BART Agreement Number: 6M8159   **Approval Date:** 12/14/2020

Work Plan: No. A.03 – Program Contracts Management and Administration

Scope:

Section 2: Scope of Services

The proposed scope of services is organized around the current WP A.02 work breakdown structure with the addition of two new tasks (shown in **bold**) that are summarized below:

- Task 1.0   Program Management
- Task 2.0   Strategic Advisory

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- 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/Engineering
- **Task 9.0** **Environmental**
- **Task 10.0** **Program Integration**

<u>Work Plan Assumptions</u>:

- All deliverable due dates listed herein are based on a Purchase Order (PO) by December 1, 2020, and they may need to be adjusted based on the actual date of the PO/Notice to Proceed.
- The total duration of WP A. 03 is 12 months.
- All tasks described as "as-needed" will be staffed up to the budget limit approved within this work plan. All "as-needed" work will be carried out per agreement between BART/CCJPA and the PMC.
- 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.
- 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.
- 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 approved by both parties.

Task 1.0 Program Management

Task Lead: Kara Lentz, 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 Contract Management

1.1.1 Scope Management
Provide scope management and change management oversight.

- Develop a Change Management Plan (CMP), including processes and protocols, to manage scope, schedule, budget, and deliverable changes in a timely, responsive, and consistent manner. The CMP will document three types of change management: contract, personnel, and work plan.

    Deliverable(s):

    o *Deliverable 1.1.1.1.1 – Change Management Plan*

     ▪ *Draft: February, 2021*
     ▪ *Draft Final: March, 2021*

    o *Deliverable 1.1.1.1.2 –Support for change management (ongoing)*

1.1.2 Contract Management Oversight

Provide oversight of contract management, work planning management, Small/Disadvantaged Business Entity (S/DBE) program management, invoicing, and task reporting.

1.1.2.1 Contract Management Support

- Provide contract management support for the PMC contract including:

    — Work Plan Management: Provide ongoing PMC work plan management support.
    — S/DBE Program Management: Provide assistance and oversight for S/DBE subconsultants and those seeking certification. Provide ongoing reporting on S/DBE utilization.

1.1.2.2 Invoicing and Task Reporting

- Provide oversight and management of the monthly invoicing and task reporting for the PMC. Provide expanded invoice development, processing, and review for the PMC.

    Deliverable(s):

    o *Deliverable 1.1.2.2.1 – Up to 12 monthly expanded invoices for the PMC (ongoing)*

1.1.3 Technical Editing

- Provide technical editing support for its deliverables.

Subtask 1.2 Project Controls

Augment project controls support to integrate Consultant activities.

1.2.1 Schedule Management

- Develop a Schedule Management Plan for the Program, including processes and protocols, to develop and manage schedules in a timely, responsive, and consistent manner.
- Further develop the Master Program Schedule (MPS) for each discipline under the Program that can be rolled up to represent the overall Program. The MPS will roll up

to provide higher-level (summary milestones) representation of the PMC and Consultants' activities. The MPS will provide visibility and reporting to include the following:

— Key project milestone tracking;
— Owner-based activities required to achieve project procurement or funding milestones; and
— Plan versus Actual status.

- Use the MPS to generate additional reporting as needed to support financial analysis, work planning, and program metrics updates. The MPS will align with the phases of the overall Program and will be updated monthly.
- Provide "as-needed" schedule management support.

   Deliverable(s):

   o *Deliverable 1.2.1.1 – Schedule Management Plan*

      ▪ *Draft: January 2021*
      ▪ *Draft Final: February 2021*

   o *Deliverable 1.2.1.2 – Weekly schedule updates (ongoing)*

   o *Deliverable 1.2.1.3 – 12 monthly updates to the MPS (ongoing)*

   o *Deliverable 1.2.1.4 – Oversight and integration of Consultant schedules (ongoing)*

1.2.2   Budget/Cost Management

- Develop a CMP, including processes and protocols, to develop and manage program cost estimates in a timely, responsive, and consistent manner.
- Develop a Master Program Estimate (MPE) to establish a time-phased baseline budget for the Program.
- Use MPE to maintain accurate Estimate-to-Complete forecasts of the PMC and Consultant work plan efforts with input from the PMC and Consultant teams.
- Use MPE to provide monitoring and control capability to track and maintain budget targets. The MPE will align with the phases of the overall Program and will be updated monthly.

