



# Santa Clara Valley Water District Capital Improvement Program Committee Meeting

District Headquarters Boardroom  
5700 Almaden Expressway, San Jose, CA 95118

## REGULAR MEETING AGENDA

Monday, February 11, 2019  
10:00 AM

**District Mission: Provide Silicon Valley safe, clean water for a healthy life, environment and economy.**

Nai Hsueh, Chair, District 5  
Linda J. LeZotte, Vice Chair, District 4

Tony Estremera, District 6

All public records relating to an item on this agenda, which are not exempt from disclosure pursuant to the California Public Records Act, that are distributed to a majority of the legislative body will be available for public inspection at the Office of the Clerk of the Board at the Santa Clara Valley Water District Headquarters Building, 5700 Almaden Expressway, San Jose, CA 95118, at the same time that the public records are distributed or made available to the legislative body. Santa Clara Valley Water District will make reasonable efforts to accommodate persons with disabilities wishing to attend Board of Directors' meeting. Please advise the Clerk of the Board Office of any special needs by calling (408) 265-2600.

BETH REDMOND  
Committee Liaison

NATALIE F. DOMINGUEZ,  
CMC  
Assistant Deputy Clerk II  
Office/Clerk of the Board  
(408) 265-2659  
ndominguez@valleywater.org

**Note: The finalized Board Agenda, exception items and supplemental items will be posted prior to the meeting in accordance with the Brown Act.**

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**Santa Clara Valley Water District  
Capital Improvement Program Committee**

**REGULAR MEETING  
AGENDA**

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Monday, February 11, 2019

10:00 AM

District Headquarters Boardroom  
5700 Almaden Expressway, San Jose, CA 95118

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**1. CALL TO ORDER:**

1.1. Roll Call.

1.2. Time Open for Public Comment on any Item not on the Agenda.

*Notice to the public: This item is reserved for persons desiring to address the Committee on any matter not on this agenda. Members of the public who wish to address the Committee on any item not listed on the agenda should complete a Speaker Card and present it to the Committee Clerk. The Committee Chair will call individuals in turn. Speakers comments should be limited to three minutes or as set by the Chair. The law does not permit Committee action on, or extended discussion of, any item not on the agenda except under special circumstances. If Committee action is requested, the matter may be placed on a future agenda. All comments that require a response will be referred to staff for a reply in writing. The Committee may take action on any item of business appearing on the posted agenda.*

**2. APPROVAL OF MINUTES:**

2.1. Approval of January 14, 2019 Meeting Minutes.

[19-0101](#)

Recommendation: Approve the minutes.

Manager: Michele King, 408-630-2711

Attachments: [Attachment 1: 011419 CIP Committee Minutes](#)

Est. Staff Time: 5 Minutes

**3. ACTION ITEMS:**

3.1. Information on Project Labor Agreements.

[18-1141](#)

Recommendation: Receive information on Project Labor Agreements and Community Workforce Agreements (Targeted Hiring Agreements).

Manager: Michael Baratz, 408-630-2361

Attachments: [Attachment 1: PowerPoint](#)

Est. Staff Time: 10 Minutes

- 3.2. Capital Project Monitoring - Design. [18-0591](#)
- Recommendation: Receive and discuss information regarding the status of capital projects in the design phase.
- Manager: Katherine Oven, 408-630-3126  
Ngoc Nguyen, 408-630-2632  
Christopher Hakes, 408-630-3796
- Attachments: [Attachment 1: Capital Project Monitoring - Design](#)
- Est. Staff Time: 20 Minutes
- 3.3. Construction Management Resources Needs. [19-0142](#)
- Recommendation: Receive information and discuss construction management resources needs.
- Manager: Katherine Oven, 408-630-3126  
Ngoc Nguyen, 408-630-2632  
Chris Hakes, 408-630-3796
- Attachments: [Attachment 1: Projected 10-Year Const Mgt Staffing Needs](#)
- 3.4. 2018 Capital Improvement Program Committee Accomplishment Report. [19-0133](#)
- Recommendation: Accept the 2018 Capital Improvement Program Committee Accomplishment Report.
- Manager: Michele King, 408-630-2711
- Attachments: [Attachment 1: 2018 Accomplishments Report](#)
- 3.5. 2019 Capital Improvement Committee Work Plan. [18-1142](#)
- Recommendation: Review the 2019 Capital Improvement Program Committee Work Plan and make revisions as necessary.
- Manager: Michele King, 408-2630-2711
- Attachments: [Attachment 1: CIP Committee 2019 Workplan](#)
- Est. Staff Time: 10 Minutes

**4. INFORMATION ITEMS:**

**5. ADJOURN:**

- 5.1. Clerk Review and Clarification of Committee Requests.  
*This is an opportunity for the Clerk to review and obtain clarification on any formally moved, seconded, and approved requests and recommendations made by the Committee during the meeting.*

- 5.2. Adjourn to Regular Meeting at 10:00 a.m., on March 11, 2019, in the Santa Clara Valley Water District Board Conference Room A-124, 5700 Almaden Expressway, San Jose, California.

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**File No.:** 19-0101

**Agenda Date:** 2/11/2019  
**Item No.:** 2.1.

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## COMMITTEE AGENDA MEMORANDUM

### Capital Improvement Program Committee

**SUBJECT:**

Approval of January 14, 2019 Meeting Minutes.

**RECOMMENDATION:**

Approve the minutes.

**SUMMARY:**

In accordance with the Ralph M. Brown Act, a summary of Committee discussions, and details of all actions taken by the Capital Improvement Program Committee, during all open and public Committee meetings, is transcribed and submitted to the Committee for review and approval.

Upon Committee approval, minutes transcripts are finalized and entered into the Committee's historical record archives, and serve as the official historical record of the Committee's meeting.

**ATTACHMENTS:**

Attachment 1: 011419 CIP Committee Minutes

**UNCLASSIFIED MANAGER:**

Michele King, 408-630-2711

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CAPITAL IMPROVEMENT PROGRAM COMMITTEE

# MINUTES

MONDAY, JANUARY 14, 2019  
10:00 AM

(Paragraph numbers coincide with agenda item numbers)

A regular meeting of the Santa Clara Valley Water District (District) Capital improvement Program Committee (Committee) was called to order in the District Headquarters, Board Conference Room A-124, at 5700 Almaden Expressway, San Jose, California, at 10:00 a.m.

**1. CALL TO ORDER**

1.1 Roll Call.

Committee members in attendance were District 4 Director L. LeZotte, District 6 Director T. Estremera, and District 5 Director N. Hsueh, Chairperson presiding, constituting a quorum of the Committee.

Staff members in attendance were J. Abadilla, E. Aryee, A. Baker, J. Collins, G. De La Piedra, N. Dominguez, C. Hakes, N. Nguyen, L. Orta, B. Redmond, L. Rossiter, A. Saini, D. Taylor and T. Yoke.

**2. TIME OPEN FOR PUBLIC COMMENT ON ANY ITEM NOT ON THE AGENDA**

Chairperson Hsueh declared time open for public comment on any item not on the agenda. There was no one present who wished to speak.

**3. ELECTION OF 2019 CHAIRPERSON AND VICE CHAIRPERSON**

It was moved by Director Estremera, seconded by Director LeZotte, that Directors Nai Hsueh and Linda LeZotte, continue their Committee Officer appointments as Chair and Vice Chair, respectively, for the year 2019.

**4. APPROVAL OF MINUTES**

4.1. Approval of January 3, 2019 Meeting Minutes.

The Committee considered the attached minutes of the January 3, 2019 meeting. It was moved by Director LeZotte, seconded by Director Estremera, and unanimously carried to approve the minutes as presented.

## 5. ACTION ITEMS

### 5.1 Anderson Dam Improvement Update.

Mr. Chris Hakes, Deputy Operating Officer, reviewed the information on this item, per the attached Committee Agenda Memo.

The Committee noted the information, without formal action.

### 5.2. Capital Consultant Agreements and Amendments. (Continued from January 3, 2019).

Mr. Hakes, reviewed the information on Item 1, Lenihan and Stevens Creek Dam Safety Evaluations, Project No. 91084019, per the attached Committee Agenda Memo.

