### RESOLUTION NO. 2015-9

A RESOLUTION TO AMEND AND SUPPLEMENT RESOLUTION NO. 2012-405, AUTHORIZING DESIGN AND ENGINEERING SERVICES FOR CONSTRUCTION OF THE CLAYVILLE SIMPLE CYCLE POWER PLANT, IN THE AMOUNT OF \$228,143.00.

WHEREAS, the City Council of the City of Vineland, on October 9, 2012, adopted Resolution No. 2012-405, entitled "A RESOLUTION AUTHORIZING A PROFESSIONAL SERVICES AGREEMENT WITH WALDRON ENGINEERING AND CONSTRUCTION, EXETER, NH, FOR DESIGN AND ENGINEERING SEVICES FOR CONTRUCTION OF THE CLAYVILLE SIMPLE CYCLE POWER PLANT"; and

WHEREAS, there exists a need to amend and supplement the Professional Services contract awarded to Waldron Engineering and Construction, Exeter, NH, Professional Services for Design and Engineering Services for Construction of the Clayville Simple Cycle Power Plant, as authorized by Resolution No. 2012-405; by change order #2 to Contract No. C12-0060, to incorporate the following eight (8) modifications to this contract:

- 1) Contract price reduction to reflect actual cost of AECOM permitting services which were completed under budget. Contract price **decrease** of \$3928.00.
- Additional Waldron professional services for support of the contractor submittal process. These additional services were necessitated by unforeseen staffing and experience issues with the construction contractor. Contract price increase of \$126,000.00.
- Additional Waldron s professional services for support of the contractor Request for Information (RFI) process. These additional services were necessitated by unforeseen staffing and experience issues with the construction contractor. Contract price increase of \$74,000.00.
- 4) Additional Waldron professional services related to design changes for relocation of the access road in the Clayville Substation portion of the worksite. These design changes were necessitated by the discovery of a previously unknown buried ACE fiber optic cable. Contract price increase of \$5400.00.
- 5) Additional Waldron professional services for design changes to the ammonia forwarding system. These design changes were requested by VMEU operations staff in response to "lessons learned" at Down Unit #11. Contract price increase of \$3950.00.
- 6) Additional Waldron professional services related to the preparation of the Clayville Unit #1 commissioning services contract request for public bidding. These additional services were necessitated by the extensive project delays resulting from the litigation process that occurred after initial award of the construction contract. Contract price increase of \$5665.00.
- Additional Waldron professional services related to out-of-sequence and delayed comments received during review of the Clayville Unit #1 site plan application. Contract price increase of \$3456.00.
- Additional Waldron professional services related to participation in the Factory Acceptance Test (FAT) for the ABB process control system (PCS) in Wickliffe, Ohio. Contract price increase of \$13,600.00; and

WHEREAS, the City Comptroller has certified that funds for the amendment requested herein are available; now, therefore,

BE IT RESOLVED by the Council of the City of Vineland as follows:

1. THAT Resolution No. 2012-405, entitled "A RESOLUTION AUTHORIZING A PROFESSIONAL SERVICES AGREEMENT WITH WALDRON ENGINEERING AND CONSTRUCTION, EXETER, NH, FOR DESIGN AND ENGINEERING SEVICES FOR CONTRUCTION OF THE CLAYVILLE SIMPLE CYCLE POWER PLANT"; be and the same is hereby amended and supplemented to increase maximum amount of the contract by \$228,143.00.

2. THAT the Purchasing Agent be and the same is hereby authorized to issue amendatory supplemental change order #3 to Contract No. C12-0060, in the amount of \$228,143.00.

Adopted:

ATTEST:

President of Council

City Clerk



January 6, 2015

REPORT

TO: THE MAYOR AND COUNCIL

RE: Amendatory Supplemental Change Order No. 3 Contract No. C12-0060 Design and Engineering Services - Construction of the Clayville Simple Cycle Power Plant Waldron Engineering and Construction, Exeter, NH

Dear Mayor and Member of Council:

We are requesting an amendatory supplemental change order to Contract No. C12-0060, issued to Waldron Engineering and Construction, Exeter, NH, for Professional Services for Design and Engineering Services for Construction of the Clayville Simple Cycle Power Plant. This contract was authorized by Resolution No. 2012-405, adopted by City Council on October 9, 2012.

The change order requested in the amount of \$228,143.00 is necessary to incorporate the following eight (8) modifications to this contract:

- 1. Contract price reduction to reflect actual cost of AECOM permitting services which were completed under budget. Contract price **decrease** of \$3928.00.
- 2. Additional Waldron professional services for support of the contractor submittal process. These additional services were necessitated by unforeseen staffing and experience issues with the construction contractor. Contract price increase of \$126,000.00.
- 3. Additional Waldron s professional services for support of the contractor Request for Information (RFI) process. These additional services were necessitated by unforeseen staffing and experience issues with the construction contractor. Contract price increase of \$74,000.00.
- 4. Additional Waldron professional services related to design changes for relocation of the access road in the Clayville Substation portion of the worksite. These design changes were necessitated by the discovery of a previously unknown buried ACE fiber optic cable. Contract price increase of \$5400.00.
- 5. Additional Waldron professional services for design changes to the ammonia forwarding system. These design changes were requested by VMEU operations staff in response to "lessons learned" at Down Unit #11. Contract price increase of \$3950.00.



- 6. Additional Waldron professional services related to the preparation of the Clayville Unit #1 commissioning services contract request for public bidding. These additional services were necessitated by the extensive project delays resulting from the litigation process that occurred after initial award of the construction contract. Contract price increase of \$5665.00.
- 7. Additional Waldron professional services related to out-of-sequence and delayed comments received during review of the Clayville Unit #1 site plan application. Contract price increase of \$3456.00.
- Additional Waldron professional services related to participation in the Factory Acceptance Test (FAT) for the ABB process control system (PCS) in Wickliffe, Ohio. Contract price increase of \$13,600.00.

This change order, plus change order #1 (\$312,903) and #2 (\$81,008.50) will increase the original contract amount from \$1,653,250.00 to \$2,275,304.50.

The amendatory supplemental change order for which authorization is herein requested may be authorized in accordance with N.J.A.C. 5:34-4.1 et seq.

Sincerely.

Robert E. Dickenson, Jr. Assistant Business Administrator

RD/wr



Peter J. Kudless Project Manager Clayville Unit #1 pkudless@vinelandcity.org www.vinelandcity.org 211 N. West Ave Vineland, NJ 08362-1508 Phone: (856) 794-4000 Extension: 4380 Fax: (856) 405-4625

RECEIVED DEC 1 2 2014 CITY OF VINELAND BUSINESS ADMIN.

## REQUEST FOR CHANGE ORDER FOR:

<u>Furnishing Professional Services for Design and Engineering for</u> <u>Construction of the Clayville Simple Cycle Power Plant</u> PROJECT NAME

TO: BUSINESS ADMINISTRATION

DEPARTMENT: <u>VMEU Generation Engineering</u>

FROM: Pete Kudless, Project Manager

This is a request for change order # 3 to Contract # C12-0060 for:

Project Name: <u>Furnishing Professional Services for Design and Engineering for Construction of the</u> <u>Clayville Simple Cycle Power Plant</u>

Name/Address of Contractor:

37 Industrial Drive, Suite G-1

Waldron Engineering & Construction, Inc.

Exeter, NH 03833

The change order is necessary to incorporate the following eight (8) modifications to this contract (Authorizing Resolution 2012-405 attached):

- Contract price reduction to reflect actual cost of AECOM permitting services which were completed under budget, in accordance with Waldron Potential Change Order PCO #33 dated March 19, 2014 (copy attached). Incorporation of this PCO results in a contract price decrease of \$3928.00.
- 2) Additional Waldron professional services for support of the contractor submittal process, in accordance with Waldron Potential Change Order PCO #44 dated December 12, 2014 (copy attached). These additional services were necessitated by unforeseen staffing and experience issues with the construction contractor. Incorporation of this PCO results in a contract price increase of \$126,000.00.
- Additional Waldron s professional services for support of the contractor Request for Information (RFI) process, in accordance with Waldron Potential Change Order PCO #43 dated December 12, 2014 (copy attached). These additional services were necessitated by unforeseen staffing and

Special arrangements for persons with disabilities may be made if requested in advance by contacting the Business Administrator's office at 856-794-4144.





Peter J. Kudless Project Manager Clayville Unit #1 pkudless@vinelandcity.org www.vinelandcity.org 211 N. West Ave Vineland, NJ 08362-1508 Phone: (856) 794-4000 Extension: 4380 Fax: (856) 405-4625

experience issues with the construction contractor. Incorporation of this PCO results in a contract price increase of \$74,000.00.

- 4) Additional Waldron professional services related to design changes for relocation of the access road in the Clayville Substation portion of the worksite, in accordance with Waldron Potential Change Order PCO #41 dated October 21, 2014 (copy attached). These design changes were necessitated by the discovery of a previously unknown buried ACE fiber optic cable. Incorporation of this PCO results in a contract price increase of \$5400.00.
- 5) Additional Waldron professional services for design changes to the ammonia forwarding system, in accordance with Waldron Potential Change Order PCO #40 dated October 21, 2014 (copy attached). These design changes were requested by VMEU operations staff in response to "lessons learned" at Down Unit #11. This additional scope of work is documented in Engineering Change Notice ECN #10 (copy attached). Incorporation of this PCO results in a contract price increase of \$3950.00.
- 6) Additional Waldron professional services related to the preparation of the Clayville Unit #1 commissioning services contract request for public bidding, in accordance with Waldron Potential Change Order PCO #39 dated December 12, 2014 (copy attached). These additional services were necessitated by the extensive project delays resulting from the litigation process that occurred after initial award of the construction contract. Incorporation of this PCO results in a contract price increase of \$5665.00.
- 7) Additional Waldron professional services related to out-of-sequence and delayed comments received during review of the Clayville Unit #1 site plan application, in accordance with Waldron Potential Change Order PCO #35 dated December 12, 2014 (copy attached). Incorporation of this PCO results in a contract price increase of \$3456.00.
- 8) Additional Waldron professional services related to participation in the Factory Acceptance Test (FAT) for the ABB process control system (PCS) in Wickliffe, Ohio, in accordance with Waldron Potential Change Order PCO #23 dated October 21, 2014 (copy attached). Incorporation of this PCO results in a contract price increase of \$13,600.00.

