

## Memorandum

To: Executive Steering Committee  
From: Integrated Program Management Team  
Date: July 17, 2020  
Re: Item 3 - Interim Project Director recommendation to the TJPA Board of Directors

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On June 5, 2020, the TJPA and stakeholder partners Metropolitan Transportation Commission (MTC), San Francisco County Transportation Authority (SFCTA), Caltrain, California High-Speed Rail Authority (CHSRA), and the City and County of San Francisco (City) fully executed the San Francisco Peninsula Rail Program Memorandum of Understanding (MOU), establishing a new organizational structure and a work program for development of the Downtown Rail Extension (DTX). Under the terms of the MOU, the Executive Steering Committee (ESC), consisting of executives from each of the partners, will support the TJPA in project development efforts for the DTX. The Integrated Program Management Team (IPMT), consisting of representatives with relevant experience in large complex projects from each of the partners, will support the ESC.

The MOU calls for a Project Director with proven leadership, organizational acumen, and relevant experience in delivering all aspects of megarail projects and tunneling to lead the IPMT. The Project Director will coordinate the IPMT in its development of recommendations to present to the TJPA Board of Directors as to the delivery of the work program. The Project Director will also be responsible for the day-to-day management of those portions of the DTX work program identified for TJPA to lead, reporting on those matters to the TJPA's Executive Director. The TJPA is currently in the process of recruiting a permanent Project Director. The recruitment process is expected to take between four and six months. In the meantime, it is prudent to assign an Interim Project Director to fulfill this role so that progress on the DTX continues smoothly.

The IPMT interviewed two candidates for the position of Interim Project Director and unanimously recommends Stephen Polechronis, an employee of AECOM. Mr. Polechronis is currently leading TJPA's Program Management/Program Controls contract, serving as the DTX Program Manager, following the TJPA Board's May 2020 authorization to extend the existing agreement with URS to support the advancement of the DTX to ready-for-procurement status. URS was acquired by AECOM in 2014.

The IPMT recommends that the ESC approve this nomination and forward their recommendation to the TJPA Board of Directors for approval of Stephen Polechronis to the position of Interim Project Director until such time as a permanent Project Director is recruited by the TJPA.

Attachment: Resume





## Stephen J. Polechronis

Senior Vice President

### Education

Bachelor of Science (BS), Public Administration, Northeastern University, 1981

### Years of Experience

With AECOM: 21

With Other Firms: 12

### Affiliations

American Public Transportation Association (APTA)

Construction Management Association of America (CMAA)

Stephen is a transportation industry executive and project manager with extensive transit project management experience, including development, design, and construction of light rail, heavy rail subway, and commuter rail projects. His project management experience includes complex multidisciplinary assignments at all stages of project development from concept to commissioning. Stephen has broad experience in communicating through public information meetings and both print and broadcast media.

### Experience

**Puerto Rico Highways and Transportation Authority, Tren Urbano Rail System, Owner's Representative & Program Management, San Juan, Puerto Rico.** Responsible for development of a construction management group, including staff organization, policies and procedures, and recruitment for the \$1.7 billion design-build project, comprised of 17.2 kilometers of twin-track, heavy-rail with 16 stations. The construction management organization was fully integrated with the owner.

**Los Angeles County Metropolitan Transportation Authority, Metro Red Line, Los Angeles, CA.** Deputy executive officer and project manager responsible for construction of the Red Line Wilshire and Vermont/Hollywood corridor, a 6.6-mile twin-tube heavy-rail subway with eight stations and a total cost (design, procure, construct) forecast of \$1.7 billion. Responsibilities included motivation and supervision of over 230 agency and consultant staff, and oversight of 11 facilities and 12 systems contracts, as well as several professional services contracts (such as engineering, construction management, and rail vehicle procurement). Implemented new contract management procedures to control engineering and construction management costs. Negotiated claims and change orders with large, heavy-construction contractors. Provided frequent briefings for local, state, and federal elected and appointed officials, and worked with regional Federal Transit Administration staff and project management oversight consultants to ensure continuing federal support and project confidence. [Prior to AECOM]

