



**Water Business Group**  
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April 21, 2015 (revised June 9, 2015)

Fresno P.O. No.: 0000068536  
CH2M Project No.: 482124

Mr. Michael Carbajal  
City of Fresno  
Department of Public Utilities – Water Division  
2101 G Street, Bldg A  
Fresno, CA 93706-1620

Subject: Fresno Metro Program – Program Management Services  
CH2M Program Management Contract Annual Summary Report for FY 2015

Dear Mr. Carbajal:

I am pleased to submit the attached Program Management Contract Annual Summary Report for FY 2015 programmatic activities, summarizing the CH2M team's fiscal-year-to-date financial performance, staffing, accomplishments and activities for FY 2015 program management services provided under our Professional Consultant Agreement approved by City Council on October 31<sup>st</sup>, 2013.

Please note that this report is currently submitted in preliminary format. Upon completion of invoicing for June 2015 activity and closure of financials for the fiscal year, I will submit a final report. In this preliminary version, unbilled activity has been estimated to enable approximation of final expenditure values.

CH2M is proud to serve you in implementing your Water Capital Improvement Program. I hope that this summary report provides appropriate and adequate information regarding FY2015 activities and accomplishments.

If you have questions or would like to discuss this document, please contact me at your convenience.

Sincerely,

A handwritten signature in blue ink that reads 'Gino Rapagna'.

Gino Rapagna  
Senior Program Manager  
CH2M

cc: Thomas Esqueda, City of Fresno DPU Director  
Rich Pyle, CH2M Geographic Manager and Fresno Program PIC  
Tom Price, CH2M Regional Manager

## **EXECUTIVE SUMMARY:**

On October 31, 2013, the City Council approved a professional consultant agreement with CH2M HILL for Program Management Services, in the amount of \$6,993,000. Since then, CH2M HILL has engaged in program support services related to program oversight and operations; project management, engineering and technical support, program controls; project validation and budget planning; financial and funding support; document management; stakeholder communication; public outreach and communication; Administration and Council communication support; CIP planning; regulatory and environmental support; permitting support; hydraulic modeling and GIS support; business and operational improvement planning and implementation; resource planning and staff projections; development of a Program Management Plan and set of delivery guidelines; program systems development and maintenance (PMIS, DMS, SharePoint, Public Website, etc.); professional outreach and awards facilitation as well as many other as-needed and as-requested support activities. The purpose of these activities is to enable accurate budget forecasting, appropriate planning for project implementation, use of best and most efficient practices in project delivery, reduction of overall CIP implementation costs and improved asset management, during current and future heightened levels of CIP activity.

On August 5, 2014, the City approved Amendment No. 1 to the original professional consultant agreement, extending the period of service for original contract (FY2014) funding through July 2014.

On August 28, 2014, the City Council approved Amendment No. 2 to the original professional consultant agreement, providing additional funding in the amount of \$6,900,000 for FY2015.

Program Management Services are focused on achieving the following goals:

- Develop best-in class Program and project management systems to enable on-schedule and on-budget project delivery.
- Improve effectiveness and efficiency of project delivery and O&M activities.
- Communicate the value of the Water Capital Plan to customers and all stakeholders, maximize involvement of local business, and create opportunities for economic development.
- Ensure a safe potable water supply to customers while mitigating impacts from pending regulations.
- Implement Water Capital Plan projects to enable a balanced water supply by maximizing use of surface water supplies, reducing groundwater pumping, increasing groundwater recharge, and increasing water conservation and water reuse.
- Apply asset management strategies to renew aging infrastructure.
- Enable knowledge transfer to support professional development and certification for Water Division professionals.

This report summarizes the CH2M HILL team's financial performance, staffing, accomplishments and activities for FY 2015 program management services provided under the Professional Consultant Agreement approved by City Council on October 31<sup>st</sup>, 2013.

Including actual billings through the end of February and projected billings for March through June, expenditures against Amendment #2 are estimated at \$6.87 million, in comparison to a \$6.90 million budget. Approximately \$30,000 remains as estimated surplus budget, which may or may not remain unspent at the end of the fiscal year.

Current integrated team staffing is currently at 26 team members, including 9 City staff and 17 CH2M HILL Team staff. Size of the integrated team may increase or decrease as necessary to assure effective delivery of the City Water Division's CIP. The integrated team is supplemented by staff assigned to local and remote consultant/subconsultant offices, these staff bringing necessary and valuable expertise in many areas of program delivery, design and construction management. Included in the current integrated team staff are 1 from local subconsultants, 5 local new hires, and 9 staff that have relocated and live to the Fresno area.

A list and description of significant program and project-specific accomplishments and activities may be found starting on Page 2 of this report. These accomplishments contribute greatly to the City's future success in implementing the many important projects of Recharge Fresno, the Metropolitan Water Resources Management Plan and the overall Water Division CIP.

