit acquisition, and compliance site inspection for other City projects.
- Additional construction management staff.
- Additional SCADA support if needed.
- Additional third-party construction management or materials testing requirements.

Contingency activities will be identified as-needed and scope and fee will be developed and agreed upon by both CH2M and the City. Budget will be allocated from the contingency task.

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**Deliverables and Regular Meetings**

1. Deliverables and meetings shall be defined for each contingency scope activity agreed.

**Assumptions**

1. Use of the contingency budget will be prioritized by the Program Executive and the Program Manager Advisor.

Exhibit C - Cost Schedule - City of San Mateo

Program Management Services for Clean Water Program - Year 7

	CH2M HILL Labor Hours	CH2M HILL Direct Wages	CH2M HILL Fringe Benefits (.407)	CH2M HILL Overhead (1.372)	CH2M HILL Profit (.10)	CH2M HILL Labor Cost	Subconsultant Cost	Program Communication and Computer Charge (PCCC)	Markup on all Subconsultant Costs	Total Cost	Funding Source
<b>Task 01. Program Management and Administration</b>											
Task 01 - Program Manager Advisor	1,248	\$ 142,392	\$ 57,953	\$ 195,362	\$ 39,571	\$ 435,277	---	\$ 10,608	---	\$ 445,885	Program
Task 01- Deputy Program Manager Advisor	1,248	\$ 91,931	\$ 37,416	\$ 126,129	\$ 25,548	\$ 281,023	---	\$ 10,608	---	\$ 291,631	Program
Task 01- Principal In Charge	52	\$ 7,750	\$ 3,154	\$ 5,686	\$ 1,659	\$ 20,665	---	\$ 442	---	\$ 21,107	Program
Task 01 - Administrative and Program Support	1,560	\$ 69,596	\$ 28,325	\$ 95,485	\$ 19,341	\$ 212,747	---	\$ 13,260	---	\$ 226,007	Program
<b>Expenses</b>											
CH2M HILL Expenses	---	---	---	---	---	---	---	---	---	\$ 325,000	Program
PMA Housing Allowance	---	---	---	---	---	---	---	---	---	\$ 61,000	Program
<b>Subcontractors</b>											
None	---	---	---	---	---	---	\$ -	---	\$ -	\$ -	
<b>Task 01. Subtotal</b>	<b>4,108</b>	<b>\$ 311,668</b>	<b>\$ 126,849</b>	<b>\$ 422,662</b>	<b>\$ 86,118</b>	<b>\$ 949,712</b>	<b>\$ -</b>	<b>\$ 34,918</b>	<b>\$ -</b>	<b>\$ 1,370,630</b>	
<b>Task 02. Program Controls</b>											
Task 02 - Program Controls Lead	1,768	\$ 166,355	\$ 67,706	\$ 228,239	\$ 46,230	\$ 508,530	---	\$ 15,028	---	\$ 523,558	Program
Task 02 - Program/Project Controls Specialists	2,808	\$ 218,374	\$ 88,878	\$ 299,608	\$ 60,686	\$ 667,546	---	\$ 23,868	---	\$ 691,414	Program
Task 02 - Program Controls Support	416	\$ 65,978	\$ 26,853	\$ 88,190	\$ 18,102	\$ 47,089	---	\$ 3,536	---	\$ 50,625	Program
Task 02 - Economic Support	520	\$ 44,928	\$ 16,366	\$ 61,641	\$ 12,293	\$ 121,248	---	\$ 4,420	---	\$ 125,668	Program