**Los Angeles County Metropolitan Transportation Authority and Metro Exposition Construction Authority, Exposition Light Rail Transit – Planning, Environmental Services, Design/Build Procurement Documentation, and Construction Management, Los Angeles, CA.** Project director for the 19-mile, 18-station LRT project including planning, environmental approvals, and preliminary engineering for design-build documents. Alignment features at-grade, underground, and elevated elements. The project (Los Angeles to Santa Monica)

included evaluation of transit alternatives and technical input to the final environmental impact statement (FEIS), including the management of the noise and vibration studies, traffic impact studies, historic evaluations, and alternatives development. Personally conducted a comprehensive public outreach process that resulted in a strong and broad-based statement of support from stakeholders in virtually every segment of the project area. The final product was a set of design-build procurement documents, resulting in a contract award to a qualified joint venture. Assisted the Exposition Metro Line Construction Authority by providing design support during construction and Construction Management. Additionally, was seconded to the newly-created Metro Exposition Construction Authority for 6 months as Acting Chief Projects Officer

**Southern California Regional Rail Authority, Metrolink Commuter Rail System, Various Locations, CA.** Principal-in-charge for engineering design and construction activities on the commuter rail system spanning six Southern California counties. Services provided included design of over 400 miles of mainline track (included construction oversight); over 20 new rail structures; rehabilitation and seismic retrofit for 14 rail bridges; upgrades to over 50 grade crossings; passenger platforms, parking facilities, and related amenities; realignment of adjacent roadways; relocation and protection of existing overhead and underground utilities; and pedestrian and bikeway facilities. Also oversaw development of SCRRRA's project manager's manual, design procedures manual, design quality assurance plan, design criteria, CADD standards, and station design manual.

**Los Angeles County Metropolitan Transportation Authority, Metro Project Management Oversight, Los Angeles, CA.** Project director responsible for systemwide project management oversight and assistance. Responsibilities included supervision of a 26 full-time staff; strategic work planning; budget preparation and control; execution of multiple concurrent technical studies; and management planning assistance. Reported directly to the executive officer for rail construction and interfaced frequently with the agency's board of directors. Projects involved subway, light rail, and transit vehicle procurement, design, and construction. Work included development of innovative design and construction management strategies, evaluation of construction safety management, and execution and analysis of cost and schedule controls. [Prior to AECOM]

**California High Speed Rail Authority, Sacramento to Bakersfield Program Environmental Impact Report/Statement, Various Locations, CA.** Principal in charge for the Sacramento to Bakersfield regional study including conceptual engineering, public outreach, and environmental analysis in support of program-level environmental document. Provided oversight and supervision of the environmental and engineering teams.

**North County Transit District, North San Diego County On-Call Engineering and Support Services, Oceanside, CA.**

Contract manager for performance of a wide range of services on a task-order basis. Organized project teams for multiple task assignments. Assignments included staff support, planning and financial analyses, concept preparation, detailed design, cost estimating, procedure writing, and presentation support. Also managed the team that created and updated NCTD's Section 5309 New Starts reports, including transit-supportive land use reports, financial capacity, and fleet requirements updates. Project was granted a full funding grant agreement in 2003.

**Massachusetts Bay Transportation Authority, Fall River/New Bedford Commuter Rail Study, MA.** Senior project manager responsible for the feasibility study of restored commuter rail service on a 70-mile freight line. Services included were physical inspection of track, bridges, signals, and roadway; identification and planning for 11 station sites; direct negotiations with corridor cities; and preparation of environmental studies. [Prior to AECOM]

**Massachusetts Bay Transportation Authority, Worcester Commuter Rail Feasibility Study, Worcester, MA.** Senior project manager responsible for the feasibility study of restored commuter rail service on a 70-mile freight line. Services included physical inspection of track, bridges, signals, and roadway; identification and planning for four station sites; negotiations with corridor cities; and preparation of environmental studies. [Prior to AECOM]

**Massachusetts Bay Transportation Authority, Readville Storage Yards, Boston, MA.** Senior project manager responsible for management of environmental approvals, design development, and final design of a 100-car, 27-acre commuter rail storage yard and 30,000-square-foot crew building. The facility consisted of 10 tracks, auxiliary power and water supplies, switch control, and fire protection. In addition, a 13-acre community use parcel was analyzed for various residential and recreational activities. Results were reviewed with community groups. [Prior to AECOM]

**Massachusetts Bay Transportation Authority, Newburyport Commuter Rail, Newburyport, MA.** Senior project manager responsible for completion of feasibility analysis, environmental approvals, and community planning for a 10-mile, 2-station extension of a commuter rail line. The project involved physical assessment of the abandoned railroad, inspection and rating of two multiple-span bridges over water, selection and design of two suburban stations with combined parking capacity of 900 spaces, and selection and design of a 5-set layover yard. The project traversed a highly protected saltwater marsh yet was approved without a full environmental impact statement through the use of an expanded environmental notification report. [Prior to AECOM]