**Program Management Contract Annual Summary Report for FY 2015, through April 2015**

April 21, 2015 (Revised June 9, 2015)

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**PROGRAM MANAGEMENT SERVICES AMENDMENT #2 BUDGET PERFORMANCE:**

<b>FY 2015 Budget, Billings and Surplus:</b>	
Authorized Budget, Amendment #2:	\$ 6,900,000
Actual Billings, through April 2015:	\$ 5,471,130
Estimated Billings, May through June 2015:	\$ 1,300,000
Estimated Billings, through June 2015:	\$ 6,800,000
Estimated % spent, through June 2015:	
Estimated Surplus, at end of June 2015:	\$ 100,000

<b>Estimated Billings Summary by Consultant:</b> (Estimated through June 2015)	
CH2M HILL <sup>(1)</sup>	\$ 5,383,000
Subconsultants:	\$ 1,417,000
AEGIS Groundwater Consulting <sup>(1)</sup>	\$ 23,188
Akel Engineering Group, Inc. <sup>(1)</sup>	\$ 150,000
Blair, Church & Flynn <sup>(1)</sup>	\$ 133,000
Critigen	\$ 333,362
Environmental Science Associates	\$ 80,000
Katz & Associates	\$ 445,000
Peters Engineering Group <sup>(1)</sup>	\$ 2,220
ProgramNet	\$ 87,650
Provost & Pritchard Consulting Group <sup>(1)</sup>	\$ 133,657
RMC Water & Environment	\$ 29,000

<sup>(1)</sup> Local business.**FY 2015 INTEGRATED STAFFING:**

<b>Integrated Team Members:</b>	City Staff	CH2M Team Staff <sup>(1)</sup>	Total
Program Leadership	1	1	2
Project Management (PMs and support)	2	5	7
Engineering & Technical Support	6	1	7
Permitting Support		1	1
Community Relations		2	2
Program Controls		4	4
Administrative Support		1	1
Interns		2	2
Total	9	17	26

<sup>(1)</sup> Includes current CH2M HILL Team staff who are integrated full- or part-time into the Program team. Does not include staff which support the Program on an as-needed basis from other offices.

## **FY 2015 ACCOMPLISHMENTS:**

Listed below are highlighted accomplishments of the integrated Program Management Team during FY2015, to date.

### FY2015 Program/Project Cost Reduction and Savings (\$192 million)

- Optimized pipe sizing and alignment for RTMs, resulting in reduction of cost estimate by \$46 million.
- Identified lower priority projects to be modified or deferred to reduce expenditures during the five-year rate plan: approx. \$146 million, including:
  - Water Main Extensions \$5.2 M
  - Water Main Renewals \$57.4 M
  - Water Well Construction \$28.4 M
  - Water Well Rehab \$2.0 M
  - Wellhead Treatment \$14.4 M
  - NESWTF Improvements \$12.8 M
  - Recharge Facilities \$3.4 M
  - Other Improvement Projects \$22.5 M
- Identified potential cost savings opportunities, though SESWTF and RTMs packaging and bid alternatives, to allow implementation decision flexibility following receipt of construction bids, in consideration to maintain adequate levels of program and project contingency and meet overall program and project budgets.

### Rate Planning and Implementation, Project Cost/Schedule Validation and Financial Planning

- Supported preparation of materials and presentations for Community Forums, Financing Summit, Prop 218 and rate planning/implementation, and communications with the community, City Administration and Council Members.
- Developed final program CIP implementation plan, through definition and analysis of project cost and schedule scenarios, to support financial planning, project budget/schedule revisions, communication with City management and administration, rate modeling and new rate implementation.
- Conducted meetings to support decisions regarding project implementation and enable cost reduction through deferral of low priority projects and/or project modification.
- Further developed and updated financial planning model to support financial planning for bond sale timing and amount. Supported project affordability analysis, using financial planning model to test financial assumptions (interest rates, coverage, etc.) and validate affordability.
- Confirmed project costs and schedule for major Recharge Fresno and all other CIP projects and prepared data for Water Divisions FY2016 budget, using P6 cost and schedule data outputs as the basis for CIP project budgets and cash flow.
- Prepared Project Validation Report, compiling project cost and schedule projections into a single document to serve as the baseline for the program.

### Community Relations and Education

- Fully branded Recharge Fresno to establish a recognized identify among the community and Program stakeholders.
- Finalized plans and prepared materials to enable readiness for launch of the Program website ([www.RechargeFresno.com](http://www.RechargeFresno.com)), Program hotline (844-FRESNOH20) and social media (LinkedIn, Facebook, Twitter and YouTube).
- Coordinated and supported successful Community Forums and other meetings in support of overall community relations and driving support for implementation of new rate plan.
- Prepare program and project informational materials, including web content, fact sheets and presentations for effective communication with the community, political stakeholders, regulators, and City management. Integrated language translation as appropriate to reach the community.
- Developed, implemented and maintained Recharge Fresno public website for community access and collaboration.
- Implemented social media as related to Recharge Fresno.

