1.0 Policy

It is the policy to establish, monitor, forecast, and report schedules and budgets (man-hours and/or cost) for Construction Management (CM) tasks and subtasks for each Water System Improvement (WSIP) project. This includes tasks performed by CM Consultants and SFPUC Staff for CM Services and Engineering support services during construction.

WSIP CM Services Progress Reports are prepared and submitted monthly by the Project Construction Manager (Project CM) for each project to the Regional Construction Manager (RCM) for Regional CM Projects and directly to the City Regional Construction Manager for Specialty CM Projects.

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

2.0 Description

This Procedure establishes the requirements for the content, preparation, review and submittal of WSIP CM Services Progress Reports.

3.0 Definitions

3.1 Forecast to Complete (FTC)

Forecast to Complete is the man-hours and/or cost to complete, or schedule duration to complete, as estimated by the Project CM from the current data date (end of reporting period).
3.2 **Forecast at Completion (FAC)**
Forecast at Completion is the total man-hours and/or costs, or schedule dates, when the work is forecast to be completed. Cost FAC equals actual man-hours/costs to date plus Forecast to Complete (FTC). Schedule FAC represents the date at which an activity is forecasted to be completed.

3.3 **Variance**
Variance is the difference between the approved budget or schedule and the FAC. A positive variance is FAC less than approved and a negative variance is FAC greater than approved.

3.4 **WSIP CM Services Progress Report**
The WSIP CM Services Progress Report is a monthly report prepared by the Project CM that summarizes for SFPUC management the current status and progress of the CM services, including CM Consultant costs and forecasts, City staff man-hour forecasts, Consultant engineering support services cost forecasts, schedule forecasts, variances from approved budgets and schedules, resource issues and plans, and any issues affecting the CM services (Attachment 064-1).

4.0 **Responsibilities**

4.1 **Project Construction Manager (Project CM)**
The Project CM is responsible for preparing and submitting the WSIP CM Services Progress Report to:

- The City Regional Construction Manager for Specialty CM Projects, or to
- The Regional Construction Manager (RCM) for Regional CM Projects,

and for explaining the impacts of issues and variances.

4.2 **Construction Scheduler/Cost Specialist**
The Construction Scheduler/Cost Specialist provides scheduling and cost support services to the Project CM to prepare the WSIP CM Services Progress Report.

4.2.1 The Construction Scheduler/Cost Specialist reviews task expenditures for CM Consultant staff, updates accruals, and provides man-hours and/or cost to complete thus providing Forecasts to Complete (FTC) and schedule Forecasts at Completion (FAC).

4.2.2 The Construction Scheduler/Cost Specialist works with the Project CM to establish FTC man-hours for City staff and FTC for Consultant engineering support services.
4.3 **Regional Construction Manager (RCM)**

4.3.1 The Regional Construction Manager (RCM) receives and reviews the WSIP CM Services Progress Report from the Project CMs, and provides additional status information concerning the CM contract. The information for all regional projects is forwarded to the City RCM.

4.3.2 The RCM compiles the reports received from every Project CM in the region, attaches a summary Regional Report and submits the entire package to the City Regional Construction Manager.

4.4 **City Regional Construction Manager (City RCM)**

4.4.1 The City RCM receives the WSIP CM Services Progress Reports from the Project CM for Specialty CM Projects, or the RCM for Regional CM Projects, and forwards to the Regional Project Manager.

4.4.2 The City RCM forwards reports and provides explanations of variances against plan to the Regional Project Manager each month.

4.5 **Regional Project Manager (RPM)**

The Regional Project Manager (RPM) receives and reviews the WSIP CM Services Progress Reports from the City RCM, and uses the information provided in the reports for the monthly P6 master schedule updates.

5.0 **Implementation**

An implementation flow chart is provided on Attachment 064 – 5.

5.1 **Initiation**

5.1.1 Upon execution of a CM contract and not later than Notice To Proceed date (NTP) for each CM project, the Regional Program Manager and the City Regional Construction Manager negotiate with the Regional Construction Manager, or the Project Construction Manager for Specialty Projects, adequate budgets for individual activities under each contract using as an initial basis the CM Consultant’s bid. Task Orders are established and issued to authorize work for the fiscal year according to the upcoming work as determined by the master schedule.