   Deliverable(s):

   o *Deliverable 1.2.2.1 – Cost Management Plan*

      ▪ *Draft: March 2021*
      ▪ *Draft Final: April 2021*

   o *Deliverable 1.2.2.2 – Master Program Estimate*

      ▪ *Draft: April 2021*
      ▪ *Draft Final: May 2021*

   o *Deliverable 1.2.2.3 – 12 monthly updates to the MPE (ongoing)*

        o   *Deliverable 1.2.2.4 – Weekly cost, budget, labor tracking (ongoing)*

1.2.3   Information System

- Configuration to Horizon solutions in preparation for the Consultants.
- HNTB Horizon is the implementation of cloud-based, smart, integrated, modular systems to assess program needs and manage variance. Horizon is tailored to the program and produces programmatic efficiencies through transparency and accountability by automating common project business processes and workflows. Horizon solutions could include:

  — SharePoint Collaboration portal subsite design and build for Consultants.
  — Improvement to the deliverables and financial PowerBI reports for the Consultants.
  — Automated workflows for project control processes.
  — Help desk ticketing system for user account requests to the Program's Horizon tools.
  — .
  — Ongoing support and maintenance of Horizon solutions.

1.2.3.1   SharePoint Subsites for the Consultants

Deliverable(s):

   o *Deliverable 1.2.3.1.1 – Updated SharePoint Collaboration Site (deliverable)*
- *Draft: March 2021*
- *Draft Final: May 2021*

1.2.3.2 Financial and Deliverable Reporting Improvements and Dashboards for the Consultants

Deliverable(s):

   o *Deliverable 1.2.3.2.1 – Updated PowerBI reports (ongoing)*

1.2.3.3 Automated Workflows for Project Control Processes

1.2.3.4 Coordinating with BART/CCJPA and Third Parties for PPMS Coordination

1.2.3.5 Ongoing Support and Maintenance

1.2.4   Enterprise Digital Solutions Management

This task includes providing Enterprise Digital Solutions (EDS) Management including Building Information Systems and Computer-Aided Design (BIM/CAD) Digital Twin Development and Geospatial Portal.

1.2.4.1 BIM/CAD Digital Twin Development

- Provide procurement, configuration, and rollout of a cloud-hosted 2D and 3D BIM/CAD Common Data Environment (BIM 360) for the Program. BIM360

establishes a single "source of truth" environment for all 2D and 3D BIM/CAD deliverables that help for all the Program's discipline teams, including the PMT and Consultant teams. The deployment will include:

— Hosting stakeholder discovery workshops to compile deliverable requirements and establish a standards framework.
— Installing and configuring BIM 360.
— Developing a BIM/CAD Toolkit to outline the standards and specifications for governance and support training and rollout.
— Rollout and training.

1.2.4.1.1 Common Data Environment (BIM 360) Discovery Workshops

1.2.4.1.2 BIM 360 Deployment and Configuration

1.2.4.1.3 BIM Tool Kit Development, consisting of but not limited to the following:

- BIM Contractual Language (Summary of requirements & standards)
- BIM Capabilities Questionnaire
- BIM Execution Plan Template
- BIM QA/QC Plan & Checklist
- BIM/CAD Application Templates

Deliverable(s):

o *Deliverable 1.2.4.1.3.1 – BIM Tool Kit*

   ▪ *Draft: March 2021*
   ▪ *Draft Final:* May 2021

o *Deliverable 1.2.4.1.3.2 – BIM Quality Assurance/Quality Control (QA/QC) Plan and Checklist*

   ▪ *Draft: March2021*
   ▪ *Draft Final: April 2021*

o *Deliverable 1.2.4.1.3.3 – BIM Training Materials*

   ▪ *Draft: March 2021*
   ▪ *Draft Final: May2021*

1.2.4.1.4. Administer Rollout and Training

1.2.4.1.5 Ongoing Support and Maintenance

1.2.4.2 Geospatial Portal

- Provide procurement, configuration, and rollout of ESRI's cloud-hosted ArcGIS Online portal, the solution for producing interactive maps, analyzing data, and sharing and collaborating geospatial data. The task will include:

— Hosting stakeholder discovery workshops to establish data/mapping/analysis requirements.

— Configuring users and security groups, and incorporating project branding to the geospatial portal.
— Developing a GIS Portal Toolkit to outline the standards and specifications for governance and support training and rollout.
— Rollout and training.

1.2.4.2.1 Geospatial Portal Discovery Workshops

1.2.4.2.2 ArcGIS Online Deployment and Configuration

1.2.4.2.3 GIS Portal Toolkit

Deliverable(s):

o *Deliverable 1.2.4.2.3.1 – Geospatial Management Plan*

- *Draft: March 2021*
- *Draft Final: May 2021*

o *Deliverable 1.2.4.2.3.2 – Geospatial DRAFT User Guide*

- *Draft: March 2021*
- *Draft Final: May2021*

o *Deliverable 1.2.4.2.3.3 – Geospatial QA/QC Plan*

- *Draft: March 2021*
- *Draft Final: May 2021*

o *Deliverable 1.2.4.2.3.4 – Geospatial Training Materials*

- *Draft: March2021*
- *Draft Final: May 2021*

1.2.4.2.4 Administer Rollout and Training

1.2.4.2.5 Ongoing Support and Maintenance

1.2.5 Document Control and Records Management

- Provide functional governance and leadership for the development, implementation, reporting, and continuous improvement of the document control and record management systems for the Program. Oversee the execution and enforcement of the document control processes and procedures. Key activities include but are not limited to:

  — Prepare and maintain the Program's Records Management Policy.
  — Support training and onboarding for the Consultants regarding document and records management.

