

# **Exhibit M**

## **Meetings and Progress Reports**

## **1. MEETINGS AND PROGRESS REPORTS DETAILS**

### **1.1 SUMMARY:**

- A. This section outlines the meeting, scheduling and reporting requirements for the Contract. The Contractor will provide support for these activities as applicable including attending project meetings.
- B. Project Meetings:
  - 1. Initial Project Preliminary Conference
  - 2. Engineering Coordination Meetings
  - 3. Preconstruction Conference
  - 4. Construction Coordination Meetings
  - 5. Outage Meetings
  - 6. Quarterly Executive Management Meetings
  - 7. Weekly Site Meetings
- C. Schedules and Reports:
  - 1. Initial Coordination Submittals.
  - 2. Work Progress Schedule
  - 3. Work Progress Reports
  - 4. Delivery Schedule
  - 5. Accrual Reporting
  - 6. Weekly Reports
  - 7. Field Progress Measurement System
  - 8. Recovery Plan
- D. Related Work Specified Elsewhere:
  - 1. Submittals: Exhibit X
  - 2. Equipment and Materials: Exhibit E

### **1.2 PROJECT MEETINGS:**

- A. Initial Project Preliminary Conference:
  - 1. Contractor will conduct a meeting within twenty (20) Business Days after the Effective Date of Contract, to review items stated in the agenda and to establish a working understanding between the parties as to their relationships during performance of the Work. The conference shall be attended by:
    - a. Contractor
    - b. Representatives of principal Subcontractors and suppliers

- c. Owner's representative(s)
  2. Meeting Agenda:
    - a. Projected fabrication/construction schedules
    - b. Project coordination
    - c. Procedures and processing of:
      - i. Substitutions
      - ii. Submittals
      - iii. Change Orders
      - iv. Applications for Payment
    - d. Procedures for testing
  3. Location of Meeting: Owner's office and/or by teleconference.
  4. Reporting: Contractor will prepare and distribute minutes of the meeting to each party represented.
- B. Engineering Coordination Meetings:
  1. Contractor will schedule and conduct a meeting at least monthly for coordination during Contractor's equipment engineering and design phase of the Work. Contractor to utilize storyboards during coordination meetings. Meetings shall be attended by:
    - a. Contractor representative(s) including engineering personnel
    - b. Air Quality Control System Suppliers' representative(s) including engineering personnel
    - c. Representatives of Subcontractors and suppliers
    - d. Owner's representative(s)
  2. Meeting Agenda:
    - a. Review of action items
    - b. Facility design interfaces
    - c. Equipment and Material procurement status
    - d. Engineering/fabrication/manufacturing schedules
    - e. Requests for information (RFIs)
  3. Location of Meetings: engineering Office, Job Site or teleconference.
  4. Reporting: Contractor will prepare and distribute minutes of the meetings to each party represented.
- C. Preconstruction Conference:

1. Contractor will conduct a meeting within thirty (30) Business Days prior to Contractor starting work at the Job Site, to review items stated in the following agenda and to establish a working understanding between the parties as to their relationships during performance of the Job Site Work.
2. Preconstruction conference shall be attended by:
  - a. Contractor representative(s) including Project Manager
  - b. Owner representatives
  - c. Major Subcontractor(s) as appropriate including Air Quality Control System Suppliers
  - d. Others as appropriate
3. Meeting Agenda:
  - a. Safety
  - b. Construction schedules
  - c. Critical Work sequencing
  - d. Designation of responsible personnel
  - e. Project coordination
  - f. Procedures and processing of:
    - i. Field decisions
    - ii. Substitutions
    - iii. Submittals
    - iv. Change Orders
    - v. Applications for payment
  - g. Procedures for testing
  - h. Procedures for maintaining record documents
  - i. Use of Premises:
    - i. Office, work, and storage areas
    - ii. Owner's requirements
  - j. Construction facilities, controls, and construction aids
  - k. Temporary utilities
  - l. Safety and first-aid
  - m. Security
4. Location of Meeting: Job Site, Owner's office or Contractor's office (if approved by Owner)
5. Reporting:

- a. Within ten (10) Business Days after the meeting, Contractor will prepare and distribute minutes of the meeting to all parties.
  - b. Contractor shall provide copies to Subcontractors and major suppliers.
- D. Construction Coordination Meetings:
1. Contractor will schedule and conduct a meeting at least monthly for coordination during construction phase of the Work. Contractor to utilize storyboards during coordination meetings. Meetings shall be attended by:
    - a. Ash Handling Equipment Suppliers' representative(s) including engineering personnel.
    - b. Representatives of principal Subcontractors and suppliers.
    - c. Owner's representative(s).
    - d. Contractor
  2. Meeting Agenda:
    - a. Safety Topic and Discussion
    - b. Review of action items
    - c. Review of project schedule
    - d. Review of construction progress since previous meeting.
    - e. Engineering/fabrication/manufacturing schedules
    - f. Equipment and Material procurement status
    - g. Field observations, interface requirements, conflicts
    - h. Problems impeding construction schedule (if any)
    - i. Delivery schedules
    - j. Submittal schedules and status
    - k. Hours of Work
    - l. Hazards and risks
    - m. Quality and Work standards
    - n. Change orders
    - o. Documentation of information for payment request
    - p. Cash Flows
    - q. Corrective measures and procedures to regain construction schedule if necessary
    - r. Revisions to construction schedule
    - s. Review of proposed activities for succeeding Work period
    - t. Review proposed Agreement modifications for:

- i. Effect on construction schedule and on completion date
      - ii. Effect on other contracts of the Project
    - u. W/MBE procurement
    - v. Other business
    - w. Requests for information (RFIs)
  - 3. Location of Meetings: Job Site.
  - 4. Reporting: Contractor will prepare and distribute minutes of the meetings to each party represented.
- E. System or Unit Outage Coordination Meeting
- 1. The Contractor and Owner shall jointly conduct onsite coordination meetings during the periods of planned Unit or system outages. Such meetings may, at the Owner's option, occur as often as daily or twice-daily as necessary to properly monitor and coordinate the efforts of the Contractor's Work with the work the Owner will be performing. Contractor may be required to provide its Work and schedule status on a daily basis as part of its reporting in such meetings. Contractor may utilize storyboards during coordination meetings. Meetings shall be attended by:
    - a. Contractor and applicable Subcontractors
    - b. Owner's representatives
  - 2. Meeting Agenda
    - a. Safety Review
    - b. Review Outage Plan
      - i. Contractor shall provide to Owner its detailed plan for its Work. The outage plan shall include, though not be limited to:
        - i. A delineation of and description of all planned Work Contractor intends to perform or requests performing while the Unit is non-operational during outage periods.
        - ii. Identification of equipment and materials Contractor intends to deploy in performance of the Work within the boundaries of the operating Units during the Unit or system Outage Days.
        - iii. A labor management plan that identifies Contractor's plan for attracting and employing sufficient skilled manpower during the Unit or system Outage Days, including the Contractor's plan for work hours.
        - iv. Schedule of planned detailed activities during the Unit or system Outage Days.
    - c. Weekly schedule

- d. One week look-ahead schedule
  - e. Problems impeding outage schedule
  - f. Change Orders
3. Location of meetings: Job Site
- F. Quarterly Executive Meetings
- 1. The Contractor and Owner's Executive Sponsors will meet with the Project Execution Team for an update on the Progress of the project. Contractor will be responsible for preparing a Quarterly Report Document to review during the meeting. A draft of the report will be sent to Owner for comment prior to the meeting. Meetings shall be attended by the following:
    - a. Contractor and Owner executive sponsors
    - b. Project management execution team
    - c. Cost control/financial reporting representatives
    - d. Procurement representative (as needed)
  - 2. Meeting Agenda
    - a. Safety topic
    - b. Safety status
    - c. State of the project (per unit and BOP)
      - i. Pictures
      - ii. Shared successes
      - iii. Critical issues
      - iv. Plans for next quarter
    - d. Financials
      - i. Cost summary
      - ii. Change Order status
      - iii. Cash flow
    - e. Schedule overview/outage dates
    - f. W/MBE company usage
  - 3. Location of Meeting: Rotated between Job Site and Contractor's Home Office
  - 4. Reporting: Contractor will prepare and distribute minutes of the meetings to each party represented.
- G. Weekly Site Meetings
- 1. Contractor and Owner will participate in a weekly meeting to discuss project progress. The meeting will be attended by the following;

- a. Contractor
  - b. Owner's representatives
  - c. Safety leadership
2. Meeting Agenda
    - a. Safety topic
    - b. Safety status
    - c. State of the project (per Unit and BOP)
    - d. Critical issues
    - e. Plan for the week
  3. Location of Meeting; Job Site (Owner's office trailer)
  4. Reporting; Contractor will prepare agenda and distribute minutes. Owner will review minutes and provide input prior to distribution of the minutes to the attendees.

