

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

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

June 25, 2018 - 9:00 AM

Regular Meeting

Mission: The Revenue Bond Oversight Committee (RBOC) monitors 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 provides independent oversight to ensure transparency and accountability. The RBOC's goal is to ensure that SFPUC revenue bond proceeds are spent for their intended purposes in accordance with legislative authorization and other applicable laws.

1. Call to Order and Roll Call

Members:

Seat 1 Vacant
Seat 2 Kevin Cheng
Seat 3 Robert Leshner, Chair
Seat 4 Tim Cronin
Seat 5 Travis George, Vice Chair
Seat 6 Christina Tang
Seat 7 Jennifer Millman

2. Agenda Changes (*Discussion and possible action*)

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.

4. **SFPUC Staff Report: Capital Plan and Debt Financing Impact.** (*Discussion and possible action*)

5. **SFPUC Staff Report: Water System Improvement Program (WSIP) Quarterly Update.** (*Discussion and possible action*)

6. **RBOC: Review of RBOC audit topics, previous RBOC Request for Quote, process/procedures for hiring an auditor, and review of the possibility of obtaining a third party contract administrator.** (*Discussion and possible action*) (*attachment*)

7. **RBOC: Charter Sunset Date Extension and Planning.** (*Discussion and possible action*)

8. **RBOC: Review of CFO Annual Certification.** (*Discussion and possible action*)
9. **RBOC: Fund Management Policy.** (*Discussion and possible action*)
10. **RBOC: Election of Officers.** (*Discussion and possible action*)
11. **Approval of Minutes:** May 21, 2018, Meeting Minutes. (*Discussion and possible action*) (*attachment*)
12. **Announcements, Comments, Questions, and Future Agenda Items** (*Discussion and possible action*)

July, 2018

Off-site tour (Possible dates - 7/6/18, 7/10/18 or 7/12/18)

July 16, 2018

1. To be determined.

August 20, 2018

1. To be determined.

September 17, 2018

1. SFPUC Staff Report: Water System Improvement Program (WSIP) Financing Expenses.

October 15, 2018

1. To be determined.

November 26, 2018

1. SFPUC Staff Report: Mountain Tunnel update.

December 17, 2018

1. To be determined.

Pending Issues:

1. SFPUC Staff Report: Stormwater Management System Ordinance and Green Infrastructure
2. San Francisco Public Utilities Commission (SFPUC) Staff Report: Clean Power SF financing options
3. SFPUC Staff Report: Nature Resources Accounting Update
4. RBOC: Acquiring consultant to examine expected performance of complete projects.
5. SFPUC Staff Report: Environmental Justice and Clean Power Update

13. **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) 554-5184.

Audio recordings of the meeting of the Revenue Bond Oversight Committee are available at: 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 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) 554-5163; or by email at 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.

Revenue Bond Oversight Committee (RBOC) CS-363 Construction Management Services

DATE: January 13, 2014

TO: Prospective Consultants from Prequalified Pool: Project Type 1, Office of the Controller's Construction Contract Audit and Project Consulting Services List as of March 15, 2012.

FROM: SFPUC Contract Administration Bureau at the direction of RBOC

DEADLINE: Submission instructions are at the end of this document. All submissions must be received before 11:00 AM PST on January 31, 2014. All requests for information concerning this RFP must be in writing and directed to the San Francisco Public Utilities Commission at rfp@sfgwater.org. ATT: CS-363 (copied to John Ummel, RBOC Vice Chair, JUmmel@bawsca.org)

The Revenue Bond Oversight Committee (RBOC) for the San Francisco Public Utilities Commission (SFPUC) requests the services of a project/program management (PM/CM) consultant ("Proposer" or "Contractor"). To be eligible to submit a proposal, a Prime Proposer or all JV Partners (if a Joint Venture) must be prequalified under Project Type 1 on the Office of the Controller's Construction Contract Audit and Project Consulting Services List as of March 15, 2012. The SFPUC anticipates awarding one (1) Professional Services Agreements for a one-year (1) term with a not-to-exceed amount of \$250,000 (two hundred and fifty thousand), inclusive of all reimbursable costs and all optional tasks.

Please note: Firms that worked on the SFPUC's Water System Improvement Program (WSIP) or Sewer System Improvement Program (SSIP) involving pre-planning, planning, environmental review, final engineering design, construction management, project controls and/or project communications are **NOT** eligible to participate on this project.

I. Introduction: In 2012, the Revenue Bond Oversight Committee conducted an evaluation of various aspects of the Water System Improvement Program (WSIP). This culminated in a final report in May 2013: *Evaluation of WSIP Program*. Subsequent recommendations included an examination of program delivery (soft) costs incurred in WSIP and application of lessons learned to the Sewer System Improvement Program (SSIP). As such, the RBOC recommended a follow-up review dealing with "lessons-learned" in order to better understand key program/project management elements that worked (or did not) under the Water Enterprise's WSIP or could be improved upon with an eye towards application to the Wastewater Enterprise's SSIP.

II. Project Justification: Generally speaking, lessons learned involve sharing knowledge about the elements of a specific project/program that went according to plan, the parts that could be improved upon, and plans to address these issues before moving on to the next phase. However, lessons learned are often done superficially and resisted. Inevitably crucial knowledge gained from a project/program is not always documented or communicated for subsequent use by others in the organization. The sharing of lessons learned knowledge can be particularly

problematic in large organizations comprised of autonomous departments or enterprises. These factors can contribute to increased project costs, extended schedules, poor communication, and considerable and costly mistakes. ⁽¹⁾ The SFPUC has received numerous awards for its \$4.6B WSIP, and reviews/audits, the City's Controller, and an Independent Review Panel has suggested that despite the size and complexity of a program this size, the WSIP is well managed. Given this success, the next step is to determine what lessons learned under WSIP have applicability for SSIP.