## Contract Price Modification Breakdown

- 1) AECOM Permitting Services Under Budget (\$3928.00)
- 2) Contractor Submittals \$126,000.00

Special arrangements for persons with disabilities may be made if requested in advance by contacting the Business Administrator's office at 856-794-4144.





Peter J. Kudless Project Manager Clayville Unit #1 pkudless@vinelandcity.org www.vinelandcity.org 211 N. West Ave Vineland, NJ 08362-1508 Phone: (856) 794-4000 Extension: 4380 Fax: (856) 405-4625

3)	Contractor RFI's	\$74,000.00
4)	Substation Access Road Relocation	\$5400.00
5)	Ammonia System Design Changes	\$3950.00
6)	Commissioning Services RFP	\$5665.00
7)	Site Plan Review Support	\$3456.00
8)	ABB PCS FAT Test	\$13,600.00

CHANGE ORDER TOTAL

\$228,143.00

Original Contract Amount:	\$1,653,250.00	
Amount of This Change Order:	\$228,143.00	
Previous Change Orders:	\$393,911.50	_
Total Revised Amount:	\$2,275,304.50	

APPROVED BY: Joseph Isabella Print/Type

N Signature

## NOTE:

CHANGE ORDERS CANNOT EXCEED 20% OF THE ORIGINAL CONTRACT AMOUNT

Please provide the account number that the change order will be charged to:

Account # 022-0-00-00-0000-2-7511600 E346Y

CC: Purchasing Division Gus Foster Pete Kudless Jeff Davis MP

#### CITY OF VINELAND, NJ

#### RESOLUTION NO. 2012-405

A RESOLUTION AUTHORIZING A PROFESSIONAL SERVICES AGREEMENT WITH WALDRON ENGINEERING AND CONSTRUCTION, EXETER, NH, FOR DESIGN AND ENGINEERING SEVICES FOR CONTRUCTION OF THE CLAYVILLE SIMPLE CYCLE POWER PLANT.

WHEREAS, there exists a need for Professional Services for Design and Engineering Services for Construction of the Clayville Simple Cycle Power Plant; and

WHEREAS, the City of Vineland has a need to acquire such professional services as a Non-Fair and Open Contract pursuant to NJ.S.A. 19:44A-20.5; and

WHEREAS, the purchasing agent has determined and certified in writing that the value of said services will exceed \$17,500.00; and

WHERBAS, Waldron Engineering and Construction, Exeter, NH, has submitted a proposal indicating they will provide the professional services in the amount not to exceed \$1,653,250.00 for a contract period of one year from date of award; and

WHEREAS, Waldron Engineering and Construction has completed and submitted a Business Entity Disclosure Certification for Non-Fair and Open Contract which certifies that Waldron Engineering and Construction has not made any reportable contributions to a political or candidate committee in the City of Vineland in the previous one year and that the contract will prohibit Waldron Engineering and Construction from making any reportable contributions through the term of the contract to a political or candidate committee in the City of Vineland; and

WHEREAS, the availability of funds for said Professional Services Contract to be awarded herein have been certified by the City Comptroller; and

WHERBAS, the Local Public Contract Law (N.J.S.A. 40A:11-1, et seq) requires that the Resolution authorizing the award of contract for Professional Services without competitive bidding and the contract itself must be available for public inspection.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Vineland as follows:

- 1. That the Mayor and Clerk are hereby authorized and directed to execute a Non-Fair and Open Agreement pursuant to N.J.S.A. 19:44A-20.5 with Waldron Engineering and Construction, Exeter, NH, for Professional Services for Design and Engineering Services for Construction of the Clayville Simple Cycle Power Plant in an amount not to exceed \$1,653,250.00.
- 2. That this Agreement is awarded without competitive bidding as a Professional Services in accordance with N.J.S.A. 40A:11-5(1)(a) of the Local Public Contracts Law because said services to be rendered or performed require knowledge of an advanced type in a field of learning acquired by a prolonged formal course of specialized instruction distinguished from general academic instruction or apprenticeship and training.
- 3. That the Business Disclosure Entity Certification, the Political Contribution Disclosure Form and the Determination of Value be placed on file with the Resolution.

4. That a Notice of this action shall be printed once in the Daily Journal.

Adopted: October 9, 2012

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President of Council pfc, III

ATTEST:

Jearon

Deputy City Clerk

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	WALDRON EN	GINEERING & CONSTRUCTIO	)N, Inc.
POI		(PCO) FOR WORK OUTSIDE OF ORGIN	
Project:	Clayville Unit 1	PCO #:	
		POOP	3/19/20
		Waidron Project Code:	
To Owner:		Purchase Order Date:	10/18/20
To Owner:	Vineland Municipal Electric		12-0072
	THE FOLLOWING:	Waldron Milestone #	
This PCO adjusts the permit type water the permit type water to be the permit	ne work on the AECOM permit Su as adjusted after review with the	ubcontract, which was completed under budget NJDEP	
This scope include This reduces the \$	es work by AECOM personnel. 160,000 to \$156,072.47, which is	an impact of -\$3,927.53	
This PCO does no This PCO is subjec	t have a man-hour sheet. ct to Terms & Conditions, mark-t	ups, and retain age as specified in the origina	l Purchase Order.
The original Scope of	of Work was	\$1,653,250	
The net change by p	previous PCOs is		es not incldue Pending PCO's
he Scope of Work	prior to this PCO was	\$1,951,153	sa not include Fending PCO's
he Scope of Work	will be changed by this PCO	(\$3,928) *	
The new Scope of V	Vork Including this PCO will be	\$1,947,225	
The Date of Project	le will be changed by TBD Days Completion as of the date of this P led into the single monthly invoice f	CO therefore is TBD for PO 12-007250 but tracked separately as a Mil	estone as noted above
	SIGNED BY THE WALDRON'S PI DOCUMENT MUST BE MAILED	M and VMEU's PM.	
KONAL OF THIS	DOCUMENT MUST BE MAILED	TO PETER KUDLESS	*Note
Valdron Engineering Engineer/Contractor	(Firm Name)	<u>Vineland Municipal Electric Utility</u> Owner (Firm Name)	Subject to Vineland City Council Approval of Change Order
17 Industrial drive Ex Address	<u>xeter, NH, 03833</u>	<u>211 N. West Ave, Vineland, NJ, 0836</u> Address	
$\partial$		Pitter Knue	
v (stgnaturé)		By (signature	
premy P. Smith yped name)	(s. ()	<u>Peter Kudless</u> (lyped name)	
VAI	<u> 14</u>	10/30/14	
ate	•	Date	

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POT	ENTIAL CHANGE ORDER (PCC	) FOR WORK OUTSIDE OF ORGIN	VAL SCOPE OF WORK
Project:	Clayville Unit 1	PCO #:	
-		Date:	12/12/
		Waldron Project Code:	2
		Purchase Order Date:	10/18/
To Owner:	Vineland Municipal Electrical Ut		12-00
	<u> </u>	Waldron Milestone #	
HIS PCO IS FOR	THE FOLLOWING:		
	ork on the potential change order item relating to Additional subbmittal sup	identified in the project review reports for the VMEU C1 project	or additional
	nented by the attached subbmital co		
	es work by Waldron personnel and th n estimate of seventy-four thousand (	is price includes all required expenses a \$126,000)	nd follow-up reports
	he man-hour rates (attached)		
This PCO is subje	ct to Terms & Conditions, mark-ups, a	and retainage as specified in the origina	l Purchase Order.
The original Scope	of Work was	\$1,653,250	
The net change by			es not incldue pending PCO's
	prior to this PCO was	\$2,047,162	,
he Scope of Work	will be changed by this PCO	\$126,000 *	
he new Scope of V	Vork including this PCO will be	\$2,173,162	
The Date of Project	le will be changed by TBD Days Completion as of the date of this PCO t led into the single monthly invoice for P0	herefore is TBD D 12-007250 but tracked separately as a M	ilestone as noted above
	SIGNED BY THE WALDRON'S PM an		
DRGINAL OF THIS	DOCUMENT MUST BE MAILED TO P	ETER KUDLESS	*Note
Valdron Engineerin	a & Construction	Vineland Municipal Electric Utility	Subject to Vineland City Council
Engineer/Contractor		Owner (Firm Name)	Approval of Change
			Order
37 Industrial drive E	xeter, NH, 03833	211 N. West Ave, Vineland, NJ, 083	<u>62-1508</u>
ddress		Address	
1/1		Piter Knulle	
v(signature)		By (signature	
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eremy P. Smith		Peter Kudless	
		(typed name)	
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	<u></u>	12/12/14 Date	

