



Topic: **Authority Board Agenda Item 6.2** **2018 Mar 25**

Subject: **Consulting Services 2019 Task Order – HDR Engineering, Inc.**

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**Requested Action:**

Consider approval of the issuance of Task Order 2 to HDR Engineering, Inc. for Service Area A – Integration services through December 31, 2019.

**Detailed Description/Background:**

Staff has worked with HDR to develop a Phase 2 2019 task order utilizing funds from the approved Phase 2 (2019) Work Plan and Budget to support project integration and management support from April 1, 2019 through December 31, 2019.

**Prior Authority Board Action:**

On August 20, 2018, the Authority Board approved the release of the Project Development Support Services RFQ-18-04.

On November 19, 2018, the Authority Board approved the selection of HDR for Service Area A – Project Integration.

Also, on November 19, 2019 the Authority Board separately approved the 2019 Phase 2 Work Plan and Budget.

On January 28, 2019 the Authority approved a consulting agreement and initial task order with HDR for Service Area A – Project Integration from February 1, 2019 through March 31, 2019.

**Fiscal Impact/Funding Source:**

Funding for this task order has been assigned from the Phase 2 2019 Work Plan and Budget, which has been approved by the Authority Board of Directors and the Reservoir Committee.

**Staff Contact:**

Joe Trapasso

**Attachments:**

Attachment A – Task Order #2



## **Sites Reservoir Project**

### **Sites Project Authority Project Integration Task Order**

#### **Consultant: HDR**

#### **Task Order No. 2**

Task Order No. 2 provides work activities for CONSULTANT on their Consulting Agreement with the Authority for project integration services for the period of performance from April 1, 2019 through December 31, 2019.

#### **Scope of Services**

This task order scope of services which includes tasks, deliverables and assumptions for these tasks are also provided in Attachment 1.

#### **Labor Rate Table**

The CONSULTANT labor rate table for this task order is provided in Attachment 2.

#### **Budget**

The total not to exceed budget amount for this task order is \$2,927,521.00. Budgets for each individual task within the scope of services may be further refined in the early stages of the task order as the priorities for each task are further defined by the Authority Staff. The budget is provided in Attachment 3.

#### **Schedule**

The period of performance for this task order is April 1, 2019 through December 31, 2019. The schedule is provided in Attachment 4.

#### **Funding Agreement**

The Sites Project is funded by several funding sources. The CONSULTANT agrees they will comply with fund reporting requirements and with supporting Program reporting requirements. As not all funding agreements have been executed; reporting requirements continue to develop. In general, record-keeping and invoicing shall comply with Generally Accepted Accounting Principles and as implemented in established Program procedures and documentation.

Random internal audits of all Service Areas will be conducted by Project Controls during the project period of performance. These audits will be conducted to review internal controls for the fair presentation of record keeping and invoicing.

The Project will be subject to state and/or federal audits besides the standing annual project audits which will be conducted by an external CPA. It is the intention of Project Controls to develop reports which will satisfy these audits, however, the CONSULTANT will be required to provide support.

## Commercial Terms

Annual salary increases shall not be related to any specific Consumer Price Index, applied summarily to all staff. Allowable increases shall be based, at this time, on individual merit increases plus GSA FAR approved overhead (where available) and 10% profit. Each firm will be allowed to submit their revised, updated rate sheet on an annual basis. The new rates should be submitted 30 days prior to the effective date of increase.

The only exception to this annual increase restriction is a merit increase related to the acquisition of Professional Engineer licensure or acquisition of other professional, technical licensure related to the work they are providing under this task order. The Program will honor salary increases related to acknowledgement of competency in the form of professional, technical licensure based on their effective date.

The Authority will reimburse non-labor/other direct cost only at the CONSULTANT's actual cost

This Task Order, incorporating the above Attachments and Additional Contract Documents, is hereby executed by duly authorized representatives of the parties.

### CONSULTANT

By: \_\_\_\_\_

Printed Name: \_\_\_\_\_

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

### Sites Project Authority

By: \_\_\_\_\_

Printed Name: \_\_\_\_\_

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

## Attachment 1

### Scope of Services for Task Order A002 – Project Integration

This scope of services involves on-going Project Integration efforts by HDR needed to support the Sites Project Authority (Authority) through December 31, 2019. This scope of services consists of the following tasks:

- Task A01 – Communications Integration
- Task A02 – Operations Simulation Modeling Integration
- Task A03 – Environmental Planning Integration
- Task A04 – Permitting & Agreements Integration
- Task A05 – Real Estate Integration
- Task A06 – Engineering Services Integration
- Task A07 – Geology & Geotechnical Engineering Integration
- Task A08 – Project Controls Integration
- Task A09 – General Integration
- Task A10 – Function as Authority's Engineer
- Task A11 – Health, Safety and Loss Prevention
- Task A12 – Quality Management
- Task A13 – Risk Management
- Task A14 – Information Technology
- Task A15 – Geographical Information System (GIS)
- Task A16 – Document and Data Management
- Task A17 – Staff Support
- Task A18 – Satellite Project Office
- Task A19 – Land Conservation Approach
- Task A98 – HDR Project Management
- Task A99 – Expenses

#### **Task A01 - Communications Integration**

The Authority has chosen to divide its communications efforts into two components—external communications, which will primarily be implemented by another service provider (Katz & Associates), and internal communications, which HDR will lead under this task. This task will consist of, but not be limited to, the following activities:

- Meetings: Hold weekly Government Affairs/Communications coordination meetings, to be chaired by the Authority's Agent.
- Internal Communications: Lead internal communications among service area providers.

- Finalize the “Internal Communications Plan,” which will be a subsection of the overall “Project Communications Plan,” which itself will be part of the Program Management Plan (PMP). The plan may include, but not be limited to, the following subjects that will be created and implemented in Phase 2:
  - Organizational charts for Program and Communication teams (as created and updated under the General Integration task)
  - Roles and responsibilities as well as protocols to determine who communicates to whom and how (e.g., communicating with upper level management, communicating with the public, proper e-mail communication)
  - Technology/tool list and guide for standardized use and how to access information (e.g. Skype, SmartSheet, SharePoint, Zoho, Ultimate Portal Site)
  - Communications tools for quick, easy access to template and forms, etc.
  - Contact and response workflow
  - Table showing regular standing meetings/briefings (e.g. who, what, when, where, frequency)
  - Correspondence reporting guide for meetings/emails/calls, etc.
  - Media relations and incident response protocols with contact guides
  - Integration team onboarding document
  - Frequently Asked Questions document
- Review Service Provider Invoices and Monitor Progress: Assist Authority’s Agent as requested in reviewing Katz & Associates invoices. Help negotiate next task order (January 1, 2020—December 31, 2020).
- Set-up and implement Contact Management System, for use as both an internal communications tool and for use by Katz & Associates as an external communications tool.
- Provide administrative support to the Public Affairs and Government Relations Manager, as provided in the budget (e.g., schedule meetings, draft agendas, type up notes/summaries).

***Deliverables:***

- Communications SmartSheet
- Internal Communications Plan and Appendices
- Contact Management System

**Task A02 – Operations Simulation Modeling Integration**

The Authority is retaining Jacobs Engineering Group (Jacobs) as its Operations Simulation Modeling service provider. For this Task Order, it is assumed that HDR will not provide integration services related to the Jacobs effort.

