

# PUBLIC UTILITIES REVENUE BOND OVERSIGHT COMMITTEE CITY AND COUNTY OF SAN FRANCISCO AGENDA

Public Utilities Commission Building  
525 Golden Gate Ave., 2<sup>nd</sup> Floor  
Yosemite Conference Room  
San Francisco, CA 94102

October 17, 2016 - 9:00 AM

## Regular Meeting

**Purpose:** The purpose of the RBOC is to monitor the expenditure of revenue bond proceeds related to the repair, replacement, upgrading, and expansion of the City's water collection, power generation, water distribution, and wastewater treatment facilities.

**Mission:** The goal of the RBOC is to make certain public dollars are spent according to authorization and applicable laws. Its purpose is to facilitate transparency and accountability in connection with the expenditure of revenue bond proceeds. The General Public is invited and welcomed to attend RBOC meetings and to provide input.

### 1. Call to Order and Roll Call

Seat 1 Holly Kaufman (Holdover status)  
Seat 2 Kevin Cheng, Chair (Holdover status)  
Seat 3 Vacant  
Seat 4 Vacant  
Seat 5 Dari Barzel  
Seat 6 Christina Tang, Vice Chair  
Seat 7 Jadie Wasilco

### 2. Agenda Changes

3. **Public Comment:** Members of the public may address the Revenue Bond Oversight Committee (RBOC) on matters that are within the RBOC's jurisdiction but are not on today's agenda. (*Attachment*)

4. **San Francisco Public Utilities Commission (SFPUC) Staff Report:** Sewer System Improvement Program (SSIP) Quarterly Update and Communications Report (*Discussion*)

5. **Mountain Tunnel 101 Presentation:** overview of the issue, how it is being addressed, project update, project scope and budget, why Mountain Tunnel was not included as part of WSIP, possibility of inclusion in WSIP, project going forward (*Discussion*)

6. **Updates to RBOC Mission Statement** (*Discussion and Action*) (*Attachment*)
7. **Annual Report Preparation** (*Discussion*) (*Attachment*)
8. **Strategic Planning Follow Up: Identifying Studies for Initiation, Metrics for Measuring Committee Performance** (*Discussion*)
9. **Announcements, Comments, Questions, and Future Agenda Items**
10. **Adjournment**

### Agenda Item Information

Each item on the agenda may include: 1) Department or Agency cover letter and/or report; 2) Public correspondence; 3) Other explanatory documents. For more information concerning agendas, minutes, and meeting information, such as these documents, please contact RBOC Clerk, City Hall, 1 Dr. Carlton B. Goodlett Place, Room 244, San Francisco, CA 94102 – (415) 554-7702.

Audio recordings of the meeting of the Revenue Bond Oversight Committee are available at: [http://sanfrancisco.granicus.com/ViewPublisher.php?view\\_id=97](http://sanfrancisco.granicus.com/ViewPublisher.php?view_id=97)

For information concerning San Francisco Public Utilities Commission please contact by e-mail [RBOC@sfgov.org](mailto:RBOC@sfgov.org) or by calling (415) 554-5184.

### Meeting Procedures

Public Comment will be taken before or during the Committee’s consideration of each agenda item. Speakers may address the Committee for up to three minutes on that item. During General Public Comment, members of the public may address the Committee on matters that are within the Committee’s jurisdiction and are not on the agenda.

Procedures do not permit: 1) persons in the audience to vocally express support or opposition to statements by Commissioners by other persons testifying; 2) ringing and use of cell phones, pagers, and similar sound-producing electronic devices; 3) bringing in or displaying signs in the meeting room; and 4) standing in the meeting room.

The ringing of and use of cell phones, pagers and similar sound-producing electronic devices are prohibited at this meeting. Please be advised that the Chair may order the removal from the meeting room of any person(s) responsible for the ringing or use of a cell phone, pager, or other similar sound-producing electronic devices.

LANGUAGE INTERPRETERS: Requests must be received at least 48 hours in advance of the meeting to help ensure availability. Contact Peggy Nevin at (415) 554-5184. AVISO EN ESPAÑOL: La solicitud para un traductor debe recibirse antes de mediodía de el viernes anterior a la reunion. Llame a Derek Evans (415) 554-5184. PAUNAWA: Ang mga kahilingan ay kailangang matanggap sa loob ng 48 oras bago mag miting upang matiyak na matutugunan ang mga hiling. Mangyaring tumawag kay sa (415) 554-5184.

### Disability Access

Revenue Bond Oversight Committee meetings are held at the Public Utilities Commission, 525 Golden Gate Avenue, San Francisco, CA. The hearing rooms at the Public Utilities Commission are specified on the agenda and are wheelchair accessible. To request sign language interpreters, readers, large print agendas or other accommodations, please call (415) 554-5184. Requests made at least 48 hours in advance of the meeting will help to ensure availability.