III. Description of Services. By examining the SFPUC's lessons-learned *process* and the degree to which key program and project elements under WSIP were successful or unsuccessful, the Contractor will be able to identify whether such lessons-learned have applicability to SSIP. For example, could the lessons learned regarding the program management structure under WSIP be useful to SSIP for purposes of leveraging resources in order to achieve a more efficient approach to project delivery? In order to examine the lessons learned process used by the SFPUC, the Contractor will be required to hold interviews with key staff/consultants of both programs to better understand the program management differences and similarities of the two capital programs. Finally, a cursory examination of the SSIP projects involved will assist the Contractor in identifying which lessons learned on WSIP might be applicable to SSIP.

IV. Objective: The scope of work in this RFP is designed to provide information in three areas: 1) a description of the SFPUC's lessons-learned *process*; 2) an assessment of key program/project management elements RBOC believes are aligned with its stated mission of independent oversight and are critical to the successful implementation of WSIP (or any large capital improvement program, including SSIP); 3) and assessing how these lessons-learned might be incorporated/applied to SSIP. For example, one of the key project/program management elements to be examined involves the change management process. Hence, the Contractor will be reviewing the lessons learned associated with change management on WSIP in order to determine how it can best be applied to SSIP.

V. Scope of Work: In order to meet the objectives as stated above the Contractor shall conduct a review to include (but is not limited to) the following review requirements:

A. Describe and assess the SFPUC's lessons-learned *process* and framework for implementation.

- Does the SFPUC have stated goals and objectives for its lessons-learned process/program? If so, what are they? If applicable, are stated goals and objectives being met?
- When is the lessons learned process implemented? For example, at the end of the project? After each phase? After a serious breach in a milestone or budget?

(1) *"Learning From Lessons Learned: Project Management Research Program"*. American Journal of Economics and Business Administration, Kam Jugden et.al., 2012, Volume 4, Issue 1.

- How and when does the SFPUC go about capturing, documenting, conveying and implementing lessons-learned; either as it applies to the WSIP program or other

capital programs? For example, are lessons learned put in a report, data base, or other repository for future use?

- Identify the personnel and/or positions involved in the lessons-learned process and their respective roles. Assess whether lessons learned are vetted by key decision-makers and at what stage of the process?
- Assess how stakeholders and personnel involved view the SFPUC's lessons-learned process; a "report card", if you will, of how well those involved in the process believe it to be adding value.
- Assess the level of communication among the parties involved. For example, does the organization accept change in procedures and processes by visionary, energetic employees?
- Provide recommendations for improving / institutionalizing the lessons learned process for the SFPUC's capital programs.

B. Provide examples of lessons-learned involving the SFPUC's capital project/program elements. RBOC has initially selected five project/program elements for review. The five elements chosen by RBOC are: **(1) Budgetary and accounting controls including delivery (soft) cost management, (2) Design, (3) Change Management, (4) Risk Assessment/Management, and (5) QC (internal quality control) and QA (external quality assurance).** In addition to these five, the consultant, with concurrence from RBOC, will choose an additional project/program element to examine from the list below.

Additional Project/Program elements include but are not limited to:

1. Organizational/management framework,
2. Financing,
3. System engineering/hydraulics,
4. Bidding and estimating,
5. Environmental review/permitting/mitigation,
6. Scheduling,
7. Forecasting,
8. Public outreach, including client interface/involvement
9. Inter-Intra agency coordination,
10. Project personnel utilized (in-house employees v. contract consultants)
11. Reporting regimens,
12. Delivery methods (e.g., design-build)
13. Construction management including CMIS
14. Use of technology
15. Labor relations,
16. Close out procedures, etc.

With respect to the five project/program elements chosen by RBOC, the following rationale is provided:

- **Budgetary & accounting controls, including delivery (soft) cost management.** Reason: Important for transparency, confidence in the program and validation of program costs assumptions.

- **Design. Reason:** Major portion of SSIP work in the next few years will be in Design phase. How did WSIP handle complete state-of-the-art technologies that have applicability to SSIP? Were procedures followed by City staff / consultant staff working in design, and were they effective? Was the split between City / consultant staff effective? Was standardization of design templates effective and/or necessary? Was the design work accurate and were specifications clear? Did the design teams have technical limitations? How and to what extent design teams are engaged with field and Operations & Maintenance (O&M) staff and how did this affect the overall applicability, cost and quality of design?
- **Change Management. Reason:** Defining scopes clearly and managing change has been one of the most difficult aspects of WSIP during planning, design and construction phases. How does one define a change and who needs to approve the change? Operations requests, community requests, etc. can produce significant scope creep that catches up with the program over time. WSIP developed a good procedure with the Change Management Board during construction, but scope creep during planning and design can be more difficult to manage if the base scope is not clear to all stakeholders. How can the change management procedures be improved to be more effective during the planning and design phases?
- **Risk Assessment/Management. Reason:** WSIP has had a strong formal risk assessment/management program during construction, but, might it prove beneficial to formalize the risk management process earlier in the program during planning and design phases? This goes hand-in-hand with change management control, and can serve as a great communication tool for all stakeholders.
- **QC (internal quality control) and QA (external quality assurance). Reason:** Both internal QC and external QA reviews are extremely important to limit costly mistakes that may not be revealed until construction. Were reviews done properly and thoroughly, what was the most effective timing, what was checked, were procedures followed, were procedures effective, were mistakes caught? What mistakes were missed?

In addition to that stated above, the Contractor's examination of all six project/program elements for lessons learned should address, where applicable, the following:

- Among the selected project/program elements, to what degree were these elements successfully implemented? Provide specific examples - problems or challenges - that exemplify how the SFPUC went about solving them and the lesson learned. For example, did any of the elements interfere with meeting project/program goals and, if so, how did the SFPUC respond/correct it?

