

# Downtown Extension Project Expert Panel

## SFCTA DRAFT Recommendations Update

Agenda Item 16

August 8, 2019

# Introduction

---

The SFCTA convened a multidisciplinary expert panel to **review and evaluate both current and alternative options** for:

- **Governance and oversight**
- **Funding/finance**
- **Project delivery**

to enable successful management and delivery of the Downtown Extension (DTX) - or “Rail Program”

# Expert panelists

---

**Ignacio Barandiaran**

Arup, Principal

**Francisco Fernandez**

SENER, Project Manager

**John Porcari**

WSP, President, US Advisory  
Services

**Geoff Yarema**

Nossaman, Partner

**Lou Thompson**

Thompson Consulting

**Karen Trapenberg Frick**

Associate Professor of City and  
Regional Planning, UC Berkeley

**Howard Permut**

Permut Consulting

**Jose Luis Moscovich**

IDS, Managing Director

**Alvaro Relano**

SENER, Project Manager

**John Fisher**

WSP, Northern CA District  
Manager

# Key Stakeholders Involved

---

TJPA



SFCTA



Caltrain JPB



CHSRA



SF Mayor's Office



MTC/BATA



AC Transit



SFMTA



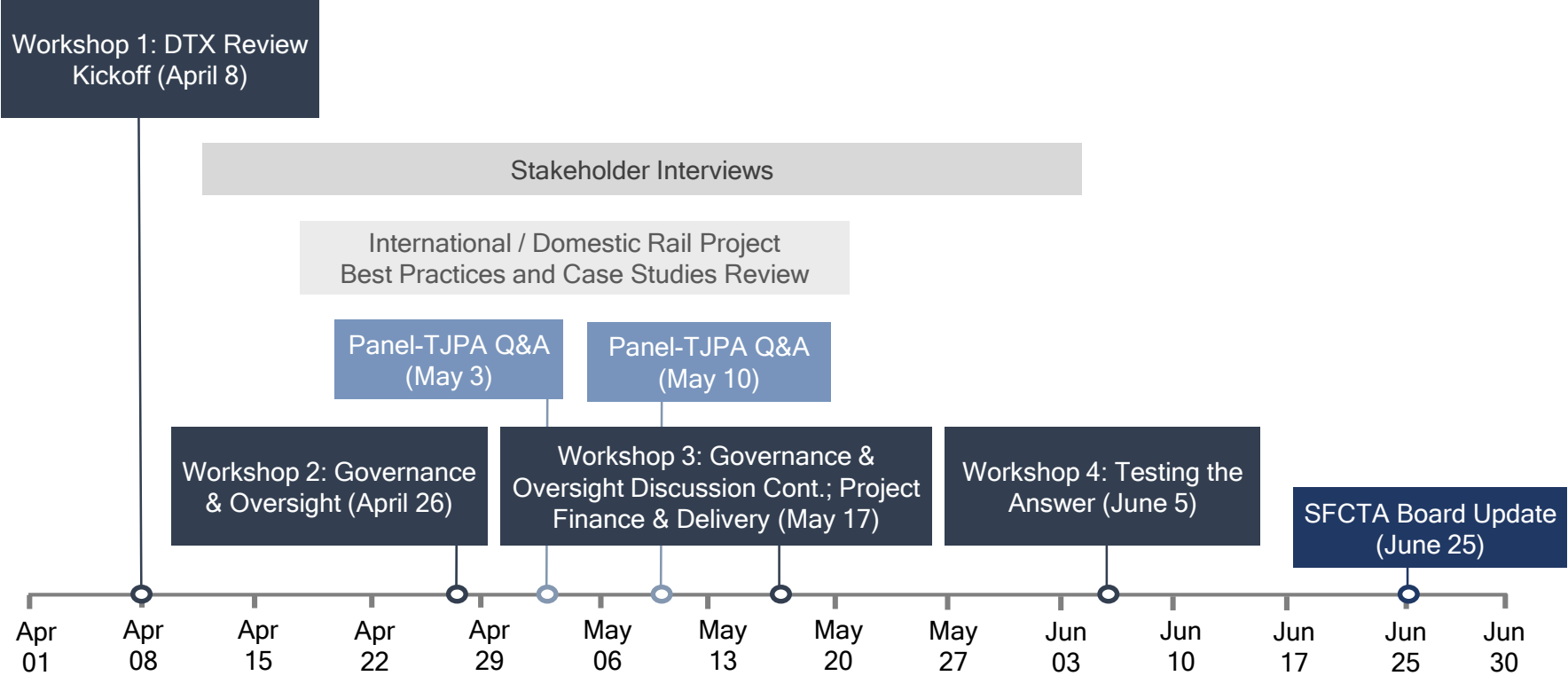
SPUR



CCSF



# Methodology and Schedule



# Introduction: Panel Recommendations

---

The expert panel saw its role as focusing on technical and policy issues and sought to be independent and objective in its approach.

## **Key Finding:**

The DTX Rail Program offers critical mobility value to the Bay Area-Gilroy-Sacramento mega-region, state and country, and it should continue to be actively and aggressively pursued, albeit with important refinements and with an emphasis on:

- **Transparency**
- **Accountability**
- **Ensuring rail service is realized at Salesforce Transit Center (STC) as soon as possible**

# Initial Recommendations - Rail Program Re-positioning (1/2)

---

- **Re-position the Rail Program** such that it is developed and delivered by a highly collaborative inter-agency team and viewed as a “project of REGIONAL and NATIONAL significance”
- **Re-define Program value proposition** as critical connectivity link for current and future developing megaregional and state rail services - Caltrain, Muni, BART, CAHSR - and serve as planning platform for future connections like a new Transbay Rail crossing, Diridon intermodal station and new Dumbarton rail service