翻譯 必須在會議前最少四十八小時提出要求  
請電 (415) 554-7719

### **Know Your Rights Under the Sunshine Ordinance**

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review.

For more information on your rights under the Sunshine Ordinance (San Francisco Administrative Code, Chapter 67) or to report a violation of the ordinance, contact by mail: Sunshine Ordinance Task Force, 1 Dr. Carlton B. Goodlett Place, Room 244, San Francisco, CA 94102; phone at (415) 554-7724; fax at (415) 554-7854; or by email at [sof@sfgov.org](mailto:sof@sfgov.org).

Citizens may obtain a free copy of the Sunshine Ordinance by printing San Francisco Administrative Code, Chapter 67, at <http://www.sfbos.org/sunshine>.

### **Lobbyist Registration and Reporting Requirements**

Individuals and entities that influence or attempt to influence local legislative or administrative action may be required by the San Francisco Lobbyist Ordinance [SF Campaign & Governmental Conduct Code, Section 2.100, et. seq.] to register and report lobbying activity. For more information about the Lobbyist Ordinance, please contact the Ethics Commission at: 25 Van Ness Avenue, Suite 220, San Francisco, CA 94102; telephone (415) 581-3100; fax (415) 252-3112; website [www.sfgov.org/ethics](http://www.sfgov.org/ethics).

## Evans, Derek

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**From:** Steve Lawrence <steveinsf@outlook.com>  
**Sent:** Sunday, September 18, 2016 12:37 PM  
**To:** RBOC, (BOS); Evans, Derek  
**Subject:** RBOC matters

(Derek, if you will and can, please provide copies and/or email; may this be considered in lieu of public comment?)

RBOC:

I have followed RBOC since inception. For this meeting I asked for proposed mission language; I was invited to ask or express any time, and by this do so.

Leaving aside RBOC's mission, which I understand to be to see that revenue bond proceeds are well spent, I ask:

1. Do you believe that money was well spent for Calaveras Dam? Change costs exceed the original contract price. Spending on changes is IMO highly inefficient; the contractor need not bid for the work, and is likely to take advantage. Spending hundreds of millions in this way is concerning. Additionally, where did all the excavated material go? The contractor was paid to dig out lots, and paid to import higher quality rock as well, I believe. He trucked the spoil somewhere; what happened to it? Did he sell it so that he not only made out well on the change work, but also profited from the disposition?

2. The largest WSIP project (Calaveras) more than doubled with changes. Half was not bid work. But the largest SSIP project is not to be bid at all. This billion dollar behemoth is to be let unconventionally to a construction manager. Perhaps this shelters change work from recognition as such. Without competitive bids, how are ratepayers to feel assured that the best price is paid? Are there solid plans and specs? Or will this work be design/build? If design/build, or similar, how does an Independent Engineer certify that the work is "to utility standard?" If the ultimate price is unknown, how does a Qualified Independent Consultant certify that revenues will be sufficient?

3. Both of the last two questions (and terms) are taken from the debt policies adopted by the Commission earlier this month. These policies generate questions. A few of mine are:

a) Must capital improvements financed by debt be owned by SFPUC? Apparently not; are there rules (which I don't find) governing when improvements not owned by SFPUC are permissible? Lease back arrangements are permitted; when, are there restrictions?

b) Bonds may be issued by negotiated sales or private placement at discretion of GM. Does this not invite corruption or favoritism? Should policy be designed to avoid or minimize temptation; "lead us not into temptation?"

c) Green Bonds are enabled. While perhaps not revenue bonds, these debts suck from revenues needed to pay for SSIP and like capital improvements. I remain unconvinced that the semi-political Commission is a sufficient check on over-issuance. What (presumably higher) interest rates are paid?

4. A Commissioner, Ike Kwon, is to protect ratepayers. What does he do in furtherance? Does or should RBOC coordinate?

5. Does or should RBOC enable whistleblowers? Should the RBOC annual report state how rates have risen over the last decade, and how they are projected to rise over the next? Should it address salaries, median and top, and the growth of them? of operating costs? Could the report or synopsis be press material?

These are a few questions I commend to you. Thank you for your consideration.

Steve Lawrence  
steveinsf@outlook.com

## RBOC DRAFT MISSION AND GOALS

March 7, 2016 HK edits 10/7/16

**MISSION:** The purpose of the Revenue Bond Oversight Committee (RBOC) is to monitor the expenditure of revenue bond proceeds related to the repair, replacement, upgrade and expansion of the SFPUC's water, power and sewer infrastructure. The RBOC's goal is to ensure that specific SFPUC revenue bond proceeds are spent appropriately and according to authorization and applicable laws. The RBOC provides oversight to ensure transparency and accountability in connection with expenditure of the proceeds. The public is welcome to attend RBOC meetings and provide input.

### GOALS:

- 1) Monitoring – The Committee maintains awareness of program scope, schedule and budget, and any major issues in planning and implementation of the program.

