

# Annual GO Bond Program Report

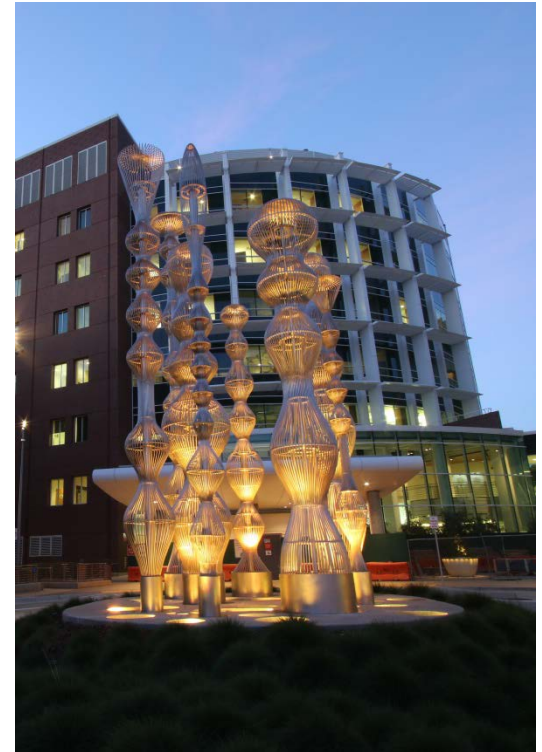
Fiscal Year 2015-16

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Controller's Office  
July 28, 2016



# Methodology

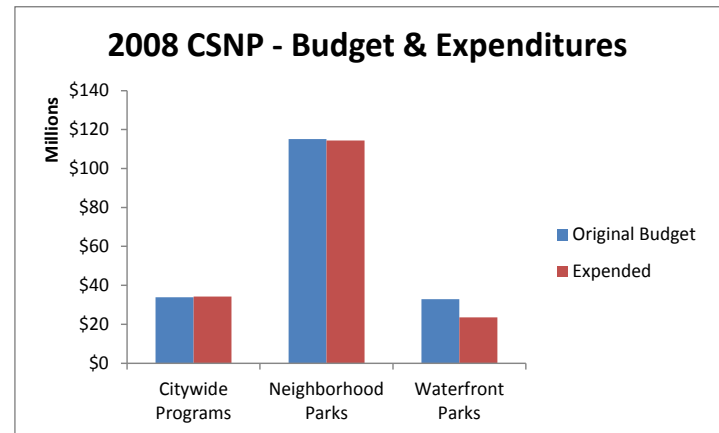
- City Services Auditor (CSA) asked bond program lead departments for scope, schedule, budget, and change order data as of March 31, 2016
- CSA interviewed bond program managers
- Report summarizes information from data and interviews, and compares with performance from one year ago



# 2008 Clean and Safe Neighborhood Parks

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

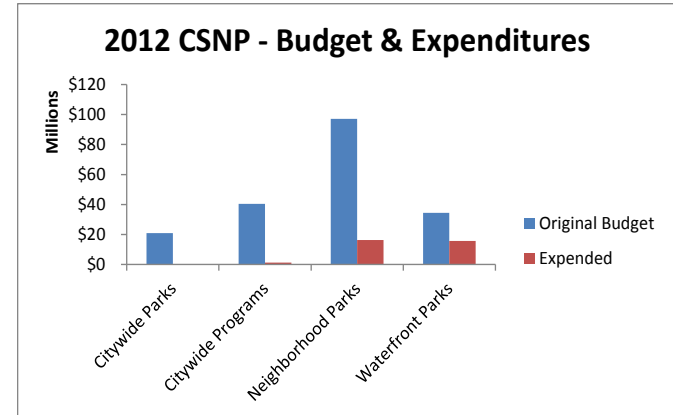
- 92.3% of project budget expended
- Overall bond program delayed by about 3 years; individual components delayed 3 to 5 years due to
  - Delays in regulatory approvals
  - Extended public outreach
  - Difficulty coordinating work with site staff



# 2012 Clean and Safe Neighborhood Parks

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

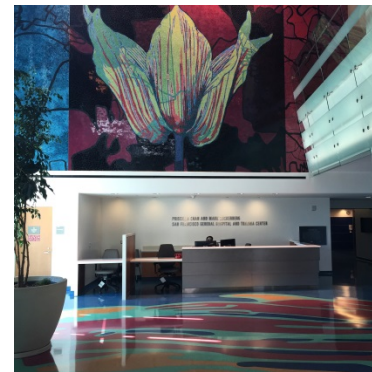
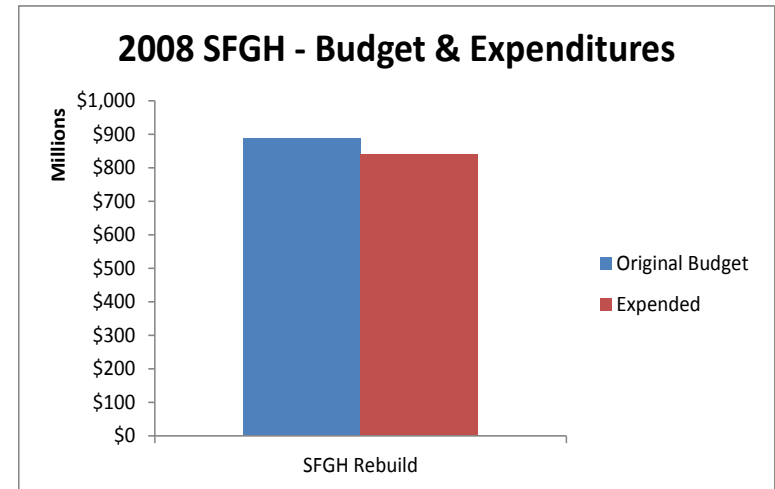
- 17% of project budget expended
- Bond program currently on time (11/2018 completion), though most projects are not yet in construction; Waterfront Parks delayed by 3 months (for completion of Crane Cove)
- Crane Cove Park has absorbed budget of two cancelled Waterfront Parks projects



