



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

February 18, 2014 - 9:00 AM

Special Meeting

1. Call to Order and Roll Call

Seat 1 Holly Kaufman
Seat 2 Kevin Cheng, Chair (Holdover status)
Seat 3 Vacant
Seat 4 Marina Pelosi
Seat 5 Eric Sandler
Seat 6 Chris Godwin
Seat 7 John Ummel, Vice Chair (Holdover status)

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. (No Action)

4. **Consideration and Possible Approval of Award of Contract for CS-363, "Construction Management Services – Lessons Learned" to RW Block Consultants** (Attachment) (Discussion and Action)

Issue: On January 13, 2014, the RFP for CS-363, "Construction Management Services – Lessons Learned" was advertised among the Controller's pre-qualified pool of eight consultants eligible for construction management assignments. Two proposals were received by the January 31 deadline: RW Block Consultants and KPMG.

On February 5, 2014, an Evaluation Panel comprised of Holly Kaufman, Kevin Cheng, Chris Godwin, and Irella Blackwood (Controller's Office) scored the written proposals. The Contract Administration Bureau—which oversaw the selection process—confirmed that RW Block was the highest-ranked proposer, with an average score of 90 compared to 73 for KPMG. RW Block's proposed all-inclusive fee to conduct the scope of work described in CS-363 is \$244,600.

What remains is for RBOC to approve the award of contract to RW Block. A kick-off meeting has been tentatively set for March 6, 2014. A preliminary draft of the consultant's findings is due in early May, with a final report to be completed in early June. A copy of RW Block's proposal is attached.

Action: Consider for approval the selection of the Evaluation Panel's designated winner, RW Block, regarding CS-363 at a not-to-exceed budget of \$250,000 and authorize the Chair (Ummel) of the Contracting Working Group to finalize the contract, issue a notice to proceed, and serve as the liaison between RBOC and the consultant during the term of the engagement.

5. **Chair's Report:** San Francisco Public Utilities Commission (SFPUC) Staff Report: Quarterly Report on Water System Improvement Program (WSIP). (Discussion)
6. **Election of Officers for the RBOC - 2014** (Discussion and Action)
7. **RBOC 2013 Annual Report** (Discussion and Action)
8. **Approval of RBOC Minutes of January 13, 2014** (Attachment) (Discussion and Action)
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 Committee 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.

Public Comment

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.

Disability Access

RBOC meetings will be held at the Public Utilities Commission, 525 Golden Gate Avenue, San Francisco, CA. The Committee meeting room is wheelchair accessible. The nearest accessible BART station is Civic Center (Market/Grove/Hyde Streets). Accessible MUNI Metro lines are the F, J, K, L, M, N, T (exit at Civic Center or Van Ness Stations). MUNI bus lines also serving the area are the 5, 6, 9, 19, 21, 47, 49, 71, and 71L. For more information about MUNI accessible services, call (415) 701-4485.

The following services are available on request 48 hours prior to the meeting; except for Monday meetings, for which the deadline shall be 4:00 p.m. of the last business day of the preceding week: For American sign language interpreters or the use of a reader during a meeting, a sound enhancement system, and/or alternative formats of the agenda and minutes, please contact Mike Brown at (415) 487-5223 to make arrangements for the accommodation. Late requests will be honored, if possible.

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City accommodate these individuals.

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 (Chapter 67 of the San Francisco Administrative Code) 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 sotf@sfgov.org.

Citizens may obtain a free copy of the Sunshine Ordinance by printing Chapter 37 of the San Francisco Administrative Code on the Internet , at <http://www.sfbos.org/sunshine>.

Cell Phones, Pagers and Similar Sound-Producing Electronic Devices

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.

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 §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; web site www.sfgov.org/ethics.



**Revenue Bond Oversight Committee (RBOC)
CS-363 Construction Management Services
January 31, 2014**

Contents

SECTION 1 Proposer Qualifications.....	5
DESCRIPTION AND BACKGROUND SUMMARY OF RWBC	5
RWBC EXPERIENCE	7
SECTION 2 Team Organization, Availability, and Qualifications	11
RWBC ENGAGEMENT TEAM	11
SECTION 3 Approach and Workplan	15
SECTION 4 Engagement Schedule	24
SECTION 5 Engagement Fee	25
APPENDIX – RESUMES	26

RE: CS-363 Construction Management Services – RBOC Evaluation of Lessons Learned

A. Cover Letter

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

R. W. Block Consulting, Inc. (RWBC) is pleased to submit its proposal to provide construction management services as set forth in the requirements of procurement CS-363 RBOC Evaluation of Lessons Learned (CS-363).

Our response is comprised of the following sections:

SECTION 1	Proposer Qualifications
SECTION 2	Team Member Organization, Availability, Qualifications
SECTION 3	Project Approach and Workplan
SECTION 4	Engagement Schedule
SECTION 5	Engagement Fee
APPENDIX	Resumes

As requested in CS-363, RWBC is the lead/prime proposer on this effort. The designated firm representative during negotiations and contract execution is Roy Block, President of RWBC, Inc.: 130 Sutter Street, 7th Floor, San Francisco CA 94104-4038, Tel. 407-256-0509, and email: roy.block@rwblockconsulting.com.

RWBC is a national firm providing management consulting services to owners of large capital programs including process reviews and assessment, evaluation of capital program performance, risk assessments, program design and delivery reviews, program financing, claims and change order review, and related services.

Founded in 2002, RWBC has performed engagements on construction programs/projects with an aggregate value in excess of \$23 billion. Our work experience covers a wide range of industries, delivery methods and contract types, including water/sewer, transportation, aviation, health care, education, office development, performing arts/multi-use, disaster recovery, ports, and private sector.

RWBC's methodologies and practices have been recognized as leading practices by the Government Accountability Office (GAO), for our work in compliance testing on disaster recovery reconstruction efforts (ref. reports 08-1120, 09-129 and 09-437T). We further expand our point of view and methodologies/tools in two books, "Industry Best Practices for Assessing Construction Risk", ISBN-13: 978-0-9754041-1-9, Jan.

2007 and "Industry Best Practices for Managing Capital Investment", ISBN #0-9754041-2-1, April 2004. RWBC services are primarily provided to owners.

RWBC's project team is comprised of industry specialists with extensive design, construction, and program management in conjunction with financial and controls backgrounds. RWBC's staff assigned to this project, have, on average, 25 years construction industry experience. In addition, **all** of RWBC's staff assigned to this project also worked on CS-254 RBOC Evaluation of the Water System Improvement Program (WSIP) and developed an in-depth understanding of the WSIP, structure, issues, soft costs, program management information system (P6), and risks. RWBC will leverage this knowledge and understanding to performing the work set forth in CS-363. RWBC has evaluated existing and planned work-loads for all proposed staff on this engagement to ensure proposed project milestones can be met.

RWBC has an unparalleled track record successfully performing engagements of a similar nature including CS-254 RBOC Evaluation of the WSIP (\$4.5 billion), an evaluation of Seminole County's (FL) Environmental Department's \$323 million capital program to improve water/sewer facilities as well as a review of the City of Portland's East Side Combined Sewer Overflow Tunnel project, a \$369 million project, for example. RWBC is a registered DBE business in California.

Point of contact for all communications pertaining to this proposal:

Name: Roy Block
Title: President, RWBC
Address: 871 Outer Road, Suite B, Orlando FL 32814
Phone: (407) 256-0509
Email: roy.block@rwblockconsulting.com
Fax: (407) 897-5356

RWBC, if selected, agrees to sign a non-disclosure agreement as set forth in CS-363 RFP document.

We trust that this proposal meets your requirements and are available to commence work on this project immediately upon approval. Feel free to contact me at (407) 256-0509 should you have any questions or require additional clarification regarding our response.

Sincerely,



Roy W. Block
President,
R W Block Consulting, Inc.

SECTION 1 Proposer Qualifications

DESCRIPTION AND BACKGROUND SUMMARY OF RWBC

This engagement will be performed in its entirety by R. W. Block Consulting, Inc. (RWBC). RWBC is a national firm providing management consulting, program/financial management oversight of large-scale capital programs on behalf of owners, process and organizational reviews, risk assessments, performance evaluations, as well as change order evaluation and pricing evaluations. Founded in 2002, RWBC has performed engagements on construction programs/projects with an aggregate value in excess of \$23 billion throughout the US and abroad.

Our experience covers a wide range of industries, delivery methods and contract types, including water/sewer, transportation, aviation, health care, education, office development, performing arts/multi-use, disaster recovery, ports, and private sector. RWBC has performed extensive performance evaluations in the form of process benchmarks, audits, organizational reviews, information technology (IT) system functional reviews, cost and schedule at completion analysis on water and sewer capital programs. Specifically to this engagement, RWBC has in-depth knowledge of the WSIP, having successfully performed project CS-254 which required conducting extensive interviews at all program management levels, site visits of several complex projects, review of WSIP policies, procedures, and systems, and evaluating a wide range of program financial and operational data. All RWBC staff proposed to work on CS-363 also worked on CS-254, providing the RBOC with the benefit of engagement staff that is not only technically sound, experienced, but also knowledgeable of the specific subject matter to be evaluated. All RWBC staff proposed on this engagement have also worked for RWBC for several years, further eliminating issues pertaining to team performance, collaboration, communication, and, ultimately, deliverables to the RBOC.

RWBC's methodologies and practices have been recognized as leading practices by the Government Accountability Office (GAO), for our work in compliance reviews/risk mitigation on disaster recovery reconstruction efforts (ref. GAO reports 08-1120, 09-129 and 09-437T). We further expand our point of view and methodologies/tools in two books, "Industry Best Practices for Assessing Construction Risk", ISBN-13: 978-0-9754041-1-9, Jan. 2007 and "Industry Best Practices for Managing Capital Investment", ISBN #0-9754041-2-1, April 2004. RWBC services are primarily provided to owners.

RWBC is a registered DBE/MBE business with the States of California, Arizona and Florida.