The Committee noted the information on Item 1, without formal action.

Chairperson Hsueh confirmed that information on Item 2, On-Call Surveying and Mapping Services had been received at the Committee's January 3, 2019 meeting.

Regarding Item 3, Calero Dam Seismic Retrofit – Amendment No. 4 to Agreement No. A3902G with HDR Engineering, Inc., for Design Consultant Services Project No. 91874004, the Committee suggested that staff consider a separate agreement or design build for the relocation of the historic Bailey Fellows House rather than including it as an amendment to Agreement No. A3902G.

### 5.3. Design-Build Project Delivery Method for Capital Projects.

Mr. Amandeep Saini, Associate Engineer, reviewed the information on this item, per the attached Committee Agenda Memo, and corresponding presentation materials contained in Attachment 1.

Mr. William Sherman, Water Rate Advocates for Transparency, Equity and Sustainability, commented on the advantages and disadvantages of using a design-build method.

The Committee requested that this information be presented to the full Board in two parts, at two separate meetings: 1) To provide an overview of the design-build project delivery method, and 2) To seek Board approval for a design-build delivery method and consultant agreement for the Coyote Pumping Plant Adjustable Speed Drive Replacement Project.

### 5.4. Capital Projects Status Updates – Construction.

Mr. Hakes, Mr. Ngoc Nguyen, Deputy Operating Officer, and Ms. Tina Yoke, Chief Operating Officer, reviewed the information on this item, per the attached Committee Agenda Memo. The corresponding presentation materials contained in Attachment 1 were reviewed by staff as follows: Mr. Hakes reviewed Items 1

through 3, and 11; Mr. Nguyen reviewed Items 4 through 10, and 13 through 17; and Ms. Yoke reviewed Items 18 and 19.

The Committee noted the information, without formal action.

#### 5.5 2019 Capital Improvement Program Committee Work Plan.

Chairperson Hsueh reviewed the information on this item, per the attached Committee Agenda Memo, and corresponding presentation materials contained in Attachment 1.

The Committee requested the following revisions to the Work Plan:

- CIP Implementation, Line 5: Retitle *Large Construction Projects – Lessons Learned* to *Construction Management Resources Needs*;
- Add an item to the February 11, 2019 agenda to receive information and discuss Construction Management Resources Needs; and
- Add an item to the February 11, 2019 agenda to receive an update on the benefits of Calero Dam operations to the District.

Chairperson Hsueh confirmed the next Committee meeting was scheduled for February 11, 2019 at 10:00 a.m.; and confirmed changes to the meeting schedule as follows: the October 14, 2019 meeting would be rescheduled to October 21, 2019, the November 11, 2019 meeting would be rescheduled to November 18, 2019; and that both meetings would convene at the regular start time of 10:00 a.m.

## 6. CLERK'S REVIEW AND CLARIFICATION OF COMMITTEE REQUESTS AND RECOMMENDATIONS

Ms. Natalie Dominguez, Assistant Deputy Clerk II, read the new Committee Recommendations and Requests into the record, as follows:

### Regarding Item 5.2:

Regarding Item 3, Calero Dame Seismic Retrofit – Amendment No. 4 to Agreement No. A3902G with HDR Engineering, Inc., for Design Consultant Services Project No. 91874004, the Committee suggested that staff consider a separate agreement or design build for the relocation of the historic Bailey Fellows House rather than including it as an amendment to Agreement No. A3902G.

### Regarding Item 5.3:

The Committee requested that this information be presented to the full Board in two parts, at two different meetings: 1) To provide an overview of the design-build project delivery method, and 2) To seek Board approval for a design-build delivery method and consultant agreement for the Coyote Pumping Plant Adjustable Speed Drive Replacement project.

Regarding Item 5.5:

The Committee requested the following:

- CIP Implementation, Line 5: Retitle *Large Construction Projects – Lessons Learned to Construction Management Resources Needs*;
- Add an item to the February 11, 2019 agenda to receive information and discuss Construction Management Resources Needs; and
- Add an item to the February 11, 2019 agenda to receive an update on the benefits of Calero Dam operations to the District.

**7. ADJOURN**

Chairperson Hsueh adjourned the meeting at 2:50 p.m., to the next scheduled meeting at 10:00 a.m., on February 11, 2019, in the District Headquarters, Board Conference Room A-124, 5700 Almaden Expressway, San Jose, California.

Natalie F. Dominguez, CMC  
Assistant Deputy Clerk II

Approved:

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**File No.:** 18-1141

**Agenda Date:** 2/11/2019  
**Item No.:** 3.1.

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## COMMITTEE AGENDA MEMORANDUM

### Capital Improvement Program Committee

**SUBJECT:**

Information on Project Labor Agreements.

**RECOMMENDATION:**

Receive information on Project Labor Agreements and Community Workforce Agreements (Targeted Hiring Agreements).

**SUMMARY:**

At its September 25, 2018 meeting, the Board was informed of a request from the Santa Clara and San Benito Counties Building and Construction Trades Council to consider using Project Labor Agreements (PLA) and Community Workforce Pipeline Targeted Hire Agreements on all public works contracts awarded by the District (by design-bid-build, design-build, or other project delivery methods used to construct capital projects).

The Board referred this request to the Board's CIP Committee to evaluate and to make a recommendation to the full Board.

Attachment 1 provides an overview of Project Labor Agreements.

**ATTACHMENTS:**

Attachment 1: PowerPoint

Attachment 2: Project Labor Agreement Issues

**UNCLASSIFIED MANAGER:**

Michael Baratz, 408-630-2361

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# Project Labor Agreement

Capital Improvement Program  
Committee Meeting  
February 11, 2019



# Project Labor Agreement - Overview

## What is a Project Labor Agreement (PLA)?

- A pre-hire labor agreement with the local labor trades council, which establishes the terms and conditions of employment for a construction project.
- Permitted for use in the construction industry by the National Labor Relations Act (NLRA).
- Parties typically include local building trades councils and local building trades unions.



# PLA – Overview (continued)

- Typically negotiated between the project owner and the local labor trades council, prior to awarding a construction contract.
- May cover a single project, or a set of similar projects.
- **Designed to:**
  - Eliminate potential project delays resulting from labor conflict;
  - Ensure steady supply of skilled labor on projects;
  - Provide contractually binding means of resolving worker grievances.

# PLA - Key Provisions

- **Nearly all PLA agreements contain:**
  - **Union Agreement -**
    - Not to strike, or take other collective action against the projects or contractors working on the projects.
  - **Contractor Agreement -**
    - To abide by the terms of the trade's collective bargaining agreement in performance of all project work.
  - **Dispute Resolution Process -**
    - To resolve jurisdictional disputes between unions;
    - To resolve disputes between contractors and workers.

# PLA - Key Provisions (continued)

- **Many PLA agreements also contain:**
  - **Provisions for facilitating participation by non-union contractors** (e.g. core workers; carve-outs).
  - **Provisions streamlining practices across different construction trades to improve project efficiency** (e.g. unified holiday schedule).
  - **Provisions for facilitating contractor compliance with targeted hiring goals imposed by the public entity** (e.g. Community Workforce Agreement).

# Community Workforce Agreement (CWA) – Overview

- **Sometimes incorporated into a PLA to identify provisions involving local hiring and/or targeted hiring.**
  - Also referred to as a Targeted Hiring Agreement or Policy;
  - Generally only covers construction work;
  - Two Types: Single-Project CWA and Multiple-Project CWA.
- **Imposed by many public entities on public construction projects, to:**
  - Advance policy goals;
  - Comply with federal funding requirements, if applicable.

# CWA – Key Provisions

- **A CWA may include:**
  - **Hiring policies adopted by local agencies or jurisdictions** (e.g. policies adopted by ordinance or resolution in Oakland, Los Angeles, and San Francisco; prohibited on projects funded by US-DOT).
  - **Disadvantaged-hiring policies adopted by local agencies or jurisdictions** (i.e. targeting employment of low-income individuals, veterans, residents of low-income neighborhoods, etc.).
    - If required, a Disparate Impact Study must be conducted.

