



SFMTA
Municipal
Transportation
Agency

Project Delivery Framework

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"Projects – and project delivery are a way to implement a strategy."

Executive Summary

Since the creation of the San Francisco Municipal Transportation Agency (SFMTA), project delivery has largely been implemented independently by the various divisions and project delivery teams within the Agency. The absence of standardized Agency practices or centralization of project delivery information has led to challenges as projects increasingly require cross-divisional efforts.

Feedback from the Executive Team and project delivery staff has identified a number of **project delivery challenges** that the SFMTA currently faces including:

- Lack of consistent processes, priorities and compliance standards to deliver cross-divisional projects that are scalable to project size and complexity;
- To date the CIP has provided for the prioritization of financial resources but has not explicitly identified the staff resources needed to deliver the CIP;
- Managing changes in project priority and scope;
- Procedures to track project implementation when using consultants or outside agencies such as SF Public Works;
- Closing out projects when complete;
- Managing an individual project manager's or delivery group's workload, and
- Collecting user feedback on tools and implement improvements.

While the Agency has pursued a number of project delivery improvements including development of the Capital Project Control System (CPCS), these improvements have focused on a specific aspect of project delivery without a comprehensive guiding set of principles and practices.

The Project Delivery Framework is designed to allow SFMTA to identify areas that affect project delivery and focus on areas that require improvements. The primary goals of the Project Delivery Framework are:

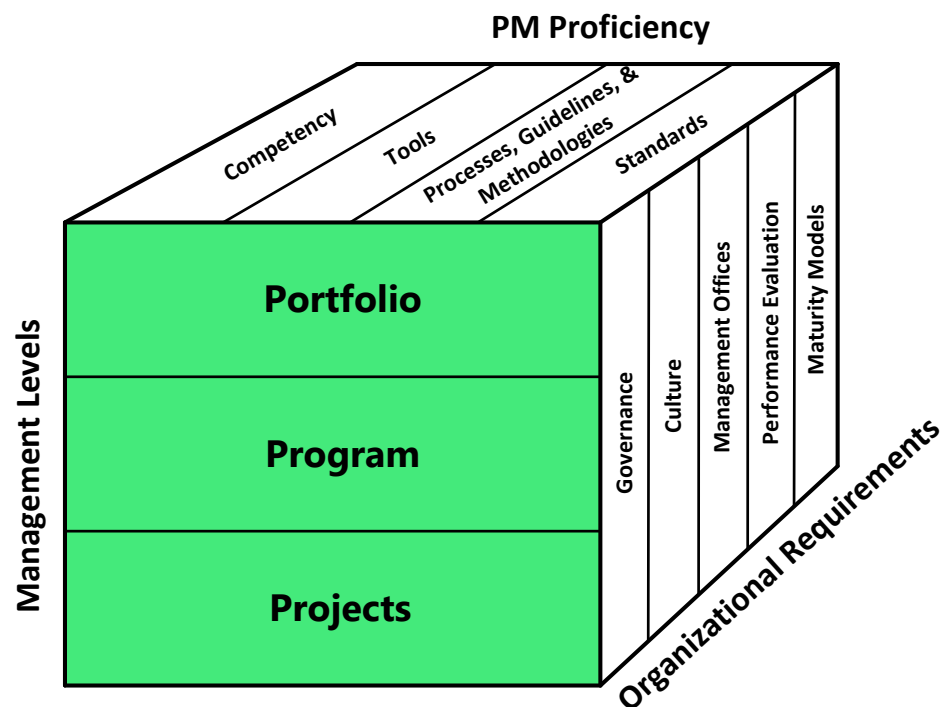
- A more standardized approach to project delivery;
- Better managing projects across different organizational levels;
- Utilizing a common language across the entire Agency;
- Consistent financial reporting;
- The ability to aggregate critical project data for analysis and reporting;
- Utilization of common processes and tools;
- Focused process analysis and improvement, and
- Creating the ability of Agency staff to work on projects for different divisions.

The Project Delivery Framework is designed to allow SFMTA to identify areas that affect project delivery and focus on areas that require improvements. The goal of establishing this framework is to aide with identifying and structuring a roadmap that the SFMTA can use to holistically focus on aspects of project delivery and to target areas for improvement.

PROJECT DELIVERY FRAMEWORK

It begins with identifying the project delivery **capability factors and the measured levels of maturity** needed to have successfully deliver projects. This must be combined with a culture in which team members share consistent and clear values that align with the goals of the various projects and programs to be delivered. Having shared values provides team members a sense of identity within a project and within the organization.

The Project Delivery Framework focuses on three core dimensions: management levels, project management proficiency and organizational requirements. To efficiently and effectively deliver capital projects, the Agency must approach the management of project delivery from each of these three dimensions in a coordinated manner.



One key element of the Project Delivery Framework is the recognition that the roles and responsibilities of project delivery staff, managers and executive leadership is different at each of the Management Levels: the Agency Portfolio, the Capital Programs, and the individual projects. Specifying roles and responsibilities at each Management Level is important to ensure that the SFMTA resolves issues at the lowest appropriate level to minimize escalation of decision making and ensure that resources both budgetary and personnel are managed appropriately.

After an exhaustive review, a complete restructuring of the SFMTA is not recommended. Projects at the SFMTA are currently delivered via matrix teams. However, the Agency must function successfully at all the Management Levels. A key element of this success is ensuring dedicated staff be involved at each level (i.e. Capital Program Managers). This will ensure that the correct governance structure is in place, decisions get made and schedule delays, cost increases and scope changes are avoided.

The management levels beyond the project level (i.e., program and portfolio) should serve to govern project delivery using the clearly defined governance and framework structure. Once established the Agency can build on additional reporting and forecasting of project delivery for the executive level so that informed strategic solutions can be developed when necessary.

Based on extensive interviews and a review of project delivery best practices a set of recommendations has been developed designed to create an environment of continuous improvement of project delivery within the SFMTA.

