

EXHIBIT B

HNTB's approach to help the City of Richmond understand what led to your water treatment plant failure, we propose the following methodology.

1. **Step 1: Incident Overview:** Our team will conduct a multifaceted investigation into what led to the water treatment plant (WTP) failure. This investigation will include:
 - a. Interviews with WTP staff
 - b. Review of WTP Plans
 - c. Site Visit
 - d. Interviews with Richmond, VA leadership about the incident
 - e. Review of additional materials (data gathered by others, newspaper articles, permits).

We anticipate that this initial Incident overview phase will take approximately 10 days to complete and our team proposes to have an update with Richmond leadership/staff at the 10 day mark to present preliminary findings. This initial phase would in a draft summary to include:

- Event Description
- Location
- Failure Type
- Timeline of critical events and actions leading up to and directly after power loss
- Operational and community impact

While we are working our way through the incident overview phase, we would also start to assess what led to failure in the following phase:

2. **Step 2: Objectives of Assessment:** While we are gathering the information in Step 1, we will simultaneously begin compiling common concerns/items which may have led to the failure. We will use lessons learned from similar evaluations, like we performed for the City of Evansville, Indiana, following a similar event, to preliminarily identify likely causes of failure. Our interviews and reviews of available data will help us confirm or eliminate these suspected failure mechanisms while understanding what led to your failure.

At the end of this phase, we would have the following objectives completed:

- Identification of root causes of the failure related to standby systems
- Evaluation of the effectiveness of SOPs, including storm preparedness and technical systems
- Assessment of the quality of internal communications and response related to incident
- Recommendations to enhance technical resilience and communication protocols

We would anticipate that the combination of Step 1 and Step 2 would take 20 days, at which point we would propose to have a check in meeting with RVA staff to provide updates on the assessment

Following these initial data gathering phases, we would propose to move into a more detailed failure analysis.

- 3. Step 3: Root Cause Analysis:** During this phase, we would get more granular in the failure by examining each step of the treatment process and how the plant is run on a daily basis and during storm events. This step will also be occurring while gathering information in Steps 1 and 2, but will be a critical point that will need attention following the data gathering phase.

At the end of this phase, we will have the following analysis completed:

- Systemic Breakdown of Failure
 - Primary System Failure
 - Backup and Tertiary Systems
 - SCADA/Automation Systems
 - Human Factors
 - Organizational structures
 - Training
 - Staffing in normal and emergency preparedness circumstances
 - Credentialing
 - External Factors
 - Dominion transmission feed lines

We anticipate that Step 3 would also happen within the first 20 days while simultaneously gathering information during the previous steps.

While performing Step 3, we would simultaneously be evaluating the technical impact analysis from the failure and moving into the following.

- 4. Step 4: Technical Impact Analysis:** During this phase, we would evaluate the impacts of the failure on the plant itself. This would be simultaneously occurring with the previous steps and be part of our multifaceted interview with WTP staff. At the conclusion of this phase, we will have the following assessment complete:

- Treatment disruption summary
- Process performance deviation
- Equipment damage summary
- Technical review of power standby systems and their effectiveness

Similar to step 3, we anticipate that this phase would occur simultaneously with other phases and be included in a preliminary summary to be presented at 20 days.

While completing steps 1-4, our team will be involving our public relations/communications team to evaluate communications that had occurred following the incident in the following step:

- 5. Step 5: Communications:** Our team includes communications professionals with experience in handling difficult conversations with the public. Our team will help evaluate the messages that have been previously communicated and will be available to provide an independent assessment of communication or craft that communication after we are engaged. This phase will result in the following:

- Evaluation of communications to public and stakeholders

We anticipate that our communication review will be completed during the first 20 days and available to provide an update at the 20 day mark.

While taking the previous steps, we anticipate working through recommendations for the operation of the WTP in the following phase:

6. Recommendations: While gathering the information in the previous phases, we anticipate that our team will be able to find commonality and threads to what led to the failure. We anticipate that we would be able to have preliminary recommendations at Day 20, at which point we would meet with RVA to discuss these preliminary recommendations. These preliminary recommendations would include the following:

- Immediate Actions
- SOP's needed
- Protocols needed
- Improvements of standby systems
- Technology integration and automation
- Crisis and public communications improvement

We anticipate that we would have preliminary recommendations available at Day 20 and available to present at an update meeting with RVA. After presenting our preliminary recommendations, we anticipate that we talk the next 10 days to refine our preliminary recommendations and present refined recommendations at Day 30.

With our refined recommendations developed, we anticipate meeting with WTP staff and RVA leadership to further develop recommendations over the next 30 days.

7: Conclusion: At day 60 we would anticipate having a report completed which includes the following:

- Summary
- Key lessons
- Next steps for improvements

Throughout the entire assessment, we anticipate up to 5 meetings with RVA with 3 meetings in person and up to 2 virtual meetings

Although outlined in our approach, our preliminary schedule can be found below:

Days 1-5 - On Site Assessment/Staff Interviews/Review Available Drawings/Processes

Days 6-10 - Summary Assessment/High Level Findings

Day 11 - Check In Meeting with Richmond

Day 12 - 20 - Preliminary Recommendation Development

Day 21 - Check In Meeting to discuss preliminary recommendations

Day 22- 29 - Draft Assessment Development

Day 30 - Present Draft Assessment Summary

Day 31-45 - Refine Assessment/Meet with WTP Staff

Day 46-60 - Final Assessment Report/Presentation

Fee

Based on our expected effort, we anticipate the following:

Step 1: \$92,000

Step 2: \$20,000

Step 3: \$18,000

Step 4: \$16,000

Step 5: \$15,000

Step 6: \$73,000

We also have allocated \$22,000 for assistance with crisis communications, should it be required throughout our fee. This crisis communication allocation results in approximately 150 hours available to RVA. Our total anticipated fee is \$234,000