#### *Activities:*

- Through review of staff documents and discussions during staff presentations, members learn about ~~are made aware of~~ milestones, schedule and budget adherence; question staff and consultants; and provide suggestions ~~advice~~ on ~~any~~ remedial ~~or mitigation~~ strategies as needed.
- RBOC commissions reports from expert consultants when the RBOC required ~~Where additional technical assistance is needed, reports are prepared in conjunction with special consultants, reporting to the Committee.~~
- [Routine reporting is in place – not sure what this means. Is it any different than the first bullet?], diagnostics of project delay are handled expeditiously, and course correction advice is provided in a timely manner. ~~Cut this whole bullet. Repeat of first one.]~~
- Conducts site visits.

- 2) Accountability – The RBOC [be consistent – either RBOC or Committee] ~~Committee~~ is accountable to ..... [see updated version:] SFPUC customers to ensure that the rates they pay fund projects that materially improve the services they receive. [Not exactly – shouldn't this relate more to our mission, above?]

#### *Activities:*

- RBOC Committee members have an in depth knowledge of SFPUC agency staff roles and responsibilities. When program or project delay or advancement occurs, the RBOC Committee understands where the accountability lies for delivery of program components.

- The Committee ditto also takes steps [like what? Add specific/s] to keep the Commission, the Mayor's Office and the ~~general~~ public informed of the results of the monitoring and oversight activities, and summarizes these activities in its Annual Report.

3) Transparency - The Committee practices transparency in its operations.

*Activities:*

- Transcripts of all meetings are available in various formats.
- Meetings are open to the public and some meetings are held at community locations [are they really?]
- Add website, refer to annual report, above

4) Efficiency – The Committee utilizes staff and consultant time in cost effective ways.

*Activities:*

- The Committee meetings are well run. [revise...]
- Meeting attendance is nearly one hundred percent.
- Preparation and participation by members is active and involved.
- ~~When a subject needs more detailed work than the entire RBOC Committee has available, the Chair establishes ad hoc subcommittees, are established by the Chair.~~
- Contractual assistance is competitively bid and the resulting recommendations used for improved program or project implementation.

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# San Francisco **Public Utilities Revenue Bond Oversight Committee**

Annual Report 2015-2016

525 Golden Gate Avenue  
4<sup>th</sup> Floor  
San Francisco, CA 94102

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f. (415) 554-5163

[bondoversight@sfgwater.org](mailto:bondoversight@sfgwater.org)  
[http://www.sfgwater.org/  
index.aspx?page=121](http://www.sfgwater.org/index.aspx?page=121)

# Background



In November 2003, the Public Utilities Revenue Bond Oversight Committee (RBOC) was formed after passage of Proposition P (November 2002), adding to the San Francisco Administrative Code, Sections 5A.30 through 5A.36.

The RBOC facilitates transparency and accountability in the expenditure of revenue bond proceeds, and the general public is invited and welcomed to attend RBOC meetings and to provide input.

Pursuant to Administrative Code, Section 5A.36, the RBOC is charged with providing independent oversight of the expenditure of public utility revenue bond proceeds for capital improvements. The committee helps ensure an uninterrupted supply of water, power, and wastewater treatment serves City and County and San Francisco Public Utilities Commission (SFPUC) customers. Further, it helps ensure public dollars are spent in accordance with the authorizing bond resolution and applicable laws.

After conducting its own independent audit, and consulting with the City Attorney, the RBOC may determine that proceeds of a revenue bond program were not utilized for purposes authorized in accordance with the bond resolution. It may be further determined that this surmounts to an illegal expenditure or waste of such revenue bonds. By majority vote, the RBOC may prohibit the issuance or sale of authorized revenue bonds which have yet to be issued or sold.

The RBOC's decision to prohibit the sale of authorized, unsold revenue bonds may be appealed and overturned, or lifted, upon a two-thirds vote of all the members of the Board of Supervisors, if the SFPUC, in response to the report of the RBOC, provides evidence of corrective measures satisfactory to the Board of Supervisors. To date, the RBOC has not needed to use its authority in this way.

The SFPUC continues to incur bonded indebtedness to finance capital improvements, namely, through its two major enterprises—water and sewer systems improvements—which will be completed in late 2016 and beyond 2020, respectively. However, the provisions of Proposition P were set to expire on January 1, 2013, unless extended by an ordinance of the Board of Supervisors.


In 2012, the Board extended the sunset date to January 1, 2016 (see Ordinance No. 236-12, BOS File No. 120221) to ensure revenue bonds are used for their intended purposes, and to help the SFPUC continue to employ best management practices. Accordingly, in 2015, the SFPUC submitted, and the Board of Supervisors approved, a resolution supporting the extension of the RBOC until January 1, 2019. On October 27, 2015, the Board of Supervisors approved Ordinance No. 189-15, BOS File No. 150913, extending the RBOC.