## **Task A03 – Environmental Planning Integration**

Within the Sites project team, the Environmental Planning team will be responsible for affirming that the environmental planning service provider (ICF) is integrating its products with all service area providers through active coordination with HDR's integration leads as well as Authority's Agents, Reclamation, legal counsel (when necessary), and the Environmental Permitting team. Serving as an extension of staff to the Authority, the Environmental Planning team will act as a liaison between the Authority and ICF. Specific tasks include the following.

### **Task A03.1 – Integrate Environmental Efforts**

Overall environmental integration efforts will include:

- **Attend Meetings:** Ongoing participation in Integration and Environmental Team meetings as well as and environmental planning (and permitting, when appropriate) related meetings with the Authority, Reclamation and other team members.
- **Develop and Maintain Environmental Planning Schedule:** As requested, the team will provide updates to the environmental portion of the program schedule to the Project Controls provider.
- **Background:** Finalize Integration Team review of comments received on the Draft EIR/EIS and any meeting notes or other documentation that address the CEQA and NEPA approach and analysis for the Final EIR/EIS. Continue to obtain background documents to be included in files.
- **Sites Authority CEQA Guidelines and Procedures:** A draft outline has been prepared and submitted to legal counsel for review. It is anticipated that a simplified version of the Guidelines and Procedures will be completed before Phase 2 begins. However, continued work on this document may occur in Phase 2, dependent on the direction of legal counsel.
- **Controls, Templates and File Structure:** Draft environmental-specific internal and external communication protocols have been provided to the Authority; coordination with the Communications team will continue in Phase 2. The Environmental Planning team will be responsible for developing a Quality Assurance and Quality Control (QA/QC) Plan to establish a process for technical peer review as well as Reclamation and Authority review of the environmental consultants' deliverables. CEQA document templates (public notices, exemptions, CEQA checklist, etc.) may also be developed.
- **Review Service Provider's Invoices and Monitor Progress:** The team will review ICF's monthly invoices, progress reports, and supporting back up, as requested by the Project Controls team.
- **Administrative Record Protocols:** Sample Administrative Record Protocols were provided to the Authority in Phase 1. Working with Authority's Agents and ICF, the team will establish file structures and protocols for maintaining the CEQA/NEPA Administrative Record as the project proceeds.

### **Task A03.2 – Assist with Environmental Documents for Geotechnical Investigations**

ICF will finalize the NEPA/CEQA Environmental Assessment (EA)/Initial Study (IS) documentation required for initial geotechnical investigations to be conducted in 2019. In support of that effort, the Environmental Planning team will:

- Attend meetings and teleconferences regarding the environmental analyses and reports and review meeting notes, as appropriate.
- Review the Administrative Draft EA/IS and Draft FONSI/MND.
- Review and coordinate with ICF to address public comments/revise; review the Draft Final EA/IS and Draft Final FONSI/MND.

### **Task A03.3 – Assist with Final EIR/EIS Preparation**

In parallel with ongoing geotechnical investigations and preliminary design, the Environmental Planning team will work with Authority's Agents, consultants and other team members to update the project description for the EIR/EIS, consistent with the Draft Biological Assessment effort. ICF has provided the following list of tasks for Phase 2; the Environmental Planning team tasks are listed under each.

Draft EIR/EIS Review and Strategic Consultation – In the initial month of Phase 2, ICF will review the Draft EIR/EIS and identify actions for moving forward.

The Environmental Planning team will:

- Participate in meetings with the Authority, Reclamation, and CEQA/NEPA counsel to discuss analysis and strategy [possible Tiger Team] for responses to comments.

Prepare Admin Final Responses to Comments – ICF will review and process comments, and prepare administrative final responses to comments.

The Environmental Planning team will:

- Review ICF's summary document of master responses.
- Provide ICF information and any written materials from previous work by Authority and Reclamation related to responding to comments, and any information and written material from ongoing work by Authority and Reclamation to support drafting responses to comments.
- Coordinate review and provide comments on the Administrative Final Master Responses and on the Administrative Final comment response table.
- Participate in live edit meetings to review and/or modify responses to comments.

Prepare Administrative Final EIR/EIS – ICF will revise the EIR/EIS analysis, as needed, and prepare the administrative final EIR/EIS.

The Environmental Planning team will:

- Review the ICF-developed tracking tool to track changes related to a specific response to comment.
- Coordinate review of comments on the Administrative Final EIR/EIS.
- Per Task A03.1, above) we will provide a document management and delivery tool for use during review. We will compile all edits and tracked comments in a single Word version of the



Administrative Draft EIR/EIS, and reconcile any conflicting comments between Authority and/or Reclamation.

Preparation of Administrative Record for Final EIR/EIS – ICF will establish an internal process to manage and gather files for the administrative record for the Final EIR/EIS.

The Environmental Planning team will:

- Per Task A03.1, above, provide a document management tool (e.g., SharePoint) for uploading and hosting the administrative record. We will work with ICF to confirm file structure.
- Review the administrative record with the submittal of the Administrative Final EIR/EIS.

Stakeholder Engagement – ICF will assist the Authority with targeted engagement of responsible or cooperating agencies within the context of their comments and within the context of completing an Admin Final EIR/EIS by the end of 2019.

The Environmental Planning team will:

- Coordinate with ICF and the Communications team for any outreach activities.
- Attend, as appropriate, meetings with the Authority, Reclamation, and/or various stakeholder agencies.
- Review any language developed by ICF intended to update stakeholders and/or the general public on the project status and project schedule.

***Deliverables:***

- A monthly status report will be submitted to the Authority that provides an overview of both ICF's progress and activities completed by the Environmental Planning Integration team
- Agendas, meetings minutes, and technical memos, as appropriate
- Consolidated written comments and tracked changes for any documents reviewed
- Finalized Sites Authority Environmental Communication Protocols, if appropriate
- Assist in the preparation of Sites Authority CEQA Guidelines, at legal counsel direction
- Environmental Planning SharePoint team site, including an Administrative Record library folder structure
- Environmental QA/QC process and tracking tool

## **Task A04 – Permitting & Agreements Integration**

Within the Sites project team, the Permitting and Agreements team will coordinate all environmental permits and agreements that arise on the program. It will also assist the Authority's Agent in managing ICF, the Permitting & Agreements service provider.

### **Task A04.1 – Coordinate and Manage Permits**

The Permitting and Agreements team will continue to actively participate in permitting pre-coordination/consultation, consultation, and coordination meetings with state and federal regulatory



resource agencies, the Authority, and other service providers. Tasks include scheduling and attending meetings with the project team, regulatory agencies, and Authority staff; taking meeting minutes for Environmental Permits team meetings (or as requested by the Authority); and disseminating information to other service provider(s) as needed and appropriate. The following coordination activities and actions will be taken.