PROJECT DELIVERY FRAMEWORK

Project Delivery Framework Recommendations:

Recommendation 1:

Fully implement PDIG Project Delivery Playbook Agency-wide.

Recommendation 2:

Clearly define and implement the role of Capital Program Manager (CPM) within the SFMTA.

Recommendation 3:

Develop a Project Pipeline Analysis at the Portfolio Level and review at Transtat Capital and with the DOT/Executive Team regularly (recommend quarterly).

Recommendation 4:

Develop a Project Delivery Staffing Resource Plan, and update it regularly (recommend quarterly).

Recommendation 5:

Continue expansion of CPCS to fully integrate Transit Division Projects, and FIT/IT Projects.

Recommendation 6:

Develop an agreed upon standard for data entry in the Capital Project Controls System (CPCS), and implement Agency-wide.

Recommendation 7:

Develop and formalize Project Management Training Program within the SFMTA.

Recommendation 8:

Develop an Apprenticeship program to prepare staff for next level project management roles.

Recommendation 9:

Discuss impacts at project, program and portfolio levels at the Transportation Capital Committee (TCC); add impact to program and SFMTA portfolio as part of recommendations to TCC.

Recommendation 10:

Develop guidelines and thresholds to guide decisions at the Capital Program and Agency Portfolio levels – i.e. Strategic Plan Impacts, Operational Impacts, Staffing Resources, Divisional Impacts, etc.

Recommendation 11:

Develop a Communications Plan and process for procedural changes within the Agency.

Recommendation 12:

Establish PDIG Steering Committee as Project Management Oversight Committee/Project Management Office (PMO).

Recommendation 13:

Establish metrics (KPIs) to evaluate SFMTA Project Delivery at the program and portfolio levels

Recommendation 14:

Conduct an assessment regularly of conformance with the Framework and maturity levels.



Current Project Delivery Improvement Initiatives

The Project Delivery Framework was designed to create improvement in delivery at all of the Project Management Levels (Project, Program and Portfolio). The SFMTA, however, has already been working on various efforts to improve project delivery in the areas of governance, performance, communication and process and procedures. These efforts help support and address specific components of the overarching Project Delivery Framework.

Capital Programs Control System: A Unified Project Management System

The Capital Projects Control System (CPCS) was launched in late 2012, and is being rolled out Agency-wide. It is the main tool used to collect capital project data and consists of a suite of software used to manage the scope, schedule, budget, documents, and time keeping for projects. This tool can help project managers and their team track and control scope, schedule, and budget for projects. It can also help manage at the program and portfolio levels. With the hiring of a Deputy Director of Project Delivery, the Sustainable Streets Division (SSD) made significant strides migrating data into the system and ensuring integrity of the data and usability of the system. CPCS has been working with the Capital Programs and Construction Division (CP&C) to further enhance the usage of data by integrating resource management as a result of the additional data collected from a workplan. This will provide the Agency insight into resource constraints that individual Capital Program Managers may already have a sense of.

they may eventually be working with CPCS to ensure adequate data is managed through the system as well.

Transtat Capital & Performance Dashboards: Identify and Resolve Project Delivery Issues

Transtat Capital is a monthly meeting with Project Managers, Capital Program Managers, and the Director of Transportation to review and report on project health. Transtat Capital provides a forum to flag, coordinate, and resolve issues that cannot be resolved through normal channels.

The Transtat dashboards are another powerful tool that displays the higher level CPCS information, such as performance indicators, in a graphical format and allows for quicker interpretation for a subset, program, or portfolio of projects. This is particularly useful for those who do not use the CPCS daily but would like to understand the status of projects. Recent changes to the dashboard have made it even more user friendly.

PROJECT DELIVERY FRAMEWORK

Although CPCS has the capabilities to manage and display data for all management levels (i.e., project, program, portfolio), it is a complex system that is most useful to the daily users. Occasional users may have trouble navigating through the system and obtaining the information they need, especially if data needs to be viewed at the program or portfolio management levels.

20-Year Capital Plan & 5-Year Capital Improvement Program: Transparent Needs, Scopes, Schedules and Budgets

The Capital Plan and Capital Improvement Program (CIP) are tools that the Agency uses manage scope, schedule and budget. Over the past few budget cycles the development process for these two documents have seen continual improvement to help further cement the purpose of utilizing these documents to direct, track, and prioritize delivery of capital projects. Improvements have ranged from developing new program categories, to considering resources as part of the financial balancing. The improvements have led to the creation of a process to approve additional funding requests and currently are working on a way to factor in a resource pipeline analysis. There is also currently a process to develop the entire CIP in CPCS so that it can be the starting point for portfolio management, which will allow the agency to have a single source of data to track all projects.

Capital Plan and Program Policies & Transportation Capital Committee: Governing the Management of SFMTA's Capital Program

The Capital Plan and Program Policies were developed to combine and streamline the processes inherited from the San Francisco Municipal Railway and the Department of Parking and Traffic to help continue moving towards one SFMTA. The policies create a structure of governance for capital projects and provide consistent, clear and detailed policies and definitions which are necessary for the proper management and development of the SFMTA's Capital Plan and CIP.

The Transportation Capital Committee (TCC) meets monthly to review project scopes, cost, and schedule changes and ensure they do not proceed unless adequate funding has been identified, providing for the most efficient use of the Agency's capital resources. The governance of projects supports the SFMTA's goal of delivering more integrated, complete streets, multimodal, and efficiently coordinated projects. The TCC allows an avenue to ensure that impacts to specific sectors of the Agency can be expressed with any project changes.

