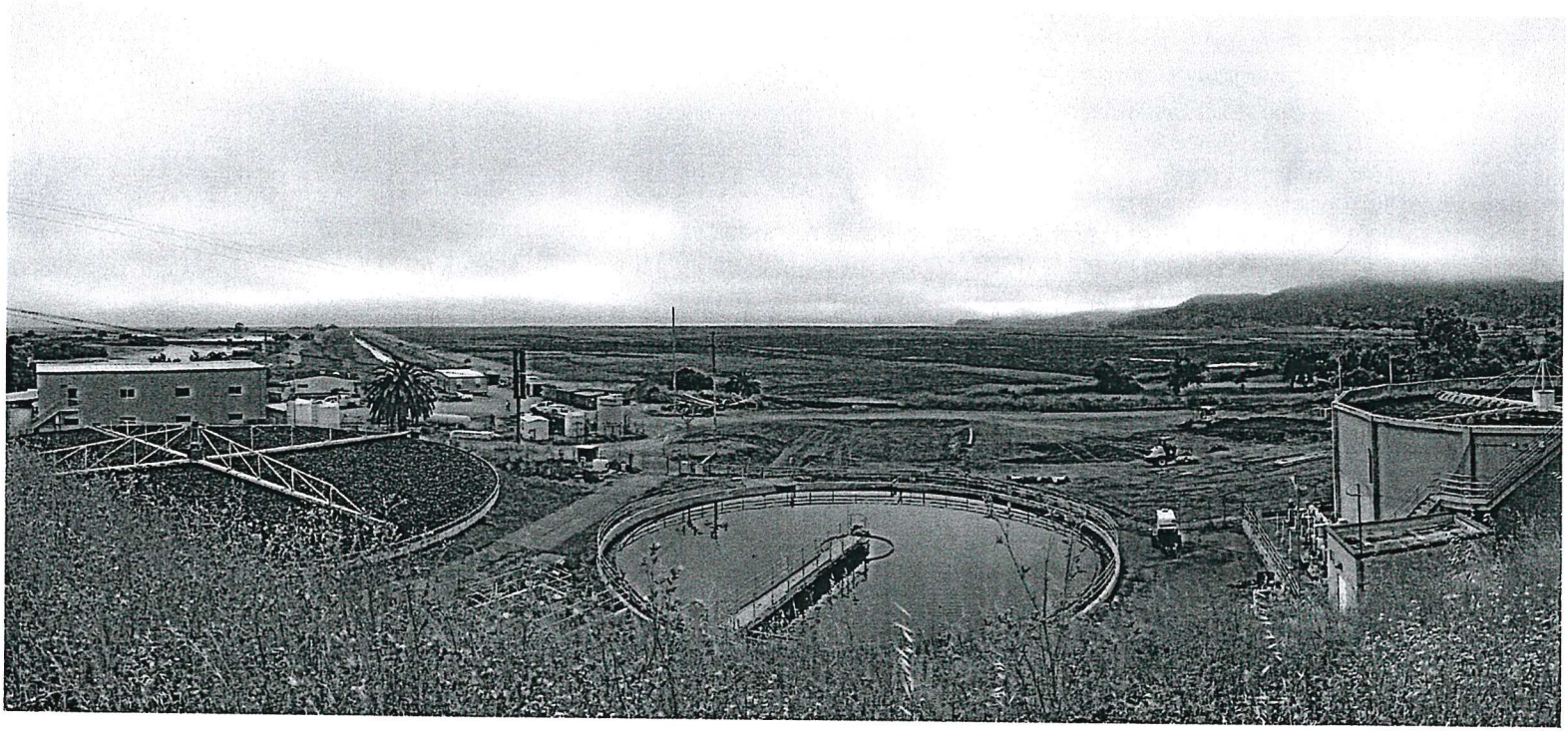
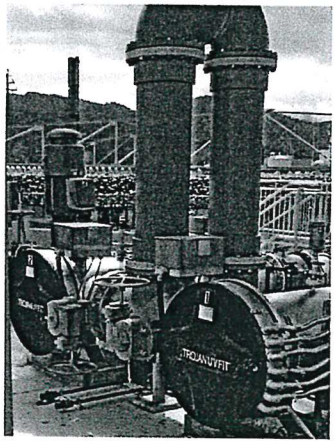
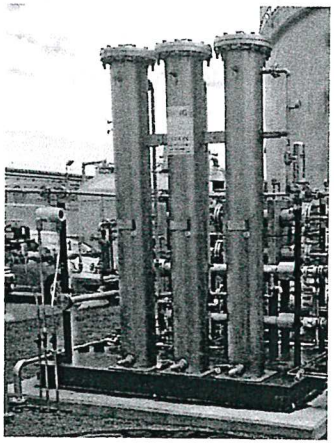
Handout
Agenda Item 4
Date July 17, 2019

14 June 2019
PROPOSAL

LAS GALLINAS VALLEY SANITARY DISTRICT







QUALITY CONSTRUCTION WITHOUT DISRUPTION

Construction Management and Inspection Services
Secondary Treatment Plant Upgrade and Recycled Water Expansion
(Job No. 12600-07 & 16650-02)

Kennedy Jenks

Kennedy Jenks

14 June 2019

Mike Prinz, P.E.
General Manager
Las Gallinas Valley Sanitary District
300 Smith Ranch Road
San Rafael, California 94903

Subject: Proposal to Provide Construction Management and Inspection Services
Secondary Treatment Plant Upgrade and Recycled Water Expansion
Job No. 12600-07 and 16650-02

Dear Mr. Prinz:

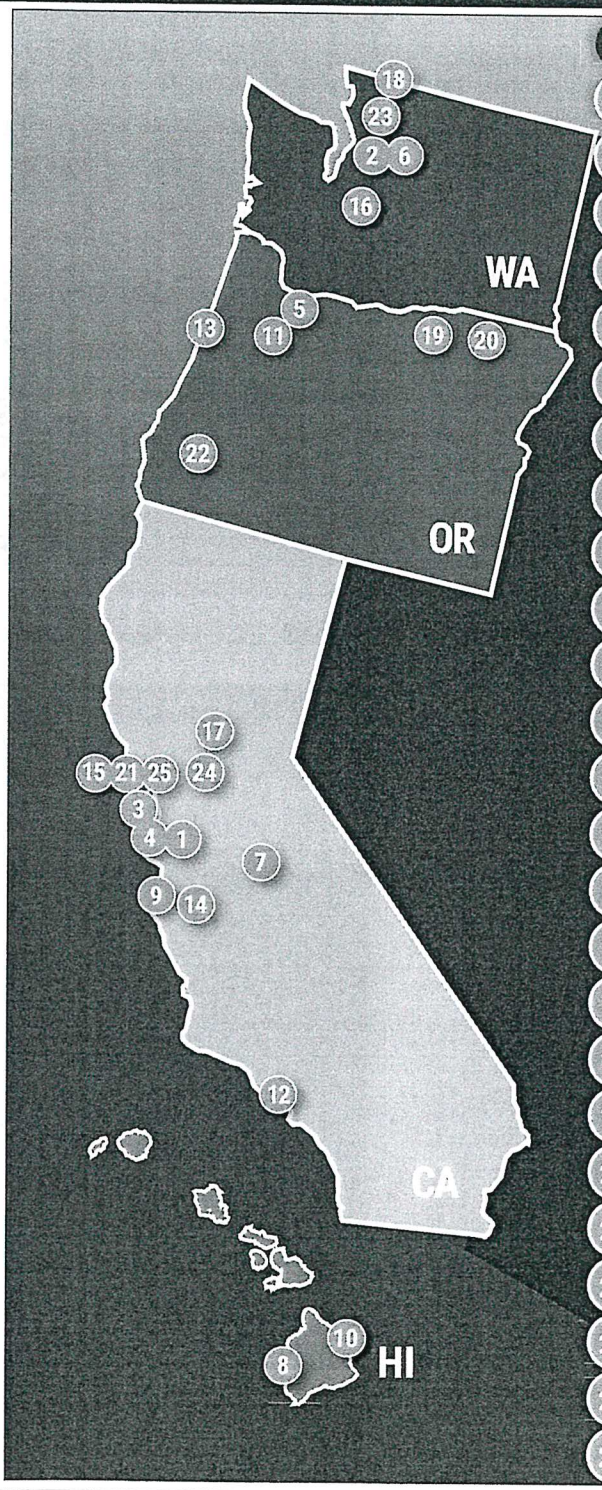
The Las Gallinas Valley Sanitary District (District) needs a proven construction management (CM) team to provide leadership to guide your $49M Secondary Treatment Plant Upgrade and Recycled Water Expansion Project (Project) to success. Kennedy/Jenks Consultants, Inc. (KJ) proposes a concise senior CM team who understands your challenges and will apply relevant, hands-on wastewater treatment plant construction experience to successfully deliver your project. To accomplish this, KJ provides:

- **Knowledge and understanding of your project requirements and the specific challenges faced on a project of this scale.** We have met with your team and visited the site to better understand their concerns. We have carefully reviewed the contract documents to identify solutions for any potential issues and challenges.
- **A deep bench of in-house support to help resolve both technical and management issues as they arise.** Our team includes multi-discipline support staff, including a Grade V wastewater treatment plant operator for operations and start-up support as well as The Tiburon Group, a nationally recognized consulting firm specializing in project controls, scheduling, claims avoidance, mitigation, and resolution. In addition, KJ has wastewater process engineering and grant funding specialists, if needed.
- **Providing a comprehensive approach to manage all key issues on your project:**
  - ✓ Jump starting critical path tasks to head off long-lead issues with PG&E before they further affect construction and construction progress
  - ✓ Maintaining plant operations to achieve 100% NPDES permit compliance throughout construction
  - ✓ Implementing controls to regain schedule float by reviewing the contractor's sequencing plan to identify tasks that can be shifted while avoiding further delays
  - ✓ Providing a smooth transition of CM teams while maintaining continuity with the District, Contractor, and designer
  - ✓ Maintaining safe access around the project site and implementing a traffic control plan to meet the needs of all stakeholders
  - ✓ Executing effective cost controls to control the overruns and allocate adequate contingency budget to support the remainder of construction

1. GENERAL FIRM INFORMATION

OFFERING THE DISTRICT A TEAM WITH EXTENSIVE EXPERIENCE AT WASTEWATER TREATMENT FACILITIES TO HANDLE CONSTRUCTION CHALLENGES

In the past 10 years, KJ has completed dozens of successful construction management and inspection services assignments. Highlighted in the map below are KJ's most relevant projects delivered since 2013. Included in this section are three reference projects that best reflect our experience with projects similar to yours.