5.1.2 The CM services budget for the projects (and regional services, if applicable), including the man-hour budgets for City CM staff, cost budgets for Consultant engineering support services during construction, and task /subtask schedules becomes the basis for monitoring and reporting the status of the CM services during construction.
5.1.3 The Regional Program Manager and the City Regional Construction Manager work with the Regional Construction Manager, or the Project Construction Manager for Specialty Projects, to setup the initial Template for Reporting Costs and Forecasts.

5.1.4 If not all tasks and subtasks can be resource loaded at NTP, Lump Sum amounts based on man-month forecast will be used to provide summary totals equal to the total CM Contract amount. Resource loading will be added as tasks and subtasks are defined and established. Task budgets must also be established for engineering support services during construction.

5.1.5 The CM Project budget set-up shall be prepared in accordance with instructions on Attachment 064 - 2.

5.2 Schedule Preparation

The Construction Scheduler/Cost Specialist will prepare a Gantt Chart Schedule of the WSIP CM Services by task and subtask. The schedule titles and descriptions must match the WBS, titles and descriptions in the Template for Reporting CM Services Costs and Forecasts.

5.3 Cost Updating

At the end of each reporting period, defined as the last Friday of each month, the Construction Scheduler/Cost Specialist updates the Template for Reporting CM Services Costs and Forecasts with labor and ODC expenditures to date and accrual information for each consultant CM services task/subtask from the CM Consultant's accounting system (ODCs) and the weekly timesheet submittals to the City RCM (labor).

5.4 Forecasting

5.4.1 The Project CM and Construction Scheduler/Cost Specialist review the CM Consultant labor and ODC expenditures and accruals and estimate the remaining man-hours by resource for each CM subtask and ODCs for the Task (FTC).

5.4.2 The Project CM and Construction Scheduler/Cost Specialist will estimate the remaining CM City staff man-hours by resource for each subtask. (FTC).

5.4.3 The Project CM and Construction Scheduler/Cost Specialist will estimate the remaining City staff man-hours and the remaining Consultant costs for engineering support services during construction (FTC).

5.5 Report Compilation

The Construction Scheduler/Cost Specialist compiles the cost and forecast in accordance with Attachment 064-2 in the Template for Reporting CM Services Costs and Forecasts, the schedule updates, and
the narrative updates (Attachment 064-1) for the Project CM’s final review and approval. These documents comprise the WSIP CM Services Progress Report.

5.6 **Report Submittal Review**

The Project CMs submit the WSIP CM Services Progress Report information (Attachment 064-1) per attachment 064-2 for their assigned projects to the RCM for Regional CM Projects, or to the City RCM for Specialty CM Projects.

5.7 **RCM Review**

The RCM reviews and compiles all project forecast information into one Template for Reporting CM Services Costs and Forecasts (Per attachment 064-2) and forwards the individual WSIP Services Progress Reports (Attachment 064-1) for each project to the City RCM.

5.8 **City RCM Review**

The City RCM reviews and then forwards the reports to the Regional Project Manager who is responsible for providing forecast data to the Regional Project Controls Engineer for updating the P6 Master Project Schedule and for the WSIP Monthly Status Reports.

6.0 **Other Procedural Requirements**

6.1 **WSIP CM Services Progress Report Content**

6.1.1 An overview summary of the report by the RCM (not required for Specialty CM contracts).

6.1.2 Summary of progress achieved and significant accomplishments by the Project CM Team. This should not duplicate the Construction Status Report but focus on progress and accomplishments by the CM team.

6.1.3 Outstanding and potential issues that could affect cost, schedule, or resource plans and requirements of the CM services.

6.1.4 A narrative that explains any forecast variances from the approved schedule, budgets or resource plans.

6.2 **Template Update**

Each CM Services Progress Report will include an updated Template for Reporting CM Services Costs and Forecasts (Per attachment 064-2) and a CM Services Schedule updated to show current schedule FAC.

6.3 **Report Narrative**

The Regional CM will provide an overall narrative summary of the status of the consultant contract as a whole for the City RCM per paragraph 6.1.4 above.
6.4 **Submittal Date**
All CM Services Progress Reports are required to be submitted to the City RCM no later than the end of the 7th Working day after the end of the reporting period. The City RCM is required to forward all CM Services Reports to the Regional Project Manager within 2 Working days of receipt.