Deliverable(s):

o *Deliverable 1.2.5.1 – Records Management Policy*

- *Draft: Febuary 2021*

- *Draft Final: March 2021*

1.2.6   <u>Standards of Practice Management and Training and On-and Off-Boarding</u>

- Provide management and oversight of the Strategic Program Plan (SPP), stage gates, process development, and training/onboarding for the PMT and the Consultants.

1.2.6.1 Process Development

- Provide process development for business processes related to the PMC's management and oversight of the Consultants. Develop processes related to administrative functions, document management, change management, invoicing, schedule management, quality management, and technical oversight. Work products include the following, as required:

    — Workflows
    — Forms, templates, checklists, logs
    — Work instructions
    — RASCI matrix

1.2.6.2 Training/Onboarding/Offboarding

- Provide training to the PMT and the Consultants for onboarding new team members in a way that clearly communicates program processes and procedures, and appropriately presents updates on new program processes/initiatives, as required. Key activities include:

    — Develop training related to administrative functions, document management, change management, invoicing, schedule management, quality management, technical oversight, and reviews. Training will include in-person and/or PowerPoint/video presentations.
    — Develop checklists, policies, and review documents to properly offboard employees or teams and to assure access and security privileges are updated.

Subtask 1.3   **Strategic Program Plan Update**

- Update the SPP to integrate the Consultants' activities as part of the Expanded Version 2 of the SPP (Deliverable 1.3 under WP A.02). Specific updates will be identified after the Consultants are onboard.

    Deliverable(s):

    o *Deliverable 1.3.1 – One (1) update to Expanded Version 2 of the SPP (Deliverable 1.3 under WP A.02)*

        - *Draft: March 2021*
        - *Draft Final: April 2021*

Subtask 1.4   **Stage Gate Process**

- Engage with the Consultants to provide alignment and compliance of the Consultant's activities with the Stage Gate Implementation Plan.

- Conduct a stage gate workshop with the Consultants.
- Provide coordination between the change management, schedule management, budget/cost management, and integration leads to understand the impacts to stage gates when changes arise.

Deliverable(s):

o *Deliverable 1.4.1 – Used in WP A.02*

o *Deliverable 1.4.2 – Used in WP A.02*

o *Deliverable 1.4.3 – Facilitate one stage gate workshop with the Consultants, including agenda and minutes*

  - *Stage Gate Workshop #1: August 2021*

Subtask 1.5   Risk Management

- Conduct a risk workshop with the Consultants.
- Engage with the Consultants to identify, monitor, and manage risks associated with the Consultant's activities as part of the overall Risk Management Process for the Program.

Deliverable(s):

o *Deliverable 1.5.1 – Used in WP A.02*

o *Deliverable 1.5.2 – Used in WP A.02*

o *Deliverable 1.5.3 – Used in WP A.02*

o *Deliverable 1.5.4 – Facilitate one risk workshop with the Consultants, including agenda and minutes*

  - *Risk Workshop #3: August 2021*

o *Deliverable 1.5.5 – Coordinate with the Consultants for up to 12 monthly updates to the Risk Register (ongoing)*

Subtask 1.6   Quality Assurance/Control

- Provide proposed requirements for quality management for incorporation into the Consultant contract documents.
- Engage with the Consultants to set expectations and reinforce the approach to quality management for compliance with the Program Quality Management System (QMS) and Program Quality Plan (PQP).
- Review the Consultants' Quality Management Plans, comment on the plans and recommend approval or rejection by BART/CCJPA based on the results of the review.
- Audit Consultants compliance with the PMC's Quality Management Plans – dependent on the timing for production of Consultants' deliverables.

Deliverable(s):

Prime: HNTB

Subconsultant	Amount	DBE (Y/N)	SBE (Y/N)
Chaves & Associates Inc	$357,526	N	N
Convey, Inc.	$ 349,393	N	N
Elite Transportation Group	$ 42,525	Y	Y
Fairbank, Maslin, Maullin & Associates	$51,410	N	N
InfraStrategies, LLC	$225,168	N	N
Intueor Consulting, Inc.	$851,360	N	N
Luster National, Inc	$ 182,294	Y	Y
M Lee	$ 59,783	Y	Y
Network Rail Consulting, Inc.	$ 164,294	N	N
Quality Engineering, Inc.	$ 36,520	N	N
Reflex Design Collecive	$ 394,278	N	N
Steer Davies and Gleave, Inc.	$ 2,444,586	N	N
Strategy Driver	$ 30,825	N	N
Unico Engineering, Inc.	$ 205,571	N	N

Total Work Plan Value: $ 12,440,989