- **Re-name the Program and the series of complementary projects** that include 4<sup>th</sup>/King, Pennsylvania Avenue and possible new Caltrain yard to reflect this regional priority and its new positioning

# Initial Recommendations - Rail Program Re-positioning (2/2)

---

- **Secure long-term, durable support** of key local, regional, state, and federal elected officials and stakeholders
- **Engage the public directly** to build program support and advance social equity, environmental, economic development and other regional goals
- **Identify and empower** internal and external program champions to drive progress
- Agree on project scope with Caltrain, CHSRA and other possible rail operators



# Initial Recommendations - Rail Program Funding

---

- **Strengthen the program's strong claim** on revenues from existing and emerging sources
- **Re-evaluate and strengthen existing funding plan to:**
  - Separate high confidence level from low confidence level revenue sources
  - Establish an affordability limit for the initial operating phase
  - Seek new grant opportunities to support development
- **Establish a credible long-term financial plan, with stakeholder input,** to secure the amount and timing of capital and operating funding needed to deliver each element of the program, accommodating capacity and operational needs over time

# Initial Recommendations - Rail Program Governance and Oversight

---

- **Reviewed governance and oversight** best practices, models and lessons learned from similar mega-project experience and program case studies
- **Identified key criteria for organizational success**, including board and executive team roles and responsibility; leadership and engagement; continuity of key positions; reporting and transparency; staffing levels/mix and capacity; organizational culture; funding/financing, delivery expertise, risk management and rail operations expertise
- **Still evaluating, with stakeholder input**, various models against these criteria and intend to provide findings and recommendations at the July 23rd Board meeting