6.5 **Reporting Periods**
The City RCM will provide an annual calendar of reporting periods (according to Project Controls Procedure PM 5.05) and deadlines for submittal of the CM Services Progress Reports prior to Notice-to-Proceed of a CM contract.

6.5.1 Each November, the City RCM will provide an annual calendar for the upcoming year.

7.0 **References**
None

8.0 **Attachments**

- 064 - 1 Template for WSIP CM Services Progress Report
- 064 - 2 Template for Reporting CM Services Costs and Forecasts (Budget Setup Example)
- 064 - 3 Template for Reporting CM Services Costs and Forecasts - Example
- 064 - 4 Instructions for Use of Template for Reporting CM Services Costs and Forecasts
- 064 - 5 CM Services Monitoring and Reporting Flow Chart
- 064 – 6 Revision Control Log
## Construction Management Services Progress Report

**Region**: <name>

**Project Name**: <use only for Specialty CM Projects>

**Prepared By**: <name of Project CM>

**CM Consultant**: <name>

**RPM**: <name>

**RCM**: <enter N/A for Specialty CM Projects>

### RCM Overview

A brief summary of the report by the RCM including discussion of regional issues. Enter N/A for Specialty CM Projects. This area will expand.

### Progress Summary

1. **<PROJECT TITLE> (use construction contract title)**
   - <discuss overall progress of the CM Services and significant accomplishments since last report. This area will expand>

2. **<PROJECT TITLE> (use construction contract title)**
   - <discuss overall progress of the CM Services and significant accomplishments since last report. This area will expand>

3. **<PROJECT TITLE> (use construction contract title)**
   - <discuss overall progress of the CM Services and significant accomplishments since last report. This area will expand>
<PROJECT TITLE (use construction contract title)>

<discuss overall progress of the CM Services and significant accomplishments since last report. This area will expand>

<POTENTIAL ISSUES>

<discuss issues that could affect cost, schedule or resource plans and requirement of CM Consultant, City CM, City Engineering Services or Consultant Engineering Services. Address each project separately. This area will expand>

MONTHLY FORECAST NARRATIVE

<discuss forecast variances for the approved schedule or budget for CM Consultant, City CM staff, City Engineering Services, and/or Consultant Engineering Services. Address each project separately. This area will expand>

ATTACHMENTS
CONSTRUCTION MANAGEMENT
SERVICES PROGRESS REPORT

Template for Reporting CM Services Cost and Forecasts
WSIP CM Services Schedule
## CM SERVICES - BAY DIVISION REGION

### SAMPLE - BUDGET SETUP

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>CM Consultant Task 1 - BDPL No 5 EAST BAY</th>
<th>CM Consultant Task 2 - BDPL No 5 PENINSULA</th>
<th>CM Consultant Task 3 - BDPL No 3&amp; 4 CROSSOVERS</th>
<th>CM Consultant Task 4 - BDPL SCADA</th>
<th>CM Consultant Task 5 - BDPL SCADA</th>
<th>CM Consultant Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Hrs</td>
<td>Rate</td>
<td>Labor</td>
<td>Fee</td>
<td>Total</td>
<td>Hrs</td>
</tr>
<tr>
<td>1</td>
<td></td>
<td>60,725</td>
<td>80,725</td>
<td>$6,852,519</td>
<td>$7,064,100</td>
<td>$20,064,000</td>
<td>$13,260,000</td>
</tr>
</tbody>
</table>

### Expenditures thru December 26, 2008

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>CM Consultant Task 1 - BDPL No 5 EAST BAY</th>
<th>CM Consultant Task 2 - BDPL No 5 PENINSULA</th>
<th>CM Consultant Task 3 - BDPL No 3&amp; 4 CROSSOVERS</th>
<th>CM Consultant Task 4 - BDPL SCADA</th>
<th>CM Consultant Task 5 - BDPL SCADA</th>
<th>CM Consultant Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Hrs</td>
<td>Rate</td>
<td>Labor</td>
<td>Fee</td>
<td>Total</td>
<td>Hrs</td>
</tr>
<tr>
<td>1</td>
<td></td>
<td>60,725</td>
<td>80,725</td>
<td>$6,852,519</td>
<td>$7,064,100</td>
<td>$20,064,000</td>
<td>$13,260,000</td>
</tr>
</tbody>
</table>

