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## Staff Report

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**TO:** Honorable Mayor and Members of the Town Council  
**FROM:** Sean Rabé, Town Manager  
**DATE:** September 8, 2020  
**RE:** Short Term Contract with CSG Consultants for Engineering and Public Works Support

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### Recommendation

Staff recommends the Town Council authorize the Town Manager to enter into a short-term (six months) contract with CSG Consultants to provide Town Engineer and Public Works Director support. The maximum amount of the contract would be \$100,000.

### Issue Statement and Discussion

Town Public Works Director / Town Engineer Britton Snipes submitted his resignation to the Town Manager on August 27, 2020. Brit's last day with the Town will be September 15, 2020 – exactly five years from his hire date.

As Council knows, the Town has several ongoing projects that require engineering expertise to bring to fruition (the Taylor Road project, for example). The Town also has a significant amount of public works projects that need to be coordinated. Existing Town staff does not have the expertise nor time to coordinate those projects.

As a result, I reached out to CSG Consultants to inquire if they had personnel that could fill in the Town Engineer and Public Works Director roles, until a needs assessment can be completed. I have worked with CSG in the past, and the firm currently provides code enforcement services to the Town. The firm is very well respected throughout the state and provides identical services to what Loomis needs to other cities and towns throughout Northern California.

Assuming Council authorizes me to enter into a short term (six months) contract with CSG, the firm will send Senior Project Manager Brad Donohue to work with the Town. Brad has served as the contract Public Works Director for the Town of Colma for many years. His role in Colma will be identical to his role in Loomis, and the size of the staff is identical as well. He will be in Town Hall approximately two days a week, while the engineering department will work remotely.

Brad and I will perform a needs assessment for the Engineering and Public Works departments during the contract period. The primary goal will be to ascertain appropriate staffing levels (both Town staff and contractors) for the two departments. Brad will also coordinate the activities of the engineering department, will make sure all projects continue forward in a timely manner, and will begin the revamping of the Town's Capital Improvement Program.

Staff proposes the contract amount be set at a not-to-exceed amount of \$100,000 (this amount is simply an estimate of how much will be needed and may require an adjustment later). For comparison

sake, six months of the current Public Works Director's fully-burdened rate (salary and benefits) is approximately \$155,000. It should be noted, however, that a majority of the engineering function should/can be borne by project applicants and permit fees. Council should also note that the firm's hourly rates include ALL overhead (i.e., mileage, etc.).

Staff is prepared to answer any questions you may have.

**CEQA Requirements**

There are no CEQA implications associated with the recommended action.

**Financial and/or Policy Implications**

The limited term \$100,000 contract will be paid through general fund and permit fees. There is a cost savings of about \$50,000 for the six-month period compared to the existing staff costs.

**Attachments**

- A. CSG Consultants Letter of Interest and Scope of Work



Employee-Owned

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September 1, 2020

Sean Rabe, Town Manager  
Town of Loomis  
3665 Taylor Road  
Loomis, CA 95650

**Re: Public Works Engineering Support Services**

Dear Mr. Rabe,

Thank you for the opportunity for **CSG Consultants, Inc.** (CSG) to present its proposal to Town of Loomis (Town) for public works staffing support services.

For over 29 years, CSG has been providing a host of professional municipal services exclusively to the public sector and currently serves over 200 communities in California. Our staff provides a full range of engineering services including civil engineering design, project management, construction management and inspection, grant administration, and staff augmentation services. Our staff augmentation personnel have a wide range of experience including developing Capital Improvement Plans (CIP), guiding projects through the environmental approval and funding allocation (state and federal) approval processes, preparing the PS&E packages, managing projects through the bidding and construction process, and preparing staff reports at the many milestones of project development. We are confident that our proposed team is best suited to deliver professional city engineering and public works operation oversight services as they relate to day to day activities, managing Right of Way and infrastructure needs, assisting with on-going facility and ROW maintenance contracts, NPDES and sustainability compliance issues, etc..

