Exhibit A

SCOPE OF SERVICES
Consultant Service Agreement between City of Fresno ("City")
and CH2M HILL Engineers, Inc. ("Consultant")
Metropolitan Water Resources Management Plan including CIP and
Operational System Improvements

PURPOSE:

The purpose of this Consultant Service Agreement is to provide Program Management Services to the CITY for continuation of the implementation of the Metro Plan and Water Division CIP. The period of performance is from the date of authorization of the Consultant Services Agreement through the contract duration as described in the Agreement, although the initial authorized amount only relates to services to be provided during Fiscal Year 2013-14, through June 30, 2014.

GENERAL ITEMS:

1. The CITY may make changes to the schedule and scope of services at any time. When and if this occurs the CONSULTANT shall advise the CITY if such change has an impact on the target completion dates, approved fees and/or CONSULTANT's ability to meet all of its representations as defined in the Agreement.
2. The CONSULTANT is responsible for managing its subconsultants that are performing services for the benefit of the CITY.
3. Upon approval of this Agreement, the CONSULTANT will be authorized to staff the program and perform the work, within the funding and time limits stated herein.
4. The CONSULTANT and the CITY will agree on initial and revised cost and schedule baselines that encompass all known activities, which can reasonably be identified, relating to and impacting the delivery of Metro Plan projects, other CIP projects and operational improvement initiatives within the currently proposed ten (10) year rate plan period. The City's Program Manager is the only person authorized to approve changes to project and program cost and schedule baselines.
5. Agreed upon target completion dates for Metro Plan projects, other CIP projects and operational improvement initiatives are predicated on the CITY obtaining the necessary funding and/or permits. CONSULTANT will provide assistance in identifying and achieving target dates for permit submissions.
6. If, during the course of this scope of services, the CONSULTANT identifies forecasted project and/or program schedule slip, in relation to the approved master program schedule, CONSULTANT will inform the CITY of the issue and facilitate development of an impact analysis that describes the issue, potential impacts to the associated projects and the overall program, and a recovery plan.
7. If, during the course of this scope of services, the CONSULTANT identifies issues that affect the Program's total estimated cost or financial plan, CONSULTANT will inform the CITY of the issue and facilitate development of an impact analysis that describes the issue, potential impacts to the associated projects and the overall program, and a recovery plan.
8. Consultant staff assigned wholly or primarily to the Fresno Program will be integrated into the program team with duties, responsibilities and accountability similar to those of CITY staff holding like roles.

9. Initial level of effort and fee estimates are based on staffing projections to support services to be provided during Fiscal Year 2013-14. Fees for subsequent fiscal years will be determined prior to the start of each fiscal year depending upon the level of service required for that fiscal year.

SCOPE OF SERVICES

Specific Services to complete program initiation and begin program delivery are divided into the following categories.

- Program Management, Administration and Support includes ongoing program-level activities to support programmatic oversight and execution, internal and external communications, consensus building, systems maintenance, resource planning and management, general technical support, knowledge transfer, quality assurance, safety and general operations management.
- Program Initiation includes continuation and completion of activities necessary to complete program set-up and enable full readiness for ongoing Phase 2 program management and project delivery functions.
- Project Delivery includes staff augmentation for project management and technical support to enable successful and efficient delivery of planned capital projects.
- Optional represents activities that are not initially defined or authorized, but may be determined necessary and authorized at a later date.