Project Delivery Improvement Group (PDIG): Improving Policies, Processes and Procedures

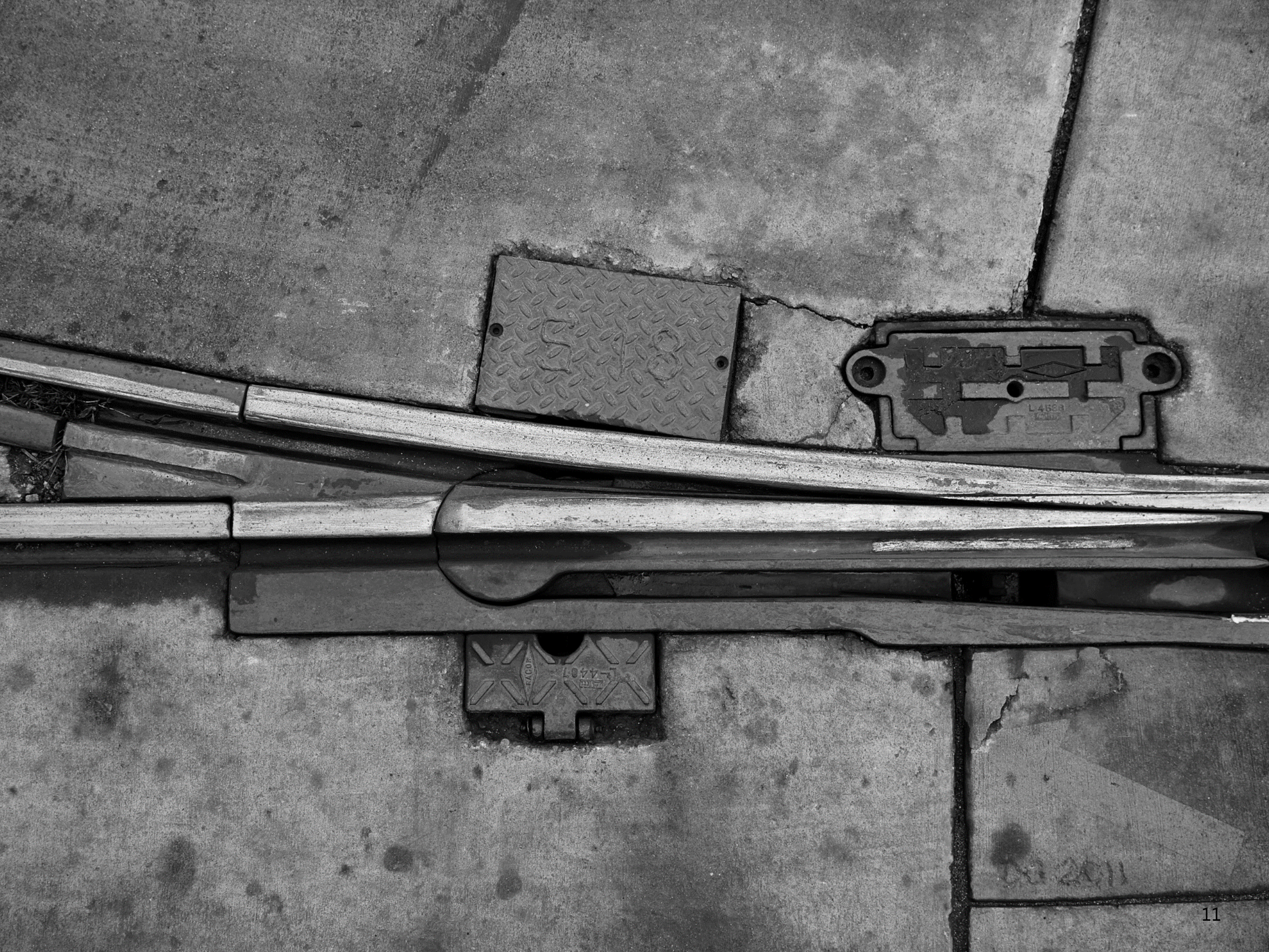
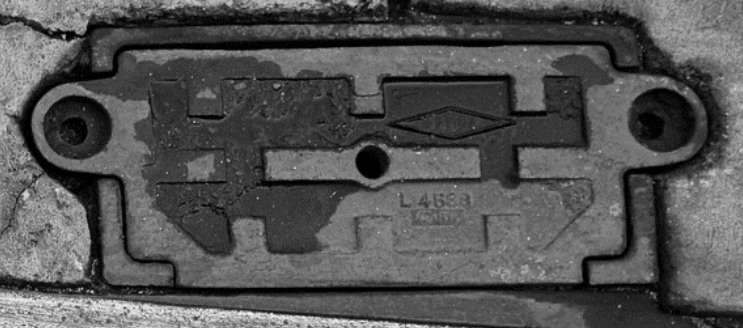
With the initial formation of the Project Delivery Improvement Group (PDIG) in 2014 the SFMTA has made efforts to standardize language around project management and is currently developing an Agency-wide project delivery manual.

PROJECT DELIVERY FRAMEWORK

The core function of the PDIG is to create common language, operating procedures, and institutional support for project delivery at the SFMTA. PDIG also currently coordinates with the CPCS team, has developed an agency understanding of policies, procedures, and roles, has conducted an internal project management practices survey, and has reviewed internal project management processes and workflows. PDIG has also initiated a project management training course for project managers.

Public Outreach and Engagement Team Strategy (POETS): Improving External Communication

The Public Outreach and Engagement Team Strategy (POETS) is process that we develop and carry out ensures a meaningful public outreach and engagement on all SFMTA projects that affect our customers and the community. Community outreach and engagement activities have become an integral element of planning for any SFMTA project. POETS enables the project manager to develop and implement an effective communications and outreach plan by providing the necessary guidance, tools, and resources.



Why a Project Delivery Framework?

For 12-months, extensive interviews and discussions with various staff across the SFMTA regarding project delivery occurred. A key insight from these interviews was, in a matrix delivery environment, the need to move the SFMTA toward consistency in delivery methods, communication and performance management. The Agency's success can be measured through a Maturity Model designed to set standards of achievement.

The Project Delivery Framework was designed in an environment of growth and change at the SFMTA. The growth of the Capital Improvement Program in dollars and volume of projects as well as increased calls for coordination and efficiency in delivery. Projects are becoming more complex, multi-modal and integrated. Project size is increasing and more often require cross-divisional coordination.