- Effectively supported program leadership and project teams as related to design and construction communications to the community.
- Developed ability to reach community and stakeholder groups through speakers' bureau. Supported various public/professional organization presentations.
- Developed and coordinated publication of Recharge Fresno articles for local organizations including Fresno Chamber of Commerce "Connect" magazine, Sunnyside HOA and Black Chamber of Commerce.

#### Major CIP Project Delivery and Progress

- Southeast Surface Water Treatment Facility (SESWTF):
  - Managed the project and consulting services (design) contract on behalf of the City.
  - Supported State Revolving Fund (SRF) application and review process for funding of the project, including securing low-interest SRF funding for the full cost of the project.
  - Completed initial processing of Conditional Use Permit (CUP) and anticipate completion of CUP permitting in May 2015.
  - Provided continued environmental permitting support, including coordination with regulatory agencies for final environmental permitting.
  - Collaborated with KRP design team to provide design coordination and consistency.
  - Completed 60% design. Anticipate completion of 90% design in April 2015.
  - Completed electric utility load evaluation and utility service connection strategy saving the City an estimated 30 percent in annual electrical operating costs.
  - Developed procurement strategies with City Attorney's Office and Purchasing for Pre-qualifications of prime construction contractors and for unique site security systems. Prequalification of contractors is planned to be complete in May 2015.
  - Collaborated with Building and Safety Services Division, DPW, and County of Fresno to coordinate design plan check and construction inspection roles and responsibilities protocols.
- Friant-Kern Pipeline (FKCP):
  - Managed the project and consulting services (design) contract on behalf of the City.
  - Continued coordination for land acquisition, with design engineer and their real estate subconsultant, including negotiation with land owner, preparation of documents and communication with City management and Council as related to completed and pending acquisitions. It is anticipated that land acquisition will be complete this fiscal year.
  - Continued coordination of permitting activities with design engineer and their permitting subconsultant. It is anticipated that environmental permitting will be complete this fiscal year.
- Kings River Pipeline (KRP):
  - Managed the project and consulting services (design) contract on behalf of the City.
  - Secured right-of-entry to provide site access for design and permitting activities.
  - Completed required plats and legal descriptions and started appraisals for private land acquisition.
  - Provided schematic design guidance and technical direction, and collaborated with consulting engineer to confirm pipe sizing and alignment.
  - Provided continued environmental permitting support, including coordination with regulatory agencies for final environmental permitting.
  - Collaborated with SESWTF design team to provide design coordination and consistency.
  - Completed schematic design and prepared for final design.
  - Conducted several meetings each with Fresno Irrigation District and County of Fresno related to design coordination and traffic control, respectively.
- Regional Transmission Mains (RTMs):
  - Managed the project and consulting services (schematic design) contract on behalf of the City.
  - Completed hydraulic analysis and optimization of RTMs, including system-wide hydraulic modeling.
  - Provided schematic design guidance and technical direction, and collaborated with consulting engineer to confirm pipe sizing and alignment.
  - Conducted numerous meetings with CalTrans, City Traffic Division and Fresno Irrigation District regarding permitting and design coordination.

- Completed schematic design for Phase 2 pipelines.
  - Conducted selection process for design consultants. Negotiations anticipated to be complete by end of April 2015. Final design is planned to begin before end of FY2015.
- Tank T-4:
  - Managed the project and consulting/construction services contracts on behalf of the City.
  - Initiated and continue construction.

#### Program and CIP Project Delivery Process Enhancement

- Finalized Program Management Plan (PMP) to define program governance and administration:
  - PMP Overview
  - Mission, Vision, Goals and Charter
  - Program Governance
  - Program Scope of Work
  - Business Process Mapping
  - Program Controls Mgmt
  - Performance Monitoring and Reporting
  - Project Mgmt Information Systems
  - Change Mgmt
  - Risk Mgmt
  - Quality Mgmt
  - Document and Records Mgmt
  - PMT Communications Plan
  - Public Outreach
  - Procurement and Contract Mgmt
  - Design Management
  - Property Acquisition Mgmt
  - Construction Mgmt
  - Permitting and Regulatory Compliance
  - Utilities Coordination
  - Cost Estimating
  - Health and Safety Mgmt
- Finalized Program Delivery Guidelines:
  - Project Mgmt
  - Engineering and Design Mgmt
  - Construction Mgmt
  - Permit and Land Acquisition Mgmt
  - Document Mgmt
  - Cost Estimating
  - Construction Scheduling
  - Procurement Guideline and Templates
- Further enhanced PMIS systems, including the program delivery Portal, Program Performance Dashboards, Document Management systems, and construction document management collaboration tools, developed permitting and land acquisition tools and processes to enhance focus and success in these areas, and stood up the Recharge Fresno public website.
- Improved front ends specifications to include contract terms that appropriately balance risk, encourage competitive bidding, and provide clarity of responsibilities to minimize bids.
- Implemented prequalification of construction contractors for major construction projects, to drive selection of qualified contractors and minimize risk to the City.