RWBC provides the following services to owner of capital programs:

1. Organizational assessments and performance measurement
2. Program and financial management oversight
3. Cost at completion/schedule at completion analysis
4. Program delivery strategy
5. Process reviews
6. Program management systems review

7. Change order evaluation
8. Cost and risk assessments
9. Construction audits
10. Schedule reviews
11. Capital program financing feasibility, funding and compliance reviews
12. Claims review/litigation
13. Federal and state funding compliance reviews
14. Disaster recovery oversight
15. Program controls

RWBC staff is comprised of seasoned engineers, project managers, and financial control specialists who have worked for owners of capital projects, large general contractors, engineering firms and accounting firms. We have focused our entire practice to leveraging the combination of program management and financial management disciplines providing our clients with an integrated service offering. We are a results oriented firm and develop long-term relationships with our clients based on successful project delivery, the highest level of client service, and always looking to protect the interests of our clients.

Although RWBC is not an accounting firm, RWBC's internal quality control procedures are based on American Institute of Certified Public Accountants (AICPA) quality control standards, widely recognized as industry leaders in devising such processes. RWBC applies a three level review process to each deliverable work product. The first level is performed by engagement staff through the use of the engagement quality control check list. The quality control checklist is developed based on the specific engagement work plan and scope. The second level of quality control review is performed by the engagement project manager. This review focuses on data quality, supporting documentation and reasonableness of conclusions reached based on data analysis. The outcome of the second level review includes comments and/or follow up actions as needed. The final review is performed by the engagement principal. The engagement principal is a seasoned professional experienced with the work being performed and reviewing engagement deliverables. Final review action items are completed and resolved prior to issuing draft to the client.

The RWBC team presents unparalleled experience, talent, and proven solutions to successfully evaluate SFPUC's lessons learned process, assess key program/project management elements aligned with RBOC stated mission, and assess the transferability of key lessons learned between WSIP and SSIP. **Figure 1**, below, provides a snapshot of RWBC's project experience performing similar services as that required under CS-363, highlighting experience with the specific elements for review outlined in Section V.B of the CS-363 RFP document.

Figure 1 - RWBC Project Experience

	San Francisco Public Utilities Commission - Water System Improvement Program (RWBC)	City of Portland, ESCO Tunnel (RWBC)	Seminole County, Environmental Services (RWBC)	Broward County, Department of Public Works (RWBC)	San Francisco International Airport - Terminal 2 (RWBC)	San Francisco International Airport - Terminal 3/ATCT (RWBC)	San Diego County Regional Airport Authority - Greenbuild Program (RWBC)	Salt Lake City Department of Airport - Terminal Redevelopment Program (RWBC)	State of MS Management Agency (Katrina Reconstruction) (RWBC)
Industry:	Water & Sewer	Water & Sewer	Water & Sewer	Water & Sewer	Transp.	Transp.	Transp.	Transp.	Disaster
Project Size (Millions)	\$4,500	\$369	\$323	\$800	\$480	\$190	\$864	\$1,896	\$2,800
RBOC-selected elements									
Budgetary and accounting controls	*	*	*	*	*	*	*	*	*
Delivery costs	*	*	*	*	*	*	*	*	*
Design	*	*	*	*	*	*	*	*	*
Change management	*	*	*	*	*	*	*	*	*
Risk assessment/management	*	*	*	*	*	*	*	*	*
QA/QC	*	*	*	*	*	*	*	*	*
Pool of potential elements to be selected by consultant									
Organizational framework	*	*	*	*	*	*	*	*	*
Financing	*	*	*	*	*	*	*	*	*
Bidding and estimating	*	*	*	*	*	*	*	*	*
Scheduling/Forecasting	*	*	*	*	*	*	*	*	*
Reporting regimens	*	*	*	*	*	*	*	*	*
Delivery methods	*	*	*	*	*	*	*	*	*
Use/application of technology	*	*	*	*	*	*	*	*	*
Closeout procedures	*	*	*	*	*	*	*	*	*

RWBC EXPERIENCE

Project:	CS-254 Evaluation of WSIP Program
RWBC Role:	Prime
Engagement Fee:	\$285,240
Performance Period:	2012-2013
Project Performance:	All project deliverables were performed on time and within budget
Reference:	This engagement was performed on behalf of the SFPUC RBOC

RWBC was engaged by the SFPUC RBOC to perform and review of the WSIP through the performance of two major tasks. The first major task entailed analyzing the estimate cost at completion (EAC) and schedule at completion (SAC) for five large projects in the WSIP including:

1. Calaveras Dam Replacement (CUW37401)
2. New Irvington Tunnel (CUW35901)
3. Bay Division Pipeline Reliability Upgrade Tunnel (CUW36801)
4. Harry Tracy Water Treatment Plant Long Term Improvements (CUW36701)
5. Crystal Springs/San Andreas (CSSA) Transmission System Upgrade (CUW37101)

The primary objective of this task was to evaluate whether the current methodology used by the WSIP team provides realistic and reliable projections. The outcome of TASK A was RWBC's determination of the likelihood that each of the five projects analyzed will be completed within projected EAC and SAC parameters. The second major task performed was to evaluate WSIP delivery costs, defined as soft-costs or non-construction costs, including project and program management, planning, engineering,

environmental review and permitting, and construction management costs. The outcome of TASK B is our observations and recommendations associated with projected soft costs to complete the WSIP.

In order to complete these two tasks RWBC interviewed over 30 program and project staff at all levels of responsibility including general contractors, performed site visits to gain familiarity with the work being performed and attended project meetings, accessed the WSIP program information management system (P6) to extract a wide range of program data for analysis, reviewed WSIP program policies and procedures, evaluated a wide range of schedules and change orders on the five projects selected for review, developed innovative techniques to allow for the independent verification of EAC and SAC, and issued draft and final reports in a structure similar to that being proposed under CS-363.

Project: Seminole County, Environmental Services Department
RWBC Role: Prime
Engagement Fee: \$130,000
Performance Period: **2009-2010**
Project Performance: All project deliverables were performed on time and within budget
Reference: Andy Neff, PE, Director, Environmental Services Department, Seminole County FL, email: aneff@seminolecountyfl.gov, Tel (407) 665-2012

RWBC was engaged by Seminole County, FL to review the performance of the program management function on a \$323 million water and sewer improvement capital program. Our work entailed a review of the program manager staffing levels, fees incurred, and evaluation of process to calculate earned values (EV) compared to work actually in place. In carrying out the work RWBC found deficiencies in the EV calculations as the methodologies to earn values were not applied consistently and resulted in reporting values that exceeded actual work in place (accelerated throughput). RWBC was also tasked with a review of applicable policies and procedures used to administer and report on the construction work. Our analysis identified gaps including lack of standardized program management practices and reporting methods that yielded limited information in forecasting costs to completion and project performance. Other areas of analysis in this engagement included cost to completion analysis of the program manager function, approaches that could be used to mitigate risks in not completing the work time. RWBC was asked to address management responses, make presentations to senior County executives and the County Board.

Project: City and County of San Francisco, Office of the Controller- City Services Auditor (CSA)
RWBC Role: Prime
Engagement Fee: \$75,760
Performance Period: 2013
Project Performance: All project deliverables were performed on time and within budget
Reference: Nicholas Delgado, Audit Manager
nicholas.delgado@sfgov.org, Tel. (415) 554-7575

The purpose of this engagement was to develop a risk assessment model (RAM) to be utilized by CSA to quantify project risk as it pertains to potential budget, time, compliance, or quality deficiencies being realized on capital projects. The RAM was developed in a manner that captured certain key capital project data to calculate a project risk score based on certain performance measure criteria such as budget, construction cost variability, contingency usage, schedule, or throughput for example. The resulting RAM score allowed CSA to prioritize projects for audit or for performing monitoring activities on all City of San Francisco department capital development activities. As a starting point the RAM was developed for projects funded by the 2008 Clean and Safe Neighborhood (CSNP) Parks Revenue Bond (\$185 million), 2008 San Francisco General Hospital Rebuild Program (SFGH) (\$880 million), 2010 Earthquake Safety and Emergency Response (ESER) Bond (\$412 million), and SFPUC WSIP (\$4.6 billion).

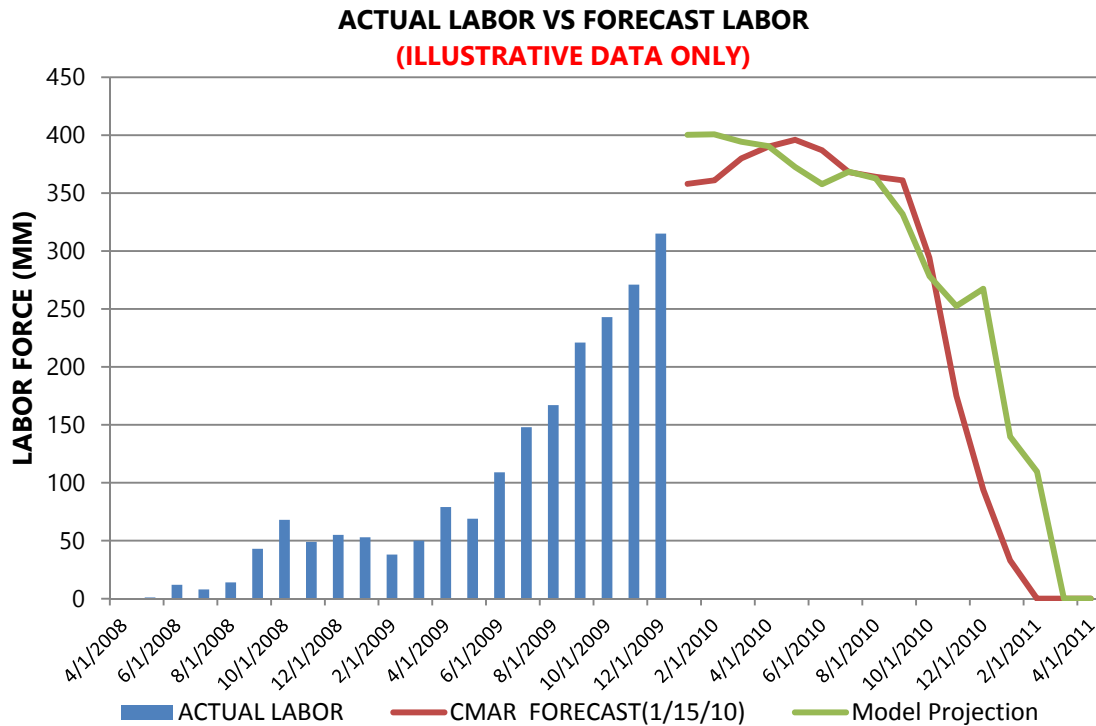
Project:	San Francisco International Airport – Terminal 2 Rehabilitation
RWBC Role:	Prime
Engagement Fee:	\$218,000
Performance Period:	2009-2011
Project Performance:	All project deliverables were performed on time and within budget
Reference:	Bruce Robertson, Finance Department, email: Bruce.Robertson@flysfo.com , Tel: (650) 821-2813

