

# Transbay Program Downtown Rail Extension

Update on the Governance Study:  
Initial Assessment of Options

TJPA Board  
June 9, 2022



# Recap: Governance Study Elements

- ESC guidance to develop project governance approach as strategy to de-risk project delivery
- Governance Study developing analysis and recommendations in the following areas:

## Institutional Arrangement

- Lead agency for procurement and construction
- Roles of involved agencies/parties by phase
  - Framework for agency-to-agency relationships/agreements
- Asset and risk ownership frameworks

## Project Governance Model

- Project oversight structure
- Decision-making and stage gates
- Outcomes management (sponsorship)
- Change control and configuration management
- Risk and issue management
- Quality assurance

## Management Framework

- Delegated authorities
- Owner's team capabilities and requirements
- Project delivery organization organizational design
- Contractor management framework
- Project controls and reporting
- Stakeholder management

# Content for Today's Discussion

## Study Context & Approach

- DTX Governance Goals & Objectives (Draft)

## Institutional Arrangement

## Project Governance Model

## Management Framework

- Summary of Institutional Options Assessment (Draft)



- Stage Gate Framework (Draft)



# DTX Governance Goals & Objectives (Draft)

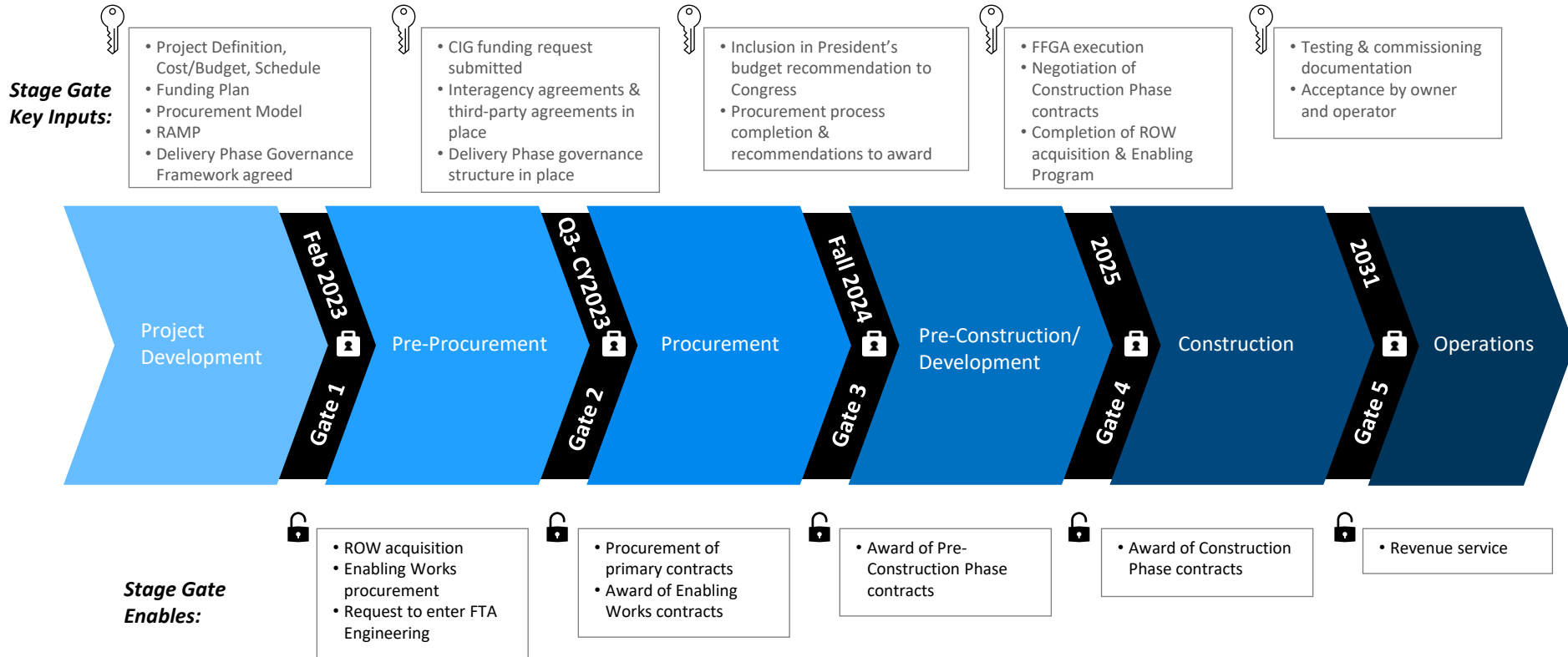
## Governance Goals (the desired outcomes)