Program Management, Administration and Support

Task 01.01 – Program Management and Administration

Task 01.02 – Short-Term Program Team Office Establishment

Task 01.03 – Long-Term Program Team Office Establishment

Program Initiation

Task 02.01 – Program Management Plan Development

Task 02.02 – Project Management Manual Development

Task 02.03 – Engineering and Design Guidelines and Standards Development

Task 02.04 – Construction Management Manual Development

Task 02.05 – Project Validation

Task 02.06 – Cost and Schedule Controls Development and Implementation

Task 02.07 – PMIS Deployment and Enhancements Development

Task 02.08 – Document Management System Implementation

Task 02.09 – Public Website Development and Deployment

Task 02.10 – Skills Assessment and Staff Integration Planning

Task 02.11 – Training and Skills Transfer Planning

Task 02.12 – Business and Operational Improvement Initiatives Planning

Task 02.13 – Consultant Procurement Template Development

Task 02.14 – Alternative Delivery Consideration and Template Development

Task 02.15 – Professional Outreach and Awards Planning

Project Delivery Staff Augmentation

Task 03.01 – Project Delivery Staff Augmentation

Optional

Task 04.01 – Optional Supplemental Services

TASK DESCRIPTIONS

TASK 01 – PROGRAM MANAGEMENT, ADMINISTRATION AND SUPPORT

Task 01.01 – Program Management, Administration and Support

Objectives:

Provide programmatic oversight, management and technical support to enable effective internal and external communications, consensus building, systems maintenance, resource planning and management, knowledge transfer, quality assurance, safety guidance and general operations management.

Assumptions:

1. Responsibility for execution of activities listed below will be shared by the City and Consultant. Assignment of personnel and level of effort to be provided by each entity, toward fulfilling needs for each activity, will be as agreed by the City's and Consultant's Program Managers, within the limit defined by the contract value.
2. Authority to approve program and project cost and schedule baseline changes resides solely with the CITY's Program Manager.

Inputs from CITY:

1. City will provide financial data from City's financial systems for manipulation and upload to PMIS systems.
2. City will provide Consultant's staff access to City networks and communication systems or will facilitate team communication and data access, to enable efficient program/project management and team communication, and appropriate access to program/project related data.

Activities:

Program management and technical support staff will be assigned to the program in full-time or part-time roles to support the following functions and activities:

1. Program Oversight and Operations
2. Program Performance Review
3. Program Quality Assurance and Control
4. Program Controls and Reporting
5. Annual Project Validation and Budget Planning
6. Financial and Funding Support
7. Risk Management
8. Change Management
9. Document Management
10. Program Team and Stakeholder Communication
11. Public Outreach and Communication
12. Management and Council Communication Support

13. Safety-related Program Support
14. CIP and Master Planning
15. Regulatory and Environmental Support
16. Permitting and Entitlement Support
17. Land Acquisition Support
18. Hydraulic Modeling and GIS Support
19. Business and Operational Improvement Initiatives Implementation Support
20. Operations, Commissioning and Start-up Support
21. Resource Planning and Staff Projections
22. Training and Skills Transfer
23. Program Transition Planning
24. Program Systems Development and Maintenance (PMIS, DMS, SharePoint, Public Website, etc.)
25. Professional Outreach and Awards Facilitation
26. As-needed Program Execution Support

Deliverables:

1. As defined and required by the Program Management Plan and other program and project guidance documents.

Task 01.02 – Short-Term Program Team Office Establishment

Objective:

Establish short-term integrated program team office for use until long-term integrated program team office is in place and occupied.

Assumptions:

1. Consultant will provide office space, furniture and voice/data network cabling (if required) for use by the integrated program team until the long-term program office is established, which is assumed to be within twenty-four months of Phase 2 NTP. Office will accommodate 50-60 staff, with up to half of offices available for City use. It is assumed that existing City-owned space will be leased by Consultant and that only minor tenant improvements may be required.
2. City will provide and maintain office equipment and services, including telephones and associated equipment, data network equipment (servers, switches, etc.), copy/reproduction equipment and supplies, A/V equipment, office supplies, mail/delivery services, custodial services, security equipment and services, and all other office equipment, supplies and services that are not identified to be provided by Consultant in Item 1, above.
3. It is anticipated that the office will be ready for occupancy within 30-60 days following Phase 2 NTP. Actual occupancy will occur depending on timing of lease execution and installation of furnishings, networks and equipment, and other items beyond Consultant's control.

Inputs from CITY:

1. City will enable appropriate connectivity by Consultant staff to Consultant employers' (including

subconsultants) IT networks, Exchange-based e-mail systems (MS Outlook), virtual office web-sites, timecard applications and document storage networks.