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	WALDRON E	NGINEERING & CONSTRUCTIO	N, Inc.
POT	FENTIAL CHANGE ORDER	(PCO) FOR WORK OUTSIDE OF ORGIN	AL SCOPE OF WORK
Project:	Clayville Unit 1	PCO #:	44
		Date:	12/12/2014 293.01
		Waldron Project Code: Purchase Order Date:	10/18/2012
To Owner:	Vineland Municipal Electr		12-007250 60
THIS PCO IS FOR	THE FOLLOWING:		
This PCO covers w services for work	ork on the potential change ord relating to Additional subbmitt	er item identified in the project review reports for al support for the VMEU C1 project	radditional
This scope includ	imented by the attached subbm les work by Waldron personnel in estimate of seventy-four thou	and this price includes all required expenses an	d follow-up reports
This PCO utilizes This PCO is subje	the man-hour rates (attached) cct to Terms & Conditions, mark	k-ups, and retainage as specified in the original	Purchase Order.
The original Scope	of Work was	\$1,653,250	
The net change by	previous PCOs is		es not incldue pending PCO's
	c prior to this PCO was	\$2,047,162	
	will be changed by this PCO Work including this PCO will be	\$126,000 * \$2,173,162	
The new Scope of	work including this FCO will be	ψ2,110,102	
The Date of Projec	ule will be changed by TBD Days t Completion as of the date of this bled into the single monthly invoic	PCO therefore is TBD e for PO 12-007250 but tracked separately as a Mil	estone as noted above
NOT VALID UNTIL	SIGNED BY THE WALDRON'S	PM and VMEU's PM.	
ORGINAL OF THE	S DOCUMENT MUST BE MAILE	D TO PETER KUDLESS	*Note Subject to Vineland
Waldron Engineeri Engineer/Contracto		Vineland Municipal Electric Utility Owner (Firm Name)	City Council Approval of Change Order
<u>37 Industrial drive l</u> Address	<u>Exeter, NH, 03833</u>	<u>211 N. West Ave, Vineland, NJ, 0836</u> Address	
11-5			
Bý (signature)		By (signature	
Jeremy P. Smith		Peter Kudless (typed name)	
(typed name)		(gped hame)	
121244			
Date		Date	

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## WALDRON ENGINEERING & CONSTRUCTION, INC.

December 10<sup>th</sup>, 2014

Mr. Peter Kudless Project Manager Vineland Municipal Electrical Utility (VMEU) Generation Division 211 N. West Ave Vineland, New Jersey

Via: E-Mail RE: PCO #44 Additional Submittal support

Pete

Thank you for the opportunity to provide the requested potential change order (PCO) to the Vineland Municipal Electric Utility Clayville Unit 1 Contract. Waldron will perform additional services to support the submittal review record process (Submittal). The submittal review record process process is where the engineer provides final approval to contractor on the equipment, items, and materials to be used in the project. Having a submittal process ensures that, in a project awarded on a competitive bid process, that the correct items are used. The project had a budget for Waldron to perform these reviews in conjunction with VMEU and its direct vendors (Rolls Royce, Cemtek, WEG, Kobeleco, and ABB). Waldron notes that in formulating the original budget with VMEU, Waldron and VMEU had relied on several supporting facts:

- 1) The expended budget from our recent project, Howard M. Down Unit (HMD) #11 was used as a base.
- 2) The contractor specification was written to ensure that only a contractor of the type and caliber of the contractor used on HMD #11. A contractor of this type would execute the submittal process in a logical and systematic process.
- 3) Waldron/VMEU agreed that submittal reviews beyond one full cycle would be treated as a PCO. Note that a cycle is one round of submit-review-return-resubmit. If the re-submittal is still unacceptable, that is work beyond "..one cycle".
- 4) In creating a budget, Waldron/VMEU accounted for the submittals coming in over a period of time and in a typical staggered manner

Based on these supporting factors, the budget was set for the project. Unfortunately current events require that we now adjust that budget to account for them. The contractor that was awarded the project is not currently executing or staffing the project in the manner envisioned by the original specification. Their submittal process has not been conducted in a logical and systemic manner (until recently). Waldron has therefore been required to expend additional hours to support the project above what was allocated. For submittal review tracking, VMEU has elected to employ the services of Source One (S1). S1 has been advising the contractor of that status in regards to submittal breakdowns, and we do see a slight positive trend in the number of submittals that have added work to the project, but there is still a gap between what was anticipated and what has/will occur.

Waldron sees the causes on the contractor side as relating to several primary factors. One is related to how the contractor has staffed the project. Another relates to the experience of both the contractor and the primary sub-contractors.

1) Staffing-

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37 INDUSTRIAL DRIVE SUITE G-1 EXETER, NH 03833 (603) 772-7153 WALDRON.COM 2770 ELECTRIC ROAD ROANDKE VA 24018 (540) 491-9071

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HARD FREE CONTRACTOR

Peter Kudless VMEU 12/10/14 Page 2 of 5

a. Thru the project so far, the contractor has a very limited project implementation staff, where the project engineer is also the site foreman and the project manager is also the QA/QC manager (very recently they have begun to make changes). To date Waldron has not had any evidence of the QA/QC manager acting to internally "reject" any sub-contractor or vendor submittals. On a typical large project, we will see internal revision number to sub-contractor and vendor submittals jump or skip during the process. This indicates internal (to the contractor) technical review and rejection. That has not occurred, meaning that Waldron is the only submittal QA/QC on this project. Which is not to say C&HI has not employed people to handle the submittals, but has not employed a technical reviewer or the technical reviewer employed does not have sufficient experience (see below)

#### 2) Experience-

- a. Despite the project specifications requiring a general contractor (GC) experienced in at least three large scale (>15 MW) power project, this will be C&HI's 1<sup>st</sup> such effort as a GC
- Despite the project specifications requiring a project manager experienced in large scale (>15 MW) power project, this will be C&HI's PM's 1<sup>st</sup> such effort.
- c. Despite the project specifications requiring a project engineer experienced in large scale (>15 MW) power projects, this will be C&HI's Project engineer 1<sup>st</sup> such effort.
- Despite the project specifications requiring a sub-contractors experienced in large scale (>15 MW) power project, this will be many of the subcontractor's 1<sup>st</sup> such effort.
- 3) More than One Cycle Submittals
  - a. All current submittals beyond one-cycle are accounted for in this PCO, and a forecast (based on current population) has been applied.
- 4) Submittal Timing (or the "bow wave")
  - a. Due to the manner in which the project was awarded, the contractor had a longer period between when they began "at risk" project planning and submittal processing, to when the project was actually awarded. The resultant of this is that the contractor, on the 1<sup>st</sup> day the project was actually awarded, was able to submit a very large number of submittals all at once. The contract limits the review time of Waldron/VMEU; therefore we could not ignore the submittal once issued. As this "bow wave" hit, the team implemented several responses, including a prioritization system and up- staffing Waldron's review team. The additional staff assisted in returning the submittal faster

Peter Kudless VMEU 12/10/14 Page 3 of 5

than otherwise, but were less efficient in the execution and drew down the project's man-hours, therefore contributing to the budget shortfall for submittal reviews.

As one can imaging, with a contractor and sub-contractor who are new to this type of project, and with a project leadership also new to this type of work, additional guidance has needed to be provided. VMEU has also observed the contractor's issues in this regard, and has therefore employed the services of S1 and Waldron to assist. Waldron has issued repeated project notes to the contractor to adjust and explain the submittal review process, and S1 has travelled to site to work with the contractor in their offices. Under Waldron and S1's guidance, the submittal process is now improving, and where C&HI was submitting a multitude of technically-similar items individually (creating unnecessary and inefficient paperwork) they now have summary submittals. However these positive trends are recent events and the impact of the initial process is to have expended the hours to deal with the submittals.

The end resultant of the above factors is that there are both more submittals and they are taking longer to process than the reference project and the established budget. Also we note that the project has had larger number of revise & resubmit and rejected submittals than the reference project.

There are four basic types of submittal review records-

-No Exceptions or No exceptions with comments (these are the contractor filing to use something that is in-line with the original specification)

- Make Correction Indicated (these are the contractor filing to use something that is close to being in-line with the original specification, and can be altered by changing one or two selections to be aligned, which the engineer must then reconfigure for them)

-Revise and Resubmit (where the contractor is not in-line with the specification and needs to rework the submittal, the engineer must direct where the changes need to be)

-Rejection (where the contractor's submittal documentation fails to meet the minimum standard for technical review, and therefore is sent back un-reviewed)

Therefore the submittal's which take the longest to process are typically make corrections indicated and revise & resubmit, where the engineer must correct a large amount of incorrect submittal documentation. At 1<sup>st</sup> pass it may seem that rejection would also take longer, but that is not true. However that is not true as a rejection is actually very quick and the engineer does not spend a large amount of time, as the submittal does not have the technical content required to activate an actual review. However a rejection is almost always followed by teleconferences or additional letters to explain why the submittal was rejected and then explanation as to how to go about organizing the submittal such that it can even be reviewed. With a new contractor or subcontractor, both the MCI and R&R categories will be higher than on a project with more experienced personnel. That is the trend we are seeing currently:

Peter Kudless VMEU 12/10/14 Page 4 of 5

Current SUBBMITTAL's	Current	SU	BBN	AITT.	AL's	
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Planned Submittals	10/8/2014	10/23/2014	11/7/2014	11/18/2014	12/3/2014
Administrative Submittals:	5	5	5	5	5
Completed Submittals:	144	183	183	193	195
Submittals in Process:	204	168	169	163	162
All Planned Submittals:	ý 353	356	357	351	362
In Process Statuses					
Initial Submittal Pending:	33	18	29	12	12
Engineer Response Pending:	64	33	29	39	44
Engineer Responses:	107	117	111	112	106
All In Process Submittals:	204	168	169	163	162
Engineer Response Statuses	ngineer Response Statuses November 18 Stats			December 3 Stats	
No Exception Taken	0	0%	La della sta	0	0%
Make Corrections Noted	91	81%		92	87%
Revise & Resubmit	19	17%		12	11%
Rejected	2	2%		2	2%
All In Process Submittals with Engineer Review:	112			106	2

Additionals Submittals Required As of December 3, 2014

Ven	dor Initial	R&R, Reject	Total Pending Submittals
C&	AHI O	0	0
Scal	fo: 1	5	6
Falaso	ca: 7	7	14
Caruso	one: 3	1	4
Fabbri Build	ers: 1	í	2
	12	14	26