#### Program Controls, Program Management Information Systems and Document Controls

- Work with the City's accounting team to enhance project budgeting, approval and change management practices, enabling effective program/project management and change control.
- Conducted monthly cost and schedule updates to enable refinement of cost and schedule projections prior to setting project baselines.
- Employed Earned Value Management practices to accurately track and forecast progress in alignment with spending.
- Maintained cloud hosting and managed services infrastructure for PMIS.
- Maintained and deployed Program Management Information Systems, including:
  - Cost and Schedule Management tools (P6)
  - Program Management Portal (program website: information, links, tools)
  - Program Performance Dashboards (cost/schedule and earned value management dashboards)



- Finalized development of electronic document management systems for project collaboration, document archival and retention, and construction document transmittal and response. Administered Document Management System training to core Program team members.

#### Business and Operational Improvement Initiatives

- Prepared draft Enterprise Asset Management implementation roadmap and draft Asset Management Plan.
- Completed analysis of well operational and asset data to establish baseline for well risk assessment and support future decisions regarding well rehabilitation and pump replacement.
- Completed analysis of service requests and hydraulic modeling data to establish baseline for linear (pipe) risk assessment and support future decisions regarding water main renewal and replacement.
- Completed routing optimization analysis for the well sampling routes
- Documented existing hardware, software, and network environments to support CMMS (Hansen) upgrade.

#### Miscellaneous Accomplishments and Activities

- Physically integrated the Program team to enable enhanced communication, coordination, collaboration and Program/project delivery effectiveness.
- Implemented SharePoint workflows for construction document management to enable effective collaboration between project/construction management team, design engineer and construction contractor.
- Conducted hydraulic modelling to support coordination with City PW and High Speed Rail Authority on relocation of water utilities.
- Supported update of the Water Divisions Injury and Illness Prevention Plan (IIPP).
- Advised on California legislative and regulatory issues, including SGMA, Proposition 1, USACE Section 216, USBR allocations.

## **FY 2015 ACTIVITY:**

To accomplish goals listed in the Executive Summary, services are categorized in the following three areas of activity:

- Program Management, Administration and Support - This area of activity focuses on ongoing program-level activities to support programmatic oversight and execution.
- Program Initiation - This area of activity includes activities necessary for program set-up and to enable readiness for ongoing program management and project delivery functions. These tasks are essentially complete, although certain systems are being further developed to support construction activities.
- Project Delivery - This area of activity includes staff augmentation for project-specific project management and technical support, to enable successful and efficient delivery of planned capital projects.

The following table includes descriptions of significant activities that have occurred within defined program tasks during FY 2015, although it is not inclusive of all program activity. The scope of work contained within the original contract was developed to support ongoing program activities for the life of the contract.

<b>CH2M HILL Task Number and Description</b>		<b>Significant Activity</b>
<b>Task 01</b> <b>Program Management &amp; Administration</b> (Task 01 activities may be generically described to reflect ongoing program efforts.)		
01.01.PM - Program Mgmt & Admin		Program oversight, management and administration; staffing and staff oversight; budgeting, financial management and invoicing; management and administration communications, subconsultant procurement, administration and financial/contract management. Supported preparation of materials and presentations for Community Forums, Financing Summit, Prop 218 and rate planning/implementation, and communications with the community, City Administration and Council Members.
01.01.PC - Program Controls		<ul style="list-style-type: none"> <li>• Program-level controls for cost and schedule management by schedulers, cost analysts and estimators including cost and schedule database management; operation of cost and schedule systems and software; integration of City of Fresno financial data; coordination with program and project teams for monthly update and reporting.</li> <li>• Prepared for annual budgeting.</li> <li>• Created processes to identify and correct project budget variances.</li> <li>• Developed and optimized cost input processes.</li> <li>• Modified project templates in accordance with Project Managers' guidance and assessment.</li> <li>• Reconciled existing projects to address changes identified by template modifications.</li> <li>• Conducted project-level KPI analysis and anomaly correction.</li> <li>• Refined and analyzed schedules to incorporate the proposed rate plan increase, including coordination with leadership and project teams to ensure cash flow in P6 aligned with expectations.</li> <li>• Established process to baseline budgets and schedules following approval of the rate plan.</li> <li>• Performed software testing on City machines to validate compatibility with upcoming Performance Dashboard upgrade (to Version 4).</li> </ul>
01.01.EP - Engineering & Planning (General)		<ul style="list-style-type: none"> <li>• General engineering and planning efforts, including planning level efforts for pipeline replacement projects and new well construction and</li> </ul>



