

EXHIBIT B - SCOPE OF SERVICES AS PROVIDED BY CKM  
ENVIRONMENTAL



## COMPANY PROFILE



CKM is a woman owned, small business (sole proprietorship) that focuses on ecological restoration, sustainability, federal and state environmental permitting and compliance, program/project management support, and grant writing. Started in 2022 by Chelsea Murphy, CKM brings over 16 years of experience working in the large-scale project, ecological restoration, and resilience spaces. Established in Colorado (Business License #20221213219), CKM has clients throughout the Country including many in California and is therefore registered with a good standing as a limited liability company in California (Business License #202252812548). CKM is currently working with only 5 clients on projects ranging from North Carolina to California. Therefore, CKM is dedicated and available to assist on this project over the two-year project period, and beyond, if requested. CKM can provide project management support, environmental resource permitting and compliance support, large-scale construction project knowledge, ecological restoration expertise, and public outreach/stakeholder engagement services to the County. As CKM is a very small firm, we have teamed with SWCA Environmental Consultants (SWCA), to provide additional professional capacity and support if required by the Project, as well as cover environmental subjects not housed by CKM (e.g., cultural resource specialists, environmental engineers, hydrologists, etc.). CKM has worked with key staff from SWCA for over 8 years, and have a trusting, seamless working relationship, as exemplified in the current Klamath Dam Project that SWCA is leading. Although both CKM and SWCA are currently involved in the Klamath Project, we have not, nor are currently representing any of the other stakeholders involved in the Project, and therefore do not have a direct or indirect Conflict of Interest on the project.



SWCA provides a full spectrum of environmental services focused on planning, natural and cultural resource management, air quality, permitting, regulatory compliance, and water resources and climate change consulting. We are an employee-owned firm of approximately 1,100 scientists, planners, and technical specialists who combine scientific expertise with in-depth knowledge of permitting and compliance protocols to achieve technically sound, cost-effective solutions for our clients. SWCA serves clients from a wide variety of industries and levels of government. Working in both the public and private sectors, we solve industry-specific environmental issues as well as facilitate communication between organizations, helping stakeholders find common ground. Since 1981, SWCA has helped public and private clients overcome environmental challenges and move their projects forward. We work together to understand the full life cycle of any project, from inception to completion. In the face of rapid environmental, economic, and societal changes, our purpose is simple: to preserve natural and cultural resources for tomorrow while enabling projects that benefit people today. We do that by offering a suite of environmental consulting services combined with local knowledge, regulatory expertise, and high-quality service. We build long-term, trusting relationships with our clients and guide their projects to successful completion.

## TECHNICAL APPROACH

Below is CKM's approach to assisting the County in a PM position for the Project. As the full scope of the work required under the MOA is not 100% finalized (i.e., there will likely be shifting priorities and needs throughout the life of the PM position), our approach is meant to be flexible and fluid, allowing the PM to focus on the immediate needs of the County and the Project, and allowing us to adapt to shifting priorities over the two years. We have structured our approach to give us a block of time under each task, with suggestions on what our work will entail. However, if awarded, we will continually work with the County



Administrator and/or Deputy Administrator to ensure our time is spent efficiently and effectively on accomplishing the tasks most needed by the County. The addition of SWCA as a teaming partner allows CKM to add any specialized expertise and SMEs to the Team, as required by the Project, beyond just the PM position. While the SMEs are not called out specifically under each task below, they can be added to the Team under any of the proposed tasks, under the existing proposed budget (see Volume II, Price Proposal). Our overall approach to the scope of work (SOW) is to establish timesaving, effective means of communication between the County Administration, County Departments, the Board of Supervisors, the Project Stakeholders, and the public.

## **TASK 1. PROJECT MANAGEMENT**

Having worked with the County on the Project since 2018, the PM will be able to start in the position with an established document library, which will include relevant project documents from KRRC, FERC, and PacifiCorp, as well as memos, filings, and research documents produced by CKM and SWCA for the County. This document library will be housed on a secure, password protected, online Microsoft SharePoint site that will be accessible to the County staff who are working on the Project. In addition to the document library, the SharePoint site will also include the following: a project calendar with milestones (permit timelines, Memorandums of Understanding (MOUs) dates, start of construction activities, project meetings, public meetings, etc.); critical path/project flow diagrams for permits/MOU tasks (which may be developed in specific project management software, such as Microsoft Project); meeting notes; permit files (i.e. a place to collaboratively draft permits and MOUs, or other project documentation); reporting templates; and public outreach materials, etc. This will be one of the main avenues for the County staff to communicate with the PM. The SharePoint site will also include a chat function, so questions from the County can be posed on the SharePoint site, and answered by the PM, or other members of the SharePoint. This will facilitate immediate and effective project information sharing.

