

# Work Order No. 29 – NMB Water CIP Management Succession and Transition Services

PREPARED FOR: NMB Water

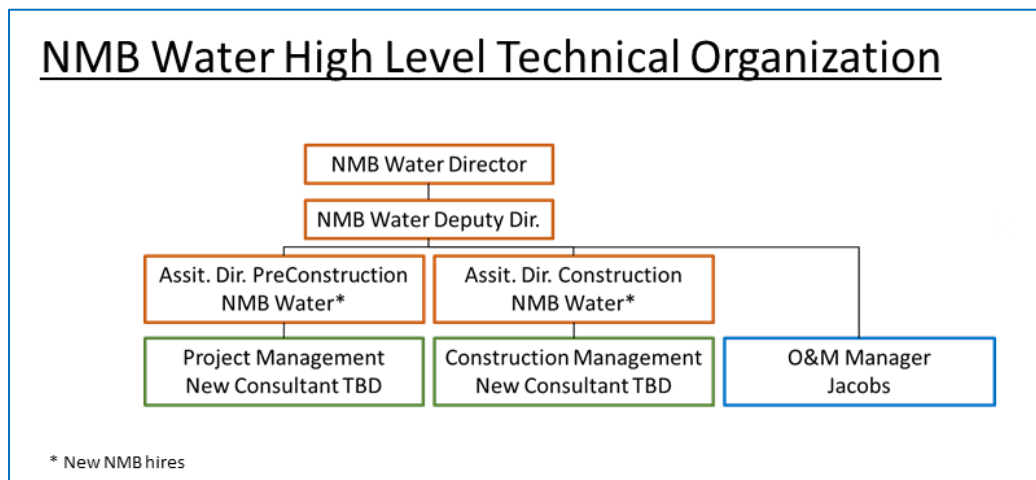
PREPARED BY: Jacobs

DATE: September 17, 2019

WORK ORDER NUMBER: 29

On May 22, 2017, the City of North Miami (City) and CH2M Hill Engineers Inc. (now Jacobs) signed the Water Operations, Maintenance, and Program Management Services Agreement (AGREEMENT) which provides the framework under which NMB Water would operate its utility infrastructure and manage its CIP. The scope of the Work Orders number 2 and 28, NMB Water tasked Jacobs to serve as the program management consultant to, among other tasks, deliver and manage Capital Improvement Program (CIP).

In FY 2020 NMB Water will be transitioning to the CIP execution model, depicted from a high-level point of view in the organizational chart below.



To achieve this transition, the City and NMB Water will need to undertake the following tasks and activities:

1. The City supplements existing staff to increase the ability to self-perform program management related tasks.
2. NMB Water will procure new program management consultants (independent of Jacobs) to supplement the NMB Water staff.
3. Management, design, and construction of CIP projects will be separated to different consultants/contractors.
4. NMB Water, with the assistance of the City's Procurement Management Division, will procure construction services mostly through the traditional Design-Bid-Build (DBB) approach.

This work order covers transitional program management services.

All the referred support, meetings, reports and in general any diligence mentioned in this work order refers to efforts toward CIP's activities. Jacobs responsibilities and diligences covered as part of the contract within the Operation and Maintenance(O&M) section, continues without any disruption as part of the fixed fee, which include the Repair & Replacement (R&R) management and procurement and any eventual coordination between O&M and CIP activities.

The budget for this work order reflects the minimum team necessary for essential NMB Water services and activities, including management and implementation of current work order projects that are underway. The content and/or description of tasks and services in this Work Order reflect a reduction from previous work orders for program management services.

In accordance with the AGREEMENT; Jacobs (CONTRACTOR) will provide the following Scope of Services for CIP Management Succession and Transition Services during FY2020.

## Background

This work order authorizes the Contractor to perform ongoing program management activities for the services. The tasks included as part of this work order are listed below. The work associated with each task is described in further detail in the following sections of this document.

