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A. GENERAL INFORMATION

1. Date

2025-04-16

2. Department

California High-Speed Rail Authority

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

Project Controls Office

4. CEA Position Title

Deputy Director of Project Controls

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

Under the general direction of the High-Speed Rail Authority's (Authority) Chief of Project Controls, the Deputy Director of Project Controls within the Project Controls Office (PCO) is responsible for providing leadership and oversight of the Authority's Project Controls functions at the enterprise, program, and project levels. This position assists with the development, management, maintenance, and revision of the Authority's Capital Program Baseline (ACPB) and leads policy and procedure development for management of the ACPB. This position oversees a multi-functional integrated team of state and consultant staff on a variety of complex technical issues. The position serves as an expert advisor on the most complex project in the State of California, makes recommendations at the highest level of management for the Authority on changes in policy and procedures, procedural guidelines and standards for work performed, and implements recommendations that impact the State. Extensive communication and collaboration with Authority executives, chiefs, and functional directors is required with respect to complex construction, engineering, project development and management, programmatic schedule, cost, scope and risks connected to the high speed rail project.

6. Reports to: (Class Title/Level)

Chief of Project Controls (Director of Risk Management and Project Controls), 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): This CEA, due to the criticality of Program Management Oversight, is a member of the Authority's Executive/Senior Management Team, which consists primarily of Exempt and CEA staff.

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 duties include responsibility for providing leadership and oversight of the Authority's Project Controls functions at the enterprise, program, and project levels. Specifically, the CEA's primary responsibilities include direct accountability for the development of the Authority's Capital Program Baseline (ACPB), which is the basis for the funding and scope of the project and governs how the project will be funded and sequenced. For example, the duties include utilizing specialized skill sets to understand the commercial nature of a project of this magnitude, including change management, earned value management, inflation and escalation factors, cost estimating, planning, scheduling, risk management, contractor performance, and maintaining and reporting on the ACPB. The ACPB is currently estimated at \$27 billion to meet the Authority's federal commitments to construct 119 miles of HSR infrastructure in the Central Valley, regional bookend projects, design of the Merced and Bakersfield extensions projects, design of four stations, environmentally clearing 520 miles of High-Speed rail alignment throughout the heart of the state of California, connecting to local transit, and mitigation commitments to the environment and California's communities.

The CEA is responsible for providing leadership in developing short- and long-term strategies to achieve the delivery objectives as reflected in the ACPB. For example, it defines the funded and unfunded portions of the ACPB, coordinates delivery activities with the various Authority offices and manages stakeholder expectations for the implementation of the HSR project. An example of policy duties includes the development of policies and procedures and establishment of best practices related to the overall management of the Property Controller's Office (PCO). For example, as the expert policy creator and influencer, the CEA is responsible for the data gathering, data management and analytical processes used to predict, understand, and constructively influence the time and cost outcomes of the Authority's HSR project. For example, the data gathered regarding cost estimates including labor, material and real estate costs is provides information regarding capital forecasting and updates tied to the bi-annual business plan and project update reports. Another example of the complex duties is to conduct analyses on the resiliency of the markets, to test whether there is sufficient labor to perform the work to completed and determine if the supply chain is sufficient to deliver the massive amounts of raw materials, like steel, required by the schedule.

The CEA serves as an expert advisor to Authority executives by making recommendations to achieve the successful execution of the Authority's strategic objectives regarding the project, provides expert, high-level reviews of all program reporting metrics to ensure transparency and accuracy, and contributes to the development, implementation of the Authority's internal governance.

The CEA manages, supervises, and directs the development and implementation of key aspects for the Authority's legislatively mandated reporting requirements to develop a bi-annual Business Plan and Project Update Report. For example, the position develops procedures, plans, manuals, and other guiding documents and establishes best practices related to delivery of the reporting in an accurate, timely, and responsive way to the mandate.

The CEA develops, tracks, and monitors Key Points of Interest (KPIs) for Project Controls Office functions to evaluate performance against expectations and norms. For example, if projected labor costs and material costs fall outside of established expectations and norms, those issues are reported timely to develop mitigation plans to reduce the risks or accept the risks. The CEA oversees the development, maintenance, and delivery of dashboards, including contingency balances, risks, schedules, costs, earned value metrics, and other KPIs, to communicate the overall program scope, schedule, and cost performance along with other pertinent program information to executives, board members, stakeholders, and the public.