Notes:

1. C&H I has a minimum of an additional Twenty-Six (26) Submittals to present to the Owner / Owner's Engineer Waldron

2. Potential cost risk if VMEU determines MCIs in fact will require Engineer Review (Now at 92 Submittal Packages)

2. IF VMEU determines that MCIs must be reviewed, total packages to review is 118 - See Below:

	Initial	R&R, Rej.	MCI	Totals	% of all
C&H Industrial:	0	0	9	9	8%
Carusone:	3	1	11	15	13%
Fabbri:	1	1	0	2	2%
Falasca:	7	7	36	50	42%
PCI:			5	5	4%
Scalfo:	1	5	31	37	31%
	12	14	92	118	

Peter Kudless VMEU 12/10/14 Page 5 of 5

The statistics show that the majority of submittals required additional work. We are also seeing a trend toward a higher number of submittals's than was seen on the base project, HMD#11. Below we can see the projection:

Project	Number of submittals
Total at the end of HMD#11	285
Projected submittals at end of Clayville	362
Projected submittal increase	~27%

All of this translates to both a higher \$ per submittal cost and more expenses for a larger number of submittals. Therefore the breakdown would be:

Project	# of SUBBMITTAL's	\$ per SUBBMITTAL	Costs
HMD #11 (base)	285	345.3	\$98,397
Clayville currently	195	710.7	\$138,586
Clayville Forecast	167	710.7	\$118,686
		Shortfall	\$158,876

However current trends have been improving, therefore at this time Waldron would like to request that VMEU approve a PCO for \$126, 000, predicting a decline in per submittal costs:

Project	# of SUBBMITTAL's	\$ per SUBBMITTAL	Costs
HMD #11 (base)	285	345.3	\$98,397
<b>Clayville Prediction</b>	362	619.9	\$224,397
	ini she wa patro s	Requested PCO	\$126,000

As this would then equal to a final cost per submittal of \$619.9, which is our current projection.

I trust this memorandum meets your needs. If you have any questions please do not hesitate to call.

Regards,

JEREMY P. SMITH

Jeremy P Smith, P.E. Project Manager Waldron Engineering & Construction, Inc.

POTEN	TIAL CHANGE ORDER (F	PCO) FOR WORK OUTSIDE OF ORGINA	AL SCOPE OF WORK		
Project:	Clayville Unit 1	PCO #:			
		Date: Waldron Project Code:	12/12/2		
		Purchase Order Date:	10/18/2		
o Owner:	Vineland Municipal Electrica	al Utility PO #: Waldron Milestone #	12-007		
HIS PCO IS FOR THE					
	on the potential change order ling to Additional RFI support	item identified in the project review reports for t for the VMEU C1 project	additional		
	ted by the attached RFI cost a	analysis Id this price includes all required expenses and	d fallow up raparta		
	timate of seventy-four thousa		a tonow-up reports		
	man-hour rates (attached) Terms & Conditions, mark-u	ps, and retainage as specified in the original F	Purchase Order.		
The original Scope of W	/ork was	\$1,653,250			
he net change by prev			s not incldue pending PCO's		
The Scope of Work prior to this PCO was			\$2,047,162		
The Scope of Work will The new Scope of Work	be changed by this PCO c including this PCO will be	\$2,047,162 \$74,000 * \$2,121,162			
The Scope of Work will The new Scope of Work The Overall Schedule w The Date of Project Con This PCO will be rolled i NOT VALID UNTIL SIG	be changed by this PCO k including this PCO will be ill be changed by TBD Days npletion as of the date of this Pf	\$74,000 * \$2,121,162 CO therefore is TBD or PO 12-007250 but tracked separately as a Mile M and VMEU's PM.			
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The Scope of Work will The new Scope of Work The Overall Schedule w The Date of Project Con This PCO will be rolled i NOT VALID UNTIL SIG	be changed by this PCO c including this PCO will be will be changed by TBD Days npletion as of the date of this Po- into the single monthly invoice for NED BY THE WALDRON'S PM CUMENT MUST BE MAILED T Construction	\$74,000 * \$2,121,162 CO therefore is TBD or PO 12-007250 but tracked separately as a Mile M and VMEU's PM.	*Note Subject to Vineland City Council Approval of Change		
The Scope of Work will The new Scope of Work The Overall Schedule w The Date of Project Com This PCO will be rolled in IOT VALID UNTIL SIG ORGINAL OF THIS DO Valdron Engineering & Engineer/Contractor (Fir	be changed by this PCO c including this PCO will be will be changed by TBD Days npletion as of the date of this Po- into the single monthly invoice for NED BY THE WALDRON'S PM CUMENT MUST BE MAILED T Construction The Name)	\$74,000 * \$2,121,162 CO therefore is TBD or PO 12-007250 but tracked separately as a Mile M and VMEU's PM. TO PETER KUDLESS <u>Vineland Municipal Electric Utility</u> Owner (Firm Name)	*Note Subject to Vineland City Council Approval of Change Order		
The Scope of Work will The new Scope of Work The Overall Schedule w The Date of Project Corr This PCO will be rolled in NOT VALID UNTIL SIG DRGINAL OF THIS DO Valdron Engineering & Engineer/Contractor (Fir 7 Industrial drive Exete	be changed by this PCO c including this PCO will be will be changed by TBD Days npletion as of the date of this Po- into the single monthly invoice for NED BY THE WALDRON'S PM CUMENT MUST BE MAILED T Construction The Name)	\$74,000 * \$2,121,162 CO therefore is TBD or PO 12-007250 but tracked separately as a Mile M and VMEU's PM. TO PETER KUDLESS <u>Vineland Municipal Electric Utility</u>	*Note Subject to Vineland City Council Approval of Change Order		
The Scope of Work will The new Scope of Work The Overall Schedule w The Date of Project Con This PCO will be rolled i NOT VALID UNTIL SIG DRGINAL OF THIS DO Valdron Engineering &	be changed by this PCO c including this PCO will be will be changed by TBD Days npletion as of the date of this Po- into the single monthly invoice for NED BY THE WALDRON'S PM CUMENT MUST BE MAILED T Construction The Name)	\$74,000 * \$2,121,162 CO therefore is TBD or PO 12-007250 but tracked separately as a Mile M and VMEU'S PM. TO PETER KUDLESS Vineland Municipal Electric Utility Owner (Firm Name) 211 N. West Ave, Vineland, NJ, 08362 Address	*Note Subject to Vineland City Council Approval of Change Order -1508		
The Scope of Work will The new Scope of Work The Overall Schedule w The Date of Project Con- This PCO will be rolled in IOT VALID UNTIL SIG ORGINAL OF THIS DO Valdron Engineering & Engineer/Contractor (Fir 7 Industrial drive Exete	be changed by this PCO c including this PCO will be will be changed by TBD Days npletion as of the date of this Po- into the single monthly invoice for NED BY THE WALDRON'S PM CUMENT MUST BE MAILED T Construction The Name)	\$74,000 * \$2,121,162 CO therefore is TBD or PO 12-007250 but tracked separately as a Mile M and VMEU'S PM. TO PETER KUDLESS Vineland Municipal Electric Utility Owner (Firm Name) 211 N. West Ave, Vineland, NJ, 08362 Address	*Note Subject to Vineland City Council Approval of Change Order -1508		
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The Scope of Work will The new Scope of Work The Overall Schedule w The Date of Project Con- This PCO will be rolled in IOT VALID UNTIL SIG ORGINAL OF THIS DO Valdron Engineering & Engineer/Contractor (Fir 7 Industrial drive Exete	be changed by this PCO c including this PCO will be will be changed by TBD Days npletion as of the date of this Po- into the single monthly invoice for NED BY THE WALDRON'S PM CUMENT MUST BE MAILED T Construction The Name)	\$74,000 * \$2,121,162 CO therefore is TBD or PO 12-007250 but tracked separately as a Mile M and VMEU'S PM. TO PETER KUDLESS Vineland Municipal Electric Utility Owner (Firm Name) 211 N. West Ave, Vineland, NJ, 08362 Address	*Note Subject to Vineland City Council Approval of Change Order -1508		
The Scope of Work will The new Scope of Work The Overall Schedule w The Date of Project Com- This PCO will be rolled in <b>IOT VALID UNTIL SIG</b> <b>DRGINAL OF THIS DO</b> <u>Valdron Engineering &amp;</u> ingineer/Contractor (Fir <u>7 Industrial drive Exete</u> ddress <u>V(signature)</u> <u>eremy P. Smith</u>	be changed by this PCO c including this PCO will be will be changed by TBD Days npletion as of the date of this Po- into the single monthly invoice for NED BY THE WALDRON'S PM CUMENT MUST BE MAILED T Construction The Name)	\$74,000 * \$2,121,162 CO therefore is TBD or PO 12-007250 but tracked separately as a Mile M and VMEU'S PM. TO PETER KUDLESS <u>Vineland Municipal Electric Utility</u> Owner (Firm Name) <u>211 N. West Ave, Vineland, NJ, 08362</u> Address <u>Duba Mana Mana Mana Mana Mana Mana Mana Ma</u>	*Note Subject to Vineland City Council Approval of Change Order -1508		
The Scope of Work will The new Scope of Work The Overall Schedule w The Date of Project Com This PCO will be rolled in IOT VALID UNTIL SIG DRGINAL OF THIS DO Valdron Engineering & Ingineer/Contractor (Fir 7 Industrial drive Exete ddress	be changed by this PCO c including this PCO will be will be changed by TBD Days npletion as of the date of this Po- into the single monthly invoice for NED BY THE WALDRON'S PM CUMENT MUST BE MAILED T Construction The Name)	\$74,000 * \$2,121,162 CO therefore is TBD or PO 12-007250 but tracked separately as a Mile M and VMEU'S PM. TO PETER KUDLESS <u>Vineland Municipal Electric Utility</u> Owner (Firm Name) <u>211 N. West Ave, Vineland, NJ, 08362</u> Address <u>Muta Muta Muta By</u> (signature	*Note Subject to Vineland City Council Approval of Change Order -1508		
the Scope of Work will the new Scope of Work the Overall Schedule w the Date of Project Com- his PCO will be rolled in the	be changed by this PCO c including this PCO will be will be changed by TBD Days npletion as of the date of this Po- into the single monthly invoice for NED BY THE WALDRON'S PM CUMENT MUST BE MAILED T Construction The Name)	\$74,000 * \$2,121,162 CO therefore is TBD or PO 12-007250 but tracked separately as a Mile M and VMEU'S PM. TO PETER KUDLESS <u>Vineland Municipal Electric Utility</u> Owner (Firm Name) <u>211 N. West Ave, Vineland, NJ, 08362</u> Address <u>Duba Mana Mana Mana</u> <u>By (signature</u> <u>Peter Kudless</u>	*Note Subject to Vineland City Council Approval of Change Order -1508		

