



Consultant Services Authorization

| | |
|-----------------------------------|---|
| Firm | Black & Veatch Corporation |
| Master Agreement No. | 2024-006 |
| CSA No. | 2024-006-03 |
| Project Name | Key Performance Indicators (KPIs) and Benchmarking Updates and Change Management |
| Project Description | The consultant will provide professional services including project management and workshops in support of updates to Utilities' Asset Management related KPIs, KPI road map, Program Benchmarking, and a Change Management Plan. |
| Projects Exhibits and Attachments | Exhibit "A"- Scope of Services Exhibit "B"-Fee Schedule (Master Agreement) Exhibit "C"-Reimbursable Cost Schedule (if applicable) Exhibit "D"-Insurance Documents |
| Duration (in days) | This authorization shall be in full force and effect until the Consultant completes all services as identified in Exhibit "A". |
| Compensation | \$ 355,596.00 |
| Special Contract Conditions | NA |
| Insurance Requirements | Professional Liability |
| Liquidated Damages | \$ 0.00 Per Day |
| Budget Source/Availability | 42011.680536034.5666000.6897003 (R&R Building and Non Prod. Projects) |

IN WITNESS WHEREOF, the parties hereto have executed this CSA on this ___ day of _____, 20__.

Attest:
STACY M. BUTTERFIELD

POLK COUNTY, a Political subdivision
of the State of Florida

By: _____
Deputy Clerk

By: _____
Chairman
Board of County Commissioners

Date Approved by Board: _____

Review as to form and legal sufficiency

County Attorney's Office Date

Attest:



Corporate Assistant Secretary

Black + Veatch Corporation
CONSULTANT COMPANY NAME

Authorized Corporate Officer

William J. Wells, Vice President
[Printed Name and Title]

SEAL

Date: 9-12-24

Date: 9/11/24

Exhibit A

Scope

Exhibit A
Consultant Services Authorization
2024-006-03
KPI and Benchmarking Updates and Change Management

Black & Veatch Corporation (Consultant) entered into a Master Consulting Agreement (Agreement) with Polk County, Florida (County) on January 9, 2024. Pursuant to this Agreement, the County has requested that the Consultant provide certain professional services in support of Key Performance Indicator (KPI) Updates and Change Management (Project) as further detailed in this Consultant Services Authorization.

A. Project Background and Description

As the County advances its Asset Management Program, there is a need to refine and update the data used to measure the performance and determine the necessary resources for the utility. Establishing Key Performance Indicators (KPIs) and performance measures will help the County better define the relationship between utility performance (measured through the KPIs) and resources used to deliver target performance. This will also enable the County to compare their performance to industry best practice used by other municipalities.

The focus of these services will be to conduct a series of workshops to review the role of KPIs in measuring performance and resource planning, such as staff and equipment and provide a benchmarking analysis with peer utilities. This project will build upon the 2020 Level of Service Benchmarking Study and the 2021 Facility Key Performance Indicators Roadmap, both completed by the Consultant. The County has requested that the Consultant provide consulting services in support of the Project.

B. Scope of Services

Upon authorization to proceed from the County, the Consultant will provide the following identified services. The Consultant shall ensure that all documents produced by the Consultant or their subconsultants for the County will be consistent with the Polk County Utilities Standards and Specifications Manual, latest edition, and other County requirements. This authorization shall be in full force and effect until the Consultant completes all services as described in the Consultant Services Authorization and any subsequent modifications hereto.

Phase 100 – Project Management

Task 101 – Project Management

This task consists of overall management of the Project including contract administration, budget management, invoicing, monthly status reports, scheduling, and coordination with the County and Consultant's subconsultants.

Task 102 – Kick-off Meeting and Review Meetings

The Consultant will attend one kickoff meeting and seven (7) workshops with the County. The Consultant will prepare a meeting agenda and meeting minutes for each meeting or workshop. Meeting minutes shall be distributed within three working days of the date of the meetings.

- One (1) Kickoff Meeting
- Seven (7) Workshops [3-hr In-Person meetings]
 - One (1) overview workshop
 - One (1) workshop with Plants and Compliance
 - One (1) workshop with Underground
 - One (1) workshop with Maintenance, and Administration
 - One (1) findings workshop
 - Two (2) change management workshops

Phase 200 – Support Services

Task 201 – KPI Updates

The objective of this task is to develop a foundational understanding of KPIs and Performance Measures and updating them for resource planning purposes.

The KPIs and Performance Measures will be based upon industry best standards and references such as the AWWA Performance Benchmarking, Effective Utility Management Guidance, the Society for Maintenance and Reliability Professionals (SMRP), Institute of Asset Management (IAM), Water Environment Federation (WEF), Florida Benchmarking Consortium (FBC), United States Environmental Protection Agency (US EPA) and based upon the needs of the County.

- A. Industry & Regulatory Best Practices Document Search: Consultant will update previously completed document search, including new regulatory requirements, focused

on KPIs and performance measures used to track various asset management and maintenance activities and associated resource requirements. Regulatory examples include Collection System Action Plans and Emergency Power Action Plans.

B. Workshop Preparation: This task consists of preparing the workshop materials such as agendas, presentations, visual aids, etc. This may include, but is not limited to, reviewing the County's Lucity workorder system and relevant standard operating procedures.

C. Conduct Workshops

- a. Workshop 1: Overview of existing KPIs and benchmarking data to build a foundational understanding of role of KPIs and approach to evaluating resource requirements.
- b. Workshop 2: Identify maintenance programs, activities, existing resources, and technical performance indicators used. Conduct three 3-hour workshops with the following groups:
 - i. Workshop 2.A: Plants and Compliance
 - ii. Workshop 2.B: Underground
 - iii. Workshop 2.C: Maintenance and Administration
- c. Workshop 3: Review Resource Analysis findings and next steps for implementation
- d. Workshop 4: Change Management [Change management is a systematic approach to dealing with the transition or transformation of an organization's goals, processes and technologies. Additional description of this work is located in Task 204.]
 - i. Change assessment workshop: Intended to understand the current state of change management within operations.
 - ii. Change management plan workshop: Intended to review the change management plan and kickoff regular meeting to track progress.

Task 202 – KPI Roadmap Update

It is anticipated that the benchmarking study update will identify additional KPIs and performance measures not currently included in County's current list of measures.

Based on the information gathered in Task 201, the Consultant will update the KPI / Performance Measure tables in the 2021 Facilities Key Performance Indicators Roadmap Technical Memorandum, and if necessary, create new KPI / Performance Measure tables.

- A. Data Identification: Consultant will work with County to identify current and potential future data sources that will be needed to develop the additional KPIs identified to support resource planning. Some of these data sources may include the following enterprise systems: SCADA, HACH WIMS, CMMS, Finance, Customer Service and GIS. It is also understood that some data may reside in ad-hoc spreadsheets (e.g. MS Excel) or databases (e.g. MS Access).