- Deliver DTX on time.
- Realize planned benefits; avoid, minimize, and mitigate anticipated impacts.
- Deliver DTX within budget.
- Strengthen the region’s ability to effectively deliver transit mega-projects.

## Governance Objectives (how to achieve these goals)

- Clarity of Purpose** – Establish and maintain a clear focus on delivering the project.
- Representation & Voice** – Provide project partners with voice and say, consistent with their project interests and risk ownership.
- Responsiveness & Oversight** – Enable timely decision-making, and ensure proper direction and oversight of the project delivery team.
- Capacity & Capabilities** – Deliver the project with expert resources with the required skills and capacity.
- Accountability & Authority** – Provide decision-making authority in alignment with delegated accountabilities for project outcomes.
- Transparency** – Give the public, stakeholders, and partners visibility into the project’s progress and opportunities for meaningful engagement.

# DTX Stage Gates (Preliminary Draft)





## Institutional Options Analysis: Assessment Criteria

### Screening Criteria

- **Timeframe** – Alternative must be capable of implementation within the timeframe required by the project.
- **Legal Authority** – Alternative must be capable of being implemented within existing legal authorities (newly legislated authorities are not anticipated to be feasible in schedule for DTX delivery).

### Evaluation Criteria

- **Clarity of Purpose** – the Alternative should provide alignment between the lead agency's mandate and the objectives of the project.
- **Representation & Voice** – the Alternative should support each project partner in having a voice and say during project delivery reflecting with their project interests and risk ownership.
- **Capability & Capacity** – the Alternative should be capable of delivering the project with skilled resources and an appropriate management and oversight structure.