### Forecast

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>CM Consultant Task 1 - BDPL No 5 EAST BAY</th>
<th>CM Consultant Task 2 - BDPL No 5 PENINSULA</th>
<th>CM Consultant Task 3 - BDPL No 3&amp; 4 CROSSOVERS</th>
<th>CM Consultant Task 4 - BDPL SCADA</th>
<th>CM Consultant Task 5 - BDPL SCADA</th>
<th>CM Consultant Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Hrs</td>
<td>Rate</td>
<td>Labor</td>
<td>Fee</td>
<td>Total</td>
<td>Hrs</td>
</tr>
<tr>
<td>1</td>
<td></td>
<td>60,725</td>
<td>80,725</td>
<td>$6,852,519</td>
<td>$7,064,100</td>
<td>$20,064,000</td>
<td>$13,260,000</td>
</tr>
</tbody>
</table>

### Variance

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>CM Consultant Task 1 - BDPL No 5 EAST BAY</th>
<th>CM Consultant Task 2 - BDPL No 5 PENINSULA</th>
<th>CM Consultant Task 3 - BDPL No 3&amp; 4 CROSSOVERS</th>
<th>CM Consultant Task 4 - BDPL SCADA</th>
<th>CM Consultant Task 5 - BDPL SCADA</th>
<th>CM Consultant Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Hrs</td>
<td>Rate</td>
<td>Labor</td>
<td>Fee</td>
<td>Total</td>
<td>Hrs</td>
</tr>
<tr>
<td>1</td>
<td></td>
<td>60,725</td>
<td>80,725</td>
<td>$6,852,519</td>
<td>$7,064,100</td>
<td>$20,064,000</td>
<td>$13,260,000</td>
</tr>
</tbody>
</table>

### Escalation

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>CM Consultant Task 1 - BDPL No 5 EAST BAY</th>
<th>CM Consultant Task 2 - BDPL No 5 PENINSULA</th>
<th>CM Consultant Task 3 - BDPL No 3&amp; 4 CROSSOVERS</th>
<th>CM Consultant Task 4 - BDPL SCADA</th>
<th>CM Consultant Task 5 - BDPL SCADA</th>
<th>CM Consultant Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Hrs</td>
<td>Rate</td>
<td>Labor</td>
<td>Fee</td>
<td>Total</td>
<td>Hrs</td>
</tr>
<tr>
<td>1</td>
<td></td>
<td>60,725</td>
<td>80,725</td>
<td>$6,852,519</td>
<td>$7,064,100</td>
<td>$20,064,000</td>
<td>$13,260,000</td>
</tr>
</tbody>
</table>

### Budget Summary

<table>
<thead>
<tr>
<th>Total CM Consultant</th>
<th>Hrs</th>
<th>Rate</th>
<th>Labor</th>
<th>Fee</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>60,725</td>
<td>80,725</td>
<td>$6,852,519</td>
<td>$7,064,100</td>
<td>$20,064,000</td>
</tr>
</tbody>
</table>
### Template for Reporting CM Services Costs and Forecasts - (Example)

#### CM SERVICES - BAY DIVISION REGION

#### November 3, 2009

<table>
<thead>
<tr>
<th>Position Name Co</th>
</tr>
</thead>
<tbody>
<tr>
<td>CM CONSULTANT TASK 2 - BDPL No 5 EAST BAY</td>
</tr>
<tr>
<td>CM CONSULTANT TASK 4 - BDPL No 3 &amp; 4 CROSS</td>
</tr>
<tr>
<td>CM CONSULTANT TASK 5 - BDR SCADA</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Hrs</th>
<th>Rate</th>
<th>Labor</th>
<th>Fee</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>82,525</td>
<td>$5,852,519</td>
<td>$20,064,000</td>
<td>$13,260,000</td>
<td>$47,338,575</td>
</tr>
</tbody>
</table>

#### Expenditures thru AUGUST 28, 2009

<table>
<thead>
<tr>
<th>Hrs</th>
<th>Labor</th>
<th>Fee</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>9,862</td>
<td>$1,110,200</td>
<td>$1,108,465</td>
<td>$1,110,200</td>
</tr>
<tr>
<td>9,990</td>
<td>$13,490</td>
<td>$13,490</td>
<td>$13,490</td>
</tr>
</tbody>
</table>