Task 02 - Document Management	728	\$ 78,092	\$ 29,783	\$ 107,142	\$ 21,502	\$ 79,993	---	\$ 6,188	---	\$ 86,181	Program
Task 02 - State and Federal Funding Coordination	520	\$ 78,092	\$ 29,783	\$ 107,142	\$ 21,502	\$ 109,476	---	\$ 4,420	---	\$ 113,896	Project
<b>Expenses</b>											
None	---	---	---	---	---	---	---	---	---	\$ -	
<b>Subcontractors</b>											
None	---	---	---	---	---	---	\$ -	---	\$ -	\$ -	
<b>Task 02. Subtotal</b>	<b>6,760</b>	<b>\$ 651,818</b>	<b>\$ 259,370</b>	<b>\$ 891,963</b>	<b>\$ 180,315</b>	<b>\$ 1,533,881</b>	<b>\$ -</b>	<b>\$ 57,460</b>	<b>\$ -</b>	<b>\$ 1,591,341</b>	
<b>Task 03. Engineering and Project Management</b>											
Task 03 - Project Management - Program	520	\$ 43,789	\$ 17,822	\$ 56,079	\$ 11,769	\$ 133,860	---	\$ 4,420	---	\$ 138,280	Project
Task 03 - Project Management - WWTP	3,120	\$ 201,219	\$ 81,896	\$ 276,073	\$ 55,919	\$ 615,107	---	\$ 26,520	---	\$ 641,627	Project
Task 03 - Project Management - Collection Systems	3,432	\$ 271,025	\$ 110,307	\$ 371,846	\$ 75,318	\$ 828,495	---	\$ 29,172	---	\$ 857,667	Project
Task 03 - Technical Support	260	\$ 27,849	\$ 11,335	\$ 38,209	\$ 7,739	\$ 85,132	---	\$ 2,210	---	\$ 87,342	Program
Task 03 - Hydraulic Modeling	520	\$ 39,808	\$ 16,202	\$ 54,617	\$ 11,063	\$ 121,690	---	\$ 4,420	---	\$ 126,110	Program
Task 03- SCADA Support	104	\$ 11,637	\$ 4,736	\$ 15,966	\$ 3,234	\$ 35,573	---	\$ 884	---	\$ 36,457	Program
<b>Expenses</b>											
None	---	---	---	---	---	---	---	---	---	\$ -	
<b>Subcontractors</b>											
None	---	---	---	---	---	---	\$ -	---	\$ -	\$ -	
<b>Task 03. Subtotal</b>	<b>7,956</b>	<b>\$ 595,328</b>	<b>\$ 242,298</b>	<b>\$ 812,789</b>	<b>\$ 165,042</b>	<b>\$ 1,819,857</b>	<b>\$ -</b>	<b>\$ 67,626</b>	<b>\$ -</b>	<b>\$ 1,887,483</b>	
<b>Task 04. Procurement Support - not used</b>											
<b>Task 05. Construction Management</b>											
Task 05 - Program Construction Management	6,656	\$ 469,958	\$ 191,273	\$ 644,783	\$ 130,601	\$ 1,436,616	---	\$ 56,576	---	\$ 1,493,192	Program
Task 05 - Site Construction Management	14,456	\$ 1,089,351	\$ 443,366	\$ 1,494,589	\$ 302,731	\$ 3,330,036	---	\$ 122,876	---	\$ 3,452,912	Project
<b>Expenses</b>											
Construction Management Expenses	---	---	---	---	---	---	---	---	---	\$ 50,000	Program
CM Housing Allowance	---	---	---	---	---	---	---	---	---	\$ 24,000	Project
Procure	---	---	---	---	---	---	---	---	---	\$ 40,000	Program
<b>Subcontractors</b>											
3rd Party CM - Kennedy/Jenks	---	---	---	---	---	---	\$ 2,500,000	---	\$ 125,000	\$ 2,625,000	Project
3rd Party CM - The Hanna Group	---	---	---	---	---	---	\$ 500,000	---	\$ 25,000	\$ 525,000	Project
Materials Testing - Signet	---	---	---	---	---	---	\$ 400,000	---	\$ 20,000	\$ 420,000	Project