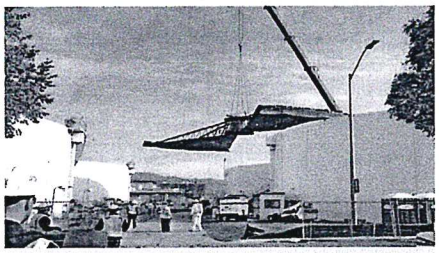


	Project (Owner)	Value	Year Completed
1	Digester & Thickener Facilities Upgrade (City of San Jose, CA)	$160M	Ongoing
2	Georgetown Wet Weather Treatment Station (King County Wastewater Treatment Div., WA)	$96M	2018
3	WQCP Wet Weather & Digester Improvements (City of South San Francisco, CA)	$49M	Ongoing
4	RWQCP Sludge Dewatering and Loadout Facility (City of Palo Alto, CA)	$25M	2018
5	Clackamas County Kellogg WRF Upgrade (Milwaukie, OR)	$21M	Ongoing
6	Rainier Valley Wet Weather Storage (King County Wastewater Treatment Div., WA)	$19.5M	Ongoing
7	Water, Wastewater & Water Reuse Program (Tesoro Viejo Mutual Water Company, CA)	$16M	Ongoing
8	Kealakehe WWTP Upgrades (County of Hawaii, HI)	$16M	2017
9	WWTP Rehabilitation (Carmel Area Wastewater District, CA)	$15M	2017
10	Hilo WWTP Outfall Repair (County of Hawaii, HI)	$4M	2017
11	MBR Wastewater Treatment Plant (Columbia Helicopters, OR)	$2.05M	2017
12	Rancho Las Virgenes Centrate Storage (Las Virgenes MWD, CA)	$1.5M	2017
13	WWTP Biosolids Project (City of Lincoln City, OR)	$498K	2017
14	West Hills Water Treatment Plant (San Benito County Water District, CA)	$15M	2017
15	Laguna Treatment Plant Primary Structure Upgrade (City of Santa Rosa, CA)	$1.5M	2017
16	Chambers Creek Regional WWTP Expansion (Pierce County, WA)	$240M	2015
17	Wastewater Treatment Plant Upgrades & Expansion (Linda County Water District, CA)	$36M	2016
18	Water Treatment Plant Replacement (City of Lynden, WA)	$28.5M	2014
19	Hermiston Recycled Water Plant (City of Hermiston, OR)	$24M	2016
20	WWTP Phase 1 Upgrades (City of Pendleton, OR)	$15M	2014
21	High Strength Waste Receiving Facility (City of Santa Rosa, CA)	$2.35M	2016
22	WWTP Improvements Project (City of Riddle, OR)	$4.7M	2014
23	WWTP Near Term Improvements (City of Snohomish, WA)	$4.5M	2014
24	WWTP Rehab & Replacement (City of Davis, CA)	$4M	2014
25	Laguna Treatment Plant Facility Rehab (City of Santa Rosa, CA)	$1.5M	2013

CONSTRUCTION MANAGEMENT AND INSPECTION SERVICES FOR DIGESTER & THICKENER UPGRADE

CITY OF SAN JOSE | San Jose, California

KJ is providing construction management and inspection services for CIP projects currently scheduled to begin construction within the next five years. The first assignment includes **CM of the $160M Digester and Thickener Facilities Upgrade**. This project upgrades Digesters #5-8 from conventional anaerobic digestion into a Temperature-Phased Anaerobic Digestion (TPAD). This project is currently under construction and includes new covers, mixing systems, and heat exchangers, and modifications to the low-pressure gas piping system, dissolved air flotation thickeners, and an elevated pipe rack. It also incorporates odor control, a sludge screening facility, and rehabilitates the existing gas flare system. Construction involves 108 Plant Shutdown Requests (PSRs) and is integrally connected to eight separate and parallel construction projects, including an $85M Cogeneration Project, and a $100M Solids Dewatering Facility Project—both of which are being delivered as Progressive Design-Build.



Client Reference

Marianna Chavez Vasquez,
Project Manager
(408) 635-4008

Paul Krukar,
Construction Program Leader
(408) 635-6652

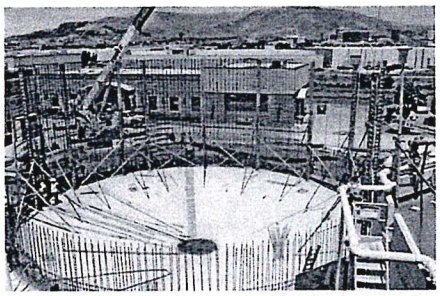
Major Project Elements

- ✓ Treatment plant upgrade and rehab project
- ✓ Maintained operation during construction (MOPO)
- ✓ Stringent construction and schedule constraints
- ✓ Permit compliance, large hydraulic structures
- ✓ Earthwork, demolition, yard piping, mechanical and electrical and SCADA installation, start-up and testing
- ✓ HAZMAT management
- ✓ Cogen coordination

CONSTRUCTION MANAGEMENT SERVICES FOR WQCP WET WEATHER & DIGESTER IMPROVEMENTS

CITY OF SOUTH SAN FRANCISCO | South San Francisco, California

KJ performed a constructability review and is currently performing **CM services for the $49M City of South San Francisco Water Quality Control Plant Wet Weather and Digester Improvements**. The first task was to perform a constructability review of the 95% design submittal. KJ provided a multidisciplinary team to review the plans, specifications, and cost estimate. Services include rehabilitation and improvements to the aeration basins, a new secondary clarifier and anaerobic digester, demolition of an existing digester and digester control building, rehabilitation of an existing digester and control buildings, influent screen bypass, two stormwater pump stations, return activated sludge pump station improvements, yard piping, and other improvements. Construction challenges include working on a constrained site located on the San Francisco Bay shoreline, demolition, maintenance of plant operation, digester gas handling, deep excavations in Bay Mud and high groundwater, and stringent environmental and permitting constraints.