Through subordinate staff, the incumbent manages the operations of the Project Controls Office and ensures that it is operate in accordance with Authority guidelines, contract management scope of services (various contracts support this branch), and industry program control standards for project management. The incumbent oversees the planning, organization, and execution of change management to successfully provide a formal, controlled mechanism for changes to scope, schedule or budget that affect the ACPB.

The CEA is the task manager for Project Controls Office operations within the Authority's Property Control Office support contract. For example, it manages specific tasks or deliverables to meet compliance standards for contract management operations required to manage very large contracts. It maintains and manages task-related documents and correspondence; verifies deliverables for quality assurance and recommends acceptance/approval of monthly charges. The CEA provides oversight of the Project Controls Office and ensures that assigned contracts and agreements are administered and managed in accordance with Authority policies and procedures, the State Contracting Manual, and Government Code.

New responsibilities include administration of the Authority Change Control Committee and being the first point of contact for the newly created Office of Inspector General regarding the Authority's costs, scope, schedule, and program risks.

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: As the Deputy Director of Project Controls, the CEA is in a critical role for the Authority, and works to ensure the successful completion of objectives to ultimately complete a mega-infrastructure project, which is the largest infrastructure project in the United States and one of the ten largest in the world. Project Controls and the Authority's Capital Program Baseline (ACPB) programs are necessary to effectively manage costs, scheduling, document maintenance, project estimates and forecasts, and risk and change management. Through the monitoring and measurement of risks and estimates, the CEA plays a critical role in ensuring the success of the project. The position is responsible for the data gathering, data management and analytical processes used to predict, understand, and constructively influence the time and cost outcomes of the Authority's high-speed rail project and is responsible for ensuring project performance monitoring using program controls best practices.

For example, the CEA is responsible for setting policy and managing the Authority's Project Controls Office (PCO) and ACPB. As such, the CEA's decisions are critical to the success of the Authority's mission and it manages, supervises, and directs the development and implementation of Authority level policies, guidelines, and standards for the Authority's PCO and ACPB. The CEA is also instrumental in supporting, in collaboration with the Chief Financial Officer, development of the bi-annual Business Plan and Project Update Report which includes capital forecast and cost estimates because of the expert analysis of the construction and other Capital Program activities. In addition, this position will set policy requirements for updating the mid-year forecast adjustment for supporting the Financial Office's accrual update efforts and federal reporting requirements under the Authority's American Recovery and Reinvestment Act (ARRA) Fiscal Year (FY) 10 grants.

The CEA's decisions, through effective creation, development, maintenance, and revision of all elements of the PCO and ACPB, make possible the effective and controlled cost elements of this heavy civil infrastructure project. Through this process of overseeing the development, maintenance, and delivery of the required reports and dashboards, the CEA enables the Authority to communicate the overall program scope, schedule, and cost performance, along with other pertinent program information to the Legislature, the Governor's Office, executives, board members, stakeholders, and the public. Furthermore, the CEA's role enables the Authority to meet its legislatively reporting requirements.

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.

In late 2024, Governor Newsom and the Authority Board of Directors announced a new CEO for the Authority. The new CEO, once on board, set out to re-structure the Authority into a more effective program delivery organization. In January 2025, the CEO released a new vision for the organization with a re-organized structure. The new vision sets out several new mandates that included moving functions previously overseen by this position to better align business need. This change was approved through the Governor's Office to expedite delivery of the project.

The Project Controls Office (PCO) will focus on, be responsible and accountable for managing and overseeing the Authority's portfolio of projects in an organized, standard manner controlled by a Program Baseline. The PCO will support all project management functions with horizontally integrated project controls professionals as part of the One Team, One Vision, One Goal approach to project delivery. The CEA will be responsible for implementing the horizontal integration of resources and the roles and responsibilities matrix for accountability of delivering interim milestones.

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 CEA performs a critical and complex policy role crucial to the success of one of the world's largest heavy civil infrastructure projects.

1. The CEA is the principal policy creator and influencer for the Project Controls Office (PCO). The PCO controls the Authority's Capital Program Baseline (ACPB), which is the heart of an infrastructure project, including cost, scope, schedule, capital forecast, risk, and contingency levels.

2. The CEA is the principal policy developer for, and oversees, the Authority's data project development data gathering, data management and the analytical processes policy areas. These inputs are used to predict, understand, and constructively influence the time and cost outcomes of the Authority's rail project. Because this is a project that spans multiple years, without effective policy in this area, the project will incur cost overruns, incomplete construction segments, and ultimately fail to be delivered in a typical manner for mega infrastructure projects. For example, how will the Authority gather data, which inputs are valuable, and which are irrelevant, how will data be presented? The impact is statewide and effects the entire state as the project runs from the Bay Area to Los Angeles, with additional future segments to Sacramento and San Diego.

