BART Agreement Number: 6M6155   **Approval Date: 06/28/22**

Work Plan No. A.01-01 - Strategic Advising and Program Management v2 WP A.01

Scope:

Section 2: Scope of Services

The proposed scope of services is organized around a new work breakdown structure (WBS) with 13 total tasks, including one new task. The new WBS was developed in collaboration with the BART/CCJPA Team to scale to the Link21 Program needs more effectively as it evolves. This WP does not anticipate activating three of the 13 total tasks. The names of the new tasks are shown in **bold**, and those not included in this work plan are shown in gray and noted as "(Not Used" below:

- Task 1.0   Program Management
- Task 2.0   Strategic Advisory
- Task 3.0   Program Director Support (Not Used)
- Task 4.0   Funding (Not Used)
- Task 5.0   Business Case Framework
- Task 6.0   Engagement
- Task 7.0   Regional Transit Working Group Support (Not Used)
- Task 8.0   Planning
- Task 9.0   Environmental
- Task 10.0   Program Integration
- Task 11.0   Engineering
- Task 12.0   Travel Demand and Land Use
- **Task 13.0   Equity**

Work Plan Assumptions:

1. All deliverable due dates listed herein are based on a Purchase Order (PO) by June 6, 2022.
2. The total duration is 12 months. All of the technical and program management activities will be performed within 12 months between June 6, 2022 and May 31, 2023.
3. All tasks described as "ongoing" will be staffed up to the budget limit approved within this work plan and will be carried out on a continuous/ongoing basis for the duration of the work plan.
4. All tasks described as "as-needed" will be staffed up to the budget limit approved within this work plan. All "as-needed" work will only be carried out per the agreement between BART/CCJPA and the HNTB Team.
5. BART/CCJPA will provide written comments on all recorded deliverables (deliverables identified in this scope with a deliverable number) within 10 working days of receipt from the PMC unless otherwise noted or approved by both parties.
6. PMC will respond to comments on all recorded deliverables (deliverables identified in this scope with a deliverable number) within 15 business days of receipt from BART/CCJPA unless otherwise noted or agreed upon by both parties.
7. Refer to Scope Proposal Other direct Costs (ODC) Explanation for further details on ODC breakdown by task and type.

Task 1.0   Program Management

Task Lead: Carl Burns, HNTB

The scope for this task includes augmenting existing and developing new project controls to enable the PMC to support BART/CCJPA in managing the Consultants. This task will establish program management functions for the PMC and Consultant teams in ways that are scalable as the Program progresses through future phases.

Specific activities to be performed under each subtask are listed below.

Subtask 1.1 PMC Management

Provide PMC leadership and management along with project coordination & administration for the PMC team and support BART/CCJPA in managing the Consultant teams.

1.1.1 PMC Management

- Conduct PMC and support PMT and Link21 meetings.
- Support administration, coordination, and logistics of Collaboration Council meetings.

   Deliverable(s):

   ☐ *Deliverable 1.1.1.1 – Facilitate, coordinate and support up to two (2) Collaboration Council meetings, including agenda and materials.*

1.1.2 Contract Management Oversight

Provide oversight of contract management, work planning management, and Small/Disadvantaged Business Entity (S/DBE) program management, including:

- Work Plan Management: Provide ongoing PMC work plan management support.
- PMC Work planning: Work closely with BART/CCJPA to develop a future work plan for the PMC (scope, schedule, and budget), which will include follow-on activities from this work plan and other work to be identified.
- S/DBE Program Management: Provide assistance, mentoring, and oversight for S/DBE sub-consultants and those seeking certification. Provide ongoing reporting on S/DBE utilization.
- Monthly Invoicing and Reporting: Provide oversight and management of the monthly invoicing and task progress reporting for the PMC. Provide up to 12 monthly invoice and progress report compilations and processing support for the PMC.

   Deliverable(s):

   ☐ *Deliverable 1.1.2.1 - Up to one (1) future work plan for the PMC*

      - *Draft WP Proposal: January 2023*
      - *Final WP Proposal: April 2023*

Subtask 1.2 Project Controls

The scope for this task includes maintaining, augmenting existing, and developing new project controls to enable the PMC to support BART/CCJPA in managing the Consultants.

1.2.1 PC Management

- Provide directional vision and strategy for future Program Controls requirements.
- Provide Project Controls leadership and support of PMC and Consultant management/oversight for the following:

   - Project Controls – Cost, Schedule, Estimating, and Risk
   - Project Support Services including – PMIS / Document Management, Information Systems, Project Coordination, and Technical Writing / Editing and Graphics

- Provide leadership and best practices to help guide the Program Controls Team.

- Update and review applicable sections of the Strategic Program Plan.

1.2.2   Consultant Management

- Point of contact between the Consultants and Program Controls, facilitating execution of processes, and work plan compliance.
- Provide Program Controls functional areas integration support and guidance, particularly about the impact on, or application to, the consultants' work effort.
- Provide oversight of Consultant performance and compliance with work plans, providing support and guidance to the Project Controls Analysts on each team.
- The scope does not include supporting BART/CCJPA and the PMC Delivery Managers in developing and finalizing future work plan proposal requests (WPPR) and associated Independent Cost Estimates (ICE), as these activities are not anticipated to take place within the duration of this work plan.

1.2.3   Estimating and Schedule Management

- Work with program/project managers to accurately forecast schedules and costs of proposed projects.
- Maintain scheduling and estimating databases and integrates with other program control tools.
- Prepare independent schedule estimates of change orders.
- Verify that all cost and schedule estimates (including consultant/contractor/third party developed) are in conformance with estimating and scheduling procedures.
- Oversee the development, generation, analysis, updates, and maintenance of the baseline and progress schedules for the Link21 Program (Link21).
- Document how program/project scope will be defined, validated, and controlled.
- Collect the requirements to meet program/project objectives.
- Provide annual update to the Scope Management Plan
- Establish and maintain the program work breakdown structure (WBS).
- Further develop the Master Program Schedule (MPS), establishing an integrated scheduling platform. Develop logic links between consultant schedules and the MPS to form the integrated schedule. The MPS will provide visibility and reporting to include the following:
  - Key project milestone tracking
  - Client deliverables
  - Plan versus Actuals
  - The MPS will align with the phases of the overall Program and will be updated and reported monthly to BART/CCJPA.

