

LINK21

CONNECT NORTHERN CALIFORNIA

STRATEGIC PROGRAM PLAN

CHAPTER 9: PROGRAM INTEGRATION

April 2022

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ISSUE AND REVISION RECORD

REVISION	DATE	PREPARER(S)	APPROVER	DESCRIPTION/NOTES
		BART/CCJPA REVIEWER(S)	BART/CCJPA APPROVER	
0	04/29/2021	Paul Padegimas, UNICO Engineering	Steve Lavelle, Intueor	WPA.03 V2 Working DRAFT submittal
	05/13/2021	Sadie Graham, BART	Sadie Graham, BART	WPA.03 V2 Working DRAFT submittal review
1.A	06/04/2021	Paul Padegimas, UNICO Engineering	Steve Lavelle, Intueor	WPA.03 V2 DRAFT submittal
	08/13/2021	Sadie Graham, BART	Sadie Graham, BART	WPA.03 V2 DRAFT submittal review
1.B	11/24/2021	Paul Padegimas, UNICO Engineering	Steve Lavelle, Intueor	WPA.03 V2 DRAFT FINAL submittal
				<i>No review requirement</i>
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SHAREPOINT PATH

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ACRONYMS AND ABBREVIATIONS

ACRONYM/ABBREVIATION	DEFINITION
BART	San Francisco Bay Area Rapid Transit
CCJPA	Capitol Corridor Joint Powers Authority
I2MP	Integration and Interface Management Plan
IAN	Integration Actions and Needs
PMC	Program Management Consultants
PMT	Program Management Team

LINK21 PROGRAM TEAM NAMES

TEAM NAME	TEAM MEMBERS
PMC	The HNTB Team
PMT	BART/CCJPA + PMC
Consultants	Consultants supporting program identification/project selection
Link21 Team	PMT + Consultants

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9. PROGRAM INTEGRATION

9.1. Purpose

The technical work for the Link21 Program (Link21) is divided primarily into four service categories: Engagement and Outreach, Travel Demand and Land Use, Planning and Engineering, and Environmental. This technical work is being conducted by the Program Management Consultants (PMC) and their service category Consultants supporting program identification/project selection (Consultants) under the direction of the PMC service category delivery managers. The PMC team works within the broader Program Management Team (PMT)¹ providing oversight, guidance, and technical direction. The work of these service categories feeds into the Business Case Framework which guides the Link21 decision-making. They have numerous points where they will interface, making them reliant upon each other for information and coordination to effectively progress Link21. The purpose of the Integration Program is to identify, manage, and document interfaces between service category workstreams, and to provide proactive support of and coordination with the PMC delivery managers for each of the four service categories to make sure work progresses in an integrated and streamlined fashion.

The Integration Program's primary objectives are to:

- Facilitate effective communication between PMC delivery managers and PMC leadership, as needed.
- Systematically identify and document service category interfaces.
- Proactively manage and track interfaces to verify each service category's information and coordination needs are being met.

9.2. Strategy

9.2.1. Organization

The Integration Team is led by the integration manager. The integration manager's responsibilities are to:

- Manage, monitor, and report on program integration performance, change management, and conflict mitigations.
- Provide intermediate review and approval of integration deliverables.
- Coordinate and execute actions required to resolve interface issues and identify related program and service category risks.

¹ San Francisco Bay Area Rapid Transit District (BART)/Capitol Corridor Joint Powers Authority (CCJPA) and PMC



- Lead team meetings and approve of meeting outputs.

The integration manager is supported by the integration deputy and additional integration support staff.

9.2.2. Process

The objectives identified in Section 9.1 will be achieved by the Integration Team through a set of processes, meetings, and deliverables identified in the *Integration and Interface Management Plan* (I2MP), which also provides specifics about the Link21 Integration Program. Key elements of the Integration Program include:

- **Effective Communication.** Conduct regular one-on-one and group meetings with PMC delivery managers and other PMC and Consultant team members, as appropriate, per meeting agendas to stay closely coordinated around issues and interfaces.
- **Identification and Management of Interfaces.** Capture, track, and manage interfaces and interdependent activities through the use of consistent tools and processes.
- **Action Resolution.** Develop an Integration Actions/Needs (IAN) register to document, track, and resolve the delivery managers' issues and needs.

The following sections of this chapter provide a brief overview of these items.

EFFECTIVE COMMUNICATION

A key objective of the Integration Team is to facilitate effective communication between the four service categories. The work in each service category requires input from and coordination with the other service categories. Program integration confirms that the needs and actions associated with these interfaces are clearly communicated between the PMC delivery managers and the Consultant managers. To achieve this, the Integration Team will host meetings and provide tools to facilitate effective communication, which are described in the following section.

Integration Meetings

The Integration Team will hold bi-weekly meetings with each PMC delivery manager and their designated representatives, as well as weekly group meetings with PMC delivery managers from all four service categories and the Equity Team and others as appropriate per the meeting agenda. These meetings will provide a forum to:

- Identify service category interfaces and reach concurrence on related needs, issues, and concerns.
- Discuss and reach concurrence on the actions necessary for responding to the needs, issues, and concerns.
- Provide updates on and resolution to and closure of the needs and actions.



IDENTIFICATION AND MANAGEMENT OF INTERFACES

As Link21 progresses and increases in complexity, it will be necessary to employ a systematic process for the identification, tracking, and management of service category interfaces (i.e., technical interdependencies between the various service categories).

The Integration Team will capture, track, and manage all service category technical interfaces through regular and detailed reviews of the P6 schedule and facilitated discussion during the aforementioned integration meetings. As Link21 progresses, the Integration Team will host workshops if and when appropriate to evaluate the completeness and accuracy of captured interfaces by service category, and consolidate those interfaces into an interface register for tracking and management. The Integration Team will hold regular reviews of all identified interfaces at integration meetings to add or update interfaces, and to coordinate necessary actions, as appropriate. The Integration Team will develop more detailed and robust tools for the tracking and management of interfaces that are critical to key Link21 deliverables. These tools will serve to increase the visibility of those critical interfaces and to guide the activities necessary to execute those interfaces. The Integration Team plans to review the need for these additional tools at Stage Gate 1, enabling the team to propose the appropriate form and time for their implementation.

ACTION RESOLUTION

The Integration Team maintains an IAN Register to track, manage, and resolve each service category's needs and actions. These needs and actions will largely be identified and entered into the IAN Register during integration meetings. Each entry will include information such as the party requesting, party responsible, specific need and action, due date, and others as appropriate. The Integration Team will distribute IAN Register updates weekly to the PMC delivery managers and those responsible for actions related to issues to provide visibility to issues and encourage action on them. Where appropriate, the Integration Team will work with Link21 risk management and the service category tasks to identify integration-related risks. Through this process, the Integration Team will maintain an up-to-date status of all items. Progress/status will also be discussed during individual and group integration meetings. An action will only be considered resolved/closed when concurrence has been reached from the requesting and the performing party(ies).

9.2.3. Adapting as Link21 Grows

Link21 is a long, complex program. As the integration needs of Link21 evolve, the Integration Team and the I2MP will adapt along with it to best suit its needs. This will result in new or updated processes, meetings, or deliverables, as appropriate. The Integration Team is currently working within the PMT to identify appropriate changes to Integration processes and tools to adequately accommodate the onboarding of Consultants.