

**STAFF REPORT FOR CALENDAR ITEM NO.: 11  
FOR THE MEETING OF: September 8, 2022**

**TRANSBAY JOINT POWERS AUTHORITY**

**BRIEF DESCRIPTION:**

Approve the Governance Study recommendations for the Downtown Rail Extension (DTX), as supported by the Executive Steering Committee (ESC) under the terms of the San Francisco Peninsula Rail Program Memorandum of Understanding with the Metropolitan Transportation Commission (MTC), the San Francisco County Transportation Authority (SFCTA), the Peninsula Corridor Joint Powers Board (Caltrain), the California High Speed Rail Authority (CHSRA), and the City and County of San Francisco (Mayor's Office).

**EXPLANATION:**

Background

The TJPA, with the support and engagement of its partners, is actively developing Phase 2 of the Transbay Program, which includes design and construction of DTX. The San Francisco Peninsula Rail Program Memorandum of Understanding (MOU), effective June 5, 2020, described, in part, an organizational structure to support the efforts of the TJPA to develop the DTX project to ready for procurement status.

Among the elements of the MOU was the creation of a detailed Comprehensive Work Plan for the development of DTX, which was adopted by the Board in December 2020. In April 2021, the Board adopted an acceleration modification to the Work Plan. The MOU and Work Plan describe various tasks to be conducted in the project development process. One of the MOU tasks is a study to consider the institutional arrangement and governance for the delivery of the DTX through construction and make recommendations to the TJPA Board. Per the MOU, the Governance Study (the Study) has been co-led by the SFCTA and the MTC over the course of 2022, in cooperation with TJPA and the other MOU partners. The MOU contemplates the TJPA Board will exercise approval authority over the governance recommendation.

In March 2022, staff and the SFCTA presented to the Board an informational overview of the planned approach for the Study. In June 2022, the ESC presented a report on the Study's progress and an initial assessment of options. Feedback provided by the Board at both presentations was carefully considered as the Study progressed.

Governance Study Context and Purpose

The MOU codified a multi-agency approach among TJPA and five DTX partner agencies to deliver on a project development work program, with the MOU establishing the ESC and the Integrated Program Management Team (IPMT) to support TJPA in project development efforts for the DTX and implement the MOU. The term of the MOU is 36 months or until DTX is "procurement ready," whichever is earlier. The parties to the MOU may amend, conclude, or extend the MOU and its terms by mutual agreement.

The purpose of the Study is to recommend a governance structure for the delivery of DTX, encompassing the procurement and construction of the project. In the context of DTX, “governance” refers to the organizational, oversight, and decision-making framework to direct and manage the project’s scope, schedule, budget, risks, and change.

### DTX Governance Goals, Objectives, and Assessment Criteria

In the June 2022 update to the Board on the Study, the ESC presented a set of goals and objectives for governance. Goals are broad desired outcomes. The governance goals are delivering DTX on time and within budget, while realizing planned benefits, and with minimization of impacts, as well as supporting the region’s broader ability to deliver transit mega-projects.

Governance objectives are the more specific strategies to achieve the goals. The Study’s governance objectives are:

- 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.

To directly frame DTX-specific recommendations for governance, the Study team distilled the broad goals and objectives for governance of the project into four essential elements. These essential elements, which reflect the context for DTX as a large, high-risk mega-project being pursued in a complex multi-agency environment, call for a governance approach to:

1. Support the Board in policy-level decision-making;
2. Enable efficient and informed management-level decision-making;
3. Ensure project control, review, and oversight; and
4. Facilitate the active participation of partners to align steering of the project team and proactively address challenges and risks.

In light of these elements, the Study’s recommendations focus in large part on matters related to the broad organization and coordination of the DTX partner agencies, as well as on fundamental governance functions for mega-project delivery that reflect best practice.

The Study assessed how the governance alternatives satisfied the following Screening and Evaluation 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.

Alternatives Considered

The Study considered six alternatives within three families, summarized as follows:

1. TJPA Delivery
  - 1.1 Baseline/Conventional
  - 1.2 Integrated Management
2. TJPA Accountable but Assigns Project Delivery Responsibility
  - 2.1 Assignment to TJPA member agency
  - 2.2 Assignment to non-member agency
  - 2.3 Assignment to special purpose entity
3. Transfer Accountability
  - 3.1 Upload to newly-created regional agency

Alternative 3.1 did not pass the screening criteria, and Alternatives 2.1 and 2.2 did not pass the Evaluation Criteria; accordingly, the Study removed these alternatives from further consideration.

Organization of Study Recommendations

The Study makes ten recommendations, grouped in the following three categories:

- *Foundational Recommendation* regarding the overall institutional recommendation, and identifying the lead agency for project delivery (Recommendation #1)
- *Primary Recommendations* reflecting top-line recommendations, reflecting the unique organizational and strategic context for DTX (Recommendations #2-5)
- *Supporting Recommendations* that enable the foundational and primary recommendations, and which include mega-project best practice (Recommendations #6-10)

These recommendations are described below as well as within the enclosed presentation slides.

