

VAN NESS

IMPROVEMENT PROJECT



Government and Audit Oversight
Committee
September 30, 2021



Project Background



Van Ness Avenue is the backbone of civic life in San Francisco and one of the most important thoroughfares connecting the region. This project will make the street accessible and enjoyable for everyone through:

- The city's first Bus Rapid Transit (BRT) system, which aims to improve travel times by 32% and reliability by up to 50%.
- Improve pedestrian safety to support Vision Zero goals.
- Utility maintenance, including repaving the street and replacing water and sewer systems to ensure reliability.
- Public improvements like more efficient street lighting, new sidewalk lighting and landscaping.

Project Update

Recent milestones:

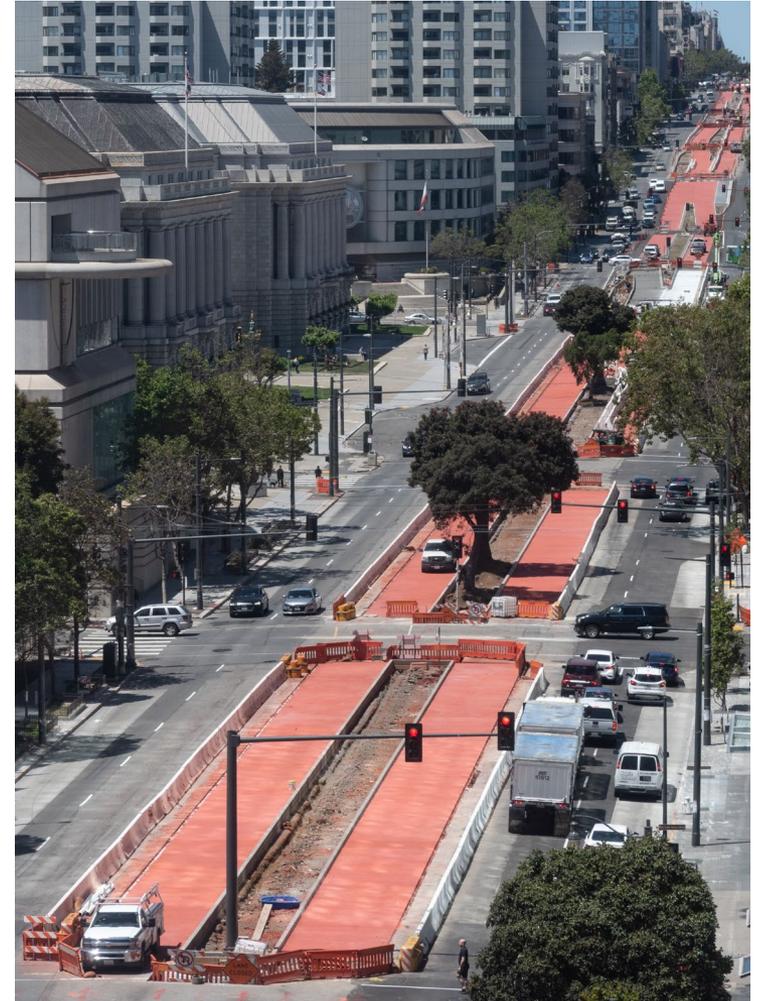
- Utilities phase is complete
- Red transit lanes have been finished
- S. Van Ness & Mission intersection closure successful
- Traffic signals completed (except for one pending)

Current work:

- Bulbouts, sidewalk repair, brick pavers
- Irrigation and tree planting
- Muni overhead lines

Project Forecast

- Construction forecasted to be finished by end of 2021
- BRT testing and beginning of revenue service to begin in first half of 2022
- Planning underway for ribbon-cutting



Actions Taken: SFMTA

As a standard practice, the SFMTA continuously reviews and improves project delivery processes

- New risk management and communication procedures
 - As current practice, every project, regardless of size, has a written risk identification and mitigation process
- More complete potholing
 - Ensuring the contractor performs timely and more detailed underground assessments on all capital projects and improving communications with utilities
- Industry-standard best practices for project management and contracting for Construction Management/General Contracting (CM/GC) model
 - Agency will review and adopt applicable practices
- Additional technical review for CM/GC contracts
 - Agency will implement new processes to ensure technical review

Actions Taken: SFMTA (cont'd)

Improvements to project delivery, both prior to the Civil Grand Jury report and underway during VN BRT, have led to examples of successful project delivery:

- L Taraval Project
- Geary Rapid Project
- 16th Street Transit Priority Project
- Vision Zero Quick Build Program

Actions Taken: SFPUC

- SFPUC utilizes best practices on capital projects regarding the use of exploratory potholing;
- SFPUC performs analysis to determine best delivery method for utility work coupled with larger multi-department projects;
- SFPUC keeping detailed digital as-built documentation for all of our infrastructure projects. Analyzing how to best obtain digital as-built documentation from other entities;
- SFPUC actively implementing industry best practices for CM/GC contracts.

Moving Forward

- SFMTA acknowledges concerns about project delay and increased costs and is working with the contractor to continue to improve construction efficiency.
- We appreciate the hard work done by the CGJ and the opportunity to constantly reflect on our practices and see how we can be more effective. We've made several changes over the past several years and are seeing those changes have significant impacts on other projects.
- We look forward to working with the Board and our sister agencies to further improve citywide project delivery, including working towards improving the contract award process.