# CWA – Key Provisions (continued)

- **Federally-mandated requirements:**
  - To hire a specific percentage of minorities/veterans/women.
  
- **Such policies generally require:**
  - Construction contractors attempt to employ specified percentages of the targeted worker categories, or show effort was made to do so and targeted worker categories were unavailable.

# CWA – Potential Difficulties

- **Conflict between terms of targeted hiring policies and requirements of applicable collective bargaining agreements:**
  - Targeted hiring policies require contractors to make an effort to employ specified percentages of targeted worker categories, but collective bargaining agreements typically require utilization of current workers, or workers referred from a union in a specified order.
- **Compliance:**
  - Contractors may have difficulty complying with a targeted hiring policy and applicable collective bargaining agreement due to limited control over hired individuals.

# PLA – Conflict Resolution

- **PLAs typically include an alternate dispute resolution process (e.g. arbitration), which:**
  - Overrides bargaining agreement terms.



# PLA – Potential Benefits

- Parties establish agreed upon single hiring procedure in advance.
- **Benefits to the public agency may include:**
  - Delivery of high-quality employment and training opportunities for local workers;
  - Avoidance of project delays due to labor strife;
  - Use of established training and labor quality standards.

# PLA – Opposition

- **Non-union construction trade organizations cite the following concerns:**
  - Dues requirements cause reduction in paychecks;
  - Forced to lay off productive, non-union workers;
  - Requires open shop contractors to pay benefits twice (union + company plan):
    - Payment of health and retirement benefits to union and pension funds;
    - Non-union workers only receive benefits from contributions sent to union if workers join union, and remain members until vested.

# PLA – Opposition (continued)

- Increased Costs:
  - Limits number of general contractors and subcontractors interested in a project, and therefore reduces competition.
  
- Barriers:
  - Creates barriers for local, minority/veteran/women-owned construction employers due to provisions disallowing use of own workforce.

# Santa Clara Valley Water District

## ➤ **No history of:**

- District utilizing PLAs;
- Labor disputes on District projects.

## ➤ **District pays prevailing wages:**

- State law requires public agencies pay prevailing wages at the rates established by the California Department of Industrial Relations or per the federal Davis-Bacon Act, if applicable.

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**File No.:** 18-0591

**Agenda Date:** 2/11/2019

**Item No.:** 3.2.

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## COMMITTEE AGENDA MEMORANDUM

### Capital Improvement Program Committee

**SUBJECT:**

Capital Project Monitoring - Design.

**RECOMMENDATION:**

Receive and discuss information regarding the status of capital projects in the design phase.

**SUMMARY:**

The CIP Committee's 2019 Workplan includes monitoring of capital projects during all phases of development. Staff will present a list of active projects to the Committee at each Committee meeting and provide detailed information on those where potential and/or significant issues have been identified. The projects presented for discussion will be organized by phases: planning/feasibility; design; and construction. Staff will present projects to the CIP Committee for review one phase at a time. Projects currently in the design phase are being presented at this Committee meeting. Other attachments may be included to provide more detail on other items associated with these projects.

Attachment 1 is a list of projects in the design phase. A verbal report will be provided at the meeting with more detailed information about recent developments on the projects listed in Attachment 1.

**ATTACHMENTS:**

Attachment 1: Capital Project Monitoring - Design

**UNCLASSIFIED MANAGER:**

Katherine Oven, 408-630-3126

Ngoc Nguyen, 408-630-2632

Christopher Hakes, 408-630-3796

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## Capital Project Monitoring Report - February 2019

### Design Phase

Row	Project No.	Project Name	Notes, Upcoming Board Actions or potential issues
<b><u>Water Utility</u></b>			
1	91854001	Almaden Dam Improvements	Planning Study Report June 2019
2	91864005	Anderson Dam Seismic Retrofit	90% Design August 2019
3	91874004	Calero Dam Seismic Retrofit - Design & Construct	60% Design June 2019
4	91894002	Guadalupe Dam Seismic Retrofit - Design & Construct	60% Design June 2019
5	95084002	10-Yr Pipeline Inspection & Rehabilitation (Cross Valley Pipeline)	Securing environment permits and completing design for advertising for construction contract in April 2019
6	95084002	10-Yr Pipeline Inspection & Rehabilitation (Central Pipeline)	60% Design anticipated by the end of February 2019
7	93294051	RWTP FRP Residuals Management	System Improvement elements and RWTP Landscaping - Advertise for construction March 2019
8	93294058	RWTP Residuals Remediation	Preliminary evaluation of feasible alternatives with O&M staff January 2019
9	91094009	SoCo Recycled Water Pipeline- Short-Term Implementation Phase 1B	On hold until USBR completes NEPA updates
10		Water Utility Small Cap Projects	3 small cap projects to be advertised for construction spring 2019
<b><u>Flood Protection</u></b>			
11	10394001	Palo Alto Flood Basin Tide Gate Structure Improvements	Scheduled to complete 60% design by November 2019; EIR planned for December 2019
12	26284002	San Francisquito Creek - Construction, SF Bay to Middlefield Road	Bay to 101 Revegetation contract advertised for construction in January 2019 Pope Chaucer design at 60%; Channel design at 90%; Draft EIR March 2019, Permits end of 2019
13	26074002	Sunnyvale East and West Channels	Permit negotiations underway
14	26154003	Guadalupe Rv-Upper, SPRR to Blossom Hill Road (R7-12)	Completed 65% design for Reach 7. Project is on hold. USACE is evaluating total project cost and benefit-cost-ratio. District is planning to discuss with USACE options to make the project more competitive for federal funding.
15	40334005	Lower Penitencia Ck Improvements, Berryessa to Coyote Cks.	Design completed; Permit applications submitted; construction planned for summer 2019
16	50284010	Llagas Creek-Lower, Capacity Restoration, Buena Vista Road to Pajaro River	On Hold
17	26174051 26174052	Llagas Creek-Upper	Corps - USACE 404 permit expected February 2019
18	26444001	San Francisco Bay Shoreline - EIA 11 Design & Part Construction	Reach 1 levee design completed; District is obtaining R/W and soil for September 2019 construction
19	62084001	Watershed assed Rehabilitation Program (WARP)	Design underway for 2 projects to be constructed in summer 2019
20	40174005	Berryessa Creek Lower Penitencia to Calevaras Blvd. (Lower Calera Creek)	90% design in December 2018; EIR addendum is being finalized; Construction anticipated to begin in summer 2019
<b><u>Water Resources Stewardship</u></b>			
21	26164001	Hale Creek Enhancement Pilot Study	60% design completed, Project on hold pending available resources
22	26044002	SCW Fish Passage Improvements at Bolsa Rd	60% - 90% design; Scheduled to advertise in June 2019
23	26044001	Almaden Lake Improvements	Draft EIR for public review in March 2019; final EIR by November 2019
<b><u>Buildings &amp; IT</u></b>			
24	60204016	Almaden and Windfield Campus, Small Capital Improvements	Building condition assessments have identified projects to be designed using existing on-call contracts
25	73274008	Software Upgrades & Enhancement	An RFP is under development to find the best and most cost-effective long-term enterprise GIS solution for the District

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**File No.:** 19-0142

**Agenda Date:** 2/11/2019

**Item No.:** 3.3.

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## COMMITTEE AGENDA MEMORANDUM

### Capital Improvement Program Committee

**SUBJECT:**

Construction Management Resources Needs.

**RECOMMENDATION:**

Receive information and discuss construction management resources needs.

**SUMMARY:**

In the past 3 to 5 years, the number of active District construction projects has far exceeded the capacity of in-house construction services staff to provide construction management (CM) and inspection services for each project. As a result, District staff have augmented full time equivalent staff with supplemental construction management service contracts. In light of significant construction projects that are ongoing, and the future of the capital workload will grow over the next decade, it is necessary to ensure appropriate resources are applied for project success and management. At the October 15, 2018 CIP Committee meeting when staff reviewed the status of projects in construction, the Committee requested that additional information on this topic be provided.