Foundational Recommendation #1: Overall Institutional Arrangement

The Study recommends that the TJPA Board confirm the TJPA as the lead agency for procurement and construction of DTX and that the capacity of TJPA and of partner agencies continue to be developed for project delivery.

The TJPA has the existing authority for delivery of DTX, and has the ability to continue to develop the required capacity and capability to lead delivery of DTX. The June 2022 update to the Board summarized the findings of the Study's institutional assessment, which considered a set of potential alternatives for the lead agency role. This assessment concluded that TJPA was best equipped as lead agency to deliver DTX within the planned timeframe.

#### Primary Recommendation #2: Integrated Management Approach

The Study recommends that the TJPA Board 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.

This recommendation reflects that active participation of partner agencies improves the ability of the multi-agency team to help manage project challenges and risks, in a more nimble and concerted manner than provided through arm's-length oversight-only approaches.

Recommendation #2 calls for the development of an Integrated Management Team (IMT), including embedded representation from a sub-set of DTX partner agencies. The IMT would be led by the DTX Project Director, who would retain a direct reporting relationship to the TJPA Executive Director. Work ahead to develop the Governance Blueprint will need to further specify the mandate of the IMT, including its composition and reporting relationships.

#### Primary Recommendation #3: Support to TJPA Board

The Study recommends that the TJPA Board provide a transparent venue for the development and review of policy-level recommendations and reporting to the Board.

Under the current MOU, the ESC has provided a dedicated and transparent venue for the consideration of policy matters advancing to the TJPA Board..

As the project moves forward, ultimately into construction, the Study anticipates the need for policy decision-making will diminish. However, particularly during the upcoming pre-procurement, procurement, and pre-construction phases, there may be continued need for policy-related decisions. Recommendation #3 could be implemented through a continuation of the ESC, with an updated work program and an adjusted pace of meetings, or an alternative approach such as forming a committee of the Board to support this function.

#### Primary Recommendation #4: Stage Gates and Reviews

The Study recommends that the TJPA Board utilize a stage gate process to align decision-making at major milestones and to ensure readiness for successive phases of work.

The June 2022 report to the Board presented a preliminary draft stage gate framework for DTX. At each Stage Gate a review of the status of the project would be performed, completeness of required stage activities would be confirmed, and readiness to advance would be determined. The Study anticipates the TJPA Board would authorize advancement into successive project phases.

The Study also recommends that the Board provide for periodic independent review of the project, to provide for third-party/independent advice to management and policy-makers. Provision for such reviews could be incorporated into the more detailed stage gate process, which could be developed as part of the recommended Governance Blueprint.

#### Primary Recommendation #5: Follow-n Agreements and Management Plans

The Study recommends that the TJPA Board define and codify the 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.

#### Supporting Recommendations #6-10

The Study's supporting recommendations are intended to enable the above foundational and primary recommendations, and call specifically for the TJPA Board to embrace a DTX governance approach that does the following:

- *#6. Empower project leadership staff through delegated authorities, in conjunction with the integrated management approach and structured review/oversight processes* – Delegation of authority from the Board to TJPA staff is necessary to enable timely management-level decision-making and to align authority and accountability. The Study recommends a more detailed framework for delegated authorities be developed through the Governance Blueprint, with this framework aligned to related processes for management of change and configuration.
- *#7. Institute a process and structure for the management and oversight of configuration and change, including contractual changes* – The Study recommends that a Configuration and Change Management Body be developed, building on the established Configuration Working Group and building on lessons learned from other regional projects with multi-agency interests. The Study recommends that this DTX Change Management Body would play a role within the overall business process for reviewing and authorizing changes, including configuration changes and contractual changes.
- *#8. Embed risk management and risk review at all levels, including policy oversight, technical management, and project execution* – Risk management is a central discipline for mega-project procurement and construction. The current project development phase has significantly advanced risk management activities and procedures for the project, which should be further developed to address the needs of project delivery, including provision for regular risk reviews including representation from beyond the immediate project team.
- *#9. Prepare “single-source” project reporting to provide timely and reliable information to management, partners, and decision-makers* – Project reporting is a critical activity to guide project activities and inform decisions at all levels. Project delivery will require a clear and timely process to draft, review, and deliver project information to management, the Board, and partners.
- *#10. Develop an integrated project delivery team, including TJPA staff, consultants, and key partner agency resources/personnel, and pursue project partnering to strengthen*

*collaboration* – In addition to the IMT, the Study concludes that the project delivery team will require the engagement and direct involvement of key partner agency resources, to support TJPA staff and consultants, and to participate as required in project-level working groups and sub-teams. The Study also recommends that project “partnering” methods, which reflect an established set of tools, be used to build trust and cooperation across agencies, as well as with project contractors under the selected collaborative delivery approach.

