

Transportation Capital Projects Delivery Study



San Francisco
County Transportation
Authority

San Francisco County Transportation Authority CAC — Agenda Item 7
July 26, 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

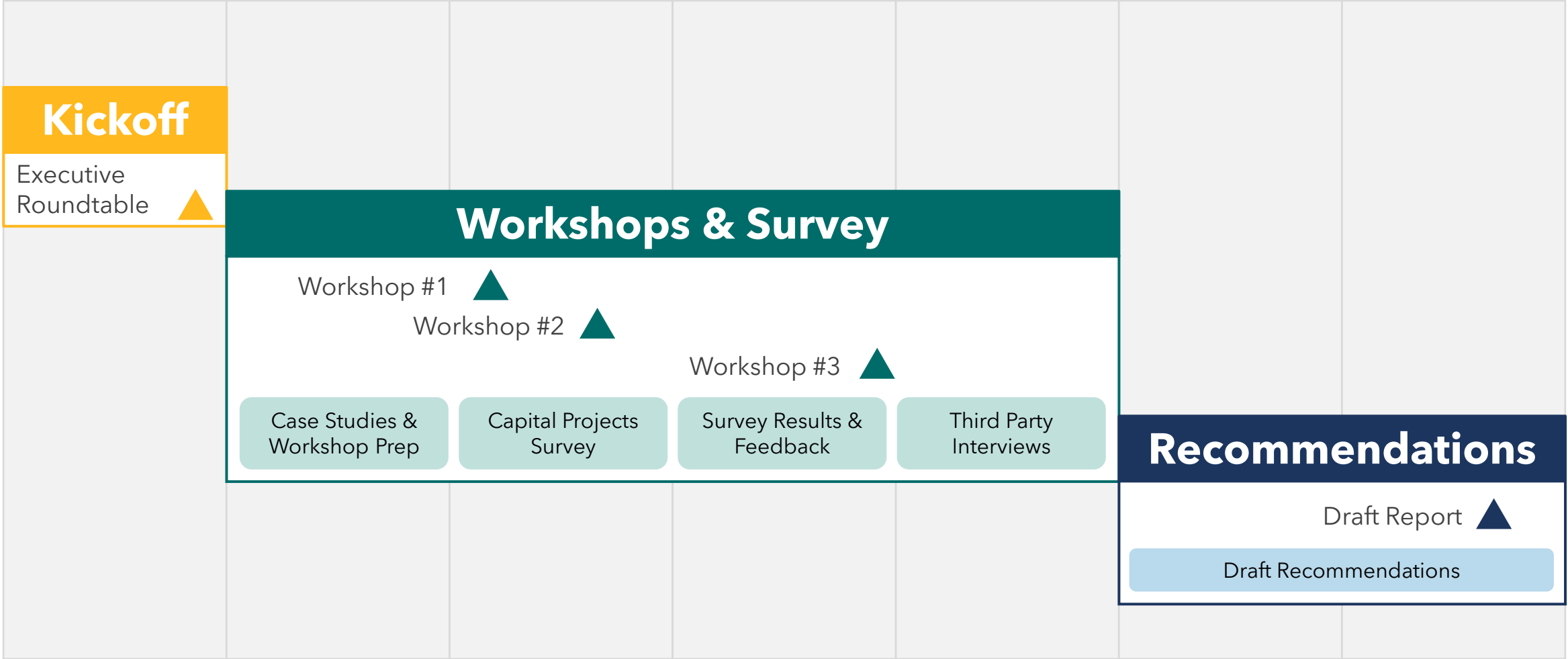
Objectives

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.

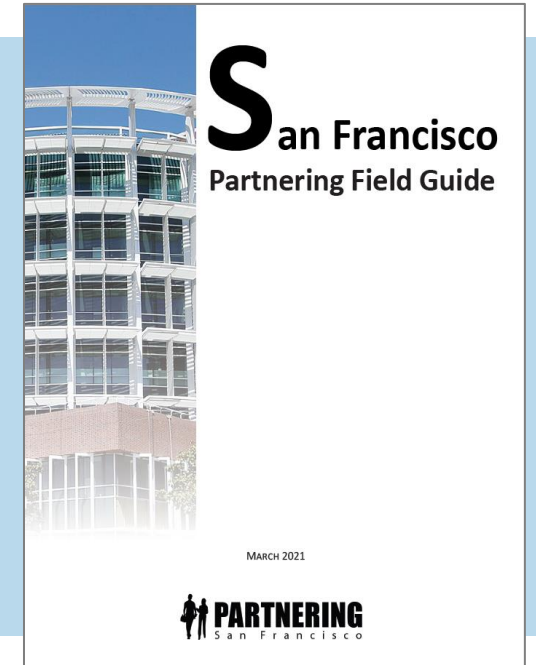
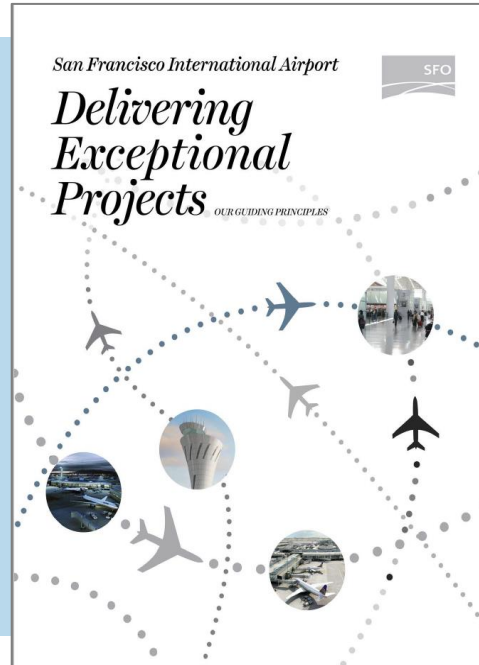
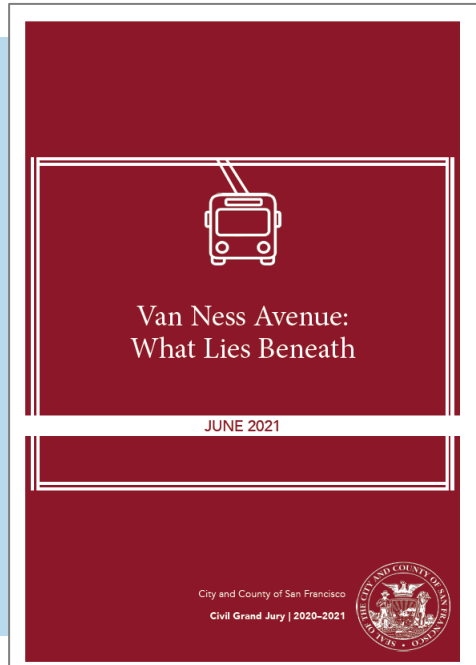
Study Participants

