



Topic: **Authority Board Agenda Item 6.3** **2018 Mar 25**

Subject: **Consulting Services 2019 Task Order – Brown and Caldwell**

Requested Action:

Consider approval of the issuance of Task Order 2 to Brown & Caldwell for Service Area B – Project Controls for services through December 31, 2019.

Detailed Description/Background:

Staff has worked with Brown and Caldwell to develop a Phase 2 2019 task order utilizing funds from the approved Phase 2 (2019) Work Plan and Budget to support project controls 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 B – Project Controls.

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 Brown and Caldwell for Service Area B – Project Controls 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 Controls Task Order

Consultant: Brown and Caldwell

Task Order No. 2

Task Order No. 2 provides work activities for CONSULTANT on their Consulting Agreement with the Authority for project controls 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 \$1,681,875.00. 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

Sites Project Authority

By: _____

By: _____

Printed Name: _____

Printed Name: _____

Date: _____

Date: _____

Attachment 1

Scope of Services for Task Order B002 – Initial Services for Project Controls

This scope of services involves Project Controls efforts needed to support the Sites Project Authority (Authority) through 2019, estimated to occur from April 1, 2019 through December 31, 2019. In general, this scope includes activities in support of the scope outlined in the Authority's Request for Qualifications (RFQ) No. 18-04 and the Statement of Qualifications (SOQ) prepared by Brown and Caldwell (BC).

Task B1—Project Controls

This task involves work needed to provide overall project controls for the program including cost accounting and business interface database development and reporting.

Task B1.1—Controls

Consultant will develop a data framework to support consultant and capital improvement program (CIP) cost tracking including creation of a database, methods to maintain it, and ongoing data entry including data migration of historical records.

Cost Accounting

Consultant will perform the following tasks to support CIP cost accounting activities:

- Perform needs discovery with Authority's Agents and Project Integration staff
- Document and analyze database requirements and assumptions
- Propose data mapping scheme and use of codes to support CIP reporting needs
- Develop and implement processes for handling data input (e.g. invoicing sequence)
- Create and support use of templates for collecting information

Reporting

Consultant will perform the following steps using the framework developed in cost accounting to create a database, design processes, and reports to serve internal and external reporting capabilities.

- Provide specification for Project Integration to setup a Microsoft SQL server database
- Build interim database within SQL Server environment to share real-time data
- Develop import scripts to pull transactions in from spreadsheet templates
- Develop and distribute reports to the team
- Provide technical support, training, and maintenance

Business Interface

Consultant will also provide tools and procedures to assist the Authority Agents and others with the collection of information of budgets, revenues, forecasts, cashflows, and other business management

data. New reports will be added, and some will be enhanced while taking over maintenance of existing spreadsheets. BC will perform the following tasks to support business interface activities:

- Perform needs discovery with Authority's Agents and Project Integration staff
- Document and analyze requirements and assumptions
- Design and implement processes for handling data input (e.g. accounting practices)
- Create and support use of templates for capturing information
- Create and support use of reports

Assumptions:

- Access to Authority's Agents and Project Integration team for discovery of needs and decisions regarding direction
- Access to current and historical information sources
- Some criteria, such as funding billing requirements, will not be known until a later time and will have to be incorporated as they become known
- A Microsoft SQL instance can be installed by the Project Integration team accessible to the entire team through the same Active Directory security model being deployed for document control.
- The Project Integration team will lead the development of the program level Work Breakdown Structure used for scheduling. Mapping activity codes, phase codes, and cost center codes to the WBS will be lead by the Project Integration team.

