

**AMENDMENT NO. 9 TO THE AGREEMENT
BETWEEN THE CITY OF SAN MATEO AND
CH2M HILL ENGINEERS, INC. FOR
PROGRAM MANAGEMENT SERVICES**

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

WHEREAS, the Clean Water Program is a \$1 billion capital improvement program necessary to replace aging infrastructure in the wastewater treatment plant and collection system to meet regulatory requirements; and

WHEREAS, City Council approved a professional services agreement with CH2M in October 2014 to provide program management for the Clean Water Program with scope and funding for subsequent years to be authorized annually by the City Council; and

WHEREAS, City Council authorized the scope of services for years two through eight of the Clean Water Program under Amendment Nos. 1 through 8, respectively; and

WHEREAS, City and 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. 9 and made a part hereof.
2. Section 3.2, “Consultant,” of the Agreement is amended, as described in Exhibit D, to replace the stated key personnel and contractually commit the noted staff to the delivery of the Clean Water Program and made a part hereof.
3. Section 5, “Duties of Consultant,” of the Agreement is amended to add services as described in Exhibit A to Amendment No. 9 and made a part hereof.
4. Section 7, “Term, Progress, and Completion,” Second Paragraph, of this Agreement is amended as follows:

It is understood and agreed that time is of the essence of this Agreement. CONSULTANT’ agrees to perform the services within the time limits et forth in EXHIBIT B. The term of this Agreement shall commence on the effective date of the Agreement and end on June 30, 2026. The City with reasonable notice to the CONSULTANT reserves the right to commence,

close, reduce, or extend the CONSULTANT's services at any time in response to changing needs.

5. Section 8, "Payment," of the Agreement is amended to add services as described in Exhibit A to Amendment No. 9 and made a part hereof.
6. Section 8, "Payment," of the Agreement is amended to provide the updated cost schedule set forth in Exhibit C to Amendment No. 9 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
Interim Public Works Director

Scott Jones
Vice President

Date: _____

Date: _____

ATTEST:

Patrice Olds, City Clerk

Date: _____

Approved as to Form:

Prasanna Rasiah, City Attorney

Date: _____

Attachments:

Exhibit A – CH2M HILL Year 10 Scope of Services

Exhibit B – Not Applicable

Exhibit C – Revised Rate and Cost Schedule Including Hourly Rates, Sub-Consultants, and Reimbursable Expenses

Exhibit D – Clean Water Program Year 10 Staff Commitment

EXHIBIT A

CH2M Year 10 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, the CH2M Construction Management Lead, the CH2M Program Controls Lead, the City Program Executive, City Program Manager, and City Engineering Delivery Leads, as part of the Program Management Team (PMT), are responsible for the day-to-day management of the Program and Program 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.

Task 01.01 Program Management

- a. **Program Management:** Key responsibilities and activities to be performed by the Program Manager Advisor include the following:
 - Provide a safe working environment, strong communications and inclusion, and forward strategic thinking and planning for successful Program implementation. Provide safety training for construction and field work to Jacobs Program staff and subcontractors.
 - Ensure high team performance, assign appropriate staff for delivery, and proactively track delivery, cost, scope, and schedule changes at the Program level.
 - Manage and retain key staff, flex to fill gaps, and maintain Program succession planning.
 - 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:
 - Review earned value, cost performance index (CPI), and schedule performance index (SPI).
 - Establish Key milestones and track successes.
 - Oversee critical path activities and all functional teams including project delivery, environment and permitting, public outreach, funding, and construction.
 - Review CH2M and subconsultant invoices.
 - Provide timely assistance with problem solving to resolve critical issues or unforeseen events 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.
 - Provide Programmatic oversight, guidance, and training related to Program 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
- Coordinate and lead project deep dives with Project Managers at least monthly for all projects.
- Lead change management activities in close coordination with a Change Management Board. Organize and manage the weekly Change Board meetings. 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.
- Provide leadership for risk management at the Program and project levels to support the mission of the Program at the lowest possible cost and per the defined schedule. Conduct significant project phase change risk reviews. Coordinate with the PMT and Project Managers to facilitate risk updates and review, monitor, and update mitigation strategies. Hold the project managers accountable and coordinate risk updates with the Program Controls team. Bring risk concerns to the attention of the City and PMT on an as-needed basis and discuss in detail at the PMT meetings. At the project level, Project Managers are expected to update and communicate individual risks to the Program Manager Advisor.
- Implement the quality management plan developed in Year 1 and updated in Years 2 through 9 of the Program. 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.
- b. **Program Oversight:** The Principal in Charge (PIC) will perform a site visit and client debrief once each quarter. The PIC will meet with the City Manager, Public Works Director and/or Deputy Public Works Director during these site visits to review status of the Program, CH2M performance, and other related topics.

Deliverables

1. Annual updates to Program Management Plan (PMP) as needed.
2. Annual list of program successes/achievements.
3. Succession plan and staffing recommendations as needed.
4. Phase change risk review updates for individual projects.
5. Incorporation of new project-specific risk registers into the Program risk register.
6. As-needed training materials or presentations for Program related processes and procedures.

7. As-needed training materials or presentations for Project Management tools and performance monitoring.

Assumptions

1. PMA will be based in San Mateo.
2. City will provide the following roles to support this task and the Program:
 - a. Program Executive
 - b. Program Manager
 - c. Engineering Delivery Leads – WWTP and Collection Systems
3. Program-related meetings will be held virtually through Microsoft Teams calls. In-person meetings, if needed, will be held at the CH2M WWTP Construction Management (CM) Trailer.
4. Bi-weekly PMT coordination meetings will be held.
5. Activities related to the Regional Service Customers and Partner Agency Coordination/support will be led by City. Any Regional Service Customers and Partner Agency Coordination effort requested of CH2M team members will be handled as a change and funded from contingency.
6. Individual Project Managers will work directly with designers and contractors to develop and update project-specific risk registers.
7. Change Management Board will consist of the Program Manager Advisor, City Public Works Director, City Deputy Public Works Director (Program Executive), and City Engineering Manager (Program Manager). Depending on the Change Request Forms being reviewed at the Change Board Meeting, participants may also include the Engineering Delivery Leads and associated Project Managers/Construction Managers.
8. All requests for non-local staff to travel to the Bay Area in support of the WWTP and Collection System projects will be managed as a change and be funded through contingency.

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 and best practices that can be adopted to address them at both the 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 and approved by the PM/CM Team, 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.

- a. **Program Controls Management:** Includes the following key activities:

- Manage the Program Controls function and team.
 - Oversee general Program reporting.
 - Oversee document and Program SharePoint site management.
 - Prepare semi-annual cash flow analysis.
 - Coordinate with Program functional leads and Project Managers.
 - Ensure quality control of Program Controls deliverables.
- b. **Project Controls (Cost, Schedule, and Reporting)**. Includes the following key activities:
- Use and maintain the standard program work breakdown structure (WBS) for all projects.
 - Prepare project baseline budgets and schedules and perform monthly cost and schedule management/updates for Project Managers.
 - Provide monthly project controls support for Project Managers and Construction Managers.
 - Conduct monthly cost and schedule update meetings with Project Managers and Construction Managers.