Through competitive selection processes, staff has hired consultant firms to perform CM and inspection services for District projects that cannot be staffed with in-house staff, in most cases, due to a lack of staff availability. Staff has experienced numerous challenges and difficulties with this approach on several construction projects. Some examples of such issues are:

1. CM consultants lack thorough knowledge of the district's plans, specifications, and construction Contract Documents;
2. CM consultants have not been firm enough in enforcing contractor performance requirements per Contract Documents;
3. Consultant inspectors have failed to notice a contractor's unilateral substitution of specified materials with nonspecified materials, resulting in a finished product with poor workmanship and/or performance, and a lack of adherence to the Contract Documents' process for such actions;
4. District staff (the projects' design engineers) is responsible for managing the CM consultants, but many have had minimal experience in field construction work, and have struggled with

the fast-paced construction tempo and quick decision-making that is critical in the field;

5. Regulatory permit conditions have not been enforced by consultant CM firms, resulting in compliance violations; and
6. CM consultants are not as sophisticated or sensitive as District CM staff are in responding to neighborhood concerns and issues during construction.

Staff-developed options for District CM and inspector staffing are:

1. Option 1: Maintain the status quo of 17 in-house Construction Services staff (1 unit manager, 6 engineers, 2 chief inspectors, and 8 inspectors). The staffing of District construction projects would be determined by staff's availability. CM consultants would be hired for many projects and would continue to be managed by project-design engineers.
2. Option 2: Increase the number of positions in the Construction Services Unit to fully staff all District construction projects. Specialty inspection services would be provided by on-call consultants managed by District's CM staff. An average of 45 Construction Services staff (CM and inspectors) would be required over the next 10 years to fully staff all District construction projects.
3. Option 3: Increase the number of positions in the Construction Services Unit to fully staff construction projects. Continue to hire consultant CM firms on larger/complex projects, but embed District CM staff into the project teams to help oversee and manage the consultant CM firms. An average of 37 Construction Services staff (CM and inspectors) would be required over the next 10 years for this hybrid approach. The staffing approach for this Option would follow the guidelines as shown in Table 1.

**Table 1. CM Staffing Approach for Option 3**

<b>Estimated Project Construction Cost</b>	<b>District Staffing Approach</b>
Up to \$30M	Fully staff with in-house construction manager/inspector(s).
\$30M -\$80M	Consultant CM and embed 1 District construction manager + 1 District inspector.
\$80M-\$200M	Consultant CM and embed 2 District construction managers + 2 District inspectors.
\$200M +	Consultant CM and embed 3 District construction managers + 3 District inspectors.

The cost projections for capital projects in the CIP include the cost of construction management services. Analysis of construction management costs for recent projects shows costs to be similar, whether construction management services are provided by District staff or by consultants. Implementing the option recommended in this memo would not have a significant impact on project budgets or groundwater production charges. Greater involvement by District construction services staff is expected to result in improved construction quality.

**ATTACHMENTS:**

Attachment 1: Projected 10-Year Construction Management Staffing Needs

**UNCLASSIFIED MANAGER:**

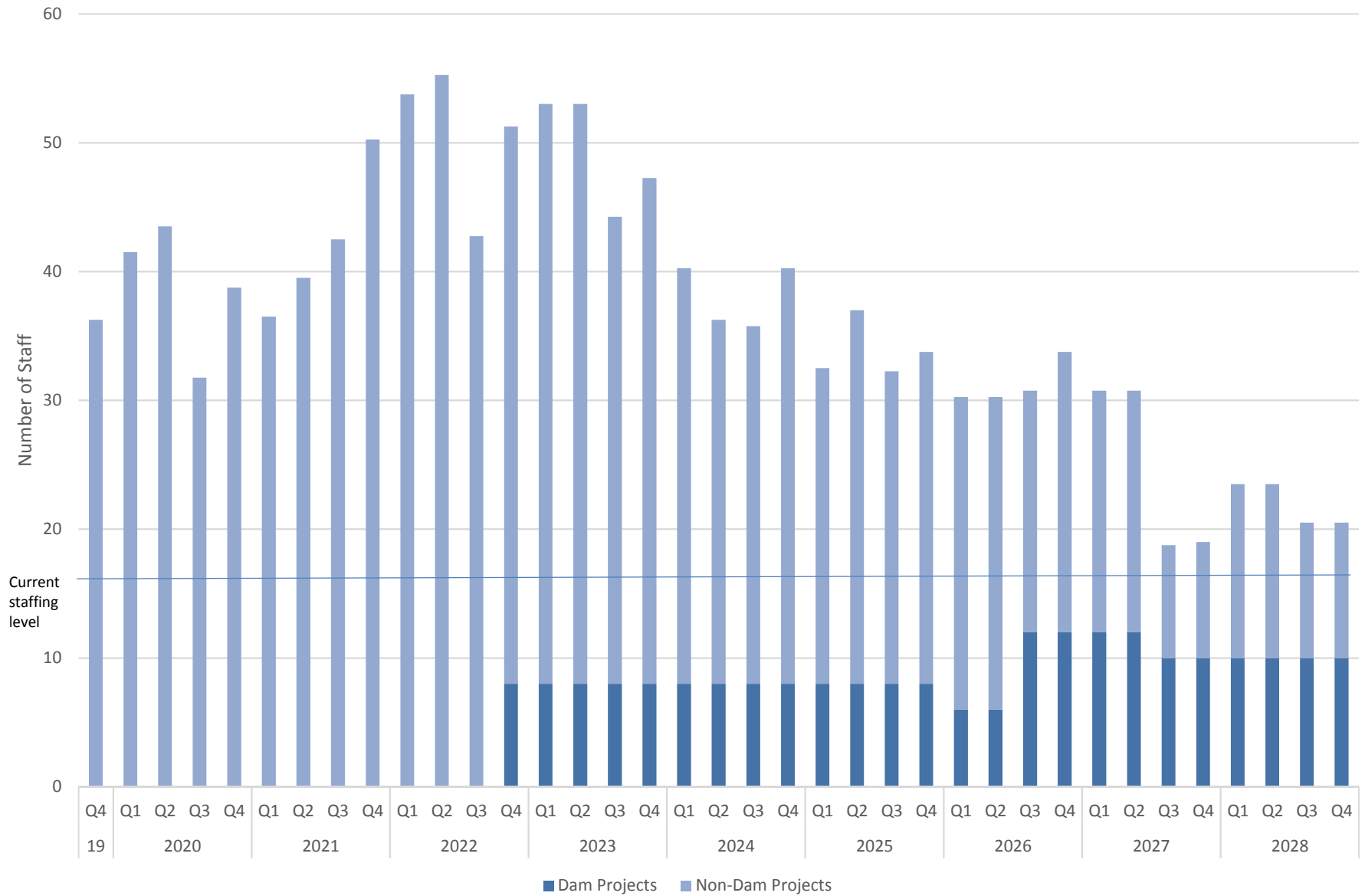
Katherine Oven, 408-630-3126

Ngoc Nguyen, 408-630-2632

Chris Hakes, 408-630-3796

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Page 30

## Projected 10-Year Construction Management Staffing Resource Needs for District Construction Projects



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**File No.:** 19-0133

**Agenda Date:** 2/11/2019

**Item No.:** 3.4.

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## **COMMITTEE AGENDA MEMORANDUM**

### **Capital Improvement Program Committee**

**SUBJECT:**

2018 Capital Improvement Program Committee Accomplishment Report.

**RECOMMENDATION:**

Accept the 2018 Capital Improvement Program Committee Accomplishment Report.

**SUMMARY:**

Under direction of the Clerk, Work Plans are used by Board Committees to increase Committee efficiency, provide increased public notice of intended Committee discussions, and enable improved follow-up by staff.

Work Plans are dynamic documents managed by Committee Chairs annually, and are subject to change as needed throughout the year.

As Committee work is accomplished, Work Plans capture notes regarding outcomes and results achieved, allowing Work Plans to serve as Accomplishment Reports upon completion of the calendar year.

Recognizing the completion of the 2018 calendar year, the 2018 Capital Improvement Program Committee Work Plan, now a 2018 Accomplishment Report (Attachment 1), is presented for Committee acceptance.