- What caused a particular challenge/problem to occur and/or why was the problem undetected? For example, what project/program circumstances were not anticipated? What would you have done differently if you were able to start the project over?
- What could the project team have done better to mitigate either the impact of the risk or the probability of the risk occurring?
- How were lessons-learned used; how was the process modified/changed to avoid future problems or reduce the impact should the problem reoccur? What workarounds were used? Did they work?
- Identify any lessons-learned involving delivery (soft) costs*. Are there opportunities to save significant soft costs? How? What would you recommend?
- It seems soft costs as a percent of the program should be much less under SSIP than the WSIP because projects are all within San Francisco. SSIP has initially chosen to use WSIP's soft cost factor of 43%. What makes up the 43% and is this an appropriate factor to use on SSIP; why or why not? What would you recommend?

**As defined by the SFPUC, delivery costs – often referred to as soft costs or non-construction related costs – include project and program management, planning, engineering, environmental review and permitting, construction management, engineering support during construction, and other City staffing costs such as real estate services, legal services, public outreach, operations support, etc.*

- With respect to claims management, provide some examples that represent applicable lessons learned (good and bad); identify the root cause for these items, and gauge the performance (quantitatively and qualitatively) of the SFPUC's overall process for managing claims. For example, is the SFPUC following up accordingly to recover related costs where appropriate, for example, from the designer, or addressing the issue where associated with in-house design errors? If not, determine why such follow-up is not taking place.

C. Identify the most applicable lessons-learned that have been or should be incorporated into the SFPUC's other capital programs; specifically the Sewer System Improvement Program (SSIP).

- Gain familiarity with the SSIP management / organizational process. Interview key personnel and assigned roles.
- Become familiar with the size and scope of the SSIP.
- Identify similarities and differences between SSIP and WSIP for purposes of understanding where lessons-learned might help and/or might not be applicable.
- Identify and discuss the most applicable lessons-learned from WSIP that might be transferrable to SSIP or have already been considered/incorporated.
- As a result of this lessons-learned review, provide recommendations to RBOC on future follow-up studies or audits specific to the SSIP.

The following WSIP projects (though the selected Contractor is not limited to only these) represent a good cross-section of projects that may have applicability to the SSIP program and, therefore, should be examined:

- **Tesla UV Treatment Facility or Sunol Valley Water Treatment Plant or Harry Tracey Water Treatment Plant** Reason: complex treatment processes, state-of-the-art technologies, control strategies, etc.
- **Calaveras Dam Replacement** Reason: large project with large risks, many of which were known and realized, others unknown and realized, resulting in very large change orders due primarily to differing geologic conditions during construction.
- **Bay Tunnel** Reason: large underground project with large risks that went relatively smoothly and will be within budget and schedule.
- **Crystal Springs / San Andreas Seismic Upgrades** Reason: Limited as-built drawings available for old structures, with large change orders due to differing site conditions and difficult construction techniques.
- **A Local (in-City) Pipeline project such as Lincoln Pipeline or East-West Pipeline** Reason: In City construction applicable to SSIP projects with lots of utility crossings, dust/noise issues, neighbors, traffic, etc.

VI. Proposers Minimum Qualifications and Requirements

A Prime Proposer or all JV Partners (if a Joint Venture) must be prequalified under Project Type 1 on the Office of the Controller's Construction Contract Audit and Project Consulting Services List as of March 15, 2012. **Submissions from non-prequalified firms will be rejected at the initial screening stage and will not be evaluated by the Selection Panel.** The successful RFP submittal shall demonstrate that the consultant/firm has the appropriate professional and technical background as well as access to adequate resources to fulfill the stated scope of services.

Required professional expertise, knowledge and skills include, but are not limited to the following, all in relation with large public infrastructure programs and projects:

- a. All aspects of program, project and construction management.
- b. Schedule and cost control and forecasting, with strong emphasis on construction costs and schedules.
- c. Budgeting, scheduling, cost control and cost estimating.
- d. Knowledge management.
- e. Change management.
- f. Construction contract administration/oversight.
- g. Public utility governance and financing.

Desirable professional experience, knowledge and skills include, but are not limited to the following:

- a. Planning, design and construction of large and complex potable water projects and programs.
- b. Risk assessment/management of infrastructure projects.
- c. Environmental regulations/requirements and their impacts on project delivery.
- d. QA/QC
- e. Feasibility analysis and analysis for construction projects and programs.
- f. Lessons learned processes and procedures
- g. Familiarity with the SFPUC's Water and/or Waste Water capital programs/projects

The Proposers' proposals must include all necessary expertise and personnel required to successfully complete the scope of services.

VII. Deliverables: The Contractor shall provide the SFPUC and RBOC with a complete *preliminary draft* report. The SFPUC, RBOC and interested stakeholders will provide feedback on the Contractor's preliminary draft report for the consultant's consideration. Comments received on the preliminary draft and any subsequent responses made by the Contractor shall be considered for incorporation into a *final draft* report presented to RBOC at a public meeting. The final draft report will be provided both electronically and in hard copy including all key backup information used to substantiate the Contractor's findings/recommendations. Depending on the outcome of this meeting, RBOC may request the Contractor to incorporate certain changes into a *final report, or supplement thereto*. [The Contractor understands and agrees that preparation of the final report (including the consideration and incorporation of comments from the public or the Committee) shall be undertaken within the original budget of the Contractor, and shall not be deemed beyond the original scope of work.] See Schedule below.