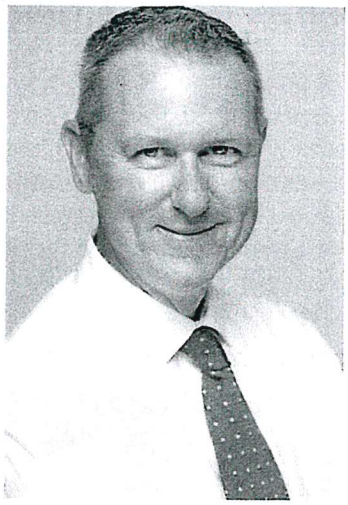
Client Reference

Brian Schumacker,
Plant Superintendent
(650) 829-3844

Major Project Elements

- ✓ Treatment plant upgrade and rehab project
- ✓ Maintained operation during construction (MOPO)
- ✓ Stringent construction and schedule constraints
- ✓ Permit compliance, large hydraulic structures
- ✓ Earthwork, demolition, yard piping, mechanical and electrical and SCADA installation, start-up and testing
- ✓ Hazmat management
- ✓ Cogen coordination

TOM GORMAN Construction Manager



Tom Gorman is our team's primary point of contact and will serve as the Construction Manager for your project. Tom will be responsible for project execution, coordination of resources, verifying that the work conforms with the contract requirements, and delivering the project the District needs. Tom will work closely with Justin Harrison and John Bergen to facilitate a smooth transition from the current CM to the KJ team.

Tom is ideal candidate for leading our team as Construction Manager. His experience in the past 10 years includes construction management of more than 15 construction projects at an active wastewater treatment plant for the City of Santa Rosa, many with elements similar to those described in your RFP. In the last five years, Tom has served as Construction Manager for several water, recycled water, and sewer replacement projects with no claims and extremely low change orders. Listed below is select relevant experience for Tom, where duties have included verifying Contractor compliance with program and project specifications, reviewing contract documents, coordinating meetings (e.g., pre-construction, construction, start-up, and commissioning), as well as reviewing Requests for Information (RFI), construction drawings, contract documents, schedules, submittals, and Contractor invoices. An expanded resume can be provided upon request.

SELECT PROJECT EXPERIENCE

Project/Owner	Role/Brief Description	Constr. Value
Laguna Treatment Plant Combined Heat and Power Project CM Services City of Santa Rosa	Construction Manager. Construction of the City's new 4.4MW Cogeneration Facility: installation of four new Lean-Burn Engines, gas conditioning systems, boiler room modifications, switchgear and transformer; start-up and commissioning; and demolition of the existing facilities.	$10.5M
Laguna Treatment Plant Trunk Sewer and Vault Rehabilitation CM Services City of Santa Rosa	Construction Manager. Phased demolition and replacement of existing manholes on regional sewer mains, including the installation of a new manhole within a 35' deep excavation, interconnecting sewer mains, temporary bypass pumping and flow through structures and specialty coatings.	$1.5M
South Bay Water Recycling Program Cities of San Jose, Santa Clara, and Milpitas	Construction Manager. Performed CM of customer retrofits to connect new customers. Program expands existing treatment and distribution of 100 mgd of recycled water. Fostered inter-agency collaboration through analysis and implementation of phased construction to target fast track projects to meet critical regulatory and permitting requirements (e.g., Title 22, RWQCB).	$200M
Phase 1 Recycled Water Project - Customer Retrofits CM Services City of Redwood City	Construction Manager. Provided customer coordination, regulatory approval coordination, cross-connection control, and site supervisor training. Verified Contractor compliance; reviewed contract and construction documents; and coordinated activities between all parties.	$84M
Los Vaqueros Dam and Old River Pumping Station Contra Costa Water District	Assistant Resident Engineer and Lead Inspector. Responsible for the management of monitoring, documenting, inspecting all onsite construction and start-up commissioning activities. Coordinated and assisted with special inspection and verified conformance—issuing non-compliance notices for items not meeting requirements. Actively maintained safety and environmental records.	$450M

Education

Project Control and Business Management, University of California, Santa Cruz

Landscape Design, Inchbald School of Design, London, United Kingdom

Mechanical and Electrical Engineering Apprenticeships, United Kingdom

"I have dedicated my career to delivering quality construction projects for my clients. I enjoy working with teams to construct projects meeting a client's safety, schedule, budget, and quality expectations. I am committed to working with the District, Contractor, designer, and previous CM to achieve a successful project for the District."

--Tom Gorman

JOHN BERGEN, P.E. Project Manager/Quality Assurance

John will serve in a Project Manager/Quality Assurance role and will be instrumental during the project familiarization and CM overlap phase. John has over 40 years of experience in civil-sanitary engineering, including construction and program management and design-build; pipeline, pump station, reservoir and treatment plant designs; peer and constructability reviews and value engineering; QA/QC; and preparation of facilities plans. He has detailed design and CM experience under the federal and state grant and loan programs guidelines. His CM experience includes both third-party CM and CM on internally designed projects working in both stand-alone and staff augmentation project teams, covering over $500M of water, wastewater, stormwater and reclaimed water projects in Northern California.

