

Work Plan No. A.02-01 Strategic Advising and Program Management v2**Scope:**

The proposed scope of services is organized around a new work breakdown structure (WBS) with 13 total tasks. The 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 tasks not included in this work plan are shown in gray and are 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 Oct 27, 2023.
2. The total duration is 6 months. All the technical and program management activities will be performed within 6 months between October 30, 2023 and April 26, 2024.
3. All tasks described as “on-going” will be staffed up to the budget limit for that task 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 for that task approved within this work plan. All “as-needed” work will only be carried out per the scope of services requested and approved by BART/CCJPA. The budget for “as-needed” subtasks could cover up to an additional one month of work on the parent task. Any additional delay or extension of work would require additional budget.
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 meetings, and support PMT and Link21 meetings.
- Prepare PMC future work plan scope, budget estimate, and schedule.

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 6 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: February 2024*
 - *Final WP Proposal: March 2024*

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, 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.

1.2.2 Consultant Management

- Serve as the 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's performance and compliance through Project Controls Analyst resource on each team.

1.2.3 Estimating and Schedule Management

- Work with program/project managers to accurately forecast schedules for the approved program scope and the overarching strategic schedule for the Link21 Program (Link21).
- Maintain schedules databases and integrates with other program control tools.
- Oversee the development, generation, analysis, updates, and maintenance of the baseline and monthly schedule updates for consultant schedules, PMC detailed schedule for deliverable based tasks (Business Case, Travel Demand & Land Use, Strategic Advisory and Equity). Assume 6 monthly updates.
- Verify that Consultant schedules are in conformance with estimating and scheduling procedures.
- Maintain the Program Schedule and Controls Points and provide Project with frequent communication updates on the status of current forecast dates against plans.
- Work with delivery teams to mitigate any adverse changes to the Program Schedule & Control Points and look for opportunities to open new work fronts where Control Points are ahead of schedule.
- Provide ad-hoc scheduling support for potential new scope items and "What-if" scenarios
- Establish and maintain the program work breakdown structure (WBS).
- Provide ongoing cost estimation 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.

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.

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 a PMT Senior Leadership program-wide Risk Workshop to identify and assess risks against program objectives- develop and maintain the program-level Risk Register (1 planned).
- 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.
- 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 Workshop & Risk Memo summarizing workshop findings – December 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 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 New User/Revise User Account Requests to Link21's Horizon tools, Deliverable Quality Control Reviews, Consultant Submittal Reviews, Change Order Reviews, and ODCs,
- Provide support to users of published systems, workflows, reports, and forms.

1.3.2 Enterprise Digital Solutions (EDS)

- Provide Link21 Team training & support for GIS Systems and Tools.
- 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.
- Maintain, and refresh on an ongoing basis, 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.
- 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.

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 for PMC deliverables only.

Subtask 1.4 Quality Management

1.4.1 Quality Management

- 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 and provide guidance on quality-related issues to the four Consultant teams.

Subtask 1.99 As-Needed Support

1.99.1 As-Needed Support Program Management

Provide Program Management and Program Control Support outside of the current scope of services as requested and approved by BART/CCJPA.

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. Key task activities include overseeing the Stage Gate process, including development of materials, briefings, preparation for Board meetings, and development of overall strategy.

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, including the development of a Project DRAFT Purpose and Need Statement.

The Team will also conduct work planning for PMC 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 BART/CCJPA.
- Project Support, including:
 - Cash Flow Analysis
 - Cross-Functional Coordination
 - Policy Development
 - General Administration
- Incorporate DRAFT FINAL Preliminary Project Purpose and Need Statement (P&N) and supporting materials into Stage Gate 2 process.

Deliverable(s):

- *Deliverable 2.1.1.1 – Preliminary Project Purpose & Need for Stage Gate 2 Report*
 - *Draft: February 2024*

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 and/or support a grant application.
- Support grant applications developed by partner agencies as needed.
- Develop grant application outline.
- Assign responsible authors/data requirements.
- Ensure grant application “flows” and tells a cohesive story.
- QA/QC grant application.

2.2.2 Funding Strategy

- Building on the Working Draft SG2 Funding Plan Memo, develop SG2 Funding Plan Memo for use in demonstrating sufficient funding to achieve SG3 and a plan to secure long-term funds:
 - Funds spent and sources.
 - Funds est. necessary to achieve SG3.
 - Future funding sources and tactics to secure.

