# AGENDA Denver Board of Water Commissioners

Denver Water Administration Building 1600 West 12<sup>th</sup> Avenue Denver, CO Board Room, Third Floor

Wednesday, February 8, 2017 9:00 a.m.

#### I. INTRODUCTORY BUSINESS

#### A. Call to Order and Determination of Quorum

#### **B. Public Comment and Communications**

At this point in the agenda, the Board may allow members of the public to address the Board on any item of interest within the jurisdiction of the Board, and not on the agenda for action. Speakers wishing to address a specific Action Item will be invited to address the Board when the item is being considered. Three minutes are allowed for each person unless the President determines otherwise.

- 1. Distributor Communications
- Citizen Advisory Committee Communications

# C. Ceremonies, Awards and Introductions

#### II. ACTION ITEMS

#### A. Consent Items

Items listed below are considered routine and may be enacted by one motion and vote. If any Board member desires discussion beyond explanatory questions, or corrections to the Minutes, the President may order that item to be considered in a separate motion and vote.

- 1. Minutes from January 11, 2017 Open and Executive
- 2. Minutes from January 25, 2017 Open and Executive
- Jefferson County Multi-Hazard Mitigation Plan Resolution to Adopt Annex I
- 4. Contract 16912A Amendment No. 1 with Kiewit Infrastructure Co. Northwater Treatment Plan CMAR Design-Phase Services
- Contract 16264C Amendment No. 1 with MWH Americas for the Gross Dam Seismic Hazard Assessment
- 6. Ratification for Construction Contracts Change Orders and Amendments to Contracts/Agreements
- Contract 17027A Agreement for Legal Services with Lowe, Fell & Skogg, LLC



# **B. Individual Approval Items**

Adoption of Denver Water's Jim Lochhead 5 minutes
 Strategic Plan

2. Third Amendment High Line Canal Conservancy Contract 15951A Tom Roode 15 minutes

### III. POLICY MATTERS

A. Budget Reporting Terri Bryant 20 minutes

### IV. EXECUTIVE UPDATE

- A. CEO Update
- B. CFO Update
- C. Operations Update

# V. BRIEFING PAPERS & REPORTS

### A. Briefing Paper

- 1. Legislative Update
- 2. Pension Plan Administration

#### B. Report

- 1. 4<sup>th</sup> Quarter 206 Burdens and Disposals
- 2. 2015-2018 ("On-Call") General Engineering, Construction Management, and Planning Services Contracts
- 3. Reporting of Staff Administered Construction Contract Contingencies and Allowances

- 4. Status of Contract Work and Consultant Services
  - VI. ADJOURNMENT
  - VII. TRUSTEE MATTERS
  - VIII. EXECUTIVE SESSION

The Board may adjourn the regular meeting and reconvene in executive session on topics authorized by C.R.S. Sec. 24-6-402 or D.R.M.C Sec. 2-34.

A. Confidential Report § 24-6-402(4)

Meeting Date: February 8, 2017

Board Item: II-A-3

# Jefferson County Multi-Hazard Mitigation Plan Resolution to Adopt Annex I

Action by Consent

Individual Action

#### **Summary:**

The purpose of multi-hazard mitigation is to reduce or eliminate long-term risk to people and property. In order for state, local or tribal jurisdictions to be eligible for Federal Emergency Management Agency (FEMA) assistance, they must develop a hazard mitigation plan, submit it to FEMA for approval and then each jurisdiction and supporting agency must adopt and implement the plan.

In 2012, several local county governments (i.e., Summit, Grand, Douglas, Boulder, Jefferson and Denver counties) approached Denver Water's Emergency Management Section and asked that we participate in their local planning effort due to the extent of Denver Water infrastructure located in their counties. The planning sessions started in January of 2013 and have continued to the present.

Denver Water was asked to provide action items that will assist in the mitigation efforts. These action items are functions that Denver Water staff currently perform as part of their normal operations and emergency preparedness efforts. Examples include: Maintaining/updating a drought plan; updating flood inundation mapping on dams; public outreach, education and conservation efforts; and wildland fire mitigation/prevention.

#### **Budget Information:**

This resolution does not have additional budget impacts beyond existing operating and capital budgets.

#### **Recommendation:**

It is recommended that the Board adopt this resolution to adopt Annex I of the Jefferson County Multi-Hazard Mitigation Plan, increasing emergency management planning and cooperative hazard mitigation processes for Denver Water facilities in Jefferson County, Colorado.