The RBOC reports publicly to the Mayor, SFPUC, and the Board of Supervisors regarding the SFPUC's expenditure of revenue bonds, and it is required to issue annual reports on the results of its activities. This 2015-2016 annual report is the 11<sup>th</sup> report issued since its formation.


# Executive Summary

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## Purpose

-  The RBOC monitors the expenditure of revenue bond proceeds related to the repair, replacement, upgrading, and expansion of the City's water collection, power generation, water distribution, and wastewater treatment facilities.

## Mission Statement

-  The RBOC's goal is to ensure that specific SFPUC revenue bond proceeds are spent appropriately and according to authorization and applicable laws. The RBOC provides oversight to ensure transparency and accountability in connection with expenditure of the proceeds. The public is welcome to attend RBOC meetings and provide input.

## Highlights

-  During the 2015-2016 period, RBOC achievement highlights include the following:
  - Conducted hearings and reviews on the progress of the Sewer System Improvement Program (SSIP) and Water System Improvement Program (WSIP), with particular focus on the accuracy of budgeting and scheduling forecasts.
  - In furtherance of its purpose, the RBOC, with the City Attorney's Office, continued improving its outreach to the public and coordination with the Citizens' General Obligation Bond Oversight Committee and Public Utilities Citizens' Advisory Committee to ensure greater public awareness and input related to the SFPUC's expenditure of revenue bonds.
  - Hired contractor to facilitate a strategic planning session, held on February 8, 2016, where the committee reviewed the legislative history and mission of the RBOC, discussed strategic directions for the committee, and developed a work plan for the year.



## Further Accomplishments: 2015–2016

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Other work efforts completed or initiated by RBOC during the year included:

- Welcomed new RBOC members: Dari Barzel and Jadie Wasilco were appointed to the Committee in 2016. RBOC is grateful for the service Joshua Low and Marina Pelosi, who left in 2016.
- Toured WSIP project site at Calaveras Dam Replacement project to gain firsthand knowledge of challenges and opportunities of the WSIP capital program.
- Evaluated SSIP project initiation and level of services intended for project delivery and collaborated with SSIP management and staff to incorporate “lessons learned” from the WSIP project.
- Invited staff from Controller’s Office (Audit Director Tonia Lediju and Steve Flaherty) for presentation on the whistleblower program to inform RBOC and clarify RBOC’s role in identifying deficiencies in the quality and delivery of government services, wasteful and inefficient practices, and misuse of funds
- Drafted an ordinance to extend the sunset date of the RBOC to January 1, 2019.

### Future Activities



RBOC began to turn its attention to the Waste, Water and Power Enterprise’s capital programs in the last few years. With the guidance of WSIP Lessons Learned, RBOC will initiate several audits that will be the focus of RBOC’s review efforts in 2015-2016.

RBOC also seeks additional members to fill vacant seats on the Committee. RBOC provides a unique opportunity for citizens to engage their civic responsibilities and play a role in ensuring accountability at one of the San Francisco’s largest public agencies.

Finally, RBOC plans to continue improving its outreach to the public and coordinate with the PUC Citizen Advisory and General Bond Oversight Committees to ensure greater public awareness and input related to the SFPUC’s expenditure of revenue bond proceeds.

# Additional Committee Information

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## Membership



The RBOC is comprised of seven appointed members:

- two seats appointed by the Mayor
- two seats appointed by the Board of Supervisors
- one seat appointed by the City Controller
- one seat appointed by the Bay Area Water User's Association (BAWUA), under the auspices of the Bay Area Water Supply and Conservation Agency (BAWSCA), and
- one seat is the Budget and Legislative Analyst or his/her representative.

At a minimum, the members appointed by the Mayor and the Board shall, individually or collectively, have expertise, skills and experience in economics, the environment, construction, and project management.

The member appointed by the Controller shall have background and experience in auditing, accounting, and project finance.

RBOC members serve no more than two consecutive terms. For initial appointments, three members were assigned by lot to an initial term of two years and the remaining four members had an initial term of four years. Thereafter, each RBOC member shall serve a four-year term.

Currently, one Board of Supervisors appointed seat is vacant, as well as the Controller-appointed seat.

Further information on the current members is included below. The members and officers of the RBOC who served during the past calendar year can be found in **Appendix 1**.

## Member Biographies



### **Kevin Cheng (Chair)**

Appointed by the Mayor

Former principal management consultant developing and executing strategy and operation work for major Fortune 500 corporations, with particular expertise in project management. Current managing partner of San Francisco-based development company.



**Holly Kaufman**

Appointed by the Mayor

CEO of a strategic advisory firm, designing and managing initiatives that integrate environmental and economic needs. Clients include the White House Council on Environmental Quality, Hewlett Packard, the California Wind Energy Association, the Union of Concerned Scientists and the Natural Resources Defense Council. Served in the Clinton administration as a United Nations climate treaty negotiator representing the Departments of State and Defense. Speaks and publishes widely on green business, clean tech, climate change, sustainability and ecological protection issues.