Activities:

1. Consultant will work with City to consider and select office location and establish the office for occupancy as soon as possible following Phase 2 NTP.
2. Consultant will maintain lease of the office space and provide furniture for use by the program team until the long-term integrated program team office is established and occupied.

Deliverables:

1. Short-term integrated program team office.

Task 01.03 – Long-Term Program Team Office Establishment

Objective:

Establish long-term integrated program team office and maintain facilities for use through completion of program management services by Consultant.

Assumptions:

1. Office planning will be conducted in conjunction with ongoing program resource planning, to enable consideration of long-term resource needs.
2. Office location alternatives may include Water Division Facilities (Current Water Division offices or treatment plants) and/or other alternatives identified by the City.
3. Office establishment will not begin until Fiscal Year 2014-15 or later. Cost of establishing and maintaining office (if determined to be established by Consultant) will be included in future funding authorizations.

Inputs from CITY:

1. City will advise regarding preferences and limitations regarding office location and any budgetary limitations for establishment of the office.

Activities:

1. Consultant will define space requirements for the office. These requirements will include allowances for assigned Program staff and other short-term visiting staff, and other space requirements such as meeting rooms, file storage areas, equipment storage areas, and other support facilities.
2. Consultant will work with the City to identify a suitable location for the office. Location options may include existing or new City building or new mobile facilities.
3. Consultant will prepare an implementation plan for the office, which will include consideration for facility planning and design, permitting, procurement and installation/construction.
4. Consultant will work with City to determine means and methods for office establishment and whether establishment of the office will be by City or Consultant. If by Consultant, Consultant will establish office for occupancy at a mutually agreeable time during program execution, and will maintain the office for a mutually agreeable duration ending prior to completion of program management services by Consultant.

Deliverables:

1. Draft and final technical memoranda regarding office space requirements and location.

2. Draft and final Implementation Plan.
3. Long-term integrated program team office, (if determined to be established by Consultant).

TASK 02 – PROGRAM INITIATION

Task 02.01 – Program Management Plan Development

Objective:

Finalize the Program Management Plan (PMP) to define the means and methods for program delivery.

Assumptions:

1. Consultant's level of effort for implementation of the Program Delivery Platform assumes the use of Microsoft SharePoint software and access through the Consultant's cloud-based systems.

Inputs from CITY:

1. The City will provide guidance regarding City business processes and limitations that will be required to be integrated into the Program Management Plan.
2. The City will coordinate participation of Water Division and other City Departments' staff to support the business process mapping.

Activities:

1. Consultant will finalize the Program Management Plan (PMP) which will provide the Program team with the policies, processes, procedures and standards necessary to effectively and consistently implement the program. It will describe roles and responsibilities of the integrated program team, design consultants, contractors and other stakeholders, and define program governance strategies. The PMP will address the following topics:
    a. Program Overview
    b. Program Vision, Mission, Goals and Objectives
    c. Program Governance
    d. Scope of Work
    e. Preliminary Business Process Mapping
    f. Program Controls
    g. Performance Monitoring and Reporting
    h. Change Management
    i. Risk Management
    j. Quality Management
    k. Document Management
    l. Communications Management
    m. Public Outreach
    n. Procurement, Materials and Contract Management
    o. Property Acquisition
    p. Design Management and Value Engineering
    q. Construction Management
    r. Permitting
    s. Utilities Coordination
    t. Cost Estimating
    u. Health and Safety

2. Business process maps (graphical representations of business processes) will be prepared and finalized for all major program management functions. Consultant will conduct meetings between Program staff and other City Departments/Divisions to assure that City processes and requirements are considered in preparing the preliminary business process maps.
3. The finalized PMP will be published via a web-based Program Delivery Platform (Platform) which will serve as a website for team members to access delivery-oriented Program information. The Platform will be further developed to include links to Program-related PMP documents, business process maps, organizational charts and directories, background reports, document templates staff orientation materials, Program Management Information System (PMIS) and Document Control System (DCS) applications, program/project standards, permit information, status and performance reports, and other documents, applications and delivery systems. This Platform is not intended to serve as the Programs document management system (DMS). Although program documents will be stored in the DMS, the Platform may essentially be considered an electronic version of the PMP, with easy to access links to PMP documents and other program information and applications.