Approvals:

Brían Good

Chief Administrative Officer

Respectfully submitted,

James §. Lochhead

CEO/Manager

Patricia Wells General Counsel

Meeting Date: February 8, 2017

Board Item: II-A-4

# Contract 16912A, Amendment No. 1 with Kiewit Infrastructure Co. for Northwater Treatment Plant CMAR Design-Phase Services

Action by Consent

□ Individual Action

Summary:

The Northwater Treatment Plant (NTP), is a new 150 million gallons per day (MGD) facility to be constructed on Denver Water's Ralston Reservoir property north of Golden on Colorado State Highway 93. Denver Water has engaged a Construction Manager-at-Risk (CMAR) to execute the design-phase services for the NTP. The Ralston Outlet Works (Outlet) project is a separate project, currently in design, which will be constructed on the same site and during the same timeframe as the NTP.

The purpose of this Board Item is to execute Amendment No. 1 to the NTP CMAR design-phase services contract for \$149,950.00 to provide coordination with NTP, constructability and value engineering for the Outlet Project from 60% to 90% design development. Specifically, the CMAR will conduct constructability coordination with NTP, schedule, and risk reviews of the 60% design plans and provide recommendations to Denver Water's design team for incorporation into the Project's plans and schedule prior to 90% design. This action will consolidate the constructability and coordination effort of all the projects at the Ralston site to a single contractor and mitigate potential risks to both the NTP Project and the Outlet Project and is a 1% increase in the Outlet Project cost.

#### **Budget Information:**

The total amount of this amendment is \$149,950.00 and the contract period of the amendment is February 8, 2017 to May 20, 2017. Funds for this service/contract will come from the 2017 budget for Ralston Outlet Works Business Unit, which has sufficient funds to pay the \$149,950.00 estimated to be needed in 2017.

#### Selection of Business Partner:

On October 12, 2016, the Board approved the contract for Task 3 with the NTP CMAR to provide Preliminary Design Services including constructability, value engineering, and cost estimating services specifically for the NTP Project. Subsequent to the execution of the NTP CMAR design-phase services contract, Outlet Project risks and coordination issues were analyzed due to its proximity to the NTP, and it was determined that a single ownership of responsibility, coordination and execution at the Ralston property would provide the best value and risk mitigation to Denver Water, and as such a separate contract for Outlet design support and construction management with a different firm was not pursued. Amendment No. 1 is additional work to the NTP CMAR scope of work to provide complete similar services for the Outlet Project, which will be combined with the NTP project as separate, competitively procured Work Packages during the NTP construction.

#### S/MWBE Information:

There was no goal established for this amendment as Denver Water negotiated the scope with the CMAR team and the original design-phase services contract did not have a goal. Goals for construction S/MWBE participation have been set and will be identified in the NTP CMAR Construction Phase Agreement prior to execution.

#### Recommendation:

It is recommended that the Board approve Amendment No. 1 to Agreement No. 16912A with Kiewit Infrastructure Co. for the Ralston Outlet Works Project CMAR design-phase services for the contract period October 12, 2016 to May 20, 2017 for a total amended contract amount not to exceed \$1,206,814.00.



Approvals:

Robert J. Mahoney

Chief Engineering Officer

Chief Operations and Maintenance Officer

Respectfully submitted,

James S. Lochhead CEO/Manager

Angela Bricmont Chief Finance Officer

Meeting Date: February 8, 2017

Board Item: II-A-5

# Contract 16264C, Amendment No. 1 with MWH Americas for the Gross Dam Seismic Hazard Assessment

Action by Consent

□ Individual Action

#### Summary:

On August 16, 2016, the Board entered into a contract with MWH Americas for the Gross Dam Seismic Hazard Assessment. The study was requested by the Federal Energy Regulatory Commission (FERC) and will define the seismic design criteria for the existing Gross Dam and the new dam that will be designed as part of the Gross Reservoir Expansion Project.

Gross Dam is in a seismic "transition zone" between the two existing seismic ground motion prediction models for the United States. The applicability of existing models for central Colorado has not been evaluated and is currently considered a very large uncertainty in the seismic hazards community. The ground motion prediction model selection and weighting greatly effects the seismic design criteria results. Recent work in the industry has produced data that facilitate analyses to determine the proper weighting of the ground motion prediction models in central Colorado. This amendment includes a scope to perform an analysis to define the proper weighting of the models for Gross Dam using data from the recently developed work.

