San Francisco Peninsula Rail Program: Downtown Rail Extension (DTX)

Item 13 – DTX Governance Study Context & Approach
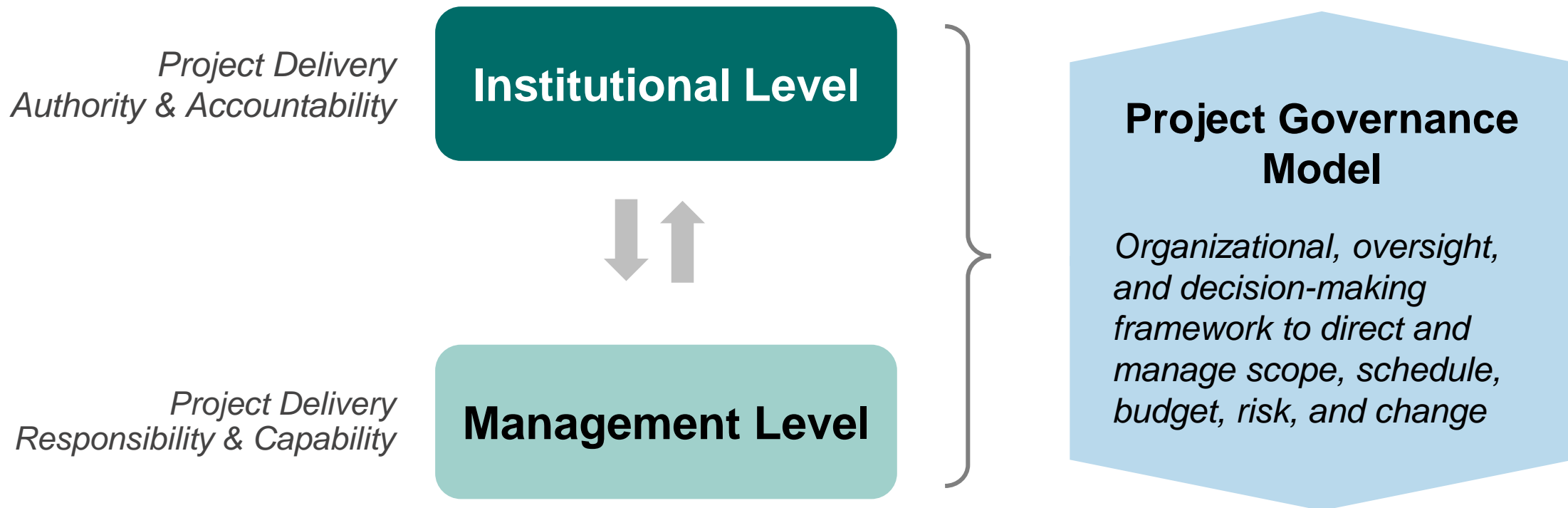
TJPA Board
March 10, 2022

Strategic Context for DTX Governance

- Under State law and Transbay Joint Powers Agreement, TJPA has existing legal authority and primary jurisdiction for implementation of DTX.

- Significant degree of project readiness, with generational opportunity to secure federal funding and advance project to procurement.

- MOU governance structure and work program have strengthened project momentum and set foundation for further multi-agency collaboration.

- Regional governance initiatives are ongoing but are yet to be resolved; at the same time, there is interest in building regional capacity for mega-project delivery.

- **Time is of the essence** – governance approach should be reasonably implementable in the project's planned timeframe for delivery.

DTX Governance Study Framework

Peninsula Rail Program MOU Task 18 – *Explore the best institutional arrangement and governance for the delivery of the DTX Rail Program through construction and make recommendations to the TJPA Board.* (Co-Lead Agencies: SFCTA, MTC)

Project Delivery Authority & Accountability

Institutional Level

Project Delivery Responsibility & Capability

Management Level

Project Governance Model

Organizational, oversight, and decision-making framework to direct and manage scope, schedule, budget, risk, and change

DTX Governance Elements

- Governance Study to consider key elements of DTX governance at institutional, project, and management levels

- Study to take a prioritized and pragmatic approach – focus on essential decisions and direction-setting to keep the project on-track

- Study to set table for evolution to MOU governance structure that is currently in place for project development phase