Deliverables:

- Data dictionary documentation to depict how data will be coded, stored, and related
- Templates to support defined data management processes
- Process schematic documentation
- Sample set of initial templates to develop
 - Monthly consultant progress capture
 - Task order / Task item setup template
- A live database containing reference lists and an initial history of current data to serve initial reports (e.g. Monthly Progress Report).
- Process diagrams for data entry sequences.
- Sample set of initial enhanced or new reports
 - Monthly Progress Reports (MPR) - board level report
 - Replacement for worksheet covering Commitment Tracking
 - Actual Cost to Budgets report
 - Consulting progress and forecasting
 - Data sections of program reports: monthly progress (board), quarterly (public), and annual progress (internal)
- Process Maps to identify workflow approval steps and distribution of reports

- Initial Set of business reports to assist the Authority Agents / Treasurer with the management of information. Replacements for worksheets currently in place will be built and maintained.
 - Budget/Revenue model
 - Cash on hand
 - Cashflow forecasting
 - Actual Cost to Budgets report
 - Funds Management

Task B1.2—Project Management Information System (PMIS)

This task leverages knowledge acquired from earlier tasks and seeks new information in order to develop a selection process for a Project Management Information System (PMIS) comprised of either a single software package or multiple integrated software modules.

Needs Evaluation

Work under this task is centered on preparing for selection of a PMIS to serve CIP project needs. This will include generation of a list of critical needs to use as criteria in selection of a software provider (or multiple). The software functionality requirements will be condensed to what items are considered as “must haves.”

- Discover key needs for functionality modules
 - Cost accounting / change management functions
 - Construction document control
 - Flexible reporting capabilities including custom dashboards
 - Practical access for external retrieval / import / export routines
- Other needs
 - Provide profiles of integration with large ERP/accounting systems

Selection

This task will focus on identifying candidate firms to provide software and implementation services. Reduction to a short-list of qualified firms will enable setting up of “shootout” style demonstrations to see how their solution would solve given scenarios. Data will be prepared for the candidate firms to use for these tests. A sampling of scenarios may resemble the following:

- Assign multiple funding sources to the task list / facility codes given
- Demonstrate how the configuration was done
- Work through sample input / output
- Make a change in fund assignments and run results
- Point out limitations (e.g. reversible through history, need snapshots, etc.)
- Provide profiles of integration with large ERP/accounting systems

Implementation

Based upon selection of a PMIS, the purpose of this task is to launch the process of putting in a new system. Efforts on this task will be limited to what the schedule and budget for 2019 allows for.

- Procure system provider
- Develop a transition plan from existing system of data capture and reporting
- Begin setting up workflow assignments and procedures
- Setup schedule for discovery / configuration / report development and training

Assumptions:

- Sufficient input will be gathered from all decision makers.
- Input provided from reservoir committee participants on business systems preferences to aid in selection of PMIS. Work related to business system selection, such as an enterprise resource planning (ERP) tool, are not included in this task
- Coordination of demonstrations can be accomplished within 2019 schedule
- A consensus on what the best system will be reached for the project
- Schedule for procurement allows for beginning implementation activity during 2019
- Software and hardware costs for implementation are not included

Deliverables:

- Memorandum summarizing a list of critical and secondary factors to be used in selection process.
- Survey of top tier PMIS packages for based upon criteria such as:
 - Entity size
 - CIP value and number of projects
 - Federal / California State Audit performance
 - Evaluation / history / reference of implementer
- PMIS candidate short-list
- PMIS demonstration memorandum
- Up to four software demonstration workshops
- PMIS recommendation memorandum
- PMIS implementation Schedule
- Process flow diagrams for project workflows

Task B2—Contract Administration and Compliance

This task involves work associated with supporting the Authority's Agents with the contract administration and compliance with generally accepted accounting principles and State and Federal reporting requirements.

Task B2.1—Contract Administration and Procurement

Consultant will develop, maintain, and implement contract standards and reporting procedures. Consultant will work with the Authority and Project Integration team to develop processes and procedures to document and report contract compliance to meet overall project goals and objectives.

Procurement

- Assist with the development of tender documents and management of the bid process for additional services and alternative delivery contracts.
- Support Authority's Agents and Project Integration team in the negotiation and management of contracts, agreements, and task orders.
- Ensure the project's procurement process adheres to applicable regulations.

Assumptions:

- Access to Authority's Agents and Project Integration team for access to current and historical information sources

Deliverables:

- Processes and procedures to document contract administration within the PMP

Task B2.2—Compliance

This task involves work associated with supporting project compliance with project level and stakeholder audit requirements.