- **Task 1.1 Program Management Oversight**
- **Task 1.2 Program Controls**
  - 1.2.1 Program Budget and Funding Tracking
  - 1.2.2 Schedule Management
  - 1.2.3 Change Management
  - 1.2.4 Document Management
  - 1.2.5 Reporting
- **Task 1.3 Business Services**
  - 1.3.1 Accounting, Finance Management & Procurement
  - 1.3.2 Financial Services
- **Task 1.4 CIP Project Planning, Coordination and Regulatory Compliance**

Additionally, there are certain transition specific activities that must be performed for Jacobs to transfer project information and assist NMB Water set up a Program Management Office, the following tasks will also be included with the Work Order:

- **Task 1.5 Prepare Transition Plan and transform current Program Management Plans to the new NMB Water structure and execution vision**
- **Task 1.6 Prepare RFQ for Design/Construction Consultants**

### Task 1.1 Program Management Oversight

For this task, the CONTRACTOR will provide three months (up to December 31, 2019) of ongoing program management, coordination and administration activities to complete the work. It is estimated that NMB Water will be able to take over these activities at the beginning of 2020. Jacobs will support

this task from its O&M portion of the AGREEMENT, the O&M Manager will also be performing the role of the Program Manager (up to December 31, 2019). The following activities are included:

### **General Program Management and Administration**

The Contractor will provide ongoing management and administrative support to the program. The administrative support will include administration of program management consulting service contracts. Specific work that will be provided under this activity will include:

- Program oversight
- Contract cost control
- Contract procurement services
- Monthly invoices following NMB Water's guidelines
- High-level review and submittal of the program deliverables
- Routine verbal and written reports
- Attendance at routine project coordination and briefings
- Evaluation, analysis and recommendations for oncoming NMB Water needs, inherent to the daily basis operation of the Utility
- Attendance and presentation to various project stakeholder groups, as requested

### **Coordination**

In addition to the general management and administration of the program, the Contractor team will provide the day-to-day coordination of the various work orders activities and other identified demands. Specific coordination actions to be taken will include the following:

- Short weekly e-mail activity summaries that highlight the past week's key activities and those planned for the upcoming week
- Weekly routine coordination meetings with NMB Water's staff
- Monthly Program leadership team coordination meetings
- Daily "catch-up" discussions with various team members as necessary
- Distribution of key documents (e-mails, letters, memorandums, reports, etc.) to the program leadership team to keep them fully informed
- Routine formal reviews of ongoing work products

In addition to the numerous meetings that will be held associated with specific work activities described under this work order, the Contractor will participate in additional meetings convened primarily focused on the management and administration of the utility. These meetings will include the following:

- Monthly Public Utilities Commission and City Commission meetings
- Monthly management and work order meetings

The program manager, and other appropriate members of the Contractor, will attend program status meetings with NMB Water. Topics covered during the meetings will include:

- Update on prior meeting action items
- Program status (including look ahead and back schedule)
- Program cost/schedule

- Outstanding issues and action items
- Anticipated problems/issues

For each of these meetings, in collaboration with NMB Water, the Contractor will prepare an agenda and meeting minutes. These will be distributed via e-mail to meeting attendees and other designated parties at least 1 day prior to each meeting. Following receipt of comments on the draft meeting minutes, the Contractor will incorporate the comments and distribute via e-mail the final version in Adobe Acrobat Portable Document Format (PDF). Finally, meeting minutes will be posted on the Program Management SharePoint site.

Contractor will be responsible to maintain key meetings on the electronic calendar. This calendar is shared with Contractor team and NMB Water staff in order to review all meetings scheduled for the week and month in advance.

**Deliverables:** Program management oversight, monthly, quarterly, and annually reports for the work order period along with selected additional specialized reports as required for trend analysis or other specific program needs.

## Task 1.2 Program Controls

For this task, the CONTRACTOR will provide three months (up to December 31, 2019) of ongoing program management, coordination and administration activities to complete the work. It is envisioned that NMB Water will be able to take over these activities at the beginning of 2020. Nonetheless, the Document Management task is budgeted up to February 29, 2020 to allow for a longer transition time.

### Task 1.2.1 Program Budget, Funding Tracking

The following activities are included in program budget and funding tracking:

- Provide cost management in each stage of all individual projects to be delivered.
- Maintain the Program Master Budget. Budget will include costs relevant to the overall program and individual projects costs to be delivered.
- Set the cash flow estimate of capital requirements for the projects to be delivered.
- Review estimates and forecasts for the program on a regular basis.
- Confirm that design submissions include cost estimates to enable decision making and approvals
- Establish procedures for preparation of budget re-forecasts and updated cash flow.