**ATTACHMENTS:**

Attachment 1: 2018 Accomplishment Report

**UNCLASSIFIED MANAGER:**

Michele King, 408-630-2711

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# CAPITAL IMPROVEMENT PROGRAM COMMITTEE

Updated: 12/17/18



## 2018 ACCOMPLISHMENTS REPORT

MEETING DATE	WORK PLAN ITEM, BOARD POLICY, & POLICY CATEGORY	ASSIGNED STAFF	INTENDED OUTCOME(S)	ACCOMPLISHMENT DATE AND OUTCOME
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The **Capital Improvement Program Committee (CIP)** was enacted by the Board on Date. The CIP Committee was established to provide a venue for more detailed discussions regarding capital project validation and adding or removing projects from the District's 5-year CIP.

This annual work plan establishes a framework for committee discussion and action during the annual meeting schedule. The committee work plan is a dynamic document, subject to change as external and internal issues impacting the District occur and are recommended for committee discussion. Subsequently, an annual committee accomplishments report is developed based on the work plan and presented to the District Board of Directors.

01/18/18 11:00 AM	Election of Chair/Vice Chair	Committee	Nominate and Elect 2018 Committee Chair and Vice Chair.	Elected 2018 Committee Officers: <ul style="list-style-type: none"> <li>• Chairperson – N. Hsueh</li> <li>• Vice Chairperson – L. LeZotte</li> </ul>
	Approval of Minutes – 12/11/17	N. Dominguez	Approve the Minutes.	Minutes approved.
	Fiscal Year 2017-18 Consultant Agreements and Amendments to Existing Consultant Agreements.	N. Nguyen	Receive information on upcoming consultant agreements and/or amendments that staff will be recommending for Board approval.	The Committee members expressed support for staff's proposed recommendations to the Board and suggested additional clarification be provided to the Board regarding the circumstances for project delays.
	Review the Long-Term Purified Water Program Elements Project.	K. Oven D. Taylor	Receive information and provide direction for project refinements or modifications to be incorporated into the Draft and/or Final Fiscal Years 2019-23 CIP.	The Committee directed staff to bring back a proposal that includes the Long-Term element of the purified water program in the Draft FY 2019-23 CIP.
	2017 Committee Accomplishments Report.	B. Redmond	Accept and authorize 2017 Chairperson Hsueh to present the Accomplishments Report to the Board.	The Committee noted the 2017 Committee Accomplishments Report, without formal action.

# CAPITAL IMPROVEMENT PROGRAM COMMITTEE

Updated: 12/17/18



## 2018 ACCOMPLISHMENTS REPORT

MEETING DATE	WORK PLAN ITEM, BOARD POLICY, & POLICY CATEGORY	ASSIGNED STAFF	INTENDED OUTCOME(S)	ACCOMPLISHMENT DATE AND OUTCOME
01/18/18 (cont.)	Review Committee Work Plan	Committee	Confirm Agenda Topics for Upcoming Meeting(s), Confirm Next Meeting Date.	<ul style="list-style-type: none"> <li>Chair and Committee Liaison to develop the 2018 Work Plan, next meeting 10 a.m. on 2/12/18.</li> <li>Staff to provide the Committee with an example of a project that includes added environmental justice and sensitive design to prioritization criteria.</li> </ul>
02/12/18 10:00 AM	<b>MEETING CANCELED</b>			
03/12/18 10:00 AM	Approval of Minutes – January 18, 2018	N. Dominguez	Approve the Minutes.	Minutes approved.
	Follow-Up to January 18, 2018 Review of the Long-Term Purified Water Program Elements Project.	D. Taylor	Receive information and provide direction for the Long-Term Purified Water Program Elements Project refinements or modifications to be incorporated into the Draft and/or Final FY2019-23 CIP.	The Committee confirmed without motion to recommend Board support for the Fiscal Year 2023 P3 (Public-Private Partnership) delivery method listed in the Committee Agenda Memo, Page 1, Table 1, as the preferred method of financing for the Long-term Purified Water Program Elements; and including the Long-term Purified Water Program Elements Project in the CIP.
	Update on the Construction of the San Francisquito Creek Flood Reduction, Ecosystem Restoration and Recreation Project, Project No. 26284002, Contract No. C0613.	N, Nguyen	Receive an update on the construction of the San Francisquito Creek Flood Reduction, Ecosystem Restoration and Recreation Project.	The Committee requested that staff continue reviewing the cause of potential claims by the contractors. Also, to pursue avenues that will reduce the costs associated with project delays described in Items 4.2 and 4.3, investigate options for cost-sharing contractor claim resolution with PG&E, and report back to the Committee.
	Update on the Construction of the Permanente Creek Flood Protection Project – McKelvey Park Detention Basin, Project No. 26244001, Contract No. C0616.	N. Nguyen	Receive an update on the construction of the Permanente Creek Flood Protection Project – McKelvey Park Detention Basin.	

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MEETING DATE	WORK PLAN ITEM, BOARD POLICY, & POLICY CATEGORY	ASSIGNED STAFF	INTENDED OUTCOME(S)	ACCOMPLISHMENT DATE AND OUTCOME
<b>03/12/18 (cont.)</b>	Update of South County Recycled Water Producer/Wholesaler/Retailer Agreements.	H. Ashktorab	Receive information and provide feedback on next steps.	Item continued to 4/25/18 meeting.
	Capital Projects Status Updates.	K. Oven N. Nguyen	Receive and discuss information regarding the status of capital projects in the construction phase.	The Committee noted the information, without formal action.
	Agreement with AECOM for Planning Services for an Amount Not-to-Exceed \$621,848 for the Stevens Creek Fish Passage Analysis Project, Project No. 62044001 (Santa Clara County, Cupertino, Sunnyvale, Mountain View) (Districts 5 and 7).	N. Nguyen	Receive information and provide feedback on next steps.	The Committee noted the information, without formal action.
	Review Committee Work Plan	Committee	Confirm Agenda Topics for Upcoming Meeting(s), Confirm Next Meeting Date.	Confirmed items in work plan, no new items. Meeting rescheduled from 4/12/18 to 4/25/18.
<b>04/25/18 12:00 PM</b>	Approval of Minutes – March 12, 2018	N. Dominguez	Approve the Minutes.	Minutes approved.
	Capital Projects Status Updates.	K. Oven N. Nguyen	Receive and discuss information regarding the status of capital projects.	The Committee requested staff provide additional updates on Items 3, 4 and 8 at a future meeting during the next quarter.
	10-Year Pipeline Inspection and Rehabilitation Program.	E. Aryee	Receive information about the 10-Year Pipeline Inspection and Rehabilitation Program.	The Committee noted the information, without formal action.
	Review 2018 Committee Work Plan	Committee	Confirm Agenda Topics for Upcoming Year's Meeting Subjects and Dates.	The Committee noted the information without formal action; and Chairperson Hsueh confirmed the next meeting was scheduled for 10:00 a.m. on May 14, 2018.

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## 2018 ACCOMPLISHMENTS REPORT

MEETING DATE	WORK PLAN ITEM, BOARD POLICY, & POLICY CATEGORY	ASSIGNED STAFF	INTENDED OUTCOME(S)	ACCOMPLISHMENT DATE AND OUTCOME
05/14/18 10:00 AM	Approval of Minutes – None.			
	Update of South County Recycled Water Producer/Wholesaler/Retailer Agreements.	G. Hall	Receive information and discuss.	<p>The Committee requested that staff modify their upcoming South County Recycled Water Program Update to the Board of Directors to include the following:</p> <ul style="list-style-type: none"> <li>• A summary of the Committee’s discussion;</li> <li>• A proposed letter regarding District participation in SCRWA governance; and</li> <li>• A recommendation authorizing the Board Chairperson to sign the proposed letter.</li> </ul>
	Update on Alternative Financing for Water Utility Enterprise Projects.	D. Taylor	Receive an updated and provide direction to staff on next steps.	<p>The Committee made the following requests of staff:</p> <ul style="list-style-type: none"> <li>• Investigate the Trump Administration’s planned reductions to federal income tax deductions to determine what portion, if any, relates to property taxes; and come back with information on the impacts of a special tax measure on constituents;</li> <li>• Identify projects that could be funded by a special tax measure, and come back with discussion and opportunity for Committee feedback on the proposed projects and a public opinion survey; and</li> <li>• Reach out to Santa Clara County tech-industry leaders who have</li> </ul>

