

Per California Code of Regulations, title 2, section 548.5, the following information will be posted to CalHR's Career Executive Assignment Action Proposals website for 30 calendar days when departments propose new CEA concepts or major revisions to existing CEA concepts. Presence of the department-submitted CEA Action Proposal information on CalHR's website does not indicate CalHR support for the proposal.

**A. GENERAL INFORMATION**

1. Date

05/22/2019

2. Department

California High-Speed Rail Authority

3. Organizational Placement (Division/Branch/Office Name)

Program Delivery Office/Infrastructure Delivery Branch

4. CEA Position Title

Director of Infrastructure Delivery

5. Summary of proposed position description and how it relates to the program's mission or purpose. (2-3 sentences)

The California High-Speed Rail Authority (Authority) proposes to revise a Central Valley Deputy Regional Director (CEA B) to a Director of Infrastructure Delivery (CEA B) within the Program Delivery Office to lead the Infrastructure Delivery Branch in delivering civil construction projects that are essential to fulfilling the Authority's mission of delivering a functional, certified and commercially viable high-speed rail system on time and within budget. This position will report to the Chief Operating Officer and will be responsible for large, complex design-build construction package (CP) contracts associated with major segments of the high-speed rail and ensuring contract compliance and oversight of contractor performance. The incumbent will be the Authority's principal expert on design-build construction strategy, policy and procedure formulation and implementation.

6. Reports to: (Class Title/Level)

Chief Operating Officer (Exempt)

7. Relationship with Department Director (Select one)

- Member of department's Executive Management Team, and has frequent contact with director on a wide range of department-wide issues.
- Not a member of department's Executive Management Team but has frequent contact with the Executive Management Team on policy issues.

(Explain): Has frequent communication with the Executive Management Team on the status of all activities related to the design and construction of the high-speed rail program.

8. Organizational Level (Select one)

- 1st  2nd  3rd  4th  5th (mega departments only - 17,001+ allocated positions)

## B. SUMMARY OF REQUEST

9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

The Director of Infrastructure Delivery will be responsible for leading the Infrastructure Delivery Branch in all activities related to the design and construction of the high-speed rail program and ensures cost, scope and schedule are delivered efficiently with adherence to the contractual requirements. Additionally, this position is responsible for the management of high-level engineering and professional staff and cost-effective utilization of Authority staff, including Program Delivery team members and the Project and Construction Management (PCM) consultants located throughout the State. Specifically, the Director of Infrastructure Delivery responsibilities include the following tasks and policy development:

Responsible for adherence to the Authority business plans, strategies, program priorities, goals and objectives of the design and construction phase of the project. Manages, guides, organizes and directs staff and consultants to ensure the following functions are properly implemented and compliant with applicable laws and regulations: development and execution, consultant scope development, cost estimates, efforts to improve design and construction processes and procedures, schedule and quality of the project. In conjunction with other Authority managers and other state agencies, monitors and evaluates the performance of all consultant activities that are engaged in support of design and construction. Evaluates process compliance and proposes and assists in the development of legislation or polices that further the goals and objectives of the Authority.

Organizes and directs all design and construction related projects and ensures the proper resources are assigned to support the projects, including Authority staffing and consultant staffing. Develops program direction and exercises problem solving methods in the best interest of the Authority and in conformance with design and construction laws.

Responsible for advising and making recommendations to the Chief Operating Officer, governance committees, and the Board of Directors as needed, for all matters related to design and construction. Reports project progress status to the Chief Operating Officer on a routine basis to identify the following: program objectives, workload projections, resource allocations and budget redirection.

Represents the Authority with outside agencies and policy making boards for issues related to the Design and Construction phase of the program. Represents the Authority, in coordination with the Regional Directors and the Strategic Communications Office, to outside agencies regarding construction related issues.

Coordinates with other departments, agencies and consultants to obtain necessary support services for design and construction in the functional areas of engineering, accounting and disbursement, legal service, procurement, administration and other necessary services.