#### Forecast

| Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| 2,048 | 2,018 | 2,518 | 2,518 | 2,485 | 2,408 | 2,330 | 2,356 | 2,308 | 2,468 | 2,468 | 2,456 | 2,400 | 2,278 | 2,240 | 2,316 | 2,408 | 2,268 | 2,296 | 2,222 |

#### Variance

<table>
<thead>
<tr>
<th>Hrs</th>
<th>Labor</th>
<th>Fee</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>(623)</td>
<td>(256)</td>
<td>(367)</td>
<td>(25,720)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Hrs</th>
<th>Labor</th>
<th>Fee</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>51,486</td>
<td>1,416</td>
<td>100,931</td>
<td>101,211</td>
</tr>
</tbody>
</table>

### ETC

<table>
<thead>
<tr>
<th>Hrs</th>
<th>Labor</th>
<th>Fee</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>61,348</td>
<td>1,544</td>
<td>511,383</td>
<td>522,902</td>
</tr>
</tbody>
</table>

### Escalation

<table>
<thead>
<tr>
<th>Y1</th>
<th>Y2</th>
<th>Y3</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.090</td>
<td>1.030</td>
<td>1.061</td>
</tr>
</tbody>
</table>

### Summary

<table>
<thead>
<tr>
<th>TOTAL CM CONSULTANT TASK 2</th>
<th>60,172</th>
<th>$67,289,320</th>
<th>$30,800,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL CM CONSULTANT TASK 4</td>
<td>60,172</td>
<td>$67,289,320</td>
<td>$30,800,000</td>
</tr>
<tr>
<td>TOTAL CM CONSULTANT TASK 5</td>
<td>60,172</td>
<td>$67,289,320</td>
<td>$30,800,000</td>
</tr>
</tbody>
</table>

**WSIP Construction Management Procedure No. 064, Rev. 1, Page 11 of 18**
Instructions for Use of Template for Reporting CM Services Costs and Forecasts

A standard template will be used for reporting as required by WSIP CM Procedure 064, CM Services Monitoring and Reporting. CM Services is defined for this procedure to include CM Consultant, City CM staff, City Engineering Services during construction, and Consultant Engineering Services during construction. All must be included in the Project CM’s monthly report as defined below. The template will provide the basis for managing resources and costs of the CM Consultant Contract and provide input to the City Regional Construction Manager and the Regional Project Manager for updating P6 status and forecasts for consultants and City staff providing CM Services, and Engineering Services during construction.

The template provides for:

A) Setup of the CM Consultant resource loaded (man-hour and cost) subtask budgets for each CM Contract Task (project/contract) and spread man-hours by month.

B) Setup of City staff resource loaded (man-hour) budgets for each project/contract and spread man-hours by month.

C) Setup of Engineering Services City staff man-hour budget for each project/contract and spread man-hours by month. City staff are entered as a single resource.

D) Setup of Engineering Services Consultant cost budgets for each project/contract and spread costs by month. More than one Consultant can be entered.

E) Monthly reporting of CM Consultant actual costs and forecasts to complete by Subtask and Task (project/contract) and total CM Contract.

F) Monthly forecasting of City staff man-hours to complete.

G) Monthly forecasting of Consultant(s) Engineering Services costs to complete.

Individual CM Consultant or City CM staff resources can be added at any time during a project. Rows can be added or hidden as needed for adding resources or reducing the size of the report. Columns must be added to expand the forecasting section to more than 3 years (the sample size) and additional columns for escalation must be added for CM services that are longer than the sample template’s 3 year duration. Columns for months that precede the data date of the report should be hidden. Future year months should also be hidden after updating the forecasts to enable the width of the report to be printed on 11x17 landscape oriented paper. The format allows for 12 or more months of forecast to be viewed on 11x17 paper if the Escalation and Fee columns are hidden. Columns can be opened for QA checks.