	WALDRON ENGINI	EERING & CONSTRUCTIO	ON, Inc.
ΡΟΤ	ENTIAL CHANGE ORDER (PCO)	FOR WORK OUTSIDE OF ORGI	NAL SCOPE OF WORK
Project:	Clayville Unit 1	PCO #: Date: Waldron Project Code:	4 12/12/201 293.0
To Owner:	Vineland Municipal Electrical Utility	Purchase Order Date:	10/18/2012 12-00725 5
THIS PCO IS FOR	THE FOLLOWING:		
	ork on the potential change order item ic relating to Additional RFI support for th		for additional
This scope include	mented by the attached RFI cost analys es work by Waldron personnel and this n estimate of seventy-four thousand (\$7	price includes all required expenses a	and follow-up reports
	the man-hour rates (attached) ct to Terms & Conditions, mark-ups, an	d retainage as specified in the origina	al Purchase Order.
The Scope of Work		\$1,653,250 \$393,912 D \$2,047,162 \$74,000 * \$2,121,162	oes not incldue pending PCO's
The Overall Schedu The Date of Project	le will be changed by TBD Days Completion as of the date of this PCO the lled into the single monthly invoice for PO		viilestone as noted above
NOT VALID UNTIL	SIGNED BY THE WALDRON'S PM and ' DOCUMENT MUST BE MAILED TO PE	VMEU'S PM.	*Note
Waldron Engineerin Engineer/Contracto		<u>Vineland Municipal Electric Utility</u> Owner (Firm Name)	Subject to Vineland City Council Approval of Change Order
<u>37 Industrial drive E</u> Address	<u>xeter, NH, 03833</u>	<u>211 N. West Ave, Vineland, NJ, 083</u> Address	4.44
$\bigcirc$			
By (signature)		By (signature	
Jeremy P. Smith (typed name)		Peter Kudless (typed name)	
12/12/1	Ý	Data	
Date		Date	

## WALDRON ENGINEERING & CONSTRUCTION, INC.

December 10<sup>th</sup>, 2014

Mr. Peter Kudless Project Manager Vineland Municipal Electrical Utility (VMEU) Generation Division 211 N. West Ave Vineland, New Jersey

Via: E-Mail RE: PCO #43 Additional RFI support

Pete

Thank you for the opportunity to provide the requested potential change order to the Vineland Municipal Electric Utility Clayville Unit 1 Contract. Waldron will perform additional services to support the Request for Information (RFI) process. The RFI process is where the engineer provides additional guidance to contractor on the design package. Having an RFI process ensures that the design is an interactive process which can respond to altered circumstances and unforeseen events. The project had a budget for Waldron to assist the contractor in this manner. Waldron notes that in formulating the original budget with VMEU, Waldron and VMEU had relied on two supporting facts:

- 1) The expended budget from our recent project, Howard M. Down Unit (HMD) #11 was used as a base.
- 2) The contractor specification was written to ensure that only a contractor of the type and caliber of the contractor used on HMD #11

Based on these supporting factors, the budget was set for the project. Unfortunately current events require that we now adjust that budget to account for them. The contractor that was awarded the project is not currently executing or staffing the project in the manner envisioned by the original specification. Waldron has therefore been required to expend additional hours to support the project above what was allocated. Waldron has been advising the contractor of that status in regards to RFI breakdowns, and we do see a slight positive trend in the number of RFI's that have added work to the project, but there is still a gap between what was anticipated and what has/will occur.

Waldron sees the causes on the contractor side as relating to two primary factors. One is related to how the contractor has staffed the project. The other relates to the experience of both the contractor and the primary sub-contractors.

#### 1) Staffing-

ALC: NO

a. Thru the project so far, the contractor has a very limited project implementation staff, where the project engineer is also the site foreman, and the project manager is also the QA/QC manager (very recently they have begun to make changes)

37 INDUSTRIAL DRIVE SUITE G-1 EXETER, NH 03833 (603) 772-7153 WALDRON.COM 2770 ELECTRIC RDAD ROANDKE VA 24018 (540) 491-9071

Peter Kudless VMEU 12/10/14 Page 2 of 4

- 2) Experience-
  - Despite the project specifications requiring a contractor experienced in at least three large scale (>15 MW) power project, this will be C&HI's 1<sup>st</sup> such effort as a GC
  - Despite the project specifications requiring a project manager experienced in large scale (>15 MW) power project, this will be C&HI's PM's 1<sup>st</sup> such effort.
  - c. Despite the project specifications requiring a project engineer experienced in large scale (>15 MW) power projects, this will be C&HI's Project engineer 1<sup>st</sup> such effort.
  - Despite the project specifications requiring a sub-contractors experienced in large scale (>15 MW) power project, this will be many of the subcontractor's 1<sup>st</sup> such effort.

As one can imaging, with a contractor and sub-contractor who are new to this type of project, and with a project leadership also new to this type of work, additional guidance has needed to be provided. Despite the efforts of the VMEU-onsite team (both VMEU's own staff and Source One's); the project engineering role in the RFI process has increased significantly.

Current trends indicate that there are both more RFI's and they are taking longer to process. Also we note that the trend currently is a large number of design alternatives and mean+methods RFI's.

There are four basic types of RFI's

-Design Alternatives (these are the contractor filing to use something other than what is shown in the engineer's design)

-Design Issues (these are problems with the engineer's design or areas of uncertainty)

-OEM coordination (where the contractor needs some additional information from one of the owner's supplied equipment vendors)

-Means+Methods (where the contractor needs basic instruction on how to perform the project construction)

Therefore the RFI's which take the longest to process are typically design alternatives, where the engineer must research a new type of process or part to ensure it is as equal to the original. The RFI's for means+methods require the engineer to explain what some other contractors or subcontractors may have already known or done previously on other projects. With a new contractor or sub-contractor, both these categories will be higher than on a project with more experienced personnel. That is the trend we are seeing currently. Go Back to Agenda

Peter Kudless VMEU 12/10/14 Page 3 of 4

Current RFI's Submitted 225 Answered 223 99.11% Design Alternatives 55 24.44% Design issue 54 24.00% OEM Coordination 12.44% 28 Means+Methods 88 39.11% 225 100%

These statistics show that the majority (or  $\sim 66\%$ ) of RFI's are "contractor issues". We are also seeing a trend toward a higher number of RFI's than was seen on the base project, HMD#11. Below we can see the projection:

RFI's per month of construction

		i oi constructi	
	BM	C&HI	C&HI
	RFI's	current	projected
1	14	67	67
2	53	27	27
3	65	33	33
4	93	22	22
5	57	30	30
6	34	34	34
7	15		38
8	11		38
9	9		36
10	3		34
11	3		32
12	4		30
13	8		
14	11		
Total	382	213	421

All of this translates to both a higher \$ per RFI cost and more expenses for a larger number of RFI's. Therefore the breakdown would be:

Project	# of RFI's	\$ per RFI	Costs
HMD #11 (base)	382	161.9	\$61,846
Clayville currently	231	384.9	\$55,752
Clayville Forecast	421	384.9	\$162,042
	r tildaget som en s	Shortfall	\$100,196

Go Back to Agenda Peter Kudless VMEU

12/10/14 Page 4 of 4

However current trends have been improving, therefore at this time Waldron would like to request that VMEU approve a PCO for \$74, 000, predicting a decline in per RFI costs:

Project	# of RFI's	\$ per RFI	Costs
HMD #11 (base)	382	161.9	\$61,846
<b>Clayville</b> Prediction	421	322	\$135,846
		Requested PCO	\$74,000

As this would then equal to a final cost per RFI of \$322.00, which is our current projection.

I trust this memorandum meets your needs. If you have any questions please do not hesitate to call.