# Institutional Options Analysis: Alternatives

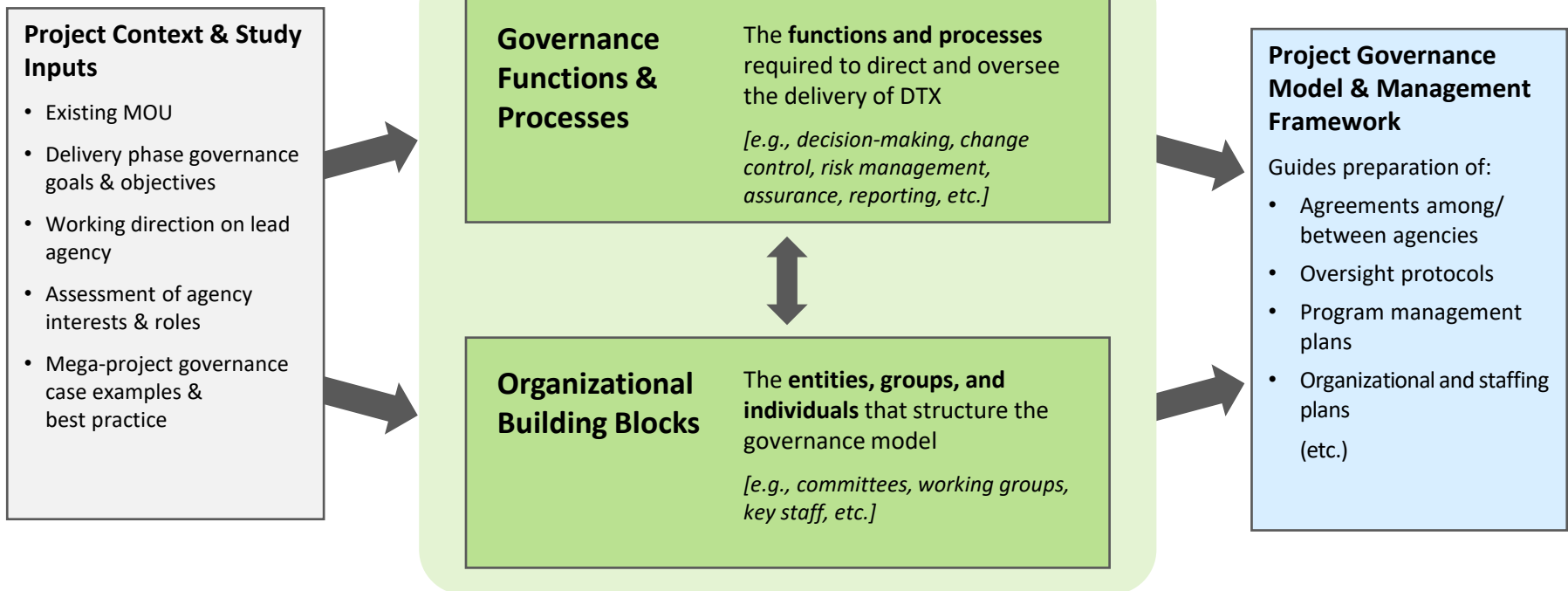
Alternative Family	Alternative	Structure Overview
<b>1. TJPA Delivery</b>	1.1 Baseline/Conventional	<ul style="list-style-type: none"> <li>TJPA accountable and responsible for project delivery using staff and consultants, and cooperation of partners</li> <li>Oversight provided by TJPA Board, staff, and funder oversight protocols</li> <li>Current Peninsula Rail MOU sunsets; bi-lateral intergovernmental agreements (IGAs) developed between TJPA and partner agencies</li> </ul>
	1.2 Integrated Management	<ul style="list-style-type: none"> <li>TJPA accountable and responsible for project delivery using staff and consultants, and involvement of partners</li> <li>Organizational structure further developed to provide management oversight, alignment of multi-agency actions, and project coordination</li> <li>Multi-lateral and/or bi-lateral agreements among/between DTX partner agencies</li> </ul>
<b>2. TJPA Accountable but assigns Project Delivery Responsibility</b>	2.1 Assignment to TJPA member agency	<ul style="list-style-type: none"> <li>TJPA takes high-level oversight role and retains accountability</li> <li>Project delivery responsibility assigned to TJPA member agency</li> </ul>
	2.2 Assignment to non-member agency	<ul style="list-style-type: none"> <li>TJPA takes high level oversight role and retains accountability</li> <li>Project delivery responsibility assigned to agency other than TJPA member</li> </ul>
	2.3 Assignment to special purpose entity	<ul style="list-style-type: none"> <li>TJPA takes high level oversight role and retains accountability</li> <li>Project delivery responsibility assigned to a newly-created special purpose entity (not currently in existence)</li> </ul>
<b>3. Transfer Accountability</b>	3.1 Upload to newly-created regional agency	<ul style="list-style-type: none"> <li>Project delivery accountability and responsibility is transferred to a regional project delivery agency (not currently in existence)</li> </ul>