VIII. General Information

1. As part of the proposal process, the Proposers should review the most current SFPUC WSIP and SSIP project/program information generally accessible to the public as well as the most recent report by RW Block. This information is posted on the SFPUC website.
2. Each proposals' work plan must describe the method used to evaluate each of the five (5) project/program elements (exclusive of the one element selected by the Proposer) for lessons learned. (Note: It is not necessary for the Proposer to identify the one project/program element of his/her choosing as part of the RFP process. RBOC prefers that the Proposer make his/her selection *after* he/she has delved into the five already chosen and has interviewed key staff and consultants.)
3. Proposers can submit additional follow-up written questions to better understand the breadth and specifics of the defined tasks by 5:00 pm, January 17, 2014. Technical or other substantive questions will **not** be accepted after January 24, 2014. All questions should be sent to rfp@sfwater.org.
4. **In order to be considered for the work described herein, a Proposer must submit a proposal to the SFPUC Contract Administration Bureau by 11:00 am on January 31, 2014.** The final Proposer fee will be negotiated to a not-to-exceed amount.

5. In addition to the City Agreement (See Appendix A, P-500), the selected consultant will be required to sign a non-disclosure agreement as well
6. Proposers or firms that have worked on WSIP involving Preplanning, Planning, Environmental Review, Final Engineering Design, Construction Management, Project Controls or Project Communications are **NOT** eligible to participate on this project.
7. The selected Contractor will enter into a contract with RBOC and shall be responsible directly to RBOC. RBOC shall appoint a representative to serve as a point of contact for the Contractor throughout the review.
8. The SFPUC will also provide a contact person that will facilitate the Contractor's access to information, key SFPUC staff, SFPUC consultants, construction contractors and/or other needed contacts.
9. The Contractor shall keep RBOC's representative informed of key requests for information made to the SFPUC and any delays in response.
10. The Contractor will confer with SFPUC staff on establishing a review schedule that accommodates the WSIP and SSIP staff but recognizes the Contractor's timeline for meeting reporting milestones.
11. The Contractor's review and analysis will culminate in a *preliminary draft* and subsequent *final draft* before a *final report* is issued. The preliminary draft will be due approximately 75 days after NTP with the *final draft* due approximately 90 days after NTP. The SFPUC, RBOC, and interested stakeholders will have the opportunity to provide written comments regarding the Contractor's preliminary draft. Comments received on the preliminary draft and any subsequent responses made by the Contractor shall be included in a *final draft* report presented to RBOC at a public meeting.
12. The Contractor will provide one oral progress report to the full RBOC and/or its working group sub-committee at approximately 45 days after NTP or as determined by RBOC and the consultant. This progress report can be delivered via teleconferencing. In addition, the Contractor will provide weekly progress updates (via email) to the RBOC representative. Finally, the Contractor will provide an oral report, in person, to the full RBOC upon submittal of the *final draft*.

IX. Schedule:

RFP Submitted to Controller's Pool of Consultants	January 13, 2014
Deadline for RFP Questions	January 24, 2014, 5 p.m.
Proposals Due	January 31, 2014, 11 a.m.
Proposals Scored/ Selected/Approved by RBOC	February 17, 2014
Notice to Proceed (NTP)	February 24, 2014
Preliminary Draft Completed	May 9, 2014
Final Draft Completed	May 23, 2014
Final Report Completed	June 6, 2014

X. Proposal Contents and Submission Instructions

Proposals are due no later than 11:00 AM on January 31, 2014 and can be delivered to the following location:

San Francisco Public Utilities Commission
Contract Administration Bureau
RE: CS-363 RBOC Evaluation of Lessons Learned
525 Golden Gate, Customer Services, 1st Floor
San Francisco, CA 94102

Proposals may be mailed to the following location:

San Francisco Public Utilities Commission
Contract Administration Bureau
RE: CS-363 RBOC Evaluation of Lessons Learned
525 Golden Gate, Customer Services, 8th Floor
San Francisco, CA 94102

Note: Mailed proposals must arrive by the 11:00 AM deadline on January 31, 2014 or it may be rejected. Faxed or emailed proposals will not be accepted. Postmarks will not be considered evidence of delivery.

The text in the main proposal report, excluding any appendices (e.g., resumes), shall not exceed twenty-five (25) pages. Proposers shall print their proposal double-sided (one double sided page counts as two pages) and use a minimum font of 10 pts. Every page shall be numbered, beginning with the cover letter. The proposer shall submit one original unbound proposal plus one electronic version of the proposal and any supporting documentation on a CD in pdf format.

The proposal shall contain the following:

- A. A cover letter signed by an individual authorized to obligate the Proposer to fulfill the commitments contained in the Proposal. The cover letter must include 1) a statement identifying the Lead Proposer if a JV responding to this RFP; 2) a contact for all communications pertaining to the Proposer's Proposal; 3) a statement of the Proposer's overall ability and qualifications to conduct the work; 4) and a statement that the Proposer, if selected, agrees to sign a non-disclosure agreement.
- B. Proposer Qualifications. Demonstrate that the Prime Proposer (or JV Partner), Non-Leading JV Partner (if applicable), and sub-consultants meet all the qualification requirements outlined in Section VI. Provide sufficient information in the proposal for the Selection Panel to evaluate Proposer's ability to successfully complete the work outlined in the Scope of Services which may include:
 - Description and background summary of firm
 - A description of a minimum of three relevant construction/project management assignments your firm has been involved with/overseen. Each project description shall include a scope summary, Proposer's role and responsibilities, client references, dates when the project was performed, and dollar value of the engagement. Proposers should indicate if the project/assignment was performed on schedule and on budget. Ideally, the CM/PM assignments described should be those involving projects/programs of a similar nature, size and/or complexity as found in the WSIP.

