



BACKGROUND

The Transportation Authority recognizes the technical and institutional complexity of project delivery, the importance of delivering projects on time and within budget, the need to minimize schedule and budget overruns, the limited available transportation funding resources, and the overwhelming need to take a “lessons learned approach” in order to develop comprehensive recommendations to improve the City project delivery processes and to restore public confidence in the ability to deliver Prop K and other taxpayer funded transportation projects.

Given that background, we believe it is advantageous to directly engage with the existing San Francisco Collaborative Partnering Steering Committee (SFCPSC) that was formed in June 2016 by the six City departments delivering public works construction projects and members of the construction industry organizations who deliver projects within the City and County of San Francisco. Staff from the Port of San Francisco, *SFO, SFMTA, SFPW, SFPUC*, and San Francisco Recreation & Parks, as well as leaders from key Industry associations joined the SFCPSC with the intention of improving construction culture on projects city wide. The goal of this endeavor is to build on efforts of the existing SFCPSC with strategic partnering to create a consensus building system to identify barriers to collaboration and co-create to amend policy, practices and procedures.

DISCUSSION

The specific proposed Capital Project Delivery Review and Best Practices effort would consist of 3 major activities:

1. **Project Delivery Roundtable** – Convene a group of senior administrators and policy experts for a kick-off workshop meeting to review past and current experience in large scale capital project delivery and the factors that may be relevant to that experience including but not limited to city policies, regulations, management practices and administrative rules/procedures. The group would also meet to hear draft findings/recommendations of the Study.
 - a. Participants: Chair Mandelman and Vice Chair Peskin, SFMTA/SFO/SFPUC/DPW Director(s)/Commissioner(s), current and past City Administrators, current and past Controllers, SPUR, and UC Berkeley or other academic experts
2. **Case Studies** – Synthesize existing published reports on complex local/regional projects and develop new case studies of 3-4 projects using original interviews with key staff and other research as needed, including construction contractors’ interviews:
 - a. Harvey Milk Terminal & SFO Runway Projects (28R/28L) (SFO)
 - b. YBI East Side Ramps (Transportation Authority)
 - c. Past and present City and County of San Francisco (CCSF) projects TBD
3. **Sponsors Workshops/Interviews** – Convene relevant CCSF agency stakeholders, namely, SFMTA, SFPW, SFPUC, SFO, San Francisco Controller’s Office, and San Francisco Mayor’s Office to discuss experience, best practices, and lessons learned as well as to develop an overall approach to improving the delivery of major / complex transportation capital projects in San