- B. Technical Memorandum: The Consultant will update the 2021 Facilities Key Performance Indicators Roadmap Technical Memorandum to summarize the agreed upon KPIs and will describe the planned approach to collect data for the KPIs and improve identified data gaps.

The Draft KPI Roadmap Technical Memorandum will be submitted to the County for review. The Consultant will update the Technical Memorandum with comments from the County and submit a Final KPI Roadmap Technical Memorandum.

Task 203 – Program Benchmarking

This task consists of updating the 2020 Level of Service Benchmarking Study with additional utility comparisons and performance measures, focusing on resource planning.

Following the documentation of the maintenance programs, activities, existing resources, and technical performance indicators currently in place, Consultant will conduct a survey with peer utilities to collect information on programs similar to PCU and staffing resources being utilized.

This includes measures to track the County's performance against their goals and measures on how the County compares to the neighboring utilities and utilities of similar size.

- A. Prepare Utility Survey Questions: Consultant will prepare draft questions to include in the Utility Survey. Questions will be reviewed with the County and refined to meet the goals of the County. Questions will be formatted to be delivered to the participating utilities via three methods: email, Survey Monkey and phone call. The selected delivery method will be based on the desires of the selected utilities.
- B. Select Comparable Florida Utilities: Consultant will prepare a preliminary list of comparable Florida utilities with rationale for selection for approval by the County. The County will review and provide the final approval of up to ten (10) utilities to include in the survey.
- C. Interview Comparable Florida Utilities: Using the survey questions developed above, the Consultant will contact the comparable utilities to request their participation. Based on the desire of the comparable utility, the Consultant will either coordinate a conference call to interview the utility, email the list of the survey questions, or send a SurveyMonkey with the survey questions.

Consultant will conduct the interviews of the participating utilities and will document/prepare the responses and information to be included in the Technical Memorandum. To encourage participation, Consultant will also provide the survey results to the participating utilities. Information will not be provided to anyone not participating in the survey.

- D. Resource Analysis: Consultant will conduct a resource analysis comparing County's existing level of resources against peer utilities from the benchmarking survey responses and required level of resources to deliver KPIs.
- E. Technical Memorandum: The Consultant will update the 2020 Level of Service Benchmarking Study to summarize the updated utility comparisons and key recommendations. The Draft Benchmarking Study will be submitted to the County for review. The findings and recommendations will be presented to County staff during Workshop 3. The Consultant will update the Benchmarking Study with comments from the County and submit a Final Benchmarking Study.

Task 204 - Change Management

- A. Change Assessment:

Consultant will assist the County with preparing the organization for people-related changes brought about by the newly established Key Performance Indicators (KPIs) and performance measures. Scope of work includes framing the change, identifying stakeholders, documenting change impacts, capturing risks and resistance and creating a change management plan to engage stakeholders and take them through the change cycle resulting in buy-in to the new KPIs and performance measures.

Effective change management will support program success in many ways including:

- *Leadership Alignment & Engagement*: Ensures that the appropriate sponsors/leaders are aligned and engaged to champion and lead the change
- *Stakeholder & Impact Assessment*: Provides an understanding of all stakeholders that will be impacted in some manner by the change
- *Risk & Resistance Mitigation*: Enables proactive identification of risk & resistance, allowing for planning and early implementation of mitigation efforts
- *Adoption to Change*: Effective change management leads to adoption of the new ways of working and achievement of desired outcomes

Two change management assessment workshops will be conducted (in-person) to frame the change (what's changing and why), identify stakeholders, document change impacts and capture potential risks and resistance to the changes. The change management assessment will focus on the newly established KPIs and performance measures.

B. Change Management Plan

Following the change management assessment workshops, a draft change management plan will be developed utilizing the information from the assessment and will be submitted to the County for review. Consultant will update the change management plan and submit a final version of the plan.

Change management is an important part of the Asset Management Program as it is a discipline that focuses on the people-related changes. The objective of change management is to ensure alignment, understanding and buy-in at all levels of the organization. It will enable the County to design and implement sustainable change in the organization leading to achievement of desired outcomes.

C. Deliverables

The Consultant shall prepare and submit to the County, including electronic format when applicable, the following deliverables:

| Task | Activity | Deliverable |
|-------------|---|---|
| 102 | Meetings | Meeting agenda and minutes |
| 201 | KPI Updates | Workshop agendas, presentations, meeting minutes. |
| 202 | KPI Roadmap Technical Memorandum Update | Draft and Final KPI Development Roadmap Technical Memorandum Update |
| 203 | Program Benchmarking | Utility Survey Questions. List of comparable Florida utilities. Survey results. Draft and Final Level of Service Benchmarking Study Technical Memorandum. |
| 204 | Change management | Change management assessment Change management plan |

D. Schedule

Consultant will proceed with the services identified herein immediately upon receipt of an executed copy of this Consultant Services Authorization and a formal Notice-to-Proceed from the County. The projected schedule for the performance of services described herein is included as Attachment A-1. An updated electronic version of the Project schedule in Microsoft Project will be provided to the County within 10 working days from the issuance of the Notice-to-Proceed. Delivery of the schedule may be in other electronic formats so long as they accurately portray the approved scope of services with sufficient detail subject to staff approval.

E. Compensation

This Consultant Services Authorization establishes a not-to-exceed cost of \$355,596. Compensation for the services performed under this Consultant Services Authorization shall be on an hourly, not-to-exceed basis using the current hourly rate schedule as set forth in Master Consulting Agreement 2024-006. Other direct costs or expenses incurred in connection with this Consultant Services Authorization will not be invoiced as these expenses have been accounted

for in the rate multiplier associated with the Master Consulting Agreement referenced above. A summary of the estimated labor costs is provided in Attachment A-2 for reference only. Each invoice submittal shall include a tabular summary of the originally estimated labor costs by phase in accordance with Attachment A-2, fees invoiced to date, and the balance remaining per phase. The transfer of funds between defined phases is not permitted unless approved in advance in writing by the County Utilities Director. To request consideration for such a transfer, the Consultant must submit satisfactory written justification to transfer unused funds from phases with completed tasks or tasks clearly tracking under budget to phases with tasks requiring additional funding. In addition, the transfer of funds shall not exceed the total authorized fee for the Project.

The not-to-exceed cost for this Consultant Services Authorization includes contingency funds in the amount of \$10,000. The contingency funds authorized for use on this Consultant Services Authorization may only be expended upon written approval from the County's Utilities Director. Adequate justification must be provided by the Consultant for the release of contingency funds. Any out-of-scope services performed requiring the release of contingency funds will be considered at-risk and may not be compensated until, or if, written approval is granted by the County's Utilities Director.