This is all occurring as:

- The SFMTA implements major policy programs including Vision Zero, State of Good Repair and Muni Forward;
- The SFMTA moves in the direction of delivering curb to curb Complete Street Capital Improvements;
- Expectations for increased transparency while preferences in transportation modes continue to shift, and

While the SFMTA has undertaken a number of initiatives to improve project delivery, for these actions to be successful they need to be guided by a comprehensive project delivery framework.

Without this framework improvements in one area can be negated by lack of attention to other areas. The Agency's success in delivering capital projects must consider the multiple management levels, project management proficiency and organizational requirements. The proposed framework defines the critical elements of project delivery and how they relate across these three dimensions.

Assessing SFMTA Project Delivery

Throughout much of 2015, an extensive assessment of project delivery methods was conducted at the SFMTA. This included internal interviews to document issues and concerns as well as a test of those methods against project delivery industry best practices.

The result was the conclusion that the SFMTA, post merger of the Municipal Railway (Public Transportation Department), the Department of Parking and Traffic, and the Taxi Commission delivers projects in a decentralized matrix manner.

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There were various insights that were gathered as part of the assessment process. These insights were the key elements in the design of the Project Delivery Framework:

Organization: The structure of the Agency must be able to support project integration and align project objectives with organizational goals; coordination needs to happen not only at the project level, but at the program and portfolio levels as well.

Processes: The Agency should have project delivery processes in place that define the sequence of activities to ensure efficient workflow. This has already begun with the development of the Phase Structure established by PDIG.

IT Support and Tools: The Agency must have an information technology foundation to assist with the integration and dissemination of outputs for all projects. The Agency must also have the proper cross-Agency procedures and techniques to complete specific activities within a project.

Metrics/Performance: The Agency must establish metrics to measure project delivery performance of projects. This standard is used to identify successful and troubled areas of a project that can be indicators for improvements that advance the existing processes and techniques. This has begun with the definition of schedules, and refinements at Transtat Capital.

The primary goals of the Project Delivery Framework are:

- **Standardized approach to project management.**
- **Oversee projects across different Management Levels.**
- **Utilize a common language across the entire agency.**
- **Consistent financial reporting.**
- **Ability to aggregate critical project data for analysis and reporting.**
- **Utilize common processes and tools.**
- **Create a focus on process analysis and improvement related to project delivery.**
- **Ability of agency staff to work on projects for different divisions.**

The Project Delivery Framework

The proposed Project Delivery Framework is composed of three interconnected dimensions: the Management Levels, Project Management Proficiency and Organizational Requirements. Each dimension contains a number of components that when put together form the overall structure of the framework.

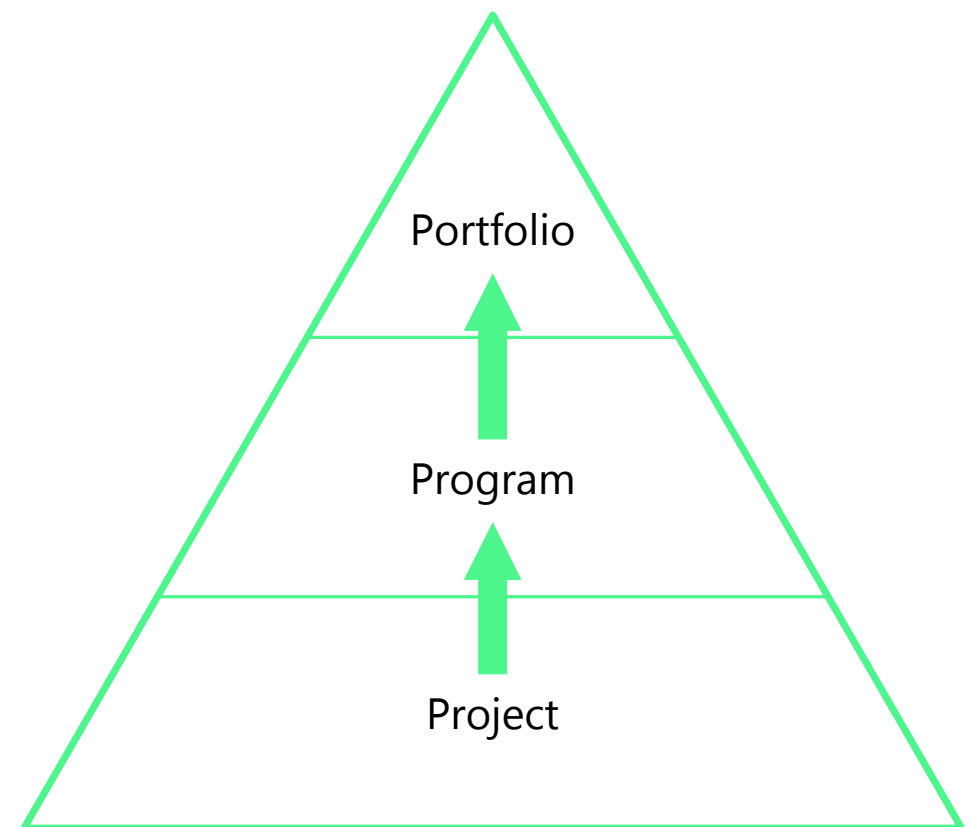
Management Levels

Project Level: Focuses on how a project is delivered from the perspective of the project manager and the project team. A project is a one-time effort with a definite beginning and end, a fixed budget, and a deliverable meant to achieve an objective. At this level the project manager must utilize appropriate processes driven by agency standards to achieve agency objectives while accounting for cost, schedule, and scope constraints.

Program Level: Focuses on how a group of related projects are prioritized and delivered to maximize agency objectives. The goal of program management is to balance the interdependent cost, schedule, and performance objectives across multiple projects. The responsibility of a program manager is to oversee multiple project teams, monitoring and measuring overall program strategic goals, while working with functional managers using resource management techniques to resolve complex issues that affect more than one project.

Portfolio Level: Focuses on how the sum total of the agency's capital investments support the Strategic Plan goals and objectives. The goal of portfolio management is to balance conflicting demands and allocate resources based on organizational priority and capacity.