**Deliverables:** Program master budget, individual project budgets, cash flow projections, and monthly updates to budget and funding tracking

### 1.2.2 Schedule Management

The following activities are included in schedule management:

- Maintain the Program Master Schedule at various levels of detail for management reporting. The Master Schedule will include a roll-up of individual project schedules. The schedule will be based on the FY2020 projects in the approved CIP along with program management tasks.
- Manage changes to Master Schedule using adequate change management processes (see below).
- Monitor that contractors and sub-contractors include sufficient and meaningful deliverables and milestones, and communicate any proposed schedule updates.

- Monitor that Contractor and sub-contractor schedules include details of the main highlights and key decision points, and details of other program obligations.
- Monitor that Contractors and sub-contractors baseline their schedules and apply appropriate change management processes to baseline changes.
- Monitor and report on the perceived viability of the contractor and sub-contractor schedules based on realistic assessments of schedule risks and prepare alternatives to correct or minimize schedule variances.
- Identify and report out on perceived issues with contractor and contractor planning and scheduling processes.

**Deliverables:** Monthly updates to the Master Schedule and individual project schedules (as required)

### **1.2.3 Change Management**

The following activities are included in scope and change management:

- Assess change requests in terms of the impact on time, cost and quality and recommend mitigation and management strategies.
- Monitor changes and potential changes across the program against the contractual and scope baselines.
- Monitor the processing of changes which require contract change orders.
- Evaluate financial implications of changes to contracts that are determined to be necessary.
- Advise NMB on changes to the project budget, provide timely updates that reflect funds received, funds obligated through contract awards and approved change orders, and projected obligations.

**Deliverables:** Quality control design project reviews during the work order period, design contract administration, and evaluation and documentation of change management requests

### **Task 1.2.4 Document Management**

Maintaining document management focuses on the storage and organization of documents to support active work in progress, including program content creation and sharing with internal and external program staff and stakeholders. The document control system is implemented using Microsoft SharePoint software with access through Consultant's systems.

This task provides document management support to maintain the document management system and populate it with files and associated meta-data from ongoing capital projects.

Document management includes:

- Maintain program and project documentation in electronic format (or hard copy where appropriate) in the program document management system.
- Maintain status logs of project and program documents such as transmittals, R&R letters, contractor Requests for Information, submittals, substitution requests, etc.
- Maintain systems for the efficient distribution of project documents to contractors, subcontractors, consultants, subconsultants, agencies, City departments, and other stakeholders as directed.

**Deliverables:** Maintenance of the document management system populated with files and associated meta-data from ongoing capital projects.

### **Task 1.2.5 Reporting**

Program-level reporting will include detail and summary reports for use by program leadership in managing the program; for use by the City Commission to reviewing program status; and for use by City customers and citizens to support outreach efforts.

Each month, program and project-level reports will be generated for use by the program team and City leadership. Quarterly progress and annually reports will be provided for distribution to the City Commission and other stakeholders. These reports will provide information regarding progress versus plan, progress measures and other program and project information.

The monthly progress reports will contain sufficient information to allow NMB Water to monitor the progress of the program's task against the original schedule and will serve as a basis for payment. The progress report will include the following:

- An overview of agreement and work orders status
- A narrative description of work completed/effort during the preceding month
- A narrative description of major issues identified
- Review of KPI performance status
- Monthly work effort by work order
- Status of the Program Delivery Plan
- A time and expenditure table summarizing the total budget, expenditures during the preceding month, and total cumulative expenditure to date by work task versus cash flow projections
- A discussion of anticipated problems/issues
- A plot of the earned value for the program, expending versus progress as well as for specific projects being tracked
- A review of billing and payment status
- A review of the program schedule, specifically showing actual progress on the project versus planned progress
- An analysis of variations in program performance and actions

Specialized reports for trend analysis, variance identification and analysis, change and claims management, and other specific needs will also be developed as determined necessary to appropriately manage the program.

The progress reports will be delivered to NMB Water within an agreed-to time from the end of each calendar month. The monthly report is also being submitted in support of the monthly invoice.

**Deliverable:** The monthly progress report.

## Task 1.3 Business Services

For this task, the CONTRACTOR will provide three months (up to December 31, 2019) of ongoing business services activities. It is envisioned that NMB Water will be able to take over these activities at the beginning of 2020. Additional part-time support from a Project Accountant is budgeted through January 2020.