Education

BA, Environmental Studies, University of California, Berkeley

MS, Sanitary Engineering, University of California, Berkeley

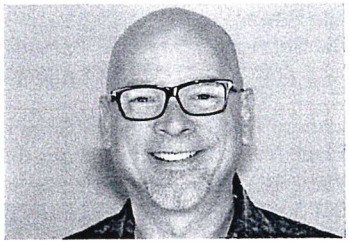
Registration

Professional Civil Engineer, California (31069)

SELECT PROJECT EXPERIENCE

Project/Owner	Role/Brief Description	Constr. Value
Wastewater Treatment Plant Anaerobic Digester and Dewatering Facility Improvements City of San Mateo	Project Manager and Construction Manager. Design and construction of anaerobic digester and dewatering facility improvements of a steel egg-shaped digester, concrete sludge storage tank and associated facilities, and rehabilitation/upgrade of the existing solids handling building with centrifuges, sludge storage silos and associated facilities.	$25M
Water Quality Control Plant Wet Weather and Digesters Improvements City of South San Francisco	Constructability Review Team Leader and Project Manager. Rehabilitation and upgrade of secondary treatment and solids handling facilities. Work includes digester demolition and new construction, digester control building rehabilitation, rehabilitation of aeration basins, addition of a secondary clarifier and two storm water pump stations.	$49M

ROD HOUSER, P.E., BCEE Principal-in-Charge



Rod will work with Tom, Justin, and John to deliver CM services meeting the District's expectations, including project quality, cost, and schedule requirements. Rod is a Vice President with KJ and has 25 years of broad experience in recycled water planning, conveyance, automated process control, and energy optimization; although, troubleshooting pump station design and construction challenges has been his principal focus throughout his career. His experience in recycled water infrastructure spans all project delivery phases.

Education

BS, Civil Engineering (mathematics minor), University of California, Davis

Registration/ Certification

Professional Civil Engineer, California (54215)

Board Certified Environmental Engineer, AAEE

SELECT PROJECT EXPERIENCE

Project/Owner	Role/Brief Description	Constr. Value
Laguna Treatment Plant On-Call CM Services City of Santa Rosa	Principal-in-Charge. Responsible for collaborating as-needed on technical and quality assurance reviews for series on-call CM activities at the treatment plant. Projects have included replacement of the Aeration Basin Low Pressure Air Distribution Main, replacement of Biosolids Facility Fire Suppression System Automatic Transfer Switch, and retrofit work on the EB Pump Station Distribution Header.	$1.1M
Ellis Creek Water Recycling Facility Optimization City of Petaluma	Project Manager. Engineering, regulatory support, funding assistance, design, and construction phases services to optimize plant operations, including liquid and solid wastewater treatment processes (including primary and secondary treatment), tertiary filtration, wetland treatment, and solids digestion.	$592K

OUR TEAMING PARTNERS

We have selected two key subconsultants to enhance our CM team. They are experts in their fields and their services align with the District's goals for achieving a successful project.

DAN CORTINOVIS, P.E., GRADE V WWTP OPERATOR

Operations/Start-up Support

Drawing upon his engineering and Grade V WWTP Operator experience, Dan will support the CM team, the plant O&M staff, and the Contractor in maintaining plant operation during construction and start-up. This will include review of System Outage Requests and the Start-up and Testing Plan.

Dan is a a registered civil engineer and California Grade V Wastewater Treatment Plant Operator with over 50 years of experience in Northern California WWTP operations, design review, construction coordination, testing, start-up, staff training, process optimization, and development of operations manuals.

Dan has supported KJ for several years on many projects, including currently on the City of San Jose's Construction Management and Inspection Services for Digester & Thickener Upgrade.

LEO SUMNER, P.E. | The Tiburon Group

Project Control, Scheduling, and Claims Avoidance Support

Leo will support the CM team in review of the baseline CPM schedule and monthly updates and recovery schedules. He will also assist in performing time impact analyses for change order and claim time extension requests.

Leo has more than 40 years of experience in project management, constructability reviews, scheduling, project controls, claims avoidance mitigation, and alternate dispute resolution in all phases of construction.

Leo is supported by staff at The Tiburon Group (tTG). tTG is a consulting firm specializing in project controls, scheduling, and claims avoidance mitigation and resolution services. tTG is currently supporting KJ on several CM efforts, including at the South San Francisco and San Jose treatment plant projects.

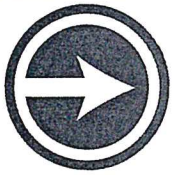
APPROACH

This section describes how KJ will address each of the complexities described above.

Because construction is already nearly 6 months underway, in order to accomplish an effective transition it will be critical to immediately meet with the District, Contractor, and current CM to obtain a solid understanding of the current project status and to develop solutions to current construction, change order/budget, and schedule/delay issues.

We identified several factors, summarized in **Table 2-1**, where the risks to your schedule, budget, and plant operations are greatest.

TABLE 2-1 KEY FACTORS TO SUCCESSFUL CONSTRUCTION

KEY FACTORS	WHY	IMPACT ON LGVSD
 ***Smooth Transition Plan for CM Team***	Hand-off between CM teams increases risks of critical items 'falling through the cracks'.	• Transition of EADOC license • Follow-through on open action items • Accurate documentation of as-built conditions • Speedy resolution of open claims
 ***Jump Start Critical Work Path***	Unforeseen interferences necessitated redesign of PG&E's electrical service and power distribution. These changes can take up to a year or more to resolve due to PG&E priorities for fire mitigation.	• Construction of aeration basin is delayed • Additional costs incurred • Potential to miss key schedule milestones
 ***Maintenance of Plant Operations***	Construction activities will cause temporary impacts to existing operations. Vigorous enforcement of District's policies regarding System Outage Requests (SORs) are needed to accommodate construction while maintaining reliable operation of the treatment plant.	• Plant operations interrupted • Service disruption • Discharge permit is exceeded • Negative public relations
 ***Schedule Control***	Key portions of the new construction must be completed prior to the upcoming wet weather season. Need to identify methods for recovering schedule float.	• Potential for one-year delay claim if early milestones not achieved • Cost overruns • Potential to lose grant funding • Plant reliability compromised during construction
 ***Traffic Control and Protecting Public Safety***	Risks related to public access (Audubon) near the construction site. Need innovative ideas to safely accommodate construction and private traffic while satisfying City and County encroachment requirements.	• Potential for injuries and property damage • Schedule delays • Requires active enforcement of specified contract requirements
 ***Cost Control***	Five months into a $49M contract there are 22 potential contract changes worth approximately $960k.	• 30% of contingency budget used to-date with contract only 15% complete
 ***Process Start-up***	New secondary treatment process (i.e. Biowheel) is unproven at this scale; seeding aeration basins with imported activated sludge may be necessary to achieve treatment objectives.	• Effluent from biological contactors (like Biowheel) can be challenging to filter effectively; newly commissioned activated sludge processes can take months to develop enough biological growth before treatment objectives can be achieved