### Next Steps

The Study’s recommendations are intended to guide further work in a number of areas, in order to further define, review, and codify governance for project delivery.

As a follow-up Study deliverable, the Study team will work with the IPMT to prepare a Governance Blueprint, which will reflect:

- Delineation of anticipated policy decisions/decision types by project phase – focus on pre-procurement, procurement, and pre-construction, and on decisions with multi-party scale/impact
- Governance structure organizational design and composition/reporting of bodies, including IMT membership and mandate
- Framework for delegated authorities; configuration/change management procedures and structure
- Further definition of stage milestones, inputs, and non-TJPA agency decision requirements; process for periodic independent review and expert advice
- Coordination of related tasks/agreements and alignment with project delivery implementation roadmap

Development of the Blueprint will be conducted in coordination with other governance implementation activities underway in parallel, including:

- *Bi-lateral agreements for DTX* – agreements between TJPA and other public entities, including Caltrain and the City and County, with these agreements codifying agency rights, responsibilities, and resourcing. Agreements must be executed prior to the August 2023 funding submittal to the Federal Transit Administration (FTA).
- *Program Management Plans* – detailed package of plans to document approach to managing delivery of the project, as required by the FTA, to be submitted with the February 2023 request to enter the FTA Engineering phase.
- *Successor to Current MOU* – development of a framework and/or agreement to succeed the existing Peninsula Rail Program MOU.
- *Funding Actions and Oversight Conditions* – agency-level funding decisions and agreements, subject to oversight procedures/protocols.

The Blueprint is intended to serve, in part, to describe the key provisions of a successor to the current MOU. A draft of the Blueprint will be prepared by December 2022, with revisions undertaken as required in early 2023.

## ESC Recommendation

On August 19, 2022, the ESC recommended advancing the DTX Governance Study recommendations to the TJPA Board of Directors for approval as follows:

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 governance and management structure through bi-lateral agreements between agencies, a successor to the existing Peninsula Rail Program MOU, and detailed program management plans.
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.

### **RECOMMENDATION:**

Approve the DTX Project Governance Study recommendations, as recommended by the ESC.

### **ATTACHMENTS:**

1. Resolution
2. Governance Study and recommendations

**TRANSBAY JOINT POWERS AUTHORITY  
BOARD OF DIRECTORS**

**Resolution No. \_\_\_\_\_**

WHEREAS, The Transbay Joint Powers Authority (TJPA) is a joint powers agency organized and existing under the laws of the State of California; and

WHEREAS, Pursuant to state law and the Joint Powers Agreement creating the TJPA, dated April 4, 2001, the TJPA has primary jurisdiction over and will implement all aspects of the Transbay Program, including the portion of the Transbay Terminal/Caltrain Downtown Extension/Redevelopment Project commonly referred to as Phase 2/Downtown Rail Extension (DTX); and

WHEREAS, The TJPA is actively engaged in developing the DTX; and

WHEREAS, On April 9, 2020, the TJPA Board of Directors authorized the TJPA Board Chair to execute the San Francisco Peninsula Rail Program Memorandum of Understanding (MOU) with the Metropolitan Transportation Commission, the San Francisco County Transportation Authority, the Peninsula Corridor Joint Powers Board (Caltrain), the California High-Speed Rail Authority, and the City and County of San Francisco (Mayor's Office); and

WHEREAS, The MOU described, in part, an organizational structure to support the efforts of the TJPA to develop the DTX project to ready for procurement status, including the formation of an Executive Steering Committee (ESC) to make recommendations to the TJPA Board; and

WHEREAS, The MOU contemplates that the ESC would, among other things, recommend to the TJPA Board for approval an institutional arrangement and governance structure for delivery of the DTX ("Governance Study"); and

WHEREAS, At its August 19, 2022 meeting, the ESC unanimously recommended advancing the DTX Governance Study recommendations to the TJPA Board of Directors, the form of which study and recommendations was presented to the TJPA Board herewith; now, therefore, be it

RESOLVED, That the TJPA Board of Directors hereby approves DTX Project Governance Study recommendations, as recommended by the ESC, in the form presented herewith.

I hereby certify that the foregoing resolution was adopted by the Transbay Joint Powers Authority Board of Directors at its meeting of September 8, 2022.