### Task 1.3.1 Accounting, Finance Management & Procurement

Business services and finance management includes the following activities for the Program:

- Monitor work order budgets and reconcile budgets with the City's billing system.
- Review monthly invoices from design consultants and construction contractors
- Supervise the procurement process
- Review and approve requisitions for services included in the work orders
- Supervise the processing of the accounts payable invoices
- Prepare and follow-up on transmittals for payment of invoices from designers and contractors
- Provide contract management and guidance on matters affecting deliverability, compliance and overall financial performance from initial pursuit to project closeout
- Provide contract guidance and negotiation in concert with procurement staff, contracts group, as applicable, and delivery leadership
- Develop procurement strategies

**Deliverables:** Business management services associated with the Program

#### **Procurement Task**

This task includes the following procurement and contract management activities associated with the PROGRAM:

- Lead, coordinate and manage procurement-related activities in hiring project support, technical resources, and specialty consultants. Evaluate bids and manage procurement approvals
- Manage compliance with contract administration standards, procedures and tools.
- Review invoices and pay applications.
- Alert the City of actual, perceived or expected departure from contractual requirements and prepare analysis of potential issues, resolution options and related recommendations.
- Assess potential changes or change requests in terms of their impact on the contract, impact on the program, and potential contract variations required.
- Monitor program schedules and plans for compliance with the contract, and advise on the impact of non-compliance.
- Proactively supervise project contracts within the program including, but not limited to: monitoring contract compliance, terms and conditions, supervising and reviewing overall performance of service level agreements, managing receipt and documentation of change requests and coordinate the review process, ensure that contract related changes / variations are communicated to appropriate stakeholders, delivery of contract deliverables, payment procedures and management reporting.

#### **Task 1.3.2 Financial Services**

- **Support Financial Plans**
  - Provide NMB Water with technical assistance to develop financial plans
- **Assist in Budget Management Effectiveness**
  - As requested, assist NMB Water with budget management by providing financial reports on operating, capital, R&R and overall spending versus actuals. Data is subject to availability and access to the City's financial database.
  - Provide recommendations regarding best use of resources and budget allocations
- **WIFIA Application and Post-application activities for loan negotiation and closing**

- Complete and submit the WIFIA loan application on or before the October 31, 2019 deadline (activity is contingent on City approvals)
- Support the City by participating on up to 8 USEPA<sup>2</sup>-requested conference calls, and responding to up to 4 rounds of financial and engineering questions from USEPA-WIFIA program reviews
- Provide additional documentation requested by USEPA (within the available budget)
- Prepare modifications to financial documentation and technical designs, plans, and cost estimates (within the available budget)
- Present the new project and programmatic approach to USEPA (and changes since the Letter of Interest). USEPA may request that a project review be performed in Washington DC, thus budgeting trip time and expenses accordingly.
- Review USEPA's proposed agreement terms and conditions and support negotiation of a mutually-agreeable term sheet
- Support the City's financial advisor (PFM) with the technical terms of credit assistance
- Participate in closing activities, including execution of the credit agreement

### Task 1.4 CIP Project Planning, Coordination and Regulatory Compliance

For this task, the CONTRACTOR will provide three months (up to December 31, 2019) of ongoing project management, coordination and planning activities to complete the work. It is envisioned that NMB Water will be able to take over these activities at the beginning of 2020. Additional part-time support from a junior engineer is budgeted through February 2020.

**Project Definition.** The program team will develop the planning and design criteria and requirements for the preconstruction projects for FY 2020 (a total of 9 water and 7 wastewater projects are in the program). The criteria will be developed in the form of a Project Definition Memorandum to be provided to the project design team. A Project Definition Memorandum will be prepared for each project or group of projects to be executed by a single design team, whether it be by one of the program contractors or Jacobs. The Project Definition Memorandum will consist of the following basic elements:

- Project description and background
- Project objectives
- Project scope
- Design criteria
- Estimated project budget & schedule

This information will be used to assist the design team in developing a work order and project work plan. The work order and work plan prepared by each design team will be submitted, reviewed, and approved by the program team before commencing work.

**Permit Coordination / Tracking.** In order to assure continuity and readiness of projects that have completed designs, Contractor will support the City in gathering the documentation and permitting for those projects. If it is required that a permit be renewed, or other documentation be brought up to date, Contractor will coordinate with the appropriate design or permitting professional to assist the City in securing such documentation or permits. As design and construction projects are implemented it will be the responsibility of the design contractor or sub-contractor to prepare the necessary permit applications for these projects. Permit fees (if any) will be paid by the City. This Work Order does not include budget for subcontracting design or permitting professionals.

