

Annual GO Bond Program Report

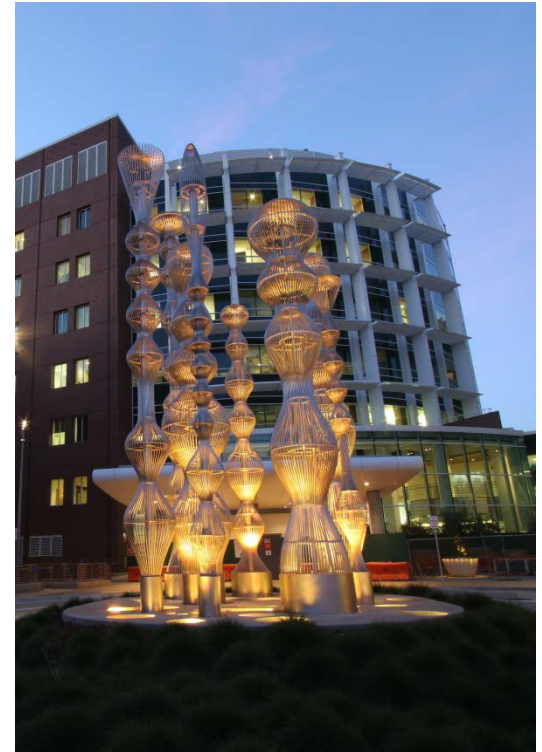
Fiscal Year 2015-16

Peg Stevenson, Claire Phillips, David Weinzimmer
Controller's Office
October 17, 2016



Methodology

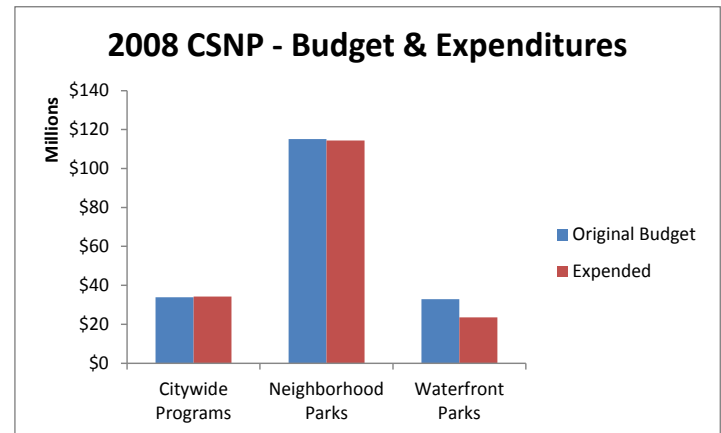
- City Services Auditor (CSA) asked bond program lead departments for scope, schedule, budget, and change order data as of March 31, 2016
- CSA interviewed bond program managers
- Report summarizes information from data and interviews, and compares with performance from one year ago



2008 Clean and Safe Neighborhood Parks

\$185 million, 3 components (RPD & Port)

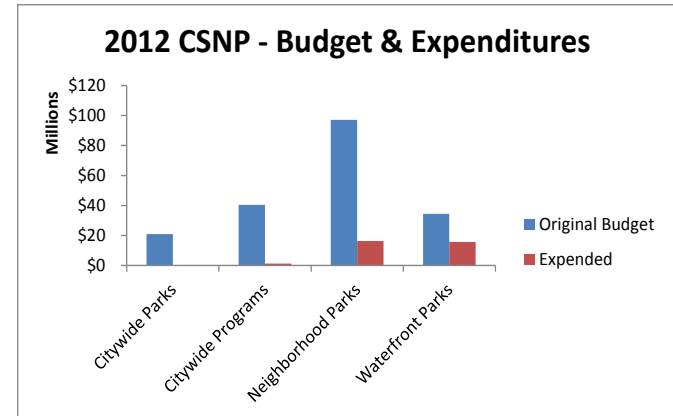
- 92.3% of project budget expended
- Overall bond program delayed by about 3 years; individual components delayed 3 to 5 years due to
 - Delays in regulatory approvals
 - Extended public outreach
 - Difficulty coordinating work with site staff



2012 Clean and Safe Neighborhood Parks

\$195 million, 4 components (RPD & Port)

