

# Transportation Capital Projects Delivery Study



San Francisco  
County Transportation  
Authority

San Francisco County Transportation Authority Board — Agenda Item 10  
July 25, 2023

# Study Purpose and Objectives

## Purpose

Identify lessons learned and develop recommendations to improve project delivery performance and outcomes:

- On-time
- On-budget
- Of high quality

Promotion of San Francisco as an  
“Owner of Choice.”

# Study Purpose and Objectives

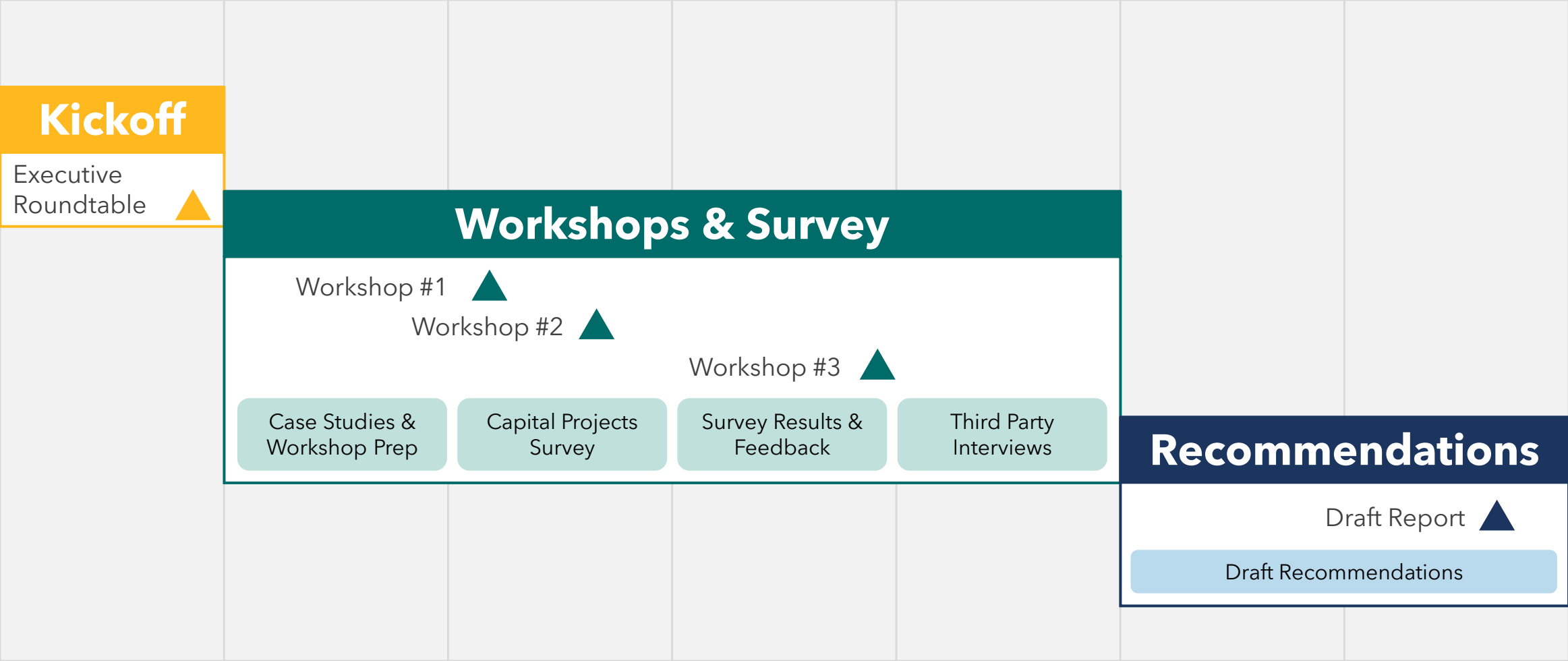
## Objectives

1. Uncover barriers to efficient capital project delivery.
2. Identify process and policy improvement opportunities.
3. Increase communication and collaboration between project partners and public.
4. Improve measurement & accountability.