- Develop a Master Program Cost Estimate (MPCE), creating an MPCE repository that will hold current estimates, time-phased cost curves, and schedules used in support of generating cashflows and other programmatic cost or schedule reports.
- Generate additional reporting on an ongoing basis to support financial analysis, work planning, and program metrics updates.
- Provide ongoing cost estimate and schedule management support, such as monthly PMC Work Plan status reporting and invoicing, Change Orders, Estimate to Completion (ETC) analysis, risk analysis, future work plan development, and ad-hoc reporting.

- Provide up to 12 PMC Month End Schedule updates
- Provide up to 12 monthly updates to MPS

   Deliverable(s):

   ○ *Deliverable 1.2.3.1 – Cost Estimating and Schedule Management Plan (Update)*

   - *Draft: August 2022*
   - *Draft Final: November 2022*

   ○ *Deliverable 1.2.3.2 – Scope Management Plan (Update)*

   - *Draft: September 2022*
   - *Draft Final: October 2022*

1.2.4   Budget/Cost Management

- Verify that project budgets (authorizations and expenses) are tracked and monitored.
- Verify the systems used to set up and maintain budgets through the life cycle of a project for all projects.
- Monitor and analyze program (PMC and Consultant) budgets and expenditures and report trends/variances.
- Verify that all cost reporting (including consultant/contractor/third party developed) is in conformance with Cost Management procedures.
- Prepare staffing plan templates in support of additional work plans.
- Develop configuration requirements for Cost Management Tool, support set-up, and implementation.
- Develop business requirements to be used in developing a foundational database for sub-consultant hours capture, rates roster, and Cost Breakdown Structure (CBS) mapping tables.
- Develop configuration requirements for a staffing tool and associated control reports
- Develop BI business requirements for Cost Management Tool, Foundational Database, and Staffing Tool.
- Provide annual update to the Cost Management Plan.
- Complete change management assessments (WPM, Change Control)

   Deliverable(s):

   ○ *Deliverable 1.2.4.1 – Cost Management Plan (Update)*

   - *Draft: January 2023*
   - *Draft Final: February 2023*

1.2.5   Risk Management

- Update the programmatic Risk Management Plan (RMP), processes, and tools to support Risk Management activities.
- Identify and implement Risk Management best practices and develops the schedule for Risk Management activities.
- Plan, schedule, and facilitate program-wide Risk Workshops to identify and assess risks against program objectives- develop and maintain the program-level Risk Register.

- Collaborate with risk subject matter experts (SME) on the development of risk response plans as well as on the tracking and monitoring of Risk response actions.
- Provide oversight and support to the Consultant teams in the identification and assessment of risks at the consultant team level.
- Review Risk Management deliverables submitted by consultant teams and incorporate relevant risk information in the Program Risk Dashboard.
- Coordinate with Budget/ Cost and Estimate and Schedule Management to support development/maintenance of schedule and budget baselines.

Deliverable(s):

- *Deliverable 1.2.5.1 – Risk Management Plan (Update)*
    - *Draft: September 2022*
    - *Draft Final: December 2022*
- *Deliverable 1.2.5.2 – Annual Risk Workshop & Risk Memo summarizing workshop findings*
    - *Workshop: March 2023*
    - *Risk Memo: May 2023*

Subtask 1.3 Program Support Services

The scope of this task includes developing, implementing, and maintaining process automation; developing and maintaining enterprise digital solutions; document control and records management; and technical editing support.

1.3.1   Information Systems Management

- Maintain, support, and train on existing collaboration tools such as Link21 SharePoint Online collaboration tool (SharePoint).
- Maintain, support, and train on existing Power BI reports and dashboards, such as financial, cost-related data, and consultant-related reports.
- Maintain, support, and train on multiple automated workflows for project control processes, such as Helpdesk ticketing system, New User/Revise User Account Requests to Link21's Horizon tools, Deliverable Quality Control Reviews, Consultant Submittal Reviews, Change Order Reviews, ODCs, Overtime Requests, etc.
- Coordinate with BART/CCJPA and third parties for Project Portfolio Management System (PPMS) integration as needed.
- Provide support to users of published systems, workflows, reports, etc.
- Scope, build, test, and launch new workflows or enhancements to existing workflows as needed.
- Support procurement and implementation of a cost management tool.
- Set up, design, build, and support an initial Program database, to be further developed and expanded over time as appropriate.

Deliverable(s):

- ○ *Deliverable 1.3.1.1 – Information Systems Management Plan (Update)*
    - – *Draft: February 2023*
    - – *Draft Final: April 2023*

1.3.2 Enterprise Digital Solutions (EDS)

- Provide Link21 Team training & support for EDS Systems and Tools.
- Manage the BIM360 environment.
- Provide BIM/CAD support to consultants.
- Provide Geospatial ArcGIS Online (AGOL) support & development support.
- Develop new GIS functionality, and program/project visualizations as needed.

1.3.3 Document and Records Management / SharePoint Site Facilitation

- Perform all routine document control and record management duties for Link21, including updating and maintaining documents and records in SharePoint, and managing user and site permissions
- Establish policies and protocols for document control and record management, including document control audit and reporting functions, and organizational process assets (templates) for incoming and outgoing documentation.
- Develop, coordinate, and maintain onboarding materials for the Link21 Team
- Monitor all incoming and outgoing Consultant submittals and provide document control support, as needed.
- Provide SharePoint training and support program members.
- Perform audits of the system to monitor users' adherence to procedures and conventions.
- Verify documents and records are safely secured and protected from loss, damage, or deterioration.
- Monitor and administer SharePoint's Help Desk ticketing system.

Deliverable(s):

- ○ *Deliverable 1.3.3.1 – Document Control and Records Management Plan (Update)*
    - – *Draft: August 2022*
    - – *Draft Final: October 2022*

1.3.4 Program Level Technical Editing and Internal Communications

- Support the PMT with procedures, and process developments and improvements.
- Support the Program Controls functional group leads in preparing and updating their program management plans. Work products include templates, workflows, forms, checklists, user guides, announcements, and work instructions.
- Support Program Management with program-level communication and presentations.
- Provide internal support with best-practice methods and preparation of communication to a wide variety of different audiences.
- Support Link21 with 508 compliance needs.

- Coordinate Link21 Strategic Program Plan updates.