**Christina Tang**

Appointed by BAWSCA

Senior Administrative Analyst for the Bay Area Water Supply and Conservation Agency (BAWSCA) representing its 26 members' collective interests in their relationship with the SFPUC on matters related to water supply, facility reliability, operations, water quality and wholesale water rates. Christina has over ten years of experience in financial operations with City and County governments and special district governmental entities, including debt issuance and debt management. Christina received her Master of Science degree in Finance from the University of Houston, and her Master of Public Administration from the University of Illinois at Springfield.

**[Insert Photo]**

**Dari Barzel**

Appointed by the Controller

Treasury Manager for the East Bay Municipal Utility District. She has over 25 years' experience in public finance. Prior to her appointment as Treasury Manager Dari was responsible for managing all aspects of the District's debt portfolio and provided key support in serving the Employee Retirement System. Before joining the District, Dari was a Vice-President at Moody's Investor Services where she spent nearly 15 years rating public agency financings. Dari has also served in the finance departments of two local government agencies, as a

financial advisor to public agencies in connection with the issuance of municipal bonds, and has worked internally at both New York and California banks. Dari has a Bachelor's degree in English from Barnard College and a Master's in Business Administration from the Columbia University Graduate School of Business.

[Insert Photo]

### **Jadie Wasilco**

Appointed by the Budget and Legislative Analyst's Office

Senior Analyst at Harvey M. Rose Associates, LLC, which serves as the San Francisco Board of Supervisors' Budget & Legislative Analyst. Ms. Wasilco has experience in budget, legislative and policy analysis, as well as performance and management auditing. In her role at the Budget & Legislative Analyst's Office, Ms. Wasilco makes recommendations to the Budget & Finance Committee regarding the fiscal impact of legislation and City departments' budgets, in addition to conducting in-depth policy analyses on a variety of topics. Ms. Wasilco previously held positions in the public, private and non-profit sectors in New York and Los Angeles including: government and community relations at Lincoln Center for the Performing Arts, real estate and urban economics consulting at HR&A Advisors and affordable housing finance at the Los Angeles Housing Department. Ms. Wasilco holds a Bachelor of Arts from U.C. Berkeley, and a Masters' in Urban and Regional Planning from UCLA's Luskin School of Public Affairs.

### **Meetings Schedule: 2015–2016**




The RBOC held 14 meetings in 2015 and 8 meetings to date in 2016, the substance of which is briefly described in Appendix 2. The RBOC cancelled 3 meetings, and held 3 special meetings, in 2015 and 2016 to date.

Full agendas and minutes for each meeting are available at <http://www.sfwater.org/index.aspx?page=121>.

## Budget


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-  Pursuant to Proposition P, the RBOC receives 1/20<sup>th</sup> of 1% of gross revenue bond proceeds to fund the cost of retaining the services of “outside auditors, inspectors and necessary experts” to perform independent reviews.

As of **December 31, 2013**, RBOC had a pending account balance of **\$1,481,886** with actual expenditures to-date (including encumbrances) of **\$798,492**. As of **November 2016**, RBOC had a pending account balance of **\$1,234,798** with actual expenditures to-date (including encumbrances) of **\$1,045,580**. A complete accounting of RBOC funds can be found in **Appendix 3**.

## Meeting Schedule: 2016–2017

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-  Regularly scheduled meetings of the RBOC meet monthly on the following dates beginning at 9:00 A.M. at the SFPUC Building located at 525 Golden Gate Avenue, in San Francisco, unless otherwise specified.

Meeting agendas of the RBOC will be posted on <http://www.sfwater.org> and at the SF Main Library, 5th Floor. Public participation is always welcome.

Following approval by the Board of Supervisor of the committee sunset extension, the 2015-2016 regular meeting schedule is as follows:

**Monday, November 9, 2015**

**Monday, December 14, 2015**

**Monday, January 11, 2016**

**Monday, February 8, 2016**

**Monday, March 7, 2016**

**Monday, April 11, 2016**

**Monday, May 9, 2016**

**Monday, June 6, 2016**

**Monday, July 11, 2016**

**Monday, August 8, 2016**

**Monday, September 19, 2016**

**Monday, October 17, 2016**

**Monday, November 7, 2016**

**Monday, December 12, 2016**



## Acknowledgements

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The RBOC would like to acknowledge and express appreciation to the SFPUC staff and others for facilitating the tasks of the committee. Specifically, the committee would like to acknowledge the following staff:

*Public Utilities Commission* - General Manager Harlan Kelly, Assistant General Manager Emilio Cruz, former CFO Todd Rydstrom, Deputy CFO Charles Perl, WSIP Director Dan Wade, Alan Johanson, and John Kinneen; SSIP Director Karen Kubick, Jeet Bajwa, Richard Morales, Mike Brown, Nancy Hom, and Christina Anderson. *City Attorney's Office* - Deputy City Attorneys Mark Blake and Ken Roux. *Controller's Office* - Audit Director Tonia Lediju and Steve Flaherty.