Deliverable(s):

- *Deliverable 2.2.2.3 – SG2 Funding Plan Memo*
 - *Draft Final: December 2023*

Subtask 2.3 Stage Gate

2.3.1 Stage Gate

- Organize the Stage Gate 2 review sessions/panel (either virtual or in-person) including developing the materials, briefing information, and meeting notes.
- Lead the Stage Gate meetings/panel.
- Coordinate with Engagement and Outreach on external-facing Stage Gate materials.
- Develop the Stage Gate 2 Report.
- Develop the Board briefing materials for the SG2 Report.
- Start development of Develop SG3 Delivery Plan Outline Memo:
 - Outline of the Stage Gate 3 Draft Board Action
 - Key objectives for Stage Gate 3, such as the definition of a Project and Alternatives, Advanced Conceptual Engineering, engagement with a Federal Lead Agency, and a plan for Environmental Review.
- Start development of the SG3 Delivery Plan, containing:
 - Program org chart
 - Organizational management – relationship between PMC and Consultants
 - Key activities necessary to achieve SG3
 - Key milestones for public and stakeholder exposure/ input

Deliverable(s):

- *Deliverable 2.3.1.4 - SG2 Report*

- *Draft: December 2023*
- *Draft Final for Board Review: March 2024*
- *Final: April 2024*
- *Deliverable 2.3.1.5 - SG2 Board Presentation Materials*
 - *Draft: December 2023*
 - *Final: March 2024*
- *Deliverable 2.3.1.6 - SG3 Delivery Plan Outline Memo*
 - *Draft: November 2023*
 - *Final: December 2023*

2.3.2 Governance Plan

- Finalize SG2 Governance Plan Memo:
 - Current Governance Model.
 - Impact of recommended concept (with options) on current model.
 - Strategy to mitigate/ respond to impacts to SG3 and beyond.

Deliverables:

- *Deliverable 2.3.2.1 – SG2 Governance Plan Memo*
 - *Final: November 2023*

Subtask 2.4 Policy Development – NOT IN IMMEDIATE SCOPE

Subtask 2.5 Land Use

2.5.1 Land Use

- Work with Business Case (Task 5) to develop land use and displacement related metrics for Round 2 evaluation and in support of Stage Gate 2.
- Develop an implementation playbook for Tax Increment Financing (TIF) and Community Facilities Districts (CFDs) in the context of the Link21 Program.
 - Identify the specific steps, timeline, and roles required to successfully put these strategies into action and generate revenue for the Link21 Program.
 - Perform a high-level fiscal and geographic analysis and develop a hypothetical case study/ “proof of concept” to illustrate the implementation process.
 - Develop implementation playbook: Based on the work performed in Tasks 1 and 2, develop an action-oriented playbook, including a strategy for jurisdictional outreach and legislative advocacy.

Deliverables:

- *Deliverable 2.5.1.1 - Value Capture Implementation memo*
 - *Draft: April 2024*

Subtask 2.6 Government Relations

2.6.1 Government Relations

- Support development of governance strategy.
- Support development of SG2 Governance Plan (Task 2.3.2).
- SG2-related Engagement/Outreach on legislative, policy, and other matters related to funding, moving the Link21 program forward, and support.

Subtask 2.99 As-Needed Support

2.99.1 As-Needed Support Strategic Advisory

Provide Strategic Advisory Support outside of the current scope of services as requested and approved by BART/CCJPA.

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 project concepts, to support the recommendations for Stage Gate 2 (SG2). 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.

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 progress update and internal task coordination meetings.
- Regular invoicing and progress reporting.
- Ongoing tracking of deliverable, schedule, and spend status; and participation in quarterly ETC review as requested by Program Controls and/or BART/CCJPA

- Participation in meetings with Program Controls and other teams.
- Regular monitoring of risks and implementation of risk mitigation actions.
- 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 (strategy team) and vertical (delivery 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.
 - Regular one-on-one coordination with technical delivery teams: P&E, TDLU, E&O, Environmental.
- Input to SG2 reviews and support on preparation of SG2 documentation (beyond Task 5 deliverables).
- Public and stakeholder meetings: Equity Advisory Council (EAC), stakeholder and public outreach in conjunction with E&O.
- Ad-hoc support to other tasks, including review of materials (deliverable cross-functional reviews, participation in technical panels, stakeholder materials), other coordination required to facilitate advancement of the business case process (Project Controls, P&E concept development, Equity Strategy), and providing task/deliverable updates to other tasks.

This subtask covers an estimate of potential coordination and support based on historical trends. Any additional coordination tasks would need to be funded by additional budget, subject to BART/CCJPA approval.