The Consultant will minimally provide a consultant invoice summary with each invoice, based on a mutually agreed-upon breakdown of phases and tasks in Attachment A-2 that reflect the effort and deliverables submitted to the County. The summary will depict the overall phases, associated budgets, amounts invoiced to date, and balance remaining. Invoices for compensation submitted by the Consultant will include the reviewed and approved consultant invoice summary, an updated Project schedule, notarized affidavits (as applicable), and the monthly status report.

Invoices for not-to-exceed projects shall be accompanied by time and task records for all billable hours appearing on the invoice. Additional documentation may be requested by the County and, if so requested, shall be furnished by the Consultant to the County Auditor's satisfaction. In addition, all invoices shall be submitted with the Consultant Services Authorization number, purchase order number, and the Polk County Utilities Project and Records Room numbers on the invoice.

F. County's Responsibilities

The County will provide the following information to the Consultant and / or perform the following services related to the Project:

- Provide CONSULTANT with available relevant data within 2 weeks of a request.
- Review and comment on draft submittals within 2 weeks of submittal dates.
- Participate in meetings and workshops with CONSULTANT as identified in the Scope of Services.

G. Services Not Included

The following services are not included in the Scope of Services for the Project:

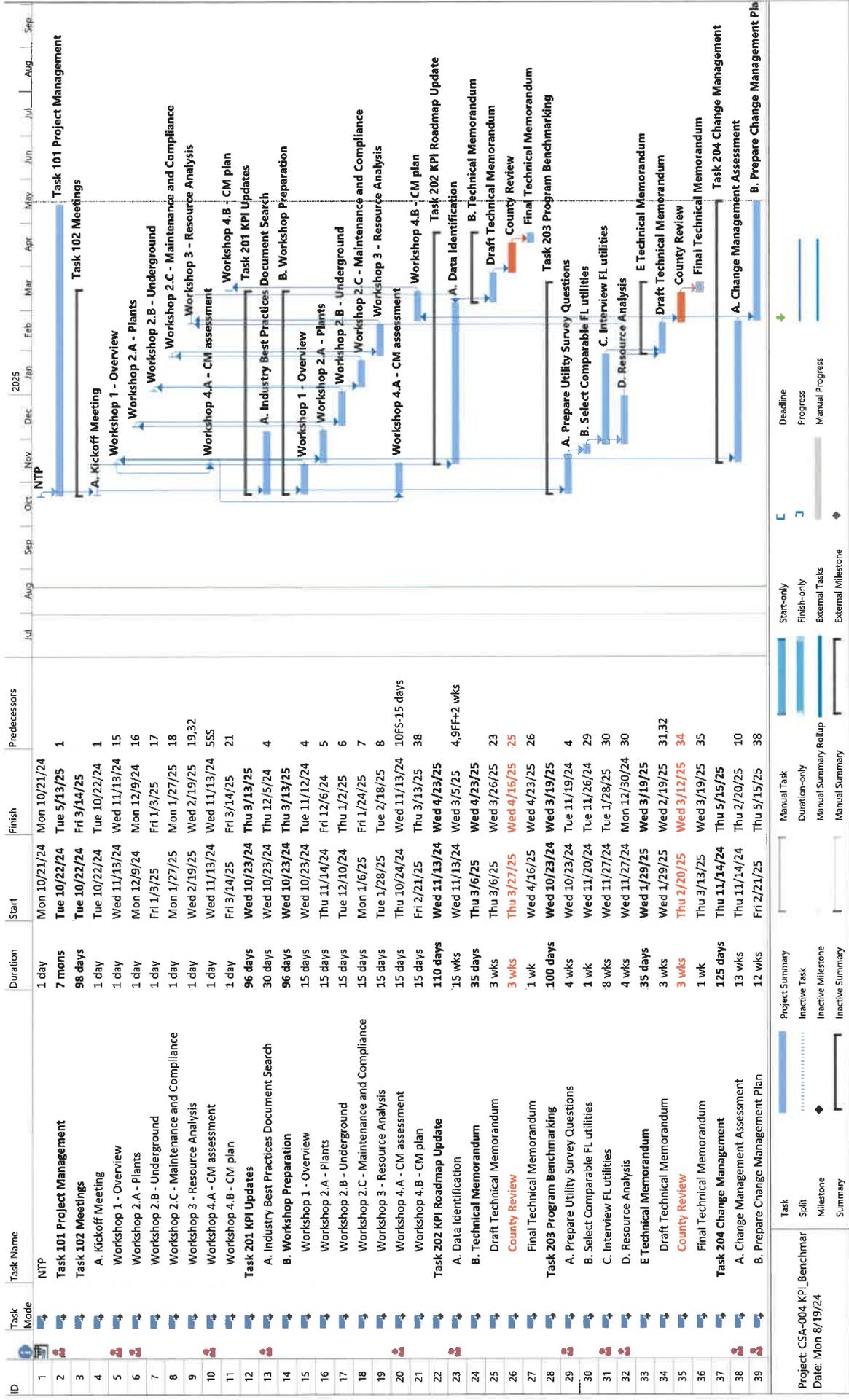
- Preliminary design services
- Final design services
- Construction phase services
- Other services not specifically identified this Scope of Services

H. Assumptions

The Scope of Services and compensation arrangement outlined in this Consultant Purchase Order are based on the following assumptions:

- None noted at this time.

The remainder of this page is intentionally left blank.



Project: CSA-004 KPI_Benchmark
Date: Mon 8/19/24

Legend:

- Task: Solid blue bar
- Split: Dotted blue bar
- Milestone: Diamond icon
- Summary: Bracket icon
- Project Summary: Blue bar with 'Project Summary' label
- Inactive Task: Grey bar with 'Inactive Task' label
- Inactive Milestone: Grey diamond with 'Inactive Milestone' label
- Inactive Summary: Grey bracket with 'Inactive Summary' label
- Manual Task: Blue bar with 'Manual Task' label
- Duration-only: Blue bar with 'Duration-only' label
- Manual Summary Rollup: Blue bar with 'Manual Summary Rollup' label
- Manual Summary: Blue bar with 'Manual Summary' label
- Start-only: Blue bar with 'Start-only' label
- Finish-only: Blue bar with 'Finish-only' label
- External Task: Blue bar with 'External Task' label
- External Milestone: Blue diamond with 'External Milestone' label
- Deadline: Green arrow with 'Deadline' label
- Progress: Blue bar with 'Progress' label
- Manual Progress: Blue bar with 'Manual Progress' label