Deliverables

1. Program cash flow analysis and memorandum: provide semi-annually.
2. Provide PDF of Primavera P6 (P6) project schedule and costs monthly for all projects.

Assumptions

1. City will provide the Program Controls team with read access to Workday to provide actual costs monthly. These costs are imported to P6. Invoices in Workday can be delayed by up to three months; therefore, project accruals will be tracked, and actual costs will be confirmed through Workday.
2. City converted from the use of EDEN to Workday for their accounting system in Fall 2022. Any training for CH2M staff or issues encountered resulting in additional or unanticipated effort associated with this transition as it relates to management of the Program will be considered out of scope and will be managed through change utilizing contingency.
3. City will prepare annual project charters in support of their fiscal year budgeting process. CH2M will not provide support of the Charter process.
4. Any special Program or Project Controls analyses, reports (such as Time Impact Analysis (TIA), other claims analysis, etc.), or other support will be managed via contingency.
5. The Program Dashboard is no longer updated or maintained.

Task 02.02. Economic Management

CH2M will perform TACT model update semi-annually with new P6 information and financial data as available and relevant to support the production of a semi-annual cash flow.

CH2M will participate in and contribute to two Year 10 Economic Summits scheduled, managed and run by the City. The PMA and SRF/WIFIA Lead will participate from CH2M in the meetings. CH2M will prepare and present a brief presentation summarizing the Program Financial status, summary of active/future projects, significant program risks that remain, program schedule status and SRF/WIFIA loan program status at each summit.

Deliverables

1. Semi-annual cash flow analysis (June and December).
2. Financial reporting for inclusion with WIFIA/SRF annual and quarterly compliance reporting deliverables.
3. Economic Summit Presentation

Assumptions

1. TACT model will remain the property of CH2M and will not be provided to the City.
2. Base scope does not include any TACT modeling scenario analysis. Any TACT modeling scenario analysis requested will be managed as a change and funded through use of contingency.
3. Economic Summit meetings will be held in person in San Mateo. Duration of 2 hours or less is anticipated. City will organize, manage, and prepare meeting notes for the summit.

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.

The following activities will be performed under this task:

- Assist team with records storage within SharePoint.
- Maintain the term store and update as needed.
- Monitor SharePoint records for compliance with meta data requirements.
- Perform periodic records storage cleanup, clean recycle bin, check for duplicate records, etc.
- Prepare records management training materials and provide training, as needed.

Deliverables

1. Document management training materials for the Program team, as needed.

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 and adequate storage capacity.
3. Procore 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 considered changes in scope and be funded through contingency.
5. City will provide a solution to move files from Procore to SharePoint for completed projects.

Task 02.04. State and Federal Funding Coordination

CH2M will provide ongoing support of the Program's WIFIA loan efforts. Activities will include 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 support City Finance team in preparation of documentation for loan disbursement requests.

CH2M will provide ongoing support of the Program's SRF loan efforts. Activities will include preparation of documentation to comply with SRF quarterly reporting requirements including review of environmental compliance; annual reporting requirements related to Disadvantaged Business Enterprise (DBE) compliance to satisfy SRF conditions (prepared by Sundt); and preparation of documentation for loan disbursement requests.

Deliverables

1. Quarterly project status reports to WIFIA.
2. Quarterly project status reports to SRF.

Assumptions

1. City will lead coordination efforts with Federal agencies, including facilitation of meetings with City Finance Department/PFA, 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 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. Requests for CH2M support, such as coordination with State and Federal agencies and City Finance Department; coordination between the San Mateo-Foster City Public Financing Authority (PFA) and Federal agencies; preparation for Federal site visits or audits; check-in/coordination with the United States Environmental Protection Agency (EPA) for administration of both WIFIA loans and the SRF loan; and other support will be managed as changes utilizing contingency.
5. The City's Contractor for the WWTP Upgrade and Expansion Project, Sundt Construction, Inc., will be responsible to prepare the annual DBE report using SRF's standard form and guidelines. CH2M will be responsible for coordination, review, and submission to SRF.

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 10. The project management and delivery activities will be coordinated by the Program Manager Advisor under Task 01 Program Management.

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.

Task 03.02/03. Project Management

CH2M will provide Project Managers to deliver Program projects for the collection system and the WWTP if agreed with the City. 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 Team responsibilities during the design phase of the project** are detailed below:

- Scope, budget, and 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 report the latest project cost and schedule information.
- Risk management
 - Identify, develop, and maintain project level risks, risk definitions, and assessments
 - Develop risk mitigation strategies
 - Coordinate with Risk Manager to provide risk updates to PMT
- Change management
 - Provide 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 and negotiation of consultant proposed scope and fee
 - Develop procurement documents for Consultant Agreements
 - Prepare 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.
 - Prepare 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 that Consultant implements quality control process
 - Confirm 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

- Technical Support
 - Engineering support to facilitate consistency in design
 - Technical guidance to City on projects, activities, and planning
 - Review of remaining design deliverables for conformance with the Program objectives and criteria

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

- Internal and External Coordination
 - Serve as point of contact with the Program Management Team 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 shutdowns and/or tie ins.
 - Backup to CM to receive and file monthly labor compliance reports
 - Respond to Program's communication hotline comments and questions related to project
 - Inform project team of City and Program activities and decisions
 - Coordinate and facilitate responses to information requests from all parties including public
 - Labor Compliance Contract Management and coordination for those projects requiring labor compliance related to funding requirements.
- 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
 - Participate in regular Project Manager/Engineering Delivery review meetings
- Scope, Cost, Schedule Management and Reporting
 - 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
 - Assist CM in adjudicating quality issues.
 - Provide support per responsibilities defined in project RACI diagrams.
- 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
 - Participate in startup and commissioning planning/progress meetings
 - Support coordination of review and acceptance of Testing, Commissioning, and Startup Plans
 - Support review and monitoring of startup and commissioning schedule activities
 - Support coordination of training activities and schedule
- Project Close-out
 - Support Construction Manager in conducting Substantial and Final Completion Inspections
 - Support Construction Manager in recommendation of final acceptance of work by 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 City and Hydraulic Modeling Lead for updates to City's GIS and hydraulic model

The following projects will be managed under this task according to the scope described above and per the additional constraints/limitations noted below:

Task 03.02 Wastewater Treatment Plant Projects

- a. **SCADA Merger Project:** *Scope has not been included for this project in Year 10.*
- b. **WWTP Upgrade and Expansion Project:** *CH2M to provide project management for construction from October 28, 2023, through October 2024. An allowance of 40 hours has been included in the budget for as-needed process advisor support for this project. If additional technical resources are required, CH2M will seek approval from the City.*
- c. **WWTP IAP 2 Project:** *CH2M to provide project management for construction from October 28, 2023, through March 2024. If the project schedule becomes further delayed or there is support*

needed on any post-project claim activities, CH2M will seek approval for additional budget from the City.