  Deliverable(s):

  o *Deliverable 1.3.4.1 – Strategic Program Plan (Update from April 2022 DRAFT submittal in Agreement No. 6M8159 WPA.04-01)*

    - *Draft Final: November 2022*

Subtask 1.4   Quality Management

1.4.1   Quality Management

- Develop and maintain the Program Quality Plan (PQP) (manual, procedures, and forms) that governs the PMC's approach to managing the quality of work products and deliverables.
- Develop and provide training and guidance on implementing the PQP. All members of the PMC who participate in QC activities receive training.
- Lead quality planning for PMC deliverable reviews through discussions with task leads and deliverable managers, and supports QC workflow review.
- Perform Quality Management Assurance oversight of the four Consultant teams.

  Deliverable(s):

  o *Deliverable 1.4.1.1 –Program Quality Plan (Update)*

    - *Draft: October 2022*
    - *Draft Final: December 2022*

  o *Deliverable 1.4.1.2 – Records of Audit of Consultant Teams (for up to two audits)*

Task 2.0   Strategic Advisory

Task Lead: Jeff Morales, InfraStrategies, LLC.

This task includes the development, coordination, and oversight of strategic direction for the program. Specific activities include the identification of federal, state, and regional funding opportunities, preparation of grant applications, and coordination with BART/CCJPA on priorities.

Other key task activities include the identification and development and coordination of policy positions in various areas, including land use, value capture, governance, and other issues.

The task includes the development and implementation of a government relations engagement strategy, targeted at developing support for the program and its funding.

Subtask 2.1   PMC Management

The PMC will Provide subject matter expertise for areas relative to the Program and the project on an ongoing basis, and coordinate with the Consultants on issues of strategic importance to the Program.

The Team will also conduct work planning for PMC Planning services, including:

- Prepare PMC future work plan scope, budget estimate and schedule.
- Prepare ETC as requested by Program Controls.

2.1.1   Administration

- Provide directional vision and strategy for future Strategic Advisory requirements.
- Provide leadership and support of PMC and Consultant management/oversight for strategy-related issues.
- Provide leadership and best practices to inform the PMC and client.
- Project Support, including:
    - Cash Flow Analysis
    - Cross-Functional Coordination
    - General Administration

2.1.2   Business Case Oversight

- Coordinate with PMC and Consultants on the administration and oversight of the Business Case(s).
- Ensure alignment with strategic program goals and objectives.
- Align key business case milestones with Stage Gate process and engagement strategy.
- Support business case team in re-design of processes to align with program strategic direction.

Subtask 2.2   Funding Strategy

2.2.1   Grant Applications

- Lead development of grant strategy including identification of partial or full grant projects.
- Identify local match sources.
- Coordinate resources required to develop approximately 3 grant applications.
- Develop grant application outlines.
- Assign responsible authors/data requirements.
- Ensure grant application "flows" and tells a cohesive story.
- QA/QC grant applications.

    Deliverable(s):

    o   *Deliverable 2.2.1.1 - Federal-State Partnership program grant application – January 2023*

    o   *Deliverable 2.2.1.2 - Corridor ID program grant application – February 2023*

    o   *Deliverable 2.2.1.3 - Unknown (as yet to be identified program) grant application - TBD*

2.2.2   Funding Strategy

- Update funding strategy for Link21 Program.
- Coordinate with BART/CCJPA lobbyists and outreach on any financial legislation requirements or proposals.

- Perform risk analysis on the proposed strategy.

   Deliverable(s):

   - *Deliverable 2.2.2.1: Funding Strategy – (Update#1)*
     - *December 2022*
   - *Deliverable 2.2.2.2: Funding Strategy – (Update#2)*
     - *May 2023*

Subtask 2.3   Stage Gate

2.3.1   Stage Gate

- Develop the SG2 framework.
- Organize the Stage Gate review sessions/panels (up to two, either virtual or in-person) including developing the materials, briefing information, and meeting notes.
- One panel to consist of external experts acting as peer review.
- Lead the Stage Gate meetings/panels.
- Lead the development of the Stage Gate Reports (draft and updated draft) including sourcing materials from PMC and Consultants.
- Coordinate with Engagement and Outreach on external-facing Stage Gate materials.

   Deliverable(s):

   - *Deliverable 2.3.1.1 – Initial (Round 1) Draft SG2 Report*
     - *Draft: December 2022*
   - *Deliverable 2.3.1.2 – Updated (Round 2) Draft SG2 Report*
     - *Draft: May 2023*

Subtask 2.4   Policy Development

2.4.1   Policy Development

- Based on coordination and requests from PMC, Client, or Consultants, identify approximately 4 policy-related topics to explore.
- Develop briefing papers on identified topics, including performing research, peer analysis, and strategy development.
- Support BART in the development and adoption of an updated System Expansion Policy

   Deliverable(s): *Deliverables and dates will be determined when topics are identified.*

Subtask 2.5   Land Use

2.5.1   Land Use

- Support the development anti-displacement policy approach for use by BART, CCJPA, and other stakeholders.

- Update Value Capture papers previously developed as required.
- Coordinate with PMC and Consultants on Equity considerations related to land use.
- Coordinate with Task 13 as needed.

Subtask 2.6   Government Relations

2.6.1   Government Relations

- Support grant application development (letters of support, engagement)
- General Engagement/Outreach on legislative, policy, and other matters related to funding, moving the Link21 program forward, and support.

Task 3.0   Program Director Support (Not Used)

Task 4.0   Funding (Not Used)

Task 5.0   Business Case Framework

Task Lead: Elisa Tejedor, Steer Davies & Gleave Inc.

This task includes developing and refining the business case methodology and evaluation tools in coordination with other program activities and service category teams; as well as deploying the evaluation tools to evaluate, compare, and screen program concepts, to support the recommendations for SG2 (the final screening and development of SG2 recommendations will take place in future work plans). The Business Case requires strong coordination and inputs from all other tasks and provides ongoing support to other tasks deliverables

The Business Case evaluation requires a variety of metrics from third parties (including other PMC teams and technical Consultants) as input. Each team/party providing these inputs is accountable for the quality, accuracy, and timely provision of these inputs, and the Business Case team shall be entitled to rely on such inputs. The Business Case team has no responsibility for the accuracy and completeness of such inputs, or for the extent to which Business Case outputs are inaccurate or misleading as a result of relying on the accuracy and completeness of such inputs.

Subtask 5.1   *PMC Management*

5.1.1   *PMC Management*

Project management and program control support activities for the overall program, including but not limited to:

- Regular invoicing and progress reporting.
- Ongoing tracking of deliverable, schedule, and spend status; and participation in quarterly ETC review.
- Participation in meetings with program controls and other teams.