RWBC was part of project management team overseeing the renovation of Terminal 2, originally built in 1950, including seismic retrofit, tenant improvements and IT infrastructure (\$480 million). In addition to providing program oversight, RWBC was specifically tasked with providing an independent risk analysis of potential budget exposure (forecasting costs to complete) and schedule exposure (schedule at completion). One of the unique requirements of the analysis was that RWBC was tasked to devise a method to forecast completion forecasts using a methodology that would be independent of the contractor's (construction manager at risk, CMAR) schedule and logic. Validation of the CMAR's schedule and logic would not provide an independent method to test performance. As such, RWBC developed a methodology to forecast completion dates based on labor usage. In essence, this was accomplished through the extraction of labor costs (and equivalent full time equivalent staffing) from scheduled contract values, and testing derived labor staffing values against actual labor forces on the job site. Derived labor staffing values were compared to actual labor on the project. In developing completion projections, constraints were also created for the level of physical labor forces that would be productive within the confines of the job site. The analysis provided a very useful tool for management to discuss variances in forecast versus actual levels realized on the project as well as to identify the need for second and third shift as work to achieve project completion dates (these productivity shortfalls were not identified in the project CMAR P6 schedule). RWBC had previously used this methodology successfully to defend claimed acceleration costs on litigation costs associated with a \$200 million construction project in Orlando, Florida. **Figure 2**, below, provides a snapshot of model forecast results (data reflected in this figure has been modified and is for illustrative purposes only).

In addition to preparation of an independent schedule at completion analysis, RWBC was also tasked with performing month-to-month schedule evaluation of submitted progress schedules to identify

trends that could impact cost/schedule at completion such as criticality, near-criticality, activity and performance (month-to-month).

Figure 2 - Schedule at Completion (SAC) Model Results (SAMPLE DATA)



Project: East Side Combined Sewer Outflow Tunnel,
City of Portland, Environmental Services

RWBC Role: Prime

Engagement Fee: \$65,000

Performance Period: 2011

Project Performance: All project deliverables were performed on time and within budget

Reference: Business Services Manager, City of Portland Bureau of Environmental Services, email: james.hagerman@portlandoregon.gov, Tel (503) 823-7196

RWBC was engaged by the City of Portland, Bureau of Environmental Services to review the processes and procedures used to capture costs, forecast costs to completion, and construction change orders of the East Side Combined Sewer Outflow Tunnel project (\$369 million). As part of this engagement, RWBC was also tasked with verifying whether costs were incurred in compliance with contract requirements and that the work reported on the applications for payment were reflective of physical work in place. Observations identified in our analysis included the manner in which the contractor’s fee was earned and how it was disassociated with certain time components of the projects resulting in earned values that were accelerated, for example. Our analysis also showed that evaluated change order preparation, payment (prime and subs),

and financial reporting followed industry leading practices for ensuring transparency, standardization in application/preparation.

Project:	Mississippi Emergency Management Agency (MEMA) Katrina Recovery Oversight
RWBC Role:	Subcontractor
Engagement Fee:	\$6 million
Performance Period:	2006-Current
Project Performance:	All project deliverables were performed on time and within budget
Reference:	Bryan McDonald, Partner, Horne LLP, bryan.mcdonald@horne-llp.com , Tel: (601) 209-4208

RWBC is providing risk assessment and financial oversight services to MEMA in its efforts to complete reconstruction efforts in the aftermath of hurricane Katrina on Federal Emergency Management Agency's (FEMA) public assistance (PA) program. The reconstruction effort totals \$2.8 billion and covers over 800 public sector applicants statewide. Reconstruction efforts cover a wide range of construction activities including water and sewer, roadway, school, hospital and other affected facility types. RWBC devised the methodology used to assess financial risk and devised the structure to be used in forecasting cost variances in completion of the work. Our methodologies developed for managing financial risk assessment and oversight of construction efforts has been cited as a leading practice by the GOA (ref. reports 08-1120, 09-129 and 09-437T). This is one of the most complex, large scale reconstruction efforts in the US, with the highest level of compliance requirements given extensive use of Federal funds. Performance to date includes an unmatched deobligation rate of less than 0.5% of funds submitted for payment.

SECTION 2 Team Organization, Availability, and Qualifications

RWBC ENGAGEMENT TEAM

RWBC's project team provides unparalleled technical expertise, experience with large capital programs, and familiarity with SFPUC capital activities. **Figure 2**, below, provides an overview of our teams minimum and desired qualifications as provided in the RFP CS-363.

Figure 2 - RWBC Team's Experience

	Roy Block	David Benouaich	Steve Gardner, PE	Sandi Roneker	Dean Fojo, PE, LEED AP	Laurel Kokaska
Engagement Role	Engagement Principal	Engagement Manager	Technical specialist	Technical specialist	Technical specialist	Technical specialist
Required professional experience						
All aspects of project, program, and construction management	•	•	•	•	•	•
Scheduling/Forecasting	•	•	•	•	•	•
Budgeting, cost control, estimating	•	•	•	•	•	•
Knowledge management	•	•	•	•	•	•
Change management	•	•	•	•	•	•
Construction contract administration/oversight	•	•	•	•	•	•
Public utility governance and financing	•	•	•	•	•	•
Disireable professional experience						
Planning, design, and construction of large complex water/sewer projects/programs	•	•	•	•		
Risk assessment/management of infrastructure projects	•	•	•	•	•	•
Environmental regulations	•	•	•	•	•	
QA/QC	•	•	•	•	•	
Feasibility analysis and analysis of construction programs	•	•	•	•	•	•
Lessons learned processes and procedure	•	•	•	•	•	•
Familiarity with SFPUC's water/waste water projects	•	•	•	•	•	•

All proposed engagement staff are available to perform work on CS-363 as reflected in our work plan. In reaching this conclusion, RWBC has reviewed existing and planned work levels for staff proposed engagement staff.

This engagement will be headed by **Roy Block**, President of RWBC. Mr. Block has 22 years of construction industry experience in a wide range of roles including serving as project manager on a \$180 million water and sewer construction project in Boston, MA (Boston Harbor Cleanup Project, MWRA), a \$320 million cut-and-cover tunnel in Boston, MA (also prepared overall project schedule using Primavera Project Planner software with over 10,000 activities), and a \$30 million utility relocation project also in Boston MA. Subsequently, Mr. Block served as a Director of PricewaterhouseCoopers Engineering and Construction Consulting Practice, leading program management and financial oversight engagements throughout the US and abroad. Since 2002, Mr. Block has spearheaded RWBC, one of the fastest growing management consulting firms in the US. Under this role, Mr. Block has provided extensive evaluation of capital programs, capital development performance, schedule at completion, cost at completion, risk assessments and soft costs analysis to clients such as SFPUC RBOC, CSA, Seminole County, FL, City of Portland Bureau of Environmental Services, San Francisco International Airport, Greater Orlando Aviation Authority, Mississippi Emergency Management Agency, Louisiana Department of Administration, to name a few. Mr. Block has led over 200 engagements to successful conclusion throughout the US and abroad.

Mr. Block will have primary responsibility for ensuring that the work is carried out to the highest standards of performance, and will be directly involved in the assessment of lessons learned, program elements reviewed aligned with RBOC mission, and evaluation of which key lessons learned can be applied from the WSIP to the SSIP. At RWBC, we strongly believe in the hands-on involvement of all our staff and are committed, at the highest levels, to the successful performance of this engagement. Mr. Block will also provide quality control reviews of internal work products.

Mr. Block holds a BS in Civil Engineering from the Colorado School of Mines, an MBA from Rollins College, an MS Ransselaer Polytechnic Institute, and an MS in Civil Engineering from Columbia University. Mr. Block is a national lecturer on compliance, organizational performance, project controls, owner oversight and construction auditing topics and has co-authored two books: "Industry Best Practices for Assessing Construction Risk," 2007, Co-authored "Industry Best Practice for Management Capital Investment," 2004. He is a certified construction auditor and certified controls professional.

PROJECT ROLE: Overall project delivery responsibility and point of contact for this engagement. Implementation of work plan to identify and describe the SPUC's lessons learned process, assess key program/project management elements aligned with RBOC mission, and assessing how these lessons learned may be incorporated to the SSIP. Mr. Block will also participate in interviews and is responsible for preparing progress reports and delivery of draft/final project reports, and presentations to RBOC as required.

REFERENCES: Maureen S. Riley, Executive Director, Salt Lake City Department of Airports, (801) 575-2408
Stan Thornton, Chief Operating Officer, Greater Orlando Aviation Authority (407) 825-7826
Andrew Neff, Director of Environmental Services, Seminole County FL (407) 665-2012
Bruce Robertson, San Francisco International Airport, (650) 821-2813

Mr. **David Benouaich** will be reporting to Mr. Block and serve as the engagement manager for this project. Mr. Benouaich is a Civil Engineer with over 17 years of industry experience working on a wide range of projects including performing evaluations of capital programs, evaluation of earned values, construction auditing and project management. Mr. Benouaich has worked on programs ranging in value between \$300 million to over \$5 billion. His consulting experience covers the entire range of capital planning and development activities: construction auditing, process improvement, financial and program management oversight, funding/eligibility analyses, systems implementation, executive reporting, and construction auditing (construction costs and professional services). Mr. Benouaich also has experience in assessing capital project delivery organizations, providing financial management oversight of capital investments, and implementing program management processes and systems. His services include construction auditing, project and program management oversight, financial and funding analyses, development of project controls, and expert witness services.

