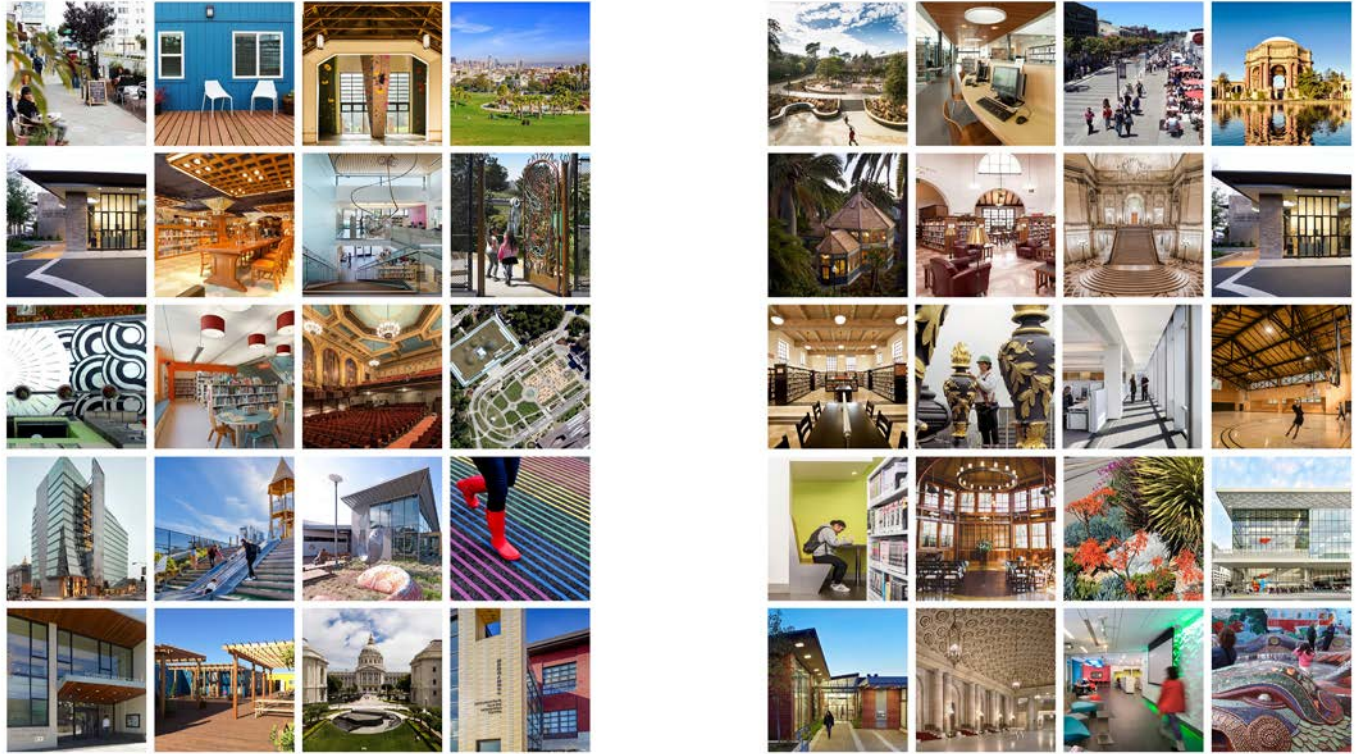# Building Design & Construction
Chapter 6 Database – Ron Alameida, City Architect

San Francisco Public Works

Office of the Controller City Services Audit - May 2014

Office of the Controller City Services Auditor

Citywide Construction: Adopting Leading Practices Could Improve the City's Construction Contractor Bid Pool

Finding 2.2. Creating a citywide, centralized database for contractor information, including performance evaluation results, could ensure information sharing across departments and continuous contractor monitoring - May 20, 2014

Administrative Code Amendments - July 2016

- **Sec. 6.26 Contractor Performance Evaluation Database**: "The awarding departments shall work with the Office of the Controller to create and maintain a database to collect the Contractor performance evaluations."

- **Sec. 6.74 Best Value Procurement**: "Contractor is selected on the basis of objective criteria to determine the best combination of price and qualifications."

Civil Grand Jury Report - April 2022

Best Practices and Collaboration to Improve San Francisco's Capital Construction Program April 11, 2022

Produced: 9 Findings & Recommendations regarding development & implementation of centralized Contractor Performance Database

Contractor Performance Database Development

Database Development Timeline

May 2014	CSA Audit Findings
July 2016	Administrative Code
Oct 2016 – May 2017	Ch. 6 Database RFP – Completed
June 2017 – Feb 2018	Ch. 6 Database V1.0 delivered – Completed
Mar 2018 – Feb 2019	Pilot Phase – Live with 10+ projects – Completed
Mar 2019 – Sept 2019	Enhancement Phase, Release Sprint #1-5 – Completed

Phased Full Rollout/ User Adoption

Q1 FY20	Port (actual 9/11/19)
Q2 FY20	REC & DPW – Infrastructure (Actual REC 10/10/19: Introduced, but not fully engaged; DPW IDC 2/13/20)

Contractor Database Implementation & Development Interrupted by COVID19

Q3-Q4 FY20	DPW – Buildings, MTA, and PUC (Not Achieved due to COVID impact)
Q4 FY20	AIR (Not Achieved due to COVID impact)

Contractor Performance Database Status

Activities are inactive or incidental now due to:

- Database Platform No Longer Supported

- Public Works Project Manager / System Administrator Position Vacant and Not funded

- Ongoing Support contracts under Controller's Office expired
  - Database Administration Support, Drupal Code Maintenance & Enhancements

- CON/CSA Business/User/Process Support funding ceased since FY21 due to COVID

- Infrastructure Pantheon Support by Digital Services Office ongoing

- Public Works, Controller's Office & Information Services Department Staff Time Cost - Incidental

- Development Cost Incurred: $234,800 System Cost + Staff Time (multiple departments)

Accomplishments

- Engaged Chapter 6 Departments, City Attorney, Controller, & Information Services

- Developed Web-based System for participants' comments on Project Team performance inclusive of General Contractor, Sub-contractor, Consultants and City Staff with intent to capture meaningful user experience

- Achieved a set of features for the "Application Build-Out" intended to balance positive input and problem identification.

