1.0 Policy

The purpose of this CM Procedure is to define the requirements for Quarterly Review Meetings for Project Construction Management teams. These meetings will be held with the Regional Project Manager, City Regional Construction Manager, Regional Construction Manager, members of the Project Team and Contractor.

Furthermore this CM procedure provides guidelines for members of the SFPUC Program Management Team to review of the status of Construction Activity.

This CM Procedure applies to all personnel working on the Water System Improvement Program (WSIP) to the extent that their Work is affected by this WSIP Construction Management (CM) Procedure and does not conflict with specific San Francisco Public Utilities Commission (SFPUC) policies or the Contract under which the Work is executed.

2.0 Description

This CM Procedure establishes the guidelines and minimum requirements for the Project Construction Management team to prepare for and participate in Quarterly Review Meetings, including a PowerPoint presentation covering the status of Projects.

3.0 Definitions

3.1 Construction Cost to Date

The total cost of construction completed to date based on the latest approved Application for Payment (refer to CM Procedure No. 010
Applications for Payment) and a forecast of the final cost of construction at completion.

3.2 **Construction Progress Status**

The definition of Construction Progress Status as it applies here means a description of work physically complete as compared to a physical description of work scheduled for completion.

3.3 **Construction Schedule Status**

A comparison of the percent of the work scheduled for completion vs. the work actually complete and a forecast of the actual completion date (refer to CM Procedure No. 015 Construction Schedule Management).

3.4 **Environmental Non-Compliance**

An activity that violates the contract environmental requirements and causes harm or poses a serious threat to sensitive environmental resources (refer to CM Procedure No. 053 Environmental Non-Compliance).

3.5 **Public Outreach**

Delineates the roles of Communications staff in Construction Management in relation to the Regional Project Manager or Project Manager and the Project Construction Manager to ensure that designated SFPUC staff effectively communicates with and responds to all interested parties outside of the SFPUC in a timely and thorough manner (refer to CM Procedure No. 027 Public Outreach).

3.6 **Quality Assurance / Quality Control (QA/QC)**

A standardized management process which defines the requirements, tasks, sequence and responsibilities for the planning, execution and documentation of Quality Management during WSIP Construction as defined in Technical Specifications, Division 01, Section 1400, Quality Management.

3.7 **Shutdown**

The act of removing a facility or part of a facility from operation to allow for the completion of a Construction Task or Tasks. The requirements of Technical Specifications, Division 01, Section 1650, Shutdown Activities, must be met before Shutdown Activities are permitted to proceed.

4.0 **Responsibilities**

4.1 **Deputy Director of Construction**

The Deputy Director of Construction manages the Construction and Closeout Phases of all WSIP Projects.
4.1.1 Manages the RPMs during the Construction and Closeout Phases and the Construction Management Teams.

4.1.2 Defines all processes and procedures related to project execution for the Construction and Closeout Phases.

4.1.3 Defines the resource requirements and manages the performance assessment of all assigned staff and Consultants.

4.1.4 Collaborates with the Deputy Director of Pre-Construction for assignment and priorities of the RPMs.

4.1.5 Reports to the WSIP Program Director.

4.2 City Regional Project Manager (City RPM)

The City Regional Project Manager, manages a group of WSIP Projects, managing Project managers through the Bid and Award Phase; and the Regional CMs and Project CMs for Specialty Projects during the Construction and Closeout Phases of a project.

4.2.1 Provides approvals or recommendations related to the scope, budget and schedule of all assigned projects.

4.2.2 Manages the coordination of all construction projects within an assigned region.

4.2.3 Manages all activities related to pre-purchase of material and equipment by SFPUC until hand-off to the Project CMs.

4.2.4 Reports to the WSIP Deputy Director of Pre-Construction through a Project’s Bid and Award Phase and to the Deputy Director of Construction through a Project’s Construction and Closeout Phases.

4.2.5 Manages and administers the CM Contracts assigned to his/her region.

4.3 City Regional Construction Manager (City RCM)

The City Regional Construction Manager is responsible for SFPUC CMB for a region, including assisting the RPM in managing the Consultant Regional Construction Manager, RCCM, CCM and City staff assigned to the construction phase of the contract.

4.3.1 Reviews, comments, and recommends approval/rejection of changes to scope, budget and schedule to the RPMs, based on the recommendations of the consultant RCCM, CCM and City Project CMs.

4.3.2 Serves as the liaison with the City Attorney on contracting issues and claims.

4.3.3 Coordinates regional schedule, budget, and safety issues with the PCM Consultant.
4.3.4 Oversees the management of construction contracts managed by the City forces.

4.3.5 The City RCM reports to the RPM for all WSIP CM duties for the region.

4.4 **Regional Construction Manager (RCM)**

The Regional Construction Manager directs the Construction Management Organization for a region, including managing the Project CMs and regional implementation resources.