Brad Donohue will serve as the primary contact for this contract. His contact information is as follows:

**Brad Donohue** | Senior Project Manager  
| Phone (650) 222-0448 | Email [brad@csgegr.com](mailto:brad@csgegr.com)

**Scope of Work**

CSG staff are available to assist with tasks to be assigned by the Town. Our staff have the expertise to provide services in CIP, Land Development, grant administration, traffic, staffing and program/project management. The needed personnel will be determined with Town's approval upon assessment of needs.

Additional information on CSG's capabilities are provided at the end of this proposal.

**Rates**

Services will be performed per the hourly rates shown in our attached 2020 Standard Rate sheet.

We are excited for the opportunity to provide city engineering services and assist the Public Works Department with their day to day services and obligations for the Town of Loomis. If you have any questions or need additional information, please contact Mr. Donohue using the contact information provided above.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Cyrus Kianpour'.

Cyrus Kianpour, PE, PLS  
President, CSG Consultants, Inc.

## 2020 Engineering Division Hourly Rates Sacramento – Central Valley Region

CSG services are billed on a time-and-materials basis according to our Standard Rates, shown below.

Professional Engineering Services	2020 Hourly Rate
Engineering Trainee	\$50
Administrative Assistant	\$70
Analyst	\$110
Senior Analyst	\$135
Construction Inspector	\$145
Assistant Resident Engineer	\$165
Resident Engineer	\$200
Structure Representative	\$200
Assistant Engineer	\$135
Associate Engineer	\$155
Senior Construction Inspector	\$155
Senior Engineer	\$190
Senior Land Surveyor	\$190
Senior Structural Engineer	\$200
Senior Project Manager	\$200
Principal Engineer	\$210
Senior Principal Engineer	\$230
Two-Person Survey Crew	\$310
Sustainability Program Management Services	Hourly Rate
Sustainability Program Analyst	\$110
Sustainability Program Senior Analyst	\$140
Sustainability Program Manager	\$170

*All hourly rates include overhead costs including, but not limited to, salaries, benefits, Workers Compensation Insurance, travel and office expenses. CSG will coordinate the pickup and return of plans to and from CSG offices. Overtime work will be billed at 1.5x the hourly rates indicated in the table above. On each anniversary of the contract start date, CSG will initiate a rate increase based on change in CPI-U for the applicable region. CSG will mail an invoice every month for services rendered during the previous month.*



## Scope of Work

To serve the needs of the Town, CSG draws upon our staff consisting of civil engineers, transportation engineers, project managers, construction managers, construction inspectors, and traffic engineers. CSG has successfully provided on-call contracts for numerous agencies including the Cities/Towns of Colma, South San Francisco, Millbrae, Hillsborough, Gilroy, Monte Sereno, Marina, San Mateo, Foster City, Belmont, and San Carlos.

Over the years, CSG staff has delivered hundreds of successful projects sponsored or reviewed by the public agencies we serve. The key to our successes is often in understanding the process from which issues arise. CSG applies the following guidelines during all project phases:

- *Understanding each project and the agency's primary goals and objectives;*
- *Understanding agency's financial constraints while creating opportunities and optimizing resources;*
- *Preventing project overruns by estimating all project elements accurately;*
- *Preparing and monitoring project schedules and milestones;*
- *Addressing stakeholders and policy makers' concerns and resolving conflicts;*
- *Complying with CEQA/NEPA procedures, mitigation measures, and best management practices;*
- *Coordinating utility companies and permitting agencies early in the preliminary phases;*
- *Designing to all applicable local codes, standards and plans;*
- *Communicating with Town staff and contractors on a weekly basis;*
- *Monitoring and reporting project progress;*
- *Anticipating project issues and proposing practical solutions;*
- *Facilitating communication among Stakeholders*
- *Communicating with permitting and/or regulatory agencies*

## CITY ENGINEERING SERVICES

The first order of work will be to evaluate the status of the Town's needs and its priority in development and implementation of the projects in the planned CIP. CSG staff will review the projects scope, budget and schedule with the Town staff to fully understand the purpose of the project and the needs of the Town in implementing the project. With the approved project budget and scope of work, the CE will oversee the coordination with the design firms and Town staff to ensure compliance with the project scope and schedule. The CE will meet with the Town staff to discuss the projects status, and any report of potential schedule delay, change in project scope and/or cost increase shall be reported to the Town for discussion and resolution.