- Structured to document both Lessons Learned & Compliance Issues

- Defined Clear Roles and Responsibilities

- Complimented Partnering Objectives by:
    - Supporting collaboration with are the SMEs and to encourage discovery of the best outcome for the business
    - Promoting accountability and build a shared vision

- Developed clear user interface, FAQ resources including video tutorials addressing:
    - 1. How to log in
    - 2. How will reviews be used?
    - 3. Writing useful reviews
    - 4. An overview of the review process
    - 5. How to complete a review
    - 6. How to write lessons learned
    - 7. How to record a compliance issue

Challenges

System Obstacles to Adoption & Utilization

• Legal constraints and concerns related to Public Contracting not completely resolved

• Understanding the technical means and processes required to effectively analysis, and implement data beyond mere capture of comments

• Availability of evidence-based models of Contractor Performance Evaluation and Database to inform the system development.

• Complexities of construction team structures and dynamics diminishing potential benefit

• Contractor and stakeholder trepidation due to fear of unbalanced comments having a negative business impact with associated legal and financial risk.

• Perception of System working at cross purposes against Partnering

Challenges

Administrative Obstacles to Adoption & Utilization

- Near 20% staffing vacancy at Public Works overtaxing existing staff capacity leading to:
  - Acute need for proper prioritization efforts toward most impactful & core duties
  - No available Project Manager on staff to fulfill ongoing administrative / maintenance needs for system
  - Severe backlog with Human Resources for recruitment and hiring process when funding available
- Funding for ongoing Staffing, System Support, and On-going Administration not budgeted
  - Previous contracts for servicing and maintaining system expired
  - New procurement effort required when funding is available
- System Platform no longer supported
  - Requiring time and cost of migration to supported system
  - Platform support required for necessary on-going improvements and need analytical functions
- Likely significant on-going staffing cost to maintain and operate
- Likely significant duration of data collection before any significant benefits yeilded after technical and funding challenges are resolved

Course of Action

Option 1 - Re-engage Database Development

- Adopt Civil Grand Jury Recommendations partially or in its entirety

- Establish funding & staffing for necessary additional development & refinement

- Expand and update information regarding referenced examples of centralized database

  - The 5 identified entities in the City Services Auditor Department dated May 20, 2014 should be further studied to better inform Chapter 6 Departments on means and effectiveness of database

- Dedicate Chapter 6 Departments resources to address identified challenges including:

  - Solve for technical means and processes required to effectively analysis, and utilize data Determine best structure to recognize complexities of construction team structures and dynamics such as data aging and ever changing team makeup diminishing relevancy of collected data

  - Reconcile differing Project Types and Structure among Chapter 6 Departments in common data base

- Current state of Database will require significant resources to mature the system closer to envisioned outcomes and benefits

Option 2 - Adapt Database Development

- Adopt Civil Grand Jury Recommendations partially

- Establish funding & staffing for necessary further development & refinement

- Expand and update information regarding referenced examples of centralized database

  - The 5 identified entities in the City Services Auditor Department dated May 20, 2014 should be further studied to better inform Chapter 6 Departments on means and effectiveness of database

- Dedicate Chapter 6 Departments resources to address identified challenges including:

  - Solve for technical means and processes required to effectively analysis, and utilize data Determine best structure to recognize complexities of construction team structures and dynamics such as data aging and ever changing team makeup diminishing relevancy of collected data

  - Reconcile differing Project Types and Structure among Chapter 6 Departments in common data base

- Recognize Centralized Database limitations and adapt utilization to reflect them

- Current state of Database will require significant resources to mature the system closer to envisioned outcomes and benefits but recognize limitations of centralized database

Option 3 – Revise Admin Code to reflect Current Best Practices

- Adopt Civil Grand Jury Recommendations related to Chapter 6 collaboration

- Revise Administrative Code Sec. 6.26 Contractor Performance Evaluation Database to pivot towards policy direction rather than prescriptive methodologies

- Recognize intended outcomes effectively achieved through adapting to current practices of Alternative Delivery Methods.

- Since 2014 through 2022, Alternative Delivery Methods have been established

- Best Value Procurement, CM-GC, and Design Build project delivery models all include Contractor

- Evaluation during the Procurement Process with contemporaneous and more relevant Contractor team data

- Alternative Delivery Method procurement allows for refined Contractor Team evaluation tuned to specific Chapter 6 departmental Project Types and Needs.

- Recognize that adoption of current Contractor Safety Evaluation procurement processes have introduced additional objective means of Contractor Evaluation

- Recognizes previous reports may have overemphasized the potential benefits of a central database while over-simplifying the varying complexities involved

- Adapt to the Lessons Learned through the past 6-8-year endeavor on the Centralized Contractor