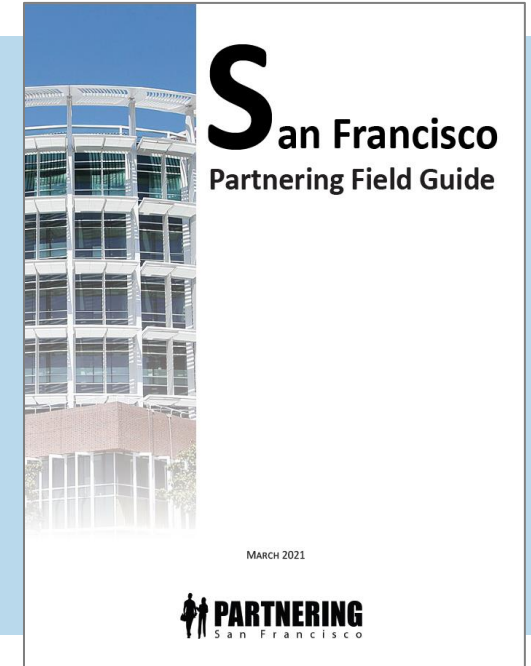
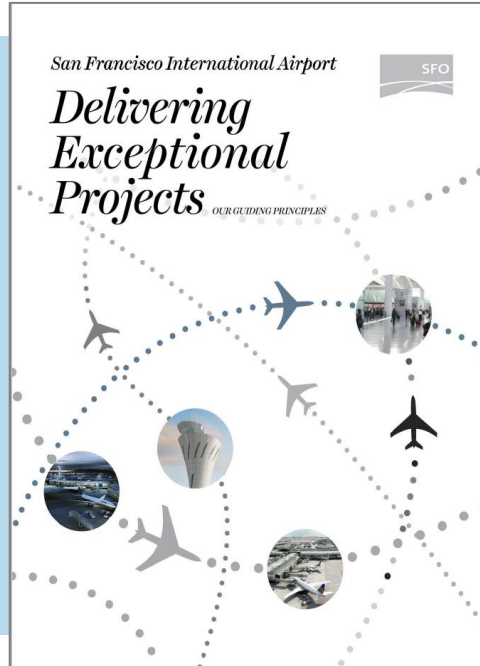
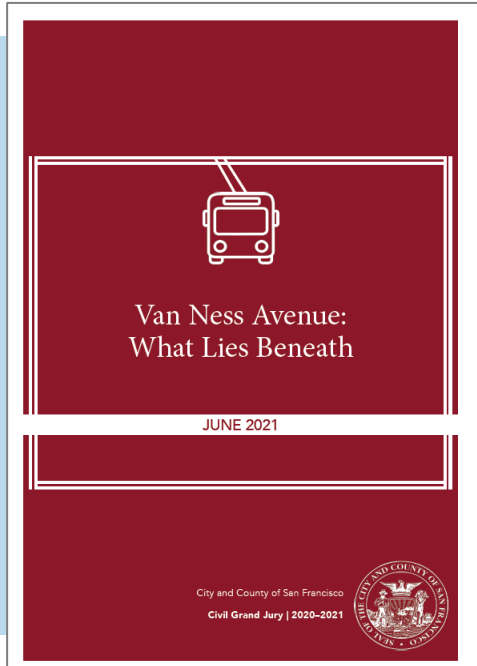
# Study Participants

- Transportation Authority Board
- Mayor's Office
- City Administrator's Office
- Controller's Office
- Office of Resilience and Capital Planning
- SF Municipal Transportation Agency
- SF Public Utilities Commission
- SF Public Works
- Port of San Francisco
- Transbay Joint Powers Authority
- San Francisco International Airport

# Approach



# Case Studies & Initiatives



- Additional Documents**
- 2019 DTX Expert Panel Peer Review
  - 2021 SFCPSC Survey of San Francisco Contractors
  - 2021 SFCPSC Staff Partnering Survey

# Key Points from Workshops and Surveys

## Areas for Improvement

- Timely Hiring, Retention and Training of Project Managers and Key Staff
- Coordination between Stakeholders starting preconstruction
- Interdepartmental Issue Resolution and Decision Making
- Administrative Processes and Payment Procedures for large projects
- Budgeting and Financial Structures to improve cost estimation accuracy
- Proactive Risk Identification and Management
- 3rd Party Utility Coordination and Undocumented Utilities

# Insight from Previous Executive Leadership

- Executive Leadership/Ownership is most critical
- City processes need to be streamlined
- Partner with trades/unions to support the effort
- Consider dedicated project offices, e.g. Waterfront Project – Loma Prieta
- Utilize outside subject matter experts when needed



# Key Study Findings

There is a need for improved processes in several areas:

- 1. Streamline the City department decision making processes** by focusing on timely decision-making across departments. Establish clear roles and responsibilities across departments to actualize a “One City” project delivery objective
- 2. Provide additional training for Project Managers**, stressing accountability while empowering and resourcing them to perform their work effectively
- 3. Expand access to project management tools and software** to improve tracking of scope, schedule, and budget
- 4. Accelerate hiring of needed project staff** and procurement of consultants
- 5. Improve collaborative risk identification** and management processes

# Preliminary Recommendations

- 1. Establish a Capital Projects Management Office (CPMO)**
- 2. Strengthen Construction Cost Estimating Process**
- 3. Invest in Right of Way and Utility Investigation Programs**
- 4. Expand Interdepartmental Risk Reviews and Management**
- 5. Facilitate Structured Collaborative Partnering**

# CPMO Concept

## Key Functions

- Set consistent Project Standards for design quality, completeness and review (i.e. at 35%, 65%, 95% Design)
- Enable efficient decision making on multi-agency projects
- Streamline hiring of staff and consultants

## Details

- Reports to the City Administrator's Office
- Include full time staff and Department leadership participation
- Pilot program with set of key projects