Deliverables:

1. Program Management Plan
2. Deployment of enhanced Web-based Program Delivery Platform

Task 02.02 – Project Management Manual Development

Objective:

Develop Project Management Manual to guide Project Managers in performing project-specific activities in conformance with overall program requirements.

Assumptions:

1. Project management guidelines will be based upon recognized practices, including those described in the Project Management Institute's *Project Management Body of Knowledge* (PMBOK Guide), as applicable and appropriate.

Inputs from CITY:

1. The City will provide guidance regarding City business processes and limitations that will be required to be integrated into the Project Management Manual.

Activities:

1. Consultant will develop a Project Management Manual to provide information to the Project Manager and other project team members and stakeholders about processes, practices and tools for planning and executing capital projects. It will contain information about the project lifecycle, processes for effective project management, roles and responsibilities of project team members and tools and templates, including guidelines for utilizing them effectively. The Project Management Manual, will be published via the web-based Program Delivery Platform (Platform), and will include the following sections:
    a. Project team member roles, responsibilities and authority
    b. Description of the capital project life cycle, including project phase entry/exit criteria
    c. Detailed descriptions of each project phase
    d. Description of applicable project management functional areas (i.e., similar to PMI Knowledge Areas) and expectations of performance within each area
    e. Project Controls and Earned Value Management

f. Change management
g. Risk management
h. Communication management
i. Signature authority for contractual documents
j. Tools, templates and reference materials

Deliverables:

1. Project Management Manual

Task 02.03 – Engineering and Design Guidelines and Standards Development

Objective:

Develop engineering and design guidelines and standards improvements to enhance consistency, improve work products, increase design and construction efficiencies, reduce life-cycle costs and/or provide other benefit to the City.

Assumptions:

1. Consultants will be contractually obligated to adhere to enhanced engineering and design guidelines.

Inputs from CITY:

1. The City will provide information regarding existing City guidelines, standards and requirements that must be integrated into the enhanced guidelines and standards.
2. City engineering and operations staff will participate in guidelines and standards development to assure incorporation of the City's needs and preferences.

Activities:

1. The Program team will review existing engineering and design guidelines and standards (processes, design requirements, specifications, details, etc.), including design requirements from recent applicable past projects, and will develop recommendations for improvement.
2. Upon concurrence with recommendations, the Consultant will lead efforts to develop enhanced and comprehensive guidelines and standards, including standard design approaches and criteria to ensure consistency in approach amongst the various projects and designers.

Deliverables:

1. Engineering and Design Guidelines and Standards

Task 02.04 – Construction Management Manual Development

Objective:

Develop Construction Management Manual to guide Construction Managers, resident Engineers, Inspectors and other team members in performing project-specific construction management and oversight activities in conformance with overall program requirements.

Assumptions:

Construction management guidelines will be based upon recognized practices, including those described in the Construction Management Association of America's *Construction Management Standards of Practice*, as applicable and appropriate.

Inputs from CITY:

1. The City will provide guidance regarding City business processes and limitations that will be required to be integrated into the Construction Management Manual.

Activities:

1. Consultant will develop a Construction Management Manual to provide information to the Project Manager, Construction Manager and other project team members and stakeholders about processes, practices and tools to be used during management of a construction project, the manner in which construction contract administration is to be handled, and the manner in which quality of work is to be controlled. Procedures and responsibilities of construction management team members will be defined to assist all project team members in developing and understanding consistent lines of authority, communication, and responsibility. The Construction Management Manual, will be published via the web-based Program Delivery Platform (Platform), and will include the following sections:
    a. Construction Management Team Roles and Responsibilities
    b. Construction Administration (Health and safety; Communications and meetings; RFI and submittals; Cost and schedule controls; Change management; Progress payment applications; Documentation and document control)
    c. Construction Quality Assurance (Inspections and testing; Environmental and permit monitoring; Documentation; Inspection reports and forms; Measurement for payment)
    d. Commissioning
    e. Dispute resolution and avoidance
    f. Construction close-out
    g. Post-construction activities
    h. Tools, templates and reference materials

Deliverables:

1. Construction Management Manual

Task 02.05 – Project Validation

Objective:

Develop refined cost and schedule baselines through validation of scope, budget and schedule for all capital projects and preparation of a validated cost-loaded master program schedule.