Mr. Benouaich holds an MS in Construction Management from the Massachusetts Institute of Technology, Cambridge, MA, MS, Civil Engineering, Swiss Federal Institute of Technology, Switzerland, and BS, Civil Engineering, Swiss Federal Institute of Technology, Switzerland. He is a certified construction auditor and certified controls professional.

REFERENCES: Maureen S. Riley, Executive Director, Salt Lake City Department of Airports, (801) 575-2408
Mike Patterson, PE, Director of Construction, Greater Orlando Aviation Authority (407) 825-2460

PROJECT ROLE: management of resources to conduct the work, technical analysis lessons learned, evaluations of transferability of lessons learned from WSIP to SSIP, and report preparation.

Mr. **Steve Gardner**, PE is a Director with RWBC and will be providing specialty technical services including assessment of design lessons learned, quality assurance/quality control (QA/QC), change management, and risk assessment and management. In January 2014, Mr. Gardner completed a review of design for a \$1.8 billion airport project which included extensive utilities and treatment plant work, seismic retrofit and

design, LEED certification, all similar work elements to the WSIP. In 2013, Mr. Gardner was one of our key staff on the CS-254 project where he performed technical reviews of change orders on the five projects evaluated, including a detailed review of the \$100+ million change order for unforeseen conditions on the Calaveras Dam Replacement project: review of design documents, contractor's pricing submittals, and entitlement.

Mr. Gardner is a 40 year industry veteran and past Executive Director the Greater Orlando Aviation Authority (GOAA) one of the 15 largest airports in the US. Prior to his role as Executive Director, Mr. Gardner was the head of GOAA's Engineering and Construction Department, implementing a \$1.5 billion capital program (over 50-75 construction project implemented annually). Throughout his career, Mr. Gardner has served as an Owner's Authorized Representative as Project Engineer, Project Manager and Resident Engineer for numerous public agencies associated with infrastructure construction. These projects have ranged from new and relocated underground utilities, tunnels, interstate highways, bridges, and large buildings utilizing multiple project delivery systems including conventional bid, Design-Build and CM at Risk. Typical responsibilities included quality control and testing, payment application approvals, cost estimating, schedule development, monitoring and adherence, change order cost estimates, preparation and approvals, claims avoidance and resolution, and management of staff. Mr. Gardner has provided project status analysis including cost and schedule to completion analysis in the private sector as well as for the City of Portland, East Side Combined Sewer Overflow tunnel project. Mr. Gardner is a registered professional engineer and has a BS in Civil Engineering from the University of Virginia and an MS in Civil Engineering from George Washington University.

REFERENCES: Maureen S. Riley, Executive Director, Salt Lake City Department of Airports, (801) 575-2408
Stan Thornton, Chief Operating Officer, Greater Orlando Aviation Authority (407) 825-7826

PROJECT ROLE: review of program/project elements including design, QA/QC, change management and risk/assessment.

Ms. **Sandi Roneker** is a Senior Associate at RWBC and has served as a construction manager on some of the largest infrastructure projects in the US including project CS 254's review of the WSIP program performed on behalf of the RBOC, as well as provided cost at completion analysis services on the City of Portland's East Side Combined Sewer Overflow tunnel project totaling \$369 million. Ms. Roneker was a key staff member in project CS-254 who gained in-depth knowledge of the WSIP program management information system (PMIS), was provided access to PMIS to independently extract a wide range of project information that allowed RWBC to perform innovative and independent analyzes, conducted site visits of all five projects evaluated, and supported in the development of the draft and final report.

Ms. Roneker is a 30 year industry veteran with diversified construction industry experience including clients in the private and public sector. Ms. Roneker has varied and extensive oversight and management expertise including, design, bid preparation and negotiation, construction, value engineering, budget management, contract administration, estimating, scheduling, conflict resolution, resource management, process improvement and program management system implementation. Prior to joining RWBC, she was the construction manager on a \$1.5 billion transportation infrastructure program in Phoenix AZ for URS Corporation. Ms. Roneker holds a degree in Architecture and Design, Villa Maria College.

REFERENCES: Stan Thornton, Chief Operating Officer, Greater Orlando Aviation Authority (407) 825-7826
Davin Ruohomaki, URS, Vice President, (407) 825-4059

PROJECT ROLE: WSIP PMIS subject matter specialist, budgetary and accounting controls (including soft costs), change management, and risk assessment evaluation. Site visits to projects identified in Section 5.C of CS-363 RFP in conjunction with Mr. Block.

Mr. **Dean Fojo**, PE, LEED AP, is a Senior Associate with RWBC. Fojo has over 31 years of experience in multidisciplinary projects. During his career, he has been responsible for managing a variety of multimillion-dollar planning, engineering and construction projects. His responsibilities have included: assessing an entity's ability to implement a program, recommending and implementing process improvements, defining a project's scope, managing the design and construction process, and overall management/coordination on a wide range of project types. Mr. Fojo was a key staff member on in the execution of the CS-254 WSIP evaluation project performing site visits, reviewing program documentation, evaluating cost and schedule to complete, as well as development of draft report.

Mr. Fojo holds BS, Engineering(Magna Cum Laudae), Brown University, Providence, RI, MS, Engineering, Stanford University, Palo Alto, CA and is a Licensed Professional Engineer, Florida, and LEED Accredited Professional.

PROJECT ROLE: technical specialist on process assessment, budgetary and accounting controls, delivery costs, design and change management, and risk assessment. Support in review of additional program element as well as site visits to projects, and evaluation of additional program element to be determined.

REFERENCES: Maureen S. Riley, Executive Director, Salt Lake City Department of Airports, (801) 575-2408
Stan Thornton, Chief Operating Officer, Greater Orlando Aviation Authority (407) 825-7826

Ms. **Laurel Kokaska**, is a Senior Associate with RWBC. Ms. Kokaska has eight years of experience in financial controls, project management, claims analysis, project scheduling, process auditing and development. Her financial controls experience extends into project audits, contract reconciliations, cost reporting, and funding compliance review. Ms. Kokaska's expertise also includes project database design and development (including BIM integration), owner's representation, logistics, and project controls design and implementation. Ms. Kokaska performed extensive analysis of WSIP forecast costs under project CS 254, including development of data structures on trends to allow independent verification of cost at completion as well as support in the development of draft and final reports to the RBOC.

PROJECT ROLE: technical specialist on process assessment, budgetary and accounting controls, delivery costs, design and change management, and risk assessment. Support in review of additional program element as well as site visits to projects, and evaluation of additional program element to be determined.

REFERENCES: Stan Thornton, Chief Operating Officer, Greater Orlando Aviation Authority (407) 825-7826
Mike Patterson, Director of Construction, Greater Orlando Aviation Authority (407) 825-2460

SECTION 3 Approach and Workplan

The activities and data analysis to be performed in accomplishing the scope of work will ultimately be used to develop our report that fully describes and analyzes SFPUC's lessons-learned process, asses key

program/project management elements aligned with RBOC's stated mission, and assessing how lessons-learned on the WSIP can be applied to the SSIP.

Our work plan to complete this engagement is comprised of the following activities. For each activity we describe the scope, how we approach completing the scope, the outcome of each activity (deliverable, analysis), as well as the timing to complete each element of work. Our proposed engagement fee and schedule is fully integrated with this work plan as shown in **Figures 4 and 5**.

Activity 1 – Project Kick-Off Meeting

This activity entails the detailed review of project requirements, validation of proposed schedule/deliverables, document requests, and other specific information needed to ensure timely completion of our lessons-learned assessment. This activity will also serve to introduce our team and provide an opportunity for key project stakeholders from RBOC, WSIP and SSIP to be introduced to our team.

Other specific tasks to be accomplished at this meeting include initial identification of project site visit dates for our planned site visits (to be performed under **Activity 8**) which include:

1. Harry Tracey Water Treatment Plant
2. Calaveras Dam Replacement
3. Bay Tunnel
4. Crystal Springs / San Andreas Seismic Upgrades
5. East-West Pipeline

We note that the RWBC team has already visited four of the five projects identified (#1-4) under the CS-254 project and have interviewed staff, conducted site visits, and are familiar with the scope of work and challenges/opportunities associated with each project.

Other specific items to be accomplished is agreement which key WSIP and SSIP staff and stakeholders to be interviewed under **Activities 2**, and **5**, respectively. This approach is intended to ensure all project participants to understand how we will approach the work, schedule various needed interviews and site visits, and ultimately minimize the impact of our work on WSIP and SSIP staff.

Outcome Activity 1 – validated workplan, communications plan, and strategic feedback on engagement objectives/issues, interview and site visit schedule.

Timing Activity 1 – NTP + 3 days

Activity 2 –Interview stakeholders in lessons learned process (WSIP)

This activity entails interviewing those key individuals and stakeholders identified in **Activity 1**. The focus of this activity is to gain an understanding how those involved in the process believe it to be adding value and the formality (informality) of this process. This activity will help us to identify certain areas of further study. Examples of such could include whether stakeholders found the lessons learned process to be very useful but informal: not having the proper organizational focus or the means by which to introduce lessons learned back into operations. Also part of this effort will be to identify who the lessons learned champions are at the program, region, and project level.

Outcome Activity 2 – Interview list and summarized of interview results.