- d. **WWTP IAP 3 Project:** *Scope has not been included for this project in Year 10 as City will provide the Project Manager.*
- e. **WWTP Annual Major Components (AMC) Project:** *Scope for technical support has been included for this project in Year 10 to support City as needed. An allowance of 80 hours for as needed technical support and review requested by the City. If the allowance is exceeded, any adjustments will be handled through change orders and use of contingency.*

Task 03.03 Collection System Projects

- a. **Basins 2 & 3 Collection System Improvements (Basins 2 & 3) – Overall Project Management:** *CH2M to provide 36 hours of overall project management oversight for the ongoing suite of Basins 2 & 3 projects through October 2024. Task-specific project management activities are allocated to the respective project-level subtasks. Provision of technical support associated with the remaining active construction and design projects, if required, will be handled as a change utilizing contingency. Examples of the technical specialties would include geotechnical/tunneling, hydraulic modeling, mechanical/process, and electrical engineering.*
- b. **Basins 2 & 3 – Dale Avenue Pump Station (DAPS) Project:** *CH2M to provide project management during the remaining construction period, anticipated to be completed in February 2024. Project closeout protocols and final documentation at completion is included in this effort for the DAPS project.*
- c. **Basins 2 & 3 – Delaware Street Relief Sewer Project:** *CH2M to provide project management during the construction period. The overall construction project is anticipated to be completed by October 2023 with final closeout protocols and documentation completed by end of December 2023.*
- d. **Basins 2 & 3 – Underground Flow Equalization System (UFES) Project:** *The City's UFES Project Manager will continue to be responsible for the overall management of the UFES project and will be responsible to complete final closeout protocols and documentation. CH2M project management support, if requested, will be handled as a change utilizing contingency.*
- e. **Basins 2 & 3 – El Camino Real North/South:** *CH2M will provide project management for the El Camino Real – North and South Package from October 28, 2023, through October 2024. No technical support will be provided under the base scope; if required, CH2M will obtain City approval.*
- f. **Basin 4 Project – Odor Control Package:** *Scope has not been included for this project in Year 10.*
- g. **East San Mateo Lift Station Package 2 – Los Prados and Kelly Kehoe:** *CH2M will provide as-needed technical support related to this project. The LOE included will be considered as an allowance, and any effort in excess of this amount will be considered a change utilizing contingency.*

Deliverables

- 1. Procurement documents for consultant pursuits.
- 2. Project ETC/EAC updates monthly.
- 3. Reviewed consultant invoices.
- 4. Project schedule updates monthly.

5. RACI charts for construction projects.
6. Quality Control/Assurance Review Comments for consultant deliverables.
7. Initial project risk register including mitigations and phase change risk updates.
8. Draft contract agreements, amendments, change order requests, CRFs, and administrative reports as necessary for their respective projects.
9. Review comments for design submittals.
10. Meeting notes for managed meetings.
11. Coordinating project as-builts and supporting their incorporation into City records (i.e., GIS, hydraulic model).
12. Project closeout memo.

Assumptions

1. City will provide project manager(s) and/or continue the project management responsibilities for the following projects:
 - a. *WWTP IAP 3*
 - b. *WWTP AMCs*
 - c. *Basin 4 Odor Control*
 - d. *Annual CCTV Inspections*
 - e. *Basin A Annual Rehab*
 - f. *Basin E Annual Rehab*
 - g. *Basin B Annual Rehab*
 - h. *Basin C Annual Rehab*
 - i. *East San Mateo Lift Station Package 2 - Los Prados and Kelly Kehoe*
 - j. *Basins 2 & 3 UFES Project*
2. The following key responsibilities of the City Engineering Delivery Leads are not included in the CH2M scope for this task:
 - a. PM to Project assignment.
 - b. Issue and decision resolution.
 - c. Inform PMT of project progress/issues.
 - d. Ownership of public, council meetings.
 - e. Approval of scopes, budgets, changes.
 - f. Approval of internal and external deliverables.
 - g. Approval of agreements, ARs, amendments.
 - h. Monitor project EACs and schedule.
3. All staff managing projects will use Program management tools provided by the Program Controls Lead and manage projects on an earned value basis.
4. Project changes will be reported by Project Managers (CH2M and City) to the Engineering Delivery team for their respective projects.
5. Project and Program risks identified will be reported by Project Managers (CH2M and City) to the Program Risk Manager for their respective projects.
6. Ad hoc technical support or special investigations will be assumed to be out of scope and will be handled with change proposals.
7. An allowance for level of effort is included for as needed Technical Support to various Program projects including 80 hours for the AMC Projects and 40 hours for the East San Mateo Package 2

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

8. In order to provide a hydraulic review, Consultant design submittals will need to include a hydraulic model submittal reflecting the plans for Program model review.
9. For IAP 3 and AMC, City PM will remain as sole project manager. Any supplemental work on IAP 3 and AMC requested by City in support of City PM will be managed as a change utilizing contingency.

Task 03.04. Technical Support

CH2M technical support will not be provided in Year 10 at the Program level. An allowance for level of effort is included for Technical Support to various Program projects on an as-needed basis in the respective project budgets. There is no additional budget or allowance for Technical Support provided elsewhere in the budget for Year 10.

Task 03.05. Hydraulic Modeling

CH2M will provide hydraulic modeling support as described below in Year 10:

- a. **Model maintenance** anticipated tasks are the following:
 - As projects are completed, and as-built data (to include x-y coordinate information) will be compiled and provided by the Design Engineers for use in updating City geographical information system (by City) and City's hydraulic model (by CH2M). This may include updating operational controls following commissioning (i.e., flows and pump controls at DAPS, UFES, and other collection projects). LOE of 40 hours has been assumed for this effort, if expended, CH2M will request an increase in allowance from contingency.
- b. **Training:** Scope has not been included for this task in Year 10.
- c. **Development reviews:** Allow up to 60 hours to perform development reviews for project applications submitted to the City's Community Development Office.
- d. **Flow monitoring support:** Scope has not been included for this task in Year 10.
- e. **Miscellaneous Data and Analysis:** Allow up to 100 hours to perform miscellaneous data and analysis related to collection system hydraulics.

Deliverables

1. Hydraulic model updated to include as-built model data as available from Design Engineers and available budget.
2. Development review assessments in technical memorandum format.

Assumptions

1. City staff will perform the field investigations to verify system configuration and hydraulic conditions in support of development review assessments.
2. City staff will provide requested data (e.g., WWTP influent flows, precipitation, wetwell levels).
3. City staff will update the City geographical information system based on Design Engineer as built data.
4. No CH2M resources are included assisting City in managing or accessing the hydraulic model on City servers.

5. The scope above excludes any activities supporting SCADA related implementation.
6. 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.
7. Final design or as-built models to use for maintaining the City's model will be provided by the design firms (I.e., Stantec, Schaaf and Wheeler, etc.).