- C. Team Member Organization, Availability, Qualifications, and Resumes. Demonstrate that team members are able to work the amount of time specified by the Proposer and have the background and experience to perform the work. Briefly describe the role, responsibilities, and qualifications of each team member. Attach resumes of *key* team members.
- D. Work Plan. Using the scope of work as outlined in Section V, describe your approach in conducting the review. Explain any unique approaches you believe are relevant and would result in a better work product. Be sure to describe how you would go about examining the five (5) project/program elements studied for lessons learned. Include the names of the team members who will be doing the work and estimated number of person-hours required. Lack of a detailed work plan may render the proposal non-responsive.
- E. Project Schedule. Delineate a timetable for work completion based on the work plan which shall reasonably coincide with the timeline outlined in Section IX.
- F. Fee Proposal. The fee proposal shall show the estimate cost to complete the review. Include estimated hours by each team member involved, respective hourly rates, and all applicable indirect costs/charges.

XI. Evaluation and Selection Criteria. Prior to submitting proposals to a Selection Panel for review, SFPUC staff will review each proposal for initial determinations on responsiveness and responsibility. Proposals found to be responsive and submitted by responsible proposers based on this initial screening will be forwarded to the Selection Panel for evaluation per the evaluation process described below. Proposals found to be non-responsive or that were submitted by Proposers who do not meet minimum qualification requirements referenced in Section VI. will be rejected and will not be considered. Elements reviewed during the initial screening include, without limitation, proposal completeness, compliance with format requirements, verifiable references, and compliance with minimum qualification requirements.

The Selection Panel will be comprised of individuals who are knowledgeable on the subject and may include staff from the SFPUC, RBOC, or other City agencies/organizations.

Each responsive written proposal must obtain a minimum score of 60 points out of 100 (60%) to be considered. The written proposals will be scored using the following point scale:

Work Plan: 35 points

Proposer Qualifications: 25 points

Team Member Organization, Availability, Qualifications, and Resumes: 40 points

The Proposer with the highest total score will be identified as the highest-ranked Proposer eligible to proceed with the award of an Agreement with RBOC.

XII. Reservations of Rights by the City

The issuance of this RFP does not constitute an agreement by the City that any contract will actually be entered into by the City. The City expressly reserves the right at any time to:

1. Waive or correct any defect or informality in any response, proposal, or proposal procedure;

2. Reject any or all proposals;
3. Reissue a Request for Proposals;
4. Prior to submission deadline for proposals, modify all or any portion of the selection procedures, including deadlines for accepting responses, the specifications or requirements for any materials, equipment or services to be provided under this RFP, or the requirements for contents or format of the proposals;
5. Procure any materials, equipment or services specified in this RFP by any other means; or
6. Determine that no project will be pursued.

XIII. Protest Procedures

A. Protest of Non-Responsiveness Determination

After receipt of proposals, the SFPUC, with the assistance of CMD, will initially review all proposals for responsiveness, and will notify all non-responsive Proposers with a Notice of Non-Responsiveness. Within five (5) working days of the SFPUC's issuance of a Notice of Non-Responsiveness, any Proposer that has submitted a proposal and believes that the City has unfairly determined that its proposal is non-responsive may submit a written notice of protest. Such notice of protest must be received by the SFPUC on or before 5 p.m. of the fifth (5th) working day following the SFPUC's issuance of the Notice of Non-Responsiveness. The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the Proposer, and must cite the law, rule, local ordinance, procedure or RFP provision on which the protest is based. In addition, the Proposer must specify facts and evidence sufficient for the SFPUC to determine the validity of the protest.

B. Protest of Agreement Award

As soon as the Proposer rankings are finalized, the SFPUC will post final rankings on the Contract Administration Bureau webpage at:
<http://contracts.sfwater.org>.

Within five (5) working days of the SFPUC's posting of the Proposers ranking on the SFPUC Contract Administration Bureau webpage, any Proposer that has submitted a responsive proposal and believes that the City has unfairly selected another Proposer for award may submit a written notice of protest.

The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the Proposer, and must cite the law, rule, local ordinance, procedure or RFP provision on which the protest is based. In addition, the Proposer must specify facts and evidence sufficient for the City to determine the validity of the protest. All protests must be received by the SFPUC on or before 5 p.m. of the fifth (5th) working day following the SFPUC's posting of the Proposer's ranking.

C. Delivery of Protests

If a protest is mailed, the protestor bears the risk of non-delivery within the deadlines specified herein. Protests should be transmitted by a means that will objectively establish the date the City received the protest. Protests or notice of protests made orally (e.g., by telephone) will not be considered. Protests must be delivered to:

San Francisco Public Utilities Commission
Contract Administration Bureau

Attn:

RE: CS-363 by [Proposer's Name]
525 Golden Gate Ave, 8th Floor
San Francisco, CA 94102

END OF DOCUMENT

My apologies for the delayed response. Please find the slides from the presentation attached. Below is a list of the pre-qualified firms and the types of services that they can provide. I also included a description of the two projects that have conducted by one of the firms on behalf of the SFPUC. Please let me know should you need anything else.