Page 1

**Polk County, Florida
Black & Veatch Consultant Services Authorization 2024-006-03
KPI Benchmarking Updates**

| Hourly Bill Rate: | Project Office / Director | Project Manager I | Sr. Technical Expert | Technical Expert | Senior Engineer II | Staff Engineer II | Administrative II | Project Controls Sch. Specialist | Finance / Accountant III | Total Hours | Total Labor | Direct Expenses | Total Fee |
|---|---------------------------|-------------------|----------------------|------------------|--------------------|-------------------|-------------------|----------------------------------|--------------------------|--------------|------------------|-----------------|------------------|
| | 341 | 264 | 336 | 261 | 264 | 151 | 106 | 196 | 180 | 221 | \$53,596 | \$0 | \$53,596 |
| Phase 100 - Project Management and Administration | 45 | 10 | 32 | 8 | 28 | 38 | 20 | 20 | 20 | 77 | \$14,667 | \$0 | \$14,667 |
| 101 Project Management | 7 | 10 | | | | | | | | | \$38,928 | \$0 | \$38,928 |
| 102 Meetings | 38 | 0 | 32 | 8 | 28 | 38 | 0 | 0 | 0 | 144 | \$2,960 | \$0 | \$2,960 |
| A. Kickoff Meeting | 3 | | 2 | | 3 | | | | | 11 | \$5,124 | | \$5,124 |
| Workshop 1 - Overview | 5 | | 4 | | 5 | | | | | 19 | \$5,124 | | \$5,124 |
| Workshop 2.A - Plans | 5 | | 4 | | 5 | | | | | 19 | \$5,124 | | \$5,124 |
| Workshop 2.B - Underground | 5 | | 4 | | 5 | | | | | 19 | \$5,124 | | \$5,124 |
| Workshop 2.C - Maintenance and Compliance | 5 | | 4 | | 5 | | | | | 19 | \$5,124 | | \$5,124 |
| Workshop 3 - Resource Analysis | 5 | | 4 | | 5 | | | | | 19 | \$5,124 | | \$5,124 |
| Workshop 4.A - Change Management Assessment | 5 | | 5 | 4 | 5 | | | | | 19 | \$5,184 | | \$5,184 |
| Workshop 4.B - Change Management Plan | 5 | | 5 | 4 | 5 | | | | | 19 | \$5,184 | | \$5,184 |
| Phase 100 - Support Services | 25 | 4 | 366 | 90 | 237 | 486 | 0 | 0 | 0 | 1208 | \$292,001 | \$0 | \$292,001 |
| 201 KPI Updates | 0 | 0 | 48 | 10 | 79 | 170 | 0 | 0 | 0 | 307 | \$65,264 | \$0 | \$65,264 |
| A. Industry Best Practices Document Search | | | 5 | | 28 | 43 | | | | 74 | \$15,037 | | \$15,037 |
| Workshop 1 - Overview | | | 6 | | 17 | 25 | | | | 47 | \$9,943 | | \$9,943 |
| Workshop 2.A - Plans | | | 6 | | 9 | 17 | | | | 31 | \$6,623 | | \$6,623 |
| Workshop 2.B - Underground | | | 8 | | 9 | 17 | | | | 31 | \$6,623 | | \$6,623 |
| Workshop 2.C - Maintenance and Compliance | | | 5 | | 9 | 17 | | | | 31 | \$6,623 | | \$6,623 |
| Workshop 3 - Resource Analysis | | | 5 | | 9 | 17 | | | | 31 | \$6,623 | | \$6,623 |
| Workshop 4.A - CM assessment | | | 9 | 5 | | | | | | 31 | \$6,886 | | \$6,886 |
| Workshop 4.B - CM plan | | | 9 | 5 | | | | | | 31 | \$6,886 | | \$6,886 |
| 202 KPI Roadmap Update | 7 | 0 | 20 | 10 | 67 | 123 | 0 | 0 | 0 | 227 | \$47,978 | \$0 | \$47,978 |
| A. Data Identification | 4 | | 10 | 10 | 42 | 82 | | | | 148 | \$30,804 | | \$30,804 |
| B. Technical Memorandum | 3 | | 10 | | 25 | 41 | | | | 79 | \$17,174 | | \$17,174 |
| 203 Program Benchmarking | 7 | 4 | 44 | 70 | 60 | 166 | 0 | 0 | 0 | 351 | \$77,403 | \$0 | \$77,403 |
| A. Prepare Utility Survey Questions | | | 9 | 17 | 41 | | | | | 67 | \$13,652 | | \$13,652 |
| B. Select Comparable FL Utilities | 3 | 4 | 5 | 9 | 9 | 9 | | | | 38 | \$9,843 | | \$9,843 |
| C. Interview FL utilities | 4 | | 18 | 18 | 34 | 34 | | | | 80 | \$20,172 | | \$20,172 |
| D. Resource Analysis | | | 27 | 9 | 17 | 41 | | | | 94 | \$22,100 | | \$22,100 |
| E. Technical Memorandum | | | 3 | 17 | 41 | | | | | 61 | \$11,636 | | \$11,636 |
| 204 Change Management | 11 | 0 | 254 | 0 | 31 | 27 | 0 | 0 | 0 | 323 | \$101,356 | \$0 | \$101,356 |
| A. Change Management Assessment | 6 | | 156 | 14 | 18 | 14 | | | | 194 | \$61,328 | | \$61,328 |
| B. Prepare Change Management Plan | 5 | | 98 | 0 | 13 | 13 | | | | 129 | \$40,028 | | \$40,028 |
| SUBTOTAL COST | \$23,870 | \$3,636 | \$133,728 | \$25,578 | \$63,940 | \$73,124 | \$2,120 | \$1,920 | \$3,400 | 0 | \$345,536 | \$0 | \$345,536 |
| Contingency | | | | | | | | | | | \$10,000 | \$0 | \$10,000 |
| TOTAL HOURS | 70 | 14 | 388 | 98 | 285 | 524 | 20 | 20 | \$3,600 | 1,429 | \$355,536 | \$0 | \$355,536 |
| TOTAL COST | \$23,870 | \$3,636 | \$133,728 | \$25,578 | \$68,960 | \$79,124 | \$2,120 | \$3,920 | \$3,600 | 0 | \$355,536 | \$0 | \$355,536 |

Exhibit B

Fee Schedule



BLACK & VEATCH

PROPRIETARY AND CONFIDENTIAL

November 8, 2023

Black & Veatch Corporation

1715 N. Westshore Blvd, Suite 725, Tampa, FL 33607

Eric W. Phillips
Utilities Analyst
1011 Jim Keene Blvd., SR540
Winter Haven, FL33880

Subject: RFP 23-448, Utilities Design Services & Regulatory Support Services

Dear Mr. Phillips:

Black & Veatch is pleased to submit our Professional Rates for use in preparing the Master Agreement.

The Rate Sheet (Table 1) attached has been prepared to reflect Black & Veatch professional rates that will be effective through 2024. We would hopefully be able to request adjustments for cost-of-living (inflation) in 2025 and beyond, if appropriate. Position Descriptions (Table 2) for each Rate category are also attached.