Additionally, the committee would like to thank Roy Block and Carmen Clark. From the Board of Supervisors, the RBOC wishes to thank Assistant Clerk of the Board Derek Evans for providing technical and administrative support. A commendation was provided to former RBOC Member Eric Sandler for his service as the Controller's representative and committee Vice-Chair.

The RBOC also expresses its appreciation for the participation of members of the public and various stakeholders, including but not limited to Robert Leshner and Steve Lawrence.

## Appendix 1. RBOC Members 2014–2015

Member	Appointed By & Term	Qualifications
<b>Kevin Cheng</b>  <i>Chair</i>	<b>Mayor Appointee</b> Appointed on 5/19/10 Term expires on 11/12/13 Hold Over Status	Former management consultant developing and executing strategy and operation work for major Fortune 500 corporations, with particular expertise in project management. Current managing partner of San Francisco based development company.
<b>Holly Kaufman</b>	<b>Mayor Appointee</b> Appointed on 2/15/12 Term expires on 11/12/15	CEO of a strategic advisory firm that designs and manages initiatives that integrate environmental and economic needs. Clients include the White House Council on Environmental Quality, Hewlett Packard, the California Wind Energy Association, the Union of Concerned Scientists and the Natural Resources Defense Council. Served in the Clinton Administration as a United Nations climate treaty negotiator representing the Departments of State and Defense. Speaks and publishes widely on green business, clean tech, climate change, sustainability, and ecological protection issues.
<b>Christina Tang</b>  <i>Vice Chair</i>	<b>Bay Area Water Users Association Appointee</b> Appointed on 7/1/2014 Term expires on 7/1/2018	Senior Administrative Analyst for the Bay Area Water Supply and Conservation Agency (BAWSCA) representing its 26 members' collective interests in their relationship with the SFPUC on matters related to water supply, facility reliability, operations, water quality and wholesale water rates. Christina has over ten years of experience in financial operations with City and County governments and special district governmental entities, including debt issuance and debt management. Christina received her Master of Science degree in Finance from the University of Houston, and her Master of Public Administration from the University of Illinois at Springfield.
<b>Dari Barzel</b>	<b>Controller Appointee</b> Appointed on 1/8/2014 Term expires on 1/8/2018	Treasury Manager for the East Bay Municipal Utility District. She has over 25 years' experience in public finance. Prior to her appointment as Treasury Manager Dari was responsible for managing all aspects of the District's debt portfolio and provided key support in serving the Employee Retirement System. Before joining the District, Dari was a Vice-President at Moody's Investor Services where she spent nearly 15 years rating public agency financings. Dari has also served in the finance departments of two local government agencies, as a financial advisor to public agencies in connection with the issuance of municipal bonds, and has worked internally at both New York and California banks. Dari has a Bachelor's degree in English from Barnard College and a Master's in Business Administration from the Columbia University Graduate School of Business.
<b>Jadie Wasilco</b>	<b>Budget Analyst Appointee</b> Appointed on 1/6/2015 Term expires on 1/6/2018	Senior Analyst at Harvey M. Rose Associates, LLC, which serves as the San Francisco Board of Supervisors' Budget & Legislative Analyst. Ms. Wasilco has experience in budget, legislative and policy analysis, as well as performance and management auditing. In her role at the Budget & Legislative Analyst's Office, Ms. Wasilco makes recommendations to the Budget & Finance Committee regarding the fiscal impact of legislation and City departments' budgets, in addition to conducting in-depth policy analyses on a variety of topics. Ms. Wasilco previously held positions in the public, private and non-profit sectors in New York and Los Angeles including: government and community relations at Lincoln Center for the Performing Arts, real estate and urban economics consulting at HR&A Advisors and affordable housing finance at the Los Angeles Housing Department. Ms. Wasilco holds a Bachelor of Arts from U.C. Berkeley, and a Masters' in Urban and Regional Planning from UCLA's Luskin School of Public Affairs.
<b>Marina Pelosi</b>  <i>(previous member)</i>	<b>Board of Supervisors Appointee</b> Appointed on 1/8/2014 Term expires on 1/8/2018	Energy and Utility professional who has worked as an operating engineer on ocean going tankers, and ran a San Francisco based financial services company. A Certified Energy Manager by the Association of Energy Engineers with professional focus that includes initiating and managing energy efficient, facility improvement projects throughout California.