4.4.1 Oversees the management of all assigned Construction Contracts to ensure compliance with all Contract Terms and Conditions and the WSIP Construction Management Plan and Approach.

4.4.2 Ensures forecasts and required reports are provided by the Project CMs to the RPMs for inclusion in the WSIP Program Controls System.

4.4.3 Works closely with the RPM relative to regional budget and schedule issues.

4.5 **Project Construction Manager (Project CM)**

The Project Construction Manager, manages the Project Construction Contracts as the “City Representative” as defined in the SFPUC Construction Contract Documents.

4.5.1 Administers the Construction Contract; implements Quality Plans to assure all Construction Work is completed in conformance to the Contract Documents;

4.5.2 Implements environmental compliance requirements and procedures; manages schedules, costs, and change orders;
  4.5.2.1 Assists with Public Outreach efforts.
  4.5.2.2 Maintains all construction documentation and records.
  4.5.2.3 Prime point of contact between the Contractor and the SFPUC and external stakeholders.
  4.5.2.4 Supervises and directs the performance of the Project CM Team and ensures conformance to established policies and procedures for the management of the Project.

5.0 **Implementation**

5.1 **Meeting Notification**

The Regional Project Manager notifies the Deputy Director of Construction, City RCM, RCM, PCM, Project CM and others that a Project Quarterly WSIP Construction Management Progress Review Meeting for a Project will be conducted; refer to Section 6.1.
The notice will be sent out at least two (2) weeks (10-work days) prior to the meeting date by the RPM. The notification will state date, time and location of the meeting.

5.2 **Meeting Protocol**

The Project CM will prepare a presentation for the purpose of reviewing current information included in the Project Construction Progress Report as required (refer to CM Procedure No. 020 Project Construction Progress Reports).

5.3 **Schedule**

Project Quarterly Review Meetings will be scheduled for up to two (2) hours.

5.5 **Meeting Format and Agenda**

The meeting will be conducted by the Project CM presenting the information as outlined in the Project Quarterly Review Agenda (Attachment 065-1). The meeting will be organized into two parts:

- Part I: Quarterly Review Meeting (Including Contractor)
- Break
- Part II: Post Meeting (Without Contractor)

The Project CM will distribute handouts as appropriate. This should include progress curves, safety incident reports, schedules, CMIS status reports, risk register, or other.

5.5.1 Sample presentation information are provided on Attachments 065-2 and 3.

6.0 **Other Procedural Requirements**

6.1 **Attendees**

The date, time and location of the Construction Management Project Quarterly Review Meeting will be established and an invitation via electronic mail services will be sent out by the Regional Project Manager.

6.1.1 Attendees will include the following individuals:

Construction Management Bureau (CMB)

6.1.1.1 Deputy Director of Construction
6.1.1.2 Program Construction Manager
6.1.1.3 CM Operations Manager
6.1.1.4 Other Program Management Staff, as required
Regional Staff
6.1.1.5 City Regional Project Manager
6.1.1.6 City Regional Construction Manager
6.1.1.7 Regional Construction Manager
Regional or Project CM Staff
6.1.1.8 Project Construction Manager
6.1.1.9 Other Project staff as required.
Contractor (Only present for the first part of the meeting)
6.1.1.10 Project Manager
6.1.1.11 Site Safety Representative
6.1.1.12 Other Contractor Staff as required

7.0 References
7.1 Technical Specifications
   No. 1400 Quality Management
   No. 1650 Shutdown Activities

7.2 CM Procedures
   No. 010 Applications for Payment
   No. 011 Construction Quality Management
   No. 015 Construction Schedule Management
   No. 020 Project Construction Progress Reports
   No. 027 Public Outreach
   No. 053 Environmental Non-Compliance Notice
   No. 061 Timesheet and Invoice Processing
   No. 062 New and Revised Task Order Processing
   No. 064 CM Services Monitoring and Reporting

7.3 Others
   None
8.0 **Attachments**

065 - 1 Agenda Outline
065 - 2 Planned vs. Actual Progress Performance Graph
065 - 3 PowerPoint Presentation - *Sample*
065 - 4 Revision Control Log
AGENDA
Project Quarterly Review