# Institutional Options Assessment: Summary of Screening & Evaluation (Draft)

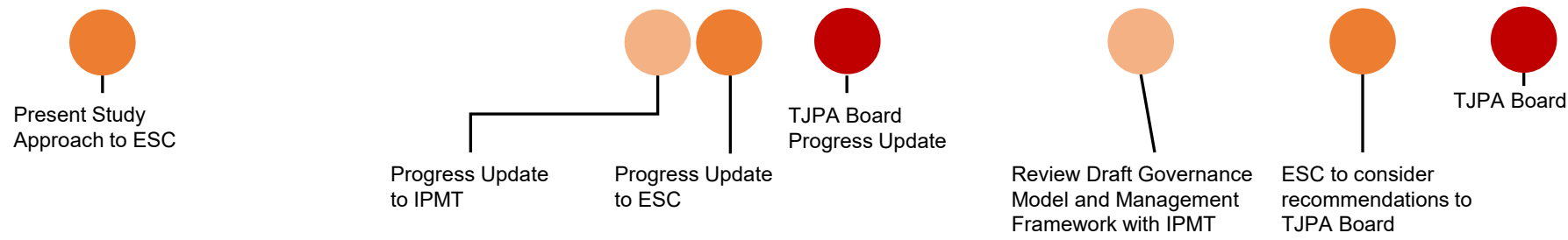
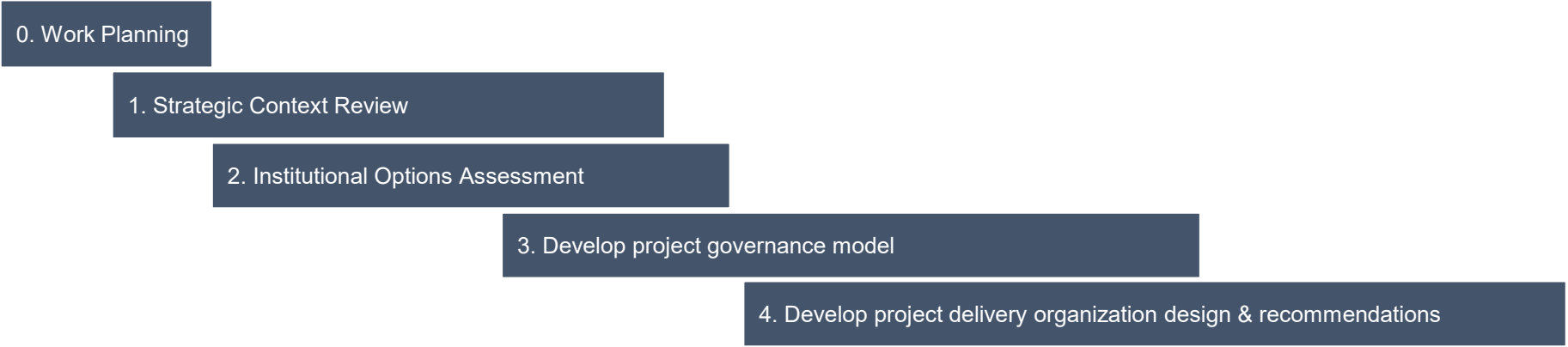
	Screening	Evaluation	Purpose	Voice	Capability	
1.1 Baseline/Conventional			Green	Yellow	Yellow	<ul style="list-style-type: none"> <li>Requires development of capacity/capability of TJPA to lead project delivery, and of partners to support delivery.</li> </ul>
1.2 Integrated Management			Green	Green	Yellow	<ul style="list-style-type: none"> <li>Requires integrated development TJPA and partner agency capacity/capability; supports alignment, focus, and voice among project partners.</li> </ul>
2.1 Assignment to TJPA member agency		Red X	Green	Red	Yellow	<ul style="list-style-type: none"> <li>Assignment to a single agency would diminish the voice of other project partners; member agency capacity is constrained.</li> </ul>
2.2 Assignment to Agency outside of TJPA		Red X	Red	Red	Yellow	<ul style="list-style-type: none"> <li>An agency outside the TJPA is unlikely to have a core mandate to deliver the project.</li> </ul>
2.3 Assign to Special Purpose Entity	?		Green	?	?	<ul style="list-style-type: none"> <li>Not anticipated to be applicable to DTX in current context; model presents lessons even if not pursued.</li> </ul>
3.1 Upload to a regional project delivery agency	Red X	Entity does not exist and could not be established in time				



# Next Steps: Developing the Governance Model



# Study Timeline



Thank you