Assumptions:

1. None

Inputs from CITY:

1. City will provide guidance and participate in the further development of project summary descriptions, cost estimates and schedules.

Activities:

1. Metro Plan recommendations for infrastructure implementation and the City's further definition of projects, project sequencing, project timing (schedule) and budgets was used as base information for the preliminary project scope, schedule and cost validation. Further review will be performed to further define projects and develop cost estimates and schedules of greater accuracy and to develop an initial validated baseline cost-loaded schedule. Consultant will:

a. Review and revise the project summary descriptions to further define individual projects and their elements (engineering, environmental analysis, permitting, land acquisition, procurement, construction and commissioning).
b. Review the conceptual project implementation schedules and update them to serve as baseline project implementation schedules.
c. Review the conceptual project cost estimates and update them to serve as final budgetary estimates to be integrated into the CIP budget and cost-loaded baseline schedules.

2. Consultant will prepare a cost-loaded baseline master schedule. In preparing the master schedule, consideration will be made to reflect project interdependencies. The cost-loaded schedule and resulting cash flow will be compared to the City's funding plan to assure that adequate funding exists to support project implementation. Where finding challenges are identified, the Consultant will work with the City to consider project schedule revisions.
3. Consultant will prepare a final Project Validation Report to compile and summarize work done under this main task. This report will serve as the basis for project definition and cost/schedule baseline development, and as a reference for specific project initiation.

Deliverables:

1. Updated project summary descriptions
2. Budgetary project cost estimates
3. Updated baseline project schedules
4. Cost-loaded baseline master schedule
5. Final Project Validation Report

Task 02.06 – Cost and Schedule Controls Development and Implementation

Objective:

Implement systems to enable comprehensive cost and schedule management, control and reporting for the overall Program and individual projects.

Assumptions:

1. None

Inputs from CITY:

1. The City will provide guidance regarding City business processes and limitations that will be required to be integrated into the Program Controls Plan.
2. City will advise of prior history on soft-costs for City projects.

Activities:

1. Following confirmation and acceptance of practices recommended in the Preliminary Program Controls Plan, Consultant will finalize the Program Controls Plan (PCP) to describe how the program team will implement program and project controls and reporting.
2. Consultant will finalize project and program schedule and cost templates and report templates.
3. Consultant will conduct program and project controls training for program leadership, project managers and other key staff as confirmed by the City.

Deliverables:

1. Program Controls Plan.
2. Program and project schedule and cost templates.
3. Program and project performance report templates.
4. Program controls training materials.

Task 02.07 – PMIS Deployment and Enhancements Development

Objective:

Implement a web-based Program Management Information System (PMIS) to enable effective cost and schedule monitoring for the overall Program and individual projects during Phase2.

Assumptions:

1. Initial PMIS will be deployed following approval of the Program Controls Plan and PMIS Implementation Plan.
2. Consultant's level of effort for implementation of Program Management Information Systems (PMIS) assumes the use of Microsoft SharePoint & Oracle (Primavera & Contract Manager) software and access through the Consultant's cloud-based systems.

Inputs from CITY:

1. As deemed necessary by the City, City will coordinate participation in PMIS deployment and training meetings by City's Information Technology (IT) staff.