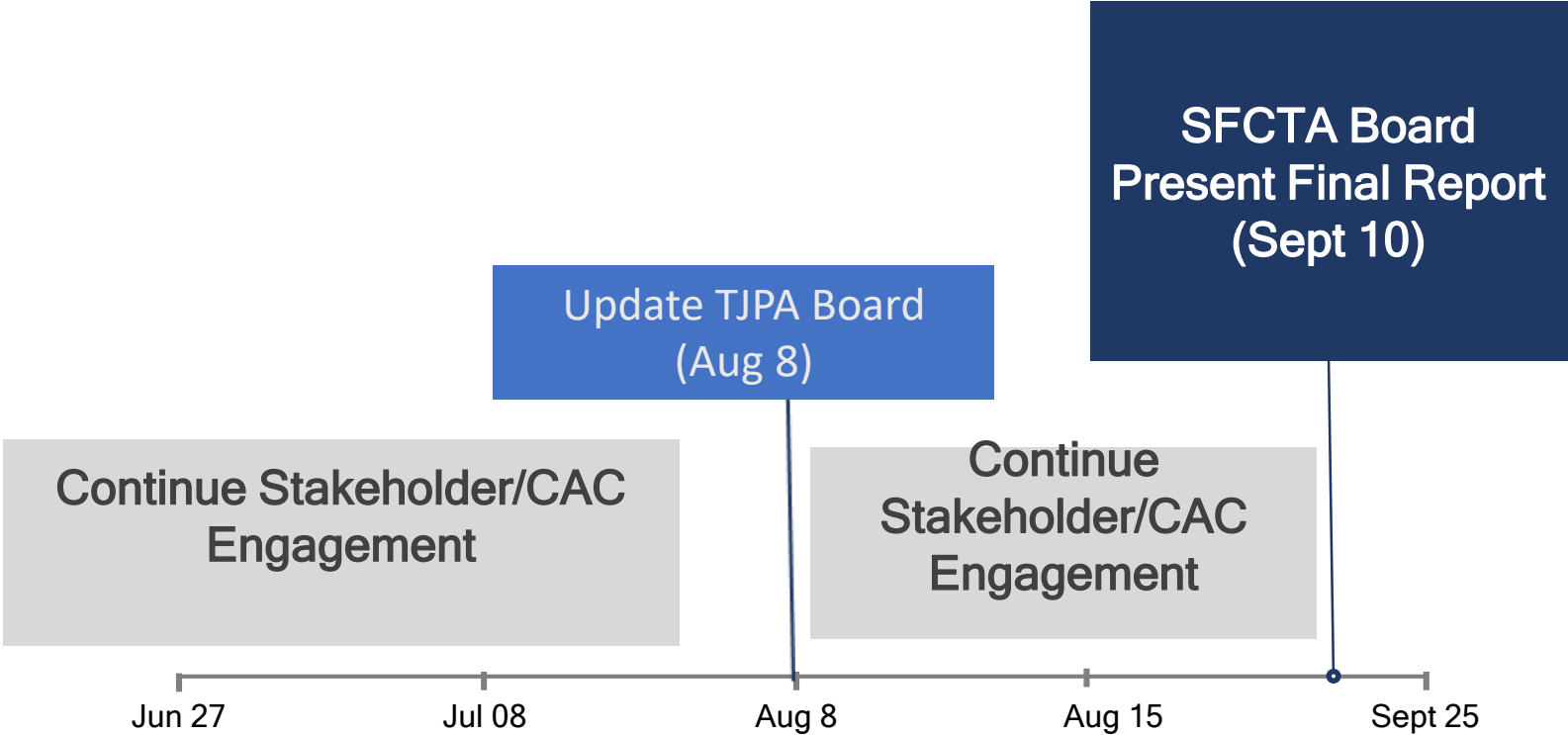
# Initial Recommendations - Rail Program Project Delivery

---

- **Conduct a structured market sounding program** to gain direct input on technical, financial, operational interface and risk drivers from the private sector
- **Perform a robust delivery options analysis** considering Design-Bid-Build (DBB), Design-Build (DB), Design-Build-Maintain (DBM) and Design-Build-Finance-Maintain (DBFM) to determine which combination optimizes “value for money”
- **Scope preliminary engineering** to align with selected project delivery method and revised available funding to mitigate cost/schedule risk and support an initial operating phase
- **Finalize and incorporate comprehensive agreements** with Caltrain and CHSRA, on issues such as project scope, operations specifications, capacity requirements, and amount and timing of capital and O&M funding

# Next Steps

---



# Questions?

---