\_\_\_\_\_  
Secretary, Transbay Joint Powers Authority

# Downtown Rail Extension Governance Study Recommendations

TJPA Board  
September 8, 2022



# MOU and Governance Study Mandate

- **San Francisco Peninsula Rail Program Memorandum of Understanding:**
  - Fully executed in June 2020
  - Established multi-agency governance structure for project development / procurement readiness
  - Term is 36 months, or until DTX is “procurement ready” (whichever is earlier)
  - Parties may amend, conclude, or extend by mutual agreement

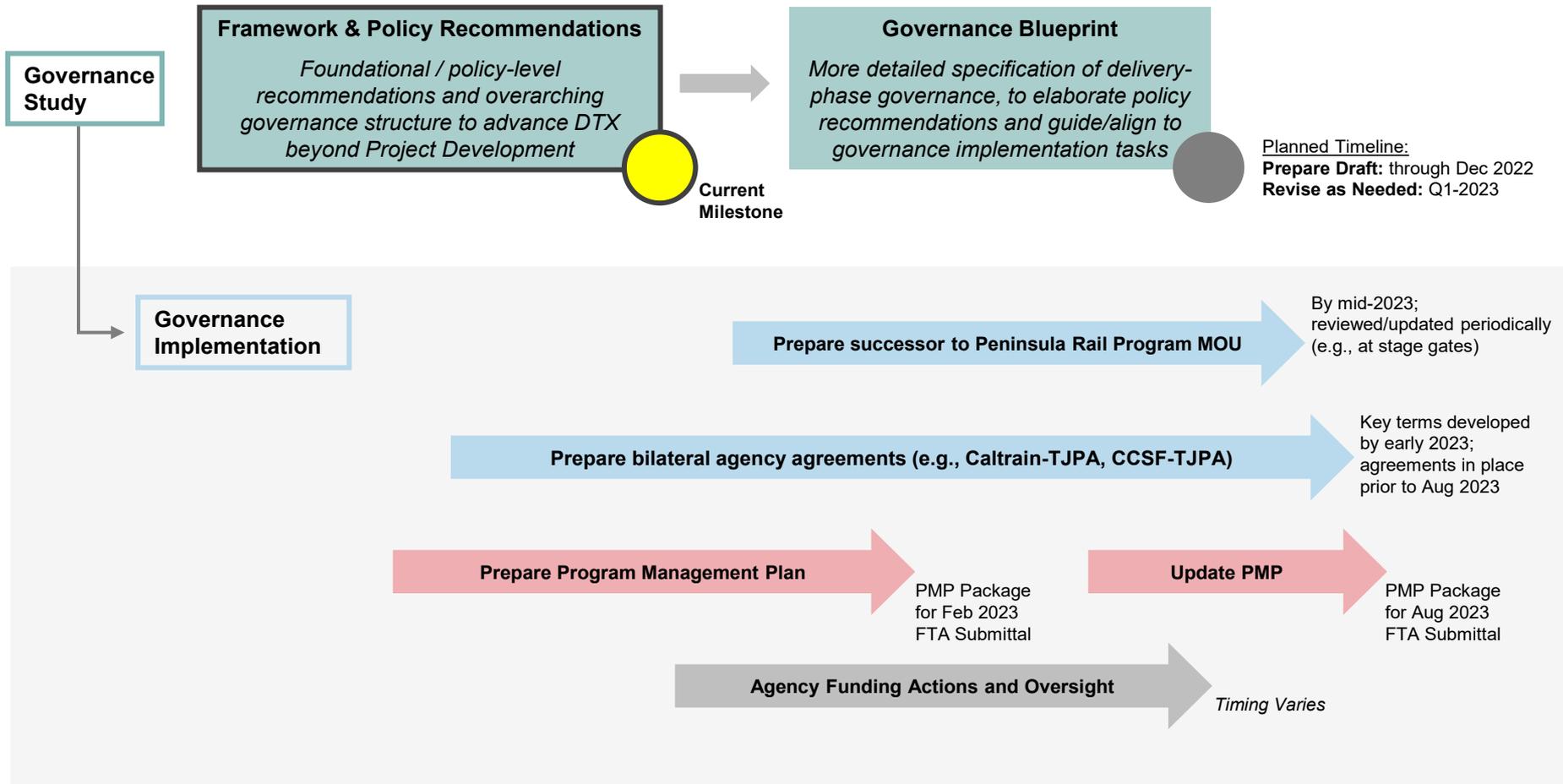
## **MOU Task 18** (Co-Lead Agencies: MTC, SFCTA)

*Explore the best institutional arrangement and governance for the delivery of the DTX Rail Program through construction and make recommendations to TJPA Board:*

a) Identify governance structure for delivery, to enable stakeholder **alignment**, effective mega-project **delivery, oversight**, independent strategic **advice**, and **assurance**.