**Federal agencies, including:**

- U.S. Fish and Wildlife Service (USFWS) and National Marine Fisheries Service (NMFS) in collaboration with Reclamation (as federal lead agency) on the geotechnical biological assessment (BA) and overall project BA. The Environmental Permitting team will participate in pre-consultation activities including review and comment (QC) and coordination regarding the administrative draft BA; review the final draft BA; and coordinate and attend pre-submittal meetings with NMFS/USFWS and the post submittal coordination meeting with NMFS and USFWS (both geotech exploration efforts and the overall project).
- USACE in collaboration with Reclamation for geotech exploration efforts (404) and the overall project (404 and 408).
- Reclamation's design team and permitting team on federal permit requirements, documents and schedule, including Warren Act contracts.

**State agencies, including:**

- California Department of Fish and Wildlife (Lake and Streambed Alteration Agreement), Regional Water Quality Control Board (401 water quality certification), Caltrans encroachment permit (if required), and State Lands Commission (if required) for geotech exploration efforts and overall project
- State Historic Preservation Office (Section 106) for geotech exploration efforts and the overall project. The Environmental Permitting team will review draft and final Section 106 documents prepared by ICF. Additionally, the following may occur during 2019:
  - Coordinate and attend up to 6 recurring meetings with a Section 106 Working Group to discuss Section 106 strategy.
  - Coordinate with ICF staff as-needed to provide integration with other service providers.
  - Review *Public Involvement and Tribal Consultation Plan*.
  - Organize a meeting with Authority's Agents (Thomson and Spesert) and the Section 106 team to discuss past and ongoing communications that will facilitate consultation efforts.
  - Assist in maintaining an ongoing "interested party" issue tracking matrix by forwarding communications between the Authority and interested parties.
  - Review initial Section 106 consultation letters and ongoing consultation correspondence.
  - Participate in the programmatic agreement approach as part of the Section 106 Working Group meetings and review ICF's concept memorandum outlining the approach.
  - Review the preliminary draft Programmatic Agreement.

- Central Valley Flood Protection Board Encroachment Permit (project and geotech exploration effort)
- State Water Resources Control Board regarding water rights
- Delta Stewardship Council
- Local agencies, such as:
  - Glenn-Colusa Irrigation District
  - Colusa County for county roads encroachment permits (if required)

The Permitting and Agreements team will coordinate with Authority staff and service providers through meetings, teleconference and e-mail to facilitate the execution and monitor the progress of the 2019 Phase 2 Permitting and Agreement work, including:

- Project descriptions for geotechnical and overall project
- Permit applications (as described above)
- Biological Assessments for geotechnical exploration efforts and the overall project
- Operations modeling
- Initial Adaptive Management Planning actions
- 2020 field work studies and accompanying technical reports, including wetland delineations, as property access is gained.
- 404(b)(1) analysis
- Warren Act contract
- Mitigation planning
- Property access planning
- Aerial imagery for overall project area
- Project design

The Permitting and Agreements Integration team and its technical experts will provide quality control for the tasks listed above. This also includes quality control reviews by the Task Lead for each deliverable provided to the Authority, and, as required, technical experts for each resource area discussed in the permits and Section 7 consultations. The Permitting and Agreements Integration team will also coordinate and advise Authority staff on the items listed above and the status of project permits, including schedule, content, analysis and strategy.

On-going team management tasks will include:

- Manage Permitting and Agreements Integration team workload.
- Attend and participate in weekly Program Integration calls.
- Provide updates and information for the Program Management Plan (PMP).
- Review permit and associated language developed by ICF intended to update stakeholders. and/or the general public on the project status and project schedule.

**Assumptions:**

- Up to 37, two-hour agency meetings are assumed.
- Up to 111 one-hour integration meetings with project team and/or partners are assumed.
- 37 weekly permitting and agreement coordination meetings and notes are assumed.
- For each permit, a draft application will require review and comment by the Permitting and Agreements Integration Team.
- No field work will be performed by HDR.
- Permit fees will be the responsibility of the Authority or other project partner.
- Level of effort is based on Microsoft Project permitting and agreements 2019 schedule submitted to Authority in Phase 1+.

**Task A04.2 – Update Permitting Schedule**

This task includes the efforts of the Environmental Permitting team in managing and updating the permitting schedule:

- Provide updates on the permitting and agreement schedule to the Project Controls team weekly.
- Coordinate the schedule with other service providers.
- Provide a monthly status update on schedule to the Project Controls team as part of the monthly reporting cycle.

**Deliverables:**

- Meeting agendas and notes
- Documentation of QA/QC and technical review of applicable deliverables prepared by service provider(s)
- Monthly schedule updates to Authority staff indicating status of permits

**Task A05 – Real Estate Integration**

Within the Sites project team, the Real Estate team will coordinate all real estate efforts on the program, including obtaining rights-of-entry, rights-of-way (ROW), and other property rights. HDR's role will be to (a) assist the Authority's Agent in managing the contract with Bender Rosenthal, Inc. (BRI), the Authority's real estate service provider, and (b) coordinate with other service areas to allow the project to procure property rights in a timely manner, so as to avoid project schedule delays. This task will consist of, but not be limited to, the following activities:

- Meetings: Hold weekly real estate progress and review meetings. Attend other service area meetings that impact the Real Estate team.
- Strategy: Manage "Real Estate Tiger Team" strategy sessions. Prepare material for meetings and manage action items. Coordinate cross-provider issues resolution.
- GIS: Coordinate with HDR GIS staff on the administration of the GIS ROW tool and the implementation of the mobile GIS tool.

- IT: Coordinate with HDR IT staff on the implementation and administration of the Real Estate team page on SharePoint.
- Senior Review: Provide senior level review of deliverables as requested.
- Review Service Provider Invoices and Monitor Progress: Assist Authority's Agent as requested in reviewing BRI's invoices and monthly progress reports. Review scope and help negotiate next task order (January 1, 2020—December 31, 2020).

***Assumptions:***

- HDR will budget 20 hours of senior review time for deliverables associated with real estate efforts.
- HDR's Real Estate integration lead will attend up to two weekly meetings related to Real Estate integration, beyond the weekly progress and review meetings and the Tiger Team meetings.

***Deliverables:***

- Meeting agenda and minutes from Tiger Team meetings
- Senior level review comment TM, as needed

**Task A06 – Engineering Services Integration**

Within the Sites project team, the Engineering Services team will integrate engineering efforts on the program. For 2019, there will not be an Engineering Services service provider (consultant) in place. Therefore, HDR's scope of work will primarily involve:

- Assisting the Authority in procuring an Engineering Services service provider.
- Coordinating with on-going engineering efforts by the US Bureau of Reclamation (Reclamation), primarily the work by AECOM to prepare a Feasibility Report and Post-Authorization Change Report for the Project.
- Provide support to other program teams, including Engineering, Environmental Planning, Environmental Permitting, and Real Estate.

This task will consist of, but not be limited to, the following activities.

**Task A06.1 – Support Procurement of Engineering Services Provider(s)**

Develop an approach for procuring Engineering Services provider(s) for the Authority. (This approach may identify the need to procure one or more than one Engineering Services provider.) Procurement support will include writing one or more requests for qualifications (RFQs), evaluating statements of qualifications (SOQs), participating in selection interviews, and documenting procurement activities.