Task 03.06. Odor Control Support

CH2M odor control support will not be provided in Year 10. Any odor control support related specific to a project will be covered under the Project PM Team tasks.

Task 03.07. SCADA Support

The SCADA scope of work for Years 2 through 9 was developed as a result of the SCADA workshop with City and the initial gap analysis performed by CH2M. SCADA work for Year 10 will focus on providing general as-needed support for the ongoing projects and existing facilities. SCADA tasks to be performed by CH2M will be coordinated with City's Information Technology Department.

Specific CH2M tasks will include the following:

Continued SCADA as needed support: CH2M will provide an allowance of 128 hours technical support for SCADA, PLC, and IT related tasks to the WWTP I&C team. **Deliverables**

None are anticipated, but items may be defined as part of the technical support activities.

Assumptions

1. 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. 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.
4. No scope or budget has been provided for SCADA and Network startup activities. If these services are requested or needed, CH2M will pursue a change with the City utilizing contingency.

Task 04. Procurement

CH2M procurement support will not be provided in Year 10. City will provide overall procurement management and City procurement support services to support the Program.

Task 05. Construction Management

This task provides programmatic oversight for the construction related activities of the Program as well as specific construction management services to deliver the construction phase for each project under the Program in coordination with City staff, other Program staff, and City operations and maintenance staff. 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 or City direct hired CM consultants

Task 05.01. Program Construction Management

CH2M will provide overall Program-wide construction management oversight and leadership and staff management. CH2M will update and manage the Program wide construction management plan, processes, and procedures. In addition, CH2M will manage third party CM subconsultants as an integrated part of the CM team as well as City direct hired CM consultants.

Program level CM services will include:

- a. **Program Construction Management:** Provide Program Construction Management Lead (CML) to provide Program wide construction management leadership and management. Maintain and update the Construction Management Guidelines as necessary. Task includes participation in project level CM meetings to monitor CM performance and to support identification of potential program/project risks and to support resolution of major project issues. Prepare, implement, and administer annual contract and amendments for third-party CM services agreement (Kennedy/Jenks). Review and negotiate project level CM services scopes and fees for projects assigned to Kennedy/Jenks. Prepare responsibility matrices for CM services projects assigned to Kennedy/Jenks. Monitor the performance of the Kennedy/Jenks CM services including periodic reviews of deliverables and provide feedback as necessary. Review and approve changes in proposed staff resources as necessary. Provide change management oversight including participation in monthly change review meetings with the 3rd party CMs to review contractor proposals, review of the Change and Payment Summary (CPS), Contractor change proposal review, and CRF and Change Order review and facilitation/oversight. Provide Program level monthly construction schedule reviews for the projects where CH2M is not performing the CM services. For Year 10 this will include: IAP3, UFES, DAPS, Delaware Relief, ECR Relief, and East San Mato Lift Stations Package 2. If additional projects are added to this list, CH2M will pursue additional budget from contingency.
- b. **Construction Document Control and System Administration:** Provide and maintain a Program wide document management system (Procore). Review and negotiate an annual Procore contract extension. Provide contract administration of this system throughout the duration of the Program and perform project setup, user administration, training, and auditing of appropriate application of Procore.
- c. **General Construction Administrative support:** Provide general construction administration and office management for the Program. Manage and procure office supplies, PPE and other supplies as needed. Manage company fleet vehicles including leases, licensing and registration, and maintenance. Other activities include visitor management, meeting note preparation and distribution, general document management, shipping and distribution, coordination of office furniture and office equipment supply and management, coordination of IT services and maintenance, meeting room and office space coordination, and mail management and distribution.
- d. **Construction Management Reporting:** Support the preparation, compilation and distribution of the project specific Change and Payment Summaries (CPS) for each active project.

- e. **Labor Compliance Contract Management:** This has been provided for under the WWTP and Basins 2 & 3 PM budgets (Task 3).
- f. **Third-party CM Services Support:** Communicate and train the third party CMs regarding Program processes and tools.
- g. **Health and Safety Visits and Reporting:** Compile and tabulate health and safety statistics for the entire Program, coordinating with each contractor/CM team as necessary. Prepare monthly summary reports in the form of a PowerPoint graphic that will be published to Program participants. Extract and compile the certified payroll hours reported through the Department of Industrial Relations (DIR) for all contractor and subcontractor hours worked. Compile all professional consulting service hours worked for incorporation into the total Program Safety Report metrics. Perform program wide quarterly HSE site visits to review and monitor contractor health and safety practices associated with active construction sites. Prepare brief summary report of these site visits summarizing positive performance as well as any corrective actions.
- h. **Contract Management:** Provide a part-time contracts manager to provide support for all Program related Construction Contracts. Contracts Manager will assist the Program Project Managers and Construction Managers in administering the various active construction contracts. Contracts Manager will provide guidance and advise to the PMs/CMs regarding change issues, claims, and project closeout.

Deliverables

- 1. Updates as necessary to the Construction Management Guidelines.
- 2. Annual Procore Contract extension.
- 3. Monthly Change and Payment Summary (CPS) for each project.
- 4. Direct Third-Party CM contract amendments.
- 5. Responsibility matrix for each CM services project.
- 6. Monthly Health and Safety Statistics Report Graphic.
- 7. Health and safety statistics report, monthly.
- 8. Quarterly health and safety site visit reports.

Assumptions

- 1. The Program Manager Advisor will double-hat as the Program CM Lead. The LOE and associated budget for the CML is covered in Task 1 for the PMA.
- 2. Kennedy/Jenks will be maintained as one of three third-party CM subconsultants and will remain as a subconsultant to CH2M, under this Program Management contract. The remaining two third-party CM subconsultants (Townsend Management Inc and Tanner Pacific) will have direct contracts to the City.
- 3. Smith Emery and Signet will have direct contracts to the City for Year 10.
- 4. Program construction managers and inspectors will oversee third-party subconsultants to confirm proper implementation of the CM Guidelines.
- 5. No CH2M estimating support is provided. Estimating support will be requested from the designer of record when needed.

6. For the collection system projects noted in the Item “a” scope above, an allowance of 400 hours is budgeted to provide schedule reviews for the noted projects. Project schedule reviews for any projects not listed will be managed as a change utilizing contingency.
7. An allowance of 100 hours is assumed for contract management support. Specific requests or effort exceeding this allowance will utilize contingency.

Task 05.02/03. Site Construction Management

The CH2M CM team will perform CM services for the active construction projects defined below. Work related to the WWTP projects will be performed solely by CH2M staff (except for IAP3 and AMC projects), 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 and associated meeting reports
- Perform review of Contractor baseline and monthly schedule updates
- Actual vs. planned progress schedule management
- Review and respond to Time Impact Analysis (TIA)
- 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 and coordinate with Design Engineer for review and response
- Review Contractor Request for Information (RFI) and coordinate with Design Engineer or City PM/O&M for resolution and response
- 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 with Contractor and City O&M staff
- 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
- Review contractor submitted site safety or property damage incidents and follow up with the Contractor as needed related to these submissions.
- Monthly monitoring of Contractor’s record/as-built documents in coordination with the Design Engineer as appropriate
- Review and evaluate potential change orders and coordinate with the Design Engineer for their detailed review of cost estimates/quotations.
- Coordinate weekly or as-needed meetings to review status and/or negotiate change requests submitted by the Contractor.