CH2M HILL Task Number and Description	Significant Activity
	<p>rehabilitation projects, hydrogeology support for well projects, and other studies related to the CIP.</p> <ul style="list-style-type: none"> <li>• Provided planning services related to Water Yard improvements.</li> <li>• Provided technical support for the development of materials in accordance with the California Sustainable Groundwater Management Act and 1,2,3-Trichloropropane (TCP) Regulations.</li> <li>• Initiated coordination for internal (City DPU, DPW, Traffic, City Engr) design review and approval process understanding and related Engineering Design Guideline update.</li> <li>• Prepared assessment of groundwater supply reliability.</li> </ul>
01.01.HM - Hydraulic Modeling	Provided hydraulic modeling support for RTM alignment and sizing optimization and for various operational analysis requested by the City.
01.01.CM - Construction Management	Defined processes and oversaw development and enhancement of SharePoint CM Document Workflows (RFIs, Submittals, Meeting Notes, Daily Reports and Transmittals), to enable appropriate management of construction related communication and documents in accordance with construction contract and specification requirements.
01.01.OC - Operations & Commissioning Support	<ul style="list-style-type: none"> <li>• O&amp;M IIPP update support: Initiated and completed support to Water Division Safety Officer to prepare updates to Water Division's O&amp;M IIPP.</li> <li>• Well operations support: Provided support to the Water Division's Production Well Supervisor. Analyzed well operations and infrastructure data and conducted analyses on well and pumping efficiency, well rehabilitation, and well criticality.</li> </ul>
01.01.PV - Project Validation & Budget Planning	<ul style="list-style-type: none"> <li>• Produced FY2015 Project Validation Report.</li> <li>• Validation and assessment of projects to support revisions to the CIP included in the revised rate plan.</li> <li>• Coordinated for CIP input to annual 5-year budget preparation process, including project cost and schedule review/modification, synchronization of CIP/project implementation plan with finance, confirmation of funding sources, preparation for data transfer to finance.</li> <li>• Worked with rate consultant for modification to rate structure prepared for Proposition 218 process for 2/26/15 Council meeting.</li> </ul>
01.01.FS - Financial Support	<ul style="list-style-type: none"> <li>• Financial model and tools enhancements/adjustments.</li> <li>• Reviewed CIP portfolio and used decision support tools to explore various options and related affordability of the Water Capital Plan and specific projects.</li> <li>• Used financial modeling tools to understand overall program finance alternatives and optimal timing of bond issuance, in relation to program affordability and monthly variations in costs and revenue, to support development of the revised rate plan.</li> <li>• Perform as-needed scenario analysis to understand impacts of various decisions and manage financial-related complexities during planning and implementation.</li> </ul>
01.01.GA - Government Affairs and Grants Support	<ul style="list-style-type: none"> <li>• Supported understanding and strategizing for the Sustainable Groundwater Management Act and to understanding potential water bond</li> </ul>

CH2M HILL Task Number and Description	Significant Activity
	<p>funding opportunities, including preparation of briefs for both of these items.</p> <ul style="list-style-type: none"> <li>• Advisory support related to SGMA implementation.</li> <li>• Advisory support related to Proposition 1 and other funding opportunities.</li> <li>• Advisory support related to history and applicability of USACE Section 216 studies for Pine Flat and Friant.</li> <li>• Advisory support related to USBR allocations (Bucholz)</li> </ul>
01.01.RM - Risk Management	Developed a program-level risk register, and the template and framework for project-level risk registers.
01.01.DM - Document Management	<ul style="list-style-type: none"> <li>• Updated the CIP Document &amp; Record Management Plan.</li> <li>• Continued systems development including migrating the Program Delivery Portal from staging site to new SharePoint 2013 site, creating new sub-sites and pages on new Portal site for Program Management, Program Delivery, Program Controls, Document Management and Administration, and adding new pages for Sub-Sites created like PMP and Background Reports.</li> <li>• Developed CM workflows for submittals, RFI, meeting minutes, daily inspection reports, and transmittals. Completed SharePoint workflow training for T4 construction team.</li> <li>• Developed document and record center libraries for project control team and project managers. Modified Metadata for each content type. Created a SharePoint user guide for the document management section of the program portal for all users. Developed training materials and an approach to train the integrated team on the document management system and SharePoint. Confirmed file index and content types lists.</li> </ul>
01.01.PL - Permit and Land Acquisition Management	<ul style="list-style-type: none"> <li>• Developed overall vision for Permitting &amp; Land Acquisition Lead's role and responsibilities, and the anticipated tools that will be necessary.</li> <li>• Completed the Permitting and Real Estate Acquisition sections of the Program Management Plan and Permitting Guidelines, including the PMP Permitting Section, PMP Real Estate Acquisition Section, Permitting Guideline, and Real Estate Acquisition Guideline.</li> <li>• Developed Permit and Real Estate Acquisition tracking tools, including system requirements development, business process development, development of master permit list, and identification of applicable regulatory agencies, and development of permitting schedules for major projects.</li> <li>• Populated Permit and Real Estate Acquisition tracking tools with project-specific information.</li> <li>• Initiated development of summary permitting report.</li> <li>• Provided support on Program responses to State Revolving Fund loan applications.</li> </ul>
01.01.PR - Procurement and Contracts Management	<p>Launched and coordinated initiatives focused on enhancing and streamlining project procurement.</p> <ul style="list-style-type: none"> <li>• Improvement of City front ends specifications to include contract terms that appropriately balance risk, encourage competitive bidding, and provide clarity of responsibilities to minimize bids.</li> </ul>

