

SFCPSC Partnering Enhancement Proposal (PEP)

Success Factor 1.0: Education and Training

Issue 1.4.2 Interdepartmental Project MOUs

Barrier

In the City and County of San Francisco, each interdepartmental project is governed by a unique Memorandum of Understanding (MOU). The result is a frequent lack of understanding of how decision-making authority will work and how change orders will be negotiated.

Problem Statements and Current Practice

For interdepartmental projects, City PMs, REs and contractors delivering the projects often do not have a mutual understanding of what to do when a contract issue or CCO requires engagement from more than one department. The MOU names a lead agency and describes the roles and responsibilities of the other participating SF Departments. However, each SF Department has different policies surrounding decision-making and change management, leading to a heavy learning curve for project teams that lack experience. Furthermore, although teams may use partnering to develop a project-level Issue Resolution Ladder, teams do not routinely integrate the partnering and issue resolution processes to include the funding departments who will need to opine and sign off on change orders or scope changes.

- How can we improve interdepartmental project MOUs to reflect the partnering approach to project delivery?
- How can we update policies and procedures so the implementation of interdepartmental projects becomes more consistent and easy to understand for contractors?

Proposal 1.4.2 MOUs for interdepartmental projects

We agree that the structure and content of the MOUs are not consistent between departments. Additionally, the MOUs either have no description of issue resolution or refer to general “policies,” which are not included elsewhere in the MOU.

The most common interdepartmental project types involve:

- SFMTA (PM) and Public Works (CM) or Public Works providing CM/PM for SFMTA projects
- Port of San Francisco (PM) and Public Works (CM) or Public Works providing CM/PM for Port
- SFPUC (PM) and Public Works (CM) or Public Works providing CM/PM for SFPUC
- Recreation and Park (PM) and Public Works (CM) or Public Works providing CM/PM for Rec & Park
- SF Department of Health and Public Works (CM/PM)
- SF Fire Department and Public Works (CM/PM)

A review of sample Memoranda of Understanding (MOUs) for the most common project types include: Projects in which Public Works provided Construction Management (CM) - Project Administration as the “Owner” or “Owner’s Rep” and Project Management (PM) - Budget Oversight. The subcommittee also reviewed an MOU where SF Municipal Transportation Agency (SFMTA) served as the lead agency for a project involving Rec and Park and Public Works (see sample below)

Dispute Resolution clause from 2014 MOU between SFMTA, SF Rec & Park and Public Works

VI. Reporting and Record Retention

- A. DPW accounting will provide cost reports on a monthly basis.
- B. The DPW Project Manager will provide quarterly project reports. The reports will track work completed, provide the current work plan, and specify project issues requiring resolution, and cost reports for each segment to the SFMTA and SFRPD. SFMTA will utilize the report data from DPW to generate the required quarterly reports in the San Francisco County Transportation Authority's online portal for Prop K and Prop AA funds.
- C. DPW agrees to follow the SFMTA's and SFRPD's records retention policy as well as those of the funding agencies, including, but not limited to, FHWA and SFCTA (which policies are available from SFMTA).

VII. Dispute Resolution

In the case of disputes, the Team agrees to follow the Procedures.

VIII. Entire Agreement

This MOU sets forth the entire agreement between SFMTA, SFRPD, and DPW supersedes all other prior written or oral provisions. Should adjustments to the MOU be required, the parties will amend the MOU. The terms of this MOU may be amended by mutual agreement of the signatories.

Recommendations:

1) Add an Issue Resolution section to all Interdepartmental Project MOUs.

- In the Issue Resolution section, we will identify the Lead Agency.
- In the Issue Resolution section, we will refer the project team to the Partnering and Issue Resolution policies and procedures for the Lead Agency.
- In the Issue Resolution section, we will refer the project team to the section on interdepartmental projects in the updated Partnering Field Guide. This section will include a sample Integrated Issue Resolution Ladder and recommended policies and procedures.

2) Update Partnering Field Guide

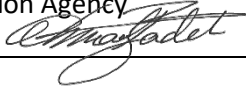

We need to update the current *Mini Guide to Partnering* to include a section focused on interdepartmental projects. This section will include the sample Integrated Issue Resolution Ladder and recommended policies and procedures. It will highlight methods to support project delivery in a Partnering environment, resulting in enhanced field-level decision-making, more holistic project delivery, and improved change order negotiation.

Resources Required

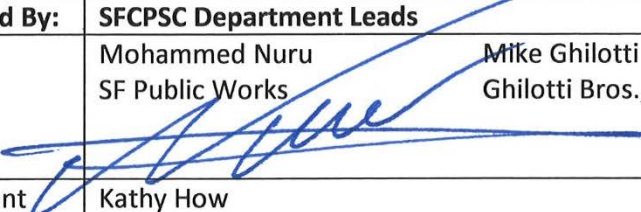
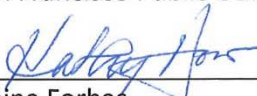



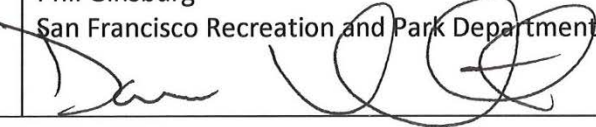
The SFCPSC Partnering Facilitator and Partnering Coordinator will develop draft policies and procedures for approval by the Education and Training subcommittee and verified by the SFCPSC. Ultimately, the findings and updated policies and procedures will be added as chapters in an updated Partnering Field Guide.

Performance Measurement

The measurement of success for this PEP will be the inclusion of a section on interdepartmental projects in the updated Partnering Field Guide that is accepted by each of the six Chapter 6 Departments.