### **Coordination with Business Owners and Residents**

One of the most important tasks the CE can perform is establishing and maintaining good working relationships and communication with the businesses and residents during the design and construction of each project. This is critical in regard to the projects' development as it effects the residents and businesses in the Town. The CE needs to be sensitive to the businesses' issues as any design or construction impacts could have detrimental financial impacts to their livelihoods, especially small businesses.

### **Projects Documentation**

On all capital projects, it is important to maintain a good document management system throughout project development. The CE can develop a project document management system specific to the requirements of the Town for filing and managing project documents. The project files shall include all correspondence to-

and-from the designer; submittals; letters; emails from businesses, residents and concerned citizens; and all Town review comments to design plans, specifications and estimates.

For construction-related documents, the CE will work with the construction management staff to document all activities, reports, submittals, requests for information, daily construction activity reports, test results, corrections and non-compliance documents, etc. For federally-funded projects, the document management system will be created to follow the guidelines in Caltrans' Local Assistance Procedures Manual to ensure that federal and state requirements are met.

Upon completion of the project, the CE will oversee the preparation of a Final Report for submittal to the Town including a transmittal of the projects electronic and hard copy documents. On federally-funded projects, the CE will oversee the preparation of a final report for Town signature and submittal to Caltrans along with the final invoice. The CE will follow the protocol for all other funding and/or grants as specified in the reporting requirements of the funding source or agency.

### **Projects Progress Payments**

A major task of the CE is to track the project budget, schedule, and progress payments. Working with the Town staff, the CE will require the designer to submit a project schedule with appropriate milestones and meet with the designer on a regular basis to track the progress of the project. Any proposed changes to the project scope, schedule or budget and all project related invoices will be reviewed for accuracy and shall be reported to the Town for discussion along with the CE recommendations.

In regard to construction activities, the CE will coordinate with the project inspectors and resident engineer(s) to keep track of the contract quantities and actual field measurements of bid items. It is important to document the bid item quantities to avoid any discrepancy between the Town measurement and those of the contractor, to avoid potential claims on the contract.

### **Other CE Services**

Depending on the Town's needs and tasks assigned, the CE can provide support to the Town Council, Town Manager, Director of Public Works and Planning Commission by attending Town Council and Town staff meetings, stamping plans and specifications for approved capital projects, and overseeing the preparation of appropriate Town engineering correspondence. The CE will coordinate with Town staff to oversee the approval and processing of tentative maps, parcel maps, and final maps.

## **PROJECT MANAGEMENT SERVICES**

In managing a design or construction efforts, project management is central to the services provided by CSG. We take full ownership of our efforts, seeking solutions and offering recommended courses of action, drawing upon our extensive municipal project experience. Partnerships with our clients protect their interests while supporting the communities they serve.

What separates a program from individual projects is the complexity and longer duration, but also the need to work through uncertainties, refine alternatives and unify the various stakeholders through a process that focuses on identifying, prioritizing, integrating and tracking the efforts comprising an implementation plan. Despite a well-funded program with highly experienced and technically capable engineers, a project can still falter if not expertly integrated and managed to meet the budget, schedule and anticipated quality.

### **Capital Project Program Development & Implementation**

CSG provides program-level project management, administration, and engineering services. We manage multi-million dollar water and sewer rehabilitation programs; roadway network assessments using the Metropolitan Transportation Commission pavement management program; development and implementation of property-owner, cost-shared, sidewalk repair programs; and offer full municipal engineering staff augmentation services.

**Program Management**—CSG is experienced in management of a variety programs including Wet Weather Programs, Joint Jurisdictional Sewer Line Replacements, Water and Sewer Bond-Funded Capital Improvement Programs, Public Facilities Improvement Program.