Schedule Control

Immediate review of the Contractor's baseline and updated schedules and change order documentation is needed to validate the Contractor's current delay claims. A cursory review of the current schedule identified the following scheduling issues to be addressed within the first two weeks:

1. No allowance indicated for as-planned weather events.
2. All delays to date appear to be driven by the delayed completion of two tasks (dewatering, clearing and grubbing in the Phase I areas). These areas could be expected to be sensitive to weather impacts, yet both are constrained to a start date of February 6, 2019.
3. Unclear if delayed mobilization could have triggered delayed start of dewatering and grubbing tasks.
4. Unclear if there's any reason why caissons for the anoxic basin must be installed before the caissons in the aeration basins are installed. Shifting caisson construction to the aeration basins could allow construction to proceed normally while PG&E's overhead lines are rerouted around the anoxic basin.
5. Dewatering of the Phase I area took 48 calendar days more than originally planned.
6. Concrete placement tasks for forming, rebar placement, and pouring are summarized as a single task. Additional detail is needed from the Contractor to facilitate timely inspections and quality control requirements. Schedule should also indicate curing time for concrete.

Effective cost controls are achieved when there is close agreement between the schedule of values and the Contractor's breakdown of tasks. However, the current schedule includes activities that are not well defined. Additional detail will be needed to validate Contractor's monthly pay requests. For example:

- 105460 Install conduits PPS 0-33% complete
- 105460 Install conduits PPS 34-66% complete
- 105460 Install conduits PPS 67-100% complete

Process Start-up

Start-up for new activated sludge processes can take months to achieve satisfactory treatment performance due to the time it takes to grow suitable concentrations of bacteria (i.e. activated sludge). Depending on the time available for start-up, one common approach to accelerate the process is to seed the aeration basins with activated sludge from another nearby treatment plant. While this approach has been effective for start-up at some facilities, it can be costly to import suitable volumes of activated seed sludge. Also, the results are not always predictable due to the extreme changes in water chemistry when the seed sludge is added suddenly and in large quantities.

Whether seeding the process or not, it should be possible to allow Biowheel microbes to slough off into the aeration tanks, then capture the particles in the secondary clarifiers and recirculate the return sludge back to the activated sludge process. In the early stages of start-up, it may be beneficial to bypass some primary influent around the Biowheel basins to avoid starving the biology in the activated sludge tanks. Slowly increasing the blend of primary into the Biowheel process helps provide a smooth transition and is probably better for the treatment biology.

Because this is a new treatment process it will take some time for the District's operations staff to become acquainted with control of the new equipment and processes. To facilitate start-up and troubleshooting of the new systems, KJ has teamed with Dan Cortinovis, P.E., a Grade V WWTP Operator with extensive experience starting and optimizing activated sludge systems and fixed-film reactors, like the District's. Dan will work with your staff to help them understand what to look for and how to preemptively anticipate and resolve potential treatment issues before they become bigger problems. Our team will also carefully review start-up instructions provided by the various equipment suppliers and design engineer to make sure continuity of treatment performance is maintained.

The construction sequence becomes increasingly complex during start-up testing and commissioning. Our approach includes a plan to coordinate project closeout activities with plant operation and milestones for project completion. This process is initiated during the development of the baseline schedule and monitored during construction. Payment items are included for closeout activities and meeting agenda items are created to remind the Contractor of the project closeout requirements, including:

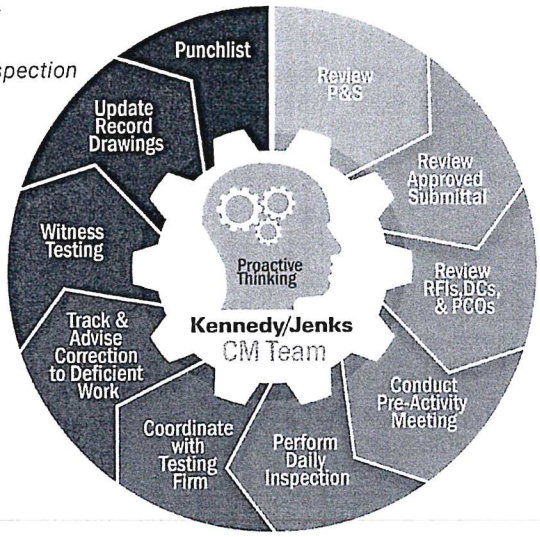
- Recordkeeping and as-built drawing documentation
- Testing certification records and collection of warranties
- Storage of spare parts with their transfer to O&M staff
- Certification of payments and the release of all liens

With the completion of the project closeout, the Construction Manager, with approval of plant operations, will accept the projects by issuing a Letter of Completion, accepting the project, and authorizing final payment to the Contractor.