- Conduct work planning for PMC Planning services.
    - Prepare PMC future work plan scope, budget estimate, and schedule
    - Prepare ETC as requested by Program Controls.

5.1.2 Coordination Activities and Ongoing Support

Ongoing, horizontal (delivery team) and vertical (strategy team) coordination with the rest of the tasks including the following activities:

- Attendance at regular and ad-hoc coordination meetings with PMT/PMC and consultant team members.
- PMC, PMT, Link21 meetings.
- Strategy meetings: Leadership, Strategy, Equity, Land Use, Stage Gate.
- Delivery meetings: Integration, P&E, TDLU, E&O, Environmental.
- Ad-hoc support to other tasks, including review of materials (deliverable cross-functional reviews, participation in technical panels, stakeholder materials), other coordination tasks required to facilitate advancement of the business case process (Project Controls, P&E concept development, Equity Strategy), providing task/deliverable updates to other tasks.

This subtask covers an estimate of potential coordination and support based on the past. Any additional coordination tasks could be covered by the "as needed" subtask 4 subject to BART approval.

Subtask 5.2   Business Case and Analysis

5.2.1   Business Case Methodology and Tools

Develop/refine the methodology for conducting the business case process and the accompanying tools to execute/implement said methodology, in contribution to the SG2 in October 2023. And define a high-level approach for Business Case evaluation to SG3. Includes the following activities:

- Stage Gate 2 Evaluation
    - Refinement of Round 1 and 2 evaluation approach: refinement of metrics (P&E, ENV, Strategy), refinement of scoring methodology for metrics, goals, and objectives, and uncertainty analysis strategy refinement.
    - Refinement of various tools for Rounds 1 and 2 evaluations: dashboard, evaluation/scoring tool, incorporation of uncertainty, adoption of user-friendly displays of information.

The refinement of methodology and tools for Rounds 1 and 2 are assumed to be minor, and mostly related to the lessons learned during the exploratory phase. This task does not include new or major updates to the tools.

- Stage Gate 3 Readiness
    - Development of high-level Preliminary Business Case approach for the identification of the Programs in SG3: this task will identify the approach for the next phase of the program. This will require strategic and leadership consensus and will be the

foundation for the development of the methodology and tools required for the Preliminary Business Case (SG3).

This work plan does not include the detailed methodology or development of tools required for SG3 readiness. This is assumed to be included in future work plans.

Deliverable(s):

o *Deliverable 5.2.1.1 – SG2 Business Case methodology working deck (Update)*

  - *Working Draft 1: September 2022*
  - *Working Draft 2: January 2023*

  Another Working Draft deck update is forecasted to take place before SG2 (anticipated date: October 2023)- This work and deliverable will be part of a future work plan

o *Deliverable 5.2.1.2 – SG3 Preliminary Business Case high-level approach*

  - *Working Draft: February 2023*

5.2.2   Business Case Evaluation

Deploy various tools to inform the evaluation of program concepts, compare and screen program concepts and support recommendations for Stage Gate 2. Includes the following activities:

- Exploratory Round: Deployment of dashboard, mini evaluation tool, and incremental analysis for up to 40 concepts.
- Round 1:
  - Deployment of dashboard and evaluation tool for up to 15 concepts.
  - Provide recommendations for screening and refinement of concepts for the next round.

- Round 2:
  - Deployment of dashboard and evaluation for up to 15 concepts (and corresponding Project Candidate) based on the Baseline assumptions.
  - Other tasks are anticipated to take place in round 2 beyond the timeline of this work plan. These will be covered by another work plan:
    - Implementation of uncertainty analysis for up to six (6) concepts and 10 uncertainty tests per concept.
    - Develop recommendations for a shortlist of program concepts as input to Stage Gate 2.

Deliverable(s):

o *Deliverable 5.2.2.1 – Ongoing SG2 tool results during each round: exploratory (until August 2022), Round 1 (until December 2022)*

  - *Working Draft 1: August 2022*
  - *Working Draft 2: December 2022*

Another Working Draft 3 is forecasted for Round 2 results (anticipated date: August 2023)- This work and deliverable will be part of a future work plan.

- o *Deliverable 5.2.2.2 – SG2 evaluation working deck with recommendations at the end of each round:*

    - *Round 1 Working Draft 1: January 2023*

    Another Working Draft is forecasted to take place after Round 2 (anticipated date: September 2023)- This work and deliverable will be part of a future work plan.

    A formal deliverable to memorialize SG2 BC Methodology and Concept Evaluation is forecasted to take place for SG2 (anticipated date: October 2023). This work and deliverable will be part of a future work plan.

5.2.3   Ongoing Business Case Support

Ongoing business case deliverables (beyond the evaluation deliverables in 5.2.2) to respond to other task needs and stakeholders, including:

- Analysis to support concept development and refinement (P&E, Equity, etc).
- Analysis to support concept sense-checking and test review (TDLU).
- Stakeholder and outreach information and materials.
- Funding applications.
- Business Case support to leadership.
- Other ongoing deliverables to support other delivery teams.

Support for other tasks is limited to the budget allocated for this subtask. Requests will be assessed and prioritized on an ongoing basis and will be limited to the assigned budget. Any additional requests could be covered by the "as needed" subtask 5.99 subject to BART approval.

Subtask 5.99   As Needed Support

5.99.1   As-Needed Support - Strategic Advisory

Provide as-needed business case input and support to the Strategic Advisory team (Task 2) in various areas, as requested and approved by BART and CCJPA, including but not limited to:

- Land use strategy (e.g more detailed assessment of efficacy policies by type of neighborhood).
- Providing one or more Stage Gate panelists.
- Other strategic support as required.

5.99.2   As-Needed Support - Other

Other as-needed activities and support as a contingency for potential deviations on the SG2 process, as well as additional coordination or ongoing task support/requests, as requested and approved by BART and CCJPA, including but not limited to:

- Additional changes to the SG2 evaluation tools.

- Impacts of changes in the planned scope or schedule (number of concepts evaluated, changes in the agreed evaluation criteria, and/or potential delays).
- Additional coordination efforts beyond those covered in 5.1.2
- Additional Business Case ongoing support to other tasks beyond those covered in 5.2.3

The budget is for limited changes only. Major changes in direction or criteria (e.g freight benefits) are not covered in this sub-task.