Timing Activity 2-NTP+4 weeks**Activity 3 – Assess SFPUC lessons-learned process**

This activity entails the review of existing lessons learned/continuous improvement policies and procedures developed by the WSIP program. Our review will address areas such as how lessons-learned/continuous improvement is conducted at the project, regional, and program level. Other areas of analysis include the extent and manner under which the PMIS (P6) system is utilized in the lessons-learned process. Questions to be answered under this task include the extent and manner under which technology is utilized to capture data pertaining to lessons learned and the manner under which such is used to distribute this information into the organization. Training and seminars are another way in which lessons learned can be captured, discussed, and shared within an organization. As such we will evaluate the extent to which this form of knowledge-capture is conducted by WSIP organization.

Outcome Activity 3 – mapping of SFPUC (WSIP) lessons-learned process including identification of methods used to capture and distribute lessons-learned into the organization (WSIP) and externally (SFPUC or SSIP), as well as areas where process is formalized (policy) and informal.

Timing Activity 3 – NTP+4 weeks.

Activity 4 – Review SSIP organization, management structure, processes, and scope

The first task under this activity will be to evaluate the general scope of the SSIP. Upon cursory review of available program information we understand certain features of the SSIP including a long duration (20 years) and size (\$6+ billion) which will impact delivery costs (soft costs), project delivery (escalation given long duration), as well as the more 'traditional' features of large programs including scope creep, unforeseen conditions, and litigation.

Other scope in this activity includes a review of the SSIP organizational structure. Questions pertaining to organizational structure we will delve into include is the SSIP organized in a manner that is similar to the WSIP (project-region-program)? Do different levels of the management structure have similar responsibilities and approval thresholds?

Another area of study under this activity includes a review of SSIP processes and procedures. This task aims to evaluate how the work is to be administered. Of particular focus will be a review of those processes used to develop and manage project budgets, project and program accounting controls, design (including requirements for design submittals (30/60/90/CD for example), design changes and scope administration, change management including activities impacting change during planning, design, bid, and construction activities. Part of our change management evaluation will include a review of how change orders, trends, and risks (if applicable) are reflected in costs at completion. This was one of the key areas of budgetary and schedule exposure analysis under the CS-254 effort. The treatment of risk assessment will be another area we will study in the SSIP to understand the treatment of risk and potential cost/time exposure and how such are reported internally and externally. The WSIP utilized a comprehensive approach to quantifying risks and its treatment (whether these identified risks) as it pertain to inclusion in trends (which ultimately are captured in the estimate cost at completion).

Outcome Activity 4: narrative of SSIP scope and management structure, development of key SSIP characteristics pertaining to the key study areas (elements) identified in Section V.B of the CS-363 and other selected potential program elements (Section 5.B items 1-16).

Timing Activity 4: NTP + 4 weeks

Activity 5 – Interview key SSIP management

This activity entails holding interviews with key SSIP management identified under Activity 1 (with agreement with CS-363 project stakeholders). Elements to evaluate during the interview process will be understanding of SSIP delivery strategy and soft costs; approaches and experience developing and implementing continuous improvement programs (lessons learned). Understand attitudes to knowledge and continuous improvement; enabling technologies to be used in gathering lessons learned and dispersing information on lessons learned to the organization. We will hold interviews with executive, middle, and line staff to ensure a holistic view of the SSIP.

Outcome Activity 5 – Interview list and summarized of interview results.

Timing Activity 5 – NTP+5 weeks.

Activity 6 – Compare and contract WSIP and SSIP

This activity entails the comparison of the WSIP and SSIP. As part of this activity we will develop comparisons on key program activities including organizational structure, delivery methods, delivery costs (soft costs), design, change management, risk assessment, PMIS/technology, process and procedures (similar/different processes), cost control, schedule control, QA/QC, forecasting, and reporting for example. Our focus will center on such program elements that pertain to RBOC's mission and those areas most favorable to knowledge transfer of lessons learned.

Outcome Activity 6 – Narrative and figures comparing and contrasting WSIP and SSIP; identification of key areas of potential knowledge transfer from WSIP to SSIP

Timing Activity 6 – NTP + 5 weeks.

Activity 7 – Conduct site visits of five projects identified / interview project staff

Based on our past experience, most recently performing CS-254 Review of the WSIP, we found that visiting each project to walk the site as well as talk and interact with project staff provides invaluable insight into how operations are actually conducted. From the perspective of evaluating lessons learned and knowledge management, performing site visits provides a key opportunity for validating perspectives, data gathered from activities 1-6 above, and testing how lessons learned are generated and applied at the project level. We selected the five projects listed below. We have previously conducted site visits and project site interviews for numbers 1-4 below and our staff has already reviewed extensive project documentation.

1. Harry Tracey Water Treatment Plant
2. Calaveras Dam Replacement
3. Bay Tunnel
4. Crystal Springs / San Andreas Seismic Upgrades
5. East-West Pipeline

Our familiarity on the high generation of changes and change directives was an issue previously identified on the Crystal Springs/San Andreas Seismic Upgrades, with the potential for downstream claims stemming, in large part, by the identification of unforeseen conditions. Similarly, we have already performed extensive reviews of the significant unforeseen event (geologic condition found on the slope) resulting in a \$100+ million change to the project. We will leverage our previous knowledge of each of these projects to quickly assess how lessons learned are being applied at the project and upward in the program management organization.

Outcome Activity 7 – narrative of project site visits, interview results with project staff and general contractor, and identification of project specific lessons learned.

Timing Activity 7 – NTP + 5 weeks

Activity 8 – RBOC Progress Report

This activity entails providing the RBOC with a progress report of work and activity completed to date.

Outcome Activity 8 – presentation of progress report to RBOC

Timing Activity 8 – NTP + 7 weeks

Activity 9 – Program Element Review-Budgetary and accounting controls/delivery costs

Lessons learned in budgetary control aim to highlight how the WSIP managed budgetary performance including budget development, budget changes, approval authority over budgetary changes, how to account for unforeseen conditions in budget management, and project closeout. Lessons learned in project accounting controls include processes and procedures associated with contracting, expenditures, tracking of costs, utilization of compensating controls for managing financial and accounting risks, fraud prevention and control, transparency, and reporting. One of the areas we will review lessons learned is in the extensive effort required to update monthly financials between the City of San Francisco's accounting system and PMIS, for example.

As it pertains to project delivery costs (soft costs) we will evaluate lessons learned on the WSIP delivery structure that was good or which may have caused added costs. Examples includes the mix of SFPUC staff vs. consultants, evaluation of how WSIP ramped down the soft costs as projects are completed, and whether the bottoms up analysis performed identified proper justification for staff to remain on projects for example. One of the key findings of CS-254 was that although the WSIP was ramping down, soft costs (delivery costs) were not ramping down in the same scale. We will highlight what specifically makes up the 43% soft cost factor by function and whether the function is performed by SFPUC staff or consultants. Functions include planning, A/E, program management, testing, etc. Of importance under this activity is to identify the data to be extracted from the PMIS and structure of such data for proper analysis. We will also use the Lessons Learned Matrix, as shown in **Figure 3**, to capture each of the lessons learned. This matrix will ultimately allow us to capture all lessons learned by element and project and will provide the basis for prioritizing our recommendations for applying lesson learned to the SSIP based on cost, time to implement, and applicability to the SSIP.

Figure 3 – Lessons Learned Matrix

Lessons Learned Matrix							
Ref.	Lesson Learned	Program Element	Project	Cost to Implement Lesson Learned	Time to Implement Lesson Learned	Applicability to SSIP	Reason
N/A	Description	Budget/accounting control	Harry Tracey	Low	Near (<1 month)	Low	N/A
		Design	Calaveras Dam	Medium	Medium (1-6 months)	Medium	
		Change management	Bay Tunnel	High	Long (> 6 months)	High	
		Risk assessment/management	Crystal Springs				
		QA/QC	East - West Pipeline				
		To be determined (TBD)					

Outcome Activity 9 – narrative of lessons learned and identification of key drivers behind the lessons learned for each of the projects studied. Included in the narrative will be a discussion whether the lesson learned was applied, root cause of lesson learned, and how such could be prevented or replicated (if positive) in the future. Completion of the Lessons Learned Matrix for this program element.

Timing Activity 9 – NTP + 7 weeks

Activity 10 – Program Element Review-Design process

This activity entails the identification of lessons learned as it pertains to the design process. Design provides the owner and project team with the ability to manage a wide range of project features such as cost, quality, and schedule, if managed properly. Elements to be evaluated in this activity include how standardized was the design process (recognizing that each design is unique): were deliverables of the same quality at schematic design, design development, and bid documents for example (and specifications)? Is there a wide range of variability in the design submittals across projects? We will review design documentation for each of the projects evaluated to understand similarities and differences in managing the design process across projects. Based on our previous site visits to the Calaveras Dam and Crystal Springs / San Andreas Seismic Upgrades projects, we found that the project management approaches to these projects differed based on the personalities of the project team (and how staff followed/adhered to stated design policies and procedures). Other areas we will evaluate include lessons learned in how modification were evaluated and incorporated into design: did this cause scope/cost creep? What were the drivers behind these changes? Other areas of study will be the construction phase support the architect/engineer, submittal reviews, answering of request for information (RFI) (Crystal Springs/Harry Tracy), and change order entitlement reviews.

Outcome Activity 10: narrative of our review of the design lessons learned for the five projects to be evaluated under this engagement. Completion of the Lessons Learned Matrix for this program element.

Timing Activity 10 – NTP + 7 weeks

Activity 11 – Program Element Review – Change Management

Change management covers the entire development process from planning, to design, construction, and closeout. As such it is a critical control element that needs to be studied and for which we would expect to find extensive information on lessons learned. We will gather budget history and trend history for the entire life of each project evaluated to understand how change was introduced into each project. During planning change will enter the project in the form of budget amendments or duration modifications: scope creep in project definition has significant downstream impacts. We will study the budget development for each of the 6 projects evaluated. During design, changes have a profound impact on cost/schedule, especially

during the early design phases (schematic design), as the owner (and project team) are still refining project intent and scope. We will review change management board actions to identify practices that could be transferred to the SSIP. During construction we will also evaluate all approved change orders, pending change order, and trends to identify common themes and opportunities for identification of lessons learned.