**Project Coordination.** This effort addresses coordination and information gathering during the project planning phase and involves periodic meetings with various regulatory or permitting agencies to identify regulatory concerns or project construction conflicts and to track and adjust to changes that may be required to address these issues.

Coordination activities may include the following departments or agencies:

- South Florida Water Management Department
- Miami Gardens Building Department and other municipalities
- Florida Board of Health in Miami-Dade County
- Miami-Dade County Department of Environmental Regulatory Management
- Florida Department of Environmental Protection
- U.S. Environmental Protection Agency
- Fire Department
- City Manager's Office
- Parks Department
- Schools (Dade-County or other)
- Community Redevelopment Agency
- Urban Forester
- Miami Dade County Department of Transportation and Public Works
- Florida DOT
- Utility Companies
- Building and Zoning
- Waste Management

This task includes participation in up to 30 one-hour coordination meetings.

**Regulatory Compliance.** Contractor will coordinate and manage the development of regulatory compliance reports required to be submitted as part of the Consent Decree between Miami Dade County and the US Environmental Protection Agency (EPA) and US Department of Justice (DOJ). The two reports required submittal to the County (RER) are:

- Illegal Stormwater Certification – due December 31, 2019
- Capacity, Management, Operation, and Maintenance (CMOM) Annual Report - due January 31, 2020

Under this task a draft report will be developed with all of the requirements established in the Miami-Dade Code. A final report with all the comments incorporated will be developed for the submission to the regulatory agency. Jacobs will hand-deliver the report to the regulatory agency before the established deadline.

**Deliverables:** Project Definition Memoranda for capital projects to be started in year 3, and monthly updates, and two coordination meetings per month, Illegal Stormwater Certification, and CMOM Report.

## Task 1.5 Prepare Transition Plan and transform current Program Management Plans to the new NMB Water structure and execution vision

This task includes the conclusion of the work being carried over from WO28 regarding the development of a Transition Plan as well as transforming the current Jacobs/NMB Water Program Management Plans to define the means and methods for program delivery of NMB Water program and to set the stage for the new program implementation. The following sections will be developed:

### a) Program Transition

In collaboration with NMB Water, Jacobs will develop a program transition plan. The transition plan will outline the tasks that Jacobs will use to facilitate knowledge transfer, identify key transition staff with roles and responsibilities (RACI Matrix), required logistics, approach for transfer of knowledge, transition schedule with key milestones, approach for identification and mitigation of risks and other aspects as needed to facilitate transfer of responsibilities, activities and/or tasks as appropriate for a successful transition process. The Transition Plan will:

- i. Outline the process NMB Water will use to transfer knowledge and facilitate transfer of responsibilities, activities, and/or tasks as appropriate
- ii. Identify key transition staff with roles, responsibilities and required logistical support
- iii. Identify physical attributes and logistics needed to be taken into consideration for transition (such as IT LAN, Sharepoint site, workspace assignments, etc)
- iv. Establish the approach for transferring knowledge of day-to-day operations, work products and physical attributes while the transition activities are being implemented
- v. Summarize a transition schedule with key milestones
- vi. Outline the approach for identifying and mitigating risks to effect a successful transition process

### b) Document Management

Jacobs will prepare document management procedures to describe how the new program team will manage program documents in physical and electronic form. This Plan will include descriptions of organization roles and responsibilities; document control systems to be established; document management practices; document numbering and identification protocols; integration of Program documents into other City documentation systems; and document management audit, feedback and improvement activities.

### c) Governance and Internal Communications

The Governance Plan will provide the governance structure under which the new NMB Water will manage their Capital Improvement Program and will include the description of roles and authorities, and how those roles and authorities are organized, assigned, and implemented. This information provides a breakdown of which person or team is responsible for which aspect of the Program, maintains control over Program decisions, and escalates issues to the appropriate level of the Program. This framework will enable the new program management team to effectively achieve the Program vision, mission, goals, and critical success factors (CSFs) established by NMB Water.