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## 2018 ACCOMPLISHMENTS REPORT

MEETING DATE	WORK PLAN ITEM, BOARD POLICY, & POLICY CATEGORY	ASSIGNED STAFF	INTENDED OUTCOME(S)	ACCOMPLISHMENT DATE AND OUTCOME
05/14/18 (cont.)				supported the Santa Clara Valley Open Space Authority or the Mid-Peninsula Open Space District; investigate tech-industry firms that have not supported open space in the past to determine whether their support had ever been requested; and utilize District constituent contact connections to engage in support opportunity discussion with Santa Clara County's tech-industry leaders.
	Capital Projects Status Update, Planning/Feasibility Study.	K. Oven	Receive and discuss information regarding the status of capital projects in the Planning and Feasibility Study Phase.	<p>The Committee made the following requests of staff:</p> <ul style="list-style-type: none"> <li>• Move forward with proposing that the Board make no changes to the Safe, Clean Water Program; complete the planning phases for both the Upper Penitencia Creek (Coyote Creek to Dorel Drive) and Coyote Creek (Montague Expressway to Tully Road) projects; and include in the May 23 Safe, Clean Water public hearing, a statement on the Committee's support for staff's proposal; and</li> <li>• Investigate opportunities to obtain Valley Transportation Authority mitigation funding for the Ogier Pond Planning Study.</li> </ul>

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## 2018 ACCOMPLISHMENTS REPORT

MEETING DATE	WORK PLAN ITEM, BOARD POLICY, & POLICY CATEGORY	ASSIGNED STAFF	INTENDED OUTCOME(S)	ACCOMPLISHMENT DATE AND OUTCOME
05/14/18 (cont.)	Review 2018 Committee Work Plan	Committee	Confirm Agenda Topics for Upcoming Year's Meeting Subjects and Dates.	<p>Chairperson Hsueh requested that the 2018 Work Plan be revised to as follows:</p> <ul style="list-style-type: none"> <li>• Remove discussion on the 10 Year Pipeline from the June 2018 meeting;</li> <li>• Come back with information on whether discussion on Public Private Partnership (P3) Delivery for Capital Projects is necessary and if so, provide a proposed meeting date;</li> <li>• Remove the duplicate listing of South County Recycled Water Pipeline (CIP Implementation section, Row 7) from the 2018 Work Plan; and</li> <li>• Determine whether discussion on Capital Project Monitoring for Construction Projects, and Criteria for Ranking of Stewardship Projects, can be deferred to the July 2018 meeting, and if so, cancel the June 2018 meeting.</li> </ul>
06/11/18 10:00 AM	<b>MEETING CANCELED</b>			

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## 2018 ACCOMPLISHMENTS REPORT

MEETING DATE	WORK PLAN ITEM, BOARD POLICY, & POLICY CATEGORY	ASSIGNED STAFF	INTENDED OUTCOME(S)	ACCOMPLISHMENT DATE AND OUTCOME
07/09/18 10:00 AM	Approval of Minutes – April 25 and May 14, 2018.	N. Dominguez	Approve the minutes.	Minutes approved.
	Priority Ranking Criteria for Water Resources Stewardship Projects.	N. Nguyen	Review, discuss, and provide input regarding the Capital Improvement Program priority ranking criteria for Water Resources Stewardship Projects.	<p>The Committee made the following requests:</p> <ul style="list-style-type: none"> <li>• Staff is to revise Attachment 2, Column 4 Heading, to read <b>Remaining Cost Funding Needed</b> (\$K [FY 19 to Completion]);</li> <li>• Staff is to come back during the September 10, 2018, Committee meeting with a list of non-specific Safe, Clean Water (SCW) Environmental Stewardship commitments, and discussion on what process and timelines the Board of Directors will follow to identify, prioritize, and select environmental stewardship projects to meet SCW commitments; and</li> <li>• After the above discussion, the Committee will work on modification to the current CIP priority ranking criteria for Water Resources Stewardship Projects, as needed.</li> </ul>
	Capital Projects Status Updates – Construction.	K. Oven N. Nguyen	Receive and discuss information regarding the status of capital projects in the construction phase.	<p>The Committee made the following requests:</p> <ul style="list-style-type: none"> <li>• Staff is to bring discussion on the Rinconada Water Treatment Plant Reliability Improvement Project to the full Board of Directors, at the soonest Open or Closed Session opportunity;</li> <li>• Staff is to provide a verbal report on the Permanente Creek Project to the full Board of Directors during the July 10, 2018, Board meeting, and follow</li> </ul>

# CAPITAL IMPROVEMENT PROGRAM COMMITTEE

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## 2018 ACCOMPLISHMENTS REPORT

MEETING DATE	WORK PLAN ITEM, BOARD POLICY, & POLICY CATEGORY	ASSIGNED STAFF	INTENDED OUTCOME(S)	ACCOMPLISHMENT DATE AND OUTCOME
07/09/18 (cont.)				<p>up with a status report to the full Board at the next available Board meeting; and</p> <ul style="list-style-type: none"> <li>• Staff is to go back to the full Board of Directors with information responding to previous concerns and requests expressed by Director Kremen, and a recommended action on the GIS Enterprise and Managed Cloud Services Agreements.</li> </ul>
	2018 Capital Improvement Program Committee Work Plan.	M. King	Review and make necessary revisions to the 2018 CIP Committee Work Plan, and confirm the Committee's regular meeting schedule for 2018.	<p>The Committee made the following requests:</p> <ul style="list-style-type: none"> <li>• Mr. Yamamoto is to advise Director Keegan that alternative financing for WUE projects would remain on the CIP Committee Work Plan, and that the workgroup would be disbanded;</li> <li>• Staff is to come back during the August 13, 2018, CIP Committee discussion on alternative financing for WUE projects with information responding to discussion from the June 13, 2018, workgroup meeting;</li> <li>• Staff is to revise the CIP Committee Work Plan, CIP Implementation Section, Lines 2 and 7, to remove the duplicate listing of <i>South County Recycled Water</i> and <i>South County Recycled Water Pipeline</i>; and</li> <li>• Staff is to revise the CIP Committee Work Plan, CIP Implementation Section, Line 5, to read <i>Alternative Financing WUE Projects (Special Tax)</i>.</li> </ul>



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## 2018 ACCOMPLISHMENTS REPORT

MEETING DATE	WORK PLAN ITEM, BOARD POLICY, & POLICY CATEGORY	ASSIGNED STAFF	INTENDED OUTCOME(S)	ACCOMPLISHMENT DATE AND OUTCOME
08/10/18 10:00 AM	Approval of Minutes – July 9, 2018.	N. Dominguez	Approve the minutes.	Minutes approved.
	Discuss Environmental Justice Factor in the Prioritization Criteria for Capital Projects.	N. Nguyen	Receive update, discuss and provide direction to staff, as necessary.	<ul style="list-style-type: none"> <li>Directors LeZotte and Estremera will look into and may send additional information on economically disadvantaged communities to staff for consideration.</li> <li>The Committee requested staff investigate utilizing environmental justice criteria as a standalone category to demonstrate the Board's focus and emphasis in the decision-making process regarding the Clean, Safe Water grant approval criteria</li> </ul>
	Update on Alternative Revenue Sources for Water Utility and Watershed Projects.	D. Taylor	Receive information and provide direction to staff.	The Committee requested that discussion of Alternative Financing for Water Utility Enterprise projects be referred to the District Act Work Group.
	Capital Projects Status Updates – Design.	K. Oven N. Nguyen	Receive and discuss information regarding the status of capital projects in the design phase.	The Committee requested staff convey the Committee's support of the dam retrofit proposed project schedules to the full Board of Directors.
	2018 Capital Improvement Committee Work Plan.	M. King	<p>A. Review and make necessary revisions to the 2018 Capital Improvement Program (CIP) Committee Work Plan, and</p> <p>B. Confirm the Committee's regular meeting schedule for September, October, November and December 2018.</p>	<ul style="list-style-type: none"> <li>The Committee requested the 2018 Committee Work Plan be revised as follows:                             <ul style="list-style-type: none"> <li>Remove Alternative Financing Water Utility Enterprise Projects from the Committee's Work Plan.</li> <li>Add a discussion regarding regulatory permits for projects in the Coyote Watershed; and</li> <li>Add a presentation on projects using a design/build approach.</li> </ul> </li> <li>Chairperson Hsueh confirmed the following upcoming meetings:</li> </ul>