Part I: Quarterly Review Meeting (Including Contractor)
1) Introductions
2) Safety
   a) OSHA Recordable/Lost Work Day Statistics
   b) Project Incident Reports
   c) Cal/OSHA Site Conferences and Citations
   d) Corrective and Preventative Measures
   e) Upcoming Hazardous Construction Activities
3) Project Labor Agreement (PLA)/Human Rights Commission HRC
   a) Compliance with Goals
4) Construction Progress Status
   a) Percent Complete vs. Baseline Early & Late Curve
   b) Work Completed during Quarter
   c) Progress Photos
   d) Work Planned for the next Six (6) Months
5) Planned Shutdowns
   a) Shutdown Status
      i) SOR, CCR, & LOTO Status
   b) Workaround Plans
   c) Other Operational Critical Work
6) Construction Schedule
   a) Contract Milestone Dates – Planned, Actual, & Forecast
   b) Baseline CPM Schedule
      i) Approved Baseline
      ii) Revised Baseline
      iii) Impact of Construction Change Orders
   c) Review of Critical Path
   d) Delay Issues/Concerns
   e) Recovery Plans
7) Construction Costs
   a) Original Value at Award
   b) Approved and Pending Change Orders
   c) Potential Changes
   d) Issues
   e) Disputes and Claims
   f) Force Account Items
8) QC/QA
   a) QC Issues/NCNs
   b) QA Issues
   c) SQS Coordination
   d) Remedial Actions
e) Upcoming Activities/Issues

9) Contract Administration
   a) RFI Aging
   b) Submittal Aging
   c) PCC, COR, and CO Aging
   d) Payment Aging

10) Risk Management – Contractor Risks
    a) Top Risks
       i) Mitigation Actions Taken
       ii) Mitigation Actions Planned

11) Environmental Compliance
    a) Summary of Major Permit Requirements and Reporting
    b) Work Accomplished to Date
    c) Upcoming Activities
    d) Variances/Non-Conformances
    e) Compliance Issues

12) Public Outreach
    a) Outreach Efforts
    b) Complaints and Responses

13) Partnering

14) DRA/DRB
    a) Issues
    b) Scheduled Meetings

15) Other Items

Break

Part II: Post-Meeting (Without Contractor)

16) Disputes & Claims
    a) Submitted Notices of Potential Claims
    b) Disputes

17) Issues not covered in Part I

18) Trends

19) Contingency Management

20) Risk Management – Owner Risks
    a) Top Risks
       i) Mitigation Actions Taken
       ii) Mitigation Actions Planned

21) Contractor Personnel/Management Issues

22) High Alerts

23) Internal Matters
Attachment 065 – 2
Planned vs. Actual Progress Performance Graph
Example
WSIP Construction Program Quarterly Review Meeting
Project Name
<Date>

Introductions
1) Insert Project Org Chart

Safety
- OSHA Recordable/Lost Work Day Statistics
- Project Incident Reports
- Call/OSHA Site Conferences and Citations
- Corrective and Preventative Measures
- Upcoming Hazardous Construction Activities

Project Labor Agreement (PLA)
Human Rights Commission HRC
- Compliance with Goals

Construction Progress Status
- Percent Complete vs. Baseline Early & Late Curve
- Work Completed during Quarter
- Progress Photos
- Work Planned for the next Six (6) Months

Planned Shutdowns
- Shutdown Status
- SCR, OCR, & LOTO Status
- Workaround Plans
- Other Operational Critical Work
Construction Schedule
- Contract Milestone Dates
  - Planned, Actual, & Forecast
- Baseline CPM Schedule
  - Approved Baseline
  - Revised Baseline
  - Impact of Construction Change Orders
- Review of Critical Path
- Delay Issues/Concerns
- Recovery Plans

Construction Costs
- Original Value at Award
- Approved and Pending Change Orders
- Potential Changes
- Issues
- Disputes and Claims
- Force Account Items

QC/QA
- QC Issues/NCNs
- QA Issues
- SQS Coordination
- Remedial Actions
- Upcoming Activities/Issues

Contract Administration
- RFI Aging
- Submittal Aging
- POC, COR, and CO Aging
- Payment Aging

Risk Management
- Contractor Risks
  - Top Risks
    - Mitigation Actions Taken
    - Mitigation Actions Planned

Environmental Compliance
- Summary of Major Permit Requirements and Reporting
- Work Accomplished to Date
- Upcoming Activities
- Variances/Non-Conformances
- Compliance Issues
### Attachment 065 - 4
### Revision Control Log

<table>
<thead>
<tr>
<th>Revision No.</th>
<th>Revision Date</th>
<th>What changed?</th>
</tr>
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</table>
| Rev 2        | December 23, 2010   | • Revised Section 5.0; 5.5  
• Revised Attachment 1: Agenda Outline  
• Revised Attachment 2: New Format  
• Revised Attachment 3: PowerPoint Presentation |
| Rev 1        | January 6, 2010     | • Section 5.0; Implementation:  
5.1; Meeting Notification: removed The Deputy Director of Construction - Added – The Regional Project Manager and Added acronym - RPM at end of second sentence.  
• Section 6.0; Other Procedural Requirements:  
6.1; Attendees: …an invitation via electronic mail services will be sent out by the… removed Deputy Director of Construction - Added - Regional Project Manager. |
| Rev 0        | October 26, 2009    | Signed                                                                       |