- Recommend course of action for contract change order requests
 - Participate in and present at Change Board meetings in support of change requests.
 - Prepare CRF forms.
- Prepare Contract Change Orders for City/Contractor signature and processing.
- Maintain the CPS log for the project.
 - Present log updates to the City during Change Board meetings monthly or as requested.
- 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.
- Coordinate with Design Engineer for site inspections to determine if facilities are complete and in compliance with the contract documents
- Develop punch lists in collaboration with the City O&M staff and the Design Engineer
- Recommend retention release to Contractor if appropriate
- Preparation of partial and substantial completion certificate
- Verification of all O&M Manual submittals and facilitation of transmittal of all manuals to City O&M staff
- Coordination of final submittal and obtain/review complete record drawings from Contractor
- Prepare and submit final construction report
- Review of Contractor's relevant submittals for compliance with City SCADA Standards
- Coordinate with City O&M staff for review of Contractor's O&M, training, and SCADA-related submittals prior to providing Approval. Prepare and distribute any comments provided by the City O&M staff to the Contractor at their request
- Coordinate with the City O&M staff and the Contractor on MOP, detailed field startup, and SCADA workshop activities; assist the City O&M staff with gathering and distributing any information requested by the Contractor to support these activities
- Participate in and lead meetings related to Plant Startup activities
- Review of Design Change Notices and Design Clarifications prepared by the Design Engineer for compliance with the existing Contract Documents, City Standards, and discussions held in support of their development; Assist the Design Engineer with coordinating City O&M/PM review of these documents
- Assist the City with coordination of Construction-related installations by third-party agencies (i.e. Wave) as requested or in collaboration with the PM
- Coordinate with the City's third-party Building Inspector, Building Department submittal reviewer(s), and City Building Department representatives as needed in support of the Construction activities
- Witness startup activities (i.e. SCADA I/O checks) on behalf of City O&M staff
- Coordinate with the Design Engineer's RE and Startup staff in support of their activities on site

Task 05.02 Wastewater Treatment Plant

CH2M will provide the above-described CM services for the following projects.

- a. ***WWTP Upgrade and Expansion Project: Period of performance to be October 28, 2023, to November 1, 2024. The LOE for the startup and commissioning phase which will occur during***

this above period of performance will be commensurate with the roles and responsibilities matrix (refer to Attachment 1 to this SOW) developed in concert with the City. In addition, the LOE is also commensurate with the CMAR contractor completing the main WWTP U/E startup and commissioning by the end of June 2024. If the timing of the startup and commissioning extends beyond this date, additional LOE will be requested from contingency.

- b. **WWTP IAP 2 Project:** *Period of performance to be October 28, 2023, to February 29, 2024. If the timing of the startup and commissioning extends beyond this date, additional LOE will be requested from contingency.*

Task 05.03 Collection System

CH2M or our direct subconsultants will provide the above-described CM services for the following collection system projects. Note, the CM services for projects not listed below will be performed by one of the two on-call City direct hired consultants.

- a. **Basins 2 & 3 – DAPS Project:** *Kennedy/Jenks will provide the CM services under contract to CH2M. LOE based on period of services from October 28, 2023, to February 29, 2024.*
- b. **Basins 2 & 3 – UFES Project:** *Kennedy/Jenks will provide the CM services under contract to CH2M. LOE based on period of services from October 28, 2023, through February 29, 2024.*

Deliverables

1. Monthly Change and Payment Summary (CPS).
2. Meeting minutes for construction progress meetings.
3. Change order tracking and documentation.
4. Progress payment 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. Upon City approval, CH2M will augment the third-party subconsultants in event they are unable to provide timely resources. A change proposal will be submitted for approval in this event.
3. Townsend Management Inc. will perform CM services for the El Camino Real North/South Sewer Relief Project and Basin Rehab projects under a direct consultant agreement to City.
4. Tanner Pacific will perform CM services for the Basin Rehab, IAP 3 and AMC projects under a direct contract to City.
5. Jacobs will coordinate with City to assign future Collection System projects CM services.

6. No scope or budget is included for CM services related to the AMC projects, the IAP3 Effluent Pump Station Rehab project or other collection system related projects. Either Tanner Pacific or Townsend Management will be contracted to provide CM services for any remaining collection system related projects.
7. Document control setup hours assumes that the scope of this activity is limited to seven new project setups in Year 10.
8. Construction Management reporting scope assumes that CPS reports will be compiled and sent to Program Controls directly from the PMs/CMs as needed.
9. WWTP schedule reviews exclude the AMC projects. If schedule review for AMC projects is desired, this will be managed via change utilizing contingency.
10. CM and inspection hours associated with IAP 2 applies for the period from October 28, 2023, through March 31, 2024, and the effort is for monitoring typical construction activities. This LOE excludes any effort that may be necessary to support claim-related analysis or adjudication which will be managed via change utilizing contingency if requested. We understand Swinerton has been contracted to provide TIA analysis and support related to IAP 2.

Task 05.04 Material Testing and Special Inspections

Material testing and special inspections will be provided by Signet and Smith Emery under direct contracts to City. CH2M has included no scope or budget for material testing or special inspections for Year 10.

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. In this role, the Environmental Functional Lead will perform the following tasks:

- Coordinate directly with project management, construction management, and various subcontractors to discuss and resolve environmental compliance issues for the program.
- Provide technical support and oversight of permit conditions and updates (e.g., Construction General Permit SWPPPs).
- Oversee monthly periodic and routine site inspections of project sites to ensure proper Best Management Practice (BMP)s are maintained and implemented as required.
- Coordinate environmental monitoring and surveys for the program, including biological and cultural.
- Oversee and review the draft and final All Permits Issued (API) packages.
- Coordinate budget and scope management with Program Controls and Program Management for the Environmental and Permitting task.
- Quarterly review and progress reporting to meet the SRF environmental compliance reporting requirements for the WWTP Upgrade and Expansion Project.

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 timelines for renewal. 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 prepare and issue an API document for all Program projects. 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 provide construction permit support to assist with coordination between the designer/consultant and construction contractors, on behalf of 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 activities will be provided under this task:

- Direct coordination with Project Managers and Engineering Delivery Leads to obtain permits and coordinate project scope and schedule information for APIs.
- Compilation of draft and final APIs
- Review of construction permits for the program (e.g., SWPPPs, Hazardous Materials Management Plans, soil, and water quality reports).
- Provide technical support for existing and developing regulatory permits, including permit application completion and consult and subcontractor coordination and review of permit conditions (e.g., SWPPPs).
- Coordinate with Project Managers and Engineering Delivery Leads to update the Permit Tracking Tool (PTL) monthly

Deliverables

1. Update Permit Tracking Tool monthly.
2. Construction permit review and comments.
3. 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 City to continue to provide as-needed support for this task.