- b) Recommend governance **structure** for delivery
- c) Develop **management structure**, including roles, reporting, and communications
- d) Consider **responsibilities** for O&M and rail portion of Salesforce Transit Center
- e) Develop **stage gates** and performance protocols

# Governance Study and Implementation



# DTX Governance Goals and Objectives

## 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.

**Capacity & Capabilities** – Deliver the project with expert resources with the required skills and capacity.

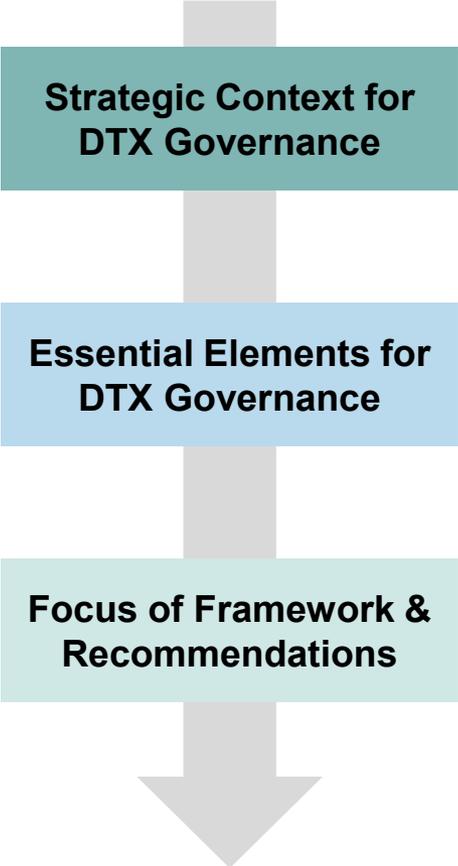
**Representation & Voice** – Provide project partners with voice and say, consistent with their project interests and risk ownership.

**Accountability & Authority** – Provide decision-making authority in alignment with delegated accountabilities for project outcomes.

**Responsiveness & Oversight** – Enable timely decision-making, and ensure proper direction and oversight of the project delivery team.

**Transparency** – Give the public, stakeholders, and partners visibility into the project's progress and opportunities for meaningful engagement.

# DTX Governance Context & Essential Elements



## Strategic Context for DTX Governance

DTX is a large, **high-risk mega-project** being pursued in a complex **multi-agency environment**, with existing **MOU set to sunset** in 2023.

## Essential Elements for DTX Governance

Governance approach for delivery of DTX should:

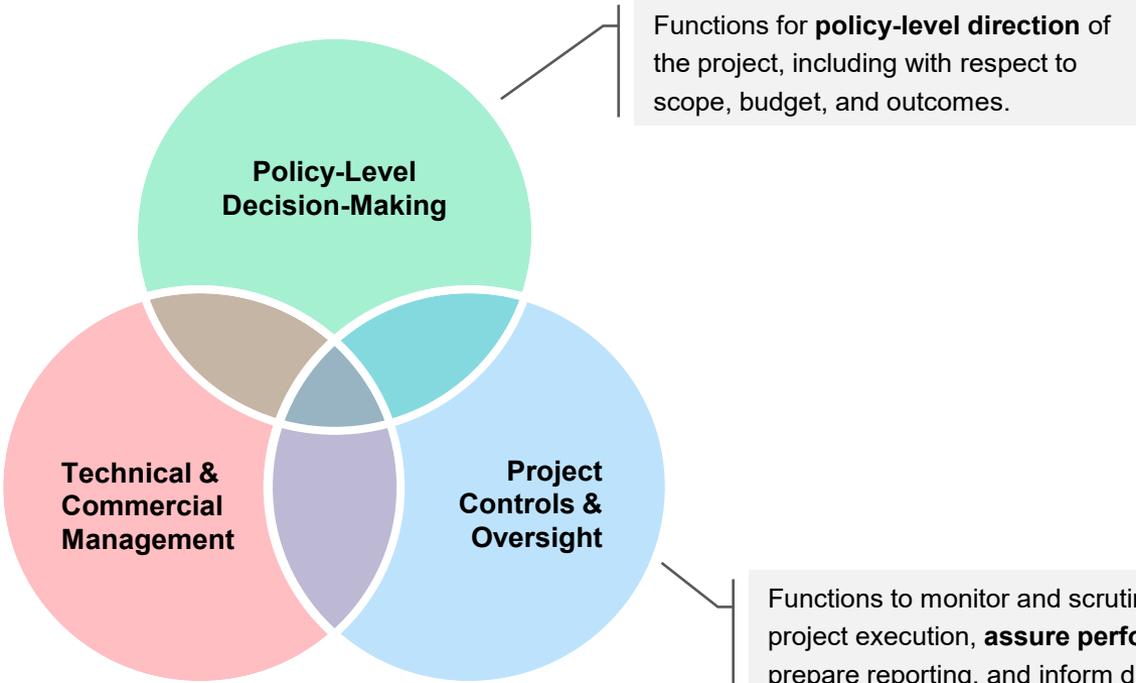
- **Support the Board** in policy-level decision-making
- Enable efficient and informed **management-level decision-making**
- Ensure **project control**, review, and oversight
- Facilitate the active participation of partners to align **steering of the project team** and **proactively address challenges and risks**

## Focus of Framework & Recommendations

This deck presents foundational **policy-level recommendations**, with a focus on those related to the broad organization & coordination of partners and best-practice functions for mega-project governance, with continued/**further work to define and codify** structure & requirements.