Task 6.0   Engagement

Task Lead: Kimberly Sims, HNTB

This task includes providing engagement and outreach strategy, oversight, and guidance to the Consultants for various engagement and outreach activities. These engagement activities allow BART/CCJPA to solicit input from organizations, elected officials, public agencies, general public, priority populations, tribal communities, and businesses as Link21 advances toward program alternatives.

Subtask 6.1   PMC Management

6.1.1   PMC Management

- Prepare for and attend coordination meetings including:
    - Equity Coordination
    - Equity Implementation Plan
    - Task 2 Coordination
    - Technical Task Coordination
    - Link21 Leadership
    - PMC
    - PMT
    - PMT Engagement and Outreach Team
    - Engagement and Outreach Manager
    - Program- and task-level integration meetings.
    - Conduct work planning for PMC Planning services.
        - Prepare PMC future work plan scope, budget estimate and schedule.
        - Prepare ETC as requested by Program Controls.
- Provide support for SG2
- Monitor PMC progress and budget, including preparing monthly progress reports.
- Prepare for and attend bi-annual risk workshops.
- Update Strategic Program Plan (SPP) Engagement and Outreach chapter as requested.
- Conduct work planning for Engagement and Outreach activities.
    - Prepare future work plan scope, budget estimate, and schedule.
    - Prepare ETC and attend coordination meetings as requested by Program Controls.

6.2.1 Consultant Management Oversight

Provide Oversight and Management of the Engagement and Outreach Consultants which includes QA/QC of consultant work, strategizing with consultants on various engagement and outreach tasks and deliverables, including the Engagement Action Plan, various targeted outreach and logistics plans, grant applications, and other documents.

- Prepare for and attend weekly coordination meetings with the Consultant.
- Monitor consultant progress and budget.
- Review and manage monthly program management deliverables and automation.
- Provide guidance and direction to consultant consistent with program strategy, goals and objectives.
- Provide direction for and participate in review and comment resolution regarding consultant deliverables and other Engagement and Outreach-related documents.
- Work with Consultant to develop and review Consultant Work Plan 3 proposal and advise BART/CCJPA regarding its approval.
- Liaise with Consultant and Contract Management Team to process ODC requests.
- Review updated quarterly schedule of activities.

6.2.2 Social Media Activities

The PMC will work with BART, and CCJPA to provide strategic guidance and oversight of the development of content for social media posts.

The PMT will approve all posts prior to submission to the BART/CCJPA communication staff. BART/CCJPA communications staff will post approved information to their respective social media channels.

6.2.3 Meeting Support Activities

Provide oversight, strategy, and logistics support for PDT, JWG, Board meetings, online and in-person engagement opportunities, stakeholder meetings, meetings with elected officials, etc.

Provide strategic guidance and as needed attendance at individual/small group stakeholder meetings, agency PIO meetings, and communications and government relations working group meetings.

6.2.4 Informational Materials

The PMC will provide strategy and guidance in the development of informational materials to support the engagement activities outlined above and to inform and engage the public, stakeholders, elected and appointed officials, advocacy groups, civic and business groups, and others interested in Link21.

These materials will include, but are not limited, to fact sheets, FAQs, program newsletters, activity books, stage gate materials, phase 1 summary report, advertising, graphics, postcards, flyers, talking points, PowerPoint presentations, and other documents.

The PMC will confirm Section 508 compliance of documents placed on the website.

6.2.5 Engagement Support

Strategy support and oversight in the planning, development, and execution of media relations and public affairs activities, grassroots outreach, tribal communities engagement, youth engagement, the internship program, database management, targeted outreach, and other as-needed engagement support.

Strategic guidance and oversight of the speaker's bureau.

Subtask 6.3   Communication Tools

6.3.1 Website Development Activities

Strategy, guidance, and oversight of website management, and content and interactivity development. The PMT will review and approve content before it is added to the website.

The website will be coded and hosted by the PMC, but the content updates will be developed by the E&O Consultant.

6.3.2 Public Comments Database

Review and approve Consultant-developed responses to public comments received via email, PIMA, or other communication channels.

6.3.3   PIMA Maintenance, Expansion, and Training

The PMC will provide maintenance and updates for PIMA and the discussion tracker; enhancements to increase functionality (email templatization, website comment mapper, discussion tracker phases 2 and 3); support for public meetings/webinars and website interactivity integration with PIMA; updates to support the story map/experience builder)

The PMC will provide up to two PIMA trainings per month.

6.3.4   Survey and Polls

Duration: 4 Months (January 2022 – April 2023)

Provide one poll. Provide ongoing strategy, guidance, and oversight for Consultant polls and surveys.

Deliverable(s):

o   *Deliverable 6.3.4.1 – Alternatives Poll*
   –   *Draft: February 2023*
   –   *Draft Final: March 2023*

o   *Deliverable 6.3.4.2 – Poll Results Analysis Report*
   –   *Draft: 15 days after poll closes*
   –   *Draft Final: 30 days after poll closes*

    ○   *Deliverable 6.3.4.3– PowerPoint Presentation of poll results*

       − *Draft: 15 days after poll closes*
       − *Draft Final: 30 days after poll closes*

6.3.5 Video/Animation/Interactivity

Duration: 3 Months

Provide strategic oversight and guidance of video strategy and development, attend coordination meetings and as needed video editing.

Subtask 6.4 Co-Creation Workshops and Equity Accountability Council

6.4.1 Equity Support

Provide strategic guidance in the planning, development, and execution of up to 30 co-creation workshops.

Provide strategic guidance in the development and management of the Equity Accountability Council. Review materials and agendas before meetings.

Attend up to 6 Equity Accountability Council Meetings to be organized and facilitated by the E&O Consultant.

Subtask 6.99 As-Needed Support

Provide Engagement and Outreach Support outside of the current scope of services as requested and approved by BART and CCJPA.

Task 7.0 Regional Transit Working Group Support (Not Used)

Task 8.0 Planning

Task Lead: Chester Fung, HNTB

This task includes program management for Planning work, including PMC management and oversight of the Planning and Engineering Consultants.

Subtask 8.1 PMC Management

8.1.1 PMC Management

Program management and coordination, including:

- Coordinate with BART/CCJPA and SA staff to help shape overall program strategy.
- Coordinate with other service categories (BC, TDLU, Equity, E&O, SA, Environmental, etc.) – includes participating in task work and reviewing deliverables.
- Support decision-making and communications with the Link21 executive leadership team.
- Support SG 2 completion.