Activities:

1. Consultant will deploy the initial PMIS within two weeks of Notice to Proceed.
2. Consultant will conduct training on initial PMIS operation for program leadership, project managers and other key staff as confirmed by the City.
3. The consultant will work with the City to consider if and how further development of the PMIS may include functionality related to the items listed below and/or other items. A technical memorandum will be prepared to define implementation recommendations for selected enhancements.
    a. GIS-based land-acquisition and permit management
    b. Risk management
    c. Procurement and contract change management
    d. Funding integration and enhanced cost management
    e. Resource management
    f. Health & safety management
    g. Program KPI data management and performance tracking
    h. Outreach / stakeholder communications
4. Consultant will deploy PMIS enhancements.

Deliverables:

1. Deployment of web-based PMIS.
2. PMIS training materials.

3. Technical memorandum defining PMIS system enhancements to by developed and deployed.
4. Deployment of PMIS enhancements.

Task 02.08 – Document Management System Implementation

Objective:

Implement effective document management strategies and systems to support efficient performance of Program and project delivery activities and enable organized, comprehensive and secure storage of Program documentation.

Assumptions:

1. Consultant's level of effort for implementation of the Document Control System assumes the use of Microsoft SharePoint software and access through the Consultant's cloud-based systems. In preparing the Document Management Plan, consideration may be made for use of other software platforms.

Inputs from CITY:

1. Information regarding the City's existing document controls practices and systems, and document retention and archival requirements, will be provided by the City within 30 days of Notice to Proceed.

Activities:

Document Management Plan:

1. Consultant will prepare a Document Management Plan (DMP) to describe how the program team will manage program documents in physical and electronic form. The DMP will be incorporated into the PMP, as indicated in Task 01.02.01, and will address strategies, policies, procedures and tools for document tracking and storage. It will include descriptions of organization roles and responsibilities; document control systems to be established; document management practices, procedures and processes; document numbering and identification protocols; integration of Program documents into other City documentation systems; and document management audit, feedback and improvement activities.

Document Control System:

2. Following approval of the DMP, Consultant will implement the recommended Document Control System (DCS) for use in managing program, design and construction documentation, standard forms and templates, and other program-related records.

Deliverables:

1. Draft and final Document Management Plan (DMP)
2. Deployment of Document Control System (DCS)

Task 02.09 – Public Website Development and Deployment

Objective:

Produce a public Program Information Website to enhance the community's understanding of the Program and projects, and inform citizens of construction activity.

Assumptions:

1. The website will be hosted on the Program's cloud-based SharePoint site for effective integration

and data-sharing with PMIS systems.

Inputs from CITY:

1. City will participate in determination of types of information and content to be published on the website and will provide all non-program-specific information and content to be published.

Activities:

1. Consultant will provide recommendations for development of a Program Information Website to enable summary review of program and project status by various City and external stakeholder groups. A technical memorandum will be prepared with recommendations for design, content and deployment of the website.
2. Consultant will design and deploy the Program Information Website.

Deliverables:

1. Technical memorandum regarding implementation of Program Information Website.
2. Development and deployment of the Program Information Website.

Task 02.10 – Skills Assessment and Staff Integration Planning

Objective:

Maximize City staff involvement in Program activities to enable optimal use of City resources and set the basis for future transition of all Program activities from Consultant to City Staff.

Assumptions:

1. As appropriate to support Program team effectiveness and to the maximum extent possible, CIP-assigned City staff from other departments will be functionally and physically integrated into the Program team.

Inputs from CITY:

1. City will provide information on skills sets of City staff that may be assigned to the PMO and will enable Consultant access to City staff for informal skills assessments and interviews.
2. This City's Program Manager will facilitate discussions regarding integration of services between other City Departments and the PMO.

Activities:

1. The consultant will prepare a Skills Assessment to assess the City's Program staffing capacity and City and Consultant staff skill sets, and recommend how best to leverage staff talent within the integrated program management team. Consultant will make recommendations regarding the best use of City resources to support Program execution and will assess the capacity and resource needs of other City departments to support the development of Program-related capital projects. The capacity assessment may primarily focus on the City's Public Works Department (PM, CM, consultant selection and surveying), Attorney's Office (legal reviews), Purchasing Division (contract procurement), Department of Development and Resource Management (permitting and permit inspections), and Finance Department (accounts payable and bonding), although consideration of other City Departments will also be included, as appropriate.
2. Following preparation of these assessments, Consultant will develop a Staffing Integration Plan to maximize the use of current City staff resources, will define practices to support team integration,

and will provide program leadership with the information necessary to make decisions regarding training needs and execution.