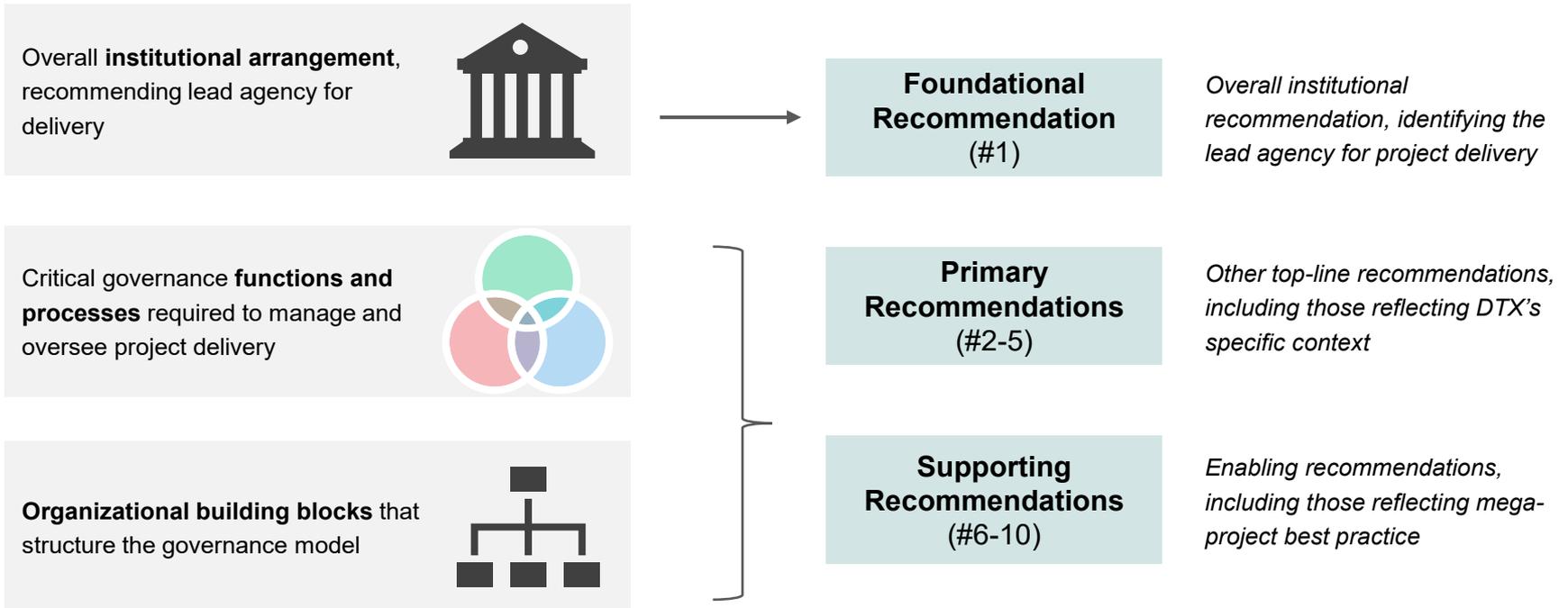
# Mega-Project Governance Functions

DTX Governance Model should provide for a set of inter-related functions, across 3 broad categories:



# Organization of Recommendations

This presentation provides policy-level recommendations with respect to:



# Overall Institutional Arrangement

## Recommendation #1

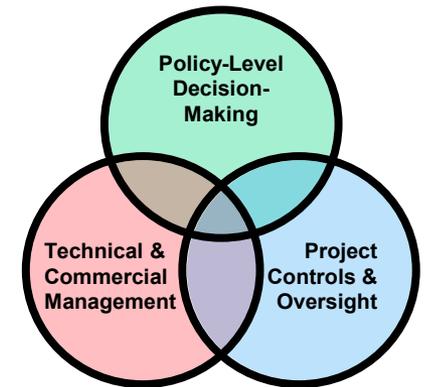
Confirm TJPA as lead agency for DTX procurement and construction, and continue to build the capacity of TJPA and partner agencies for project delivery.

- TJPA has existing legal authority for project delivery, and has the ability to continue to develop capacity to lead delivery of DTX within planned timeline.
- Study's assessment of institutional options (presented to ESC in May 2022) did not find viable alternatives for lead agency role.
- Project delivery will require the coordinated action and decision-making of multiple partner agencies, including the operators and San Francisco.
- Peninsula Rail MOU has set foundation for the coordinated engagement and active involvement of partners in support of successful delivery of DTX; successor to MOU should be prepared, with appropriate delivery-phase modifications and approach to periodically review/update.

# Primary Recommendations

The Study's Primary Recommendations focus on DTX's scale and unique context, including consideration of the engagement and involvement of project partners:

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 of **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 governance and management structure through bi-lateral agreements between agencies, a **successor to the existing Peninsula Rail Program MOU**, and detailed program management plans.