***Deliverables:***

- Agenda and minutes for meetings
- Draft and final Procurement Approach TM
- Draft and final RFQ(s)

- Written evaluations of consultant SOQs, proposals and interviews

**Task A06.2 – Integrate with Other Service Areas**

Provide engineering related support to integrate with other service areas. Efforts include, but are not limited to:

- Coordinate with and review the work of Reclamation and AECOM in preparing the Feasibility Report and Post-Authorization Change Report.
- Support response to comments on the draft EIR/S and permitting. Involvement will be limited to comments on the facilities. Work will consist of verifying that the engineering support information provided to the Environmental Planning team and Environmental Permitting team is correct and the most current.
- Provide support to the Real Estate team, including schematics of construction and permanent easement plans and cross sections.

**Assumptions:** Efforts will tier off of previous Reclamation and AECOM work products.

**Task A06.3 – Fill Acting EPC Manager Role**

The Authority currently has a vacancy in its organization for its Engineering, Procurement & Construction (EPC) Manager. HDR will provide a qualified person to function as the Authority's Acting EPC Manager. Duties of the Acting EPC Manager include:

- Coordinate between the Authority and Reclamation, with a goal of creating a single Project schedule and work plan between the two entities.
- Lead the monthly meetings of the "Ad Hoc Water Facilities" Work Group, which sits under the Reservoir Committee. This work group may also have ad hoc sub-Work Groups for the following facilities: Conveyance, Reservoirs, Power (Grid), and Power Generation.

**Deliverables:**

- Agendas and minutes from "Ad Hoc Water Facilities" Work Group meetings

**Task A07 – Geology & Geotechnical Engineering Integration**

This task will consist of, but not be limited to, the following activities.

**Task A07.1 – Coordinate Development of the 2019 Geotechnical Investigation Work Plan**

HDR will coordinate the development of the 2019 Geotechnical Investigation Work Plan (2019 GIWP) covering the explorations that USBR has identified as necessary for final acceptance of their Feasibility Report. The 2019 GIWP will be prepared by the Authority's Geology & Geotechnical Engineering service provider (Fugro), and will summarize previously completed investigations and those proposed for the overall Project, and will detail those planned by USBR in 2019.

The 2019 GIWP will be based on the 2019 exploration locations provided by USBR. The intent of the 2019 GIWP will be to solicit input from DSOD. The 2019 GIWP will also inform the Authority on needs for rights-of-entry, environmental documentation and permits.

HDR will review key draft and final versions of the 2019 GIWP.

#### **Task A07.2 - Coordinate with and Monitor Geotechnical Service Provider**

HDR will provide oversight of 2019 field investigations to be completed by the Authority's Geology & Geotechnical Engineering service provider (Fugro), which are defined by the 2019 GIWP described above. Activities will include:

- Provide assistance in managing Fugro's geotechnical investigation activities, including review of their scope, schedule and budget.
- Assist the Authority's Agent as requested in reviewing Fugro's invoices and monthly progress reports.
- Provide technical review of key deliverables prepared by Fugro, including mapping, exploration logs, laboratory test data and the Geotechnical Data Report.
- Help negotiate Fugro's next task order (January 1, 2020—December 31, 2020).

#### **Task A07.3 - Coordinate Development of Project Geotechnical Investigation Work Plan**

HDR will review and integrate the development of the overall Project Geotechnical Investigation Work Plan (Project GIWP), which will be prepared by Fugro. The Project GIWP will describe all remaining geotechnical investigations required for final design of the Project. The Project GIWP will separate Project features into three areas (main and saddle dams, regulating reservoir dams, and other facilities), and will consider a phased approach based on priorities, facility locations, rights-of-entry, engineering requirements, and DSOD input.

HDR will review draft and final versions of the Project GIWP.

#### **Task A07.4 - Coordinate with DSOD**

HDR will lead a Dam Safety Tiger Team. The intent will be to assemble a team to focus on dam safety elements of the Project along with coordination with the California Division of Safety of Dams (DSOD). The Tiger Team will be led by HDR's Geotechnical integration lead and will consist of members from other program teams, including Engineering, Environmental Planning, and Environmental Permitting.

HDR will coordinate and attend regular meetings with DSOD to provide updates on the Project. HDR's Geotechnical integration lead will coordinate directly with the DSOD point of contact.

HDR will facilitate DSOD reviews of the 2019 GIWP and the Project GIWP.

#### **Task A07.5 - Coordinate with the USBR Feasibility Team**

HDR will attend regular meetings with USBR to discuss the Feasibility Report and on-going USBR activities on the Project. HDR's Engineering integration lead will coordinate with the USBR point of contact when arranging meetings, and HDR's Geotechnical integration lead will attend as needed to review geotechnical elements of the Project.

**Task A07.6 - Coordinate with Sites Authority and Integration Teams**

HDR's Geotechnical integration lead will attend weekly coordination meetings led by HDR's Project Integration Manager.

HDR's Geotechnical integration lead and others will attend coordination meetings as needed with other program teams, including Engineering, Environmental Planning, Environmental Permitting, and Real Estate.

***Deliverables:***

- Review comments on 2019 Geotechnical Investigation Work Plan
- Review comments on a draft Project Geotechnical Investigation Work Plan
- DSOD meeting agendas and notes

**Task A08 – Project Controls Integration**

Within the Sites project team, the Project Controls team integrate all project controls efforts on the program. The Project Controls team is led by the Authority's Project Controls service provider, Brown & Caldwell (B&C). HDR's role is to assist the Authority's Agent in managing the B&C contract, and to integrate the efforts of B&C with the other program teams. HDR's efforts include, but are not limited to, the following activities:

- Meetings: Participate in weekly project controls meetings and other meetings and workshops as needed.
- IT System: Support the Project Controls provider in implementing the Project Management Information System (PMIS).
- Schedule Integration: Review schedules developed by the Project Controls provider
- Work with controls to finalize the project "Rosetta Stone," outlining the links between consultant tasks, schedule, cost, and funding.
- Work with project controls to develop a monthly report, likely consisting of key schedule milestones, project costs and funding, and other project highlights. Work with project controls and HDR IT staff on the administration of the project controls SharePoint team page.
- Help project controls develop PMP sections, including schedule management, cost management, accounting, purchasing, and contract management.
- QA/QC: Review deliverables from B&C.
- Review service provider invoices and monitor progress: Review initial invoices from B&C. Help negotiate the next task order (January 1, 2020—December 31, 2020).

***Assumptions:***

- B&C will populate the monthly report after the template is developed.