Management Levels



PROJECT DELIVERY FRAMEWORK

Project Management Proficiency

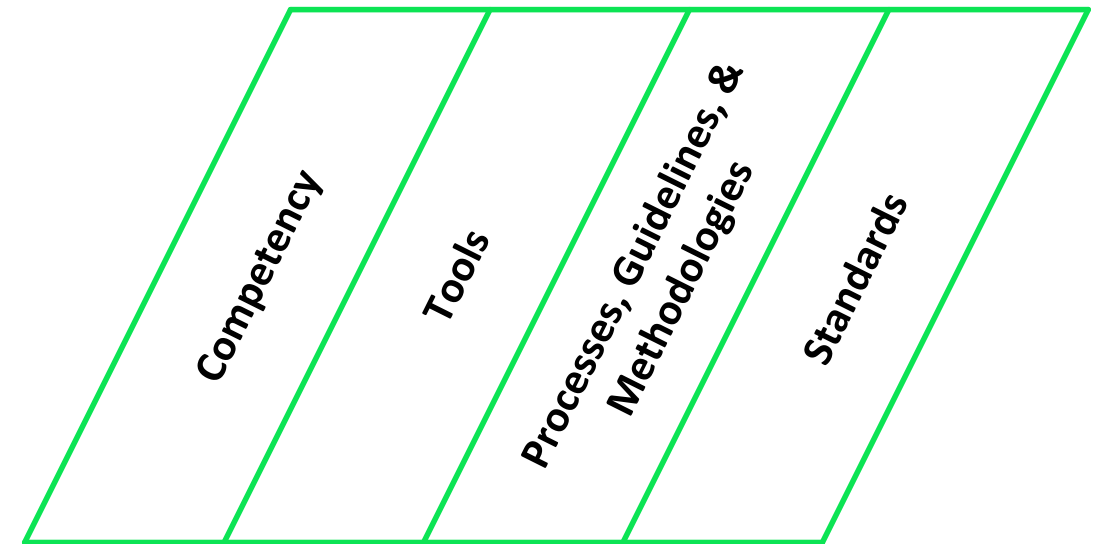
Project Management Proficiency: Focuses on the SFMTA's capability to successfully deliver projects. Project management proficiency not only needs to reside within the individual project manager but also within the organization to ensure that projects can be delivered consistently and efficiently.

Competency: Includes the combination of knowledge, experience and training needed to effectively implement projects. To be successful, the project manager must match individual team member's competencies and motivate the team members toward successful project completion. Project team members must understand how their activities contribute to the team's success.

Tools: Project management tools are used to facilitate the processes that convert inputs into outputs. These tools are used in areas such as scheduling, reporting, estimating, resource management, and collaboration. The use of information technology tools can increase staff productivity and can help ensure consistency. Project managers not only have to be proficient in the use of the agency's tools, but the agency needs to have the capability to develop and support the implementation of the appropriate tools.

Project Processes, Guidelines & Methodologies: Includes the guidelines, processes and methodologies by which a sequence of activities are undertaken throughout a project's life cycle.

PM Proficiency



Guidelines describe the approach by which project delivery activities are undertaken. A process describes the steps or activities needed to transform an input into a desirable output. A methodology is a set of guiding procedures and techniques used. In combination guidelines, processes and methodologies define a consistent approach to complete specific activities.

Standards: Define the technical specifications, criteria, or requirements to ensure consistent outcomes. Standards establish a common language and are designed to be used consistently. Effective standards eliminate ambiguity.

PROJECT DELIVERY FRAMEWORK

Organizational Requirements

The organization provides direction and support to project delivery. Organizational requirements help to balance the interests of many stakeholders.

Governance: Project governance is “the process of creating and using a framework that aligns, organizes, and executes activities in a coherent manner to achieve organizational goal” (Project Management Institute). The governance structure provides a framework that is logical, robust and repeatable to control decision-making for a project, a program, and a portfolio. The governance structure specifies responsibility and accountability at each management level, clearly defines project roles, and an escalation path to effectively resolve project issues. A primary purpose of governance is to ensure that project goals and outcomes align with agency objectives.

Culture: Is the collection of shared values and norms. An agency’s culture can either strengthen or undermine project delivery by affecting staff performance and level of engagement. The goal is to have a culture which provides supportive work environment and directs team members to share consistent and clear values that align with the project’s goals.

Project Management Office: Assures that the framework and governance structure is enforced. The Project Management Office is responsible for developing and maintaining the project delivery capability of the agency and supports project managers by developing and implementing project management processes and enforcing personal accountability.