- 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

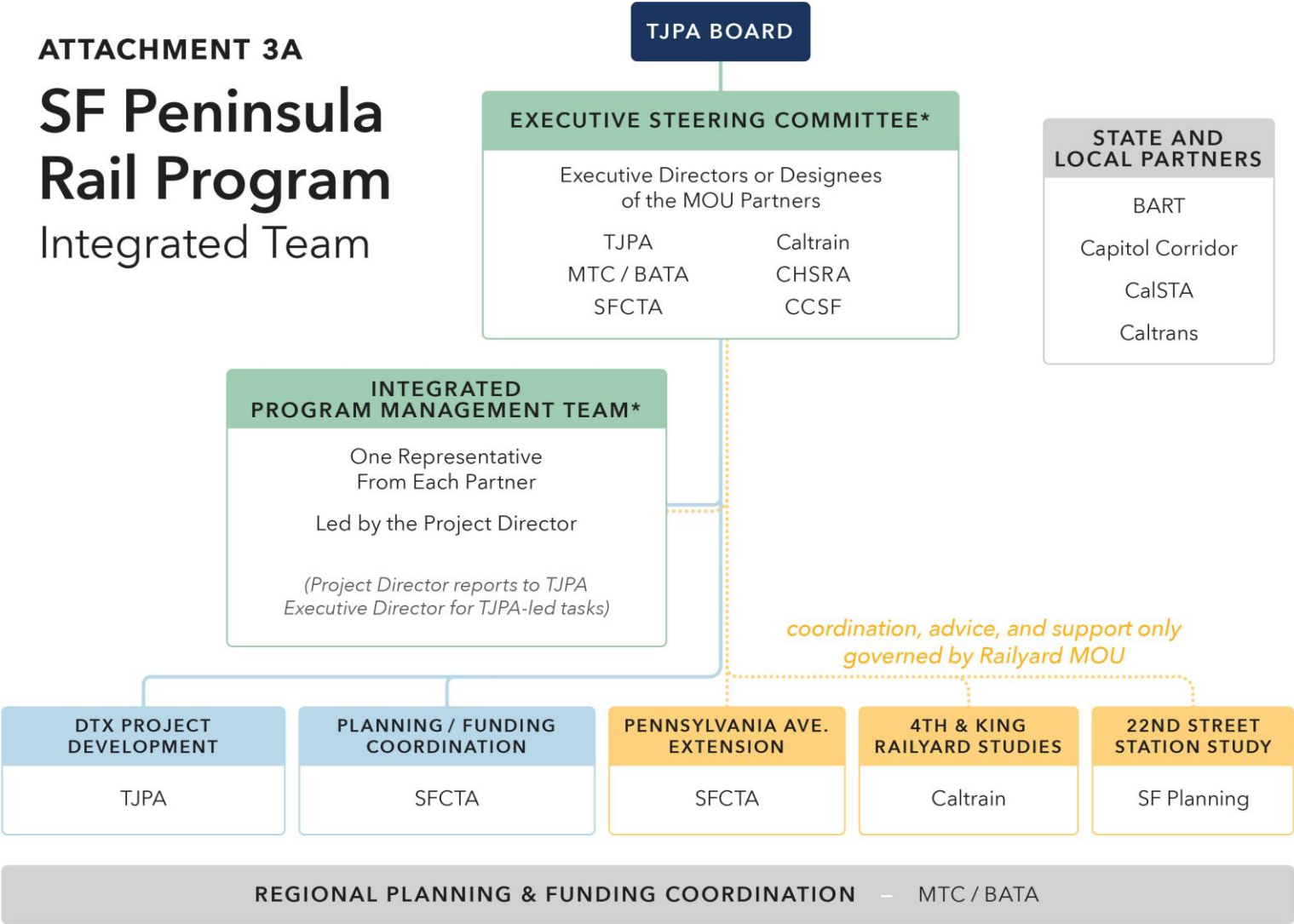
- The Portal (DTX) MOU – Project Development phase
- SFO Partnering Model
- Geary Phase I

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

Deputy Director for Capital
Projects



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