Subtask 5.2 Business Case and Analysis

5.2.1 Business Case Methodology and Tools

Develop and refine: (1) the methodology for conducting the business case process; (2) the accompanying tools to execute/implement said methodology; and (3) reporting for the business case process, outputs, and findings, in contribution to SG2. Includes the following activities:

- Ad-hoc support on Business Case methodology and evaluation approach, including answering questions and refining methodology elements as needed and agreed with other teams.
- Preparation of Preliminary Business Case Report deliverable feeding into SG2 documentation, including refinement of Problem Statement in light of observed trends and uncertainty testing, and collaborative drafting with other teams: Stage Gate, P&E, Environmental, Strategy.

Deliverable(s):

- *Deliverable 5.2.1.2: Preliminary Business Case Report*
 - *Working Draft 3 (findings by case, draft summary of findings, Round 2 evaluation supporting information appendix): December 2023*
 - *Working Draft 4 (executive summary, sensitivity and stress test findings, and updated summary of findings): February 2024*
 - *Draft (fully compiled report): February 2024*

5.2.2 Business Case Evaluation

Deploy various tools to inform the evaluation of project concepts, compare and screen project concepts, and support recommendations for SG2. Includes quality assurance and control of business case tools and deliverables. Assumes timely and accurate inputs from other teams (including TDLU, P&E, Environmental, Equity, Land Use, E&O, and Strategy), and includes the following activities:

- Round 2:
 - Deployment of evaluation tools and dashboard for:
 - Three Representative Concepts (two Regional Rail, one BART) against agreed Baseline assumptions.
 - Three sensitivity tests (adding Bayview and San Antonio stations to each Representative Concept).
 - Fourteen stress/uncertainty tests.
 - Coordination with other teams on inputs to Round 2 evaluation.
 - Regular coordination with P&E and E&O teams to progressively share findings and messages that can be used to advance each team's respective technical work.
 - Development of summary findings for each concept/test to be shared with ELT.
 - Development of evaluation findings to be included in the Preliminary Business Case Report.

Deliverable(s):

- *Deliverable 5.2.2.1 – SG2 Evaluation Working Deck with Tool Outputs and Insights (PowerPoint):*
 - *Working Draft 4 (Summary Findings from Uncertainty Testing): November 2023*

5.2.3 Ongoing Business Case Support

Ongoing business case deliverables and support (beyond the methodology/reporting and evaluation deliverables in 5.2.1 and 5.2.2, respectively) to respond to other task needs and stakeholders, including:

- Analysis to support project concept development and refinement (P&E, Equity, etc.).
- Analysis to support project concept sense-checking and test review (TDLU).
- Input to stakeholder and outreach information and materials (e.g., EAC meetings, co-creation, specific analysis for stakeholders).

- Analysis and ongoing support for anti-displacement workstream led by Strategy/Land Use team.
- Support for funding applications.
- Business Case support to ELT and program leadership.
- Other ongoing deliverables to support other delivery teams (Equity, Strategy, etc.).

On-going support and requests for support will be reviewed and prioritized with the PMC and BART/CCJPA based on the available budget.

Subtask 5.99 As Needed Support

5.99.1 As-Needed Support Strategic Advisory

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

5.99.2 As-Needed Support Other

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

5.99.3 As-Needed Support Business Case

Provide as-needed management, coordination, technical, and deliverables-based services, as requested and approved by BART /CCJPA.

Task 6.0 Engagement

Task Lead: Nina Greenwood, HNTB

This task will support BART/CCJPA and the Engagement and Outreach Consultant in the development of an engagement and outreach strategy, and various engagement and outreach activities. These engagement activities allow BART/CCJPA to build awareness and provide progress updates for Link21 and to solicit input and feedback from organizations, elected officials, public agencies, the general public, priority populations, tribal communities, and businesses as Link21 advances toward Program planning work and project concepts development.

Subtask 6.1 PMC Management

6.1.1 PMC Management

- Prepare for and attend coordination meetings as needed including:
 - Equity Coordination
 - Link21 Leadership
 - PMT
 - PMT Engagement and Outreach Team
 - Engagement and Outreach Manager
 - Program- and task-level integration meetings
- Provide support for SG2.

- Monitor PMC progress and budget, including preparing monthly progress reports.
- 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.