Firms (Listed Alphabetically)	Project Type 1	Project Type 2	Project Type 3
	Construction Management, Contract, and Process Consulting	Construction Contract and Construction Process Performance and Compliance Audits and Attestation Engagements	Claims Analysis and Resolution
1 Arcadia U.S. Inc			X
2 Dabri, Inc.	X	X	X
3 Hill International	X	X	X
4 Marsh USA Inc.		X	
5 Moss Adams LLP		X	
6 Navigant Consulting, Inc.			X
7 PMA Consultants LLC	X	X	X
8 R.W. Block Consulting, Inc.	X	X	
9 Resolution Management Consultants, Inc			X
10 SF Delaney Consulting		X	
11 Sjoberg Evashenk Consulting, Inc.	X	X	
13 Talson Solutions LLC		X	

The following are active CSA contracts resulting from RFQ#CON2016-01, Construction Contract Audit and Project Consulting Services:

Vendor Name	Audit/Project	Brief Description of Scope of Work	Contract Start Date	Contract End Date	Amount
R.W. Block Consulting, Inc.	SFPUC Sewer System Improvement Project Bond	Sewer System Improvement Project Performance Audit: Evaluate the SSIP planning and pre-construction activities to ensure adequate practices are in place to control cost, ensure work activities proceed according to plan, the early procurements follow guidelines, and that adequate governance and compliance processes are in place to ensure expenditures follow policies and procedures	11/15/2016	6/30/2018	81,800
R.W. Block Consulting, Inc.	Assessment of Insurance Practices for Capital Projects	Design and Construction Insurance Assessment: Evaluate various city departments' insurance procurement practices and determine whether opportunities exist to reduce cost, improve coverage, or both through potential aggregation of coverage across departments, especially given the volume of construction planned over the next 5-10 years.	11/15/2016	6/30/2018	61,120

Best,

Nicole Kelley
 Audit Manager
 Office of the Controller, City Services Auditor Division
 City & County of San Francisco

From: Evans, Derek
Sent: Friday, July 28, 2017 4:55 PM
To: Kelley, Nicole (CON) <nicole.kelley@sfgov.org>; Lediju, Tonia (CON) <tonia.lediju@sfgov.org>
Subject: RBOC presentation - 7/24

Hello,

Can you please forward your presentation from the 7/24 RBOC meeting.

Thank you again for joining us and providing your presentation.

Regards,

Derek K. Evans

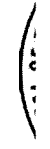
Assistant Clerk, Board of Supervisors
1 Dr. Carlton B. Goodlett Place, City Hall, Room 244
San Francisco, CA 94102
Phone: (415) 554-7702 | Fax: (415) 554-5163
Derek.Evans@sfgov.org | www.sfbos.org



Click [here](#) to complete a Board of Supervisors Customer Service Satisfaction form.

The [Legislative Research Center](#) provides 24-hour access to Board of Supervisors legislation, and archived matters since August 1998.

***Disclosures:** Personal information that is provided in communications to the Board of Supervisors is subject to disclosure under the California Public Records Act and the San Francisco Sunshine Ordinance. Personal information provided will not be redacted. Members of the public are not required to provide personal identifying information when they communicate with the Board of Supervisors and its committees. All written or oral communications that members of the public submit to the Clerk's Office regarding pending legislation or hearings will be made available to all members of the public for inspection and copying. The Clerk's Office does not redact any information from these submissions. This means that personal information—including names, phone numbers, addresses and similar information that a member of the public elects to submit to the Board and its committees—may appear on the Board of Supervisors website or in other public documents that members of the public may inspect or copy.*



**SFPUC Revenue Bond Oversight Committee:
Controller's Pre-Qualified List of Vendors for Constru
Contract Audit and Project Consulting Services**

Controller's Office
July 2017

Overview of Controller's Pre-Qualified List

- Every 2 years, the Controller's Office creates a list of pre-qualified vendors with demonstrated successful experience in construction contract audit and project consulting services.
- The purpose of the list is to provide City departments with a streamlined mechanism to contract with these firms.
- Responsibility for appropriate use belongs to each City department choosing to use the Controller's pre-qualified lists for subsequent selection processes and contracts.
- It is not appropriate to use a pre-qualified list for services that included or envisioned in the originating RFQ as described the

Overview of Controller's Pre-Qualified List

- You must obtain permission of the Controller's Office before using the pre-qualified list. Please contact Melissa Ng, Controller's Office at Melissa.Ng@sfgov.org or 554-5109 to use the pre-qualified list.
- The current list is available for use and resulting contracts are to be effective through March 17, 2018. The Controller's Office is renewing this list starting in Q2 of this fiscal year.

For more information and to check out pre-qualified firms' qualifications, check out the Controller's website:

<http://famis.sfgov.org/construction2016/>

Current Pre-Qualified Firms By Project Type

		Project Type 1	Project Type 2
	Firms (Listed Alphabetically)	Construction Management, Contract, and Process Consulting	Construction Contract and Construction Process Performance and Compliance Audits and Attestation Engagements
1	Arcadia U.S. Inc		
2	Dabri, Inc.	X	X
3	Hill International	X	X
4	Marsh USA Inc.		X
5	Moss Adams LLP		X
6	Navigant Consulting, Inc.		
7	PMA Consultants LLC	X	X
8	R.W. Block Consulting, Inc.	X	X
9	Resolution Management Consultants, Inc		
10	SF Delaney Consulting		X
11	Sjoberg Evashenk Consulting, Inc.	X	X
13	Talson Solutions LLC		X

Controller's Office
City and County of San Francisco

Project Type 1: Construction Management, Contract, and Process Consulting

Firms pre-qualified for work in this Project Type may be engaged to 1) perform the analyses, evaluations and assessments in their entirety, 2) analyze, evaluate or assess selected processes, 3) assist in-house CSA client departments in performing these analyses, evaluations and assessments, or 4) provide assistance to CSA staff, CSA client department staff, or City committees or commissions in one or more specialized areas, including assistance in identifying industry or government agency best practices.

Firms pre-qualified for work in this Project Type may perform analyses, evaluations and assessments in capital program areas, projects or of individual City departments. The analyses, evaluations and assessments may include all facets of the construction process, commencing with the solicitation of contract proposals through project closeout. Firms may also perform analyses, evaluations and assessments billed under both construction-related professional services contracts and construction contracts, not limited to:

- Construction-Related Professional Service Contracts – Contracts for program management, construction management, architectural and engineering services, and environmental services, as well as design-build contracts, involving either prime contractors or subcontractors.
- Construction Contracts – Including lump sum, unit price, and time and materials contracts, involving either prime contractors or subcontractors.