# CPMO Concept: Large/ Complex Projects

## Case Study Project Examples

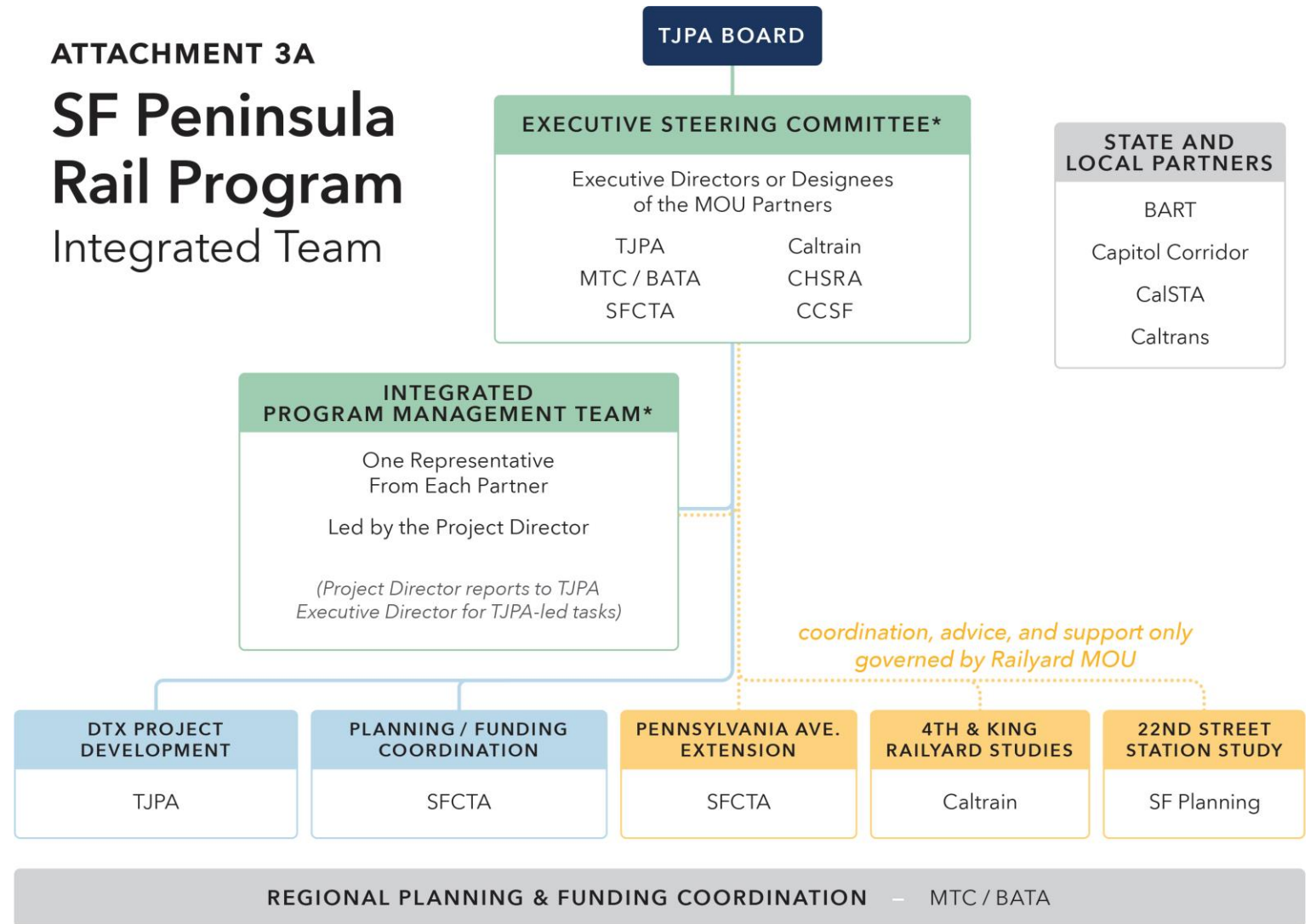
- The Portal (DTX) MOU – Project Development phase
- SFO Partnering Model
- Geary Phase I

## Potential Projects for Pilot Program

- The Portal (DTX) – Project Delivery phase
- Better Market Street
- Other Large, Complex Interdepartmental Projects

# Case Study: The Portal (DTX) MOU Structure

## ATTACHMENT 3A SF Peninsula Rail Program Integrated Team



\* Consistent with and limited to the Summary Work Program (Attachment 2) defined by the San Francisco Peninsula Rail Program MOU approved by TJPA Board on April 9, 2020

# CPMO

## Concept: Measures of Success

- Higher degree of on-time and on-budget project progress, with good quality work.
- Improved communication, collaboration, accountability and transparency between the project team.
- Decreased time to approve change orders and other major scope decisions.
- Improved cost estimation accuracy through early budgeting.
- Greater ability to manage risks and address challenges as they arise.
- Improved responsiveness to stakeholders and the public.
- Centralized office to quickly adopt emerging contracting methodologies, project management and HR best practices.

# Thank you.

**Carl Holmes**

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