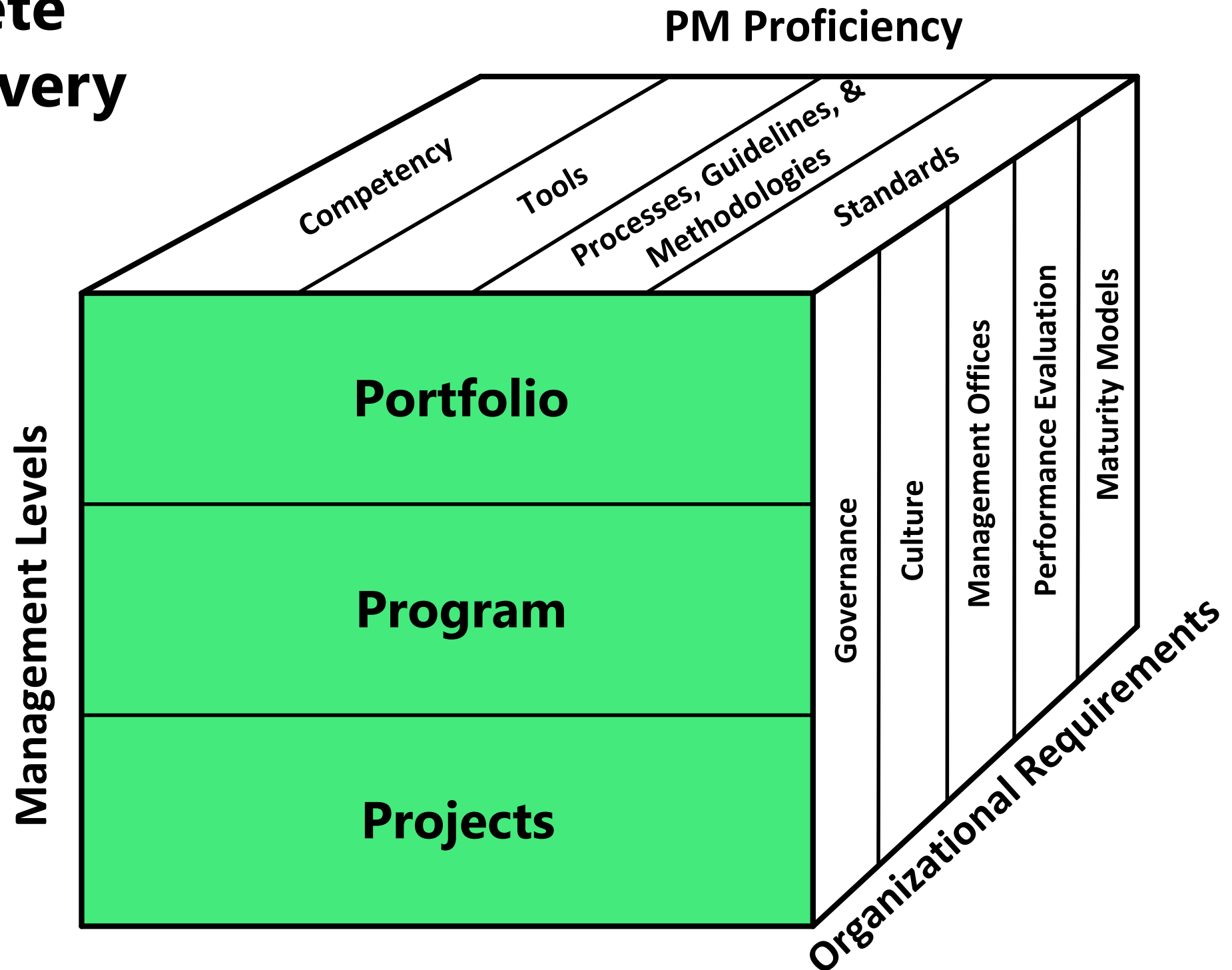
Organizational Requirements

Governance	Culture	Project Management Office	Performance Evaluation	Maturity Model
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Performance Evaluation: Establishes the metrics to measure performance of project delivery. These standards are used to periodically evaluate performance to identify factors that contribute to success or challenges with project delivery and prioritize areas for potential improvements. Performance reviews are used to ensure that the organization complies with the requirements of each maturity model level.

Maturity Model: Provides the agency with a structure to assess its level of performance in project delivery. Maturity models are designed around the agency’s environment, structure and needs. Maturity levels are defined by the success and effectiveness of the project delivery framework in place.

The Complete Project Delivery Framework



PROJECT DELIVERY FRAMEWORK

Below are the proposed guidelines to define the organization's maturity in project delivery:

Level 1: Performed → Ad Hoc; no process, no control

Level 2: Managed → Repeatable practices, little control

Level 3: Standardized → Standard processes and training, productivity growth

Level 4: Predictable → Stable process, knowledge management

Level 5: Innovating → Change Management; implement continuous improvements

An important distinction is that the proposed maturity model measures SFMTA's level of maturity and not that of individual project managers or specific projects.

Implementation of Framework

The proposal for implementing the framework requires an organizational structure that can manage framework implementation, change management, and process controls. The first step is to acknowledge what is needed for successful implementation of the framework. To successfully implement a new Project Delivery Framework, it is critical for the Agency to establish an organizational structure that serves as the backbone and has the available staff to support and complement Framework implementation.

SFMTA Project Delivery Organizational Structure

A complete reorganization of SFMTA project management and delivery functions is not recommended at this time. Wholesale reorganization will be disruptive given the current project workload and commitments. The Agency has evolved into a matrix model of delivery, which is dependent on specialty disciplines in various divisions. Based on division operations and project needs, it is recommended that this structure and delivery method be maintained.

Implementing large-scale changes to the organizational structure would also introduce additional challenges that have already been addressed by the current structure. The current structure has evolved over time in response to specific needs. The goal to improve project delivery does not necessarily correlate with the need to completely change the organizational structure. There are parts of project delivery that work well through the current structure.

This is confirmed by other public agencies in the City and County of San Francisco operating in similar environment with similar organizational structures. Improving project delivery is best accomplished by understanding the benefits of the current structure and implementing gradual changes to address current challenges. Evolutionary change is the better approach than revolutionary change based on the current workload and expectations that the Agency is facing.

There are generally two types of management organizational structures: decentralized and centralized.

Decentralized management is characterized by relatively few layers of management so that decisions are made in the lower level based on the organization's core policies and procedures. Each division creates its own practices that are the most applicable to the team. This model features a more close-knit chains of command and shorter response time. This is ideal for situations in which individual teams must adapt quickly to change project conditions.

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In contrast, a centralized model focuses on a uniform procedure with decision-making and management authority resting in the hands of a single executive team. This type of management structure will have information and direction flowing downward, which allows for tighter control and better coordination as every component to deliver project is in-sync with the centralized decision.

The Agency currently operates in decentralized delivery groups and project delivery procedures vary greatly based on the types of projects. Although this practice allows for more flexibility and promotes customization, which is helpful for the different nature and size of our projects, it does not provide robust management oversight, coordination, and control. **Coordination of inter-divisional projects is problematic due to the lack of centralized authority to manage the project in its entirety. The Agency has therefore been evolving into a more matrixed organizational structure to compensate. However, for this to be successful clear and consistent management levels must be established.**

Project Level – Lifecycle Project Manager

Having a dedicated PM for the larger inter-divisional projects would help with project centralization through its lifecycle. This project manager does not have to be a lead or active in certain phases but must be participatory and providing guidance for the project to ensure that considerations for other phases are brought into the decision making process. A PM for the entire project life cycle would help at the project level for larger projects, but more will be needed to help with the control, coordination, and oversight beyond the project level.