**Federal and State Grant Administration**—CSG excels at guiding projects through the CEQA/NEPA approval process and navigating the federal project administration, entitlement and authorization process utilizing the Caltrans Local Assistance Procedures Manual. CSG was asked by six different agencies to expedite, manage and administer their American Recovery and Reinvestment Act (ARRA) Stimulus Package projects. Work scopes involved completing the mandatory Field Review and Preliminary Environmental Study (PES) forms, working with Caltrans Local Assistance to obtain the needed environmental clearance (NEPA), preparation of the Request for Construction Authorization (E-76) package, and completion of the plans and specifications. CSG also assisted in the continued delivery of construction management projects by providing Resident Engineer, construction administration and inspection services.

**Staff Augmentation**—Staffing fluctuations and temporary vacancies can often disrupt an agency's ability to provide core services. CSG offers full and part-time help on short notice. We integrate seamlessly into agencies and jurisdictions as an extension of staff to overcome temporary workload spikes, run an entire program, or assume responsibility for an entire public works, building or engineering division.

Typical staff augmentation design coordination and administration duties include:

- *Performing initial design assessments, alternatives analysis, utility conflict analysis and services in support of preliminary design*
- *Preparation of Request for Proposals (RFPs) and defining projects' design intent and scope of work*
- *Management of municipal public works projects from the preliminary design stages through project completion and acceptance, including: meeting attendance, preparation of minutes, performing plan checking, preparing and reviewing specifications and contract documents, coordination with project stakeholders and outside agencies, performing constructability reviews, managing the bidding and award process, and providing design support during project construction*
- *Review and approval of infrastructure projects associated with development activity*
- *Providing Town Council or Board of Supervisors support through development of staff reports, exhibits, drawings, and presentation materials*

## DESIGN ENGINEERING SERVICES

CSG is ready to assist the Town in delivering the Engineering Division's projects by providing on-call civil engineering services. CSG will also work with all stakeholders, utility companies, and permitting agencies including Caltrans, and FHWA as needed. Below is CSG's approach for managing projects' development for the Town of Loomis:

### **Project Management Plan**

CSG will implement a project management plan including all project elements establishing the project scope of work, budget, schedule, and design standards to allow for solid traceability and accountability for any changes or variances from the project baseline components. In addition, our team will identify any potential variances early in the project phase to allow for the development of an alternative approach to prevent potential schedule or cost slippages. We intend to do this by offering real-time data to the Town through our daily contact with the Town Project Manager and weekly project meetings.



**Scope/Control Management**

Scope control occurs with the development of a well written scope of work as defined by the Town. As changes are identified, a change request process will be followed encompassing the cost and schedule impact of each potential change, as well as the additional scope description. Potential changes will be included in a Monthly Report that will be discussed weekly with the Town. As changes are approved or rejected, the appropriate revisions will be made to the Scope of Work and the schedule/cost baseline will be revised and resubmitted for approval by the Town.

**Schedule Management**

A baseline schedule will be developed and submitted for approval by the Town for the selected projects. CSG will use the built-in Microsoft Project tools to ensure that only contractually required dates are constrained, and out-of-sequence activities are not present. Once changes are approved, the schedule will be updated and finalized.

**Quality Management**

A Project Quality Management Plan will be drafted and submitted as part of the QA/QC Implementation Plan that will include the review requirements for design work and the QA/QC process during construction. This will be inclusive of all process and testing requirements and the contractor's ability to follow its process and ensure successful testing of installed work.

**Budget/Cost Management**

As project estimates become finalized, they will be included in the project budget and loaded into the project costs. Once a project change is approved, it will be tied to a change order and the schedule and budget will be revised accordingly. All baselines revisions and change orders will be tracked and documented.

**Subconsultants Management & Stakeholders Coordination**

As a multi-disciplinary engineering firm, we understand that solid team building, and cooperation are required for the successful completion of an on-call contract. To ensure effective teamwork, our team will hold regular meetings with the Town, utility companies, residents, and businesses to confirm project goals and objectives. A clear understanding of each person's role in the project is essential and will be communicated to each team member. This approach allows each team member to properly allocate his/her resources and make the necessary commitments to the project.