***Deliverables:***

- Final project "Rosetta Stone" TM

- Monthly report template

## Task A09 – General Integration

This task will consist of, but not be limited to, the following activities:

- Hold weekly “Program Leadership Team” meetings. Attendees consist of the four Authority’s Agents, plus the project managers for Project Integration and Project Controls. This meeting frequency may shift to bi-weekly over the course of this task order.
- Hold weekly “Program Integration Team” meetings. Attendees consist of the four Authority’s Agents, the integration leads for each service area, and the project managers from consultants under contract to the Authority. This meeting frequency may shift to bi-weekly over the course of this task order.
- Hold monthly “Program Integration” meeting. Attendees consist of the four Authority’s Agents, the integration leads for each service area, and the project managers from consultants under contract to the Authority. For that week, this meeting replaces the weekly “Program Integration” meeting.
- Work with the Project Controls team to develop an Integration Schedule as an export out of the program P6 schedule.
- Hold program chartering workshop.
- Update program org charts, as needed.
- Map Business Processes: Hold workshops and develop flow charts for business processes. Most of these would likely reside in a section of the Program Management Plan.
- Program Management Plan (PMP): The PMP contains the written procedures that define how the program team will function, including several items referenced in this scope of work. In general, it will consist of a summary front-end document covering functions, with detailed appendices for each function. For this task order, HDR will finalize the PMP, including sections on program team management, health and safety, risk management, quality management, and consultant management.
- As time and budget allow, finish the development of a Program On-Boarding Guide in collaboration with the internal communications team:
  - Catalog existing background documents.
  - Create a front-end summary TM.
  - For each service area, develop a brief description of work done to date, essential background documents, and location where additional documents are stored.
- Attend various meetings required to provide overall integration:
  - Program team meetings
  - Monthly Reservoir Committee, Board, and Work Group meetings (as needed)
  - Key meetings with outside groups/agencies



***Deliverables:***

- Final PMP
- Integration Schedule
- Updated Org Charts
- Business Process Flowcharts
- Final Project Management Plan (PMP)
- Final On-Boarding Guide

**Task A10 – Function as Authority’s Engineer**

Should the Authority assign the Engineer of Record duties and responsibilities to the Engineering Services Provider (Service Area H), HDR will provide qualified personnel to function as the Authority’s Engineer. For this Task Order, it is not anticipated that HDR will be called upon to provide this service.

**Task A11 – Health, Safety & Loss Prevention**

For 2019, Health, Safety and Loss Prevention (HSLP) efforts will focus on preparing an HSLP Strategy that outlines the overall HSLP approach for the program. Included in that effort will be:

- Hold an HSLP Strategy workshop involving HSLP experts.
- Prepare an analysis of a Cost-Effective Insurance Program for the program that compares: typical insurance (provided by each entity), the use of a contractor controlled insurance program (CCIP), and the use of an owner controlled insurance program (OCIP).
- Prepare an “HSLP Strategy” TM capturing the results of all of these efforts.

***Deliverables:***

- Workshop agenda and minutes
- Draft and final “HSLP Strategy” TM

**Task A12 – Quality Management**

HDR will develop and implement a Program Quality Management Plan (QMP). HDR’s Quality Manager will oversee and guide the quality management activities, and will participate in specific reviews. Specific activities will include:

- Program QMP: Develop the Program QMP section of the Program Management Plan (PMP), including service provider quality checklists.
- Service Provider QMPs: The Quality Manager will review and approve QMPs from each service provider.
- On-going Monitoring: Under the guidance of the Quality Manager, HDR will monitor compliance of all service providers to the requirements of the program (as captured in the PMP).
- Audits: In 2019, conduct one quality assurance (QA) audit of the overall program, led by HDR’s program Quality Manager.

***Deliverables:***

- Program Quality Management Plan (as part of the PMP)
- Comments to service provider's QMPs
- Audit report

**Task A13 – Risk Management**

To-date, most risk management work on the Project has been completed by AECOM under its contract to Reclamation. AECOM completed a quantitative risk assessment of the Sites Reservoir Project, with the unmitigated and mitigated results presented in reports dated March 5, 2018 and April 2, 2018, respectively. In this task, HDR will work with the Authority to “migrate” risk management efforts into the program. This task will consist of the following activities:

- Review Previous Work: Review risk management work done to-date by the Authority, AECOM and Reclamation.
- Prepare Risk Register: Create a risk register within the Sites project IT environment.
- Prepare Risk Management Plan: Prepare an outline, draft, and final Risk Management Plan. This RMP will be a section of the Program Management Plan. It will include the updated risk register and a risk management system for risk owners to use to monitor and control their risks.
- Updates: Conduct quarterly updates to the risk register and produce modeling results.
- Attend Meetings: Attend risk management meetings held by Reclamation.

***Deliverables:***

- Meeting agendas and minutes
- Risk Management Plan with updated Risk Register
- Quarterly updates to Risk Register

**Task A14– Information Technology**

In order to successfully integrate project activities across service areas, and to support on-going operations after construction is completed, the Authority wishes to implement a comprehensive information technology and data management solution. This solution will include hardware, software and other infrastructure to support project design and construction (including cost and schedule tracking), asset management, document management, and financial management.

This task will consist of, but not be limited to, the following activities:

- IT Plan: Prepare an IT Plan (a section of the PMP). The IT Plan will consist of standards and best practices, a technology roadmap used to build the basic architectural foundation, and will act as an aide for future Sites-related technology decisions. The Plan will cover one-year requirements in detail, address the vision for the next 2 years. It will not address longer term needs. The

Document will need to be continually updated in subsequent task orders to address changes in requirements and available technology.

- Microsoft SharePoint and collaboration environment: Complete implementation of and maintain a permanent, web-based collaboration site for document management, file sharing, housing of background documents, team collaboration and communication environments. The environment will continue to grow and evolve during the first few months of implementation and will require continued maintenance. Provide general training on file storage within SharePoint Online, team sub-sites, and on-going support for troubleshooting.
- GIS ROW Tool: Manage the GIS ROW Tool and provide ongoing support to the Real Estate provider via the ROW Tool. Finish development and deployment of a mobile version of the tool to assist in field data collection/review.
- Client/internal communication, monthly meetings, task management.

***Assumptions:***

- IT Plan will cover requirements for 2019; it will need updates in the future.

***Deliverables:***

- IT Plan
- GIS ROW tool

## **Task A15 – Geographical Information System (GIS)**

The project will ultimately need an appropriately licensed GIS system. Establishing a GIS environment involves assessing data collection standards, data processing, QA/QC methodologies, and ultimate ownership decisions. In this task order, HDR will focus on the initial development of a project-wide GIS system. This task will consist of, but not be limited to, the following activities:

- Finalize the GIS Plan: In Task Order 1, the GIS Plan was outlined. It will be finalized in this task order. In addition to the licenses and architecture of the Enterprise GIS system (developed as part of the IT Plan,) the GIS Plan will clearly articulate establishing a GIS environment. This involves assessing data collection standards, data processing, QA/QC methodologies, and ultimate data ownership decisions. The plan will only address current GIS data collection requirements at this time. The plan will need to be updated in subsequent task orders to address future GIS data needs.
- Collect GIS Data: HDR will collect GIS data submitted by the program team, perform QA of the data, and develop the authoritative project GIS database. Expected data to be integrated in 2019 includes the project facilities footprint, environmental data, permitting data, geotechnical exploration data, and real estate data. Confidential data will be included in the database, but will not be available for sharing.
- Develop a Sites Project GIS Web-Viewer: This viewer will be the single source for viewing all GIS data collected to-date. Confidential data will not be included in the viewer. Links to photos, documents and other content may be included depending on priorities.

- Develop Map Templates: HDR will develop map templates compliant with state and federal government standards.

***Deliverables:***

- Final GIS Plan
- GIS Database
- Sites Project GIS web-viewer

**Task A16 – Document & Data Management**

This task involves the management of documents and large data sets. (Note that implementation of IT tools/software needed to support this task is covered under the task above.) This task will consist of, but not be limited to, the following activities:

- Update the Document Management Plan section of the PMP, as needed.
- Continue to implement the document management and file sharing system, and monitor use of the system.
- Hold additional staff training sessions on document management, as needed.
- Provide support in the development of documents and templates, as needed.
- Create the “Deliverables Documents” library on SharePoint, using the scopes of work from all eight major consultants. Monitor the population of deliverables by others.
- Monitor and update the Staff Directory on SharePoint.