- Support Authority's Agents in performing reviews and audits of service area providers and the Reservoir Committee internal processes and procedures.
- Provide support for the annual external auditors
- Provide support with funding audits (State, Federal)
- Ensure compliance and legal standards are upheld in all contracts by identifying potential deficiencies to the Authority for resolution
- Provide coordination of audit requirements with Project Integration team and Controls team.

Task B2.3—Funding

This task involves work associated with supporting the Authority's Agents in developing procedures to support both state and federal funding requirements.

Consultant will perform the following tasks:

- Engage with the California Water Commission (CWC)
- Engage with the Bureau of Reclamation (BOR) and U.S. Department of Agriculture (USDA)
- Determine reporting requirements (quarterly, monthly, annually)
- Determine allowable costs
- Aid in agreement development (if required)
- Develop reporting templates

- Invoices
- Progress
- Share of Cost
- Submit reports
- Setup internal reporting requirements to meet state funding requirements
- Setup internal reporting requirements to meet federal funding requirements
- Provide invoice allocations for PMIS integration
- Integrate audit needs into the PMIS
- Provide invoice allocations for PMIS integration

Assumptions:

- Access to California Water Commission
- Access to Bureau of Reclamation and US Department of Agriculture
- PMIS integration of State requirements into the system
- PMIS integration of Federal requirements into the system
- Tools and Procedures to be established for all Service Providers in support of reporting, funding and audit requirements

Deliverables:

It is anticipated that the following deliverables will be required related to state funding:

- CWC approved templates for invoices, progress reports and share of cost
- Progress reports
- Invoices
- Share of Cost reports
- Progress reports to meet reporting requirements
- Internal audits conducted intermittently to ensure compliance.

It is anticipated that the following deliverables will be required related to federal funding:

- BOR approved templates for invoices, progress reports and share of cost
- Progress reports
- Invoices
- Share of Cost report
- Progress reports to meet reporting requirements
- Internal audits conducted intermittently to ensure compliance.

Task B3—Work Planning and Scheduling

Task B3.1—Work Planning and Scheduling

This task involves work associated with overall work planning and scheduling for the program including the master program schedule, focused work planning schedule modules, and cash flow histograms.

Consultant will perform the following tasks:

Develop Standards/Requirements

- Scheduling standards for the program.
- Cost loading requirements and set up Primavera database financial periods and integrate into the temporary and permanent Sites PMI systems.
- Assist in the development of Virtual Design and Construction (VDC) standards.
- Develop language for the designer's contract related to scheduling and VDC requirements.
- Designers payment procedure guide for the design phase.
- Develop the Primavera enterprise project structure (EPS) - the hierarchical structure of all projects in the database.
- Convert Microsoft Project Schedules into Primavera P6 Sites database
- Create Master Planning Schedules for the overall program include planning modules for Environmental, Right-of-Entry, and Permitting service area schedules.
- Develop the master program schedule and cost histograms.

Perform Schedule Updates

- Develop Basis Augmentation and Collaboration System and workflow.
- Maintain & Status Master Planning Schedules for the overall project include planning modules for Environmental, Right-of-Entry and Permitting schedules.
- Execute several Basis Master Planning Schedule review cycles.

Develop Schedule and Cash Flow Reports

- Establish Funding Source Specific Cost Break Down Structure and Cost Reporting.
- Establish desired financial reports and budget projections
- Develop monthly schedule and financial performance reports generated from the cost-loaded schedule.
- Develop funding source cost reporting requirements.
- Coordinate the syncing of the schedule with the PMIS.

Integrate Risk Register with Schedule

- Prepare updates to be made to the program risk register.
- Set up risk assessment structure (risk registry)

Assumptions:

- Project Integration team will provide program work breakdown structure
- Input from all consultant teams will be provided through the Project Integration leads

- Coordination with Bureau of Reclamation, including access to key staff, to determine appropriate level of integration with the Reclamation schedule.
- Coordination with Project Integration on risk register format for inclusion in P6 schedule

Deliverables:

- Master program schedule and activity database
- Master program cost histograms
- Schedule reports for funding stakeholders
- Schedule review cycles
- Engineering schedule module

Task B4—Project Administrative Support

This task involves administrative support of the Authority’s Agents. Part or all of this work will be performed at the direction of the Authority’s Agents.