Program Level – Capital Program Management/Managers

Currently functions of program management are scattered throughout the Agency. The Capital Program Management Level needs to be further defined by clearly identifying program management teams and establishing clear roles and responsibilities. Successful project delivery will include: CIP Program Managers, other Capital Program Managers, Financial Analysts, Program Delivery Deputies and Project Managers. Capital Program Managers should be responsible for managing the project delivery resources for a series of similar type projects to achieve an Agency objective and empowered to secure the staff resources necessary for successful project delivery.

Portfolio Level – Project Management Office

It is recommended that the current Project Delivery Working Group (PDIG) Steering Committee be re-tasked as the permanent Project Delivery Office (PMO) for the SFMTA. The PMO would also be responsible for managing the project delivery framework and continually improve in areas as required. The PMO, in conjunction with Capital Project Controls, serves to monitor the project delivery transitions throughout the Agency. **Matrixed management levels creates a hybrid structure that will help with centralizing transparency for Agency Management while maintaining the Agency's foundational decentralized project delivery groups.** Abruptly implementing organizational change can be disruptive to the current project delivery workload and negate all past progress of addressing challenges.

PROJECT DELIVERY FRAMEWORK

This approach is to gradually transition from all project delivery processes resting at divisional levels to a centralized project management structure so the Executive Team can understand at a strategic level the health of SFMTA's project portfolio. This will help with understanding the tradeoffs needed to provide policy level decisions to resolve conflicts between projects and resources.

The Project Management Office will assure that the framework and governance structure is enforced. The Project Management Office is responsible for developing and maintaining the project delivery capability of the agency and supports project managers by developing and implementing project management processes and enforcing personal accountability. This will be accomplished by providing the following

- Monitor and control portfolio performance: The PMO provides oversight and control with an eye toward the greater needs of the enterprise and a view that considers the entire lifecycle of the project. The PMO also establishes Key Performance Indicators that serve as measurement to evaluate project delivery success and uses them to identify problematic areas for mitigation and resolution.
- Develop competency and methodologies: The PMO develops a library of proven processes, standard templates, and appropriate checkpoints throughout the project to eliminate inconsistencies and ensure quality. These models of project management processes and

procedures are customized to the Agency and can be deployed across divisions and project teams. The PMO will to establish methodologies for role clarity and competency across divisions and within project teams.

- Portfolio Management: A PMO ensures the entire SFMTA operates as a cohesive unit. This is done by providing standardized processes that incorporate input from all divisions and project delivery units and employing both qualitative and quantitative analysis to the Executive Team to prioritize strategic and policy objectives as well as make critical resource decisions. Agency resources, therefore, are allocated based on objective measures to ensure maximum value to the organization.
- Create Strategic Portfolio Management: The PMO serves to bridge the gap between the Executive Team and project staff with the objective to accomplish Agency Strategic Plan goals. Liaising between the two allows project delivery staff to understand Agency progress and provide informed decisions for better strategic planning and KPI and portfolio performance.
- Develop Organizational Learning: One of the PMO's objectives is to support the improvement of project management. The PMO improves project delivery through promoting organizational learning such as, establishing lessons learned processes, providing professional staff training, and supporting cross-divisional trainings for a more holistic view in project delivery.

Recommendations

Development of the Project Delivery Framework involved 12-months of interviews with project delivery staff, managers and the Executive Team. The findings were reviewed by the Project Delivery Improvement Group (PDIG) Steering Committee in early 2016, at which points refinements were made including: clear definitions, a summarized gap analysis, reference to existing initiatives and specific targeted recommendations to fully implement the framework.

The SFMTA Project Delivery Framework is meant to serve as a foundation for improved project delivery in all SFMTA divisions and project implementation units. It has been crafted through a 12-month comprehensive review of each division, the challenges faced as well as a review of current initiatives meant to strategically improve the delivery of projects.

Implementation of the framework overtime will result in improvements to project delivery capacity and overall effectiveness.

This is achieved through three critical elements – the Framework itself, visualized as a cube, meant to serve as a permanent and foundation for increased efficiency, a series of specific recommendations meant to improve the SFMTA's project delivery maturity and effectiveness and finally the recommendation to establish a Project Management Office (PMO), not an additive layer or bureaucracy, but a matrixed team of key SFMTA staff, representing all divisions and delivery methods.

The development of the recommendations began with a gap analysis with the Framework as the key components of the review. Challenges and gaps were then identified, as well as documentation of current initiatives meant to move the Agency to a higher level of maturity for that element of the Framework. Additional actions, represented in the recommendations were then developed to move the Agency toward the next level of maturity for that element.

To implement these recommendations it is recommended that a Project Delivery Office be established, the roles and responsibilities of this matrix team have been identified and documented. This is meant to use internal resources for change management, but also ensure that all the relevant project delivery disciplines and actors are involved in the discussion regarding procedural changes within the SFMTA. The Project Delivery Improvement Group (PDIG) Steering Committee currently services this purpose, and is recommended to continue doing so.