Exhibit C - Cost Schedule - City of San Mateo

Program Management Services for Clean Water Program - Year 7

	CH2M HILL Labor Hours	CH2M HILL Direct Wages	CH2M HILL Fringe Benefits (.407)	CH2M HILL Overhead (1.372)	CH2M HILL Profit (.10)	CH2M HILL Labor Cost	Subconsultant Cost	Program Communication and Computer Charge (PCCC)	Markup on all Subconsultant Costs	Total Cost	Funding Source
Materials Testing - Smith-Emery	---	---	---	---	---	---	\$ 100,000	---	\$ 5,000	\$ 105,000	Project
<b>Task 05. Subtotal</b>	<b>21,112</b>	<b>\$ 1,559,309</b>	<b>\$ 634,639</b>	<b>\$ 2,139,372</b>	<b>\$ 433,332</b>	<b>\$ 4,766,652</b>	<b>\$ 3,500,000</b>	<b>\$ 179,452</b>	<b>\$ 175,000</b>	<b>\$ 8,735,104</b>	
<b>Task 06. Environmental and Permitting</b>											
Task 06 -Environmental and Permitting Lead	624	\$ 28,890	\$ 11,758	\$ 39,637	\$ 8,029	\$ 88,315	---	\$ 5,304	---	\$ 93,619	Program
Task 06 - Construction Permit Support	728	\$ 22,496	\$ 9,156	\$ 30,864	\$ 6,252	\$ 68,767	---	\$ 6,188	---	\$ 74,955	Program
Task 06 - API Development Lead	520	\$ 24,075	\$ 9,799	\$ 33,031	\$ 6,691	\$ 73,596	---	\$ 4,420	---	\$ 78,016	Program
Task 06 - CEQA Lead	208	\$ 21,222	\$ 8,637	\$ 29,116	\$ 5,898	\$ 64,873	---	\$ 1,768	---	\$ 66,641	Program
Task 06 - Air Quality Support	0	\$ -	\$ -	\$ -	\$ -	\$ -	---	\$ -	---	\$ -	Project
Task 06 - Compliance Site Inspection	416	\$ 30,430	\$ 12,385	\$ 41,750	\$ 8,457	\$ 93,022	---	\$ 3,536	---	\$ 96,558	Program
<b>Expenses</b>											
None	---	---	---	---	---	---	---	---	---	\$ -	Program
<b>Subcontractors</b>											
None	---	---	---	---	---	---	\$ -	---	\$ -	\$ -	Program
<b>Task 06. Subtotal</b>	<b>2,496</b>	<b>\$ 127,113</b>	<b>\$ 51,735</b>	<b>\$ 174,399</b>	<b>\$ 35,325</b>	<b>\$ 388,572</b>	<b>\$ -</b>	<b>\$ 21,216</b>	<b>\$ -</b>	<b>\$ 409,788</b>	
<b>Task 07. Public Outreach</b>											
Task 07 - General Public Outreach Support	624	\$ 27,356	\$ 11,134	\$ 37,532	\$ 7,602	\$ 83,624	---	\$ 5,304	---	\$ 88,928	Project
Task 07 - WWTP Public Outreach Support	416	\$ 19,965	\$ 8,126	\$ 27,392	\$ 5,548	\$ 61,031	---	\$ 3,536	---	\$ 64,567	Program
Task 07 - Collection Systems Public Outreach Support	1,040	\$ 56,146	\$ 22,851	\$ 77,032	\$ 15,603	\$ 171,631	---	\$ 8,840	---	\$ 180,471	Program
<b>Expenses</b>											
24 Hour Call Services	---	---	---	---	---	---	---	---	---	\$ 5,000	Program
<b>Subcontractors</b>											
Apex Strategies	---	---	---	---	---	---	---	---	---	\$ -	Projects
<b>Task 07. Subtotal</b>	<b>2,080</b>	<b>\$ 103,466</b>	<b>\$ 42,111</b>	<b>\$ 141,956</b>	<b>\$ 28,753</b>	<b>\$ 316,287</b>	<b>\$ -</b>	<b>\$ 17,680</b>	<b>\$ -</b>	<b>\$ 338,967</b>	
<b>Subtotals</b>	<b>44,512</b>	<b>\$ 3,348,702</b>	<b>\$ 1,357,002</b>	<b>\$ 4,583,141</b>	<b>\$ 928,885</b>	<b>\$ 9,774,960</b>	<b>\$ 3,500,000</b>	<b>\$ 378,352</b>	<b>\$ 175,000</b>	<b>\$ 14,333,312</b>	
<b>Total</b>										<b>\$ 14,330,000</b>	
Contingency										\$ 1,880,000	Program/Projects
<b>Total with Contingency</b>										<b>\$ 16,210,000</b>	