Project Type 1: Construction Management, Contract, and Process Consulting (cont)

PROJECT TYPE 1 services may include analyses, evaluations and assessments in the following areas:

- Pre-Design (Alternatives analysis - renovation vs. new construction; Alternative location/site evaluation and Environmental review process; Evaluation of alternative design/construction delivery methods)
- Project Development (Review of project definition, goals and objectives; Feasibility of project plans, schedule and deadlines; Review of, or assistance with, construction cost estimates and budget)
- Design (Architect/engineer team performance; Compliance with project plan, design delivery schedule and cycle and cost analysis of materials, systems and equipment; Construction cost estimating and project scope engineering and alternatives analysis; Final design compliance with scope and budget.)
- Capital Program-Wide Reviews (Review and evaluation of capital program management approaches; Evaluation of establishing key performance indicators, measures or benchmarks for capital programs; Evaluation of City controls in capital program management related to budget, scope, and schedule; Review of compliance with management contracts. Review of project operational and financial controls and procedures; Adequacy of and results to be achieved; Evaluation of cost and schedule control processes; Evaluation of program trends, schedule and budget; Comparing performance with similar agencies, jurisdictions, programs or projects; Evaluation of and time efficiency of project delivery implementation)
- Project Close-Out Assessments (Evaluation of fulfillment of all contractual and legal obligations; Review and compliance with all contract close-out procedures)

Controller's Office
City and County of San Francisco

Project Type 2: Construction Contract and Construction Process Performance and Compliance Audits and Attestation Engagements

Firms pre-qualified for work in this Project Type may be engaged to 1) perform these audits or engagements in their entirety, 2) audit or attest to selected processes, or 3) assist or lead in-house CSA client departments in performing these audits or attestation engagements by leading or providing assistance. Firms pre-qualified for work in this Project Type are required to conduct and deliver services as performance or compliance audits and attestation engagements as defined by the United States Government Accountability Office's Government Auditing Standards.

Firms pre-qualified for work in this Project Type may perform performance and compliance audits and attestation engagements of specific capital programs or projects or of individual City departments. The audits and attestation engagements may include all facets of the construction process, commencing with the release of contractor bids or proposals through project closeout. Firms may also perform audits or attestation engagements of costs billed under both construction-related professional services contracts and construction contracts, including, but not limited to:

- Construction-Related Professional Service Contracts – Contracts for program management, construction management, architectural and engineering services, and environmental services, as well as design-build contracts, involving either prime contractors or subcontractors
- Construction Contracts – Including lump sum, unit price, and time and materials contracts, involving either prime contractors or subcontractors

Project Type 2: Construction Contract and Construction Process Performance and Compliance Audits and Attestation Engagements

PROJECT TYPE 2 services may include performance and compliance audits or attestation engagements of:

- Bid and proposal processes and procurement management.
- Preparation of construction contract documents.
- Contracting and contract administration.
- Construction schedule adherence and schedule management.
- Job site monitoring and inspection procedures.
- Cost management and cost monitoring/reporting.
- Payment applications, processing and administration.
- Change management/change order processes and controls.
- Contingency usage.
- Project and program management approach and their impact on projects and project teams.
- Contract delivery/performance.
- Risk management.
- Accounting systems (e.g. payroll audits, segregation, and overhead).
- Cost segregation.
- Overhead rates or labor multipliers.
- Payroll reviews (billed hours, rates, burden).
- Evaluation of cost and time efficiency of delivery implementation.

Project Type 3: Claims Analysis and Resolution

Firms pre-qualified for work in this Project Type may be engaged to provide services needed basis to 1) produce reports or technical memorandums to CSA or CSA client or 2) lead or provide technical assistance to CSA staff or CSA client department staff following areas:

- Appraising design errors and omissions.
- Claim preparation and evaluation.
- Risk evaluation and quantification.
- Determining schedule and change order impacts.
- Damage assessments.
- Construction productivity loss.

Questions?

Please contact Melissa Ng, Controller's Office at Melissa.Ng@sfgc 554-5109 to use the pre-qualified list.

<http://famis.sfgov.org/construction2016/>

Controller's Office
City and County of San Francisco

2018 Revised Baseline Scope, Schedule, Budget for Sewer System Improvement Program Phase 1 Projects

May 21, 2018

Dan Donahue, SSIP PreConstruction Technical Advisor



**PUBLIC UTILITIES
REVENUE BOND OVERSIGHT COMMITTEE
CITY AND COUNTY OF SAN FRANCISCO
MINUTES DRAFT**

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

May 21, 2018 - 9:00 AM

Regular Meeting

Mission: The Revenue Bond Oversight Committee (RBOC) monitors 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 provides independent oversight to ensure transparency and accountability. The RBOC's goal is to ensure that SFPUC revenue bond proceeds are spent for their intended purposes in accordance with legislative authorization and other applicable laws.

1. Call to Order and Roll Call

Members:

Seat 1 Vacant
Seat 2 Kevin Cheng
Seat 3 Robert Leshner, Chair
Seat 4 Tim Cronin
Seat 5 Travis George, Vice Chair
Seat 6 Christina Tang
Seat 7 Jennifer Millman

Chair Leshner called the meeting to order at 9:15 a.m. On the call of the roll, Chair Leshner, Vice Chair George, and Members Cheng and Millman were noted present. Member Cronin was not present but participated via telephone. Member Tang was noted absent. There was a quorum.

2. Agenda Changes

There were no 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.

Speakers:

None.

4. **RBOC: Review of RBOC audit topics, previous RBOC Request for Quote, process/procedures for hiring an auditor, and review of the possibility of obtaining a third party contract administrator.**

Chair Leshner provided a summary of the RBOC’s proposed audit topics, possibility of contracting an auditor and hiring a contract administrator.