***Deliverables:***

- Updated Document Management Plan
- Deliverables Documents library

**Task A17 – Staff Support**

This task consists of general staff support to the Authority’s Agents, which will consist of, but not be limited to, the following activities:

- Prepare Staff Support Plan (including scope for next task order).
- Prepare graphics and GIS maps as needed.
- Assist in preparing and editing Word, Excel, and PowerPoint files.
- Produce documents (copying, binding, etc.).
- Assist with meeting logistics (e.g., reserve conference rooms, send out invites, prepare handouts, set up rooms, purchase lunches for on-site working meetings).

***Deliverables:***

- Final Staff Support Plan
- Various files, documents and graphics

## **Task A18 – Satellite Project Office**

HDR is providing a temporary Satellite Project Office (in HDR's existing Natomas office) to house the four Authority's Agents and the Project Controls service provider. The assumptions and fee associated with providing this temporary office space are included under Task A99 – Expenses. No additional work will be done on this task in Task Order 2.

## **Task A19 – Land Conservation Approach**

In this task, HDR will help the Authority develop a land conservation approach for the Sites project, including conservation easement opportunities and other land conservation measures that would benefit the project. Activities will include:

- Prepare materials to be used in meetings with a potential land conservation organization, including a map of project boundaries, property ownership where known, overlay of planned infrastructure, county boundaries, and location of known environmentally sensitive areas.
- Hold a staff-level pre-meeting with land conservation organization staff to develop an outline for future, higher-level discussions. Topics to include options (including costs and benefits), timing of land conservation opportunities and strategies.
- Hold a meeting with a land conservation organization manager, Jim Watson, Kevin Spesert, and other organization representatives.
- Hold a follow-up meeting(s) to develop Board discussion topics and staff recommendations.
- Based on the meetings above, prepare materials to be used by Sites staff in Reservoir Committee and Board meetings as appropriate. May require several review and comment steps before multiple work groups/committees.

### ***Deliverables:***

- Maps, project area and proposed infrastructure; maps with any sensitive environmental areas; property ownership overlays
- Proposal for discussion of potential land conservation projects, activities with range of approaches for conservation easements, fee title ownership, etc.
- Evaluation matrix to compare land conservation options, and cost/benefits
- Documents to support staff presentation, discussion and potential recommendations to board committees and full board

## **Task A98 – Project Management**

This task addresses project management of HDR's contract.

### **Task A98.1 – HDR Project Management**

This task covers efforts by HDR in managing its contract with the Authority. This task will consist of, but not be limited to, the following activities:

- Generate and review invoices, including preparation of progress report.

- Manage subconsultants (contracting, invoice review, etc.).
- Manage staff workload (including weekly tracking of burn rate).
- Manage task budgets.
- On-board new staff (approval by client, etc.).
- Develop scope of work for next Project Integration task order.

**Task A98.2 – HDR Quality Control**

HDR will provide quality internal quality control reviews for each HDR-generated deliverable provided to the Authority. This task includes time for our reviewers to adequately review and comment.

***Assumptions:***

- Invoice requirements will allow for the HDR standard invoice format to be used.
- HDR will provide up to 40 hours of senior level review on deliverables, beyond that review identified in previous sections.

***Deliverables:***

- Monthly invoice to client
- Subconsultant contracts/amendments
- Scope of work for next task order
- Review comments for deliverables reviewed by senior level experts

**Task A99 – Expenses**

All expenses associated with this task order will be billed under this task. This task includes, but is not limited to, the following expenses:

- Temporary Satellite Office: During this Task Order, satellite office space will be provided at HDR's Natomas office in Sacramento. Three dedicated office spaces will be provided to house four Sites staff members and Project Controls team members, at a cost of \$1,000/month/dedicated space. This cost includes use of all conference rooms and common areas, 24/7 building access, printing and copying costs, and on-site IT support.
- IT and GIS costs
- Travel costs for team members visiting from a remote office
- Mileage reimbursement for field trips, including trips to the Maxwell area
- Large reproduction and copying costs
- Other miscellaneous direct costs

**Attachment 2**  
**HDR Staffing and 2019 Rates for Task Order A002**  
**Sites Project Integration Contract**

			2019
			Fully Loaded Rate
Staff Name	Position	Company	(\$/hour)
Abendroth, Jason	Engineering - Structural	HDR	\$174.24
Agnew, Ron	Engineering - CADD	HDR	\$189.90
Al Shaiba, Firas	Engineering - Power Delivery	HDR	\$247.53
Allaben, Charles	Senior Technical Advisor - Pump Stations	HDR	\$295.74
Allen, Jeff	Engineering - Constructability/Value Eng.	HDR	\$264.54
Alvord, Joanna	Controls - Quick Start	HDR	\$244.41
Anderson, Eric	GIS	HDR	\$153.54
Arsenijevic, Jelica	Environmental - NEPA/CEQA	HDR	\$152.88
Basrao, Pratibha	GIS Manager	HDR	\$253.83
Beck, Mason	Engineering - Pump Station/Generating Facility	HDR	\$200.37
Beduhn, Robert	Quality Manager	HDR	\$391.65
Belk, Daniel	Engineering - Power Delivery	HDR	\$191.13
Bell, Graham	Engineering - Corrosion	HDR	\$405.03
Bennett, Anilea	Engineering - CADD	HDR	\$131.76
Bernard, Cynthia	Controls - Project Accounting	HDR	\$122.73
Bernhardt, Dan	Controls - Project Accounting	HDR	\$137.01
Beyzaei, Christine	Engineering - Seismic/Senior Project Engineer	SAGE	\$155.03
Bishop, David	IT Manager	HDR	\$235.68
Blomquist, Michael	Engineering - Mechanical	HDR	\$225.99
Boling, Robert	Principal-In-Charge	HDR	\$351.00
Brandt, Carol	Contract Administration & Compliance	HDR	\$186.27
Bratovich, Paul	Environmental - Fisheries	HDR	\$348.81
Brown, Jillian	Engineering - General Assistance	HDR	\$110.37
Buche, Matthew	Engineering - Seismic/Senior Project Geologist	SAGE	\$146.04
Buga, Mike	Engineering - Geology	HDR	\$165.84
Burris, Laura	Environmental	HDR	\$169.50
Buttz, John	Project Integration Manager	HDR	\$349.14
Calderwood, Kevin	Engineering - Pipelines	HDR	\$281.34
Cassidy, Bill	Engineering - Electrical	HDR	\$234.18
Chan, Kelly	IT Services	HDR	\$197.31
Charlton, John	Engineering - Geology	HDR	\$200.37
Clark, Brien	Engineering - Corrosion	HDR	\$226.38
Clemens, Dave	Health & Safety	HDR	\$178.50
Coberth, Dave	Scheduling & Reporting	HDR	\$266.07
Cooper, Matthew	IT Services	HDR	\$180.24
Dadala, Martha	Engineering - General Assistance	HDR	\$326.40
Davis, Mike	IT Services	HDR	\$137.52
Dehoney, Betty	Senior Technical Advisor - Environmental	HDR	\$341.91
Deister, Ane	Land Management Lead	HDR	\$300.00
DeMarco, Matt	Controls - Reporting & Documentation	HDR	\$232.32
DiVito, Randall	Engineering - Tunnels	Hatch	\$190.28
Dosanjh, Kenny	Engineering - Structural	HDR	\$225.30
Eakin, Trent	Risk Management - Manager	HDR	\$144.45
Edwards, Dawn	Permitting	HDR	\$179.43
Eich, Ingrid	Permitting	HDR	\$211.47
Evans, Allan	Engineering - Civil/Irrigation	HDR	\$163.14
Everest, Shelby	Communications/Outreach	HDR	\$102.00
Farrar, Robbi	Controls - Project Accounting	HDR	\$132.81
Ferguson, Keith	Senior Technical Advisor - Dams	HDR	\$382.84
Filgas, Bob	Engineering - Dams	HDR	\$295.68
Fisher, Linda	Environmental	HDR	\$188.04
Ford, David	Engineering - Hydraulic Analysis	HDR	\$338.34