Regarding your request of company “multiplier” used to develop our Rate Schedule, the following table should address the calculations used.

| | |
|-------------------------------------|-------------|
| Direct Labor | 1.00 |
| Payroll Burden / Fringe Benefits | 0.48 |
| Overhead / General Administration | 1.29 |
| Subtotal | <u>2.77</u> |
| Profit | <u>0.23</u> |
| Total Multiplier | 3.00 |
| Additional Multiplier (misc. exp.) | 0.05 |
| Multiplier Proposed | 3.05 |
| Profit percentage on labor revenue | |
| Profit/Total Multiplier (0.23/3.05) | 7.5% |

We look forward to continuing to work with Polk County. If you have any questions or require additional information, please contact Amanda Schwerman (Tel: 813 207 7943, email schwermana@bv.com) or Steven King (Tel: 813 207 7958, email kings@bv.com).

Very truly yours,

BLACK & VEATCH CORPORATION

Amanda Schwerman, P.E
Client Director





Polk County Utilities
Professional Services Fee Schedule
November 2023

This document presents Black & Veatch Corporation rates for the initial year of the contract. Renewal term rates may be adjusted per Polk County guidelines.

Table 1: Black & Veatch Professional Services Fee Schedule

| BLACK & VEATCH LABOR CLASSIFICATION | RAW RATE | BILLING RATE |
|--------------------------------------|--------------|---------------|
| Project Officer/ Director | \$97 - \$112 | \$295 - \$341 |
| Technical Expert | \$79 - \$86 | \$241 - \$261 |
| Senior Technical Expert | \$85 - \$110 | \$261 - \$336 |
| Project Manager I | \$71 - \$87 | \$216 - \$264 |
| Project Manager II | \$79 - \$100 | \$240 - \$305 |
| Project Manager III | \$91 - \$106 | \$278 - \$324 |
| Engineering Manager | \$71 - \$84 | \$216 - \$256 |
| Senior Engineering Manager | \$76 - \$90 | \$233 - \$275 |
| Technical Specialist | \$70 - \$83 | \$213 - \$253 |
| Senior Technical Specialist | \$75 - \$94 | \$230 - \$286 |
| Staff Engineer I | \$35 - \$42 | \$106 - \$128 |
| Staff Engineer II | \$38 - \$49 | \$117 - \$151 |
| Project Engineer I | \$45 - \$54 | \$137 - \$166 |
| Project Engineer II | \$49 - \$64 | \$151 - \$196 |
| Project Engineer III | \$58 - \$70 | \$178 - \$215 |
| Senior Engineer I | \$64 - \$74 | \$196 - \$226 |
| Senior Engineer II | \$67 - \$87 | \$206 - \$264 |
| Senior Engineer III | \$79 - \$91 | \$240 - \$279 |
| Geologist | \$57 - \$72 | \$175 - \$219 |
| Senior Geologist | \$65 - \$77 | \$199 - \$234 |
| Environmental Scientist | \$43 - \$54 | \$130 - \$166 |
| Senior Environmental Scientist I | \$53 - \$63 | \$161 - \$192 |
| Senior Environmental Scientist II | \$57 - \$77 | \$175 - \$234 |
| Environmental/Wetlands Specialist I | \$43 - \$54 | \$130 - \$166 |
| Environmental/Wetlands Specialist II | \$49 - \$61 | \$151 - \$185 |
| GIS Specialist I | \$39 - \$51 | \$120 - \$155 |
| GIS Specialist II | \$46 - \$62 | \$141 - \$188 |

| BLACK & VEATCH LABOR CLASSIFICATION | RAW RATE | BILLING RATE |
|---|-------------|---------------|
| GIS Specialist III | \$56 - \$70 | \$172 - \$215 |
| CADD/Technician I | \$31 - \$37 | \$96 - \$113 |
| CADD/Technician II | \$34 - \$43 | \$103 - \$132 |
| CADD/Technician III | \$39 - \$53 | \$120 - \$162 |
| Resident Inspector I | \$43 - \$54 | \$130 - \$166 |
| Resident Inspector II | \$49 - \$67 | \$151 - \$204 |
| Operations Specialist | \$49 - \$63 | \$151 - \$194 |
| Senior Operations Specialist | \$65 - \$83 | \$199 - \$252 |
| Project Controls/Scheduling Specialist | \$49 - \$64 | \$151 - \$196 |
| Construction Manager | \$67 - \$87 | \$206 - \$264 |
| Senior Construction Manager | \$79 - \$94 | \$240 - \$286 |
| Technical Editor I | \$35 - \$41 | \$106 - \$124 |
| Technical Editor II | \$37 - \$53 | \$113 - \$162 |
| Clerical | \$22 - \$30 | \$69 - \$90 |
| Administrative I | \$26 - \$31 | \$79 - \$94 |
| Administrative II | \$28 - \$35 | \$86 - \$106 |
| Administrative III | \$31 - \$42 | \$96 - \$128 |
| Cost Estimator I | \$42 - \$54 | \$127 - \$166 |
| Cost Estimator II | \$49 - \$73 | \$151 - \$222 |
| Cost Estimator III | \$66 - \$94 | \$202 - \$286 |
| Finance/Accountant I | \$33 - \$38 | \$99 - \$117 |
| Finance/Accountant II | \$35 - \$43 | \$106 - \$132 |
| Finance/Accountant III | \$43 - \$59 | \$130 - \$180 |
| GIS/CAD (Global Workforce ¹) | \$13 - \$19 | \$40 - \$58 |
| Engineer (Global Workforce ¹) | \$19 - \$29 | \$58 - \$87 |
| Engineering Manager / Technical Specialist (Global Workforce ¹) | \$40 - \$53 | \$122 - \$163 |

Notes: ¹ Black & Veatch Integrated Global Workforce professionals located in select offices outside of the US.

2) Rates are set for one year following execution of the contract, after which they may be adjusted by contract amendment, as mutually agreed.