Task 06.03. CEQA

CH2M will provide CEQA support up to 12 hours to support review and development of categorical exemptions, Site-Specific Environmental Checklists (SSEC), or other CEQA documentation for projects before entering construction phase.

Deliverables

1. CEQA review comments for the API process documentation.
2. Development of Site-Specific Environmental Checklists for project APIs.

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 City to continue to provide as-needed support for this task.

Task 06.04. Agency Coordination

CH2M agency coordination support will not be provided in Year 10. City will provide overall agency coordination to support the Program.

Task 06.05. Sustainability Support

CH2M sustainability support will not be provided in Year 10.

Task 06.06. Site Support

Task 06.06.01. Air Quality Support

CH2M air quality support will not be provided in Year 10. 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 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. Monthly site inspections will take place to ensure that BMPs are properly maintained and implemented on active construction sites.
- 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.
- Air Quality Technical Support: CH2M Air Quality Specialist will be available to support the review of any applicable permit applications and assist with technical advisory on an as-needed basis.

Deliverables

1. Site survey and monitoring reports, to be defined on as needed basis.
2. Updates to existing permits and applications, 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. City will provide oversight for the construction SWPPP as is done for other construction projects within 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. 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.
5. Cultural monitoring support is not included in the base scope and budget. If needed, CH2M will seek approval from the City to provide as-needed support.
6. Air quality technical support is not included in this base scope and budget. Should air quality support be required, CH2M will seek approval from the City for a scope and budget adjustment.
7. Should additional biomonitoring above and beyond nesting bird surveys, this will be managed as a change utilizing contingency.

Task 07. Public Outreach

Task 07.01. Public Outreach

CH2M will provide support to City's overall management of the Clean Water Program public outreach program and provide information related to the Program and projects to support outreach activities. CH2M will also provide outreach support at the project level for project managers, construction

managers, and design consultants/contractors and continue to fine-tune and maximize efficiencies in public outreach processes.

Public outreach activities will include:

- a. Program-Level Support:
 - Manage, maintain, and develop the Program website content quarterly, including project status updates and GIS related updates.
 - Develop quarterly newsletter covering multiple projects for inclusion on website.
 - Monitor and record CWP hotline emails and phone calls
- b. WWTP Project-Specific Support:
 - Coordinate and develop CEQA-related and other legally required notifications for project.
 - Develop and coordinate signage, door hangers, postcards, and other material for construction projects.
 - Develop quarterly content for CWP newsletter.
 - Maintain the public-facing website quarterly and provide adequate staffing to manage and develop content.
 - Prepare WWTP U/E ribbon cutting event plan.
 - Provide planning, management, and implementation of the WWTP U/E ribbon cutting event.
- c. Collection System Project-Specific Support:
 - Coordinate and develop CEQA-related and other legally required notifications for projects.
 - Develop and coordinate signage, door hangers, postcards, and other material for construction projects.
 - Maintain mailing list for ECR project.
 - Maintain and implement project specific outreach matrix for ECR project.
 - Develop quarterly content for CWP newsletter
 - Maintain the public-facing website quarterly and provide adequate staffing to manage and develop content.
 - Closeout of tasks associated with outreach for UFES upon project completion

Deliverables

1. Quarterly website updates and content.
2. ECR project specific outreach matrix.
3. Content for signage, doorhangers and post cards.
4. WWTP Ribbon Cutting event plan.

Assumptions

1. City will provide the following roles to support this task and the Program:
 - a. Public Outreach Lead
2. Support for community meetings or celebrations will be addressed by contingency with exception of the WWTP U/E ribbon cutting event. Third party support/services including any expenses associated with these community meetings, celebrations and the WWTP U/E ribbon cutting event will be managed through the use of contingency.

3. WWTP related outreach assumes coverage for the following projects: WWTP U/E.
4. Collection outreach scope assumes coverage for the following projects: UFES, DAPS, ECR, Basin E, Basin B, Basin C, Basin D, and Los Prado-Kelly Kehoe LS. If additional outreach is required for other projects, they will be addressed through use of 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.
- Program controls related special requests or reporting above that defined in scope of work.
- Participation or leadership of economic summits.
- Technical expertise or support resources for Project Managers.
- Additional hydraulic modeling support.
- Additional CEQA support, permit acquisition, and compliance site inspection for other City projects.
- Preparation of scope of works, RFPs or Task Order Amendments and related negotiations for future third party CM services for City direct hired consultants.
- Additional construction management or inspection resources.
- Cost estimating support for the construction phase services.
- Additional SCADA support.
- Additional third-party construction management or materials testing requirements.
- Bond and funding planning.
- Public Outreach Support for community meetings and celebration/ribbon cutting events.
- SCADA system startup support for UFES and WWTP projects. This may include the following:
 - SCADA support services during construction for active projects.
 - Review of submittals, respond to RFIs, and coordinate SCADA support for the various active projects, as well as technical and on-site support for the network monitoring contract.
 - Update of SCADA Master Plan and existing standards based on the SCADA Merger Project.
- Miscellaneous flow monitoring data and analysis requests.

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

Deliverables

1. Deliverables 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.

Attachments to SOW:

Attachment A: WWTP Upgrade and Expansion Startup and Commissioning Roles and Responsibility Matrix.

Attachmant A to the Scope of Work

WWTP Upgrade and Expansion Project

Startup and Commissioning - Roles and Responsibilities

ACTIVITY	RESPONSIBILITY			
	OWNER	OWNER'S REP	CONTRACTOR	ENGINEER
<i>Testing and Training Phase</i>				
Source Testing				
Source/Factory Testing	Witness, Review	Support	Lead	Witness, Review
Pre-Demonstration Period				
Training of Personnel	Witness	Support	Lead (Equipment)	Lead (Process)
Functional Test (40 61 21 3.2) - Equipment	Witness As-desired	Support	Lead	Witness
<i>SCADA</i>	<i>Witness As-desired</i>	<i>Support</i>	<i>Lead</i>	<i>Witness</i>
Equipment/System Start-up and Testing (01 75 00 1.3.B.1.c.1.a.)	Witness	Support	Lead	Review
Manufacturer's Certificate of Installation and Operation	Witness	Support	Lead	Review
Pre-Commissioning Site Acceptance Test (SAT) (40 61 21 3.3)	Witness As-Desired	Support	Lead	Review
<i>Operation of the SCADA control system</i>	<i>Lead (case-by-case)</i>	<i>Support</i>	<i>Lead</i>	<i>Review</i>
<i>Operation of signals in the field</i>	<i>Witness As-Desired</i>	<i>Support</i>	<i>Lead</i>	<i>Review</i>
<i>Instrumentation Installation Inspection (40 61 21 3.3.F.1)</i>	<i>Witness As-Desired</i>	<i>Witness (Installation Inspection)</i>	<i>Lead</i>	<i>Review</i>
Pre-Commissioning Functional Testing (40 61 21 3.4)	Witness	Support	Lead	Review
<i>SCADA Control Strategy Testing</i>	<i>Support</i>	<i>Witness</i>	<i>Lead</i>	<i>Support</i>
Commissioning Clean Water Functional Demonstration Test (FDT) (40 61 21 3.5.A-D)	Witness As-Desired	Witness	Lead	Witness
<i>Loop Tuning</i>	<i>Support</i>	<i>Witness</i>	<i>Lead</i>	<i>Support</i>
Clean Water FDT – Performance 48-Hour Test (40 61 21 3.5.F)	Support	Support	Lead	Witness
Process Start-up/Performance Demonstration Test				
Loop Tuning (40 61 21 3.6.B)	Support	Witness	Lead	Support
Outstanding PLC or SCADA Testing Not Completed During Clean Water (40 61 21 3.6.C., D.)	Support	Witness	Lead	Review
Power Cycle Test (40 61 21 3.6.E)	Witness/Support	Witness	Lead	Review
Facility Start-Up Plan	Support	Review	Lead (Startup Schedule)	Lead (Process Startup Plan)
Process Seeding and Start-Up	Lead (Operations Only)	Support	Support (Maintenance)	Lead (Operations)
Performance Demonstration Testing - 168-Hours (40 61 21 3.6.G)	Lead (Operations Only)	Support	Lead	Support