- Prepare for and attend:

    - Weekly PMC meetings.
    - Weekly PMC integration meetings.
    - Weekly PMT/Link21 meetings.

- Monitor PMC progress and budget, including preparing monthly progress reports.
- Prepare for and attend bi-annual risk workshops.
- Prepare and update Strategic Program Plan (SPP) Planning chapter as requested.
- Conduct work planning for PMC Planning services.

    - Prepare PMC future work plan scope, budget estimate, and schedule.
    - Prepare ETC as requested by Program Controls.

Subtask 8.2   Consultant Management

8.2.1   Consultant Management Oversight

Oversight and management of P&E consultant team, including:

- Prepare for and attend weekly progress and technical meetings with the P&E consultant team.
- Monitor consultant progress and budget.
- Review and manage monthly program management deliverables and automation.
- Provide guidance and direction to consultant consistent with program strategy, goals, and objectives.
- Coordinate with the consultant team regarding technical assumptions and prioritize technical issues.
- Provide direction for, review, and resolve comments regarding consultant technical deliverables.
- Support overall service planning on the network level.
- Prepare scope and Independent Cost Estimate (ICE) for Consultant Work Plan 3 proposal request.
- Review Consultant Work Plan 3 proposal and advise BART/CCJPA regarding its approval.

Subtask 8.99   As Needed Support

8.99.1   As-Needed Support Planning

Provide Planning support outside current scope of services, as requested and approved by BART and CCJPA.

Task 9.0   Environmental

Task Lead: Helene Kornblatt, HNTB

The purpose of environmental planning is to arrive at a program and a project that can be implemented in a cost-effective and timely manner, minimize challenges related to environmental compliance, inform the public and stakeholders about Link 21, and anticipate/optimize the potential for federal funding participation (e.g., Federal Transit Administration).

During Phase 1, this task will focus on ensuring that the planning and consideration of program concepts is consistent with early scoping, environmental planning, and engagement principles. This will support timely and defensible California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) compliance during later program phases. The Environmental Task will also ensure that program processes incorporate and address social and natural environment constraints and opportunities during Phase 1. Environmental strategy and compliance efforts undertaken under this task will anticipate and support future environmental compliance and regulatory permitting.

The Environmental Task includes continued development and refinement of the program's environmental compliance strategy, review of Consultant Team work products, and coordination with BART/CCJPA and the Consultants (including other team's consultants). These efforts will facilitate the timely delivery of accurate and relevant environmental contract deliverables, including continued documentation of environmental constraints and opportunities relevant to the program and environmental screening of program concepts.

Subtask 9.1   PMC Management

9.1.1   PMC Management

The PMC Environmental Team will attend the following regularly occurring meetings: Equity Team Meetings (weekly), Integration Team Meetings (weekly), PMC Meetings (weekly), PMT Meetings (weekly), PMC Environmental Check-in Meetings (weekly), Environmental Program Controls Check-in Meetings (weekly), and BART Environmental Check-in Meetings (twice a week).

Additional as-needed coordination meetings (e.g., related to equity, displacement, tribal outreach, etc.) are anticipated between the PMC Environmental Team and the other program service categories.

The PMC Environmental Team will also conduct work planning for PMC Planning services, including:

- o *Prepare PMC future work plan scope, budget estimate, and schedule.*
- o *Prepare ETC as requested by Program Controls.*

Subtask 9.2   Consultant Management

9.2.1   Consultant Management Oversight

The PMC Environmental Team will manage the Environmental Consultant's Task 1 responsibility under Consultant Work Plan 2 (CWP2) including coordination meetings and program controls/reporting. Anticipated Consultant Team meetings will include: Link21 Leadership Meetings; Collaboration Council Meetings, and as-needed meetings with the program's service categories.

The PMC Environmental Team will manage and provide feedback on program controls deliverables related to schedule and budget. Feedback will also be provided on the Consultant Team's risk management deliverables.

9.2.2   Environmental Strategy and Compliance

The PMC Environmental Team will manage the Environmental Consultant's Task 2 responsibilities under CWP2 including: environmental strategy, environmental compliance, environmental justice methodology, and ongoing technical support.

The team will provide feedback on advice memos prepared by the Environmental Consultant in regard to the program's environmental strategy.

In addition, the team will provide feedback on major regulatory hurdles and regulatory agency coordination meetings as the Consultant Team provides input to the environmental compliance strategy.

The PMC Environmental Team will review and advise on the environmental justice methodology if this work is initiated during this work plan. Finally, the team will review and provide feedback to the PMT on any ongoing or as-needed work proposed by the Consultant Team.

9.2.3   Environmental Planning Support

The PMC Environmental Team will manage the Environmental Consultant's responsibilities under Task 3 of CWP2 including: P/E technical support (updated ECO Analysis Report and program concept screening), TDLU technical support, Business Case support, E/O technical support (public-facing ECO Analysis Report, outreach materials support, etc.), equity team support (Equity Accountability Council), and on-going planning support.

Subtask 9.99   As Needed Support

9.99.1   As-Needed Support Environmental

Provide Environmental Support outside of the current scope of services as requested and approved by BART and CCJPA. The PMC Environmental Team could also manage any as-needed technical support proposed by the Consultant Team under CWP2 Task 4. This effort would include coordination on the necessary work plan modifications required for the Consultant Team to engage this technical support.

Task 10.0   Program Integration

Task Lead: Neil Nance, HNTB

This task includes the integration of the PMT, the Consultants, and their activities into a single, cohesive, and mutually supportive program strategy.

Subtask 10.1 PMC Management

10.1.1 PMC Management

- Seek integration of all disciplines through regular coordination meetings, including Delivery Managers' meetings, program management meetings, PMC meetings, change management meetings, and Consultant meetings.
- The purpose of these meetings will be to achieve appropriate coordination on stakeholder outreach, program risks, technical issues, staffing and resources, completion of tasks, and management of quality and changes.
- Prepare meeting agendas and notes.
- Coordinate and collaborate with Delivery Managers: Assist DMs with resolving issues and concerns.
- Provide ongoing reporting on monitoring and review of the progress, technical quality, and overall compliance of the deliverables provided by the Delivery Managers.
- Update monthly progress report.
- Conduct work planning for PMC Planning services.
    - *Prepare PMC future work plan scope, budget estimate, and schedule.*
    - *Prepare ETC as requested by Program Controls.*

Subtask 10.2 *Integration and Interface Management Plan*

10.2.1 *Update Integration and Interface Management Plan (I2MP)*

- Update the I2MP that established collaborative working practices, methods, and environment that facilitates seamless sharing of information and skills across teams.
- Ongoing updating of the I2MP and SPP.