# CAPITAL IMPROVEMENT PROGRAM COMMITTEE

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## 2018 ACCOMPLISHMENTS REPORT

MEETING DATE	WORK PLAN ITEM, BOARD POLICY, & POLICY CATEGORY	ASSIGNED STAFF	INTENDED OUTCOME(S)	ACCOMPLISHMENT DATE AND OUTCOME
08/10/18 (cont.)				<ul style="list-style-type: none"> <li>o September 10, 2018, at 10:00 a.m., at District Headquarters;</li> <li>o October 15, 2018, at 10:00 a.m., at District Headquarters (rescheduled from October 8, 2018); and</li> <li>o November 19, 2018, at 10:00 a.m., at District Headquarters (rescheduled from November 12, 2018).</li> </ul>
09/10/18 10:00 AM	Approval of Minutes – August 13, 2018.	N. Dominguez	Approve the minutes.	Minutes approved as amended.
	Safe, Clean Water and Natural Flood Protection Program (Safe, Clean Water) Key Decision Points and Approach for Delivery of Remaining Key Performance Indicators (KPIs)	N. Nguyen	Receive information and provide feedback regarding Safe, Clean Water Program key decision points and approach for delivery of remaining key performance indicators.	Chairperson Hsueh made the following requests: <ul style="list-style-type: none"> <li>• That staff begin working on a report to be shared with the voters prior to the next election, that confirms the status of projects and completed projects under the Safe, Clean Water Program;</li> <li>• That Attachment 1, Page 2, Priority D6, Column Number 7, be changed from the Board Planning and Policy Committee to the Capital Improvement Program Committee; and</li> <li>• That staff bring back an updated Safe, Clean Water and Natural Flood Protection: Key Decision Point Tracking Report in November 2018.</li> </ul>
	Capital Project Monitoring – Planning/Feasibility.	K. Oven N. Nguyen	Receive and discuss information regarding the status of capital projects in the planning/feasibility phase.	The Committee noted the information without formal action.

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## 2018 ACCOMPLISHMENTS REPORT

MEETING DATE	WORK PLAN ITEM, BOARD POLICY, & POLICY CATEGORY	ASSIGNED STAFF	INTENDED OUTCOME(S)	ACCOMPLISHMENT DATE AND OUTCOME
09/10/18 (cont.)	2018 Capital Improvement Program Committee Work Plan.	M. King	Review the 2018 CIP Committee Work Plan and make revisions as necessary.	The Committee requested the following items be added to the Committee's Work Plan: <ul style="list-style-type: none"> <li>• Regulatory Permits – Discussion of strategy to move projects forward; and</li> <li>• Design-Build Methodology.</li> </ul>
10/15/18 10:00 AM	Approval of Minutes – September 10, 2018	N. Dominguez	Approve the minutes.	Minutes approved as amended.
	Fiscal Year 2019 Consultant Agreements and Amendments to Existing Consultant Agreements.	C. Hakes N. Nguyen K. Oven A. Tikekar	Receive information on upcoming consultant agreements and/or amendments that staff will be recommending for Board approval and provide direction as needed.	<ul style="list-style-type: none"> <li>• Regarding Item 3.1, No. 2, Permanente Creek Project:                             <ul style="list-style-type: none"> <li>○ Staff to clarify for the Board that the amendment is needed for additional engineering support during construction for Permanente Creek is due to the extended duration of the project construction periods at McKelvey Park and Rancho San Antonio (RSA), and to advise the Board of the potential impacts to the construction management contracts associated with the extended construction schedule;</li> <li>○ Staff to investigate the possibilities of supplementing construction management services for Permanente Creek Project with in-house staff resources; and</li> <li>○ Staff to clarify for the Board that the proposed budget adjustment does not affect Fund 26 Safe Clean Water reserves.</li> </ul> </li> <li>• Regarding Item 3.1, No. 4, Software Upgrades and Enhancements to Geographic Information System (GIS):</li> </ul>

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MEETING DATE	WORK PLAN ITEM, BOARD POLICY, & POLICY CATEGORY	ASSIGNED STAFF	INTENDED OUTCOME(S)	ACCOMPLISHMENT DATE AND OUTCOME
10/15/18 (cont.)				Staff to advise the Board of the Committee's support of a Request for Proposals process for the GIS Upgrades and Enhancements Project.
	Capital Projects Status Updates – Construction	K. Oven N. Nguyen	Receive and discuss information regarding the status of capital projects in the construction phase.	Chairperson Hsueh expressed the Committee's expectation that at least 40-50 percent of project construction be managed by internal staff, and made the following request: That the decision process for using internal construction management staff be incorporated into the Committee presentation on lessons learned from large construction project
	Priority Ranking Criteria for the Capital Improvement Program	N. Nguyen	Receive information and provide direction to staff on recommended revisions to the Priority Criteria for the FY 2020-24 CIP.	<ul style="list-style-type: none"> <li>• The Committee requested the following:                             <ul style="list-style-type: none"> <li>○ Include a separate category for Environmental Justice and Disadvantaged Communities in the Capital Improvement Program (CIP) Priority Criteria for all project sections, and investigate weight value and qualifying criteria and bring back a proposal for the Committee's consideration;</li> <li>○ Utilize proposed Environmental Justice language on Page 18, <i>Promotes environmental justice or has a positive impact on disadvantaged communities (EL 1.1)</i>, in all project sections;</li> <li>○ Staff to investigate assigning a higher weight to Environmental and Natural Resources Sustainability by reducing the weight value of the Primary</li> </ul> </li> </ul>

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MEETING DATE	WORK PLAN ITEM, BOARD POLICY, & POLICY CATEGORY	ASSIGNED STAFF	INTENDED OUTCOME(S)	ACCOMPLISHMENT DATE AND OUTCOME
10/15/18 (cont.)				<p>Objective category in Water Resources Stewardship Projects, Page 19;</p> <ul style="list-style-type: none"> <li>○ Staff to investigate reduced carbon footprint alternatives for weighting criteria in Information Technology and Capital Improvement Project criteria; and</li> <li>○ Staff to investigate how information technology projects can benefit natural resources sustainability and include weighting criteria.</li> </ul> <ul style="list-style-type: none"> <li>● The Committee continued the item to the next regularly-scheduled meeting on November 19, 2018.</li> </ul>
	2018 Capital Improvement Program Committee Work Plan.	M. King	Review and make necessary revisions to the 2018 Capital Improvement Program Committee Work Plan.	<p>The Committee requested the following additions to the Committee's Work Plan:</p> <ul style="list-style-type: none"> <li>● Discussion of Project Labor Agreements (PLAs) after January 2019, to include the following: <ul style="list-style-type: none"> <li>○ Overview of PLAs;</li> <li>○ How does a PLA differ from current practice;</li> <li>○ Case studies from other agencies with PLAs, including pros and cons;</li> <li>○ District policy on PLA;</li> <li>○ Other agencies' policies on PLA;</li> <li>○ Best practices for implementing a PLA;</li> <li>○ Public input process on PLA;</li> <li>○ Targeted Hiring Agreement; and</li> <li>○ Establish schedule for Committee consideration of PLA: Meeting No. 1—Overview of PLA, Meeting No. 2—Review intricate parts of</li> </ul> </li> </ul>

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MEETING DATE	WORK PLAN ITEM, BOARD POLICY, & POLICY CATEGORY	ASSIGNED STAFF	INTENDED OUTCOME(S)	ACCOMPLISHMENT DATE AND OUTCOME
10/15/18 (cont.)				<p>PLA, and Meeting No. 3—If it makes sense to move forward with PLA implementation; and</p> <ul style="list-style-type: none"> <li>• CIP Implementation—Discussion of lessons learned to include:                             <ul style="list-style-type: none"> <li>○ Lessons learned on current large-scale project in construction phase, and</li> <li>○ Level of in-house construction management resources; and</li> </ul> </li> <li>• CIP Development section:                             <ul style="list-style-type: none"> <li>○ Dam Seismic Retrofit Program Update; and</li> <li>○ That Ms. Oven would respond to Board Member Request No. R-18-0016 via the CEO Bulletin that staff will be working with the Board’s CIP Committee to respond.</li> </ul> </li> </ul>
	Staff Response to Public Comment Email from Doug Muirhead dated 8/6/18 regarding Capital Improvement Program Mitigation Monitoring.		Information only.	No action.
	Email from William Sherman, WRATES, dated 9/22/18, Regarding Water Rate Increases.		Information only.	No action.