Regards,

JEREMY P. SMITH

Jeremy P Smith, P.E. Project Manager Waldron Engineering & Construction, Inc. (

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	WALDRON ENGIN	EERING & CONSTRUCTI	ON Inc	
POTEN		FOR WORK OUTSIDE OF ORG		
Project:	Clayville Unit 1	PCO #:		
•		PCO #:		
		Waldron Project Code:	10/21/2	
		Purchase Order Date:		
To Owner:	Vineland Municipal Electrical Utility	PO #:	10/18/2	
		Waldron Milestone #	12-007	
THIS PCO IS FOR THE	FOLLOWING:			
This PCO covers work of services for work relati	n the potential change order item id ng to ACE road changes for the VN	lentified in the project review reports IEU C1 project んんぱん かんんしょう	for additional	
'his work is document 'his scope includes wo 'his impact has an esti	ed by a separate scope of work (se ork by Waldron personnel and this mate of five thousand (\$5,400)	e ECN-12, but not 12A which is under price includes all required expenses	for additional ing of can intermed file sote caller in r PCO-42) fle weat and follow-up reports if fle All usual	
		l retain age as specified in the origin		
he original Scope of Wo		• • •	· · · · · · · · ·	
he net change by previo	us PCOs is	\$1,653,250		
he Scope of Work prior	in this PCO was	\$297,903 D	oes not incldue pending PCO's	
he Scope of Work will be	e changed by this PCO	\$1,951,153		
he new Scope of Work is	ncluding this PCO will be	\$5,400 * \$1,956,553		
he Overall Schedule will	be changed by TBD Days letion as of the date of this PCO them			
his PCO will be rolled int	o the single monthly invoice for PO 12	efore is TBD 2-007250 but tracked separately as a M	filestone as noted above	
PRINAL OF THIS DOCI	ED BY THE WALDRON'S PM and V UMENT MUST BE MAILED TO PETI	MEU's PM.		
NGINAL OF THIS DUC	DMENT MUST BE MAILED TO PETI	ER KUDLESS	*Note	
aldron Engineering & Co	onstruction	Vincload Montata at Etc. 4.4.4.4.4.4.4.4.4.4.4.4.4.4.4.4.4.4.4	Subject to Vineland	
ngineer/Contractor (Firm	Name)	<u>Vineland Municipal Electric Utility</u> Owner (Firm Name)	City Council Approval of Change Order	
Industrial drive Exeter,	<u>NH, 03833</u>	211 N. West Ave, Vineland, NJ, 0830	Order 62-1508	
dress		Address	02-1000	
$-\lambda$				
		P.to. Will		
(signatų)re)		By (signature		
		Peter Kudless		
		<u>Peter Kudless</u> (typed name)		
remy P. Smith ped name)				
		(typed name)		

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POTE	NTIAL CHANGE ORDER (	PCO) FOR WORK OUTSIDE OF ORG	INAL SCOPE OF WORK
Project:	Clayville Unit 1	PCO #:	
•		Date:	10/21/20
	•	Waldron Project Code:	293
		Purchase Order Date:	10/18/20
To Owner:	Vineland Municipal Electric	al Utility PO #:	12-0072
	<u> </u>	Waldron Milestone #	
THIS PCO IS FOR TH	HE FOLLOWING:		
This PCO covers worl services for work rel This work is docume	k on the potential change order lating to Changes to the ammo ented by a separate scope of w	item identified in the project review reports nia system for the VMEU C1 project cost ork (see ECN-10) <i>Caludry Scientific Cost</i> ad this price includes all required expenses 00), and is bileid at actual of \$3,950	for additional Be request of VMEU Seventius Stell as a
This scope includes This Impact has an e	work by Waldron personnel ar estimate of five thousand (\$5,0	nd this price includes all required expenses 00), and is bileld at actual of \$3,950	and follow-up reports
		· ··· • • • • • •	L accord
This PCO is subject	to Terms & Conditions, mark-u	ps, and retain age as specified in the origin	nal Purchase Order.
The original Scope of	Work was	\$1,653,250	
The net change by pre			oes not incldue pending PCO's
The Scope of Work pr		\$1,951,153	des not include pending PCO's
	I be changed by this PCO	\$3,950 *	
	rk including this PCO will be	\$1,955,103	
The Date of Project Co This PCO will be rolled NOT VALID UNTIL SI	GNED BY THE WALDRON'S PN OCUMENT MUST BE MAILED 1 & Construction	or PO 12-007250 but tracked separately as a M M and VMEU's PM. TO PETER KUDLESS <u>Vineland Municipal Electric Utility</u>	*Note Subject to Vineland City Council
-ingineen ooningetor (i		Owner (Firm Name)	Approval of Change Order
<u>37 Industrial drive Exel</u> Address	ler, NH, 03833	<u>211 N. West Ave, Vineland, NJ, 083</u> Address	
By (signature)		Piter Kidler By (signature	
,, (		Bater Kudlage	
eremy P. Smith yped name)		Peter Kudless (typed name) 10/30/14	

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## Engineer's Change Notice ECN NO. ENGINEER / CONSULTANT CONTRACTOR: C&HI

OWNER: Vineland Municipal Electric Company (VMEU)
010

Waldron Engineering and Construction <u>Construction of Clayville Unit 1</u> Package

PROJECT:	Clayville Unit 1	DATE	E: August 25, 2014
OWNER:	VMEU	ENGINEER:	Waldron Engineering and Construction
	411 N. West Ave		37 Industrial Drive
	Vineland, NJ 08360		Exeter, NH 03833
CONTRACTOR:	To Be determined	PROJECT NO:	293.01
			end the Contract Documents in thorization checked as follows:
x	Proceed with work only if the Contr Contractor should immediately not authorization prior to proceeding w	ify Engineer, submit an	itemized quotation and obtain the Owner's
	Submit an itemized quotation for cl consideration and authorization pri		Sum and/or Time, for the Owner's further ne work.
		's review and approval	Change to the Contract Sum and/or Time (i . (This instruction requires the Owner's
	e estimate(s) and /or method o following information provided		ange in contract sum/time, if applicable
Method of Determin	ing Change in the Contract Sum: _ Unit Prices, Cost Plus Fee, _	Other (Described)	
Change in Contract	Sum of \$	Fixed,	Estimated, Maximum
Change in Contract	Time of	Fixed,	Estimated, Maximum
When checked, it	is expected by WEC that this E	CN will result in:	
X No change	e in Contract Sum.		
WEC revie	justment to the Contract Sum for whether we have and recommendation to the Clies ion, below, must be received prior to	nt. If this ECN results in	
B. Description of See Page 2	Clarification or Change: Cost,	Schedule, Quality:	
Copies of drawing	s, or other documents, are	forwarded separatel	y not required attached.
	aldron Engineering and onstruction, Inc	Authorized:	VMEU
Ву:	LDE/PM	Ву:	
Description of (	Clarification or Change: Co	st Schadula and	l Quality:
	Page 1		ECN-010

## Engineer's Change Notice ECN NO. ENGINEER / CONSULTANT CONTRACTOR: C&HI

OWNER: Vineland Municipal Electric Company (VMEU) 010

Waldron Engineering and Construction <u>Construction of Clayville Unit 1</u> Package

PROJECT:	Clayville Unit 1	DATE	E: August 25, 2014
OWNER:	VMEU	ENGINEER:	Waldron Engineering and Construction
	411 N. West Ave		37 Industrial Drive
	Vineland, NJ 08360		Exeter, NH 03833
CONTRACTOR:	To Be determined	PROJECT NO:	293.01

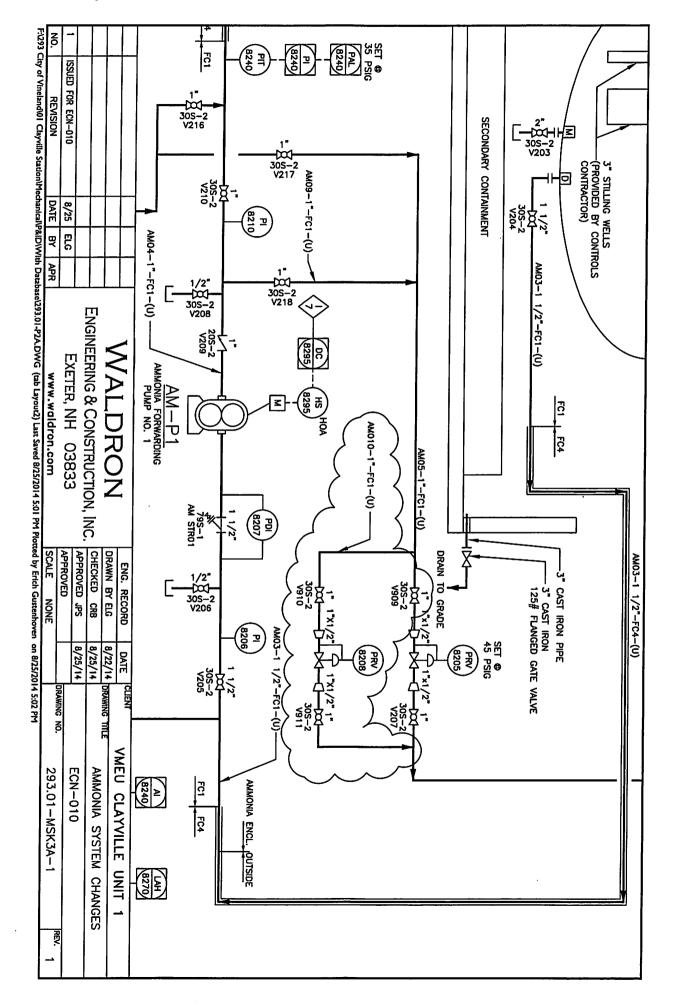
#### (Attach document mark-ups or sketches, as appropriate.)

Summary/Description of change:

- VMEU requests to improve the system reliability per recent operating experience with Unit #11 by adding an additional backpressure regulator and required isolation valves to be installed in parallel to the single regulator already shown in the Ammonia pump recirculation line. Refer to drawing 293.01-MSK3A-1 (attached) for more details on scope of this change.
- 2. Regulators shall both be Jordan Valve MK51 backpressure regulators, Part No. 51-050-S6-PTS3V662S6MD per Submittal Review Record CHI-192.
- 3. Ammonia pumps shall be substituted with Pulsafeeder Isochem Model GMC4-ACE-KKF with Magnetic Drive per Submittal Review Record CHI-192.