TASK 3: Inspection Services

2. Provide full-time, on-going construction inspection to ensure that construction complies with the plans and specifications. An owner deserves quality and long-lasting, fully functional facilities. Quality assurance and quality control is a weekly meeting standing agenda item. KJ employs detailed inspection using its proven Inspection Cycle (illustrated below) to verify compliance with the contract documents requirements. This includes taking extensive digital photos of work progress and problem areas. KJ uses its proven non-complying work correction system to correct deficient work. Verbal notification is followed by written notification then issuance of a non-compliance notice. Deficient work is withheld from progress payments.

KJ's CM Inspection Cycle



5. Review the Project for safety issues and concerns and bring these to the attention of the Contractor and District. The safety of all project participants and the public is of paramount importance. No project on which a serious accident or fatality occurs can be considered a success. Safety is a weekly meeting standing agenda item. KJ has an admirable safety record—currently, 0.85 EMR—which is lower than industry standards. KJ will review the Contractor's injury, and illness prevention plan including for incorporation of plant safety requirements. KJ will also prepare a safety plan for its own CM staff.

10. Oversee facilities acceptance testing and start-up in cooperation with the Contractor, Design Engineer, and District staff. The proposed improvements include new processes and process equipment, including the Biowheel secondary treatment process which is relatively new within the industry. The plant O&M staff must be familiarized with these systems before they are fully prepared to assume operation and maintenance of the new and rehabilitated facilities. Our CM will manage the testing, start-up, and staff training of the newly installed facilities for compliance with the Contract Documents, NPDES discharge and BAAQMD permits, and other applicable standards. Most Contractors wait until just before start-up to prepare and submit their start-up and testing plan. Similarly, planning for O&M staff training is also often left to the last minute. This can lead to process upsets, poorly functioning facilities, delays, and places extra burden on O&M staff. Shortly after NTP, our CM and operations and start-up support subconsultant Dan Cortinovis will work with the Contractor, O&M staff, and Designer to help develop the Contractor's start-up and testing plan and training materials. We maintain a warranty initiation log to verify that the warranty date coincides with beneficial use and not simply equipment delivery to the site. We also will coordinate input of new equipment data with plant preventative maintenance and asset management systems.

KJ has no comment to Task 3 Subtasks 1, 3, 4, 6, 7, 8, 9, or 11 from the RFP.

TASK 4: Geotechnical Engineering, Materials Testing, and Specialty Inspection Services Contract Management

KJ will coordinate closely with the District's third-party geotechnical engineering, materials testing and specialty inspection firms for soil compaction and concrete strength testing as well as rebar installation and concrete placement. High strength bolting, welding, adhesive anchor, and masonry special inspections, as required by the contract documents, should also be performed. In addition, we recommend that the geotechnical engineer of record is retained to perform periodic site visits to confirm structure subgrade stability and initial drilled pier installation.

3. COMPENSATION

KJ has prepared a fee estimate which is provided in a separate sealed envelope as an enclosure to this proposal. Labor hours for the core staff used to develop the fee estimate are shown below.

STAFF MEMBER (ROLE)	TOTAL HOURS
Tom Gorman (Construction Manager)	3,570
John Bergen (PM/QA)	357
Justin Harrison (Resident Engineer)	4,940
Mike Godinho (Inspector)	4,940
Marty Errecart (E/I&C Inspector)	1,904
Daqi Sun (Document Management)	1,190
TOTAL TEAM HOURS	**16,901**

Date: June 7, 2019

Re: RFP for Secondary Treatment Plant Upgrade and Recycled Water Expansion
(a.k.a. Novato South Service Area/LGVSD-MMWD Recycled Water Project)
Construction Management and Inspection Services
(JOB NO. 12600-07 & 16650-02)
ADDENDUM No. 2

This addendum provides clarification and modification for the Request for Proposals – Construction Management and Inspection Services for Secondary Treatment Plant Upgrade and Recycled Water Expansion (a.k.a. Novato South Service Area/LGVSD-MMWD Recycled Water Project). The changes and clarifications are summarized below.

Changes & Clarifications

1. **PROPOSAL REQUIREMENTS AND CONTENTS**

   a) **Compensation:** Submit time and materials fee estimate with a not to exceed limit for the services described in the RFP. Provide a matrix indicating an estimate of hours to complete the services. Also, provide separate itemized time and materials fee adjustments, where appropriate, for additional tasks you feel should be added.

We look forward to reviewing your proposals and appreciate your prompt attention to the clarifications and changes detailed in this addendum.

This addendum consists of one (1) page including this page and attachments. Acknowledge receipt of this addendum by signing in the space provided below. Submit original copy of this addendum cover page along with the proposal.

Las Gallinas Valley Sanitary District:

Michael P. Cortez, PE, District Engineer
Tel. No. (415) 472-1033, ext. 18

Consultant: Kennedy/Jenks Consultants, Inc.

14 June 2019

(Authorized Signature) (Date)

Kennedy Jenks

14 June 2019

Mike Prinz, P.E.
General Manager
Las Gallinas Valley Sanitary District
300 Smith Ranch Road
San Rafael, California 94903

Subject: Proposal to Provide Construction Management and Inspection Services
Secondary Treatment Plant Upgrade and Recycled Water Expansion
Job No. 12600-07 and 16650-02

Dear Mr. Prinz:

Kennedy/Jenks Consultants, Inc. (KJ) recommends a fee budget of $3,715,820 to provide construction management and inspection services per the scope of work described in our proposal. A detailed fee breakdown is attached for the District's review and approval. We propose to invoice the District monthly, on a time and expense reimbursement basis, according to our rates listed in the attached worksheet.

As your team reviews the budget we would like to call your attention to two items:

- Our local CM team is comprised mainly of professionals who live in the North Bay Area. This means that our budgets for per diem and other direct costs are much lower (>$200k on a prorated basis) than under the District's current CM contract.
- We estimated our labor effort based on an assumed construction period of 1,074 calendar days, starting from the Contractor's notice to proceed (i.e., January 22, 2019). Based on this we have budgeted for CM and inspection services from July 2019 through December 2021.