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MEETING DATE	WORK PLAN ITEM, BOARD POLICY, & POLICY CATEGORY	ASSIGNED STAFF	INTENDED OUTCOME(S)	ACCOMPLISHMENT DATE AND OUTCOME
11/19/18 10:00 AM	Approval of Minutes – October 15, 2018	N. Dominguez	Approve the minutes.	Minutes approved as presented.
	Capital Project Monitoring – Design.	C. Hakes K. Oven N. Nguyen T. Yoke M. Cook	Receive information and provide direction to staff.	The Committee accepted the report and made the following request: That staff add the Winfield property project to the Capital Project Planning and Feasibility Report.
	Priority Ranking Criteria for the Capital Improvement Program.	B. Redmond	Receive information and provide direction to staff on recommended revisions to the Priority Criteria for the Fiscal Year 2020-24 CIP.	<ul style="list-style-type: none"> <li>• The Committee requested staff make the following revisions to the CIP Priority Criteria:                             <ul style="list-style-type: none"> <li>○ Staff to revise CIP Priority Criteria to include Environmental Justice as a separate stand-alone category;</li> <li>○ Staff to revise CIP Priority Criteria, Water Resources Stewardship Projects (Attachment 1, Page 3), to include a new Primary Objective, Item B, Project creates stewardship features that have broad community support. The current Item B, will become Item C; and</li> <li>○ Staff to revise CIP Priority Criteria, Buildings &amp; Grounds Projects, Environmental &amp; Natural Resources Sustainability, to include environmental certification criteria and costs in the project planning process.</li> </ul> </li> <li>• It was noted that staff would present proposed revised Priority Ranking Criteria to the Board on December 5, 2018.</li> </ul>

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MEETING DATE	WORK PLAN ITEM, BOARD POLICY, & POLICY CATEGORY	ASSIGNED STAFF	INTENDED OUTCOME(S)	ACCOMPLISHMENT DATE AND OUTCOME
11/19/18 (cont.)	Draft Preliminary Fiscal Years 2020-2024 Capital Improvement Program.	B. Redmond	Review and discuss the Draft Preliminary Fiscal Years 2020-2024 Capital Improvement Program and provide direction to staff as needed.	<p>The Committee made the following requests:</p> <ul style="list-style-type: none"> <li>• Staff to revise the Preliminary Fiscal Year 2020-2024 Capital Improvement Program Report to include a more comprehensive description of individual unfunded projects that clarifies the proposed projects status, e.g., evaluation status, funding, staff resources, etc.</li> <li>• Staff to clarify how funds are to be applied within the Watershed Habitat Enhancement Design and onstruction, Project No. 00C40400s.</li> </ul>
	2018 and 2019 Capital Improvement Program Committee Work Plan	N. Hsueh B. Redmond N. Dominguez	Review the 2018 and 2019 Capital Improvement Program Committee Work Plan and make revisions as necessary.	<p>The Committee made the following requests:</p> <ul style="list-style-type: none"> <li>• Staff to agendize a discussion of the Calero Reservoir in December 2018 to address Director Kremen’s concerns.</li> <li>• Staff to move Large Construction Projects – Lessons Learn to from March 2019 to January 2019</li> <li>• Staff to Add Almaden Lake to the Capital Project Monitoring – Planning/Feasibility Report.</li> </ul>



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MEETING DATE	WORK PLAN ITEM, BOARD POLICY, & POLICY CATEGORY	ASSIGNED STAFF	INTENDED OUTCOME(S)	ACCOMPLISHMENT DATE AND OUTCOME
12/10/18 10:00 AM	Approval of Minutes – None.	N. Dominguez		
	Priority Ranking Criteria for the Capital improvement Program.	N. Hsueh	Receive information and provide direction to staff on recommended revisions to the Priority Ranking Criteria for the Fiscal Year 2020-24 CIP.	<p>Chairperson Hsueh confirmed that the Committee would defer consideration of adding a Safe, Clean Water Priority Ranking Criterion for Water Supply and Flood Protection Capital Projects to the Fiscal Year 2021-2025 Capital Improvement Plan, and requested that staff come back to the full Board during the January 8, 2019 Board meeting with the following information:</p> <ul style="list-style-type: none"> <li>• Revised Priority Ranking Criteria Sheets that rename the “Cost Recovery” category to eliminate Board confusion;</li> <li>• An explanation of the process for screening proposed Capital Projects, before they are rated using the Priority Ranking Criteria;</li> <li>• An overview of progress that has been made over recent years to eliminate “wish list” items from the CIP, including information on the CIP reprioritization effort led by former District 1 Director Don Gage;</li> <li>• Information on how a CIP project’s business case is re-evaluated during the project delivery process;</li> <li>• Information on the unfunded projects prioritization process, and justification for projects to be included on the unfunded projects list;</li> </ul>

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MEETING DATE	WORK PLAN ITEM, BOARD POLICY, & POLICY CATEGORY	ASSIGNED STAFF	INTENDED OUTCOME(S)	ACCOMPLISHMENT DATE AND OUTCOME
12/10/18 (cont.)				<ul style="list-style-type: none"> <li>• Preliminary CIP (bottom-up) funding proposals for various rate increase scenarios; and</li> <li>• Include a discussion on use of property taxes and capital reimbursement revenues (including subventions).</li> </ul>

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**File No.:** 18-1142

**Agenda Date:** 2/11/2019

**Item No.:** 3.5.

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## **COMMITTEE AGENDA MEMORANDUM**

### **Capital Improvement Program Committee**

**SUBJECT:**

2019 Capital Improvement Committee Work Plan.

**RECOMMENDATION:**

Review the 2019 Capital Improvement Program Committee Work Plan and make revisions as necessary.

**SUMMARY:**

Work Plans are created and implemented by all Board Committees to increase Committee efficiency, provide increased public notice of intended Committee discussions, and enable improved follow-up by staff. Work Plans are dynamic documents managed by Committee Chairs and are subject to change. Committee Work Plans also serve to assist to prepare an Annual Committee Accomplishments Reports.

The 2019 Capital Improvement Program Committee Work Plan is contained in Attachment 1. Information in this Plan document was provided by staff as follows:

Discussion of topics as stated in the Plan have been described based on information from the following sources:

- Items referred to the Committee by the Board;
- Items requested by the Committee to be brought back by staff;
- Items scheduled for presentation to the full Board of Directors; and
- Items identified by staff.

**ATTACHMENTS:**

Attachment 1: 2019 CIP Committee Work Plan

**UNCLASSIFIED MANAGER:**

Michele King, 408-2630-2711

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# CIP Committee 2019 Workplan

	<u>Jan 3</u>	<u>Jan 14</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>Jul</u>	<u>Aug</u>	<u>Sep</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>
<b>CIP Implementation</b>													
Public Private Partnership (P3) Delivery for projects													
Safe, Clean Water Projects Implementation				X									
Presentation on Design-Build		X											
Project Labor Agreement			X	X	X	X							
Construction Management Resource Needs			X										
Calero Dam Seismic Upgrade and Water Reliability Analysis	X		X										
Anderson Dam Improvements Update	X	X											
<b>Capital Project Monitoring</b>													
Construction		X			X			X			X		
Design			X			X			X			X	
Planning/Feasibility	X			X			X			X			X
Upcoming Consultant Agreements and Amendments	X	X											
<b>CIP Development</b>													
Project Ranking Criteria											X	X	X
Preliminary CIP	X											X	X

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