WWTP Upgrade and Expansion Project

Startup and Commissioning - Roles and Responsibilities

ACTIVITY	RESPONSIBILITY			
	OWNER	OWNER'S REP	CONTRACTOR	ENGINEER
<i>Chemical and Lubrication Matrix (First Fill)</i>				
Microsand	Witness	No Action	Lead	Witness
Bioactiflo Polymer	Witness	No Action	Lead	Witness
Sodium Hypochlorite ¹	Lead	No Action	Support	Witness /Review
Sodium Bisulfite ¹	Lead	No Action	Support	Witness /Review
Sodium Hydroxide	Lead	No Action	Support	Witness /Review
Ferric Chloride ¹	Lead	No Action	Support	Witness /Review
Citric Acid	Lead	No Action	Support	Witness /Review
All oils, greases, and lubricants for rotating or moving machinery	Support	No Action	Lead	Witness /Review
Offloading Chemicals	Lead	No Action	Support	Witness /Review
Permit to Operate	Lead	Support	Support	Support

Legend:

Lead:	Primarily responsible for organization, coordination, and execution of task, work, product, or result.
Support:	Assist the lead with organization, coordination, and execution of task, work, product, or result. ["Support" in this matrix implies support FROM Engineer and/or Owner's Rep TO Owner.]
Witness:	Observe and document completion of task, work, product, or result.
Review:	As necessary to accept task, work, product, or result.
No Action:	Limited or no involvement.

¹ Existing chemicals.

EXHIBIT C

Rate - Multiplier Plus Expense Payment Structure

CH2M HILL Engineers, Inc.

As of November 1, 2023

Rate Fee Basis:

1. Hourly charge basis is for CH2M HILL Engineers, Inc. (CONSULTANT) staff and will consist of the following:

- Direct Wages: actual hourly salary for each individual
- Fringe Benefits: 40.7% of direct wages
- Overhead: 137.2% of direct wages
- Profit: 10%

2. The CONSULTANT direct hourly wage rates and unit rates are effective through October 31, 2024. These hourly and unit rates may be negotiated by the CONSULTANT and the City of San Mateo (City), provided CONSULTANT submits written notice to City of CONSULTANT's request to revise the hourly and unit rates thirty (30) calendar days prior to requested changes. Both parties will use as a benchmark for negotiations the percent change for the previous twelve (12) months of the "Employment Cost Index (ECI), for total compensation for private industry workers, for the San Francisco-Oakland-San Jose, CACSA Census region and metropolitan area (not seasonally adjusted)" as published by the U.S. Department of Labor, Bureau of Labor Statistics. A negative index will result in rates remaining the same and maximum increases should not exceed 3% per person except in cases where an employee has received a promotion and associated raise. These exceptions will be evaluated on a case-by-case basis.

Direct Program Expenses:

a. Reimbursable expenses for all non-local staff (except those on Long-Term Assignments). Staff that are assigned to San Francisco, Oakland, or San Jose offices are considered local.

- Personal use vehicles for Program business and visits to sites at IRS reimbursement rate/mile.
- Program and project delivery equipment rental/lease at actual cost, as needed.
- Reproduction "Outside" Program Office Services at cost, as needed.

(Note: CH2M may lease up to seven Program "pool" vehicles at the WWTP Construction site to be available to all CH2M Program staff. The number of leased vehicles and type may change from year to year based on CIP and construction needs and will be address in each annual scope submission by CONSULTANT.)

b. Reimbursable expenses for remote staff assigned via Long-Term Assignments to the Program.

- Travel meals and hotel at 70% of Federal GSA per diem rate/day (updated annually) as published on the USGSA website. Receipts will not be required.
- Rental car, airline tickets, and other miscellaneous travel costs to and from home city at actual cost. Receipts for all costs over \$25 will be maintained and submitted with invoices.

- c.** Specialty software as required (cost is for new software beyond any software or internal modeling tools already provided in the Scope of Services – i.e., Portal software products, TACT, Voyage, etc.) once approved by City Program Manager.
- d.** Sub-consultant charges at cost plus 5%.
- e.** Other Direct Program Related Costs at cost.
- f.** PMA housing allowance (based on 50% of Federal GSA rates – updated annually and rounded to the nearest \$1,000).

Other:

- a.** Budget changes, rate increases, and any allocation of contingency dollars to be approved by City Program Manager.
- b.** Software portal services will include both hourly and monthly charges. City Program Manager to review and approve monthly charges.

Notes:

See attached Cost Schedule for November 2023 – October 2024.