Drawings/Additional Documents:

1. 293.01-MSK3A-1 Ammonia System Changes for ECN-010



PO	TENTIAL CHANGE ORDER	(PCO) FOR WORK OUTSIDE OF	ORGINAL SCOPE OF WORK
Project:	Clayville Unit 1	PCO #:	
		PCO#. Date:	12/12/2
		Waldron Project Code:	
		Purchase Order Date:	10/18/2
Γο Owner:	Vineland Municipal Elect		12-007
		Waldron Milestone #	
HIS PCO IS FOR	R THE FOLLOWING:		
This PCO adjusts The contract nee	the work for additional work on ded to be adjusted to allow for t	the RFP process, due to extensive delays his.	in other sections of the RFP process
	des work by Waldron personnel n estimate of \$5600, and is billed		
	ot have a man-hour sheet.		
		-ups, and retainage as specified in the	original Purchase Order.
he original Scope	e of Work was	\$1,653,2	250
	/ previous PCOs is		012 Does not include Pending PCO's
	k prior to this PCO was	\$2,047,1	
	k will be changed by this PCO		365 *
	Work including this PCO will be	\$2,052,8	
The Date of Project	tule will be changed by TBD Days of Completion as of the date of this olled into the single monthly invoic	PCO therefore is TBD e for PO 12-007250 but tracked separately	as a Milestone as noted above
	L SIGNED BY THE WALDRON'S		
ORGINAL OF THI	S DOCUMENT MUST BE MAILE	D TO PETER KUDLESS	*Note
Maldana Englanda			Subject to Vineland
Engineer/Contract	in <u>g &amp; Construction</u> or (Firm Name)	<u>Vineland Municipal Electric U</u> Owner (Firm Name)	Approval of Change
7 Industrial drive	Exeter, NH, 03833	211 N. West Ave, Vineland, N	Order
ddress		Address	<u>10,0002-1000</u>
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y (signature)		By (signature	<u>~</u>
eremy P. Smith		Peter Kudless	
yped name)		(typed name)	
iXDAA		12/12/14	
ate		Date	•

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	WALDRON ENGINE	ERING & CONSTRUCT	ION, Inc.
PO	TENTIAL CHANGE ORDER (PCO) F	OR WORK OUTSIDE OF ORC	GINAL SCOPE OF WORK
Project:	Clayville Unit 1	PCO #:	39
		Date:	12/12/2014
		Waldron Project Code:	293.01
		Purchase Order Date:	10/18/2012
To Owner:	Vineland Municipal Electrical Utility	PO #:	12-007250
	·	Waldron Milestone #	5
THIS PCO IS FOR	THE FOLLOWING:		
	the work for additional work on the RFP product of the adjusted to allow for this.	ocess, due to extensive delays in ot	ther sections of the RFP process
	des work by Waldron personnel. estimate of \$5600, and is billed at actual o	of \$5,665	
	ot have a man-hour sheet. ect to Terms & Conditions, mark-ups, and	retainage as specified in the orig	inal Purchase Order.
The original Scope	e of Work was	\$1,653,250	
The net change by			Does not include Pending PCO's
	k prior to this PCO was	\$2,047,162	·
	k will be changed by this PCO	\$5,665	*
The new Scope of	Work including this PCO will be	\$2,052,827	
The Date of Project	lule will be changed by TBD Days ct Completion as of the date of this PCO there olled into the single monthly invoice for PO 12	fore is TBD -007250 but tracked separately as a	a Milestone as noted above
NOT VALID UNTI	L SIGNED BY THE WALDRON'S PM and VI	MEU's PM.	
ORGINAL OF THI	S DOCUMENT MUST BE MAILED TO PETE	ER KUDLESS	*Note
			Subject to Vineland
Waldron Engineeri		Vineland Municipal Electric Utility	
Engineer/Contracte	or (Firm Name)	Owner (Firm Name)	Approval of Change Order
37 Industrial drive	Exeter, NH, 03833	211 N. West Ave, Vineland, NJ, 0	
Address		Address	
			_
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11/2			_
By <del>(sig</del> nature)		By (signature	
Jeremy P. Smith		Peter Kudless	
(typed name)		(typed name)	
HAAY			
Date		Date	_
Udle			

POTE	ENTIAL CHANGE ORDER (F	PCO) FOR WORK OUTSIDE OF ORG	INAL SCOPE OF WORK
Project:	Clayville Unit 1	PCO #:	
		Date:	12/12/
		Waldron Project Code:	29
To Owner:	Vineland Municipal Electrica	Purchase Order Date:	10/18/
To Owner:	Vineland Municipal Electrica	al Utility PO #: Waldron Milestone #	12-00
THIS PCO IS FOR T	THE FOLLOWING:		
		delivered out-of-sequence, due to regulator	, dolare
	ed to be adjusted to allow for this		ry delays
	s work by Waldron personnel. stimate of \$3456, and is billed at	actual of \$3.456	
	have a man-hour sheet.		
This PCO is subject	t to Terms & Conditions, mark-u	ps, and retainage as specified in the origir	nal Purchase Order.
The original Scope o	f Work was	\$1,653,250	
The net change by p			Does not include Pending PCO's
	prior to this PCO was	\$2,047,162	bes not include Fending FCOS
	will be changed by this PCO	\$3,456 *	
		+++++++	
The Overall Schedule The Date of Project (	/ork including this PCO will be e will be changed by TBD Days Completion as of the date of this P(		
The Overall Scheduk The Date of Project ( This PCO will be rolle NOT VALID UNTIL S	e will be changed by TBD Days Completion as of the date of this P( ed into the single monthly invoice for SIGNED BY THE WALDRON'S PM	CO therefore is TBD or PO 12-007250 but tracked separately as a A and VMEU's PM.	
The Overall Scheduk The Date of Project ( This PCO will be rolle NOT VALID UNTIL S	e will be changed by TBD Days Completion as of the date of this P( ed into the single monthly invoice fe	CO therefore is TBD or PO 12-007250 but tracked separately as a A and VMEU's PM.	*Note
The Overall Schedule The Date of Project ( This PCO will be rolle NOT VALID UNTIL S DRGINAL OF THIS I	e will be changed by TBD Days Completion as of the date of this P( ed into the single monthly invoice for SIGNED BY THE WALDRON'S PA DOCUMENT MUST BE MAILED T	CO therefore is TBD or PO 12-007250 but tracked separately as a A and VMEU's PM. FO PETER KUDLESS	*Note Subject to Vineland
The Overall Scheduk The Date of Project ( This PCO will be rolle NOT VALID UNTIL S DRGINAL OF THIS   Waldron Engineering	e will be changed by TBD Days Completion as of the date of this PC ed into the single monthly invoice for SIGNED BY THE WALDRON'S PM DOCUMENT MUST BE MAILED T a & Construction	CO therefore is TBD or PO 12-007250 but tracked separately as a A and VMEU's PM.	*Note Subject to Vineland City Council Approval of Change
The Overall Schedule The Date of Project ( This PCO will be rolle NOT VALID UNTIL S DRGINAL OF THIS I Waldron Engineering Engineer/Contractor	e will be changed by TBD Days Completion as of the date of this PC ed into the single monthly invoice for SIGNED BY THE WALDRON'S PM DOCUMENT MUST BE MAILED T a & Construction (Firm Name)	CO therefore is TBD or PO 12-007250 but tracked separately as a <b>M and VMEU's PM.</b> <b>FO PETER KUDLESS</b> <u>Vineland Municipal Electric Utility</u> Owner (Firm Name)	*Note Subject to Vineland City Council Approval of Change Order
The Overall Schedule The Date of Project ( This PCO will be rolle NOT VALID UNTIL S DRGINAL OF THIS I Waldron Engineering Engineer/Contractor	e will be changed by TBD Days Completion as of the date of this PC ed into the single monthly invoice for SIGNED BY THE WALDRON'S PM DOCUMENT MUST BE MAILED T a & Construction (Firm Name)	CO therefore is TBD or PO 12-007250 but tracked separately as a A and VMEU's PM. FO PETER KUDLESS Vineland Municipal Electric Utility	*Note Subject to Vineland City Council Approval of Change Order
The Overall Schedule The Date of Project ( This PCO will be rolle NOT VALID UNTIL S	e will be changed by TBD Days Completion as of the date of this PC ed into the single monthly invoice for SIGNED BY THE WALDRON'S PM DOCUMENT MUST BE MAILED T a & Construction (Firm Name)	CO therefore is TBD or PO 12-007250 but tracked separately as a M and VMEU's PM. FO PETER KUDLESS <u>Vineland Municipal Electric Utility</u> Owner (Firm Name) <u>211 N. West Ave, Vineland, NJ, 08</u> Address	*Note Subject to Vineland City Council Approval of Change Order <u>362-1508</u>
The Overall Scheduk The Date of Project ( This PCO will be rolle NOT VALID UNTIL S DRGINAL OF THIS I Naldron Engineering Engineer/Contractor	e will be changed by TBD Days Completion as of the date of this PC ed into the single monthly invoice for SIGNED BY THE WALDRON'S PM DOCUMENT MUST BE MAILED T a & Construction (Firm Name)	CO therefore is TBD or PO 12-007250 but tracked separately as a M and VMEU's PM. FO PETER KUDLESS <u>Vineland Municipal Electric Utility</u> Owner (Firm Name) <u>211 N. West Ave, Vineland, NJ, 08</u> Address	*Note Subject to Vineland City Council Approval of Change Order <u>362-1508</u>
The Overall Schedule The Date of Project ( This PCO will be role NOT VALID UNTIL S DRGINAL OF THIS I Waldron Engineering Engineer/Contractor 17 Industrial drive Ex Address	e will be changed by TBD Days Completion as of the date of this PC ed into the single monthly invoice for SIGNED BY THE WALDRON'S PM DOCUMENT MUST BE MAILED T a & Construction (Firm Name)	CO therefore is TBD or PO 12-007250 but tracked separately as a M and VMEU'S PM. FO PETER KUDLESS <u>Vineland Municipal Electric Utility</u> Owner (Firm Name) <u>211 N. West Ave, Vineland, NJ, 08</u> Address <i>Mtc. Mtc. Mtc.</i>	*Note Subject to Vineland City Council Approval of Change Order <u>362-1508</u>
The Overall Schedule The Date of Project ( This PCO will be role NOT VALID UNTIL S ORGINAL OF THIS I Valdron Engineering Engineer/Contractor 17 Industrial drive Ex Nddress	e will be changed by TBD Days Completion as of the date of this PC ed into the single monthly invoice for SIGNED BY THE WALDRON'S PM DOCUMENT MUST BE MAILED T a & Construction (Firm Name)	CO therefore is TBD or PO 12-007250 but tracked separately as a M and VMEU's PM. FO PETER KUDLESS <u>Vineland Municipal Electric Utility</u> Owner (Firm Name) <u>211 N. West Ave, Vineland, NJ, 08</u> Address	*Note Subject to Vineland City Council Approval of Change Order <u>362-1508</u>
The Overall Schedule The Date of Project ( This PCO will be rolle IOT VALID UNTIL S ORGINAL OF THIS I Valdron Engineering Engineer/Contractor 7 Industrial drive Ex address	e will be changed by TBD Days Completion as of the date of this PC ed into the single monthly invoice for SIGNED BY THE WALDRON'S PM DOCUMENT MUST BE MAILED T a & Construction (Firm Name)	CO therefore is TBD or PO 12-007250 but tracked separately as a M and VMEU'S PM. FO PETER KUDLESS <u>Vineland Municipal Electric Utility</u> Owner (Firm Name) <u>211 N. West Ave, Vineland, NJ, 08</u> Address <i>Mtc. Mtc. Mtc.</i>	*Note Subject to Vineland City Council Approval of Change Order <u>362-1508</u>
The Overall Scheduk The Date of Project ( This PCO will be rolle NOT VALID UNTIL S DRGINAL OF THIS I Waldron Engineering Engineer/Contractor	e will be changed by TBD Days Completion as of the date of this PC ed into the single monthly invoice for SIGNED BY THE WALDRON'S PM DOCUMENT MUST BE MAILED T a & Construction (Firm Name)	CO therefore is TBD or PO 12-007250 but tracked separately as a M and VMEU'S PM. FO PETER KUDLESS Vineland Municipal Electric Utility Owner (Firm Name) 211 N. West Ave, Vineland, NJ, 08 Address Maca McMark By (signature	*Note Subject to Vineland City Council Approval of Change Order <u>362-1508</u>
The Overall Schedule The Date of Project ( This PCO will be role NOT VALID UNTIL S DRGINAL OF THIS I Valdron Engineering Engineer/Contractor T Industrial drive Ex Address	e will be changed by TBD Days Completion as of the date of this PC ed into the single monthly invoice for SIGNED BY THE WALDRON'S PM DOCUMENT MUST BE MAILED T a & Construction (Firm Name)	CO therefore is TBD or PO 12-007250 but tracked separately as a M and VMEU's PM. FO PETER KUDLESS <u>Vineland Municipal Electric Utility</u> Owner (Firm Name) <u>211 N. West Ave, Vineland, NJ, 08</u> Address <u>Mac Mac Mac Mac Mac By (signature</u> <u>Peter Kudless</u>	*Note Subject to Vineland City Council Approval of Change Order <u>362-1508</u>
The Overall Schedule The Date of Project ( This PCO will be role NOT VALID UNTIL S DRGINAL OF THIS I Valdron Engineering Engineer/Contractor T Industrial drive Ex Address	e will be changed by TBD Days Completion as of the date of this PC ed into the single monthly invoice for SIGNED BY THE WALDRON'S PM DOCUMENT MUST BE MAILED T a & Construction (Firm Name)	CO therefore is TBD or PO 12-007250 but tracked separately as a M and VMEU'S PM. FO PETER KUDLESS Vineland Municipal Electric Utility Owner (Firm Name) 211 N. West Ave, Vineland, NJ, 08 Address Mada Mada By (signature Peter Kudless (typed name)	*Note Subject to Vineland City Council Approval of Change Order <u>362-1508</u>