Staff Name	Position	Company	Fully Loaded Rate (\$/hour)
Forsha, Clinton	Engineering - Geotechnical	HDR	\$193.14
Frederiksen, Lee	Engineering Lead	HDR	\$330.60
Gagnon, Jennifer	Engineering - General Assistance	HDR	\$139.14
Galvan, Heleana	Communications/Outreach	HDR	\$159.18
Garcia, Fernando	Engineering - Power Delivery	HDR	\$291.58
Gardenour, Stella	Controls - Project Coordinator	HDR	\$95.91
Garello, Mike	Engineering - Fish Screens	HDR	\$210.66
Gooding, Nick	Engineering - Cost Estimating	HDR	\$130.67
Gott, Dan	Engineering - Electrical	HDR	\$232.50
Gray, Michael	Engineering - Seismic/Principal Engineering Geologist	SAGE	\$312.01
Gulliford, Sharon	Controls - Project Accounting	HDR	\$112.50
Gunsch, Steven	Project Integration Assistance	HDR	\$165.63
Haid, Tom	Engineering - Construction Management	HDR	\$398.06
Hao, Rebecca	Engineering - General Assistance	HDR	\$100.95
Harris, Garrett	Engineering - Geotechnical	HDR	\$198.33
Hasan, Ali	Controls - Scheduling & Reporting	HDR	\$302.52
Heydinger, Erin	Project Integration Assistance	HDR	\$155.79
Higgins, Mike	Engineering - General Assistance	HDR	\$283.77
Hoeft, Jeffrey	Engineering - Seismic/Associate Engineering Geologist	SAGE	\$189.32
Huerd, Hayley	Engineering - General Assistance	HDR	\$100.98
Hull, Mike	IT Services	HDR	\$164.64
Ivanovich, Eric	IT Services	HDR	\$184.38
Jabbour, Daniel	Engineering - Civil Design/Site Development	HDR	\$260.16
Jackman, Renee	Risk Management - Modeler	HDR	\$95.64
Jackson, Alicia	Engineering - CADD/Civil 3D	HDR	\$160.44
Jacobs, Wes	Engineering - Structural	HDR	\$309.99
Jimenez, Sergio	Project Integration Assistance	HDR	\$309.78
Johnson, Larry	Engineering - Alternative Delivery	HDR	\$369.39
Johnston, Bailey	Engineering - General Assistance	HDR	\$125.55
Jones, Chris	Engineering - Geotechnical	HDR	\$161.88
Jones, Lance	Engineering - Civil Design/Site Development	HDR	\$171.42
Kammerer, Kolton	Communications/Outreach	HDR	\$93.00
Kansier, Thomas	Engineering - Power Delivery	HDR	\$214.65
Karki, Debit	Engineering - General Assistance	HDR	\$101.52
Katt, Russ	Cost/Budget/Estimating	HDR	\$215.16
Kelly, Jay	Communications/Outreach	HDR	\$72.00
Kennedy, Drew	Engineering - Seismic/Principal Engineering Geologist	SAGE	\$314.40
Kerns, Jason	Engineering - Pump Station/Generating Facility	HDR	\$206.34
Kido, Maggie	Project Integration Assistance	HDR	\$256.80
Kleinfelter, Jeff	Health & Safety Manager	HDR	\$341.78
Koehler, Nicole	Controls - Project Accounting	HDR	\$145.26
Konieczki, Michael	Engineering - General Assistance	HDR	\$161.46
Kopp, Gabe	Environmental - Fisheries	HDR	\$225.15
Koreny, John	Engineering - Hydrogeology	HDR	\$209.73
Kramer, Gary	Engineering - Tunnels	Hatch	\$271.66
Kretzschmar, Tom	Real Estate Lead	HDR	\$207.00
Krivanec, Chris	Geotechnical Lead	HDR	\$277.53
Krolac, Brian	Engineering - General Assistance	HDR	\$166.80
Lambert, Michael	Engineering - Architect	HDR	\$184.56
Lang, Catherine	Contract Administration & Compliance	HDR	\$321.74
Langmaid, Tim	Engineering - Tunnels	Hatch	\$199.62
LaViolette, Mike	Engineering - Bridge/Road	HDR	\$280.41
Li, Yuying	GIS	HDR	\$162.18
Lintz, Charles	Engineering - General Assistance	HDR	\$112.38
Lionberger, Megan	Engineering - Reservoir Operations & Modeling	HDR	\$174.87
Lofgren, Kira	GIS	HDR	\$125.97
LoGrasso, Sam	Engineering - Tunnels	Hatch	\$219.77
Long, Blane	Risk Manager	HDR	\$225.00