Exhibit C - Cost Schedule - City of San Mateo

Program Management Services for Clean Water Program - Year 10

	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	Markup on all Subconsultant Costs	Total Cost	Funding Source
Task 01. Program Management and Administration										
Task 01 - Program Manager Advisor	1,800	\$ 220,064	\$ 89,566	\$ 301,928	\$ 61,156	\$ 672,714	---	---	\$ 672,714	Program
Task 01 - Principal In Charge	20	\$ 3,000	\$ 1,221	\$ 4,116	\$ 834	\$ 9,171	---	---	\$ 9,171	Program
Expenses										
CH2M HILL Expenses	---	---	---	---	---	---	---	---	\$ 27,580	Program
PMA Housing Allowance	---	---	---	---	---	---	---	---	\$ 48,000	Program
Subcontractors										
None	---	---	---	---	---	---	\$ -	\$ -	\$ -	
Task 01. Subtotal	1,820	\$ 223,064	\$ 90,787	\$ 306,044	\$ 61,990	\$ 681,885	\$ -	\$ -	\$ 757,465	
Task 02. Program Controls										
Task 02 - Program Controls Lead	1,424	\$ 140,779	\$ 57,297	\$ 193,149	\$ 39,123	\$ 430,349	---	---	\$ 430,349	Program
Task 02 - Program/Project Controls Specialists	192	\$ 15,256	\$ 6,209	\$ 20,932	\$ 4,240	\$ 46,637	---	---	\$ 46,637	Program
Task 02 - Economic Management	132	\$ 13,050	\$ 5,311	\$ 17,905	\$ 3,627	\$ 39,893	---	---	\$ 39,893	Program
Task 02 - Document Management	460	\$ 17,717	\$ 7,211	\$ 24,308	\$ 4,924	\$ 54,160	---	---	\$ 54,160	Program
Task 02 - State and Federal Funding Coordination	96	\$ 7,263	\$ 2,956	\$ 9,964	\$ 2,018	\$ 22,201	---	---	\$ 22,201	Project
Expenses										
None	---	---	---	---	---	---	---	---	\$ -	
Subcontractors										
None	---	---	---	---	---	---	\$ -	\$ -	\$ -	
Task 02. Subtotal	2,304	\$ 194,066	\$ 78,985	\$ 266,258	\$ 53,931	\$ 593,240	\$ -	\$ -	\$ 593,240	
Task 03. Engineering and Project Management										
Task 03 - Project Management - WWTP	960	\$ 74,345	\$ 30,258	\$ 102,001	\$ 20,660	\$ 227,264	---	---	\$ 227,264	Project
Task 03 - Project Management - Collection Systems	660	\$ 65,471	\$ 26,647	\$ 89,826	\$ 18,194	\$ 200,138	---	---	\$ 200,138	Project
Task 03 - Hydraulic Modeling	200	\$ 16,406	\$ 6,677	\$ 22,508	\$ 4,559	\$ 50,150	---	---	\$ 50,150	Program
Task 03 - SCADA Support	128	\$ 13,812	\$ 5,621	\$ 18,950	\$ 3,838	\$ 42,222	---	---	\$ 42,222	Program
Expenses										
None	---	---	---	---	---	---	---	---	\$ -	
Subcontractors										
None	---	---	---	---	---	---	\$ -	\$ -	\$ -	Project
Task 03. Subtotal	1,948	\$ 170,033	\$ 69,203	\$ 233,285	\$ 47,252	\$ 519,774	\$ -	\$ -	\$ 519,774	
Task 04. Procurement Support - not used										
Task 05. Construction Management										
Task 05 - Program Construction Management	1,352	\$ 79,588	\$ 32,393	\$ 109,195	\$ 22,118	\$ 243,294	---	---	\$ 243,294	Program
Task 05 - Site Construction Management	19,724	\$ 1,310,957	\$ 533,560	\$ 1,798,633	\$ 364,315	\$ 4,007,465	---	---	\$ 4,007,465	Project
Expenses										
Construction Management Expenses	---	---	---	---	---	---	---	---	\$ 157,967	Program
Procure	---	---	---	---	---	---	---	---	\$ 207,593	Program
Subcontractors										
3rd Party CM - Kennedy/Jenks	---	---	---	---	---	---	\$ 623,554	\$ 31,178	\$ 654,731	Project
Task 05. Subtotal	21,076	\$ 1,390,546	\$ 565,952	\$ 1,907,829	\$ 386,433	\$ 4,250,759	\$ 623,554	\$ 31,178	\$ 5,271,050	
Task 06. Environmental and Permitting										
Task 06 - Environmental and Permitting Lead	288	\$ 11,777	\$ 4,793	\$ 16,158	\$ 3,273	\$ 36,000	---	---	\$ 36,000	Program
Task 06 - Construction Permit Support	84	\$ 3,327	\$ 1,354	\$ 4,564	\$ 924	\$ 10,169	---	---	\$ 10,169	Program
Task 06 - API Development Lead	144	\$ 4,768	\$ 1,940	\$ 6,541	\$ 1,325	\$ 14,574	---	---	\$ 14,574	Program
Task 06 - CEQA Lead	12	\$ 1,312	\$ 534	\$ 1,800	\$ 365	\$ 4,010	---	---	\$ 4,010	Program
Task 06 - Compliance Site Support	120	\$ 7,959	\$ 3,239	\$ 10,920	\$ 2,212	\$ 24,331	---	---	\$ 24,331	Project
Expenses										

Exhibit C - Cost Schedule - City of San Mateo

Program Management Services for Clean Water Program - Year 10

	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	Markup on all Subconsultant Costs	Total Cost	Funding Source
None	---	---	---	---	---	---	---	---	\$ -	
Subcontractors										
None	---	---	---	---	---	---	\$ -	\$ -	\$ -	
Task 06. Subtotal	648	\$ 29,142	\$ 11,861	\$ 39,983	\$ 8,099	\$ 89,085	\$ -	\$ -	\$ 89,085	
Task 07. Public Outreach										
Task 07 - General Public Outreach Support	476	\$ 27,358	\$ 11,135	\$ 37,535	\$ 7,603	\$ 83,631	---	---	\$ 83,631	Program
Task 07 - WWTP Public Outreach Support	40	\$ 2,314	\$ 942	\$ 3,175	\$ 643	\$ 7,073	---	---	\$ 7,073	Project
Task 07 - Collection Systems Public Outreach Support	792	\$ 41,164	\$ 16,754	\$ 56,476	\$ 11,439	\$ 125,833	---	---	\$ 125,833	Project
Expenses										
None	---	---	---	---	---	---	---	---	\$ -	
Subcontractors										
None	---	---	---	---	---	---	---	---	\$ -	
Task 07. Subtotal	1,308	\$ 70,835	\$ 28,830	\$ 97,186	\$ 19,685	\$ 216,537	\$ -	\$ -	\$ 216,537	
Subtotals	29,104	\$ 2,077,686	\$ 845,618	\$ 2,850,586	\$ 577,389	\$ 6,351,280	\$ 623,554	\$ 31,178	\$ 7,447,151	
Contingency									\$ 1,487,000	Program/Projects
Total with Contingency									\$ 8,934,151	

Exhibit D

Clean Water Program Year 10 Staff Commitment

Per Section 3.2 of the October 2014 agreement between the City of San Mateo and CH2M, CH2M is replacing the stated key personnel and contractually committing the following staff to the delivery of the Clean Water Program. If any of these staff leave the firm or are in a situation where they can no longer serve the Program, the City of San Mateo will participate in selecting and approving a replacement with equal or greater qualifications.

Program Management and Administration

- Dan DeSemples
- Scott Jones

Program Controls

- Ignacio Yanez
- Tim McDonough

Engineering and Project Management

- Leswin D'Cunha
- Makarand Pendse
- Tyler Kirkendall
- Dan O'Leary
- Dhumal Aturaliye

Construction Management

- Jennifer Clarke
- Barbara Hollo de Andrade
- Kyle Gostkowski
- Rexel Boter
- Ross Touli
- Chad Owens
- Daniel Ryan
- Chad Owens
- Pat Duck
- Richmond Apande

Environmental and Permitting

- Andrea Lengerich

Public Outreach

- Jill Dunphy