<p><b>Josh Low</b> <i>(previous member)</i></p>	<p><b>Budget Analyst Appointee</b> Appointed on 1/6/2015 Term expires on 1/6/2018</p>	<p>Josh is an analyst for the San Francisco Budget &amp; Legislative Analyst's Office. In this capacity Josh reviews fiscal impact of potential legislation and performs budget analysis for the Board of Supervisors. Prior to working for the Budget and Legislative Analyst's Office, Josh served as a policy analyst for Los Angeles Mayor Antonio Villaraigosa, as well as several non-profit organizations working in areas such as community development, human services and education. Josh has a Bachelor's degree in Political Science from San Diego State University and a Master's Degree in Public Policy from the University of California, Los Angeles.</p>
<p><b>Vacant</b></p>	<p><b>Board of Supervisors Appointee</b></p>	<p>Application can be found here: <a href="http://www.sfbos.org/index.aspx?page=3111">http://www.sfbos.org/index.aspx?page=3111</a></p>
<p><b>Vacant</b></p>	<p><b>Board of Supervisors Appointee</b></p>	<p>Application can be found here: <a href="http://www.sfbos.org/index.aspx?page=3111">http://www.sfbos.org/index.aspx?page=3111</a></p>

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## Appendix 2. Meetings 2015–2016

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### September 8, 2014

1. Status Report of Contract CS-363, "Construction Management Services – RBOC Evaluation of Lessons Water System Improvement Program."

### September 29, 2014

1. Contracting Working Group meeting
2. Draft Report of Contract CS-363, "Construction Management Services – RBOC Evaluation of Lessons Learned Water System Improvement Program."
3. RBOC Work Plan 2014-2015

### October 6, 2014

1. Draft Report of Contract CS-363, "Construction Management Services – RBOC Evaluation of Lessons Learned Water System Improvement Program."
2. San Francisco Public Utilities Commission (SFPUC) Staff Report: Summary of Water System Improvement Program (WSIP) Contingency Accounting
3. RBOC 2013 Annual Report

### October 27, 2014

1. Contracting Working Group meeting
2. Draft Report of Contract CS-363, "Construction Management Services – RBOC Evaluation of Lessons Learned Water System Improvement Program."
3. RBOC 2013-2014 Annual Report
4. Strategic Planning for RBOC 2015

### November 17, 2014

1. Draft Report of Contract CS-363, "Construction Management Services – RBOC Evaluation of Lessons Learned Water System Improvement Program."
2. San Francisco Public Utilities Commission (SFPUC) Staff Report: Summary of Sewer System Improvement Program (SSIP) Preconstruction and Key Milestones 2015
3. San Francisco Public Utilities Commission (SFPUC) Staff Report: Summary of Public Utilities Commission Planned Revenue Bond Issuance for 2015
4. Strategic Planning for RBOC 2015
5. RBOC 2013-2014 Annual Report

### December 8, 2014

1. Draft Report of Contract CS-363, "Construction Management Services – RBOC Evaluation of Lessons Learned Water System Improvement Program."
2. San Francisco Public Utilities Commission (SFPUC) Staff Report: Sewer System Improvement Program (SSIP) Quarterly Highlights
3. Strategic Planning for RBOC 2015

### January 26, 2015

1. Strategic Planning Meeting

### February 9, 2015

1. Staff presentation concerning other PUC and City audits
2. RW Block lessons learned report
3. Discussion to address BAWSCA requests for information
4. SFPUC staff update on the Sewer System Improvement Program (SSIP) to occur every other month, starting in February
5. RBOC vacancy
6. Committee staffing options

### March 9, 2015

1. Whistleblower benchmark item to be presented by Mark Blake (or Controller's Office)
2. SFPUC staff update on contingency and cost-cutting status, Calaveras Dam project (hereafter alternating presentations with SSIP every other month)

3. RW Block Lessons Learned Final Report
4. Committee Staffing Options
5. Committee Sunset preparations
6. BAWSCA Comments 1-5
7. Public Comment: Steve Lawrence Feb. 10-13 email
8. RBOC Annual Report transmittal to Mayor and Board of Supervisors

**April 13, 2015**

1. New audits initiated by RBOC
2. Detail on other oversight committees (benchmark) and their respective duties and overlap (i.e., Venn diagram)
3. Bimonthly SFPUC staff update on the Sewer System Improvement Program (SSIP)
4. RBOC Purpose and Mission

**May 11, 2015**

1. Capital planning and capital financing processes presentation by staff
2. Power bonds update
3. Bimonthly SFPUC staff update on the Water System Improvement Program (WSIP), and presentation on managing delivery costs for future projects
4. BAWSCA Comments 6-10
5. RW Block Lessons Learned Final Report
6. New audits initiated by RBOC

**June 8, 2015**

1. Cancelled Meeting

**June 15, 2015 – Special**

1. Cancelled Meeting

**July 13, 2015**

1. Interim annual report (covering period 10/2014–7/2015) determine contents (e.g., summary of strategic issues, sunset question, SSIP, committee mission accomplishment) and assign responsibilities for production (draft report due July 2015)
2. Draft Annual Report due
3. Bimonthly SFPUC staff update on the Water System Improvement Program (WSIP)
4. Commendation for Eric Sandler