Deliverables:

1. Skills Assessment
2. Staff Integration Plan

Task 02.11 – Training and Skills Transfer Planning

Objective:

Develop an understanding of training and skills transfer needs and implement strategies to administer training and skills transfer activities that will provide long-term value to the City through staff professional development and improved delivery capability.

Assumptions:

1. For the purpose of developing the Training and Skills Transfer Plan, it is assumed that training and skills transfer may be conducted through mentoring, on-the-job training, informal lunchtime meetings, formal classroom training sessions and/or computer-based media.

Inputs from CITY:

1. City will advise of any requirements and/or limitations the City or other groups (i.e., unions, bargaining groups, etc.) may have regarding training and mentoring of City staff.
2. City will advise of the City's general approach and budget limitations relating to staff development, to be considered in preparing the Training and Skills Transfer Plan.

Activities:

1. Consultant will prepare a Training and Skills Transfer Plan (TSTP) to describe how the program team will manage development of skills within the City's organization. The TSTP will be incorporated into the PMP, as indicated in Task 01.02.01, and will address identification of developmental needs and strategies to fill those needs throughout the contract term. The TSTP will include a description of skills development goals, including those related to transfer of program responsibilities from Consultant to City staff; a skills gap and training needs assessment; and determination and descriptions of skills transfer, formal training and skills competency validation activities. Specific consideration will be given to project management training to achieve and Project Management Professional (PMP) certification through the Project Management Institute (PMI).
2. Consultant will develop training materials and provide training as selected by City.

Deliverables:

1. Draft and final Training and Skills Transfer Plan
2. Training presentation and reference materials

Task 02.12 – Business and Operational Improvement Initiatives Planning

Objective:

Develop a plan to implement identified business and operational improvement initiatives for enhanced CIP implementation and Water Division operations.

Assumptions:

1. Business and operational improvement initiatives will be prioritized to be implemented as most appropriate for the City throughout the duration of the contract.

Inputs from CITY:

1. City will advise Consultant regarding purpose, drivers and expectations for each initiative.
2. City staff will participate in the prioritization process to assure that initiatives are scheduled to most effectively support overall Water Division and City operational improvement needs.

Activities:

1. Consultant will meet with the City to develop an understanding of each of the business and operational improvement initiatives, as identified by the City, including the purpose, drivers, expectations and affected stakeholders for each.
2. Consultant will develop a prioritization model, including applicable cost/benefit/risk criteria, for use in prioritizing the initiatives for implementation. A workshop will be conducted to prioritize the initiatives and consider the prioritized list with respect to funding availability and implementation scheduling.
3. Based on the workshop outputs and technical requirements for each initiative, implementation recommendations will be developed and reviewed with the City.
4. A technical memorandum will be prepared to present results of the prioritization process and selected implementation strategies.

Deliverables:

1. Technical memorandum to present initiative prioritization results and implementation recommendations for each initiative.

Task 02.13 – Consultant Procurement Template Development

Objective:

Develop revised RFQ/RFP templates for consulting services procurement, to enable optimal engineering and design performance in synchronization with program goals and activities.

Assumptions:

1. None

Inputs from CITY:

1. The City will provide guidance regarding City consultant selection, project execution and contracting requirements to be integrated into the revised RFQ/RFP templates.

Activities:

1. Consultant will review existing templates for consulting services RFQs/RFPs and will develop recommendations for modification of the templates to better suit the programmatic approach, reflect revised project delivery phasing, enable consistency in proposal/SOQ format and approach, by various responding consultants, and enable efficiencies in consultant submittal evaluation and selection.
2. Consultant will prepare revised RFQ/RFP templates to incorporate those recommendations which are accepted by the City.