3) Rates include reimbursement for standard travel mileage, copies, postage / shipping. Other reimbursable direct expenses shall be invoiced separate from the billing rates.



| Labor Classification | General Responsibilities | Education/Experience |
|-----------------------------|---|--|
| Project Officer/ Director | Responsible for developing and implementing strategy for multiple offices to position the company in the industry and to ensure competitive edge. General tasks may include sales, development of talent, performance management, line of business budget, market analysis, risk management, and negotiation of contracts. | 15+ years progressive experience in management |
| Technical Expert | Responsible for determining identification of key client interests and drivers on projects. Provides consultation and guidance to project teams in a particular practice area. Typically supports multiple projects on the very complex technical challenges. As a subject matter expert, has additional expertise in a technical area. | BS Degree; Generally 8+ years of relevant experience. |
| Senior Technical Expert | Functions in a supervisory role. Responsible for determining identification of key client interests and drivers on projects. Serves as a technical specialist and has knowledge and skill set to provide consultation and guidance to project teams in a particular practice area. Typically supports multiple projects on the very complex technical challenges. As a subject matter expert, has additional expertise in a technical area, participates on technical committees, and assists with code/standard authoring. | BS Degree; Generally 15+ years of relevant experience. |
| Project Manager I | Manages all aspects of small to medium projects. Responsible for the day-to-day successful execution of contracted engineering, procurement, and construction scope in the areas of performance, financial metrics, planning, schedule, quality, contractual compliance, safety, and client satisfaction. Provides for the successful staffing of the project. Manages and leads teams of multi-discipline professionals. Coordinates and integrates the activities associated with the engineering, procurement, construction, and startup elements of the project team. | BS Engineering; 8+ years of relevant experience. |
| Project Manager II | The same responsibilities as a <i>Project Manager I</i> except manages all aspects of medium to large projects. | BS Engineering; 12+ years of relevant experience. |
| Project Manager III | The same responsibilities as a <i>Project Manager II</i> except manages all aspects of large and complex projects. | BS Engineering; 20+ years of relevant experience. |
| Engineering Manager | Functions in a management and/or administrative responsibility for a group. May supervise multi-discipline engineering staff. | BS Engineering; 8+ years of relevant experience. |
| Senior Engineering Manager | Functions as a, department manager or administrative leader, in a role that implements engineering strategy. Responsible for execution of assigned projects. | BS Engineering; 15+ years of relevant experience. |
| Technical Specialist | Functions in a lead role, applies advanced engineering techniques and analyses for problems and methods. Is recognized as a key internal reference point for technical guidance through depth and breadth of knowledge | BS Engineering; 8+ years of relevant experience. |
| Senior Technical Specialist | Functions in a supervisory role. develops and applies advanced engineering techniques, concepts and approaches to unique engineering problems. May supervise engineering staff on projects of medium to high complexity or serve as a technical specialist providing knowledge and expertise. | BS Engineering; 15+ years of relevant experience. |
| Staff Engineer I | Contributes to preparation of less complex engineering deliverables such as drawings, reports, specifications, and studies of limited scope. Performs routine research and develops recommendations for equipment and/or materials selection. Collects, assimilates, and manages data for engineering work. Prepares basic engineering calculations following standard methods and principles used in similar engineering analysis. Understands and adheres to budget, schedule, and quality requirements. | BS Engineering; <2 years of relevant experience |
| Staff Engineer II | Prepares and verifies less complex engineering deliverables. Performs research and develops recommendations for equipment and/or materials selection. Collects, assimilates, and manages data for engineering work. Prepares engineering calculations following standard methods and principles. | BS Engineering; 2 to 4 years of relevant experience |



| Labor Classification | General Responsibilities | Education/Experience |
|--------------------------------------|---|---|
| Project Engineer I | Prepares a variety of complex engineering deliverables. Performs research and develops recommendations for equipment and/or materials selection. Prepares engineering calculations following standard methods and principles. Manages assigned budget, schedule, and quality requirements. Plans and conducts independent evaluation, selection and adaptation of engineering techniques, procedures and criteria. Reviews lower level engineering work or assignments. Is responsible for one or more of the following: overseeing collection, assimilation, and management of data for engineering work; leading smaller production teams; and serving as the responsible charge for a project. | BS Engineering; 5+ years of relevant experience. |
| Project Engineer II | The same responsibilities as a <i>Project Engineer I</i> . Prepares a variety of complex engineering deliverables for larger or multiple projects. | BS Engineering; 8+ years of relevant experience. |
| Project Engineer III | The same responsibilities as a <i>Project Engineer II</i> . Prepares a variety of complex engineering deliverables for complex, multiple and large projects. | BS Engineering; 10+ years of relevant experience. |
| Senior Engineer I | Functions in a lead role with minimal supervision, applies advanced engineering techniques and analyses for problems and methods. Expands knowledge and skill set in area of discipline. | BS Engineering; 8+ years of relevant experience. |
| Senior Engineer II | Functions in a lead role under general direction, develops and applies advanced engineering techniques, concepts and approaches to complex engineering problems. May provide technical guidance over a group or supervise engineering staff on projects of low to medium complexity. | BS Engineering; 12+ years of relevant experience. |
| Senior Engineer III | Functions in a supervisory role independently develops and applies advanced engineering techniques, concepts and approaches to unique engineering problems. May supervise engineering staff on projects of medium to high complexity or provide knowledge and expertise. | BS Engineering; 18+ years of relevant experience. |
| Geologist | To provide environmental support through the development of performance of field studies, environmental assessments and completion of permit/license applications. | BS/BA Degree; 8+ years of relevant experience |
| Senior Geologist | The same responsibilities of a <i>Geologist</i> except also performs a Supervisory role for overall development of strategies including study plans, budgets, quality and logic. | BS/BA Degree; 12+ years of relevant experience |
| Environmental Scientist | To provide environmental support through the development of performance of field studies, environmental assessments and completion of permit/license applications for domestic or international projects. | BS/BA Degree; <5 years of relevant experience |
| Senior Environmental Scientist I | The same responsibilities of an <i>Environmental Scientist</i> except also assists in the preparation of task assignments for studies and coordinates with personnel to review scientific reports, studies and resolves areas of concern for small to medium sized Engineering projects. | BS/BA Degree; 5+ years of relevant experience |
| Senior Environmental Scientist II | The same responsibilities of a <i>Senior Environmental Scientist</i> except for Large and/or complex projects. | BS/BA Degree; 8+ years of relevant experience |
| Environmental/Wetlands Specialist I | To provide wetland support through the development of performance of field studies, environmental assessments and completion of permit/license applications for small to medium size Engineering Procurement Construction (EPC)/Service projects. | BS/BA Degree; <5 years of relevant experience |
| Environmental/Wetlands Specialist II | The same responsibilities of an <i>Environmental/Wetlands Specialist I</i> except for Large and/or complex projects. | BS/BA Degree; 5+ years of relevant experience |