Kim Sloat leads our firm-wide construction services practice and is authorized to negotiate contract terms and make binding agreements on behalf of KJ. Please contact Kim at (925) 788-6047 with any questions or other items of concern.

Very truly yours,

Kennedy/Jenks Consultants, Inc.

Kim Sloat, P.E., LEED AP
Kennedy Jenks Director of CM

Tom Gorman
Construction Manager

Rodman R. Houser, P.E., BCEE
Project Principal-in-Charge

Enclosure

cc: Dennis Sanchez, KJ
File

Las Gallinas VSD
Secondary Treatment Plant Upgrade

K/J Fee Proposal

6/13/19

Construction Management Services Project Staffing Plan			2019													
Months		Billing Rate	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total Hours	Total Price
Work Days Per Month			20	19	21	22	22	20	22	22	20	22	19	20		
K/J Team Staffing																
Construction Manager	Tom Gorman	$ 230	0	0	0	0	0	0	90	120	120	120	120	120	690	$ 158,700
PM/QA	John Bergen	$ 240	0	0	0	0	0	0	9	12	12	12	12	12	69	$ 16,560
Resident Engineer	Justin Harrison	$ 200	0	0	0	0	0	0	132	176	160	176	152	160	956	$ 191,200
Inspector	Mike Godinho	$ 185	0	0	0	0	0	0	132	176	160	176	152	160	956	$ 176,860
EI&C Inspector	Marty Errecart	$ 185	0	0	0	0	0	0	48	64	64	64	64	64	368	$ 68,080
Doc Management	Daqi Sun	$ 85	0	0	0	0	0	0	30	40	40	40	40	40	230	$ 19,550
Total K/J Team Staff																**$ 630,950**
Subconsultants and expenses (Notes 1-8)			$0	$0	$0	$0	$0	$0	$11,717	$11,717	$11,717	$11,717	$11,717	$11,717		$ 70,302
Total by Year															**3269**	**$ 701,252**

Construction Management Services Project Staffing Plan			2020													
Months		Billing Rate	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total Hours	Total Price
Work Days Per Month			20	19	21	22	22	20	22	22	20	22	19	20		
K/J Team Staffing																
Construction Manager	Tom Gorman	$ 235	120	120	120	120	120	120	120	120	120	120	120	120	1440	$ 338,400
PM/QA	John Bergen	$ 245	12	12	12	12	12	12	12	12	12	12	12	12	144	$ 35,280
Resident Engineer	Justin Harrison	$ 205	160	152	168	176	176	160	176	176	160	176	152	160	1992	$ 408,360
Inspector	Mike Godinho	$ 190	160	152	168	176	176	160	176	176	160	176	152	160	1992	$ 378,480
EI&C Inspector	Marty Errecart	$ 190	64	64	64	64	64	64	64	64	64	64	64	64	768	$ 145,920
Doc Management	Daqi Sun	$ 90	40	40	40	40	40	40	40	40	40	40	40	40	480	$ 43,200
Total K/J Team Staff																**$ 1,349,640**
Subconsultants and expenses (Notes 1-8)			$11,717	$11,717	$11,717	$11,717	$11,717	$11,717	$11,717	$11,717	$11,717	$11,717	$11,717	$11,717		$ 140,604
Total by Year															**6816**	**$ 1,490,244**

Construction Management Services Project Staffing Plan			2021													
Months		Billing Rate	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total Hours	Total Price
Work Days Per Month			20	19	21	22	22	20	22	22	20	22	19	20		
K/J Team Staffing																
Construction Manager	Tom Gorman	$ 240	120	120	120	120	120	120	120	120	120	120	120	120	1440	$ 345,600
PM/QA	John Bergen	$ 250	12	12	12	12	12	12	12	12	12	12	12	12	144	$ 36,000
Resident Engineer	Justin Harrison	$ 210	160	152	168	176	176	160	176	176	160	176	152	160	1992	$ 418,320
Inspector	Mike Godinho	$ 195	160	152	168	176	176	160	176	176	160	176	152	160	1992	$ 388,440
EI&C Inspector	Marty Errecart	$ 195	64	64	64	64	64	64	64	64	64	64	64	64	768	$ 149,760
Doc Management	Daqi Sun	$ 95	40	40	40	40	40	40	40	40	40	40	40	40	480	$ 45,600
Total K/J Team Staff																**$ 1,383,720**
Subconsultants and expenses (Notes 1-8)			$11,717	$11,717	$11,717	$11,717	$11,717	$11,717	$11,717	$11,717	$11,717	$11,717	$11,717	$11,717		$ 140,604
Total by Year															**6816**	**$ 1,524,324**

Total Recommended Budget $ 3,715,820

Notes:

1) July 18, 2019 award/NTP. 36 month construction duration less 6 months already elapsed equals 30 month CM contract duration.
2) Materials testing and special inspection will be provided by consultants retained by the owner. KJ will provide management.
3) Inspection hourly rates are based on prevailing wage.
4) KJ subconsultants are Dan Cortinovis (Operations and startup support) and The Tiburon Group (Scheduling support).
5) Expenses cover living cost for Inspectors Godinho and Errecart and project vehicle cost for Gorman and Harrison.
6) Continue to use EADOC's electronic document management system. Include cost for taking it over from MWHCI.
7) District has retained EOR Aqua Engineering and will retain other consultants as necessary to perform standard ESDC functions.
8) Field office trailer will be provided by District. KJ will provide field office trailer equipment including copier/scanner/printer.