Subtask 6.2 Consultant Management

6.2.1 Consultant Management Oversight

Support BART/CCJPA with QA/QC of consultant work, 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 Engagement and Outreach Manager meeting.
- Provide guidance and direction to consultant consistent with program strategy, goals and objectives, as requested by BART/CCJPA.
- Participate in review and comment resolution regarding consultant deliverables and other Engagement and Outreach-related documents, as requested by BART/CCJPA.
- Support BART/CCJPA with Consultant and Contract Management Team to process ODC requests.
- Support BART/CCJPA in review updated quarterly schedule of activities.

6.2.2 Social Media Activities

No scope in this workplan.

6.2.3 Meeting Support Activities

No scope in this workplan.

6.2.4 Informational Materials

No scope in this workplan.

6.2.5 Engagement Support

Support strategy development in the planning, media relations and public affairs activities, grassroots outreach, tribal communities engagement, student engagement, targeted outreach, and other as-needed engagement support.

Subtask 6.3 Communication Tools

6.3.1 Website Development Activities

The PMC will provide support hosting, assistance with placing new content on the site, removing old content, and interactivity needs. The PMC will also manage the various subscriptions used to track and manage website analytics. The Consultant will develop, QA/QC, and gain approval for any content for the website.

6.3.2 Public Comments Database

No scope in this workplan.

6.3.3 PIMA Maintenance, Expansion, and Training

The PMC will maintain the PIMA and discussion tracker systems and troubleshoot and resolve any issues that may arise. The PMC will also program, QA/QC, and distribute eblasts to stakeholders as requested to support engagement and outreach activities using copy prepared by the Consultant. The Consultant will be responsible for updating the PIMA database/mailling lists.

6.3.4 Travel Opinions Research

Provide ongoing strategy, guidance, and oversight for opinion research, which will be delivered under WPA.01-02.

6.3.5 Video/Animation/Interactivity

No scope in this workplan.

Subtask 6.4 Co-Creation Workshops and Equity Accountability Council

6.4.1 Equity Support

Provide advisory support in the planning, development, and execution of equitable engagement activities that support Equity goals and objectives.

Provide advisory support management of the Equity Advisory Council. Review materials and agendas before meetings, as requested by the client or Equity Lead. Attend up to 3 Equity Advisory Council Meetings as requested by the client or Equity Lead.

Subtask 6.99 As-Needed Support

6.99.1 As Needed Support Engagement

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.

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/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).

The Environmental Task will ensure that the planning and consideration of project 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. This task will also ensure that program processes incorporate and address social and natural environment constraints and opportunities during development of potential project concepts. The Environmental Task will lead the environmental strategy and advise of planning and environmental linkages needed by potential future federal funding partners and for the CEQA process to ensure project concepts are well planned and defensible.

The Environmental Task will review and provide feedback on the Consultant Team's work products with the goal of timely, accurate, and relevant contract deliverables. The task will facilitate coordination of environmental considerations with BART/CCJPA and other program service categories. This will include integration of environmental constraints and opportunities relevant to the program into the screening of potential project concepts.

Subtask 9.1 PMC Management

9.1.1 PMC Management

The PMC Environmental Team will attend the following regularly occurring meetings: Integration Team Meetings (twice a month), Delivery Meetings (weekly), PMC or Link21 Meetings (weekly), PMC Environmental Team Check-in Meetings with the Consultant Team (weekly), Environmental Program Controls Check-in Meetings (monthly), and BART/CCJPA Environmental Check-in Meetings (weekly).

Additional as-needed coordination meetings are anticipated between the PMC Environmental Team and the other program service categories. In addition to regularly occurring meetings, up to two staff from the PMC Environmental Team will attend up to two as-needed coordination meetings per week.

The PMC Environmental Team will advise the program on the documentation necessary to demonstrate appropriate planning and environmental linkages. This will include input to the Stage Gate 2 documentation and providing feedback on appropriate documentation needed to engage potential federal funding partners. This effort is critical given the acceleration of the environmental document(s) schedule and will require additional integration efforts with the program's other service categories and coordination with program leadership.

The PMC Environmental Team will advise on the content and timing of CEQA compliance and NEPA compliance including issues relevant to the federal lead agency.

The PMC Environmental 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.

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. The team will attend one Consultant Team meeting per week. The team will attend up to one as-needed meeting between the Consultant Team and 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

No scope in this workplan.

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, TDLU technical support, Business Case support, E/O technical support, and equity team support.

This will include feedback on major regulatory hurdles and regulatory agency coordination meetings as the Consultant Team provides input to the environmental compliance strategy.

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/CCJPA.

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, including:
 - 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 Integration and Interface Management Plan (I2MP)

No scope in this workplan.

Subtask 10.3 Technology and Data Integration

10.3.1 Technology and Data Integration

No scope in this workplan.