Immediately after contracting is complete, the PM will host a kick-off call via a virtual meeting (either Zoom or Microsoft Teams) with the County Administrator, and/or the Deputy County Administrator (Administrators) to discuss immediate needs, establish a project schedule, review the proposed SharePoint site organization, and discuss the County Divisions and agencies involved in the Project. The PM will work with the County on establishing a comprehensive contact list for all parties involved in the Project, which will be based on the County Permit List (provided as an attachment to the Request for Proposal [RFP]), with additional contacts for the construction contractor (Kiewit), restoration contractor (RES), KRRC, PacifiCorp, as well as agencies such as CDFW, the United States Fish and Wildlife Service (USFWS), the Bureau of Reclamation (BOR), and other stakeholders, like the Klamath Water Users Association.

Once the contact list has been established, the PM will begin reaching out to the different County Divisions to establish an introductory call. This call can either come in the form of a single introduction meeting (with all the Divisions present), or individual meetings with each Division. We will discuss the PM's role in the Project, current and upcoming permitting and compliance work being done on the Project, the support needs of each Division on the Project, and any Project concerns/issues that need resolution. The PM will also present the SharePoint site to County staff and encourage use of the site for Project related information. In addition, the PM will establish introductory calls with important Project stakeholders, at the direction of the County Administrator(s). These meetings will likely be with KRRC, PacifiCorp, and Kiewit, at a minimum, and will establish the PM as the County's Project representative. During these calls, the PM will gain a better understanding of the upcoming project activities, communicate with the stakeholders the immediate needs of the County, and will review/discuss a permitting and compliance



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schedule. In addition, the PM will work on establishing reoccurring calls with both the internal and external parties to keep the lines of communication open.

Under Task 1, the PM will complete any project reporting necessary to keep the Board of Supervisors, County Administrators, and the public up to date on Project progress. The PM will also utilize time under this task to continue to update the SharePoint site, the Project document library, and the project schedule. Tracking spreadsheets (or Microsoft Project tools) will also be created, to track the schedule (for the overall project, as well as each County Divisions permitting timetables and milestones).

### *DELIVERABLES*

The following deliverables will be submitted under Task 1. These are examples of potential deliverables and should not be considered all inclusive.

- SharePoint Site and any updates, including a Document Library
- Project Calendar
- Project Schedule and Tracking Spreadsheet
- Permit Schedule and Tracking Spreadsheet
- Project Issue Tracker
- Project Progress Reports
- Stakeholder Contact List
- Meeting Agendas and Notes

## **TASK 2. MEETINGS AND COORDINATION**

A major component of the PM role will be effectively communicating Project progress, concerns, issues, and resolutions, across the many different interested parties. With such a large-scale project, with many different stakeholders and participants, it is possible for project-related information to be misplaced, schedules to be missed, and miscommunication to occur. The PM will provide crucial organization and communication support for the County. To best provide this support, there will need to be a high level of trust established between the PM and the County staff. To help create and grow this trust, the PM will travel to Siskiyou County soon after the introductory calls have been completed (see Task 1). The PM will meet in-person with the County and divisional staff, to go over the preliminary project schedule, hear the County's concerns face-to-face, and work on building a relationship with the Project Team. During the proposed week-long visit, the PM will visit the Project Site, hopefully with County Staff, to best understand the locations of work that is of specific concern, or interest to the County. To the best of her ability, the PM will schedule the in-person visit during the same week that a public Board of Supervisors meeting on the Project will be held (we understand these will occur monthly throughout the life of the Project). This way, the PM can be introduced to the Board and the public, and she can hear firsthand the immediate concerns/needs of the Board and their constituents. If possible, the PM will also try and schedule in-person meetings with the Administrators and Project stakeholders (such as PacifiCorp, the KRRC, Kiewit, etc.) during the week she is in Siskiyou County.

To help keep the Administrators informed, and to receive County direction on the Project, the PM will establish bi-weekly catch-up calls with the Administrators and any additional staff that may be needed on those calls (i.e., general council). These calls will be succinct and to the point, discussing any new Project information, upcoming deadlines and meetings, and any Project concerns. The PM will also direct the County to review any new information posted on the SharePoint site, or to any updates to the Project/permit schedules, and/or the document library. In addition to the bi-weekly Administrator meetings, the PM will also establish regularly scheduled Project meetings with the different County



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Divisions. These meetings will emulate the Administrator meetings, but will be focused on the specific needs of each division (the specific permits and concerns associated with the Public Works Division, for example). At this time, these meetings are also proposed bi-weekly; however, the frequency of these calls will be determined once the Project is underway. In addition, CKM proposes that the PM schedule two additional in-person weeks with Project staff in Siskiyou County in the first year. These visits will be determined with direction of the County and will coincide with important project dates (such as the installation of the Yreka Water Line, the construction of Lakeway Bridge, construction of offices and work camps, etc.). In 2024, four in-person site visits are proposed to occur during important construction milestones (such as at the start of drawdown, at the start of demolition or blasting, when access roads are being developed, etc.). To the best extent possible, these week-long visits will also include in-person meetings with Project stakeholders, the public, and the Board of Supervisors.