## Design Checklist

CSG 's general design approach checklist is shown below. We make sure to address these items with the agencies we work with to ensure a well-managed and designed project.

- Design kick off meeting with the Town, and record and distribute minutes
- Identify permits required and prepare documentation
- Right of way research and mapping
- Coordination with affected property owners
- Utility and other stakeholder coordination, mailing letters of intent, and determination and coordination of any required relocations or conflict resolutions
- AutoCAD base map development, using AutoCAD Civil 3D. Field assessments of existing features
- Identification of applicable Town/County/Caltrans Standard Plan details or development of customized construction details
- Prepare reports and recommendations (including CEQA/NEPA compliance)
- Develop plans, specifications & estimates for construction
  - o PS&E submittal review meetings with the Town



- ☑ Attend the Town's Design group to Construction group "Hand-off" meeting
- ☑ Bid and award
- ☑ Construction management support
- ☑ Conduct "Lessons Learned" meeting

### **Project Coordination and Review Meetings**

CSG prides itself on its ability to effectively communicate, build relationships, and partner with its clients. CSG staff will actively participate in meetings, provide progress updates, and provide clear lines of communication for the Town. CSG strongly believes open and concise communication with internal and external stakeholders is the key to the successful delivery of any project.

CSG's Project Manager will act as the single point of contact with the Town, and check in on a regular basis to discuss and coordinate project details and issues with the Town. Coordination efforts will consist of conference calls, emails, and in-person meetings.

In addition to on-going coordination, CSG will meet with Town staff at the kick off meeting and the design review meetings. During these in-person meetings to review the progress of the project, the PM discusses any review comments provided by the Town and stakeholders, reviews the project schedule and budget, discusses any project issues with design, and identifies action items for all parties. CSG will also be readily available during the bid and award process as well as construction phase of the project.

### **Project Insight**

Understanding the process from which issues will arise and the exact needs of the client is essential to project's success. Over the years, CSG staff has been involved in hundreds of projects sponsored or reviewed by the public agencies we represent. We have learned that the following bullet points are important to consider when managing any public works construction project.

- Understanding of the project's and the agency's primary goals and objectives
- Understanding financial constraints/opportunities and resource allocation
- Identification of stakeholders and stakeholder's concerns
- Coordination with stakeholders, policy makers, utility companies and all permitting agencies
- Realistic cost estimates with contingencies matched to each work phase
- Practical schedules and appropriate milestones with continuous monitoring
- Familiarity with applicable local codes, standards, and plans
- Partnership approach with public, Town staff, and contractors
- Compliance with NPDES requirements and Best Management Practices
- Compliance with CEQA/NEPA requirements

CSG will attempt to reduce the need for formal resubmittals to the Town by reviewing electronic submittals of revisions provided directly to CSG. Turnaround times would vary based on the scope of the review, but would typically be returned within one to two working days.

### **Bid Phase and Construction Support**

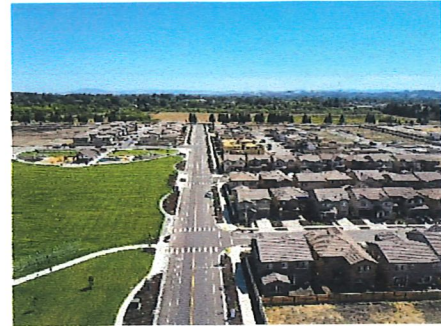
CSG will readily provide bid phase and construction support on an as-needed basis to answer any technical questions that may arise. These services may include, but are not limited to, the following:

- Responding to requests for information (RFI's) during bid phase;
- Preparing Letters of Clarifications;
- Attending a pre-construction meeting;
- Attending a post-construction meeting;
- Reviewing and approving submittals;
- Reviewing and responding to Requests for Information (RFIs) during construction;

- Assisting with preparing change orders;
- Attending field meetings;
- Preparing record drawings upon project completion;
- Preparing as-built drawings on Mylar and in AutoCAD format.