# 2008 SFGH Rebuild

\$887.4 million, 1 component (Public Works)

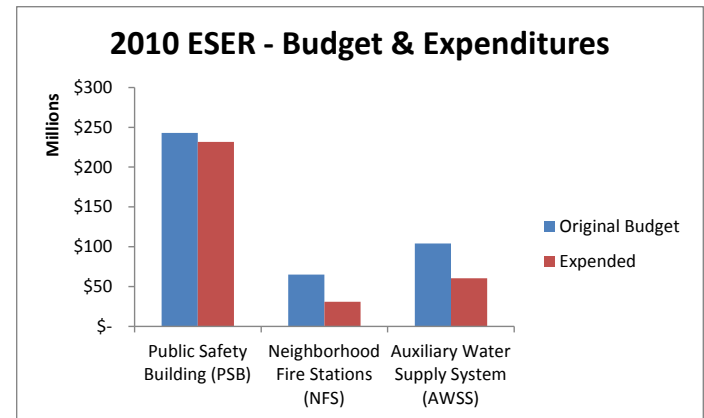
- 95% of project budget expended
- Main hospital completed August 2015 (3 months delayed)
- Remaining budget is funding four follow-on projects and project closeout items
- Pre-bond funding for detailed scoping helped in delivering project under budget with only modest delays



# 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

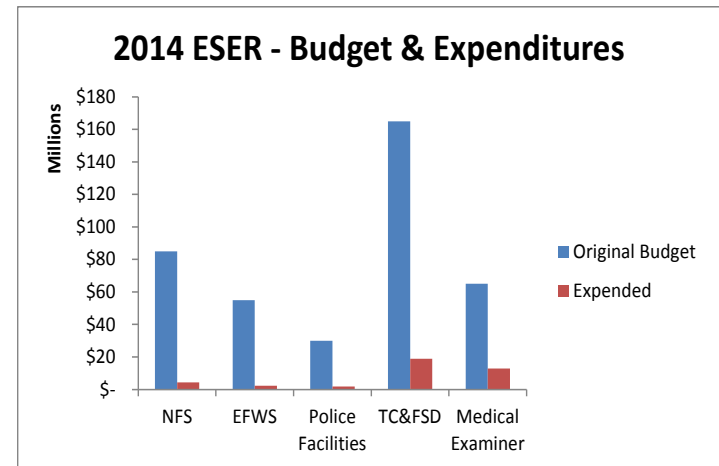




# 2014 Earthquake Safety and Emergency Response

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

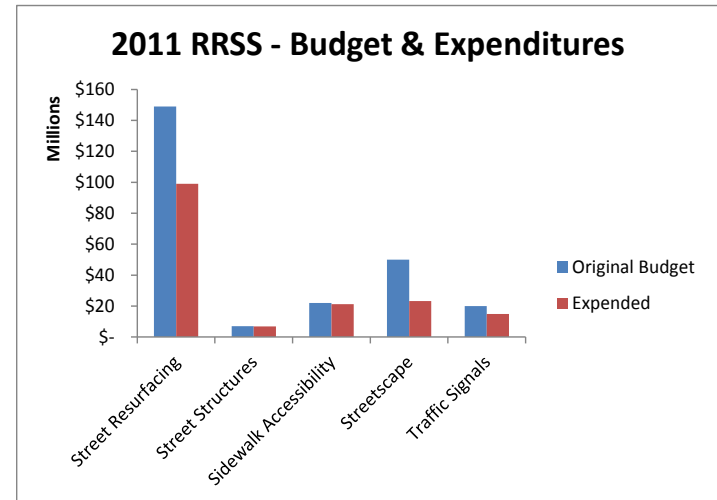
- 10% of project budget expended
- Extension of 2010 ESER (adds Police Facilities, Traffic Company/Forensic Services Division, Office of Chief Medical Examiner)
- Bond program scheduled to be completed on time (12/2020); Office of Chief Medical Examiner delayed 7 months



# 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

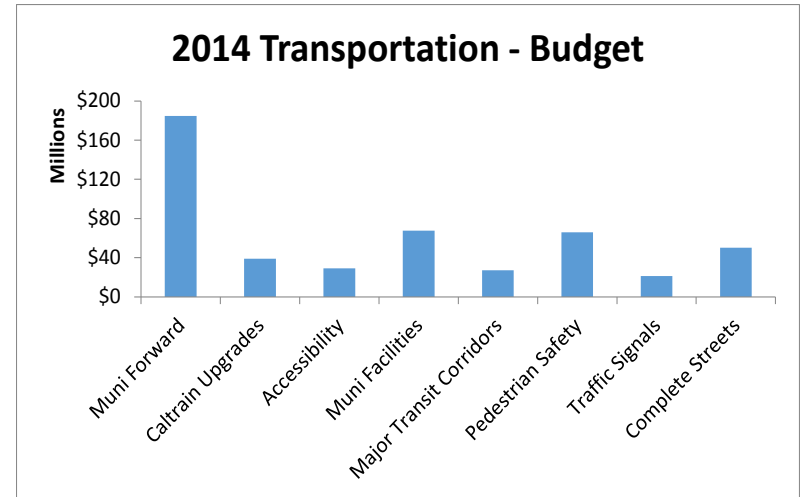




# 2014 Transportation and Road Improvement

\$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

# Questions?