Multiple tabs are used for Regional CM contract reporting. Tab 1 is the CM Consultant Contract summary information by Contract Task. Tabs 2 thru “y” are separate tabs for each project/contract included in the Regional CM Consultant’s contract scope. Tabs can be titled by project or task name. A single spreadsheet is used for Specialty CM Contracts. City Staff and Consultant Engineering Services are not summarized in Tab 1; these budgets are not tracked above the project level.
Key Definitions:

ETC - estimate to complete.
FAC - forecast at completion (Expenditures plus ETC).
Variance – Budget Total minus FAC (a negative value indicates a forecast over-run).
Escalation – the cells in Row 6 are used to enter an escalation factor for CM Consultant labor. The escalation factors are applied to the forecast hours to complete for each calendar year to escalate the ETC Total costs.

Two sample templates are attached (Refer to Attachments 064-2 and 064-3) to illustrate the use of the template for initial budget setup and for monthly updating. The instructions below address both samples separately.

Initial Budget Setup

Attachment 064-2 sample template is based on the following parameters:

1. BDPL No 5 – East Bay is the first project to begin in the region.
2. Construction NTP is in April 2009.
3. Final Completion is in July 2011.

Template Setup – grey highlighted cells are not used:

1. Enter construction contract name in cell A1.
2. Column L is the first month of the CM services. The cell titles should be adjusted to reflect the appropriate year and month for Column L. Add columns as needed to encompass the entire duration of all CM services.
3. Setup up tabs for each project/construction contract.
4. Check that Tab 1 correctly summarizes region date and information. The user is responsible for verifying all cell formulae are correct. This is especially important when adding resources during a project.

CM Consultant Setup:

1. Enter position, name, and firm name for each Subtask for which CM will be providing services (Columns C, D, E).
2. Budget (Columns F, G, H) – enter total planned hours and billing rate for each resource. Enter Total Cost only for ODCs.
3. Make sure the 5% fee is entered in Column I for all subconsultant positions. This 5 % fee must also be entered correctly in the ETC and FAC sections of the template.
4. % Complete (Column I) is left blank for the initial setup.
5. Expenditures (Columns J and K). Enter the date data in cell J4. For initial setup this date should be the last Friday of the month preceding the first month CM services will begin.

6. Forecast (beginning Column L) – enter hours per month for each resource. No entry is required for ODCs.

7. Add columns in the Escalation section with an escalation factor for each year of the CM contract. In the sample, 3% per year is used.

8. Enter total cost budgeted for ODC’s in Column “ETC Total” (Column BB in the sample template).

9. If subtasks are not yet scoped and negotiated at the time of initial setup, a temporary “resource” with a lump sum cost amount should be entered. The Lump Sum amounts must also be added in the ETC Total column. The total CM contract amount must always be summarized on Tab 1. If there is contingency included in the total contract amount, it can be added to Tab 1 or as a separate template “subtask” for Specialty CM Contracts. Ensure the integrity of cell formulae are maintained when a temporary resource cost is used and when the temporary resource is later replaced.

City CM staff Setup (can be added as early as known):

1. Enter position, name, and firm name (SFPUC) for each subtask for which City will be providing services (Columns C, D, E).

2. Budget (Column F) – enter total planned hours for each resource.

3. % Complete (Column I) is left blank for the initial setup.

4. Forecast (beginning Column L) – enter hours per month for each resource.

City Engineering Services Setup (can be added as early as known):

1. Budget (Column F) – enter total planned hours

2. % Complete (Column I) is left blank for the initial setup

3. Forecast (beginning Column L) – enter hours per month

Consultant Engineering Services Setup (can be added as early as known):

1. Budget (Column H) – enter total planned cost.

2. % Complete (Column I) is left blank for the initial setup.

3. Forecast (beginning Column L) – enter costs per month in $1000’s.

4. If more than one consultant is providing engineering services during construction, use a separate template “subtask” for each consultant.
Monthly Reporting

Grey highlighted cells are not used. Yellow highlighted cells denote date entry required.

Attachment 064-3 sample template is based on the following parameters:

1. The template has been updated for the August 2009 Monthly CM Services Report (status thru August 2009).
2. BDPL No. 5 – East Bay project. Pre-construction task (2.1) is 100% complete and construction is approximately 17% complete. Construction NTP was in April 2009 but Final Completion will be 30 days late (August 2011).
3. BDPL No. 5 – Peninsula pre-construction task (3.1) began in August 2009. Subtasks 3.2 thru 3.6 have not yet been negotiated.