Chief Audit Executive Tonia Ledju, Nicole Kelly, and Salem Chuah (Controller’s Office), provided information on the Controller’s list of approved contractors and the services that can be provided by the Controller’s Office. In response to questions from the RBOC, Dan Wade (SFPUC) provided suggestions for proposed audit topics as follows: 1) Review of Lessons Learned from the Water System Improvement Projects (WSIP) project and how it has been applied to Sewer System Improvement Projects (SSIP) and 2) Review of remaining WSIP and the close out of the projects. Mike Brown (SFPUC) and Mark Blake (Office of the City Attorney) provided related information and responded to questions from the Committee.

In response to the RBOC questions, Ms. Ledju suggested that the RBOC conduct separate performance audit and compliance audit.

Member Cheng volunteered to participate in a subcommittee to develop specific audit topics and relevant procedures.

Chair Leshner moved to continue the matter to the June 25, 2018, RBOC meeting.

Public Comment:

None.

The motion passed by the following vote:

Ayes: 4 – Cheng, Leshner, George, Millman

Noes: 0 – None

Present via Telephone: 1 - Cronin

5. **SFPUC Staff Report: Re-baselining and Sewer System Improvement Project (SSIP) updates.**

Dan Donahue (SFPUC) provided an update regarding re-baselining and SSIP and responded to questions from the RBOC. Mike Brown (SFPUC) and Mark Blake (Office of the City Attorney) provided related information and responded to questions from the Committee.

Public Comment:

None.

There were no actions taken.

6. SFPUC Staff Report: Improving community outreach and transparency.

Cindy Chew (SFPUC) provided a summary of how the SFPUC may assist the RBOC to improve community outreach and transparency. Ms. Chew suggested a meeting with individual members of the RBOC to develop outreach topics and ideas. Mike Brown (SFPUC) and Mark Blake (Office of the City Attorney) provided related information and responded to questions from the Committee.

Public Comment:

None.

There were no actions taken.

7. RBOC: Charter Sunset Date Extension and Planning.

Mike Brown (SFPUC) and Mark Blake (Office of the City Attorney) provided related information and responded to questions from the Committee. The RBOC request that Deputy City Attorney Blake prepare a draft Ordinance to extend the RBOC to December 2021.

Chair Leshner moved to continue the matter to the June 25, 2018, RBOC meeting.

Public Comment:

None.

The motion passed by the following vote:

Ayes: 4 – Cheng, Leshner, George, Millman

Noes: 0 – None

Present via Telephone: 1 - Cronin

8. RBOC: Review of CFO Annual Certification.

Mike Brown (SFPUC) and Mark Blake (Office of the City Attorney) provided related information and responded to questions from the Committee. The Committee requested that Deputy City Attorney Blake revise the Annual Certification letter and distribute to the RBOC for review.

Chair Leshner moved to continue the matter to the June 25, 2018, RBOC meeting.

Public Comment:

None.

The motion passed by the following vote:

Ayes: 4 – Cheng, Leshner, George, Millman

Noes: 0 – None

Present via Telephone: 1 - Cronin

9. RBOC: Fund Management Policy.

Vice Chair George summarized his draft Fund Management Policy for the RBOC's review. Mike Brown (SFPUC) and Mark Blake (Office of the City Attorney) provided related information and responded to questions from the Committee. Upon discussion the RBOC suggested that the policy include a purpose for returning allocated funds, separate funds allocated to WSIP and SSIP, and set a maximum amount of funds for the RBOC to maintain in the area of 4 years of operating expenses. The RBOC requested that the SFPUC provide an estimate of costs and possible incomes.

Vice Chair George volunteered to revise the Fund Management Policy for the RBOC to review at their next meeting.

Chair Leshner moved to continue the matter to the June 25, 2018, RBOC meeting.

Public Comment:

None.

The motion passed by the following vote:

Ayes: 4 – Cheng, Leshner, George, Millman

Noes: 0 – None

Present via Telephone: 1 - Cronin

10. Approval of Minutes: April 23, 2018, Meeting Minutes.

Chair Leshner, seconded by Member Millman, moved to approve the April 23, 2018, meeting minutes.

Public Comment:

None.

The motion passed by the following vote:

Ayes: 4 – Cheng, Leshner, George, Millman

Noes: 0 – None

Present via Telephone: 1 - Cronin

11. Announcements, Comments, Questions, and Future Agenda Items

Mike Brown (SFPUC) and Mark Blake (Office of the City Attorney) provided related information and responded to questions from the Committee. The RBOC discussed future meeting topics and requested a tour of SFPUC properties.

June 25, 2018

1. SFPUC Staff Report: Bond capacity for PUC financing structure for capital programs
2. SFPUC Staff Report: Capital Financing Plan Update.
3. SFPUC Staff Report: Water System Improvement Program (WSIP) Financing Expenses

July 16, 2018

- 1 To be determined

November 26, 2018

1. SFPUC Staff Report: Mountain Tunnel update.

Pending Issues:

1. SFPUC Staff Report: Stormwater Management System Ordinance and Green Infrastructure
2. San Francisco Public Utilities Commission (SFPUC) Staff Report: Clean Power SF financing options
3. SFPUC Staff Report: Nature Resources Accounting Update
4. RBOC: Acquiring consultant to examine expected performance of complete projects.
5. SFPUC Staff Report: Environmental Justice and Clean Power Update

Public Comment:

None.

12. **Adjournment**

There being no further business, the meeting adjourned at 11:38 a.m.

N.B. The Minutes of this meeting set forth all actions taken by the Revenue Bond Oversight Committee on the matters stated but not necessarily in the chronological sequence in which the matters were taken up.

Approved by the RBOC: Draft