PROJECT DELIVERY FRAMEWORK

Dimension/Component	Definition	Challenges and Gaps	Current Activities	Recommendation
MANAGEMENT LEVEL				
Project	A one-time effort with a definite beginning and end, a fixed budget, and a deliverable meant to implement an objective	Establishing and managing changes in scope	TCC, PDIG Project Delivery Playbook	Fully implement PDIG Project Delivery Playbook Agency-wide
Program	A group of related projects with a common policy objective	Establishing and managing changes in priority	CIP, Transtat Capital	Clearly define and implement the role of Capital Program Manager (CPM) within the SFMTA.
Portfolio	The sum total of the capital investments to meet the agency's Strategic Plan goals.	Identification of staff resources needed	Transtat Capital, SGR Report	Develop a Project Pipeline Analysis at the Portfolio Level and review at Transtat Capital and with the DOT/Executive Team regularly (recommend quarterly).
PROJECT MANAGEMENT PROFICIENCY				
Standards	Specifications, criteria or requirements used to ensure consistent project delivery outcomes	Need a common language to standardize the approach to project management across the agency; requirements not always specified early in design process leading to redesign	Capital Plan & Program Policies, PDIG work flows	Fully implement PDIG Project Delivery Playbook
Project Execution	Processes and methods used to complete specific activities	Lack of consistent, documented processes; difficulty developing scope and estimating cost and schedule; increasing number of projects requiring active participation by multiple divisions; managing transitions between phases	CP&C Project Operations Manual (POM)	Fully implement PDIG Project Delivery Playbook Agency-wide.
Tools	Work flows, forms, checklists and other means of supporting project management processes	Lack management tools or ones we do have are not a good fit for the type of work we do	CPCS (Ecosys, P6, Time Control)	Continue expansion of CPCS to fully integrate Transit Division Projects, and FIT/IT Projects.
Competency	The technical and management, knowledge, experience and training, needed to effectively implement projects	Lack of ongoing, formalized PM training	Identify/clarify roles through PDIG process	Develop and formalize Project Management Training Program within the SFMTA and Develop an Apprenticeship program to prepare staff for next level project management roles.
ORGANIZATIONAL REQUIREMENTS				
Governance	Decision making structure used to achieve project delivery objectives	Clear escalation thresholds and path for issue resolution	Transportation Capital Committee (TCC)	Discuss impacts at project, program and portfolio levels at the Transportation Capital Committee (TCC); add impact to program and SFMTA portfolio as part of recommendations to TCC.
Culture	Collection of shared values and norms	Create a supportive work environment where project teams are accountable for achieving the agency's goals	Strategic Plan: Creating an outstanding workplace	Develop a Communications Plan and process for procedural changes within the Agency.
Project Management Oversight	Enforcement of the governance structure	Ensure that the project delivery capability of the agency is maximized	PDIG Steering Committee	Establish PDIG Steering Committee as Project Management Oversight Committee/Project Management Office (PMO).
Performance Evaluation	Metrics by which project delivery performance is measured	Projects are evaluated against schedule and budget, but often lack an assessment of success in achieving agency goals	Transtat Capital Dashboards	Establish metrics (KPIs) to evaluate SFMTA Project Delivery at the program and portfolio levels
Maturity Model	Measures the agency's proficiency in project delivery	Need to define the agency's project delivery proficiency to identify improvement to get to the next level	NA	Conduct an assessment every two years of conformance with the Framework and maturity level.

PROJECT DELIVERY FRAMEWORK

Project Delivery Framework Recommendations:

Recommendation 1:

Fully implement PDIG Project Delivery Playbook Agency-wide.

Recommendation 2:

Clearly define and implement the role of Capital Program Manager (CPM) within the SFMTA.

Recommendation 3:

Develop a Project Pipeline Analysis at the Portfolio Level and review at Transtat Capital and with the DOT/Executive Team regularly (recommend quarterly).

Recommendation 4:

Develop a Project Delivery Staffing Resource Plan, and update it regularly (recommend quarterly).

Recommendation 5:

Continue expansion of CPCS to fully integrate Transit Division Projects, and FIT/IT Projects.

Recommendation 6:

Develop an agreed upon standard for data entry in the Capital Project Controls System (CPCS), and implement Agency-wide.

Recommendation 7:

Develop and formalize Project Management Training Program within the SFMTA.

Recommendation 8:

Develop an Apprenticeship program to prepare staff for next level project management roles.

Recommendation 9:

Discuss impacts at project, program and portfolio levels at the Transportation Capital Committee (TCC); add impact to program and SFMTA portfolio as part of recommendations to TCC.

Recommendation 10:

Develop guidelines and thresholds to guide decisions at the Capital Program and Agency Portfolio levels – i.e. Strategic Plan Impacts, Operational Impacts, Staffing Resources, Divisional Impacts, etc.

Recommendation 11:

Develop a Communications Plan and process for procedural changes within the Agency.

Recommendation 12:

Establish PDIG Steering Committee as Project Management Oversight Committee/Project Management Office (PMO).

Recommendation 13:

Establish metrics (KPIs) to evaluate SFMTA Project Delivery at the program and portfolio levels

Recommendation 14:

Conduct an assessment regularly of conformance with the Framework and maturity levels.

PROJECT DELIVERY FRAMEWORK

The Project Management Office (PMO)

The systematic institutionalization of changes implemented by the PMO must happen concurrently with the ending of previous practices to provide seamless transition. Strategically implementing this transformation will help the SFMTA keep its traditional safeguards that evolved over time but allow it the opportunity to develop new processes to improve delivery.

The PMO will be directed by the DOT/Executive Team and will be responsible for the following, and is recommended to be the current Project Delivery Improvement Group (PDIG) Steering Committee. They as a whole will represent the Agency with the following responsibilities:

- Manage project delivery at the portfolio level to interface with project delivery staff and the SFMTA DOT/Executive Team.
- Manage the implementation Project Delivery Framework, the recommendations within the framework and provide assessments and continually improve as needed.
- Enforce the functionalities to help standardize and improve project delivery within the SFMTA.
- Maintain standardization and an authority matrix that identifies escalation path for decision making while encouraging divisions resolve decisions at the lowest level.
- Establish Project Management Competency throughout the SFMTA, setting delivery KPI's for portfolio performance management at the Executive Level.
- Set a clear goal of reporting and accountability through progress on implementing the SFMTA Strategic Plan through project delivery.
- Provide role clarity through process development.
- Work with divisions that provide support functions as needed.
- Act as a liaison in between functional groups to facilitate and support the identification, prototyping of alternate project delivery methods.

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SFMTA
Municipal
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Agency

**Developed
August 21, 2016**