| Labor Classification | General Responsibilities | Education/Experience |
|--|---|--|
| GIS Specialist I | Functions in a GIS Specialist capacity under general supervision, performs routine aspects of data administration, creation, analysis, reporting, mapping and/or application development. Applies knowledge of GIS and information management principles to prescribed techniques and procedures to complete project assignments. | BS Degree; <5 years of relevant experience |
| GIS Specialist II | Functions in a mid-level GIS Specialist capacity. Under general direction, has responsibility for the execution of moderately complex aspects of data administration, creation, analysis, reporting, mapping and/or application development. Provides technical and/or data administrative services in additional or more advanced subject areas and applications. May provide technical guidance in specific areas to other GIS Specialists. | BS Degree; 5+ years of relevant experience |
| GIS Specialist III | Functions in a supervisory management role or as a senior technical specialist. Independently develops and applies advanced information management techniques, concepts and approaches to unique project requirements. May supervise GIS staff on projects of medium to high complexity or serve as a technical specialist providing expert knowledge and expertise. Demonstrates advanced levels of implementation design, consulting, or planning services. | BS Degree; 10+ years of relevant experience |
| CADD/Technician I | Under close supervision, performs engineering drafting and/or technician work requiring basic technical knowledge utilizing electronic applications, processes, standards and document control processes/procedures to create or modifying deliverables. | Associate Degree in Drafting; <4 years of relevant experience |
| CADD/Technician II | Functions in a mid-level engineering technician capacity. Under general supervision, performs functions requiring intermediate knowledge and use of electronic applications, standards and document control processes/procedures in support of creating and modifying deliverables. May begin to provide technical guidance to other engineering technicians. | Associate Degree in Drafting; 4 to 10 years of relevant experience |
| CADD/Technician III | Functions in a lead engineering technician capacity. Under general direction, modify or create deliverables and may perform assignments of a design nature by applying basic engineering principles and established design practices to develop moderately complex design concepts. Provide technical guidance and may provide direction to other engineering professionals. | Associate Degree in Drafting; 8+ years of relevant experience |
| Resident Inspector I | Anticipates and prepares accordingly for daily and upcoming construction activities. Performs minor drawing and specification research as directed. Reviews and adheres to the contractor's project schedule with direction interprets contract documents for QA/QC. Typically works on small to medium Engineering Procurement Construction (EPC)/Service projects. | 1+ years of relevant field experience |
| Resident Inspector II | The same responsibilities of a <i>Resident Inspector I</i> except for Large and/or complex construction projects. | 7+ years of relevant field experience |
| Operations Specialist | Performs duties similar to client water and wastewater plant operations staff. Most often these professionals are licensed operators or have a BS degree and operations experience or some combination of education and operations experience. Write SOPs, review plant operations, conduct field visits and assist with plant startups. | 5+ years of relevant experience |
| Senior Operations Specialist | Same functions as the Operations Specialist with more experience and operates in a supervisor role. Interacts with client management to review scopes and fee tables. | 12 + years of relevant experience |
| Project Controls/Scheduling Specialist | Experienced level position assigned to either a role in Scheduling or Cost Engineering or a combination. Under general supervision, performs project controls assignments according to training, capability and experience. With additional experience and demonstrated capabilities, the individual is expected to assist in the preparation of larger and more complex project controls assignments. | BS Engineering or Construction Management; 7+ years of experience. |



| Labor Classification | General Responsibilities | Education/Experience |
|-----------------------------|---|--|
| Construction Manager | Responsible for coordination of the construction on the project. Coordinates compliance with the schedule, safety, cost, and quality decisions in conjunction with the Project Field Manager or Operations Manager. Typically works on small to medium Engineering Procurement Construction projects. | 8+ years of relevant experience. |
| Senior Construction Manager | The same responsibilities of a <i>Construction Manager</i> except for Large and/or complex construction projects. | 12+ years of relevant experience |
| Technical Editor I | To review documents for errors in grammar, punctuation, and spelling. | 2+ years of relevant field experience |
| Technical Editor II | To review documents for errors in grammar, punctuation, and spelling. | 6+ years of relevant field experience |
| Clerical | To perform typical clerical duties and tasks of a varied nature according to established processes, applying occasional independent judgment. This may include document formatting, invoice preparation assistance, copying, insurance documentation, mailing and other tasks as needed. | 2+ years of relevant experience |
| Administrative I | To perform typical administrative assistant duties and tasks of a varied nature according to established processes, applying occasional independent judgment. Typically supports smaller workgroup, such as a section, unit or functional area, under general supervision. Requires basic knowledge of workgroup's policies and procedures. Has occasional contact with clients, suppliers, or company employees outside the immediate work area to exchange information. | 2+ years of relevant experience |
| Administrative II | To provide support to one or more managers, but also provide support to a workgroup such as a department, division or regional office, under minimal supervision from a manager or director. Proficiency in administrative assistant support role. Duties and tasks are often non-routine, requiring independent judgment and problem-solving. Possesses thorough knowledge of workgroup's policies and procedures and general knowledge of company policies and processes. | 6+ years of relevant experience |
| Administrative III | To provide administrative support for a work group or department or business unit director's administrative operations with minimal direction and supervision. Duties and tasks are non-routine requiring regular substantial independent judgment and problem-solving. Possesses thorough knowledge of workgroup's policies and procedures as well as in-depth knowledge of company policies and processes. Position requires a high level of confidentiality. | 10+ years of relevant experience |
| Cost Estimator I | Assists in preparation and review of lump sum, unit rate and cost plus estimates and in preparation of conceptual estimating cost analysis. | BS Construction Management; 5 to 10 years of relevant experience |
| Cost Estimator II | Responsible for the direction and preparation of lump sum, unit rate and cost-plus estimates ranging from simple cost analysis to definitive estimates in support of proposals, project controls and project change orders. | BS Construction Management; 10+ years of relevant experience |
| Cost Estimator III | The same responsibilities as a <i>Cost Estimator II</i> and includes delegating technical and administrative responsibilities to subordinates. | BS Construction Management; 15+ years of relevant experience |
| Finance/Accountant I | Responsible for processing and paying supplier invoices. This position works closely with Accounting Operations team, suppliers, and project accountants. This position will also answer questions regarding processing and payment of invoices. Works under close supervision. | BS/BA Degree, 2+ years of relevant experience |
| Finance/Accountant II | Responsible for processing and applying payments in accounts receivable. This position works closely with Accounting Operations team, project accountants, and clients. This position will also answer questions regarding funds received for payment application. Provides resolution of basic issues. | BS/BA Degree, 8+ years of relevant experience |



| | | |
|---|---|--|
| Finance/Accountant III | This position is responsible for all aspects of Finance/Accountant I and II. Also, responsible for processing incoming and outgoing payments in accounts receivable. Senior Project accountants who perform all aspects of accounting as needed on projects. | BS/BA Degree, 12+ years of relevant experience |
| GIS/CAD (Global Workforce) | Functions in a GIS Specialist capacity under general supervision, performs routine aspects of data administration, creation, analysis, reporting, mapping and/or application development. Under close supervision, performs engineering drafting and/or technician work requiring basic technical knowledge utilizing electronic applications, processes, standards and document control processes/procedures to create or modifying deliverables. Integrated Global Workforce professionals located in select offices outside of the US. | BS degree with less than 5 years experience |
| Engineer (Global Workforce) | Contributes to preparation of less complex engineering deliverables such as drawings, reports, specifications, and studies of limited scope. Performs routine research and develops recommendations for equipment and/or materials selection. Collects, assimilates, and manages data for engineering work. Integrated Global Workforce professionals located in select offices outside of the US. | BS Engineering; <2 years of relevant experience |
| Engineering Manager / Technical Specialist (Global Workforce) | Functions in a management and/or administrative responsibility for a group. May supervise multi-discipline engineering staff. Functions in a lead role, applies advanced engineering techniques and analyses for problems and methods. Integrated Global Workforce professionals located in select offices outside of the US. | BS Engineering; 8+ years of relevant experience. |

