Annual GO Bond Program Report

Fiscal Year 2015-16

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Controller’s Office
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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?