Staff Name	Position	Company	Fully Loaded Rate (\$/hour)
Lutz, Lisa	Engineering - Mechanical	HDR	\$257.01
Luu, Henry	Engineering - Bridge/Road	HDR	\$192.93
Lynch, Jim	Senior Technical Advisor - FERC Relicensing	HDR	\$366.33
Lyon, Jim	Contract Administration & Compliance	HDR	\$235.20
Mack, Darren	Engineering - Seismic/Principal Geotechnical Engineer	SAGE	\$314.40
Mahoney, Mary	Controls - Project Coordinator	HDR	\$92.73
Makdisi, Faiz	Senior Technical Advisor - Seismic	SAGE	\$341.57
Maniscalco, John	Senior Technical Advisor - Bridge	HDR	\$320.85
Mannheim, Carl	Engineering - Hydropower	HDR	\$216.84
McGuire, Matt	Engineering - Mechanical	HDR	\$238.05
McPherson, David	Engineering - Hydraulic Analysis/Penstocks	HDR	\$281.56
McVicker, LuAnn	Engineering - Construction Management	HDR	\$397.23
Mesbah, Elizabeth	Engineering - Hydraulic Analysis	HDR	\$221.58
Meszler, Chris	GIS	HDR	\$93.48
Miller, Rick	Senior Technical Advisor - Pump Storage	HDR	\$411.97
Moore, Adrienne	Communications/Outreach	HDR	\$127.35
Myden, Melanie	Engineering - Seismic/Senior Hydrogeologist	SAGE	\$169.10
Nelson, John	Senior Technical Advisor - Intakes	HDR	\$201.72
Nielsen, Caitlin	Controls - Project Coordinator	HDR	\$112.05
Olden, Randy	GIS	HDR	\$169.02
Pallari, Kim	Communications Lead	HDR	\$267.54
Pardo, Summer	Permitting	HDR	\$180.57
Parrish, John	Engineering - Hydraulic Analysis	HDR	\$210.00
Parsons, Arun	Engineering - Civil Design/Site Development	HDR	\$294.24
Pascoe, Jerry	Engineering - Seismic/Principal Geotechnical Engineer	SAGE	\$235.03
Peabody, Josh	Environmental - Cultural	HDR	\$216.60
Percell, Phoebe	Engineering - Dams	HDR	\$238.53
Perkins, Ron	Engineering - Construction Management	HDR	\$331.11
Petree, David	Engineering - Traffic	HDR	\$127.32
Pingel, Nathan	Engineering - General Assistance	HDR	\$235.71
Planck, Sam	Engineering - Structural	HDR	\$312.21
Plattsmier, John	Senior Technical Advisor - Pipelines	HDR	\$373.56
Pyle, Chris	GIS	HDR	\$168.48
Renner, Joey	Engineering - Seismic/Senior Staff Geologist	SAGE	\$117.19
Rimbach, Linda	Engineering - Traffic	HDR	\$275.19
Robinson, Bradford	Controls - Quick Start	HDR	\$379.94
Rodriguez, Albert	Senior Technical Advisor - Pipelines	HDR	\$294.00
Rolf, Hillary	Environmental	HDR	\$87.33
Russo, Vinson	Engineering - Civil Design/Site Development	HDR	\$152.28
Ryan, Jean	Controls - Project Accounting	HDR	\$130.50
Sachsenmaier, Zach	Engineering - Fire Protection	HDR	\$216.57
Sanders, Steven	Engineering - Seismic/Principal	SAGE	\$381.38
Satyal, Sagar Raj	Engineering - General Assistance	HDR	\$102.33
Scangas, Angie	Engineering - Reservoir Operations & Modeling	HDR	\$180.78
Schneider, Adam	Engineering - General Assistance	HDR	\$186.06
Schumpert, Mike	Engineering - Fire Protection	HDR	\$141.75
Schweissing, Stan	Engineering - Civil/Irrigation	HDR	\$168.60
Scott, Allan	IT Services	HDR	\$314.40
Sencion, Omar	Engineering - Hydraulic Analysis	HDR	\$146.76
Serna, Benjamin	Engineering - Seismic/Associate Geotechnical Engineer	SAGE	\$249.52
Sigmon, John	Engineering - General Assistance	HDR	\$247.62
Smith, Casey	Engineering - Seismic/Associate Engineering Geologist	SAGE	\$205.41
Smith, Ken	Risk Management - Lead	HDR	\$416.79
Smith, Kristin	Environmental	HDR	\$106.74
Snyder, Kevin	Engineering - Hydropower	HDR	\$340.63
Spain, Stephen	Engineering - Hydropower	HDR	\$288.15
Spranza, John	Permitting & Agreements Lead	HDR	\$259.62
Stanley, Mark	Engineering - Geotechnical	HDR	\$288.54
Stefanovic, Dragoslav	Engineering - Sedimentation/Geomorphology	HDR	\$280.92

Staff Name	Position	Company	Fully Loaded Rate (\$/hour)
Stout, John	Risk Management - Modeler	HDR	\$183.36
Stratton, Rich	Engineering - Intakes	HDR	\$321.06
Sullivan, Lisa	Engineering - Power Delivery	HDR	\$182.28
Summer, David	Engineering - Hydraulic Analysis/Penstocks	HDR	\$236.82
Tavangar, Omid	Engineering - Structural	HDR	\$263.73
Teurn, Tammy	Communications/Outreach	HDR	\$94.23
Tice, Leslie	Environmental - NEPA/CEQA	HDR	\$252.96
Tran, Kim Loan	GIS	HDR	\$86.55
Urban, Robert	Engineering - Seismic/Principal Engineering Geologist	SAGE	\$289.78
Various	Engineering - Seismic/Administrative Support	SAGE	\$96.69
Various	Engineering - Tunnels (Admin Support)	Hatch	\$97.46
Varkani, Reza	Engineering - Tunnels	Hatch	\$154.79
Viriam, Krishnan Athipotta	Engineering - General Assistance	HDR	\$110.37
Wagner, Nathaniel	Engineering - Seismic/Project Engineer	SAGE	\$179.35
Warner Herson, Laurie	Environmental Planning Lead	Phenix	\$225.00
Washburn, Zack	Engineering - Seismic/Senior Engineering Geologist	SAGE	\$154.03
Weaver, Jeff	Operations Simulations Modeling Lead	HDR	\$213.12
Weber, Ed	Engineering - Power Delivery	HDR	\$242.46
Weimer, Sara	Engineering - Civil Design/Site Development	HDR	\$70.62
Westcot, Cathy	Project Controls Lead	HDR	\$302.88
White, Drew	Engineering - General Assistance	HDR	\$100.98
Williams, Geoffrey	Engineering - Structural	HDR	\$176.58
Wills, Joshua	Health & Safety	HDR	\$167.13
Winkler, Maika	Document Controls Manager	HDR	\$86.70
Wisniewski, Jeff	Engineering - Dams	HDR	\$242.70
Wolf, Tobias	GIS	HDR	\$273.45
Wolfe, Nichole	Controls - Project Accounting	HDR	\$98.07
Woo, Ed	Engineering - Geotechnical	HDR	\$285.75
Woolsey, Jacob	Controls - Cost/Budget/Estimating	HDR	\$157.65
Wright, Keri	Controls - Project Accounting	HDR	\$122.55
Zervas, Chuck	Controls - Cost/Budget/Estimating	HDR	\$264.94
Zoldy, Derek	Engineering - Tunnels	Hatch	\$276.58

<b>Attachment 3</b>	
<b>Fee Summary for Task Order A002 - Project Integration</b>	
	<b>Total</b>
<b>Task</b>	<b>\$</b>
A01. Communications Integration	\$ 79,964
A02. Operations Simulation Modeling Integration	\$ -
A03. Environmental Planning Integration	\$ 339,990
A04. Permitting & Agreements Integration	\$ 627,536
A05. Real Estate Integration	\$ 49,296
A06. Engineering Services Integration	\$ 398,043
A07. Geology & Geotechnical Engineering Integration	\$ 164,408
A08. Project Controls Integration	\$ 167,006
A09. General Integration	\$ 539,970
A10. Function as Authority's Engineer	\$ -
A11. Health, Safety & Loss Prevention	\$ 29,938
A12. Quality Management	\$ 42,155
A13. Risk Management	\$ 40,100
A14. Information Technology (IT)	\$ 99,990
A15. Geographical Information System (GIS)	\$ 36,616
A16. Document and Data Management	\$ 75,780
A17. Staff Support	\$ 21,060
A18. Satellite Project Office	\$ -
A19. Land Conservation Approach	\$ 34,450
A98. HDR Project Management	\$ 78,256
A99. Expenses	\$ 102,963
	\$ 2,927,521