## ENGINEERING PLAN REVIEW

Plan check and development review services form a large part of CSG's services. CSG has been providing plan review services exclusively to local municipalities since the firm's inception in 1991. Our success in maintaining ongoing relationships with our clients in a highly competitive environment is due to our ability to understand and partner with them in achieving their goals. We understand that our clientele includes not just public agencies but also the development community seeking to process applications through those agencies. We also understand that many development applications are important to public agencies due to the economic or quality of life benefits that those projects bring to the communities.



CSG can provide dedicated plan review engineers with extensive experience in the review of design in-and-adjacent to the public right of way. This will ensure that the Town's standards and permit requirements are followed throughout the design process. CSG will implement a comment matrix in which comments from all disciplines are tabulated. CSG will perform quality control to ensure consistency and eliminate duplication. CSG will conduct Comment Resolution Meetings with the developers' engineer to discuss the comments and agree on resolution to ensure that there is clear understanding among stakeholders. This procedure allows for an efficient and effective process.

Drawing on the combined experience and talent of our staff, we have found the following practices helpful in approaching plan check for private development projects.

### New Development Entitlements

- Assist the Town with development of conditions of approval, development agreements, and other requirements associated with development applications. Assist Town in negotiating with developers regarding terms of agreements or conditions.
- Review tentative maps, tentative parcel maps, architectural review, and other entitlement applications. Coordinate review with other Town staff and/or outside agencies as needed.
- Under the "Mapping Review" scope of work, CSG proposes to review Final Maps, Parcel Maps, Lot Line Adjustments, Lot Mergers, or other documents per the following:
  - Review for compliance with the approved Tentative Map and Conditions of Approval (maps)
  - Review for compliance with the California Subdivision Map Act
  - Review for compliance with the Professional Land Surveyor's Act
  - Review of closure calculations
  - Review of title information for the property, including existing easements and any other relevant land encumbrances, based on information contained in a preliminary title report and other documents to be furnished by applicant
  - Review of record documents (deeds and maps) of the subject and adjacent properties
  - Review, seal and sign final Mylar copies and certificates as Acting Town Surveyor or Technical Reviewer
  - Preparation of Staff Report for Town Council Approval, if required
  - Conformance with the project improvement plans and other documents
  - Attend follow-up meetings with Planning staff, the applicant, or others as needed to resolve issues regarding the proposal. Review subsequent submittals of the proposal.



- Review public improvement plans. Review includes evaluation of required records, studies, grading, and additional materials submitted by design professionals. Confirm that plans conform to Town standard design criteria and conditions of approval.
- Each plan review will be accompanied with a letter summarizing the red-line comments addressed to the applicant's engineer or landscape architect, with a copy to Town staff and the applicant. A complete red-lined set of drawings and any reports will be returned to design professionals for use in their corrections. At the applicant's discretion, the comment summary letter and red-lined plan sheets can be scanned and submitted electronically to the design consultant to expedite the review process.
- The consultant will meet with the applicant/representative and Town staff to review comments or to delineate the standards which are not being met, in order to facilitate timely completion of the review and meeting the maximum goal of two plan checks. CSG will accept and review subsequent submittals electronically, when feasible, in order to expedite the review process.
- Soils reports will be evaluated, and recommendations will be included on the plans. Boundary conditions will be evaluated to maintain continuity with surrounding properties and maintain existing drainage patterns.
- Construction erosion control and post-construction water quality control will be evaluated for compliance with the storm water quality management permit in effect for the Town.
- Confirm that the developer has obtained necessary permits or approvals from other public agencies as needed, and that plans conform to the Town's NPDES requirements for storm water treatment and retention.
- Review and recommend approval of engineering bond estimates and subdivision guarantees.
- Assist the staff in preparing subdivision improvement agreements, stormwater treatment measures, landscape maintenance agreements, and preparation of staff reports for presentation to the Town Council.
- Meet with developers, consultants, and other agencies on behalf of Town staff as requested.