Institutional Arrangement

- Lead agency for procurement and construction

- Asset ownership framework

- Roles of involved agencies/parties, including O&M responsibilities

- Framework for agency-to-agency relationships/ agreements

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
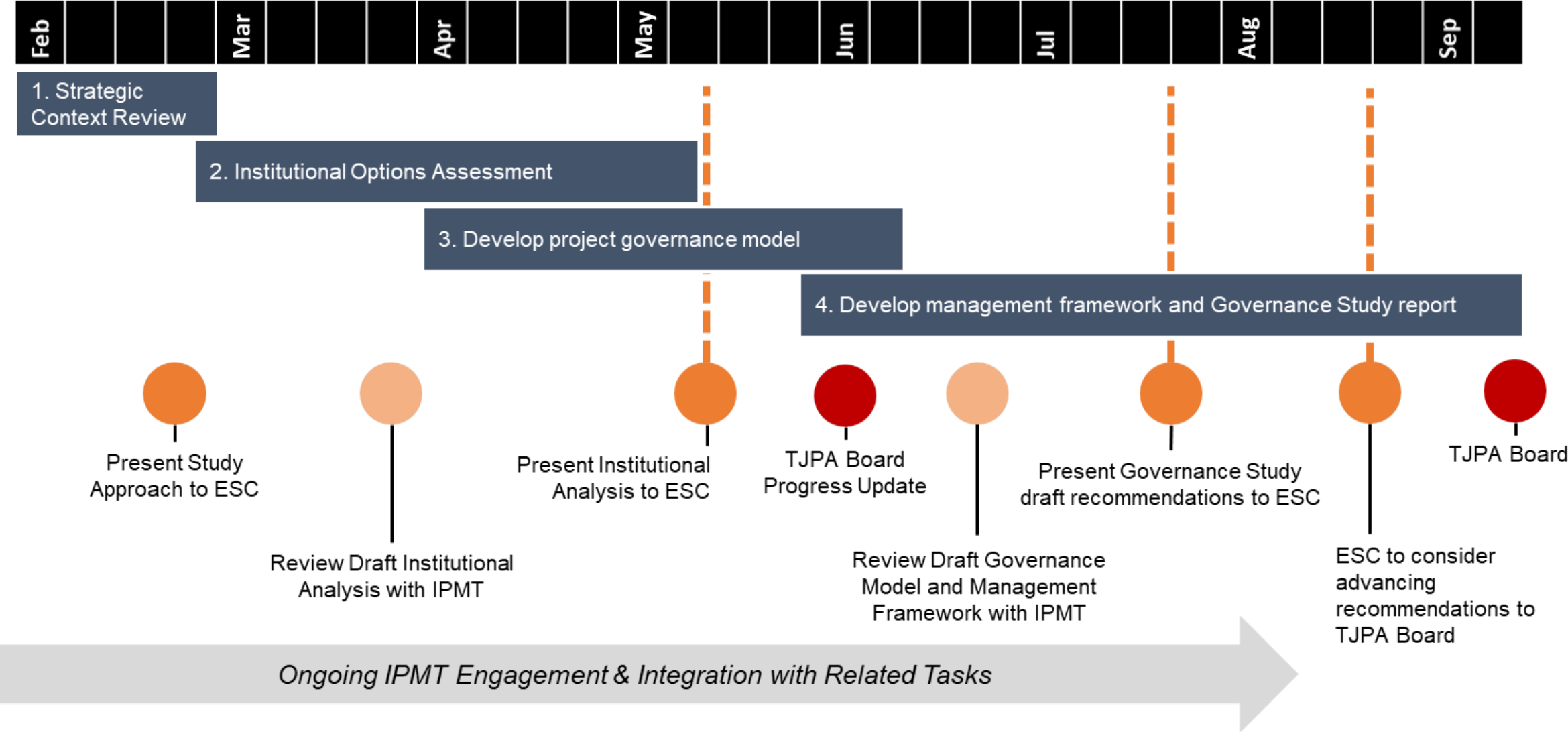
Management Framework*

- Project delivery organization organizational design

- Owner's team capabilities and requirements

- Delegated authorities

- Contractor management framework (oversight, interfaces, integration, etc.)

- Project controls and reporting

- Stakeholder management

Guidance from Executive Steering Committee

The ESC reviewed the Governance Study approach on February 18. Key areas of feedback included:

- Larger-scale institutional changes will not occur at pace of DTX project delivery timeline

- Development of management & oversight model is critical and is a means to de-risk project delivery

- Delivery strategy and governance model are linked – integrated approach to ensure project outcomes are achieved

- Need for clarity of responsibilities and authorities at each level, to support decision-making and problem resolution

- Leverage findings and discussions from related efforts across the region; seek guidance and lessons learned from recent projects within and beyond the region

Study Process & Milestones

Thank you