CH2M HILL Task Number and Description	Significant Activity
	<ul style="list-style-type: none"> <li>• Prequalification of construction contractors for major construction projects, to drive selection of qualified contractors and minimize risk to the City.</li> <li>• "On-call" prequalification mechanism for small project consulting services, to optimize how the City contracts for small projects.</li> <li>• Preparation of SOQ for labor compliance monitoring services, to provide adequate expertise and support for labor compliance assurance and protect City from risk of Contractor's non-compliance.</li> <li>• Local Contracting Analysis, to summarize amount of contracting toward local business.</li> <li>• Developed solutions with Purchasing and Legal to address procurement of highly specialized security systems required by Homeland Security.</li> </ul>
01.01.SM - Safety Management	<p>Conducted planning and meetings to define activities that will enhance Program safety and maximizing safety of staff and the community. Current and future activities are oriented toward the following:</p> <ul style="list-style-type: none"> <li>• Safety-related construction specifications: Review current construction specifications and prepare recommendations to enhance safety-related sections.</li> <li>• IIPP: Review current IIPP, prepare gap analysis and recommendations to enhance IIPP as appropriate considering CIP activity.</li> <li>• Construction safety oversight (structure, roles, etc): Update Fresno PMP Chapter 20 to include descriptive list of roles and associated safety responsibilities for CIP-oriented staff.</li> <li>• Development and implementation of programmatic safety reporting.</li> <li>• Further enhance the safety culture of the integrated program team through safety communications and training.</li> </ul>
01.01.BO - Business & Operational Initiatives Planning	<p>Continued to advance Business and operational improvement initiatives through:</p> <ul style="list-style-type: none"> <li>• Developing of the draft asset management implementation roadmap and the draft Asset Management Plan for the Enterprise Asset Management initiative.</li> <li>• Conducting well and pipeline risk assessments.</li> <li>• Conducting routing optimization analysis for the well sampling routes.</li> <li>• Documenting and assessing existing hardware, software, and network environments to support CMMS (Hansen) upgrade.</li> <li>• Preparing for development of the Security Vulnerability Assessment and Security Improvements Plan.</li> <li>• Preparing for development of requirements for an IT Master Plan.</li> </ul> <p>The majority of the scope of this task was placed on hold in late July, 2015, for potential restart in future years.</p>
01.01.PS - PMIS Administration	<p>Oversight, guidance, support and administration of PMIS and associated IT systems.</p> <ul style="list-style-type: none"> <li>• Monthly monitoring of all elements of the Cloud Hosting servers, applications and databases, and provided help desk for support.</li> <li>• Posting and update of program and project documents to the Program Delivery Portal, to support efficient program and project management.</li> <li>• Upload and quality checks for project performance data posting to Performance Dashboard.</li> </ul>