    Deliverable(s):

    - *Deliverable 10.2.1.1 – Integration and Interface Management Plan (Update)*
        - *Draft: September 2022*
        - *Draft Final: November 2022*

Subtask 10.3 Technology and Data *Integration*

10.3.1 *Technology and Data Integration*

- Coordinating the interdisciplinary functions between task disciplines.
- Ensure that all data and information transmitted between the task teams are interoperable and meets the specifications and needs of all teams involved in a timely manner that reflects the program schedule.

Task 11.0 Engineering

Task Lead: Greg Osland, HNTB

This task includes program management for Engineering work, including PMC management and oversight of the Planning and Engineering Consultants.

Subtask 11.1   PMC Management

11.1.1   PMC Management

Program management and coordination, including:

- Coordinate with BART/CCJPA and SA staff to help shape overall program strategy.
- Coordinate with other service categories (BC, TDLU, Equity, E&O, SA, Environmental, etc.) – includes participating in task work and reviewing deliverables.
- Support decision-making and communications with the Link21 executive leadership team.
- Support Stage Gate 2 completion.
- Prepare for and attend:

    o *Weekly PMC meetings.*

    o *Weekly PMC integration meetings.*

    o *Weekly PMT/Link21 meetings.*

- Monitor PMC progress and budget, including preparing monthly progress reports.
- Prepare for and attend bi-annual risk workshops.
- Prepare and update Strategic Program Plan (SPP) Planning chapter as requested.
- Conduct work planning for PMC Engineering services.

    o *Prepare PMC future work plan scope, budget estimate, and schedule*

    o *Prepare ETC as requested by Program Controls*

Subtask 11.2   Consultant Management

11.2.1   Consultant Management Oversight

Oversight and management of P&E consultant team, including:

- Prepare for and attend weekly progress and technical meetings with the P&E consultant team.
- Monitor consultant progress and budget.
- Review and manage monthly program management deliverables and automation.
- Provide guidance and direction to the consultant team consistent with program strategy, goals, and objectives.
- Coordinate with the consultant team regarding technical assumptions and prioritize technical issues.
- Provide direction for, and participate in review and comment resolution regarding consultant technical deliverables.
- Prepare scope and Independent Cost Estimate (ICE) for Consultant Work Plan 3 proposal request.
- Review Consultant Work Plan 3 proposal and advise BART/CCJPA regarding its approval.

Subtask 11.99 As-Needed Support

11.99.1   As-Needed Support Engineering

Provide Engineering Support outside of the current scope of services as requested and approved by BART and CCJPA. Include technical deliverables as needed.

Task 12.0   Travel Demand and Land Use

Task Lead: Liliana Pereira, Steer Davies & Gleave Inc.

This task includes the integration of the PMT, the Consultants, and their activities into a single, cohesive, and mutually supportive program strategy. Two main activities are: (1) managing and overseeing the development of the refined TDLU tool by the TDLU Consultants; and (2) deploying and refining the initial TDLU tool to inform the Business Case evaluation leading up to Stage Gate 2.

Subtask 12.1   PMC Management

12.1.1   PMC Management

Project management and program control tasks for the overall program, including but not limited to:

- Regular invoicing and progress reporting
- Ongoing tracking of deliverable, schedule, and spend status; and participation in quarterly ETC review.
- Participation in meetings with program controls and other teams
- Conduct work planning for PMC Planning services.
    - Prepare PMC future work plan scope, budget estimate, and schedule.
    - Prepare ETC as requested by Program Controls.

12.1.2   Coordination Activities and Ongoing Support

Ongoing, cross-functional coordination with the rest of the tasks and ad-hoc support, including but not limited to the following activities:

- Attendance at regular and ad-hoc meetings with PMT/PMC and consultant team members.
- Ad-hoc support to other tasks, including but not limited to: a review of deliverables, discussions about and research into hot topics, and providing task/deliverable updates to other tasks.

Subtask 12.2   Consultant Management

12.2.1   TDLU Tool Application Management

Management and Oversight of refined TDLU tool design and application according to scope, budget, and schedule approved for the TDLU Consultant in corresponding Consultant Work Plan 1. Manage and oversee scope, schedule, and budget against the agreed Work Plan of the TDLU

Consultant for the development and design of the refined TDLU tool, including but not limited to the following activities:

- Oversight of TDLU consultants to the agreed quality management plan.
- Review consultants' progress against scope, schedule, and budget.
- Regular coordination and progress meetings with consultants.
- Support development of future stage gates using refined TDLU tool.
- Support and oversee scoping of Consultant Work Plan 2 for the TDLU Consultant.

Subtask 12.3   Initial TDLU Tool Refinement and Implementation

12.3.1   Implementation and Model Updates Round 1

Duration: 8 Months (June 2022 to January 2023)

Deploy the initial TDLU tool to inform the round 1 evaluation, including but not limited to the following activities:

- Prepare inputs, run the tool, produce outputs and accompanying analysis, and report results for up to 40 exploratory concepts and up to 15 Round 1 concepts.
- Accompanying technical discussions to refine and evaluate program concepts.
- Development of uncertainty analysis methodology to apply to Initial TDLU tool.
- Development of add-on transit assignment module to prepare for model deployment in round 2 evaluation.
- Prepare for, hold, and document findings from up to two (2) technical review panels, anticipated in July and October 2022.

   Deliverable(s):

   o   *Deliverable 12.3.1.1 – Initial TDLU Tool Documentation and Report*

      –   *Working Draft: September 2022*
      –   *Draft: November 2022*

   o   *Deliverable 12.3.1.2 – Initial TDLU Tool Round 1 Output Report*

      –   *Working Draft: February 2023*
      –   *Draft: March 2023*

12.3.2   Implementation and Final Model Updates Round 2

Duration: 4 Months (January 2023 to May 2023)

Deploy the initial TDLU tool to inform the Round 2 evaluation, including but not limited to the following activities:

- Implement the add-on transit assignment module
- Prepare inputs, run the tool, produce outputs and accompanying analysis, and report results for up to 15 concepts
- Accompanying technical discussions to refine and evaluate program concepts

- Prepare for, hold, and document findings from up to two (2) technical review panels, anticipated in February and May 2023

Other tasks are anticipated to take place in Round 2 beyond the timeline of this work plan. These will be covered by another work plan, including:

- Implementation of uncertainty analysis for up to six (6) concepts and 10 uncertainty tests per concept.