**B. SUMMARY OF REQUEST (continued)**

10. How critical is the program's mission or purpose to the department's mission as a whole? Include a description of the degree to which the program is critical to the department's mission.

- Program is directly related to department's primary mission and is critical to achieving the department's goals.
- Program is indirectly related to department's primary mission.
- Program plays a supporting role in achieving department's mission (i.e., budget, personnel, other admin functions).

Description: The primary role of the Infrastructure Delivery Branch is to deliver civil construction projects that are essential to fulfilling the Authority's mission of a functional, certified and commercially viable high-speed rail system on time and within budget. A variety of civil construction projects are underway and planned, with the largest being the construction packages, which are complex design-build contracts associated with major segments of the high-speed rail alignment. The Director of Infrastructure Delivery must coordinate with all functional areas of the Program Delivery Office to understand requirements and ensure project scope, schedule, cost and quality of construction projects are met. The success of the high-speed rail system deployment hinges directly on the Authority's ability to deliver the design and construction of the project, which is the primary role and responsibility of the Director of Infrastructure Delivery.

**B. SUMMARY OF REQUEST (continued)**

11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

The Authority has transitioned from a planning organization to a program delivery organization and as the workload to deliver increases, it is essential to have the correct positions in place to ensure timely and successful delivery of critical construction projects. As the project continues to progress, Infrastructure Delivery must advance their collaboration with the Engineering, Real Property, Environmental, and other functional support groups through an Integrated Project Delivery approach to resolve issues in a timely manner to continue meeting the schedule of the project. With the increased workload, the organizational demands have required adding more positions (mostly through consultant contracts) and additional managers. This proposed CEA position is needed to provide key management oversight of the design-build construction projects and consultants and has policy level authority for this essential delivery function. Additionally, the Director of Infrastructure Delivery will play a critical role in developing and executing multiple billions of dollars in construction contracts in the Central Valley in the next one to two years. The Authority must have the executive level expertise capable to fulfill this responsibility that can only be attracted at the C.E.A B level.

In 2018, the Authority's newly appointed executive management team, including a Chief Executive Officer, Chief Deputy Director and Chief Operating Officer completed a comprehensive management assessment to identify, realign and define staff roles and responsibilities. The purpose was to enhance program delivery governance and oversight. Through this evaluation and efforts to review alignment of consultant roles to function, it was determined that the responsibilities involved in overseeing each Construction Package required significant experience in large complex projects. The executive management team determined that Principal Transportation Engineers have the appropriate level of experience to manage these complex projects. Furthermore, the organizational realignment allowed for this vacant CEA position to be repurposed to ensure the appropriate supervisory oversight of the Principal Transportation Engineers assigned to each construction package. Additionally, the Authority will change the vacant consultant role from Director of Infrastructure Delivery to Deputy Director of Infrastructure Delivery that will report to the CEA. This will ensure continuity of state oversight.

### C. ROLE IN POLICY INFLUENCE

12. Provide 3-5 specific examples of policy areas over which the CEA position will be the principle policy maker. Each example should cite a policy that would have an identifiable impact. Include a description of the statewide impact of the assigned program.

The California high-speed rail system is the largest public works project in the nation and receives significant interest from the Governor, the Legislature, the federal government and the media. This interest has intensified and will continue to intensify over the years as the cost and size of the project continue to be defined and implemented. Given the project's size, scope and sensitive constituency concern, the entire program, including the design and construction functions, will continue to be scrutinized by every level of government, both locally and nationally.

The incumbent is responsible for directing the Authority's infrastructure delivery aspects of the program's 800-mile high-speed system route while ensuring that all activities related to the design and the construction of the project are both cost-effective and meets strict laws and regulations.

The incumbent is responsible for developing and implementing the following key policy and procedural areas:

1. Project and Construction Management - The Project and Construction Management will manage the execution of the Design-Build Projects on the high-speed rail program through the use and integration of the Authority with consultant staff, Project and Construction Management Consultants (PCM), Rail Delivery Partner (RDP), and other consultants. The Authority will form an integrated team with the RDP and in support of the PCM and assure the advancement of Design and Build projects to successful completion within the scope, budget and schedule constraints. Existing policy and potential future policies relative to the PCM firms are focused on establishing expectations for state contract management staff in the oversight and evaluation of the PCMs to ensure proper project management and compliance with all applicable laws and related policies to mitigate risks associated with such large, high-dollar, complex construction projects.