In conjunction with change management, we will also review the claims management process and the process by which the program management team recovered costs from architect/engineer for design errors/omissions. From a performance perspective we will also evaluate the issue of cost recovery for designs prepared by internal SFPUC staff on the five project evaluated. Another area we will evaluate is 'near' claims or disputed costs which are not yet a formal claim which may be realized in the form of a change directive (Crystal Springs) or denied changes which keep being resubmitted by the general contractor.

Outcome Activity 11 – narrative of our review of lessons learned in the change management process, root causes, commonalities and differences in applicability to the SSIP. Completion of the Lessons Learned Matrix for this program element.

Timing Activity 11: NTP + 8 weeks

Activity 12 – Program Element Review – Risk Assessment/Management

Risk assessment was an activity that generated a great deal of discussion on the WSIP. On one hand the WSIP program management team developed a sophisticated approach to quantification of risk (using Monte Carlo simulation), yet on the other hand none of these quantified risks were include in the trends reported for each project. Some entities expressed that exclusion of risks understated forecast at completion estimates, while the program management team maintained that inclusion of risks would create overstated forecasts to completion.

We will review each project evaluated to understand lessons learned in risk assessment. For example, the largest single change on the WSIP was not fully identified in any risk assessment. Reasons provided for such in the past include inability to cost effectively bore affected areas given the steep slope for example. Similarly, many of the largest unforeseen site conditions could be traced to geotechnical issues.

Outcome Activity 12 – narrative of our review of lessons learned in risk assessment/management process, effectiveness in using risk assessment, and applicability to the SSIP (which may be using the same risk assessment system). Completion of the Lessons Learned Matrix for this program element.

Timing Activity 12 – NTP+8 weeks

Activity 13 – Program Element Review – QA/QC

The WSIP has extensive policy pertaining to QA/QC for material testing, material control, product placement, safety, other testing such as pressure testing of pipes, welds, and in many features of specified materials and assemblies. We will test how each project evaluated followed stated QA/QC policies and procedures. Areas of review include identification of non-conformance: how were failed tests addressed, inspections, were internal audits of QA/QC processes conducted? We will request that the WSIP program management team provide extracted data from the PMIS pertaining to testing logs and results in order to perform analytical testing of results. We will review lessons learned for each project as it pertains to QA/QC.

Initially through site visits conducted in Activity 7 we would have gathered preliminary data and areas of focus to enhance the analysis of QA/QC data.

Outcome Activity 13 – narrative of our review of lessons learned in QA/QC process and the completion of the Lessons Learned Matrix for this program element.

Timing Activity 13 – NTP+9 weeks

Activity 14 – Selection and review of additional (6th) project/program element for review

This activity entails the review of an additional element for review from the 16 provided on CS-363 RFP document page 3 of 12. Once this element is identified in conjunction with the RBOC, we will review lessons learned associated with this element. Note that this element was specifically not identified at this time as requested in the CS-363 RFP document.

Outcome Activity 14 – narrative of our review of lessons learned in the TBD program element as well as completion of the Lessons Learned Matrix for this program element.

Timing Activity 9 – NTP + 9 weeks

Activity 15 – Conduct a gap analysis of WSIP lessons learned process

By this time in the engagement we would have a very deep understanding of the WSIP lessons learned process. We would also have completed extensive testing of how the WSIP lessons learned process is or is not working and root causes of such. Under this activity we will expand on the Lessons Learned Matrix to include additional data for each lesson learned to identify root causes of lessons learned and whether such lesson learned was identified through the identified lessons learned process in the WSIP policy or whether such was generated through informal means. This information will enable us to perform a gap analysis of the WSIP lessons learned process in a manner that is integrated with the rest of the data gathered as shown in Figure 3A below.

Figure 3A – Expanded Lessons Learned Matrix

Lessons Learned Matrix (Expanded)							
Ref.	Lesson Learned	Root Cause of Lesson Learned	Identification of Lesson Learned	Distributed to Project	How?	Distributed to Program	How?
			Stated policy	Yes	PMIS	Yes	PMIS
			Informal	No	Meeting/Training	No	Meeting/Training
			Other		Other		Other

Outcome Activity 15: gap analysis of WSIP lessons learned process

Timing Activity 15- NTP + 11 weeks

Activity 16 – Identification of most applicable WSIP lessons learned that could be applied to the SSIP

We will combine and aggregate all the data generated in the completion of the Lessons Learned Matrix and Expanded Lessons Learned Matrix to create a prioritized listing of all lessons learned. Prioritization will be given to lessons learned which have high degree of applicability to SSIP, have low cost and short duration to implementation. Similar approach will be follow to prioritize harder to implement, or costly to implement lessons learned, or those which may have low applicability to SSIP.

Outcome Activity 16 – prioritized aggregated Lessons Learned Matrix

Timing Activity 16 – NTP + 11 weeks

Activity 17 – Develop recommendations for improving/institutionalizing lessons learned process for the SSIP/SFPUC capital programs

This activity entails the development of recommendations of improving the lesson learned process based on the prioritized list of lessons learned in the Lessons Learned Matrix. Recommendations will also be prepared based on data identified in our interviews/site visits, extracted from the PMIS, and from the gap analysis conducted in Activity 15.

Outcome Activity 17 – narrative and data pertaining to recommendations for improvement of lessons learned process and improvements to institutionalizing lessons learned for SSIP and SFPUC capital programs.

Timing Activity 17 – NTP + 11 weeks

Activity 18 – Develop and issue preliminary draft report

This activity entails the development of a preliminary report capturing the work performed in activities 1-17 above and which will be focused on achieving the three engagement objectives: (1). Describe the lessons learned process; (2) assess the identified program elements and associated lessons learned; and (3) assessment of how these lessons learned can be applied on the SSIP.

Outcome Activity 18 - preliminary draft report issued for review by RBOC

Timing Activity 18 – NTP + 12 weeks

Activity 19 – Develop and issue final draft report

Upon receiving feedback from the RBOC and related parties, we will incorporate feedback/questions/comments into a final draft report for review by the RBOC.

Outcome Activity 19 – final draft report issued for review by RBOC

Timing Activity 19 – NTP + 13 weeks.

Activity 20 – Develop and issue final report

This activity entails the development of a final report based on feedback received on the final draft report.

Outcome Activity 20 – final report

Timing Activity 20 – NTP + 15 weeks.

Activity 21 – final report presentation to RBOC

This activity entails the presentation of final report to the RBOC.

Outcome Activity 21 – presentation of final report to RBOC

Timing Activity 21 – NTP + 16 weeks.

SECTION 4 Engagement Schedule

Our proposed project schedule is provided in **Figure 4**, below.

Figure 4- Engagement Schedule

Activity	Scope of Work Reference	Activity Description	2/24/2014 WK 1	3/3/2014 WK 2	3/10/2014 WK 3	3/17/2014 WK 4	3/24/2014 WK 5	3/31/2014 WK 6	4/7/2014 WK 7	4/14/2014 WK 8	4/21/2014 WK 9	4/28/2014 WK 10	5/5/2014 WK 11	5/12/2014 WK 12	5/19/2014 WK 13	5/26/2014 WK 14	6/2/2014 WK 15	6/9/2014 WK 16	
1	Section V.A	Kick off (scope validation, milestones)																	
2	Section V.A	Interview stakeholders in lessons learned process (WSIP)																	
3	Section V.A	Assess SFPUC lessons-learned process (WSIP)																	
4	Section V.C	Review SSIP organization, management structure, processes, and scope																	
5	Section V.C	Interview key SSIP management																	
6	Section V.C	Compare and contrast WSIP and SSIP (for identification of applicable lessons learned)																	
7	Section V.C	Conduct site visits of five projects identified/interview project staff																	
8	Section VIII.12	RBOC progress report																	
9	Section V.B	Program Element Review-Budgetary and accounting controls/delivery costs																	
10	Section V.B	Program Element Review-Design process/documents																	
11	Section V.B	Program Element Review-change management																	
12	Section V.B	Program Element Review-risk assessment/management																	
13	Section V.B	Program Element Review-QA/QC																	
14	Section V.B	Program Element Review-6th element identified in conjunction with RBOC																	
15	Section V.A	Conduct gap analysis of WSIP lessons learned process																	
16	Section V.C	Identification of most applicable WSIP lessons-learned that could be applied to SSIP																	
17	Section V.A	Develop recommendations for improving/institutionalizing lessons learned process for the SFPUC capital programs																	
18	Section VIII.11	Develop and issue preliminary draft report																	
19	Section VIII.12	Develop and issue final draft report																	
20	Section VIII.12	Develop and issue final report																	
21	Section VIII.12	Final report presentation to RBOC																	

SECTION 5 Engagement Fee

Our proposed fee to perform this engagement is \$244,600 as outlined in the fee table that follows shown as **Figure 5**. Note that each activity listed in the Fee Table correlates to the activity listed under **SECTION 3 APPROACH AND WORKPLAN**.

All team members are available to meet the requirements of this engagement.