Task B4.1—Project Administrative Support

Consultant will perform the following tasks:

- Facilitate development of Reservoir Committee and Authority Board agenda packages
- Coordinate meeting logistics and take minutes
- Assist the Sites Authority General Manager (GM) with calendar coordination and action item follow-up
- Provide as-needed support in the Maxwell and Natomas project offices
- Assist in the maintenance of the Project Controls SharePoint Subpage

Assumptions:

- One employee at two-thirds time for the duration of task order for support of Authority’s Agents, Project Integration, and Project Controls.
- One day per week desk coverage in the Maxwell Office
- Two days per week desk coverage in the Natomas project satellite office.

Task B5—Project Management Plan

This task involves work associated with supporting the Authority’s Agents and the Project Integrator in developing final sections of the Project Management Plan (PMP).

Task B5.1—Develop PMP Sections

Consultant will perform the following tasks:

- Lead development of approaches to sections of the PMP related to project controls
- Support development of approaches to sections of the PMP where the project controls team will serve in a support function (quality, risk management, etc.)
- Attending meetings with Authority’s Agents and Project Integrator staff

Assumptions:

- Access to Authority's Agents for direction and decisions regarding direction on PMP approach

Deliverables:

It is anticipated that the following PMP sections will be delivered in final format as part of this task:

- Schedule Management Plan
- Cost Management Plan
- Change Management Plan
- Contract Administration Plan
- Business Management: Purchasing

Task B5.2—Guidelines

This task includes the preparation of a variety of guidelines that will be used to support the procurement process. There are multiple guideline documents that need to be prepared to outline the level of detail and specific requirements consultants will be required to use on the program. The following provides a summary of each of these documents. It is anticipated that each document will be prepared in a draft, draft final, and final version. Workshops will be held to collect input and provide feedback on each document.

Consultant will perform the following tasks:

- **Cost Estimating Guidelines:** It is important that a consistent and agreed-upon process is used by all consultants on the program to generate cost estimates. The cost estimating guidelines will be prepared to outline the different levels of cost estimates expected at each deliverable phase including standard contingencies and other standard estimate assumptions. The cost estimating guidelines will outline the required backup for each cost estimate, the format in which it will be presented, and coding requirements so project costs can be linked to BIM and schedule files.
- **Designer Scheduling Guidelines:** All schedules on the program will be prepared using Primavera P6. The designer scheduling guidelines will outline schedule preparation requirements including activity naming conventions, schedule setup requirements, and other criteria required to ensure all project schedules can be incorporated on a regular basis into the overall program schedule. The scheduling guidelines will also provide required update frequency and schedule submittal requirements.

Assumptions:

- Access to Authority's Agents for direction and decisions regarding direction on guideline approach

Deliverables:

It is anticipated that the following guidelines will be delivered in draft format as part of this task:

- Cost Estimating Guidelines
- Designer Scheduling Guidelines

Task B98—Project Management & Quality Control

This task involves work associated with project management and quality control in support of project controls for the Sites Project.

Task B98.1— Project Management

This task includes monitoring project controls task budgets, reviewing labor and expense effort, and coordinating staffing requirements. This task also includes management of staff and our subconsultants, as well as financial management and accounting support for the project controls contract. In addition, Consultant will regularly review the scope, schedule, and budget and identify any changes requiring an amendment. Consultant will meet with the Authority's agents on a monthly basis to review task progress and decisions made during that invoicing period.