2. Design-Build Program and Project Management - The Design-Build program and Project Management outline the Authority's approach to project delivery and identifies the project implementation procedures and methods established by the Authority to achieve successful design-build project delivery of the First Construction Segment in order to support the goals of the High-Speed Rail Program business plan. The Authority has a mandate to plan, build, and operate the high-speed rail that is coordinated with California's existing transportation network consisting of intercity rail and bus lines, commuter rail lines, urban rail transit lines, highways and airports. The goal of the project is to increase and maintain California's mobility, vital to our economy's health, as the popularity continues to grow throughout the state. Design-Build Contracts are inherently different than other contracting strategies and will encompass approximately 80 percent of the HSR program. Both policy and procedure require continuous monitoring and must be revised to reflect lessons learned in the field. New policies and procedures will need to be developed for asset transfer and acceptance, contract closeout and intellectual property transfer. The last update to the Due Diligence Check for Civil Structural Design Build Contracts policy was December 2015. Design-Build contracts contain substantial built-in quality assurance, quality control, certification, and V&V requirements. The policy must be updated to include the latest requirements to ensure technical submittals from the Design-Build Contractor receive the appropriate Authority response and have the most current requirements available for future capital procurements.

3. Safety and Security - Policy and procedures are required to be maintained and followed for safety and security. It is a requirement of the Authority while completing the high-speed rail to ensure the safety and security of passengers, employees, contractors, emergency responders and the public. The application of system safety and security comprises a fundamental hazard and vulnerability management process that incorporates the characteristics of planning, design, construction, testing, operation readiness and subsequent operation of the high-speed rail system. Safety and security are priority considerations in the planning and execution of all construction related matters.

4. Management of Consultants - Policy and procedures must be developed and maintained to procure, manage, train and develop the consultants that are assigned to design and construction. The success of the program hinges on maintaining good quality, high performing consultants to meet the strenuous demands of this program.

**C. ROLE IN POLICY INFLUENCE (continued)**

**13. What is the CEA position's scope and nature of decision-making authority?**

The Director of Infrastructure Delivery reports to the Chief Operating Officer and is a key management member of the Authority. The Director of Infrastructure Delivery will be responsible for leading the Infrastructure Delivery Branch in all activities related to the design and construction of the high-speed rail program and ensures cost, scope and schedule are delivered efficiently with adherence to the contractual requirements. To fulfill this responsibility, this position will collaborate with senior leadership from all functional areas within Program Delivery. As the principal expert on design-build construction strategy and policy and procedure formulation and implementation, this position advises the Executive Management Team on design and construction activities to ensure the following functions and related policies are developed and implemented appropriately and in the best interest of the Authority:

Infrastructure Delivery Branch Budget execution, consultant scope and contract management, contract compliance, costs estimates, creating and managing resource plans, and government agency coordination.

This position will be responsible for large, complex design-build construction package (CP) contracts associated with major segments of the high-speed rail and ensuring contract compliance and oversight of contractor performance. In conjunction with other Authority managers and other state agencies, the Director of Infrastructure Delivery monitors and evaluates the performance of all consultant activities that are engaged in delivery of design and construction. The incumbent will also ensure through policy development, implementation of the construction projects, preservation of fiscal integrity, mitigation of potential lawsuits, measurement and evaluation of performance, guidance in decision making and standardization of project reporting.

**14. Will the CEA position be developing and implementing new policy, or interpreting and implementing existing policy? How?**

The incumbent must be well versed in the state and federal design and construction laws and regulations. The position will need to develop new policies and interpret existing policies as the project evolves. Through working with state and federal counterparts, the incumbent will develop sound policies that adapt to the high-speed rail project and be aware of tried and tested approaches used on significant transportation corridor projects throughout the state and the nation.