3. The CEA is the principal policy developer for the project performance monitoring and dashboard creation function. It will use program controls best practices in the development of this policy. For example, what factors will be contained within the dashboard, how will the dashboards provide effective and usable information for decision makers? The policy outcomes, specifically, performance monitoring, is then reported to the Legislature, the Governor's Office, executives, Board Members, stakeholders, and the public. The CEA, through this primary policy role, enables the Authority to meet its legislatively mandated reporting requirements to develop a bi-annual Business Plan and Project Update Report.

4. The CEA is the principal policy maker for the Change Control Committee. These policies control change orders, amendments, and other items required to be reviewed by the committee for approval.

5. The CEA is also the principal policy maker for all policies contained within the Authority's Program Controls Manual, which is a 216-page manual covering policies and procedures in eleven distinct areas. These areas include the functional areas that the CEA directs, including Program Controls Risk Management; Program Controls Estimating Management; Program Controls Cost and Contingency Management; Program Controls Scheduling Management; Program Controls Document Management; Program Controls Reporting and Data Integration Management; Program Controls Claims Management; Program Controls Change Management, and Project Closeout Activities.

6. The CEA is also the principal policy maker for developing policy on how to address the unfunded portions of the ACPB and how those scope elements make their way into the funded ACPB, either through adoption under delegation of authorities, requests for governance committee action, and/or Board of Director approval.

C. ROLE IN POLICY INFLUENCE (continued)

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

The CEA influences the entire enterprise. It is the senior executive responsible for the development, management, maintenance, and revision of the Authority's Capital Program Baseline (ACPB), which is approximately \$88 billion. The executive's policy areas extend to the management of scope, schedule, capital forecasts, cost estimates and contingency levels, risk assessments, change control, and change orders directly tied to the high speed rail project. The CEA is an expert advisor that develops enterprise-level policy recommendations for the highest level of Authority management on the most complex technical and administrative matters related to ACPB, change orders, and amendments to the project and/or contracts of the Authority.

One of the areas the incumbent will oversee and implement is program controls. The primary focus of program controls is managing the project's scope, cost, estimates, schedule, and risk. To further illustrate the difference, not all scope is funded and not all scope is procured through a contract to perform the work. Resolving this is within the scope of this CEA as there is considerable research and analysis to be performed to get a cost estimate for a work-activity through a conceptual design to be in a stage that is Ready-For-procurement. Once procured, the Deputy Director of Project Controls will oversee the delivery to ensure that it is completed.

In addition, the CEA advises the Authority broadly on capital program elements that are inherent to delivering a mega infrastructure program. Another example is lead time, in that train sets cannot roll on tracks that have not been procured and installed, therefore supporting the planning of procurements and a sequencing of events is a critical operational function which is prone to severe risk impacts and is a one of the major components for the Program Controls function to have oversight of.

Another example is that the CEA, through subordinate staff, generates project estimates, including inflation and escalation impacts as the project will be ongoing for multiple years. The incumbent will oversee and manage the operations of the Change Control Committee which will be responsible for change orders and amendments that are needed for this project to continue forward.

As such, the nature of the CEA's decision-making and policy influence is enterprise-wide and critical in nature for timely decisions. Given that the project is estimated to cost over \$106 billion, the CEA's scope and nature of decision making is vast and critical to the whole state.

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

The CEA will develop, interpret, and implement policy in consultation with the Chief of Project Controls. As previously noted, the CEA will both develop and implement new policy and interpret, revise, and implement existing policy. For example, the Program Controls manual was last revised in 2017. Since then, the Authority has undergone significant change as it has transitioned via the "Form to Function" BCP, and a planning organization, to delivering heavy civil infrastructure. Currently, 119 miles of construction is underway, approximately 50 more miles in the Bay Area, and a \$423 million improved project scheduled for the Southern California Los Angeles Union Station. This is in addition to the Project Delivery functions to achieve environmental clearance on the remaining project sections throughout the State. Because of all this work occurring concurrently, a more focused effort on Program Controls is necessary to ensure effective cost and schedule control. In addition, the CEA will be responsible for developing new policies when the Authority begins testing and commissioning of high-speed rail infrastructure for the first time in the nation. Furthermore, the policies and procedures for Project Controls of train set development will be necessary as this has never been done before in the United States.