Deliverables:

1. Revised RFP/RFQ templates for consulting services.

Task 02.14 – Alternative Delivery Consideration and Template Development

Objective:

Explore the City's ability to use, and the potential value of using, alternative delivery methods to implement design and construction projects under the Program umbrella.

Assumptions:

1. None

Inputs from CITY:

2. City Attorney's office and City's Program Manager will participate in initial discussions regarding the City's ability to procure design and construction services through alternative delivery means.

Activities:

1. Consultant will conduct meetings and workshops to understand City requirements and limitations as related to employing alternative delivery methods for project implementation. If the ability to employ such methods exists, Consultant will prepare a technical memorandum to evaluate the value of using alternative delivery methods, in terms of cost and schedule benefit, as specific to projects to be implemented as part of the program, and to outline necessary further action to put alternative delivery processes and procedures in place.
2. If the City decides to employ alternative delivery methods on future projects, Consultant will work with the City Attorney's office and Program Management team to develop templates for procurement contracts and project delivery guidelines for engineering and construction.

Deliverables:

1. Draft and final technical memorandum regarding alternative delivery value and follow up action.
2. Procurement contracts and project delivery guidelines.

Task 02.15 – Professional Outreach and Awards Planning

Objective:

Enhance the City's stature in the industry through professional and/or technical presentations, publications and awards.

Assumptions:

1. None

Inputs from CITY:

1. City will participate in select opportunities for staff involvement in program and project related presentations and publications and promote recognition of the program, projects and staff through professional awards.

Activities:

1. Consultant will prepare a survey of opportunities for profession and technical presentation and publication and recognition of the program, projects and staff through professional awards. This survey will include a description of potential opportunities and prioritize those opportunities with

respect to positive impact to the Program, the City and staff.

2. For opportunities selected for pursuit, Consultant will develop strategies and templates to support efficient and standardized preparation of high-quality abstracts, presentations, papers and award applications, and will develop a proactive program to assure response to the opportunities.

Deliverables:

1. Presentation and publication opportunities survey and response plan.
2. Award opportunities survey and response plan.

TASK 03 – PROJECT DELIVERY STAFF AUGMENTATION

Task 03.01 – Project Delivery Staff Augmentation

Objective:

Provide staff augmentation for project management and technical support to enable successful and efficient delivery of planned capital projects.

Assumptions:

1. Responsibility for execution of activities listed below will be shared by the City and Consultant. Assignment of personnel and level of effort to be provided by each entity toward fulfilling needs for each activity and project will be as agreed by the City's and Consultant's Program Managers, within the limit defined by the contract value.
2. Authority to approve project cost and schedule baseline changes resides solely with the CITY's Program Manager.

Inputs from CITY:

1. CITY will provide Consultant staff with background information relevant to projects and tasks to which Consultant staff are assigned.
2. City will provide Consultant's staff access to City networks and communication systems or will facilitate team communication and data access, to enable efficient program/project management and team communication, and appropriate access to program/project related data.

Activities:

Project management and technical support staff will be assigned to the program in full-time or part-time roles to support the following functions and activities, as specific to active Metro Plan projects, other CIP projects and specifically budgeted business and operational improvement initiatives:

1. Project Management
2. Scope, Cost and Schedule Management
3. Project Controls, Cost Estimating and Scheduling
4. Communication Management
5. Risk Management
6. Change Management
7. Contract Administration and Procurement Support
8. Planning

9. Regulatory and Environmental Support
10. Permitting Support
11. Land Acquisition Support
12. Engineering, Design Oversight and Quality Control
13. Construction Management, Inspection and Administration
14. Operations, Commissioning and Start-up Support
15. Document Management
16. As-needed Design and Technical Support

Deliverables:

1. As defined and required by the Program Management Plan, applicable City policies and procedures, and other program and project guidance documents.

TASK 04 – OPTIONAL

Task 04.01 – Optional Supplemental Services

Assumptions:

1. Hours estimated to develop task budget equal to 5% of other approved task budgets.

Activities:

1. As needed services to be provided upon approval of City.

Deliverables:

1. To be determined upon approval of City.