#### **Budget Information:**

The original contract was initiated in August 2016 for \$87,751. The total amount of this amended contract will be \$125,161, and the term of the contract is August 16, 2016 to August 31, 2017. Funds for this service/contract will come from the 2017 budget for Annual Dam Safety Program Activities, which has sufficient funds to pay the remaining \$59,636 estimated to be needed in 2017.

#### Selection of Business Partner:

Denver Water analyzed the market for firms qualified to evaluate seismic hazard in the state of Colorado and whom had previous FERC experience. The consulting firms, MWH Americas and Lettis and Associates met both criteria and were interviewed to assess qualifications specific to the Gross site. The two firms commonly work together to complement each other's strengths and teamed to provide key analysts from both firms and a technical reviewer to provide a peer review of the study. The individuals that were proposed for performing the analyses are the best in their respective fields, and having the two firm's team together will result in the best value for Denver Water.

#### Recommendation:

It is recommended that the Board approve the First Amendment to Contract 16264C with MWH Americas for the Seismic Hazard Assessment for Gross Dam for an addition of \$37,410 for a total amended contract amount not to exceed \$125,161.



Approvals:

Robert J. Mahoney Chief Engineering Officer Respectfully submitted,

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James S. Lochhead CEO/Manager

Angela Bricmont Chief Finance Officer

Meeting Date: February 8, 2017

Board Item: II-A-6

# Ratification of Construction Contracts Change Orders and Amendments to Contracts/Agreements

Action by Consent	□ Action	

Summary:

The attached are Construction Contracts Change Orders and Amendments to Contracts/Agreements for Board ratification for December 2016 and January 2017.

Approvals:

Robert J. Mahoney Chief Engineering Officer Respectfully submitted,

James S Lochhead CEO/Manager

Angela Bricmont Chief Financial Officer



Meeting Date: February 8, 2017

Board Item: II-A-7

# Agreement for Legal Services with Lowe, Fell & Skogg, LLC Contract # 17027A

Action by Consent

□ Individual Action

Summary:

Approval of Contract No. 17027A with Lowe, Fell & Skogg LLC for services as outside legal counsel in the area of eminent domain.

**Budget Information:** 

The approved budget for this contract is \$200,000.00, and the term of the contract is February 8, 2017 through February 8, 2020. Funds for this service/contract will come from the 2017 budget for object account number 621060, OGC Professional Services, which has sufficient funds to pay the amount estimated to be needed in 2017. Expenditures in future years will be budgeted as needed.

Selection of Business Partner:

In September 2016, Denver Water issued a request for proposals ("RFP") for legal counsel to provide expertise and representation in the area of eminent domain, especially as it may relate to real estate development entitlements, water rights, contractual rights, and oil and gas interests. The RFP was distributed to all eminent domain law firms listed in the Colorado Legal Directory and the Colorado minority bar associations. It was also posted on Denver Water's Business and Contract Opportunities website. Four law firms responded to the RFP. After interviewing all four firms, the law firm Lowe, Fell & Skogg, LLC was selected to provide eminent domain services based on the experience and qualifications of the attorneys, billing rates, interview interaction, and the absence of apparent conflicts of interest.

The Office of General Counsel has worked with Lowe, Fell & Skogg previously. In 2009, Denver Water entered into a contract for similar services in order to assist with property issues in the Grand County area. Since that time, the firm has provided excellent legal services at reasonable rates.

#### S/MWBE Information:

No goal has been established for this type of service.

Recommendation:

It is recommended that the Board approve Contract No. 17027A with Lowe, Fell & Skogg LLC for legal services for the contract period of February 8, 2017 through February 8, 2020, for a total contract amount not to exceed \$200,000.00.

Approvals:

Respectfully submitted,

Patricia L. Wells General Counsel James S.)Lochh

CEO/Manager

Angela Bricmont Chief Finance Office



Meeting Date: February 8, 2017 Board Item: II-B-1

# Adoption of Denver Water's Strategic Plan

□ Action by Consent ≰Individual Action

Summary:

Denver Water's current Strategic Plan was adopted in 2011. During the ensuing five years, many of the goals and key priorities in the Plan have been achieved. The culmination of these achievements means that it is time to set the strategic direction of the organization for the next five years – continuing on the journey of aspiring to be The Best Water Utility in the Nation.