Specific activities that Brown and Caldwell personnel will perform for the scope assigned to BC include:

- Manage the quality development of required deliverables
- Maintain project records
- Manage task level budgets. Reallocating budget between tasks along with justification shall be submitted for email approval to the Authority's Agents.
- Manage staff to assure product generation and responsiveness. Approved staff for this task order can be found in Attachment 2. To add staff to work on the project, email approval shall be obtained from the Authority.
- Complete weekly effort reports and deliver to Project Controls by Wednesday of the week following the reporting week using the template in Attachment 1. Weekly effort shall be reported utilizing the work breakdown structure task level provided in this scope of work.
- Prepare a monthly invoice with a written monthly progress report for all tasks. Project invoice and monthly progress report shall utilize the work breakdown structure task level provided in this scope of work.

Assumptions:

- All invoices will be prepared in a format compatible with a standard format available in Brown and Caldwell's accounting system

Deliverables:

- Weekly effort reports for all weeks covered by this task order
- Monthly invoices and monthly progress report

Task B98.2— Quality Control

Our team will provide internal quality control reviews for each deliverable provided to the Authority. This task includes time for our reviewers to adequately review and document comments on project controls deliverables.

Task B99—Expenses

This task involves all expenses related to travel, meals, etc.

B99.1 – Travel and Meals

Assumptions:

- Travel costs for the project scheduler, Project Controls Cubed, to be on-site in the Natomas satellite project office one day per week.
- Travel costs for project admin to be on-site in the Maxwell project office one day per week.
- Travel costs for PM to attend Reservoir Committee and Authority Board meetings
- Travel allowance of \$12,000 for attendance of six workshops by national experts from the Project Controls team.
- Expenses for the purchase of software or hardware in support of the project are not included in this task order.

Attachment 2, Rate Table

		Employee		Billing
Firm	Last name, First MI	Role	Office Rate (\$/hr)	
Brown and Caldwell	Robinette, JP	Project Manager	\$239.04	
Brown and Caldwell	Dubin, Gary	Project Controls Manager	\$278.61	
Project Controls Cubed	Campbell, Jeff	Project Schedule Manager	\$235.00	
Stantec	Lewis, Debi	Contract Administration Manager	\$187.00	
Stantec	Collyard, Cynthia	Audit Manager	\$262.00	
Stantec	Poquette, Scott	Procurement Manager	\$161.00	
Brown and Caldwell	Uresti, Irasema	Administrative Support Manager	\$107.84	
Brown and Caldwell	Kivett, Jeffrey	Principal In Charge	\$344.57	
Brown and Caldwell	Zuber, David	Quality Control	\$321.49	
Brown and Caldwell	Romano, Christina	Monitoring Manager	\$311.56	
Project Controls Cubed	Wirsch, Stephen	Schedule Support	\$146.00	
Project Controls Cubed	Sou, Brandon	Schedule Support	\$146.00	
Brown and Caldwell	Harris, Cheyanne	Project Controls Staff Engineer	\$105.81	
Brown and Caldwell	Stubblefield, Kimberly	Project Administrator	\$101.82	
Brown and Caldwell	Schock, Dawn	Administrative Support	\$96.46	
Brown and Caldwell	Orsinelli, Michael	Estimating Lead	\$204.90	
Stantec	Johnson, Gregg	Procurement Support	\$148.00	
Stantec	VanBuren, Patrick	Procurement Support	\$134.00	
Brown and Caldwell	Johnson, Alex	PMIS Setup	\$229.45	
Brown and Caldwell	Prett, Michael	Project Controls Expert (Advisor)	\$271.30	
Brown and Caldwell	Jablonsky, Dane	Project Controls Expert (Advisor)	\$305.04	
Brown and Caldwell	Bunce, Daniel	Risk Management Expert (Advisor)	\$366.17	
Brown and Caldwell	Paulson, Cynthia	Strategy (Advisor)	\$376.20	
Brown and Caldwell	Morrow, Amanda	System Administration	\$213.21	
Brown and Caldwell	Clark, Christopher	Data Management	\$227.22	
Brown and Caldwell	Crawford, Tina	Data Management	\$140.29	
Brown and Caldwell	Cheung, Steve	Project Controls Staff Engineer	\$147.47	
Brown and Caldwell	Yepez, Shanna	Estimating Support	\$163.02	
Brown and Caldwell	Velasco, Elizabeth	Project Controls Staff Engineer	\$151.45	
Brown and Caldwell	Serkey Bishop, Jessica	Organizational Change Management (Advisor)	\$135.93	
Brown and Caldwell	Baker, Mary	Administrative Support	\$66.78	
Brown and Caldwell	Romero, Sara	Administrative Support	\$83.86	
Brown and Caldwell	Sheck, Jason	Legal Support	\$223.21	
Brown and Caldwell	Nelson, Lesly	Project Accounting Staff	\$131.45	
Brown and Caldwell	Bowers, Susan	Project Accounting Lead	\$168.41	
Brown and Caldwell	Cunningham, Lucas	Virtual Design Planner	\$59.57	
Brown and Caldwell	Martindell, Susan	Project Administrator	\$134.08	
Brown and Caldwell	Wademan, Michael	Principal Engineer	\$191.96	
Brown and Caldwell	Terrazas, Richard	PMO QC	\$308.99	