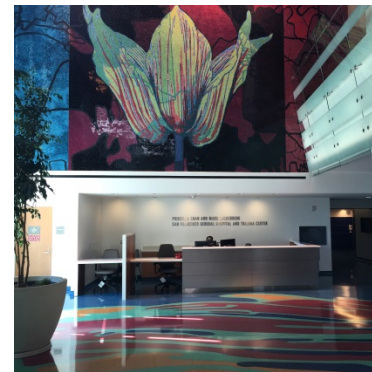
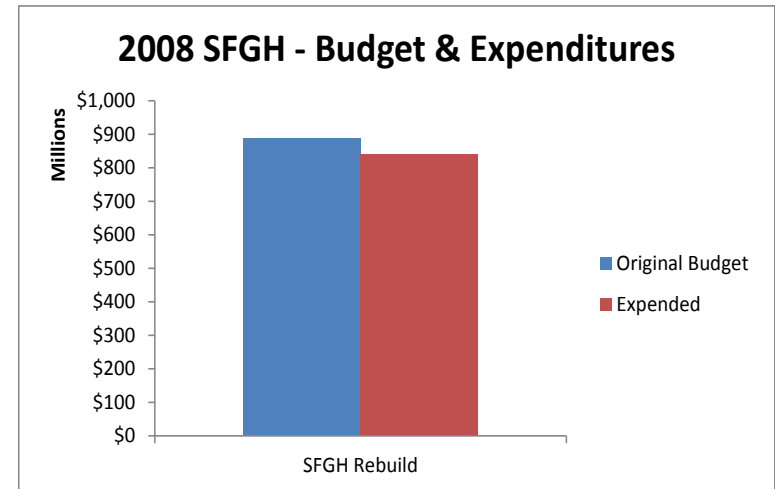
- 17% of project budget expended
- Bond program delayed three months (2/2019 completion of Neighborhood Parks), though most projects are not yet in construction
- Crane Cove Park has absorbed budget of two cancelled Waterfront Parks projects



2008 SFGH Rebuild

\$887.4 million, 1 component (Public Works)

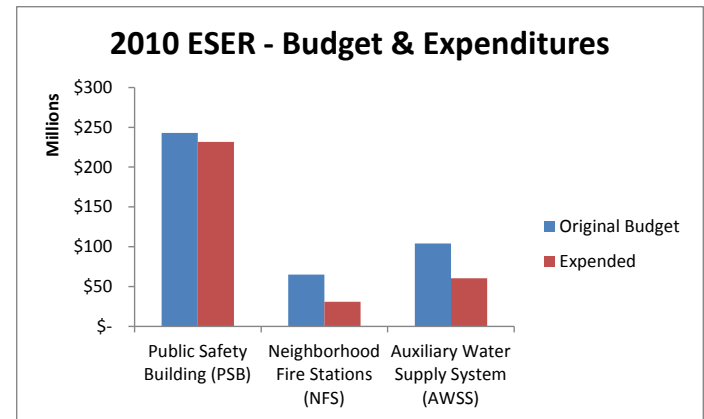
- 95% of project budget expended
- Main hospital completed August 2015 (3 months delayed)
- Remaining budget is funding four follow-on projects and project closeout items
- Pre-bond funding for detailed scoping helped in delivering project under budget with only modest delays



2010 Earthquake Safety and Emergency Response

\$412 million, 3 components (Public Works & SFPUC)

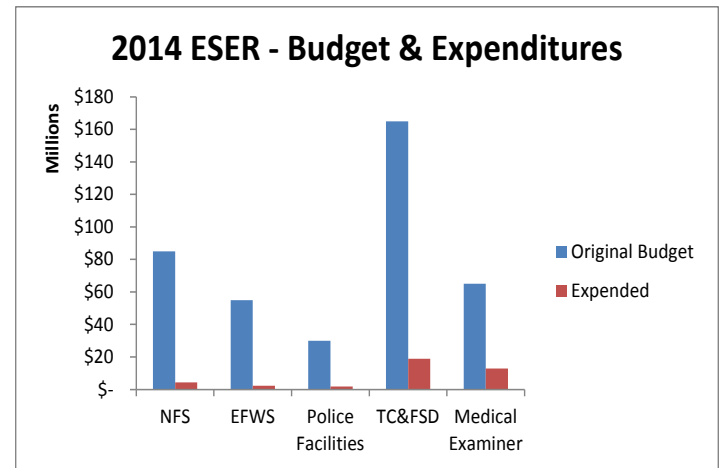
- 80% of project budget expended
- Bond program and all components delayed by just over one year
- Budget increases in Neighborhood Fire Stations addressed by absorbing extra budget from Public Safety Building and moving one project to 2014 ESER program