The Executive Team has worked closely with the Board to refresh the vision, mission, guiding principles, goals and objectives that comprise the revised Strategic Plan (attached). The Plan places our customers at the forefront of all of Denver Water's activities and provides guiding principles to ensure decisions are weighed against customer centricity, industry leadership and focus on the long term view. The Plan's four strategic perspectives - Excellent Operations, Strong Financials, Inspired People and Trusted Reputation – provide a balanced and holistic approach to the Plan's goals and corresponding objectives and will direct the development of annual priorities in future years.

The Plan will be communicated and discussed with employees beginning this week; implementation will begin during the Strategic Planning process for 2018.

Recommendation:

It is recommended that the Board adopt Denver Water's revised Strategic Plan to be executed over the course for the next five years.

Approvals:

Respectfully submitted,

Chief of Staff

CEO/Manager

Patricia L. Wells

General Counsel

Meeting Date: February 8, 2017

Board Item: II-B-2

# Third Amendment for High Line Canal Conservancy Contract # 15951A

□ Action by Consent

♣Individual Action

**Summary:** 

In 2012, Denver Water entered into an MOU with the City and County of Denver, Arapahoe County and Douglas County to explore the potential of changing the purpose of the High Line Canal. The High Line Canal has a junior water right and a high rate of seepage that has led to a need to reassess the use of the canal while also recognizing the important role that it currently plays as a major recreational resource. Following recommendations of the MOU, additional benefits have been investigated for the canal such as utilization in storm water management. The 2012 MOU efforts also resulted in a recommendation to harness the commitment of community leaders throughout the region to create an organizational structure that supports a comprehensive community-based visioning and planning process for the High Line and second, to generate public and private funding to support the vision created through such a process. This organization has been created in the High Line Canal Conservancy (HLCC), and has made significant progress towards these goals. Denver Water would like to continue to provide ongoing support for this non-profit that acts for the benefit of the High Line Canal.

**Budget Information:** 

The total amount of this contract is \$230,000.00 with a proposed \$100,000.00 amendment, and the term of the contract is March 25, 2015 through December 31, 2017. Funds for this amendment will come from the 2017 budget for Chief OM Officer, which has sufficient funds to pay the \$100,000.00 estimated to be needed in 2017.

**Recommendation:** 

It is recommended that the Board approve the Third Amendment to Contract 15951A with High Line Canal Conservancy for an addition of \$100,000.00 for a total amended contract amount not to exceed \$330,000.00.

Approvals:

Thomas J. Roode

Chief Operations Maintenance Officer

Respectfully submitted.

James S. Lochhead

CEO/Manager

Angela Bricmont
Chief Finance Officer

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Meeting Date: February 8, 2017 Board Item: V-A-1

# **Briefing Paper for Legislative Update**

# **Summary**:

The table below lists four bills that we are following closely. We will support and testify on SB17-050, which reauthorizes two programs related to forest health and wildfire risk reduction. We are waiting to see if CDPHE will deal with the graywater regulation issue in HB-1008 administratively, which would result in the bill being withdrawn. If not, we will likely recommend a position of support on that bill. The other two bills may be of concern to us and we have our internal experts reviewing them.

We have been talking with House Majority Leader K.C. Becker about legislation regarding school testing for lead. This idea is one of the four policy changes that we are talking about with logical stakeholders. Rep. Becker has asked two of her colleagues to draft a bill and we are reviewing it and going to offer our comments while we continue to work on lead policy issues. We will have more details about this bill in the near term.

Last, we have attached a full report of all of the legislation that we are following with additional details on each.

Bill#	Title	Recommendation	Position	Bill Text
HB17-1008	Graywater Regulation Exemption For Scientific Research	Monitor	Monitor	Full Text of Bill
SB17-050	Consolidate Forest Risk And Health Grant Programs	Support	Support	Full Text of Bill
SB17-036	Appellate Process Concerning Groundwater Decisions	Further Analysis Needed	Monitor	Full Text of Bill
SB17-040	Public Access To Government Files	Further Analysis Needed	Monitor	Full Text of Bill

#### Owner(s):

Chris Piper, Government Relations, Public Affairs

#### **Attachments:**

Report on 2017 Legislation



Meeting Date: February 8, 2017 Board Item: V-A-2

# Briefing Paper Pension Plan Administration

□ Action by Consent □ Action ☐ Information

### **Summary:**

Denver Water would like to explore the possibility of hiring a third-party administrator to take on the responsibility of pension plan administration. This approach is similar to the administration of the 401k and 457 plans by Empower, and directly links to the **Financial Perspective** of the strategic plan.