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	WALDRON ENGINE	ERING & CONSTRUCT	ION, Inc.
POTEN	TIAL CHANGE ORDER (PCO) FO	OR WORK OUTSIDE OF ORG	GINAL SCOPE OF WORK
Project:	Clayville Unit 1	_ PCO #: _ Date: _ Waldron Project Code:	35 12/12/2014 293.01
To Owner:	Vineland Municipal Electrical Utility	Purchase Order Date: PO #: Waldron Milestone #	10/18/2012 12-007250 51
THIS PCO IS FOR THE	FOLLOWING:		
	vork for commentary that was delivere o be adjusted to allow for this.	d out-of-sequence, due to regulato	ory delays
	vork by Waldron personnel. nate of \$3456, and is billed at actual o	f \$3,456	
This PCO does not hav This PCO is subject to	ve a man-hour sheet. • Terms & Conditions, mark-ups, and •	retainage as specified in the origi	nal Purchase Order.
	ious PCOs is	\$1,653,250 \$393,912 \$2,047,162 \$3,456 \$2,050,618	Does not include Pending PCO's
The Date of Project Con	ill be changed by TBD Days npletion as of the date of this PCO there into the single monthly invoice for PO 12	fore is TBD -007250 but tracked separately as a	Milestone as noted above
	NED BY THE WALDRON'S PM and VM CUMENT MUST BE MAILED TO PETE		*Note
Waldron Engineering & Engineer/Contractor (Fir	<u>Construction</u> rm Name)	<u>Vineland Municipal Electric Utility</u> Owner (Firm Name)	Subject to Vineland City Council Approval of Change Order
<u>37 Industrial drive Exete</u> Address	ər, NH, 03833	<u>211 N. West Ave, Vineland, NJ, 0</u> Address	
Â	2	Dufaianahura	-
By (signature)		By (signature	
<u>Jeremy P. Smith</u> (typed name)		Peter Kudless (typed name)	
Date		Date	-

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WALDRON	N ENGINEERING & CONSTRUCTIO	
	DER (PCO) FOR WORK OUTSIDE OF ORGI	
Project: <u>Clayville Unit 1</u>	PCO #:	2
To Owner: Vineland Municipal E	Waldron Project Code: Purchase Order Date:	10/21/201 293.0 10/18/201
	Waldron Milestone #	12-007256
THIS PCO IS FOR THE FOLLOWING: This PCO covers work on the potential change	e order item identified in the project review reports fo	
services for work relating to the ABB Factory	y Acceptance test (FAT)	or additional
The Clayville contract has attendance at FAT This scope includes work by Waldron persor This impact has an estimate of thirteen thous	nnel and this price includes all required expenses a	nd follow-up reports
This PCO utilizes the man-hour rates (attache This PCO is subject to Terms & Conditions, r	ed) mark-ups, and retain age as specified in the origina	al Purchase Order.
The original Scope of Work was The net change by previous PCOs is The Scope of Work prior to this PCO was The Scope of Work will be changed by this PCO The new Scope of Work including this PCO will b	\$1,653,250 \$297,903 \$1,951,153 \$13,600 * be \$1,964,753	· .
The Overall Schedule will be changed by TBD Date of Project Completion as of the date of This PCO will be rolled into the single monthly inv	ays f this PCO therefore is TBD voice for PO 12-007250 but tracked separately as a Mi	lestone as noted above
IOT VALID UNTIL SIGNED BY THE WALDRON ORGINAL OF THIS DOCUMENT MUST BE MA	N'S PM and VMEU's PM. ILED TO PETER KUDLESS	*Note
Valdron Engineering & Construction ngineer/Contractor (Firm Name)	<u>Vineland Municipal Electric Utility</u> Owner (Firm Name)	Subject to Vineland City Council Approval of Change Order
<u>7 Industrial drive Exeter, NH, 03833</u> ddress	<u>211 N. West Ave, Vineland, NJ, 0836</u> Address	2 <u>-1508</u>
y (signature)	By (signature	
eremy P. Smith pped name)	<u>Peter Kudless</u> (typed name) ノク <sup> ・</sup> うこ/し ギ	
ate	Date	

the WEC PRO #23

From: Sent: To:

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Jeremy Smith <JSmith@waldron.com> Thursday, October 30, 2014 1:52 PM Kudless Peter J.; Davis Jeffrey M

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### ABB FAT test

	Occurrences	Man-hours	Rate (2012)	Final	Expenses	
Reports	1	4	195	\$780.00		Occuranc
FAT	4	10	165	\$6,600.00	Hotel	1
Travel time	2	8	165	\$2,640.00	Flight	2
			Labor Total	\$10,020.00	Meals	1
			Expenses	\$3,490.00	Car	1
			Expen MU	\$349.00	Parking	1
			WECI Total	\$13,859.00	-	

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Jeremy P. Smith, PE PROJECT MANAGER

WALDRON ENGINEERING & CONSTRUCTION, INC. 37 INDUSTRIAL DRIVE, SUITE G-1 EXETER, NH 03833 T:[603] 772-7153 x105 C:[603] 770-0842 jsmith@waldron.com {

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# Waldron Engineering & Construction, Inc. Fee Schedule

LABOR CATEGORY	BILLING RATE EFFECTIVE THROUGH DECEMBER 31, 2014	
Project Manager	\$203.00	
Construction Manager	\$182.00	
Senior Project Engineer	\$164.00	
Project Engineer	\$135.00	
Design Engineer	\$135.00	
Designer	\$118.00	
Construction Supervisor	\$155.00	
Construction Coordinator-Project Controls	\$112.00	
Commissioning Engineer	\$156.00	
Administrative	\$66.00	

For 2015 it is estimated that the above rates will increase by approximately 3.5%