General Note: Years of experience shown this table are approximate levels of experience

Exhibit C
Reimbursable Cost
Schedule

Not Applicable

Exhibit D

Insurance Documents

POLICY NUMBER: GLO 4641358, GLO 1365630

COMMERCIAL GENERAL LIABILITY
CG 20 10 12 19

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

ADDITIONAL INSURED – OWNERS, LESSEES OR CONTRACTORS – SCHEDULED PERSON OR ORGANIZATION

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

SCHEDULE

| Name Of Additional Insured Person(s) Or Organization(s) | Location(s) Of Covered Operations |
|--|-----------------------------------|
| As required by written contract | As required by written contract |
| Information required to complete this Schedule, if not shown above, will be shown in the Declarations. | |

A. Section II – Who Is An Insured is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by:

1. Your acts or omissions; or
2. The acts or omissions of those acting on your behalf;

in the performance of your ongoing operations for the additional insured(s) at the location(s) designated above.

However:

1. The insurance afforded to such additional insured only applies to the extent permitted by law; and

If coverage provided to the additional insured is required by a contract or agreement, the insurance afforded to such additional insured will not be broader than that which you are required by the contract or agreement to provide for such additional insured.

B. With respect to the insurance afforded to these additional insureds, the following additional exclusions apply:

This insurance does not apply to "bodily injury" or "property damage" occurring after:

1. All work, including materials, parts or equipment furnished in connection with such work, on the project (other than service, maintenance or repairs) to be performed by or on behalf of the additional insured(s) at the location of the covered operations has been completed; or
2. That portion of "your work" out of which the injury or damage arises has been put to its intended use by any person or organization other than another contractor or subcontractor engaged in performing operations for a principal as a part of the same project.

C. With respect to the insurance afforded to these additional insureds, the following is added to **Section III – Limits Of Insurance:**

If coverage provided to the additional insured is required by a contract or agreement, the most we will pay on behalf of the additional insured is the amount of insurance:

1. Required by the contract or agreement; or

2. Available under the applicable limits of insurance;

whichever is less.

This endorsement shall not increase the applicable limits of insurance.

Waiver Of Subrogation (Blanket) Endorsement

| Policy No. | Eff.Date of Pol. | Exp. Date of Pol. | Eff. Date of End. | Producer | Add'l. Prem | Return Prem. |
|-------------|------------------|-------------------|-------------------|----------|-------------|--------------|
| GLO 4641358 | 11/1/2023 | 11/1/2024 | 11/1/2023 | | | |
| GLO 1365630 | 11/1/2023 | 11/1/2024 | 11/1/2023 | | | |

Named Insured: BLACK & VEATCH CORPORATION

This endorsement modifies the insurance provided under the following:

Commercial General Liability Coverage Part

The following is added to the **Transfer Of Rights Of Recovery Against Others To Us Condition:**

If you are required by a written contract or agreement, which is executed before a loss, to waive your rights of recovery from others, we agree to waive our rights of recovery. This waiver of rights shall not be construed to be a waiver with respect to any other operations in which the insured has no contractual interest.

POLICY NUMBER: BAP 4641355

**COMMERCIAL AUTO
CA 20 48 02 99**

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

DESIGNATED INSURED

This endorsement modifies insurance provided under the following:

BUSINESS AUTO COVERAGE
GARAGE COVERAGE FORM
MOTOR CARRIER COVERAGE FORM
TRUCKERS COVERAGE FORM

With respect to coverage provided by this endorsement, the provisions of the Coverage Form apply unless modified by this endorsement.

This endorsement identifies person(s) or organization(s) who are "insureds" under the Who Is An Insured Provision of the Coverage Form. This endorsement does not alter coverage provided in the Coverage Form.

This endorsement changes the policy effective on the inception date of the policy unless another date is indicated below.

Endorsement Effective: 11/1/2023
Named Insured: BLACK & VEATCH CORPORATION

SCHEDULE

Name of Person(s) or Organization(s): AS REQUIRED PER WRITTEN CONTRACT

(If no entry appears above, information required to complete this endorsement will be shown in the Declarations as applicable to the endorsement.)

Each person or organization shown in the Schedule is an "insured" for Liability Coverage, but only to the extent that person or organization qualifies as an "insured" under the Who Is An Insured Provision contained in **Section II** of the Coverage Form.

Waiver of Transfer Of Rights Of Recovery Against Others To Us

| Policy No. | Eff.Date of Pol. | Exp. Date of Pol. | Eff. Date of End. | Producer No. | Add'l. Prem | Return Prem. |
|-------------|------------------|-------------------|-------------------|--------------|-------------|--------------|
| BAP 4641355 | 11/1/2023 | 11/1/2024 | 11/1/2023 | | | |

This endorsement is issued by the company named in the Declarations. It changes the policy on the effective date listed above at the hour stated in the Declarations.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

Named Insured: BLACK & VEATCH CORPORATION

Address (including ZIP code): 11401 LAMAR OVERLAND PARK KS 66211

This endorsement modifies insurance provided under the:

- Business Auto Coverage Form**
- Truckers Coverage Form**
- Garage Coverage Form**
- Motor Carrier Coverage Form**

SCHEDULE

Name of the Person or Organization:
AS REQUIRED BY WRITTEN CONTRACT

We waive any right of recovery we may have against the designated person or organization shown in the schedule because of payments we make for injury or damage caused by an "accident" or "loss" resulting from the ownership, maintenance, or use of a covered "auto" for which a Waiver of Subrogation is required in conjunction with work performed by you for the designated person or organization. The waiver applies only to the designated person or organization shown in the schedule.

WC 00 03 13

WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule. (This agreement applies only to the extent that you perform work under a written contract that requires you to obtain this agreement from us.)

This agreement shall not operate directly or indirectly to benefit anyone not named in the Schedule.

Schedule

AS REQUIRED PER WRITTEN CONTRACT

This endorsement changes the policy to which it is attached and is effective on the date issued unless otherwise stated.

(The information below is required only when this endorsement is issued subsequent to preparation of the policy.)

Effective Policy No. WC 4641353 (AOS), WC 4641354 (ID, MA, WI), WC 1365632

Insured: BLACK & VEATCH CORPORATION

Effective Date: 11/1/2023