As part of the Governance plan, an internal communications section will be developed to document how internal communications are managed within the NMB Water team, including program-specific communications between the NMB Water team and consultants. The plan will outline essential communication practices and protocols, which will provide general expectations

about communications within the PgMC. The plan will then address meeting and email etiquette, communication roles and responsibilities and offer recommendations on communication tools and templates.

d) Procurement

Given the new vision, procurement of engineering designers and construction contractors will be performed by the City assisted by NMB Water staff and consultants. Jacobs will assist in various types of procurement instances, such as for professional services, construction contracts or emergencies.

e) Change and Risk Management

Jacobs will prepare a Change and Risk Management plan that provides guidance for processing either directed or proposed changes to the NMB Water CIP baseline (as established in each contract for engineering or construction). Included within this plan will be a description of the benefits of change management, change management definition and approvals, change management roles and responsibilities, change management by project stages, details of key interfaces in the change process, and a step-by-step guide to the change management process. The plan will also briefly address risk management and define how risks are identified and managed by NMB Water and consultants.

f) Stage Gating Process

Jacobs will prepare a Stage Gating Process which will allow NMB Water to better organize and control the elements of CIP project delivery by instilling a consistent approach into the CIP project delivery considering changing conditions, updated data, and other dynamics throughout each project's lifecycle. The stage gating process provides a structured approach for NMB Water to obtaining input and secure approvals prior to advancing a program or a project from one stage to the next.

**Deliverables:**

- 1) Program Transition Plan, draft and final
- 2) Document Management Plan, draft and final
- 3) Governance and Internal Communications Plan, draft and final
- 4) CIP Procurement Plan, draft and final
- 5) Change and Risk Management, draft and final
- 6) Stage Gating Process, draft and final

As the development of each plan progresses, a meeting with the NMB Water leadership will be held to walk-through the document. After which, the City will have 5 days to perform further review and produce any additional comments. Each plan will be provided in Word/PDF format and are expected to be delivered by December 31, 2019.

## Task 1.6 Prepare RFQ for Design/Construction Consultants

Under Work Order 28, CONTRACTOR is providing support to NMB Water by developing the scope of work and other technical sections that will form part of an RFQ to be issued by the City's Procurement Department. The purpose of the RFQ will be to procure professional services for staff augmentation and other related program support services for NMB Water.

Under this Work Order, CONTRACTOR will provide continuing support to NMB Water and the City Procurement Division through February 2020. Support will be provided on an as needed basis, to address

technical questions during the procurement process or any other activities related to the procurement, evaluation and selection of the new Design/Construction Consultants.

## Exclusions

The following services, which were typically included under previous Program Management services WOs under the AGREEMENT, are specifically excluded from this Work Order:

1. Construction Management services
2. Risk Management
3. System Software Coordination
4. Cost Estimating
5. Quality Assurance of third-party designers
6. Communication and Community Outreach
7. Cost Estimating
8. Asset Management Services

## Special Conditions

Given that this Work Order's main purpose is to allow for a planned and organized transition from Jacobs personnel to NMB Water personnel, the City agrees to maintain close communication regarding the recruitment process of NMB Water personnel or new consultant that will succeed Jacobs. Even though some Jacobs positions are budgeted full time for the duration of each task, the City may decide to transition out Jacobs' personnel earlier to give way to transition of its own personnel or consultant. In the same manner, Jacobs may need to move personnel to other clients or projects earlier. As such, the parties agree to notify each other of personnel changes or movements with no less than two week's notice but will make every effort to make such notifications soon as practicable to prepare for such transition with as time as much time as possible. The City agrees that if it wishes to transition out a Jacobs' employee, it will also remove the workload requirement associated with that transitioned employee.

## Schedule

Work will commence on October 1, 2019 and will be completed February 29, 2020 upon acceptance of this scope of work that will be the Notice to Proceed (NTP) to JACOBS by the City. Please refer to specific task sections for particular schedule per task and Attachment A, for particular level of effort estimated.

## Compensation

The fee for the scope of work under Work Order 29 is calculated based on the hourly rates shown in Attachment B. CONTRACTOR proposes to perform the work described herein under a time-and-materials basis of not-to-exceed the amount of \$615,200 with budgets between the tasks, sub-tasks and expenses being interchangeable as needed.