### **1.3 SCHEDULES AND REPORTS:**

- A. Initial Coordination Submittals: Within the time period(s) defined in Exhibit X, the Contractor shall submit to Owner for review and acceptance:
  1. A preliminary Work progress schedule.
  2. A preliminary schedule of Submittals, as stated in Exhibit X.
  3. Certificate of insurance.
- B. Work Progress Schedule:
  1. After submittal of preliminary Work progress schedule, submit to Owner a detailed Work progress schedule within the time period(s) defined in Exhibit X. Base the schedule on the preliminary Work progress schedule and incorporate review comments and other feedback.
  2. The schedule shall show the Work in a graphic format suitable for displaying scheduled and actual progress.
    - a. Prepare schedules as a horizontal bar chart with separate bar for each major portion of the Work or operation.
    - b. The schedule shall also show the Work broken down into major phases and key items with the dates Work is expected to begin and be completed. Sequence of listings shall be in the chronological order of the start of each item of Work.
    - c. Scale and spacing shall allow space for notations and revisions.
    - d. Sheet size: Minimum 11 x 17.
  3. Provide sub-schedules to define critical portions of entire schedules.



4. Coordinate Work progress schedule with Work progress reports and delivery schedule.
  5. Contractor will review and comment on Work progress schedule:
    - a. Contractor shall print and distribute copies of the accepted schedule to Owner, Suppliers, and other parties required to comply with scheduled dates.
  6. Contractor shall not change the accepted Work progress schedule without prior concurrence of Owner.
  7. Submit to Owner an updated schedule at least once monthly. Schedule shall show actual progress and any proposed changes in the schedule of remaining Work.
- C. Work Progress Reports:
1. Submit monthly a report on actual Work progress. More frequent reports may be required should the Work fall behind the accepted schedule.
  2. Work progress reports shall consist of marked copies of prints from the accepted Work Project Schedule, and a narrative report which shall include but not be limited to the following:
    - a. A description of current and anticipated delaying factors, if any.
    - b. Impact of possible delaying factors.
    - c. Proposed corrective actions.
    - d. All items as outlined in Section 3 herein.
  3. A Work progress report shall accompany each application for partial payment. Work reported complete but not readily apparent to Owner must be substantiated with supporting data.
  4. Should operations fall behind accepted schedule to an extent that completion of Work within the Exhibit D schedule appears doubtful, Contractor shall, at no change in Target Cost, report the recovery plan and corrective actions to get back on schedule to Owner.
  5. Monthly report will include a financial report by Unit and common systems. Additionally, cash flows will be submitted with the monthly report.
- D. Delivery Schedule:
1. Within thirty (30) Business Days after the Effective Date of the Agreement, or within thirty (30) Business Days after assignment of the Agreement, Owner and Contractor shall agree on a delivery schedule for all Equipment and Materials to be furnished for which the delivery time is not named in the bid or specified.
  2. Actual delivery dates shall be subject to the ability of the Contractor to receive and care for the delivered items.