Concept Approved By:	Performance Measures Co-Chair Signatures	Date
Education and Training subcommittee Co-Chairs	Bijan Ahmadzadeh SF Municipal Transportation Agency 	6/27/17
	Ed Moore Monterey Mechanical 	6/27/17

Addendum 1: SF Public Works Sample MOU

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Concept Approved By:	SFCPSC Department Leads	Date
SFCPSC Co-Chairs	Mohammed Nuru SF Public Works 	Mike Ghilotti Ghilotti Bros., Inc. 6/29/17
SFCPSC Department Leads	Kathy How San Francisco Public Utilities Commission 	6/28/17
	Elaine Forbes Port of San Francisco 	6.28.17
	Ivar Satero San Francisco International Airport 	6/28/17
	Ed Reiskin San Francisco Municipal Transportation Agency 	6.28.17
	Phil Ginsburg San Francisco Recreation and Park Department 	6/28/17

SAMPLE Memorandum of Understanding

TO: Jane Smith, PE
Project Manager, PUC SSIP

Date: ~~June 5, 2015~~
Rev. January 11, 2016

Thru: Steve Jones, PE
Streetscape Section Manager, PMC, Public Works

Job No: 2294J

From: Jerry Lee, RLA
Project Manager, PMC, Public Works

Subject: Spofford Chinatown Living Alley

Design Engineering Fee Proposal and Memorandum of Understanding (MOU) for Design and Construction Support Services

A. Proposal Summary

San Francisco Public Works is pleased to provide SFPUC SSIP with a proposal to provide design and construction support for the Spofford Chinatown Living Alley Project. The work scope and engineering services fee are based upon the CER submitted by AECOM in March 2015.

B. Background

Based upon the information conveyed within the CER, the objective of the project is to help the sewer system treat and manage storm water. This project would feature innovative green infrastructure technologies on...
The project will include Civil, Electrical, Hydraulic, and Structural Engineering, as well as Landscape Architectural design and ADA design review.

C. Scope of Work

The proposed fee includes engineering support services throughout design and construction. Work for these phases includes but is not limited to the following:

- Attendance at progress meetings
- Collecting engineering information pertaining to the project, including but not limited to site investigations, surveys and as-built drawings
- Etc.

D. Deliverables

- Design Documents (Plans, Specifications, cost estimates) with the following milestone progress sets: 65%, 95%, and 100%
- Construction management, inspection and support
- Etc.

E. Project Team

Project Management:

Jerry Lee, RLA is a licensed landscape architect with...



Edwin M. Lee
Mayor

Mohammed Nuru
Director

Julia Laue, AIA, LEED AP
Principal Architect
and Manager

Building Design & Construction
30 Van Ness Ave.
San Francisco, CA 94102
tel 415-557-4700

sfpublicworks.org
facebook.com/sfpublicworks
twitter.com/sfpublicworks

Landscape Architecture:

Jerry Lee, RLA has over 15 years of experience working in the City and County of San Francisco.

Civil Engineering:

Robert Johnson has worked with San Francisco Public Works for 4 years and previously spent two years with San Jose Public Works.

Hydraulics Engineering:

Carol Huang has work in the field of Civil Engineering for 10 years and has worked on many projects including affordable housing, senior housing, etc.

F. Project Liaison Responsibilities

- Jane Smith, PE will serve as the primary contact for the SFPUC for all project related issues, reviews, meetings, funding and coordination
- SFPUC will review and comment on 65%, 95%, and 10% drawing submittals and will coordinate comments between all SFPUC divisions
 - To meet the project schedule, review period will not exceed two weeks in duration

G. Project Schedule

San Francisco Public Works will work closely with associated parties to meet specified deadlines related to the project schedule:

Phase	Target Start	Target Finish	Approx. Duration
Env. Review	3/20/2015	6/3/2015	100 Days
Design	5/6/2015	10/21/2015	236 Days
Bid & Award	10/21/2015	3/3/2016	139 days
Construction	3/3/2016	8/17/2016	200 days
LTPE	8/17/2016	8/17/2019	1095 days
Project Closeout	8/18/2019	9/16/2019	30 days

H. Project Issue Resolution

Should a disagreement arise due to a change in scope or schedule, the team will use the policies and procedures outlined in the Interdepartmental Issue Resolution section of the San Francisco Partnering Field Guide.

- San Francisco Public Works will serve as the lead agency and the team will use the department’s policies and procedures related to Issue Resolution.
- The team will develop an Integrated Dispute Resolution Ladder in support of resolving any project issues that the project liaison and the project managers are unable to solve at the field level.

I. Proposed General Exclusions and Assumptions

Fees are based on the provided schedule and scope of work. Any modification to the schedule or the scope of work will result in an applicable increase in service fees.

J. Service Fees

The following fees are based on the schedule and scope described above.

Key	SFDPW	SFPUC	Shared						
	L. Arch.	Civil	Elec.	Hydro.	Struct.	ADA	PM	SAR	Total
Design	\$55,240	\$54,820	\$28,176	\$41,913	\$10,000	\$5,000	\$15,000	\$5,865	\$216,014
Const. Support	\$25,282	\$8,989	\$6,884	\$14,433	\$5,000	\$3,000	\$6,000	\$10,000	\$79,588
TOTAL									\$295,602

Cost Share (based on CER construction estimate):

	Construction Hard Costs	% of Const.	Cost Share (Design)	Cost Share (Const.)	Individual Costs	Total

K. Client Approval

If the above proposal is acceptable to the Project Client Liaison, please sign and return this proposal within five (5) working days for transmittal to the Project Manager.

Approved by: _____ Date _____

Jane Smith, PE
Project Manager, SFPUC

Date

Cc: Steve Jones, RLA
Jerry Lee, RLA
Robert Johnson
Carol Huang, PE
John Thomas, PE