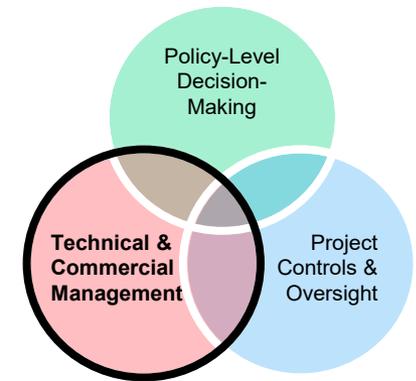


# Integrated Management Approach

## Recommendation #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.

- Active participation of key partners improves ability of multi-agency team to help manage project challenges and risks, as compared to arms-length “oversight”-only approaches.
- Project Director to convene and lead core Integrated Management Team (IMT), with embedded representation from sub-set of key DTX partner agencies.
- Project Director retains direct reporting relationship to TJPA Executive Director, with delegated authorities and decision process requirements to be developed and agreed.

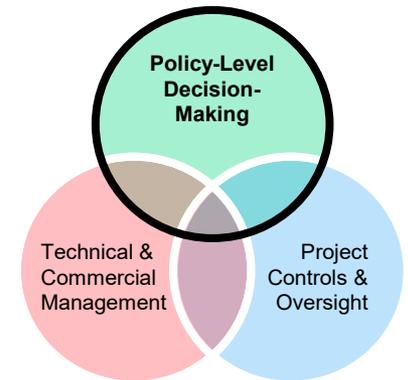


# Support to TJPA Board

## Recommendation #3

Provide a transparent venue for the development and review of policy-level recommendations and reporting to the TJPA Board.

- Under current MOU, the ESC provides a dedicated and transparent venue for the consideration of policy matters advancing to the TJPA Board.
- Selected collaborative procurement methods (PDB, CMGC) will require continued policy-level decision-making through pre-procurement, procurement, and pre-construction phases.
- Pace and intensity of policy-related decisions will generally decrease as project advances into construction.
- Recommendation could be implemented through continuation of ESC, with updated work program and modified cadence.
- Alternatives include TJPA Board sub-committee approach.

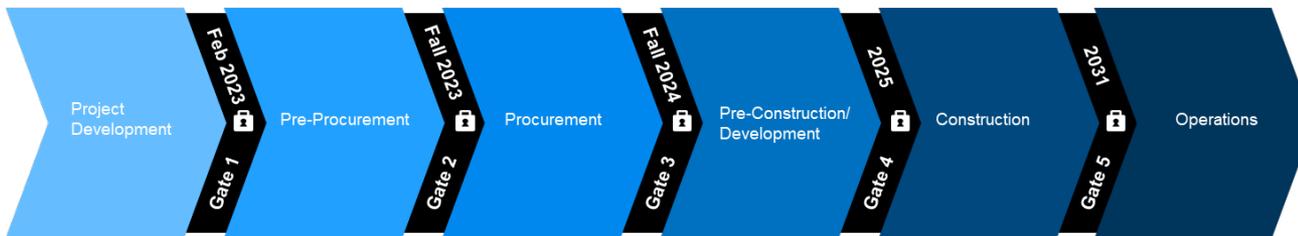


# Stage Gates and Independent Review

## Recommendation #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.

- At each Stage Gate a review of the status of the project should be performed, completeness of all required stage activities should be confirmed, and readiness to advance should be determined.
- TJPA Board would authorize advancement into successive project phases.
- Third-party/expert reviews should be conducted periodically to provide independent advice to management and policy-makers.



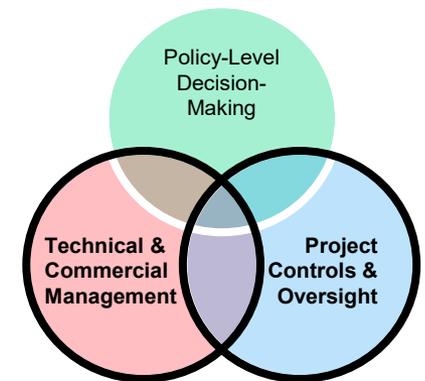
*Preliminary draft stage gate framework, presented to Board in June 2022*