The CONTRACTOR will invoice the City on a monthly basis for the services rendered during the prior month. Labor costs will be billed on an hourly rate basis per the rate schedule in Attachment B and expenses will be based on actual costs. The fee summary provided in Attachment A is an estimate of the hours and staff anticipated to be used and may vary without exceeding the overall work order amount.

## Acceptance

Work Order 29 NMB Water CIP Management Succession and Transition Services will become part of the Agreement for Operation and Maintenance of Water and Wastewater Utilities, Customer Service and Billing, CIP & Program Management Services between the City of North Miami Beach, Florida and Contractor upon execution by both parties.

IN WITNESS WHEREOF, both parties indicate their approval and acceptance of this Work Order by their signatures below

**Recommended By:**

**CH2M Hill Engineers, Inc.**

\_\_\_\_\_  
**Name:** Jafeth Baez, P.E.

**Title:** Director of NMB Water

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

\_\_\_\_\_  
**Name:** Sirpa H. Hall, P.E.

**Title:** Manager of Projects, South Florida

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

**Approval Provided By:**

\_\_\_\_\_  
**Name:** Esmond Scott

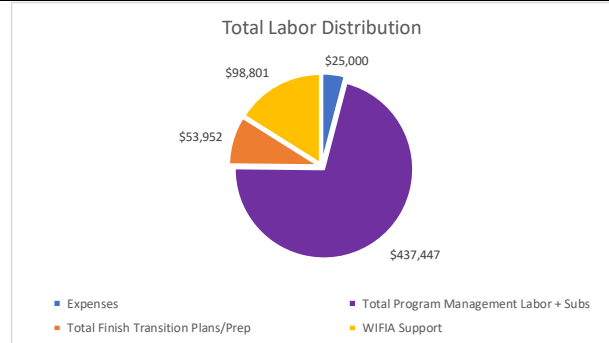
**Title:** City Manager

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

WORK ORDER NO. 29 - NMB WATER CIP MANAGEMENT SUCCESSION AND TRANSITION SERVICES

## Attachment A- Level of Effort Estimate

	Task	Position	Person	Months in FY2020												Total Hours	Rate \$/hr	Total Labor	Total Expenses
Task #	Name			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep				
1.1 & 1.2	Program Management and Controls																		
	Program Controls Specialist	Keidra Harris		160	160	160	0	0	0	0	0	0	0	0	0	480	\$ 161.42	\$ 77,482	
	Graphic Artist	Gerard Klein		160	160	160	0	0	0	0	0	0	0	0	0	480	\$ 75.00	\$ 36,000	
1.2.2	Schedule/Budget Management																		
	Scheduler	Subcontract		80	80	80	80	80	0	0	0	0	0	0	0	400	\$ 135.00		\$ 54,000
1.2.4	Document Management																		
	Clerical	Crystal Aderly		160	160	160	160	160	0	0	0	0	0	0	0	800	\$ 44.69	\$ 35,752	
1.3	Business Services and Finance Management																		
	Cost Control/Scheduler	Arlene Amador		160	160	160	0	0	0	0	0	0	0	0	0	480	\$ 161.42	\$ 77,482	
	Technician 4	Carolyn Kramer		160	160	160	80	0	0	0	0	0	0	0	0	560	\$ 95.57	\$ 53,519	
1.3.2	WIFIA Application Support																		
	Financial Manager	Dennis Jackson		12	60	60	30	18	0	0	0	0	0	0	0	180	\$ 219.27	\$ 39,469	
	Financial Manager	Mike Matichich		4	20	20	10	8	0	0	0	0	0	0	0	62	\$ 219.27	\$ 13,595	
	Senior Cost Control	James Keith Bishton		4	24	24	12	6	0	0	0	0	0	0	0	70	\$ 201.17	\$ 14,082	
	Engineer 1	Brooke Conrardy		12	80	80	40	20	0	0	0	0	0	0	0	232	\$ 89.46	\$ 20,755	
	Senior Consultant	Alberto Lazaro		4	16	16	8	4	0	0	0	0	0	0	0	48	\$ 227.11	\$ 10,901	
1.4	CIP Project Planning, Coordination and Regulatory Compliance																		
	Senior Consultant	Alberto Lazaro		8	8	8	0	0	0	0	0	0	0	0	0	24	\$ 227.11	\$ 5,451	
	PreConstruction Manager	Jorge Camacho		96	96	96	0	0	0	0	0	0	0	0	0	288	\$ 194.08	\$ 55,895	
	Engineer1	Raul Alfaro		60	60	60	40	40	0	0	0	0	0	0	0	260	\$ 89.46	\$ 23,260	
	Engineer6	Luis Abreu		0	8	8	0	0	0	0	0	0	0	0	0	16	\$ 201.17	\$ 3,219	
	Engineer6	Adam Byard		0	0	4	0	0	0	0	0	0	0	0	0	4	\$ 201.17	\$ 805	
	Engineer5	Alejandro Doble		0	20	20	0	0	0	0	0	0	0	0	0	40	\$ 167.32	\$ 6,693	
	Engineer2	Hilninary Mori		0	25	25	0	0	0	0	0	0	0	0	0	50	\$ 97.59	\$ 4,880	
	Document Management Professional	Leticia Solaun		0	8	10	0	0	0	0	0	0	0	0	0	18	\$ 167.32	\$ 3,012	
1.5	Prepare Transition Plan and transform current Program Management Plans to the new NMB Water structure and execution vision																		
	Senior Consultant	Alberto Lazaro		30	16	0	0	0	0	0	0	0	0	0	0	46	\$ 227.11	\$ 10,447	
	Engineer7	Miguel Palaviccini		40	32	0	0	0	0	0	0	0	0	0	0	72	\$ 219.27	\$ 15,787	
	Document Management Professional	Leticia Solaun		10	10	0	0	0	0	0	0	0	0	0	0	20	\$ 167.32	\$ 3,346	
1.6	Prepare RFQ for Design/Construction Consultants																		
	Senior Consultant	Alberto Lazaro		16	16	16	16	24	0	0	0	0	0	0	0	88	\$ 227.11	\$ 19,986	
	Engineer7	Miguel Palaviccini		4	4	4	4	4	0	0	0	0	0	0	0	20	\$ 219.27	\$ 4,385	
	Document Management Professional	Leticia Solaun		0	0	0	0	0	0	0	0	0	0	0	0	0	\$ 167.32	\$ -	
				1,180	1,383	1,331	480	364	-	-	-	-	-	-	-	4740		\$ 590,200	\$ 25,000