2014 Earthquake Safety and Emergency Response

\$400 million, 5 components (Public Works & SFPUC)

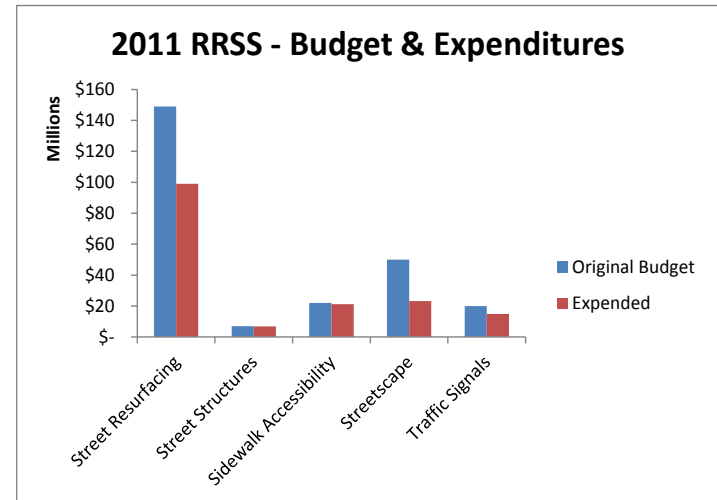
- 10% of project budget expended
- Extension of 2010 ESER (adds Police Facilities, Traffic Company/Forensic Services Division, Office of Chief Medical Examiner)
- Bond program scheduled to be completed on time (12/2020); Office of Chief Medical Examiner delayed 7 months



2011 Road Repaving and Street Safety

\$248 million, 5 components (Public Works & SFMTA)

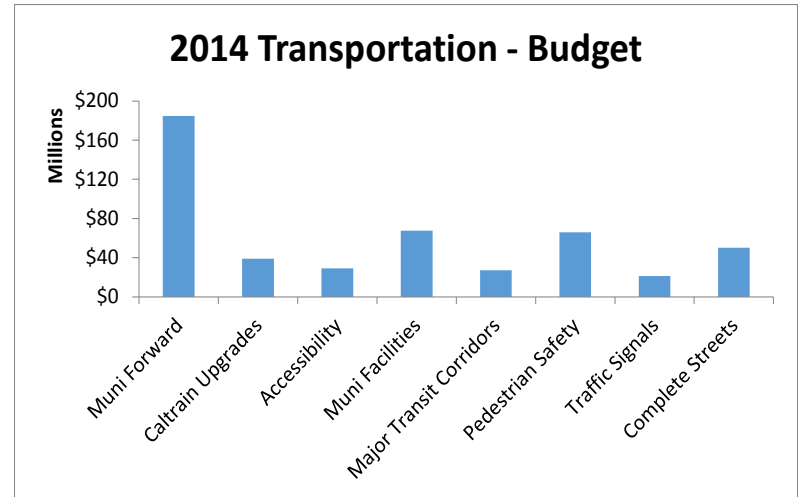
- 66% of project budget expended
- Bond program delayed by about one year; individual components delayed one to three years
- Major source of delays is interdepartmental coordination on repaving and extended public outreach process



2014 Transportation and Road Improvement

\$500 million, 8 components (SFMTA)

- 0.5% of project budget expended
- Bond program currently projected to be completed in December 2022
- Bond program funds wide variety of transportation improvements; allocates largest portion of funds to Muni Forward transit improvements



Lessons Learned Across Bond Programs

- Pre-bond planning and scoping for SFGH helped keep the bond program on budget and close to schedule
- Surveys/studies of capital needs aided project prioritization for ESER and Transportation
- For large projects, performance incentives should apply to both design and construction teams
- If projects aren't shovel-ready when funds are available, delays result; most common reasons:
 - need for regulatory clearance,
 - increased public outreach, or
 - interdepartmental coordination
- Data tracking and reporting varies across departments



Questions?