(Continued from June 8, 2015, cancelled meeting)

5. Interim annual report (covering period 10/2014–7/2015) determine contents (e.g., summary of strategic issues, sunset question, SSIP, committee mission accomplishment) and assign responsibilities for production (draft report due July 2015)
6. RW Block Lessons Learned Final Report
7. RW Block Invoice approval
8. Comparison of the Revenue Bond Oversight Committee with Other Oversight Committees
9. Bimonthly SFPUC staff update on the Sewer System Improvement Program (SSIP)
10. Capital planning and capital financing processes presentation by staff
11. Committee staffing options
12. Committee sunset preparations

**August 10, 2015**

1. Bimonthly SFPUC staff update on the Water System Improvement Program (WSIP)

(Continued from July 13, 2015, meeting)

2. Draft Annual Report due
3. Interim annual report (covering period 10/2014–7/2015) determine contents (e.g., summary of strategic issues, sunset question, SSIP, committee mission accomplishment) and assign responsibilities for production (draft report due July 2015)
4. RW Block Lessons Learned Final Report

5. Comparison of the Revenue Bond Oversight Committee with Other Oversight Committees
6. Capital planning and capital financing processes presentation by staff
7. Committee staffing options
8. Committee sunset preparations
9. Commendation for Eric Sandler

September 21, 2015

1. Public outreach and accountability to appointing agencies
2. Bimonthly SFPUC staff update on the Sewer System Improvement Program (SSIP)

October 19, 2015

1. Bond Finance 101
2. Bimonthly SFPUC staff update on the Water System Improvement Program (WSIP)

November 9, 2015

1. Bond Finance 101
2. Bimonthly SFPUC staff update on the Sewer System Improvement Program (SSIP)

December 14, 2015

1. Bimonthly SFPUC staff update on the Water System Improvement Program (WSIP)

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# Appendix 3. Budget Summary 2015

## RBOC Account Summary: October 2015

### RBOC Account Summary October 2015

Funding Sources (\$)		SW Water	SC Wastewater	ST Hetchy Power	Total
<u>Series</u>					
	2006 A Bonds	223,310	-	-	223,310
	2008 CREBS	-	-	-	-
	2009 A Bonds	236,598	-	-	236,598
	2009 B Bonds	206,000	-	-	206,000
	2010 A Bonds	28,473	23,525	-	51,998
	2010 B Bonds	208,860	96,258	-	305,118
	2010 D Bonds	35,680	-	-	35,680
	2010 E Bonds	172,100	-	-	172,100
	2010 F Bonds	90,480	-	-	90,480
	2010 G Bonds	175,735	-	-	175,735
	2011 A Bonds	301,358	-	-	301,358
	2011 B Bonds	14,488	-	-	14,488
	2011 C Bonds	16,798	-	-	16,798
	2011 QECBS	-	-	-	-
	2012 NCREBS	-	-	-	-
	2012A Bonds	295,805	-	-	295,805
	2012B Bonds	8,260	-	-	8,260
	2013A CP	-	165,793	-	165,793
	2013B Bonds	-	-	-	-
	2015A Bonds	-	-	19,778	19,778
	2015 NCREBS *	-	-	2,050	2,050
A	Subtotal Sources - All	2,013,943	285,576	21,828	2,321,346
<b>Charges Against Budget (\$)</b>					
<b>Actual Charges</b>					
	WSIP Expenditures & CP (2006)	59,370	-	-	59,370
	Financial Review of WSIP (2007)	92,050	-	-	92,050
	WSIP Sunset Reservoir (2009)	71,890	-	-	71,890
	CSA Controller's Audit (2011/2012)	86,219	29,750	-	115,969
	Independent Review Panel (IRP) (2011/2012)	116,010	-	-	116,010
	LADWP for IRP (2011/2012)	11,489	-	-	11,489
	IBBS Consulting for IRP (2011/2012)	47,000	-	-	47,000
	CSA Audit - Final Bill Q3 12	29,625	-	-	29,625
	RM Block WSIP Evaluation - (invoice for Nov 12 - Aug 14)	531,926	-	-	531,926
	Refreshments for All Day RBOC Audit Planning Workshop for CY2015	211	-	-	211
	Facilitation Services for RBOC 2015 Strategic Planning Meeting	-	2,700	-	2,700
B	Subtotal Actual Charges	1,045,790	32,450	-	1,078,239
A - B	Available Funds Before Pending Charges	968,153	253,126	21,828	1,243,107
<b>Pending Charges</b>					
C	Subtotal Pending Charges	-	-	-	-
A - B - C	Available Funds After Pending Charges	968,153	253,126	21,828	1,243,107

\* Change from prior month