Subtask 10.99 As-Needed Support

10.99.1 As-Needed Support Program Integration

Provide Program Integration Support outside of the current scope of services as requested and approved by BART/ CCJPA.

Task 11.0 Engineering

Task Lead: Bob Valenti, 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:
 - 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 Engineering services, including:
 - Prepare PMC future work plan scope, budget estimate, and schedule.
 - 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.

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/ 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 progress update and internal task coordination meetings.
- Regular invoicing and progress reporting.
- Ongoing tracking of deliverable, schedule, and spend status; and participation in quarterly ETC reviews as requested by Program Controls and/or BART/CCJPA.
- Participation in meetings with Program Controls and other teams.
- Regular monitoring of risks and implementation of risk mitigation actions.
- 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.
- Additional input to SG2 reviews and support on preparation of SG2 documentation (beyond Task 12 deliverables).

Subtask 12.2 Consultant Management

12.2.1 TDLU Tool Application Management

Manage and oversee scope, schedule, and cash flow 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 Consultant commensurate with the scope and requirements of the TDLU Consultant's workplan.
- Review of Consultant's progress against scope, schedule, and budget (limited to cash flow review).
- Regular coordination and progress meetings with Consultant.
- Ongoing equity coordination meetings with Consultant.
- 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.

- Review, sense check and comment on refined TDLU tool model calibration and validation results.
- Review, sense check of and comment on model results for the baseline, concepts, and uncertainty tests.
- Coordination with Consultant on support through SG2.
- Inform planning of future Stage Gates that intend to use the refined TDLU tool.

Subtask 12.3 Initial TDLU Tool Refinement and Implementation

The Initial Tool developed as part of Agreement 6M8159, Work Plan A.04-01 is complete. Unforeseen additions or improvements may be required, in which case the PMC will identify, assess, and propose implications to schedule, scope and/or budget.

12.3.1 Implementation and Model Updates: Exploratory Round

No scope in this workplan.

12.3.2 Implementation and Model Updates: Round 1

No scope in this workplan.

12.3.3 Implementation and Model Updates: Round 2

Support Round 2 evaluation by performing the following activities:

- Ad-hoc, ongoing support from key staff members on the initial TDLU tool prior to SG2.
- The subtask will be staffed up to the budget limit for this task approved within this work plan.

Subtask 12.99 As-Needed Support

12.99.1 As-Needed Support - Consultant Management

No scope in this workplan.

12.99.2 As-Needed Support - Initial TDLU Tool Implementation

No scope in this workplan.

12.99.3 As-Needed Support Travel Demand/Land Use

Provide TDLU management and coordination support outside of the current scope of services as requested and approved by BART/ CCJPA.

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.
- Managing progress on Task 13 deliverables.
- Convening regular meetings with equity liaisons from the PMT.
- Attending regular meetings with Link21 Team leadership, PMT leadership, PMC leadership, and individual PMT tasks.
- Collaborating with other PMT tasks on addressing equity within their workstreams.
- Prepare an Equity Advisory Council (EAC) Input Report that details input provided by the EAC and how that input was considered in Link21 work. This deliverable will support Stage Gate 2.
- Supporting Stage Gate 2 completion.
- 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.

Deliverable(s):

- *Deliverable 13.1.1.1 – Equity Advisory Council Input Report*
 - *Draft: November 2023*
 - *Draft Final: December 2023*

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 leads from the Consultants.
- Attending regular meetings with Consultant teams.
- Collaborating with Consultant Teams on addressing equity within their workstreams.
- Supporting Consultant Teams work related to the development of Stage Gate 2 equity content.
- Managing the development and implementation of the Equity Advisory Council (EAC).

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

No scope in this workplan.

13.3.2 Ongoing Equity Support

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

- Support for Stage Gate 2 completion.

Subtask 13.99 As Needed Support

13.99.1 As-Needed Support Equity

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

Prime: HNTB Corporation

Subconsultant	Amount	DBE (Y/N)	SBE (Y/N)
Convey	\$ 99,513	Y	Y
InfraStrategies	\$ 481,652	N	N
Intueor Consulting	\$ 264,684	Y	Y
Luster National	\$ 288,238	Y	Y
Network Rail Consulting	\$ 317,199	N	N
Performance Excellence	\$ 42,006	Y	Y
Sperry Capital	\$ 13,320	N	Y
Steer, Davies, & Gleave	\$1,843,998	N	N
Unico Engineering	\$ 50,707	Y	Y

Total Work Plan Value: \$ 6,324,700