# Background:

In December 2016 the Board approved changes to the pension plan which included employee contributions for both current employees and new hires and, a second tier of the pension with different benefits and qualifications which will apply to employees hired after December 31 of this year. This change will significantly increase the administrative burden on Denver Water which is currently administered by a .5 FTE, using manual processes and systems. The administrator must gather data, calculate pension amounts, prepare retirement paperwork, review election forms, answer participant questions, set up payments and calculate interest on hundreds of employee contribution accounts.

Pension plans are becoming more complex and difficult to administer with each passing year and because of this, more employers are outsourcing the administration of their pension plans to streamline operations and FTE, minimize errors, ensure consistency of service levels, reduce fiduciary risk and liability. Many administrators operate a call center for fielding participant questions, and host a website that participants can use to monitor and model their pension benefits. They also provide metrics and reporting for retirement plan administration and third party evaluation. Some of our peers who have outsourced administration include Adams County, Arapahoe County, El Paso County, Weld county and DERP.

#### **Budget Information:**

There are cost implications associated with a third party administrator. To better evaluate and optimize the costs and services, we propose to issue a Request for Proposal (RFP). Reponses to the RFP will inform us about the full costs of providing the additional services necessary for administering both employee contributions and a second tier of pension benefits. Options for how administration fees can be covered will be discussed during the RFP process.

We are requesting the assistance and expertise of Cook Street Consulting to develop an RFP and provide assistance in the selection process. Cook Street is one of the largest pension and retirement consulting firms in the United States, and has provided defined contribution investment consulting services to Denver Water since 2007. They understand Denver Water's current plan structure and would be an asset to Denver Water in the development and evaluation process. Cook Street has developed a project proposal for services and fees associated with the request above totaling \$25,000.

#### Approach:

We would like to begin the RFP process in February and conduct finalist interviews in June. We will evaluate the cost of working with a third-party administrator against the cost to keep the function inhouse and come back to the Board with options and a recommendation. If the business case proves out the benefit of a third-party administrator, our goal would be to have the plan fully transitioned and a third-party administer in place beginning January 1, 2018.



Board Item: V-B-1

# DENVER BOARD OF WATER COMMISSIONERS

Meeting Date: February 8, 2017

# 4th Quarter 2016 Burdens and Disposals

Denver Water's Executive Guidelines B-1, Section 7 state, "All actions taken by the Manager or his designees under the authority granted to him by the Board, which either burden or dispose of Board property or involve an expenditure of \$10,000.00 or more, shall be reported in writing by the Manager to the Board, at least quarterly."

For reference, the attached report may include the following:

- **Disposals** Fee property deeded away by Denver Water.
- Leases Property rights of variable time periods granted by Denver Water generally on non-operating land or when leased use does not conflict with Denver Water operations. Compensation is appraised.
- Letters of Authorization Short term property or access rights granted by Denver Water for uses of no more than one year with no compensation.
- License Agreements Perpetual property rights that are granted by Denver Water to a specific party for a specific use that could be revoked at Denver Water's discretion within 30 days. Compensation is a set fee.
- **Easements** Permanent property rights granted by Denver Water that run with the land. Compensation is appraised.
- Temporary Easements Temporary property rights granted by Denver Water for a longer term use on our land. Compensation is appraised and assessed for the duration of the use, typically on a monthly basis.

This report will be updated and presented to the Board on a quarterly schedule.

Approvals:

Robert J. Mahoney

Chief Engineering Officer

Respectfully submitted,

James \$. Lochhead

CEO/Manager

Board Item: V-B-2

### DENVER BOARD OF WATER COMMISSIONERS

Meeting Date: February 8, 2017

# 2015-2018 ("On-Call") General Engineering, Construction Management, and Planning Services Contracts

Denver Water's Engineering Division is utilizing a variety of firms for ("On-Call") General Engineering Design Services and Construction Management Services. A summary of the work contracted (versus expended) from **September 2015 through December 2016**, is provided on Exhibit 1 (attached).