Task 2 also includes labor time for conducting external communications with stakeholders and the public. CKM assumes that regular meetings with the KRRC, Kiewit, CDFW, PacifiCorp, and other entities will need to occur to keep the County abreast of Project changes, issues, resolutions, schedule changes, etc. In addition, the PM plans on attending (primarily virtually) the monthly public Board of Supervisor meetings that will be held to keep the public up to date on the Project. The PM, at the direction of the County, can provide regular Project updates, create public informational materials (handouts, presentations, etc.), and field questions from the public as part of these Board meetings. Our proposed PM, Ms. Murphy, has extensive experience facilitating public meetings, particularly on contentious projects. Beginning in 2010 Ms. Murphy served as a public liaison for a large environmental sampling program during the Deepwater Horizon Oil Spill in the Gulf of Mexico, having to communicate information to a hostile and disenfranchised public. Since then, she has been responsible for hosting and managing small to large scale meetings both virtually and in person (see the Illinois Floodplain Feasibility Study Project in Appendix A). If directed by the County, Ms. Murphy can host either in-person or virtual public meetings about the Project. These informational public meetings may be helpful particularly in relation to the LIMF, as the PM can transmit the application requirements and guidelines of the Fund to the public and provide assistance answering questions and providing solutions to landowner challenges related to the Project.

### ***DELIVERABLES***

The following deliverables will be submitted under Task 2. These are examples of potential deliverables and should not be considered all inclusive.

- Meeting Agendas and Notes
- Meeting Materials (i.e., Presentations, Handouts)
- Meeting Recordings (Video and Voice)

## **TASK 3. PERMITS/MOUs AND MONITORING**

As per the RFP, CKM understands that the various County Divisions may need assistance with reviewing, developing, approving, and tracking Project-related Permits, MOUs, MOAs, and other regulatory documents. In addition, as “boots-on-the-ground” work commences, it is imperative that the County engage with the Project by periodically monitoring onsite activities to ensure Permit and mitigation requirements are being met. The PM will provide oversight (i.e. help maintain timelines and met milestones of reviewing and approving permits) and direct work on these tasks (such as drafting MOUs or other regulatory documents), and help the County establish a monitoring schedule, assist with preparing Project permits/MOUs, as well as staff reports to present to the Board of Supervisors, the Planning Commission, or other advisory bodies that will address the County staff’s work on the Project, or make a case for additional staff needed to ensure regulatory compliance.



### *DELIVERABLES*

The following deliverables will be submitted under Task 3. These are examples of potential deliverables and should not be considered all inclusive.

- Draft and Final Environmental Documents (e.g., MOUs)
- Comments on Permits and Regulatory Documents
- Staffing Reviews and Reports
- Establish Monitoring Protocols and Schedules
  - Including Project Monitoring Templates based on Permits/Environmental Documents



## Klamath Dam Removal Project Manager – Supplemental Submittal

Being comprised of predominantly rural communities, CKM understands that not all interested public parties have access to reliable internet, and therefore a variety of different outreach methods will be required for the Project. If requested by the County to conduct public outreach, Ms. Murphy will begin by drafting a public outreach plan. This plan will include outline the exact methods and frequency of the outreach campaign and will be approved by the County prior to engagement commencing. It will also include a list of interested community members and organizations, and will identify opportunities to build off of the County's already robust public communications (e.g. getting involved during public Board of Supervisors meetings). Potential methodologies and avenues for public engagement may include (but are not limited to): creating a County specific website or page on the County's website that is dedicated to updating the public on the Project; presenting Project information at the monthly Project specific Board meetings; identifying and then communicating Project information directly to community leaders (i.e. church leaders, social clubs, etc.); creating Project informational materials to be handed out, or available at local businesses (e.g. grocery stores); creating a dedicated email address that the public can send questions/concerns to, which will be monitored by Ms. Murphy on behalf of the County; hosting webinars or virtual meetings where Project information is shared and concerns are heard; and/or hosting in-person meetings once a quarter to update the public on the Project.

We understand our role is to represent the County's interest in the Project. As we will be the main point-of-contact for the public, regulators, Project proponents, and other stakeholders on behalf of the County, it is extremely important that we maintain professionalism and do not commit the County to any obligations on the Project that the County Administrator or Deputy Administrator have not already approved. When acting as liaison, Ms. Murphy will maintain neutrality in her discussions with regulators, field staff, contractors, etc., acting mostly in a listening capacity, gathering information to relay back to the County. She will convey any messages, concerns, questions, to these parties, only after receiving messaging approval from the County. Ms. Murphy will never express personal opinions regarding the Project to any party while serving in this role.