Figure 5 – Fee Table

Activity	Scope of Work Reference	Activity Description	Task Duration (WKS)	Work Effort (HRS)						Total Task Hours
				Roy Block	David Benouaich	Steve Gardner	Sandi Romelner	Dean Fojo	Laurel Kokaska	
1	Section V.A	Kick off (scope validation, milestones)	1	8	8	8	24	24	0	72
2	Section V.A	Interview stakeholders in lessons learned process (WSIP)	3	24	0	32	32	24	0	112
3	Section V.A	Assess SFPUC lessons-learned process (WSIP)	3	24	0	24	0	0	24	72
4	Section V.C	Review SSIP organization, management structure, processes, and scope	3	24	0	24	0	0	24	72
5	Section V.C	Interview key SSIP management	2	20	0	4	16	20	0	60
6	Section V.C	Compare and contrast WSIP and SSIP (for identification of applicable lessons learned)	3	12	0	0	0	0	12	24
7	Section V.C	Conduct site visits of five projects identified/interview project staff	4	20	64	32	40	0	0	156
8	Section VIII.12	RBOC progress report	0.2	2	0	0	0	0	0	2
9	Section V.B	Program Element Review-Budgetary and accounting controls/delivery costs	2	12	20	0	0	0	32	64
10	Section V.B	Program Element Review-Design process/documents	2	4	0	40	0	20	0	64
11	Section V.B	Program Element Review-change management	2	4	12	8	24	0	0	48
12	Section V.B	Program Element Review-risk assessment/management	2	4	12	32	0	0	0	48
13	Section V.B	Program Element Review-QA/QC	2	4	16	0	0	44	0	64
14	Section V.B	Selection and review of additional (6th) project/program element for review	2	4	12	48	0	0	0	64
15	Section V.A	Conduct gap analysis of WSIP lessons learned process	5	28	10	10	0	0	6	54
16	Section V.C	Identification of most applicable WSIP lessons-learned that could be applied to SSIP	2	10	0	16	0	0	0	26
17	Section V.A	Develop recommendations for improving/institutionalizing lessons learned process for the SFPUC capital programs	2	16	0	16	0	0	0	32
18	Section VIII.11	Develop and issue preliminary draft report	4	56	0	0	0	0	16	72
19	Section VIII.12	Develop and issue final draft report	2	24	0	0	0	0	16	40
20	Section VIII.12	Develop and issue final report	3	40	0	0	0	0	40	80
21	Section VIII.12	Final report presentation to RBOC	0.2	0	0	0	0	0	0	0
Subtotal Engagement Fee:				\$ 76,160.00	\$ 30,800.00	\$ 58,800.00	\$ 24,480.00	\$ 23,760.00	\$ 30,600.00	1226
Total Engagement Fee:										\$ 244,600.00

APPENDIX – RESUMES

Education: MS, E-Business, Ransselear Polytechnic Institute, Troy NY
MBA , Rollins College, Winter Park FL
BS, Civil Engineering, CO School of Mines, Golden CO

Publications: Co-authored "*Auditing the Construction Project*", New Perspectives: Journal of the Association of Healthcare Internal Auditors, Fall 1997
Co-authored "Industry Best Practice for Management Capital Investment", 2004
Co-authored "Industry Best Practices for Assessing Construction Risk", 2007

Professional Associations: American Society of Civil Engineers (ASCE)
Concrete Institute of America (CIA)
Association of Airport Internal Auditors (AAIA)
Construction Owners Association of America (COAA)

Mr. Block has 22 years' experience in the industry, in his current capacity and previously as a Director with PricewaterhouseCoopers' Engineering and Construction Industry Consulting Practice. Mr. Block's expertise extends into a variety of facets of the construction industry, including e-business strategy, design, scheduling, resource management, production analysis, cost reporting and estimating.

Highlights of his experience include working with the following clients:

- SFPUC RBOC on CS 254 review of the WSIP
- Seminole County – Environmental Services – water & sewer program
- Broward County Department of Public Works – water & sewer program
- City of Portland – water & sewer program
- Salt Lake City International Airport - \$1.8 billion program
- San Francisco International Airport – T2, T3/BAE, ATCT projects
- Port of Oakland, \$100 million airport terminal
- City of San Francisco – Office of the Controller – risk assessment model
- San Diego County Regional Aviation Authority - \$864 million capital program
- Mississippi Emergency Management Agency - \$3 billion disaster recovery effort
- Texas Department of Emergency Management - multiple disaster recovery
- Mississippi Development Agency - \$300 million HUD affordable housing
- New World Symphony - \$130 million concert hall in Miami Beach

Education:	MS, Construction Management, Massachusetts Institute of Technology, Cambridge, MA MS, Civil Engineering, Swiss Federal Institute of Technology, Switzerland BS, Civil Engineering, Swiss Federal Institute of Technology, Switzerland
Speaking Engagements & Publications:	"Auditing and Financial Management of Disaster Recovery", Association of Airport Internal Auditors, 19 th Annual Conference, June 4, 2008, Anchorage, Alaska "Construction Change Order Preparation", Greater Orlando Aviation Authority, March 2006 Co-authored "Industry Best Practices for Assessing Construction Risk," 2007 Co-authored "Industry Best Practice for Management Capital Investment," 2004 Authored "Financing and Ownership Structures in International Project Finance," MS Thesis, MIT, 2000 Authored "Report on the Governors Meeting for Engineering and Construction 2000," World Economic Forum, Davos, Switzerland, 2000
Professional Associations:	American Society of Civil Engineers (ASCE) The Institute of Internal Auditors (IIA) Construction Owners Association of America (COAA)

Mr. David Benouaich is the executive vice president of R. W. Block Consulting Inc., providing program management oversight and financial advisory services to owners of capital improvement programs. He has been advising public and private sector clients on critical financial and business management issues, process improvement, and change management initiatives related to planning, engineering, and construction. Mr. Benouaich has extensive experience in airport financial planning, federal (FAA/TSA) and state grant funding, construction auditing, and financial management of disaster recovery (FEMA). He has successfully managed over 50 consulting engagements for owners in industries as diverse as aviation, state and local government, education and health care including San Francisco International Airport, Greater Orlando Aviation Authority, State of Mississippi, State of Hawaii, Orange County Public School District and Blue Cross Blue Shield. Mr. Benouaich also provided technical services on the CS-254 project to review the WSIP estimated cost at completion and schedule at completion.

Mr. Benouaich has over 17 years' experience working with owners implementing capital improvement programs ranging in value between \$300 million to over \$5 billion. His consulting experience covers the entire range of capital planning and development activities: construction auditing, process improvement, financial and program management oversight, funding/eligibility analyses, systems implementation, executive reporting, and construction auditing (construction costs and professional services). Mr. Benouaich also has experience in assessing capital project delivery organizations, providing financial management oversight of capital investments, and implementing program management processes and

systems. His services include construction auditing, project and program management oversight, financial and funding analyses, development of project controls, and expert witness services.

Prior to joining RWBC, Mr. Benouaich was a senior consultant with PricewaterhouseCoopers Engineering & Construction consulting practices where he served as project manager for clients in the private and public sectors. During his tenure, he provided a variety of services, including project and financial management oversight of capital construction programs, risk assessments, process reviews, project control assessments, construction and financial audits.

STEVE GARDNER

DIRECTOR

Education: MS, Civil Engineering, George Washington University
BS, Civil Engineering, University of Virginia

Professional Associations: Professional Engineer, Florida and Colorado
American Society of Civil Engineers
Society of American Military Engineers
Member, Dispute Resolution Board

Mr. Gardner has 40 years of experience involving design and construction including roles as a manager and director of large capital projects and programs. Involvement includes large capital projects in the private and public sector from commercial building ventures to large heavy construction, transportation and infrastructure programs. Mr. Gardner was one of RWBC that worked on the CS-254 project on behalf of the RBOC.

Highlights of his experience include the following:

Greater Orlando Aviation Authority, Capital Programs

Served in many roles over a 40 year period as a member of the General Consultant and as a member of staff (the last being Senior Director for Engineering and Construction) for the Greater Orlando Aviation Authority in the initial development and subsequent expansions and improvements for the Orlando International Airport. Responsibilities included program development, budgeting and cost estimating, scheduling, design management, construction management, pay application approvals, assessment of cost to complete, change order negotiation and preparation, claims analysis and resolution and management of in-house and consultant staffs.

Fidelity Real Estate Investments, Owner's Representative

Working for a private firm served as an Owner's Representative for real estate development ventures in the eastern United States. Provided project assessments of project status including budget and schedule

adherence, change order evaluations and general program compliance. This information was relied upon by the client to evaluate investments, costs to complete and to confirm start of operations.

City of Portland – Environmental Services

Provided construction audit services on select progress payment application for the ESCSO Tunnel Project. The construction was performed on a direct cost basis and the audit included review of labor, material, equipment costs and subcontractors based upon actual invoices and subcontract unit prices. The work was performed under a CM Agreement with portions of fixed fee based upon schedule status. The direct costs were evaluated based upon defined contractual terms to avoid the inclusion of overhead items included within the fixed fee and the schedule was reviewed to determine actual status for fixed fee payments.

Owner Construction Services

Served as an Owner’s Authorized Representative as Project Engineer, Project Manager and Resident Engineer for numerous public agencies associated with infrastructure construction. These projects have ranged from new and relocated underground utilities, tunnels, interstate highways, bridges, and large buildings utilizing multiple project delivery systems including conventional bid, Design-Build and CM at Risk. Typical responsibilities included quality control and testing, payment application approvals, cost estimating, schedule development, monitoring and adherence, change order cost estimates, preparation and approvals, claims avoidance and resolution, and management of staff.

DEAN F. FOJO

SENIOR ASSOCIATE

Education: MS, Engineering, Stanford University, Palo Alto, CA
BS, Engineering(Magna Cum Laudae), Brown University, Providence, RI

Professional Licensed Professional Engineer, Florida
Certifications: Special Inspector of Threshold Buildings, Florida
LEED Accredited Professional

Mr. Fojo has over 31 years of experience in multidisciplinary projects. During his career, he has been responsible for managing a variety of multimillion-dollar planning, engineering and construction projects. His responsibilities have included: assessing an entity’s ability to implement a program, recommending and implementing process improvements, defining a project’s scope, managing the design and construction process, and overall management/coordination on a wide range of project types. Mr. Fojo also was a key staff member on the CS-254 engagement to review the WSI EAC and SAC.

Highlights of his experience include the following:

Sal Lake City International Airport - Management Advisory Services

Mr. Fojo is currently providing capital program implementation services and process improvement for the Salt Lake City International Airport’s \$1.8 B Terminal Redevelopment Program (TRP) including overall

design and construction process review and overall cost and schedule review and reporting. Mr. Fojo reviewed key processes and controls to support the Airport's TRP and has made several recommendations which are currently being implemented. The full implementation of all recommendations is currently being implemented in phases to ensure the smooth adoption of new control points and processes. In addition, Mr. Fojo is reviewing the proposed design plans for compliance with the forecast needs, constructability and schedule and cost compliance.