CH2M HILL Task Number and Description	Significant Activity
	<ul style="list-style-type: none"> <li>PMIS and IT systems user management and security</li> </ul>
01.01.PE - PMIS Enhancements Development	<p>Further developed Program Management Information System (PMIS) and rolled out additional components for use by the program team.</p> <ul style="list-style-type: none"> <li>Developed, tested and deployed construction document management tools (workflows and collaboration sites), and permit and land acquisition tools.</li> <li>Developed, tested and deployed public website, which went live at the end of September. Defined and designed content as needed for web-site deployment and enhancements.</li> <li>Prepared modification/enhancements to the PMIS Administration Guide.</li> </ul>
01.01.PO - Public Outreach (General)	<p>Coordinated community relations activities for Recharge Fresno, Community Forums, and project specific outreach.</p> <ul style="list-style-type: none"> <li>Developed Recharge Fresno branding</li> <li>Developed and updated Recharge Fresno informational materials.</li> <li>Updated stakeholder database and contact information.</li> <li>Participated in public website development activities and content development.</li> <li>Organized development of Social Media Plan, social media applications and calendar.</li> <li>Conducted media monitoring and distributed media coverage summaries.</li> <li>Participated in City Stage 2 drought declaration news conference.</li> <li>Prepared for multiple water education and public participation planning meetings with City Administration and Water Division staff regarding development of processes to encourage public input and participation in water resources and infrastructure improvement processes.</li> <li>Prepared recommendations and coordinated preparation and delivery for community forums, including strategy, preparation for and participation in multiple planning meetings, messaging, message training and practice materials, presentations and graphics, fact sheets and FAQs, logistics, notifications and publicity, etc. Coordinated panelists, biographies, agendas and meeting summaries. Facilitated forums. Coordinated public website updates, incorporating materials prepared as part of the Community Forum process.</li> <li>Set up call-in information line for Recharge Fresno and developed protocol for responses. Logged all voicemail and email responses to Recharge Fresno hotline.</li> <li>Prepared and developed materials, and coordinated logistics planning for Water Utility Financing Summit, including preparation for and participation in multiple planning meetings. Coordinated participation by attendees. Facilitated Summit.</li> <li>Compiled materials and prepared binders for City Councilmembers, including all community forum materials, summary report, Water Utility Financing Summit summary report, community forum photographs, and media summaries.</li> <li>Developed materials and presentation, and participated in multiple dry run meetings in preparation for the November 20 City Council meeting to initiate the Proposition 218 process. Participated in multiple meetings with City team coordinating implementation of the Proposition 218 process, assisted with preparation of the Proposition 218 FAQ, developed,</li> </ul>

CH2M HILL Task Number and Description	Significant Activity
	<p>reviewed and submitted final website banner and link box for Proposition 218 webpage.</p> <ul style="list-style-type: none"> <li>• Captured commentary from City Council meeting and Community Forum; updated the Recharge Fresno database; logged all comments, voicemail and email messages; prepared initial responses for all inquiries.</li> <li>• Worked on construction relations plan, updated stakeholder database, prepared materials for outreach, and identified construction communication protocol and information needs.</li> <li>• Developed content, prepared and coordinated production of various informational materials and fact sheets including those for Sustainable Groundwater Management Act, TCP, Program funding, Affordability programs, No action consequences, Construction Relations Outreach, T-3 Treatment Facility, Water Conservation Act, etc.</li> <li>• Monitored media and social media commentary related to Recharge Fresno; logged all comments, voicemail and email messages; prepared initial responses for all inquiries.</li> <li>• Worked on construction relations outreach plans; assisted with the development of templates for construction notifications; developed specification sheets for standard signage, and attended meeting to discuss SESWTF Conditional Use Permit.</li> <li>• Coordinated incorporation of Google Translator capabilities to RechargeFresno.com; coordinated development of Spanish-language links and Spanish translated documents to RechargeFresno.com. Coordinated development of Hmong-language links and Hmong translated documents to RechargeFresno.com.</li> <li>• Developed list of organizations for speakers' bureau outreach; provided script for email communications to potential speakers' bureau organizations. Coordinated and prepared materials for speaker's bureau presentations. Coordinated logistics and prepared materials and presentations for various public/professional organization presentations.</li> <li>• Contacted Fresno civic and community organizations to schedule Recharge Fresno presentations, and explored opportunities to publish articles in organization newsletters and/or email blasts information regarding Recharge Fresno. Developed and coordinated publication of Recharge Fresno articles for local organizations including Fresno Chamber of Commerce "Connect" magazine, Sunnyside HOA and Black Chamber of Commerce.</li> <li>• Coordinated development of content preparation, graphic review, finalization and printing of various informational materials including those for Sustainable Groundwater Management Act, TCP, SGMA, Schematics and Cost Impacts to Residents, T-3 Treatment Facility, Program funding, Water Conservation Act, etc.</li> <li>• Developed materials and presentation for Proposition 218 public hearing held on February 5, 2015 and City Council hearing held on February 26, 2015; attended public hearing and prepared detailed notes associated with public comments provided during hearing; conferred with program team following City Council actions associated with Proposition 218 and water rate increase.</li> <li>• Participated in councilmember site visit planning meetings and developed a logistics plan for site visit.</li> </ul>

