



RESOLUTION ACCEPTING THE TRANSPORTATION CAPITAL PROJECTS DELIVERY STUDY

WHEREAS, In April 2021, the Transportation Authority appropriated \$180,000 in “off the top” Prop K half-cent sales tax funds for the Capital Projects Delivery Study (Study) at the request of Chair Mandelman and then former Vice Chair Peskin; and

WHEREAS, The Study identified lessons learned and developed recommendations to improve project delivery performance and outcomes; and

WHEREAS, The Study objectives were to uncover barriers to efficient capital project delivery, identify process and policy improvement opportunities, increase communication and collaboration between project partners and public, and improve measurement and accountability; and

WHEREAS, The Transportation Authority led the Study in partnership with the Mayor’s Office and City Departments; and

WHEREAS, The Study convened City and County of San Francisco Department leadership to gather insight on large, complex project delivery; and

WHEREAS, Transportation Authority staff reviewed large capital project delivery case studies, held management level workshops and conducted cross departmental surveys to identify areas for improvement; and

WHEREAS, Study findings include a need for improved processes in several areas of City Department decision making, training for project managers, hiring of project staff, access to tools and software, and risk management; and

WHEREAS, The attached final report makes five recommendations including establishment of a Capital Projects Management Office (CPMO), strengthening of construction Cost Estimating process, investment in Right of Way and Utility investigation programs, expansion of interdepartmental Risk Reviews and Management, and facilitation of Structured Collaborative Partnering; and

WHEREAS, The report recommends that the CPMO should set consistent Project Standards, enable efficient decision making and streamline hiring; now, therefore, be it

RESOLVED, That the Transportation Authority hereby accepts the Transportation Capital Projects Delivery Study; and be it further

RESOLVED, That the Executive Director is hereby authorized to prepare the



Transportation Capital Projects Delivery Study document for final publication and distribute the document to all relevant agencies and interested parties.

Attachment:

1. Transportation Capital Projects Delivery Study