3. Contractor shall be notified at least two weeks in advance of any delivery date and shall not receive shipments without providing written approval.
  4. No delivery will be approved until the proper Submittals pertaining to storage and installation have been received and accepted.
  5. Any items delivered without written approval may be returned to the point of origin, or unloaded and stored at a place and in a manner determined by Contractor, Subcontractors will be charged with any additional expense resulting there from.
- E. Accrual Reporting
1. Contractor shall provide accruals on a by unit basis from date of invoice to the end of current month no later than noon two days prior to the last Business Day of the month.
  2. The Contractor will be required to provide dedicated cost control resources (business manager and construction coordinator) that are assigned only to the awarded scope. The Contractor's business manager and construction coordinator will be responsible for utilizing the Contractor's internal cost engineering and reporting systems to accurately forecast costs, commitments and quantities, cash flow, analyze productivity, report accruals, and report timely progress including an estimate to complete and an estimate at completion. Contractor's monthly forecasts must reflect actual cost anticipated to Owner for the Work so that Owner can monitor budget variances and impacts of such variances on the Project.
- F. EW Brown CCRT Project Equipment Supplier Program Reports
1. Submit monthly a report to Owner on actual Work progress for the CCRT program.
  2. Program Reports shall consist of marked copies of prints made from the accepted Work progress schedules, and a narrative report which shall include but not be limited to the following items with respect to the CCRT project program management.
    - a. Safety reporting
    - b. A detailed description of the progress of all CCRT program work.
    - c. A description of current and anticipated CCRT program specific delaying factors, if any.
    - d. Impact of possible delaying factors.
    - e. Proposed corrective actions.

- f. A compiled CCRT program schedule.

G. Weekly Reports

Contractor shall provide to the Owner a weekly report that includes the following:

- 1. Progress review per Unit and BOP with current activities and next week's activities listed (denote if Work is being performed by Contractor or Subcontractor).
  - a. Civil concrete
  - b. Structural steel
  - c. Mechanical
  - d. Electrical
  - e. Contracts
  - f. Total craft resources by craft code
  - g. Total Subcontractor craft resources
  - h. Staff resources on Job Site
  - i. Safety statistics/man hours by Unit
  - j. Injury types year to date
  - k. Near miss types year to date
  - l. First aid / medical cases year to date
  - m. Construction look ahead schedules

H. Field Progress Measurements

- 1. Contractor must implement and utilize Contractor's QTRAX quantity tracking system to measure field-made progress and will provide Owner with a QTRAX Summary Report updated weekly. The FPMS shall include allocation of predetermine quantities of Work in percentage- increments so that progress of the Work can be physically verified in the field. Such increments will be pre-determined as part of and c i current to the development of baseline schedule. Examples, which are subject to Owner review and approval, to be mea' red by the Contractor's QTRAX include, but are not limited to, comparison of planned versus actual quantities of the lowing:
  - a. Cubic yard of concrete installed compared to remaining by project area.
  - b. Tons of structural steel planned and actually installed by project area.
  - c. Linear feet of pipe planned and installed, with reference to section large bore and small bore piping by system.
  - d. Number of planned large bore piping welds and number of such welds completed by system.
  - e. Linear feet of electrical cable pulling conduit, installed (by system).

- f. Electric terminations.
  - g. Rework or remediation of previously installed or completed Work.
  - h. Or any other measurement approved by Owner that provides confirmation of the physical completion of the Work that can be tangibly measured and verified.
- I. Recovery Plan
  - 1. Should any phase of the Work fall behind to such extent that key dates in Exhibit D may be at risk, Contractor shall submit a recovery plan to Owner as described in the Agreement.
- J. Financial Statements
  - 1. Guarantor shall deliver to Owner the following financial statements certified by a responsible officer as being fairly stated in all material respects (subject to normal year end audit adjustments), which in all cases shall be for the most recent accounting period and prepared in accordance with generally accepted accounting principles:
    - a. Within one hundred-twenty (120) Business Days following the end of each fiscal year that any obligations are outstanding, a copy of its annual report containing its audited consolidated financial statements (income statement, balance sheet, statement of cash flows and statement of retained earnings and all accompanying notes) for such fiscal year, setting forth in each case in comparative form the figures for the previous year; and
    - b. Within sixty (60) Business Days after the end of each of its first three fiscal quarters of each fiscal year that any obligations are outstanding, a copy of its quarterly report containing its consolidated financial statements (income statement, balance sheet, statement of cash flows and statement of retained earnings and all accompanying notes) for such fiscal quarter and the portion of the fiscal year through the end of such quarter.

## 2. MEETING NOTES TEMPLATE

### EW BROWN CCR TREATMENT & TRANSPORT PROJECT

Document No.:

Date Issued:

#### Meeting Notes

Meeting

Telecom

Conference Report

<b>Distribution:</b>	<b>Date, Time &amp; Place:</b>
<b>Subject:</b>	<b>Participants:</b>
<b>Originated By:</b>	<b>Recorded By:</b>

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