Phoenix Sky Harbor International Airport - Process and Financial Audit

Mr. Fojo is currently providing financial tracking controls and reporting to track the use and eligibility of various Federal funds used in the Phoenix Sky Harbor International Airport's \$1.3B Capital Improvement Program. Mr. Fojo has also provided process improvement and capital program implementation services for the Program including overall cost reporting, pay application review, GMP tracking, contingency tracking, cost analysis and PFC eligibility analysis.

Piarco International Airport, Trinidad, WI – Construction Phase Senior Project Manager

Mr. Fojo, as a consultant to the Designer-of-Record, represented the Airport Authority's interests and was responsible for all vertical construction on this new 16 gate airport. This \$175 M facility was built on a green-field site adjacent to an existing runway system. The 500,000 sf building complex provided all passenger services to the island's main airport. Mr. Fojo led a team of field engineers and inspectors and was responsible for ensuring that all 13 prime contractors completed and coordinated all work in accordance with the plans, specifications, budget and schedule. Mr. Fojo was actively involved in monthly reviews of all cost and schedule issues, including regular estimates-at-completion for both cost and schedule.

SANDI M. RONEKER

SENIOR ASSOCIATE

Education: AS, Architecture and Design, Villa Maria

Ms. Roneker has 31 years of consulting, and program management experience. Diversified construction industry experience includes work for clients in the private and public sector. She has varied and extensive oversight and management expertise including, design, bid preparation and negotiation, construction, value engineering, budget management, contract administration, estimating, scheduling, conflict resolution, resource management, process improvement and program management system implementation.

Ms. Roneker was a key staff member on the CS-254 engagement to review the WSIP's SAC and CAC.

Ms. Roneker's career highlights include the following:

City of Portland Bureau of Environmental Services, Financial and Process Audit

As part of the team that provided financial and process audit services to the City of Portland Bureau of Environmental Services on the East Side Combined Sewer Overflow Tunnel Project, Ms. Roneker performed review of pay applications, change orders, cost and labor reports, construction contracts, process and procedures. In addition Ms. Roneker analyzed data and prepared observations and recommendations based on the findings.

Phoenix Sky Harbor International Airport, Phoenix, AZ

From 2007 to 2010 Ms. Roneker served as the Program Construction Manager for the \$3.3 billion Capital Airport Development Program. Management responsibilities for the program construction and design included cost tracking and reporting, design oversight and reviews, pre-construction, construction, change order review, GMP phasing, master schedule, project logistics, safety, inspections and quality assurance. Ms. Roneker delivered \$1 billion in construction projects, developed and implemented the Aviation Project Management Standards, CIP Policies and Procedures, Aviation Design Master Specs and capital program management system.

Greater Orlando Aviation Authority, Orlando International Airport Orlando, FL

As the Senior Project Manager of Design and Construction from 2001 to 2007, Ms. Roneker was responsible for managing the Greater Orlando Aviation Authority (GOAA) North Terminal Capacity Projects and Airport Security Improvement program for the \$1.2 billion Airport Capital Improvement Program successfully completing delivery of all projects on schedule, on budget and without claims. She was responsible for the management of the project design teams, fee development and negotiations, contract management, project controls, project budget management, change order review and negotiations, pay application review and approval.

Walt Disney Imagineering, Attraction Development, Orlando, FL

Ms. Roneker was the Owners Project Management Representative of various WDI theme park projects at Disney's Hollywood Studios. Responsible for the yearly development and successful delivery of 60+ projects from concept through construction completion. Managed design, construction, estimated project cost, tracked budgets and reported cost for all assigned projects as part of the reoccurring \$100 million Walt Disney World Theme Park Enhancement and Small Projects Program.

Education: MS, Project Management and Civil Engineering, UC Berkeley, CA
BA, Architecture, UC Berkeley, CA
Professional Degree, Construction Management, UC Berkeley Extension

Professional Associations: American Bar Association (ABA)
American Institute of Architects (AIA)

Ms. Kokaska has 9 years of experience in financial controls, project management, claims analysis, project scheduling, and process auditing and development. Her financial controls experience extends into project audits, contract reconciliations, cost reporting, and funding compliance review. Ms. Kokaska's expertise also includes project database design and development (including BIM integration), owner's representation, logistics, and project controls design and implementation.

Ms. Kokaska also was a key staff member on the CS-254 project.

Currently, Ms. Kokaska serves as an onsite financial consultant to the Greater Orlando Aviation Authority, providing cost analyses, cost reporting, performance benchmarking, and oversight services. In addition, in her capacity as a Senior Associate, Ms. Kokaska also provides analysis assistance on construction cost and financial program audits. Most recently, Ms. Kokaska developed and implemented a comprehensive compliance checklist for the airport's ARRA projects, unifying compliance requirements from over 20 Federal sources.

Ms. Kokaska has provided Construction Contract and Construction Process Evaluations as well as Compliance Audit services for various public and private sector clients including the San Francisco International Airport, the Port of Oakland, and Miami's New World Symphony.

Previously, Ms. Kokaska served as a Project Manager and Construction Consultant. Her claims-related project responsibilities included: bond claim analysis, cost-to-complete development, contract status assessment and liability analysis. Ms. Kokaska also assisted in the development of a number of expert reports involving industrial, municipal and heavy engineering projects. Notably, in her tenure as a Claims Analyst, Ms. Kokaska assisted on the preparation of an \$8 million affirmative claim for adjustments related to late issuance of an NTP on a \$90 million Central CA transmission line project. On this assignment, she provided support with regards to equipment usage, Davis Bacon compliance and price escalation.

During her various consulting assignments, Ms. Kokaska also served as a project scheduler, working to define project baselines, coordinate schedule updates and perform delay and impact analyses. Additionally, Ms. Kokaska was responsible for designing and implementing a custom project database on a 35-story condominium hi-rise project in Honolulu, HI. As part of the implementation process, she created numerous custom budget, cost and project summary reports and consulted on the optimization of information flow

between contracted parties. Previously, Ms. Kokaska served as the Project Manager on a complete retrofit of a certified historic residence in Marin County, CA.

Ms. Kokaska also served as an Assistant Analyst on a fast-track due diligence assessment of a general contractor's performance on over \$3.5 billion worth of projects. She was responsible for data coordination from a national team of sub-consultants, translation of data into final analysis and presentation format, and additionally, prepared two comprehensive presentations for the Client regarding evaluation methodology and findings (which were later used in the multi-party settlement negotiations.)



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

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

Monday, January 13, 2014 - 9:00 AM

Regular Meeting

1. Call to Order and Roll Call

- Seat 1 Holly Kaufman
- Seat 2 Kevin Cheng, Chair (Holdover status)
- Seat 3 Vacant
- Seat 4 Marina Pelosi
- Seat 5 Eric Sandler
- Seat 6 Chris Godwin
- Seat 7 John Ummel, Vice Chair (Holdover status)

The meeting was called to order at 9:11 a.m. On the call of the roll, Member Cheng was noted absent; all other members were noted present. There was a quorum.

2. 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.

Public Comment: None.

3. Chair's Report:

- A. San Francisco Public Utilities Commission (SFPUC) Staff Report: Quarterly Update on Sewer System Improvement Program (SSIP), Level of Services and Summary of Existing Projects.

Karen Kubick (SFPUC); presented information concerning the matter and answered questions raised during the hearing.

Public Comment: None.

- B. San Francisco Public Utilities Commission (SFPUC) Staff Report: Update on Water System Improvement Project (WSIP), Bioregional Habitat Restoration.

Greg Lyman (SFPUC) presented information concerning the matter and answered questions raised during the hearing.

Public Comment: None.

4. **Approval of RBOC Minutes of December 9, 2013.**

Public Comment: None.

Member Kaufman, seconded by Member Ummel, moved to adopt the RBOC December 9, 2013, Minutes.

The motion passed without objection.

5. **Announcements, Comments, Questions, and Future Agenda Items.**

Member Ummel, seconded by Member Kaufman, to rescheduled the RBOC February 10, 2014, meeting to February 18, 2014, at 9:00 a.m.

The motion passed without objection.

Member Ummel request an SFPUC to provide their quarterly report and O and M report.

Committee Clerk Young request that the Annual Report and election of Officers be scheduled in February.

Karen Kubick (SFPUC) suggested that the RBOC site visit be scheduled for April or May.

6. **Adjournment.**

The meeting adjourned at 10:45 a.m.

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 document, please contact RBOC Committee 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.

Public Comment

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.

Disability Access

RBOC meetings will be held at the Public Utilities Commission, 525 Golden Gate Avenue, San Francisco, CA. The Committee meeting room is wheelchair accessible. The nearest accessible BART station is Civic Center (Market/Grove/Hyde Streets). Accessible MUNI Metro lines are the F, J, K, L, M, N, T (exit at Civic Center or Van Ness Stations). MUNI bus lines also serving the area are the 5, 6, 9, 19, 21, 47, 49, 71, and 71L. For more information about MUNI accessible services, call (415) 701-4485.

The following services are available on request 48 hours prior to the meeting; except for Monday meetings, for which the deadline shall be 4:00 p.m. of the last business day of the preceding week: For American sign language interpreters or the use of a reader during a meeting, a sound enhancement system, and/or alternative formats of the agenda and minutes, please contact Mike Brown at (415) 487-5223 to make arrangements for the accommodation. Late requests will be honored, if possible.

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City accommodate these individuals.

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 (Chapter 67 of the San Francisco Administrative Code) 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 sotf@sfgov.org.

Citizens may obtain a free copy of the Sunshine Ordinance by printing Chapter 37 of the San Francisco Administrative Code on the Internet , at <http://www.sfbos.org/sunshine>.

Cell Phones, Pagers and Similar Sound-Producing Electronic Devices

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.

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 §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; web site www.sfgov.org/ethics.