Attachment 2, Rate Table

		Employee		Billing
Firm	Last name, First MI	Role	Office Rate (\$/hr)	
Brown and Caldwell	McCauley, Brian	Project Controls Staff Engineer	\$110.29	
Brown and Caldwell	Tricas, Marisa	Federal Advisor	\$180.89	
Brown and Caldwell	Watson, Simon	CMMS	\$290.27	
Brown and Caldwell	Theerman, Jeff	Utility Business Operations	\$343.56	
Project Controls Cubed	Corn, Serelle	VDC Senior Planner/Scheduler Manager	\$235.00	
Stantec	Anderson, Mark	State Advisory (Advisor)	\$273.00	
Stantec	Beza, Bernadette	Agreements (Advisor)	\$228.00	
Stantec	Clyma, Kim	Technical Support (Advisor)	\$131.00	
Stantec	Diaz, Loretta	Administrative Support	\$107.00	
Stantec	Duncan, Katie	Technical Support	\$103.00	
Stantec	FitzHugh, Tom	Technical Support	\$169.00	
Stantec	Idloff, Patti	Federal Advisory (Advisor)	\$196.00	
Stantec	Ludden, Dina	Administrative Support	\$110.00	
Stantec	Marshall, Paul	State Advisory (Advisor)	\$266.00	
Stantec	Murray, Meghan	Agreements (Advisor)	\$102.00	
Stantec	Shively, Kari	Federal Advisory (Advisor)	\$334.00	
Stantec	Yung-Hsin Sun	State Advisory (Advisor)	\$287.00	
Stantec	Weir, Skylar	Technical Support	\$108.00	
Brown and Caldwell	Thompson, Jennifer	PMP Lead	\$271.30	
Brown and Caldwell	Ross, Peter	Database Administrator	\$193.87	
Brown and Caldwell	Harrison, Michael	PMP Consult	\$279.77	
Brown and Caldwell	Ross, Adam	PMP Consult	\$255.03	
Brown and Caldwell	Vilker, Bob	PMP Consult	\$422.57	
Brown and Caldwell	Porter, Katie	PMP Consult	\$281.90	
Brown and Caldwell	Sturges, Greg	CAD/BIM Lead	\$194.15	
Brown and Caldwell	Calciano, Graham	PMP Consult	\$262.27	
Brown and Caldwell	Hall, Hee Jea	PMP Consult	\$77.75	
Brown and Caldwell	Scrutchfield, Dan	PMP Consult	\$110.41	
Brown and Caldwell	Watson, Simon	PMP Consult	\$290.27	
Brown and Caldwell	Intern	Sites Intern	\$59.57	

Attachment 3, Fee Table

Task ID	Task Name	Fee
B1	Project Controls	\$462,379.00
B2	Contract Administration and Compliance	\$339,725.00
B3	Work Planning and Scheduling	\$236,090.00
B4	Project Administrative Support	\$144,962.00
B5	PMP Sections	\$66,722.00
B98	Project Management	\$401,997.00
B99	Expenses	\$30,000.00
	Total Fee	\$1,681,875.00