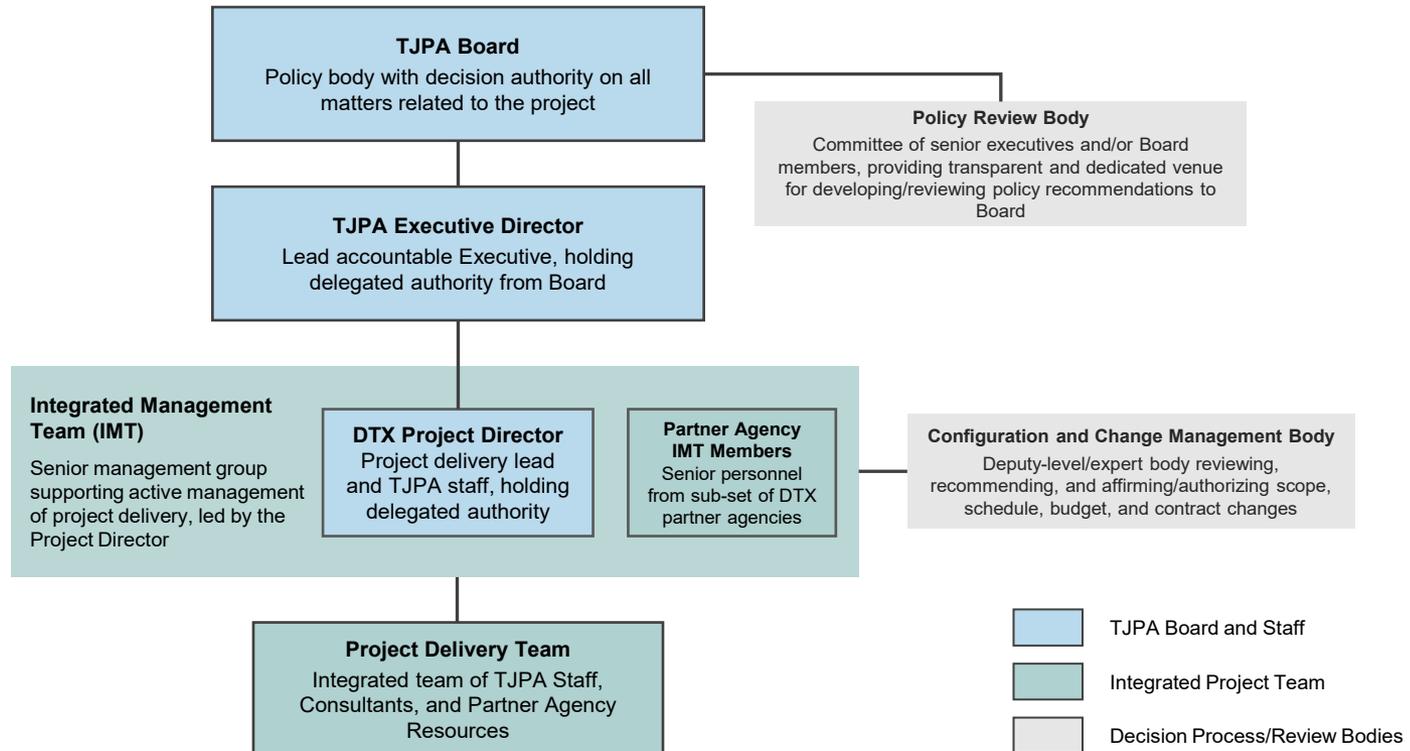
# Supporting Recommendations

The Study's Supporting Recommendations enable the foundational/primary recommendations and reflect key best practices for effective mega-project delivery:

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.



# Recommended Framework for Project Delivery



# Next Steps

Governance Study recommendations to guide further work, to be brought forward subsequently for review or action by relevant parties:

**Governance Blueprint** – *Follow-up Governance Study deliverable, to provide more detailed definition of delivery-phase governance. Key components:*

- Delineation of **anticipated policy decisions**/decision types by project phase – focus on pre-procurement, procurement, and pre-construction, and on decisions with multi-party scale/impact
- Governance structure organizational design and **composition/reporting of bodies**, including IMT membership and mandate
- Framework for **delegated authorities**; configuration/**change management** procedures and structure
- Further definition of **stage milestones**, inputs, and non-TJPA agency decision requirements; process for periodic **independent review** and expert advice
- **Coordination** of related tasks/agreements and **alignment** with project delivery implementation roadmap

Prepare Draft:  
through Dec 2022  
Revise as Needed:  
Q1-2023

## Funding Actions and Oversight Conditions

Agency-level funding decisions and agreements, subject to oversight procedures/protocols

Timing varies

## Program Management Plans

Detailed package of plans to document approach to managing delivery, developed as required by FTA

For Feb 2023 & Aug 2023  
FTA Submittals

## Bi-lateral Agreements

Agreements between TJPA and agencies, including Caltrain (MCA) and CCSF (ICA), to codify agency resourcing, rights, and responsibilities

Key terms by early 2023;  
executed prior to Aug 2023

## Successor to Current MOU

Framework/agreement to succeed existing Peninsula Rail Program MOU

By mid-2023

# Recommendation

Approve the Governance Study recommendations for the Downtown Rail Extension, as recommended by the Executive Steering Committee:

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 governance and management structure through bi-lateral agreements between agencies, a successor to the existing Peninsula Rail Program MOU, and detailed program management plans.

# Recommendation (continued)

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.

Questions?

