

San Francisco Peninsula Rail Program Executive Steering Committee

Downtown Rail Extension (DTX) now also known as The Portal

Item #6 – Governance Study Update

March 17, 2023



Background



- TJPA Board approved ten Governance Study recommendations in September 2022
- Study recommendations identified broad governance framework for project delivery
- Preparation of Governance Study Blueprint underway
- Governance Blueprint to provide roadmap for content of Successor to the existing Peninsula Rail MOU

Existing Peninsula Rail MOU



- Current MOU expires on June 5, 2023, prior to completion of procurement readiness work program
- Partners may amend or extend the MOU by mutual agreement in writing
- Options:
 1. Allow MOU to expire; continue to convene agency partners under staff authority
 2. Execute amendment, limited to extension of term
 3. Execute amendment, with extension of term and other modifications

TJPA Board Approved Recommendations



The TJPA Board Adopted Governance Study Recommendations:

1. Confirm TJPA as lead agency for DTX procurement and construction, and continue to build the capacity of TJPA and partner agencies for project delivery.
2. Develop a collaborative, integrated management approach and core management team, in order to support TJPA, align direction to the multi-agency delivery team, and actively manage risks and challenges.
3. Provide a transparent venue for the development and review policy-level recommendations and reporting to the TJPA Board.
4. Utilize a stage-gate process to align decision-making at major milestones and ensure readiness for successive phases of work and provide for periodic independent/expert review and advice.
5. Define/codify delivery-phase governance and management structure through bi-lateral agreements between agencies, a successor to the existing Peninsula Rail Program MOU, and detailed program management plans.

TJPA Board Approved Recommendations (cont.)



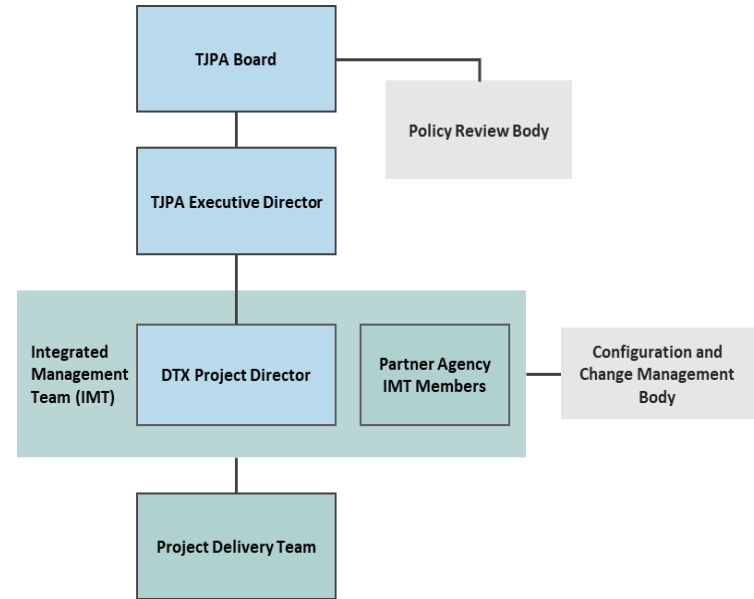
6. Empower project leadership staff through delegated authorities, in conjunction with integrated management approach and structured review/oversight processes.
7. Institute process/structure for management and oversight of configuration and change, including contractual changes.
8. Embed risk management and risk review at all levels, including policy oversight, technical management, and project execution.
9. Prepare “single–source” project reporting to provide timely and reliable information to management, partners, and decision–makers.
10. Develop an integrated project delivery team, including TJPA staff, consultants, and key partner agency resources/personnel, and pursue project partnering to strengthen collaboration.

Governance Blueprint: Successor to Existing MOU



Successor to Existing MOU recommended to include the following elements:

1. Purpose and Term
2. Structure
3. Baseline Documents and Stage Gates
4. Management of Change, Configuration, Contingency and Risk
5. Agency Roles



1. Purpose & Term



Outline Contents:

- Purpose
- Term
- Definitions
- Principles for multi-agency cooperation

2. Structure



Outline Contents:

- Description of overall governance structure and statement establishing:
 - Policy Review Body
 - Integrated Management Team
 - Change and Configuration Management Body
- Purpose, membership, and function of the management and governance bodies
- Flow of information and reporting

3. Baseline Documents and Stage Gates



Outline Contents:

- Establishment of a set of baseline documents that define the project scope, schedule, budget, funding plan, and risk allocation
- Establishment of a set of stage gates at key points throughout the project and definition of the review/approval steps
- Overall principle of Baseline Documents being reviewed prior to stage gates, with any necessary changes brought forward for approval

4. Change, Configuration, Contingency, and Risk



Outline Contents:

- Process for considering, analyzing, tracking, reviewing and deciding on project changes
- Processes for managing configuration, contingency, and risk
- Definition of review/escalation steps and requirements; roles of Integrated Management Team, Change Management Body, Policy Review Body, TJPA Board

5. Agency Roles and Responsibilities



Outline Contents:

- Primary and supporting roles and responsibilities of each partner agency during procurement, pre-construction, construction and commissioning
- As appropriate, incorporate roles and obligations established through other/bi-lateral agreements

Next Steps



- Confirm and implement approach to manage sunset of existing MOU
- Develop and review draft Governance Blueprint with IPMT
- Bring forward Governance Blueprint recommendations to April 21 meeting of ESC; consider advancing to TJPA Board for approval
- Prepare Successor to Existing MOU and bring forward for approvals as required

Questions