Total Program Management Labor + Subs	\$	437,447
Total Finish Transition Plans/Prep	\$	53,952
WIFIA Support	\$	98,801
<b>Total Labor + Subs</b>	<b>\$</b>	<b>590,200</b>
Labor + Expenses	\$	615,200

## Attachment B- Rate Schedule

**NMB PROGRAM MANAGEMENT LABOR RATES**  
**FY2020 Program Management Rate Schedule (10/1/2019– 9/30/2020)**

		<b>2017 Bill Rates</b>	
Per Diem Class	Client Billing Titles	Home Office	Site
1	Vice President, Program Director, Program Manager, Engineer 9	\$ 289.86	\$ 289.86
2	CIP Manager, Senior Cost Estimator, Senior Manager, Senior Consultant, Engineer 8	\$ 227.11	\$221.70
3	Senior Design Manager / Registered Technical Experts, Business / Financial Manager, Contracts Manager, Engineer 7	\$ 219.27	\$216.69
4	Senior Construction Manager, Technology Lead, Senior Project Manager, Senior Cost Control / Scheduler, Engineer 6	\$ 201.17	\$194.08
5	Design Discipline Lead, Cost Control/ Scheduler, Document Management Professional, Engineer 5	\$ 167.32	\$161.42
6	Construction Manager, Technical Consultant II, Project Manager II, Cost Estimator, GIS Professional, Engineer 4	\$ 135.73	\$ 130.83
7	Construction Inspector, Technical Consultant I, Engineer 3	\$ 115.94	\$ 111.86
8	Engineer 2	\$ 97.59	\$ 94.15
9	Engineer 1	\$ 89.46	\$ 86.31
10	Engineer 0	\$ 68.22	\$ 65.81
11	Technician 5	\$ 121.57	\$ 117.23
12	Senior Technician/CAD Technician/Executive Administrative Assistant, Technician 4	\$ 99.06	\$ 95.57
13	Technician 3	\$ 78.03	\$ 75.09
14	Technician 2	\$ 69.37	\$ 66.93
15	Administrative Support Staff, Technician 1	\$ 57.26	\$ 56.14
19	Clerical, Document Control Clerk, Project Accountant	\$ 45.55	\$ 44.69