

Work Plan A.18-02 Internal Resilience Alignment**Scope:**

Organizational resilience requires awareness, collaboration, buy-in, and active participation across all levels of an organization. The scope of work outlined in the following subsections aims to bring key stakeholders together to align on key resilience definitions and concepts and ensure future resilience work at BART is coordinated in ways that transcend departmental boundaries or disciplines. The approach outlined below takes a broad view of resilience as the capacity to deliver value across a range of different operating conditions, including not only climate hazards but also equipment failures, power failures, and IT issues.

Task A: Project Management

At inception, we will develop a project workplan and stakeholder engagement strategy to guide our work, hold milestones and deadlines, and track critical path items. Within two weeks of project inception, we will hold a project kick-off meeting with the BART Sustainability team to review, discuss, and confirm the following items:

- Project workplan, including schedule of meetings and deliverables
- Stakeholder engagement strategy, including draft schedules, meeting agendas, and list of stakeholders
- Relevant BART documents and resources to be reviewed by the Arup project team

Following the project kickoff meeting, we will organize weekly check-ins with the BART Sustainability team to keep the project on track for both schedule and budget and identify any potential challenges before they become issues. Given the large number of stakeholders that will participate in the workshops, coupled with the short project duration, we suggest weekly check-ins with BART to closely monitor the schedule and progress against milestones, discuss questions and RFIs as they arise, and identify and mitigate potential blockers before they impact the project schedule. We will issue progress reports as part of monthly invoices that summarize the percentage complete for each major task and completed milestones.

Task B: Stakeholder Engagement

Our team brings extensive stakeholder engagement experience on transportation and resilience projects throughout California. Our work will begin with the development of an internal stakeholder engagement plan that maps the goals, key messages and audiences, strategies and schedule of activities. We then implement the plan in coordination with project milestones so that definitions, roles, priorities, and next steps are directly informed by key departmental stakeholders.

Task B.1: Develop stakeholder engagement plan

Based on feedback shared during the project kick-off meeting, Arup will flush out the engagement strategy into a more detailed plan that will be followed throughout the duration of the project. In overview, the stakeholder engagement plan will define the overarching goals and objectives of the stakeholder engagement effort, establish the schedule of meetings with BART teams and departments (including in-person workshop), confirm the list of participants to include, and describe key outputs from the effort. We will share the plan with the BART Sustainability team and Office of the District Architect (ODA) for feedback before finalizing and implementing the plan. It is assumed that BART will coordinate across the stakeholder groups to confirm workshop dates and attendees, as well as identify and schedule an appropriate meeting space for the workshop. BART will also make introductions to potential interviewees and assist with scheduling meetings with BART personnel.

Task B.2: Review BART Documents and National Best Practices

Resilience efforts are already underway across BART, but these efforts may not be labeled or understood in the context of resilience. Arup will review relevant BART documents to understand prior and ongoing efforts related to adaptation and resilience, as well as BART's organization structure and decision-making processes. We will also review relevant documents and plans from other local agencies. These documents include, but are not limited to the following:

- Adapting to Rising Tides: Transportation and Risk Assessment Pilot Project (2011)
- FTA-funded Climate Change Adaptation Assessment Pilot (2013)
- Climate Change and Extreme Weather Adaptation Options for Transportation Assets in the Bay Area Pilot Project (2014)
- BART Local Hazard Mitigation Plan (2017, 2022)
- BART Sustainability Action Plan (2017)
- BART DRAFT Sustainability Action Plan (2026-2035)
- BART Asset Risk Register and Capital Needs Inventory
- BART Facilities Standards

In addition, we will review resilience and adaptation plans published by other transit agencies to glean best practices across the United States. We will synthesize key findings from these reviews in workshop presentation materials (e.g., initial definitions of resilience and adaptation) and the final memo (see Task C).

Task B.3: Organize structured interviews with key departments

Arup will convene a series of structured interviews with key BART departments. We propose leveraging Arup's Organizational Resilience Capacity Maturity Assessment Tool framework to elicit input on each team's definition of resilience and adaptation, specific role(s) and project(s) that support BART's resilience, and opportunities for improvement. This tool was designed to align with recognized best practices and consensus-based standards, including ISO 55000 ("Asset Management – Vocabulary, overview and principles) and ISO 22316 ("Security and resilience — Organizational resilience — Principles and attributes"). This tool covers a range of topics essential to resilience in transportation agencies, as shown below.

In addition to these topics, we will ask participants to identify key initiatives, activities or work streams that they believe are related to resilience and adaptation.

We will coordinate with the Sustainability team to confirm the participants for interview before scheduling the meetings (see Task B.1). We have budgeted for up to six (6) meetings, which will be conducted virtually and will last approximately 90 minutes. We anticipate interviewing representatives from each of the following departments: Sustainability, Office of the District Architect, Safety, Office of Infrastructure Delivery, Office of Technology, Operations, and the BART Police Department.

Notes from the interviews will be shared with BART and integrated into the workshop presentation materials and final memo (see Task C).

Task B.4: Convene stakeholder workshop

Following the structured interviews, Arup will prepare and facilitate a workshop with representatives of relevant departments to discuss findings from the previous tasks and develop key definitions and priorities. We recommend that the workshop will take place in person and will run approximately 2-3 hours (hybrid or virtual workshop is also an option if scheduling does not permit in-person).

During the workshop, Arup will report back on what we heard during the structured interviews, what we think this means, and what we see as BART's key areas of strength and opportunity in the resilience space. We will facilitate interactive discussion around key topics to encourage active participation and build alignment around core definitions, priorities and next steps.

We will share notes from the workshop with participants and synthesize key insights and findings in the final memo (see Task C).

Task C: Documentation

Arup will prepare a memo that summarizes the key findings of the prior tasks and memorializes the results of the workshop. The memo will establish a common language for BART on current and future resilience and adaptation efforts and will summarize our recommended next steps in the development of BART's resilience plan.

Prime: ARUP N.A.

Subconsultants: None

Total Work Plan Value: \$ 127,823