The Round 2 outputs from the initial TDLU tool are anticipated to be documented as part of a future deliverable (anticipated date: July 2023)- This work and deliverable will be part of a future work plan.

Subtask 12.99 As-Needed Support

12.99.1 As-Needed Support - Consultant Management

As-needed support for the development and implementation of the refined TDLU tool by the TDLU consultants, including but not limited to the following activities, as requested and approved by BART and CCJPA:

- Review consultants' progress against scope, schedule, and budget.
- Punctual modeling research.
- Management of subject matter experts.

12.99.2 As-Needed Support - Initial TDLU Tool Implementation

As-needed support to supplement the routine implementation of the initial TDLU tool, including but not limited to the following activities, as requested and approved by BART and CCJPA:

- Additional model runs to test additional concepts and/or repeat previous runs with adjustments
- Post-processing adjustments and analysis of model outputs.

Task 13.0   Equity

Task Lead: Kyle Morales, HNTB

This task includes the development and refinement of Link21's programmatic equity strategy as well as coordination with the PMT and the Consultants to support the implementation of that strategy throughout Link21 work.

Subtask 13.1   PMC Management

13.1.1.   PMC Management

Project management and coordination related to PMC work in support of SG2 completion, including, but not limited to:

- Holding regular Equity Task meetings
- Convening regular meetings with equity liaisons from the PMT

- Attending regular meetings with Link21 Team leadership, PMT leadership, PMC leadership, and individual PMT tasks
- Prepare and update Strategic Program Plan (SPP) Planning chapter as requested.
- Collaborating with other PMT tasks on addressing equity within their workstreams.
- Completing needed program controls work
- Conduct work planning for PMC Planning services.

  - Prepare PMC future work plan scope, budget estimate, and schedule.
  - Prepare ETC as requested by Program Controls.

Subtask 13.2   Consultant Management

13.2.1   Consultant Management Oversight

Project management and coordination related to Consultant work in support of Stage Gate 2 completion, including, but not limited to:

- Convening regular meetings with equity liaisons from the Consultants
- Attending regular meetings with Consultant teams
- Developing an equity onboarding module for use by new team members
- Collaborating with Consultant Teams on addressing equity within their workstreams
- Managing the development and implementation of the Equity Accountability Council (EAC) to be created by the E&O Consultant.

  Deliverable(s):

  o *Deliverable 13.2.1.1 – Equity Onboarding Module*

    - *Draft: October 2022*
    - *Draft Final: November 2022*

Subtask 13.3   Equity Strategy, Integration, and Implementation

Provide management and strategic oversight over the continued development of Link21's programmatic equity strategy as well as ongoing support of other PMT Tasks and Consultant Teams as they implement the equity strategy within their work.

13.3.1   Emerging Equity Strategy Papers

Duration: 9 Months (July 2022 to March 2022)

Development of deliverables outlining key emerging equity strategies for the Link21 Team. These papers will include descriptions of the topic, examples from other projects, and preliminary ideas for how the strategy could apply to Link21 work. This will include:

- Conducting exploratory and strategy level work on how Link21 can approach parallel tables, community agreements, and participatory budgeting. This could include interviews with relevant stakeholders.
- Writing papers (3 total) on parallel tables, community benefits, and participatory budgeting in transportation projects.
- Delivering a hot topic presentation (3 total) on each paper to the Link21 Team.

- Working with Link21 Team to apply the learnings from the paper, including up to 5 hour-long meetings (per paper) between paper authors and portions of the Link21 Team.

    Deliverable(s):

    o *Deliverable 13.3.1.1 – Parallel Tables Paper*

       – *Draft: October 2022*
       – *Draft Final: November 2022*

    o *Deliverable 13.3.1.2 – Community Benefits Paper*

       – *Draft: February 2023*
       – *Draft Final: March 2023*

    o *Deliverable 13.3.1.3 – Participatory Budgeting Paper*

       – *Draft: February 2023*
       – *Draft Final: March 2023*

13.3.2   Ongoing Equity Support

Ongoing technical support of equity work throughout the program such as, but not limited to:

- Support the development of equity evaluation and scoring tactics by the Business Case team.
- Support the development and refinement of concepts by the Planning and Engineering team.
- Support efforts around value capture and other innovative funding strategies.
- Ongoing support and collaboration to develop equity strategies, integrate equity work and identify equitable implementation opportunities across the PMT tasks.
- Conduct equity knowledge-building sessions with program leadership. This work will begin with a memo that outlines the proposed framework for these sessions including attendees, timing, and topics.

    Deliverable(s):

    o *Deliverable 13.3.2.1 – Equity Knowledge Building Session Framework Memo*

       – *Draft: August 2022*
       – *Draft Final: September 2022*

Subtask 13.99 As Needed Support

13.99.1   As-Needed Support Equity

Perform added equity-related work, as requested and approved by BART and CCJPA. This could include actions such as additional emerging strategy papers, updates to the priority populations definition, responses/analysis of emerging policy, and others.

Prime: HNTB

Subconsultant	Amount	DBE (Y/N)	SBE (Y/N)
causeIMPACTS LLC	$ 98,598	Y	Y
Convey, Inc.	$ 517,591	Y	Y
InfraStrategies, LLC	$ 1,098,915	N	N
Intueor Consulting, Inc.	$ 1,945,027	Y	Y
Kalamuna, Inc.	$ 252,447	N	Y
Kaplan Kirsch & Rockwell LLP	$ 90,430	N	N
LK Planning, LLC	$ 65,568	Y	Y
Luster National, Inc	$ 1,986,052	Y	Y
Network Rail Consulting, Inc.	$ 870,655	N	N
Performance Excellence, LLC	$ 88,800	Y	Y
Quality Engineering, Inc.	$ 34,546	N	Y
Reflex Design Collective, LLC	$ 57,464	Y	Y
SHA Analytics, LLC	$ 105,590	Y	Y
Sperry Capital, Inc.	$ 4,630	N	Y
Steer, Davies & Gleave, Inc.	$ 8,402,587	N	N
The Mark USA, Inc.	$ 111,621	Y	Y
Unico Engineering, Inc.	$ 112,133	Y	Y

Total Work Plan Value: $ 11,721,275