The On-Call contracting mechanism provides for expedited contract execution, allowing a quick turnaround by consultant teams.

1.	Total Number of GES/CM Firms:	82
2.	Number of GES/CM Contracts (September 2015 to Date):	86
3.	Total Amount of On-Call Contracts (September 2015 to Date):	\$3,601,745.91
4.	Average Cost for On-Call Contracts:	\$41,880.77
5.	Total MWBE/SBE for On-Call Contracts (September 2015 to Date):	\$1,091,197.57

S/MWBE	MAIDE Firms	MWBE	
Contracts	MWBE Firms	Amount (\$)	
MWBE	Harris Kocher Smith (HKS)	8,530.00	
MWBE	Kumar & Associates, Inc.	155,665.00	
MWBE	Pinyon Environmental, Inc.	19,095.00	
MWBE	WaterPlans, Inc.	39,480.00	Subtotal \$222,770.00
SBE	Alaina Ecological Pasaurass III C	4,800.00	
	Alpine Ecological Resources, LLC		
SBE	BBC Research & Consulting	95,050.00	
SBE	Canterbury Construction Management Services	7,303.32	
SBE	Infrastructure & Marine Consultants, LLC	220,368.50	
SBE	Lintjer + Haywood Architects, P.C.	72,380.00	
SBE	Providence Infrastructure Consultants, Inc.	92,028.00	
SBE	QualCorr Engineering Corporation	71,835.00	
SBE	RJH Consultants, Inc.	49,981.00	
SBE	Short and Brennan Architects	75,946.75	
SBE	Tumbleweed Electric	79,700.00	
SBE	Vista Engineering	99,035.00	Subtotal \$868,427.57
	Total MWBE/SBE Awarded		\$1,091,197.57
	Total GES/CM Agreements Awarded		\$3,601,745.91
	Percent of MWBE/SBE Awarded		30.30%

#### **Important Notes:**

1. Unlike the On-Call consultant design service task orders, construction management task orders will often exceed \$100,000.00. Board approval will be obtained on all task orders over \$100,000.00.

Denver Water aspires to be the best water utility in the nation.

Integrity:: Vision:: Passion:: Excellence:: Respect



Approvals:

Robert J. Mahoney

Chief Engineering Officer

Angela Bricmont Chief Finance Officer

Respectfully submitted,

James S. Lochhead CEO/Manager

Board Item: V-B-3

# DENVER BOARD OF WATER COMMISSIONERS

Meeting Date: February 8, 2017

# Reporting of Staff Administered Construction Contract Contingencies and Allowances

□ Action by Consent

□ Individual Action

#### Summary:

Contracts with Board approved contingency and/or allowance amounts are to be administered through change orders, amendments or invoices as needed by staff. Funds used on the following projects are to be reported to the Board. The projects and their contingency/allowance amounts are:

Contract No.	Title	Contractor	Туре	Amount
14063B	Ashland Reservoir Replacements	Western Summit	Contingency	\$750,000
14063B	Ashland Reservoir Replacements	Western Summit	Allowance	\$3,000,000
14978A	Design Services of The Ralston/Moffat Delivery System: Conduit No. 16 Replacement and Conduit No. 22 Abandonment	HDR-Dewberry	Allowance	\$200,000
14978A	Design Services of The Ralston/Moffat Delivery System: Conduit No. 16 Replacement and Conduit No. 22 Abandonment	HDR-Dewberry	Contingency	\$300,000
15630A-G	Operations Complex Redevelopment	Mortenson Construction	Contingency	\$5,000,000

The construction contingency is used for unforeseen materials or equipment, or work items or site conditions that are not included in the original contract work and which may require timely approval and processing. Allowances are for specific items whose existence is known, but whose actual cost is not known at time of bid. There may be individual change orders brought to the Board for approval that do not fall into these categories, or if large amounts or changes are required during construction.

#### Recommendation:

Staff will report to the Board quarterly through an Information Item the ongoing status of these funds. Please reference the attached spreadsheet for the detailed Project Contingency Report.

Approvals:

Robert J. Mahoney

Chief Engineering Officer

Respectfully submitted

James S.)Lochhead

CEO/Manager

Angela Bricmont Chief Finance Officer