CM Consultant Updates:

1. % Complete (Column I) – enter % at subtask level only.
2. Expenditures (Columns J and K). Enter the date data in cell J4. This date should be the last Friday of the month of the report. The sample template illustrates that the template has been updated for the August 2009 Monthly Report. Update actual man-hours for each resource thru the period closing date. Update actual costs for ODCs (cell K102) Costs should be estimated to include accruals to the extent practical.
3. Forecast (beginning Column L) – update/enter hours per month for each resource beginning the month after the month of the report. Monthly forecasting is not required for ODCs.
4. Enter estimated costs to complete for ODC’s in Column “ETC Total” (Column BB in the sample template).

City CM Staff Updates:

1. % Complete (Column I) - enter % at subtask level only.
2. Forecast (beginning Column L) – update/enter hours per month for each resource beginning the month after the month of the report.

City Engineering Services Update:

1. % Complete (Column I) - enter % at subtask level only.
2. Forecast (beginning Column L) – update/enter hours per month beginning the month after the month of the report.

Consultant Engineering Services Update:

1. % Complete (Column I) - enter % at subtask level only.
2. Forecast (beginning Column L) – update/enter costs per month in $1000’s beginning the month after the month of the report.
The Monthly Report can be used by the City RCM and RPM as follows to update P6:

1. CM consultant subtask level data is reported to the PCE.

2. Provide % Complete, Expenditures (Cost) and ETC (Total).

3. The difference between Expenditures (Cost) and actual costs plus billed but not paid provided each month by the PCSB Cost Engineering Group is the “expended but not invoiced” component of accruals that is used to update P6.

4. The City RCM/RPM should check the monthly update from P6 to ensure there is not significant differences in what the P6 monthly update reports and what the CM Services Monthly Report included.

5. ETC (Hours) for City CM staff can be used to update P6 forecast to complete. P6 will contain the actual man-hours expended and the billing rates. Since actual man-hours will not be reported in the template, “variance” is not used after the initial setup. For initial setup, variance serves as a check that the spread of planned hours by month equals the total man-hour budget.

6. ETC (Hours) for City Engineering Services can be used as a summary level value to guide the RPM in updating ETC in P6. P6 will contain the actual man-hours expended by resource and the billing rates. The RPM will be required to distribute the ETC hours by resource in P6. Since actual man-hours will not be reported in the template, “variance” is not used after the initial setup. For initial setup, variance serves as a check that the spread of planned hours by month equals the total man-hour budget.

7. ETC (Total) for Consultant Engineering Services can be used as a summary level value to guide the RPM in updating ETC in P6. P6 will contain the actual costs. The RPM is responsible for providing any required accruals to the PCE. Since actual costs will not be reported in the template, “variance” is not used after the initial setup. For initial setup, variance serves as a check that the spread of planned costs by month equals the total cost budget.
The City RCM works with the Project CM to setup initial Template Prepares Gantt Chart Schedule by WBS Updates Template with labor and ODC expenditures to date and accrual information at end of reporting period Compiles cost & forecast, schedule updates, and narrative updates Final Review & Approval Submits Report Reviews and Compiles all project forecast information into one Template (064-3) Forwards the individual WSIP Services Progress Reports (Attachment 064-1) for each project

WSIP Construction Management Procedure No. 064, Rev. 1, Page 17 of 18
### Attachment 064 – 6
### Revision Control Log

<table>
<thead>
<tr>
<th>Revision No.</th>
<th>Revision Date</th>
<th>What changed?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rev 1</td>
<td>November 2, 2009</td>
<td>• Revised Section 3.1;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Revised Section 3.2;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Moved Section 4.4; to Section 4.3;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Moved Section 4.3; to Section 4.4;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Added new Section 4.5;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Revised Attachment 2; reduced number of pages to 1-page and added column configuration;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Revised Attachment 3; reduced number of pages to 1-page and added column configuration;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Added new Attachment 5 Flow Chart; and,</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Added new Attachment 6 Revision Control Log</td>
</tr>
<tr>
<td>Rev 0</td>
<td>June 10, 2009</td>
<td>Signed</td>
</tr>
</tbody>
</table>