Transportation Capital Projects Delivery Study
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

Kickoff
Executive Roundtable

Workshops & Survey
Workshop #1
Workshop #2
Workshop #3
Case Studies & Workshop Prep
Capital Projects Survey
Survey Results & Feedback
Third Party Interviews

Recommendations
Draft Report
Draft Recommendations
Case Studies & Initiatives

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

EXECUTIVE STEERING COMMITTEE*
- Executive Directors or Designees of the MOU Partners
  - TJPA
  - MTC / BATA
  - SFCTA
  - Caltrain
  - CHSRA
  - CCSF

INTEGRATED PROGRAM MANAGEMENT TEAM*
- One Representative from Each Partner
- Led by the Project Director

DTX PROJECT DEVELOPMENT
- TJPA

PLANNING / FUNDING COORDINATION
- SFCTA

PENNSYLVANIA AVE. EXTENSION
- SFCTA

4TH & KING RAILYARD STUDIES
- Caltrain

22ND STREET STATION STUDY
- SF Planning

REGIONAL PLANNING & FUNDING COORDINATION
- MTC / BATA

* 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

STATE AND LOCAL PARTNERS
- BART
- Capitol Corridor
- CalSTA
- Caltrans

coordination, advice, and support only governed by Railyard MOU
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**  
Deputy Director for Capital Projects