CH2M HILL Task Number and Description	Significant Activity
	<ul style="list-style-type: none"> <li>Prepared materials for and attended Mayor's news conference; developed response to Fresno Bee Opinion Editorial.</li> </ul>
01.01.CO - Contractor Outreach	<ul style="list-style-type: none"> <li>Coordinated rescheduled consultant/contractor open house for proposed August 19 and worked with outreach team to confirm logistics and further develop materials and content:</li> <li>Maintained and updated contractor database.</li> <li>Participated in meetings with T4 PM to review the updated outreach plan and documents; participated in discussions with City administration regarding potential T4 groundbreaking activities; developed T4 stakeholder database; participated in T4 preconstruction meeting.</li> <li>Participated in meetings with City staff to coordinate and then attend well tour; captured photographs for informational materials.</li> <li>Researched SESWTF stakeholders and developed public outreach plan. Updated SESWTF materials including outreach plan and Q&amp;A document based on project changes.</li> <li>Prepared summary descriptions for consultant/contractor and workforce development activities and approach in support of presentations to City leadership.</li> <li>Coordinate for outreach to potential SESWTF and major pipeline construction contractors.</li> </ul>
01.01.LC - Labor Compliance Management	<ul style="list-style-type: none"> <li>Held meetings between the program team and labor compliance team to consider and set up processes for construction labor compliance monitoring, to define roles and responsibilities, and to create process flows related to labor compliance. The labor compliance team attended and participated in pre-construction meeting.</li> <li>Initiated preparation of RFQ for labor compliance services to be provided for upcoming construction projects.</li> </ul>
01.01.TS - Training & Skills Transfer	Conducted training sessions related to PMP and Program Guidelines, document management and other programmatic processes and tools.
01.02 - Short-Term Program Office Establishment	Coordinated for establish short-term integrated program team office for use until long-term integrated program team office is in place and occupied, including office space search and consideration; coordination with external brokers; financial analysis; office space selection and procurement; coordination with City administration to finalize lease terms and lease documents; relocation planning and implementation; IT systems design and installation.
01.EX - Expenses - Program Mgmt, Admin & Support	Expenses associated with all Task 01 activities, including travel expenses for staff that have worked on Task 01 activities during the billing cycle.



CH2M HILL Task Number and Description	Significant Activity
<b>Task 02</b>	
<b>Program Initiation</b>	
02.01 - Program Mgmt Plan Development	Completed development of the Program Management Plan (PMP), including final internal (CH2M HILL) review by the authors in preparation for publication to the Program Portal, review with Water Division staff and use by Program staff.
02.02 – PM Guidelines Development	Completed development of Project Management Guideline (PM Guideline), including final review by CH2M HILL PMT leadership in preparation for publication to the Program Portal, review with Water Division staff and use by Program staff.
02.03 - Engr & Design Guidelines Development	Completed development of the Engineering and Design Guideline, including final review by CH2M HILL PMT leadership in preparation for publication to the Program Portal, review with Water Division staff and use by Program staff.
02.04 - CM Guidelines Development	Completed development of the Construction Management Guideline (CM Guideline), including final review by CH2M HILL PMT leadership in preparation for publication to the Program Portal, review with Water Division staff and use by Program staff.
02.09 - Public Website Development & Deployment	<ul style="list-style-type: none"> <li>Prepared draft website outline and mock-up design for discussion with Program team</li> <li>Worked with GIS team to provide interactive access to project location information via the public website.</li> <li>Reviewed placeholder website content from website developer.</li> <li>Reviewed edits to entire website content following City Council action to rescind rates.</li> <li>Assembled additional graphics for website use and coordinated with team.</li> <li>Developed and launched website.</li> <li>Updated public website content to enhance public awareness of the Recharge Fresno Program and to incorporate materials prepared as part of the Community Forum and Prop 218 processes.</li> </ul> <p>Refer to 01.01.PE for additional details related to the public website.</p>
02.EX - Expenses - Program Initiation	Expenses associated with all Task 02 activities, including travel expenses for staff that have worked on Task 02 activities during the billing cycle.

CH2M HILL Task Number and Description	Significant Activity
<b>Task 03</b> <b>Project Delivery Staff Augmentation</b> (Task 03 activities are generically described to reflect ongoing program efforts that are specific to City of Fresno CIP jobs.)	
All associated subtasks, as aligned with specific CIP projects	<p>Project management and technical support directly and specifically associated with City of Fresno CIP jobs (as indicated on invoice by CIP job number). Aligned with City of Fresno activity codes, work efforts may have included any of the following: Project Management; Scope, Cost and Schedule Management; Project Controls, Cost Estimating and Scheduling; Communication Management; Risk Management; Change Management; Contract Administration and Procurement Support; Planning; Regulatory and Environmental Support; Permitting Support; Land Acquisition Support; Engineering, Design Oversight and Quality Control; Construction Management, Inspection and Administration; Operations, Commissioning and Start-up Support; Document Management; Design and other Technical Support.</p> <p>Projects with significant activity during FY2015 include:</p> <ul style="list-style-type: none"> <li>• Southeast Surface Water Treatment Facility</li> <li>• Regional Transmission Mains</li> <li>• Friant-Kern Pipeline</li> <li>• Kings River Pipeline</li> <li>• Tank T-4</li> <li>• PS52A (including detailed design)</li> <li>• PS250A (including detailed design)</li> <li>• Orange Center (including detailed design)</li> <li>• PS171-2 (including detailed design)</li> <li>• Fulton Mall (including detailed design)</li> <li>• Active well projects (new wells and well rehabs)</li> <li>• Active pipeline replacement projects</li> </ul>