

LINK21

CONNECT NORTHERN CALIFORNIA

STRATEGIC PROGRAM PLAN

CHAPTER 4: ORGANIZATION AND MANAGEMENT

March 2023

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ISSUE AND REVISION RECORD

REVISION	DATE	PREPARER(S)	PMC REVIEWER(S)	APPROVER	DESCRIPTION/ NOTES
			BART/CCJPA REVIEWER(S)	BART/CCJPA APPROVER	
0	10/18/2019	Jeff Morales, InfraStrategies	Gay Knipper, HNTB	Peter Gertler, HNTB	WPA.01 DRAFT submittal
	10/25/2019, 10/30/2019	---	Sadie Graham, Duncan Watry, BART	Sadie Graham, Duncan Watry, BART	WPA.01 DRAFT submittal review
1.A	02/06/2020	Jeff Morales, InfraStrategies	Gay Knipper, HNTB	Peter Gertler, HNTB	WPA.02 DRAFT submittal
	02/29/2020	---	Andrew Tang, BART	Sadie Graham, BART	WPA.02 DRAFT submittal review
2.A	07/30/2020	Jeff Morales, InfraStrategies	Gay Knipper, HNTB	Peter Gertler, HNTB	WPA.02 V1 DRAFT submittal
	07/31/2020	---	Sadie Graham, BART	Sadie Graham, BART	WPA.02 V1 DRAFT submittal review
2.B	10/30/2020	Jeff Morales, InfraStrategies	Gay Knipper, HNTB	Peter Gertler, HNTB	WPA.02 V1 DRAFT FINAL submittal
		---			<i>No review requirement</i>
3.A	04/19/2021	Jeff Morales, InfraStrategies	Steve Lavelle, Intueor	Peter Gertler, HNTB	WPA.03 V2 Working DRAFT submittal
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REVISION	DATE	PREPARER(S)	PMC REVIEWER(S)	APPROVER	DESCRIPTION/ NOTES
			BART/CCJPA REVIEWER(S)	BART/CCJPA APPROVER	
3.B	06/04/2021	Jeff Morales, InfraStrategies	Steve Lavelle, Intueor	Peter Gertler, HNTB	WPA.03 V2 DRAFT submittal
	08/13/2021	---	Sadie Graham, BART	Sadie Graham, BART	WPA.03 V2 DRAFT submittal review
3.C	11/22/2021	Jeff Morales, InfraStrategies	Steve Lavelle, Intueor	Peter Gertler, HNTB	WPA.03 V2 DRAFT FINAL submittal
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4	04/07/2022	Jeff Morales, InfraStrategies	Steve Lavelle, Intueor	Peter Gertler, HNTB	WPA.04 DRAFT submittal
		---			<i>No review requirement</i>
5.A	09/30/2022	Sudhish Verma, HNTB	Rebecca Mincio, HNTB	Peter Gertler, HNTB	WPA.01-01 Working DRAFT submittal
	10/19/2022	---	Sadie Graham, BART	Sadie Graham, BART	WPA.01-01 Working DRAFT submittal
5.B	03/17/2023	Sudhish Verma, HNTB	Carl Burns, HNTB	Peter Gertler, HNTB	WPA.01-01 DRAFT FINAL submittal
		---			<i>No review requirement</i>

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SHAREPOINT PATH

Records Center/PRGM Record Center/WPA.01-01/SPP/
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ACRONYMS AND ABBREVIATIONS

ACRONYM/ABBREVIATION	DEFINITION
BART	San Francisco Bay Area Rapid Transit District
CCJPA	Capitol Corridor Joint Powers Authority
COI	conflict of interest
PMC	Program Management Consultants
PMT	Program Management Team
TDLU	Travel Demand and Land Use

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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4. ORGANIZATION AND MANAGEMENT

4.1. Purpose

The Link21 Team¹ is an integrated and collaborative team that is managing, overseeing, and delivering the Link21 Program (Link21). The purpose of Link21 Team's organization is to develop, implement, and maintain an organization that brings together the necessary capabilities and capacities that are aligned with and optimized to successfully deliver Link21's goals and objectives.

4.2. Strategy

The Program Management Team (PMT)² is an integrated organization that brings together the necessary strategic, technical, and stakeholder engagement skills to deliver Link21. The PMC is organized to effectively engage with BART/CCJPA and the Consultant teams to provide support and guidance to advance key program/project decisions to keep Link21 moving forward.

The PMT requires resources with a wide range of skills from various entities. The roles and responsibilities and the organizational structure include both strategic and day-to-day operating interfaces to enable seamless coordination, issue resolution, decision-making, and handoffs.

The organization of the Link21 Team is summarized as follows:

- BART/CCJPA, as the program sponsor, makes the final decisions related to the delivery of Link21, including, but not limited to, decisions about Link21's scope, budget, schedule, commitments, communications, policies, and quality. Additionally, BART/CCJPA will report to the BART and the CCJPA boards, who will have the overall decision authority at each stage gate, which is a critical decision point in the program that captures the foundational actions that determine Link21's direction.
- HNTB, as the prime consultant, and their team of subconsultants, are the PMC contracted by BART to provide Strategic Advising and Program Management professional services. These services include strategic advisory, program management, program controls, business case development, technical support, consultant oversight, program integration, and other services. The PMC serves as an extension of BART/CCJPA staff and has been designated by BART/CCJPA as the point of contact for the Consultants.

¹ San Francisco Bay Area Rapid Transit District (BART)/Capitol Corridor Joint Powers Authority (CCJPA), the Program Management Consultants (PMC), and Consultants supporting program identification/project selection (Consultants)

² BART/CCJPA and PMC

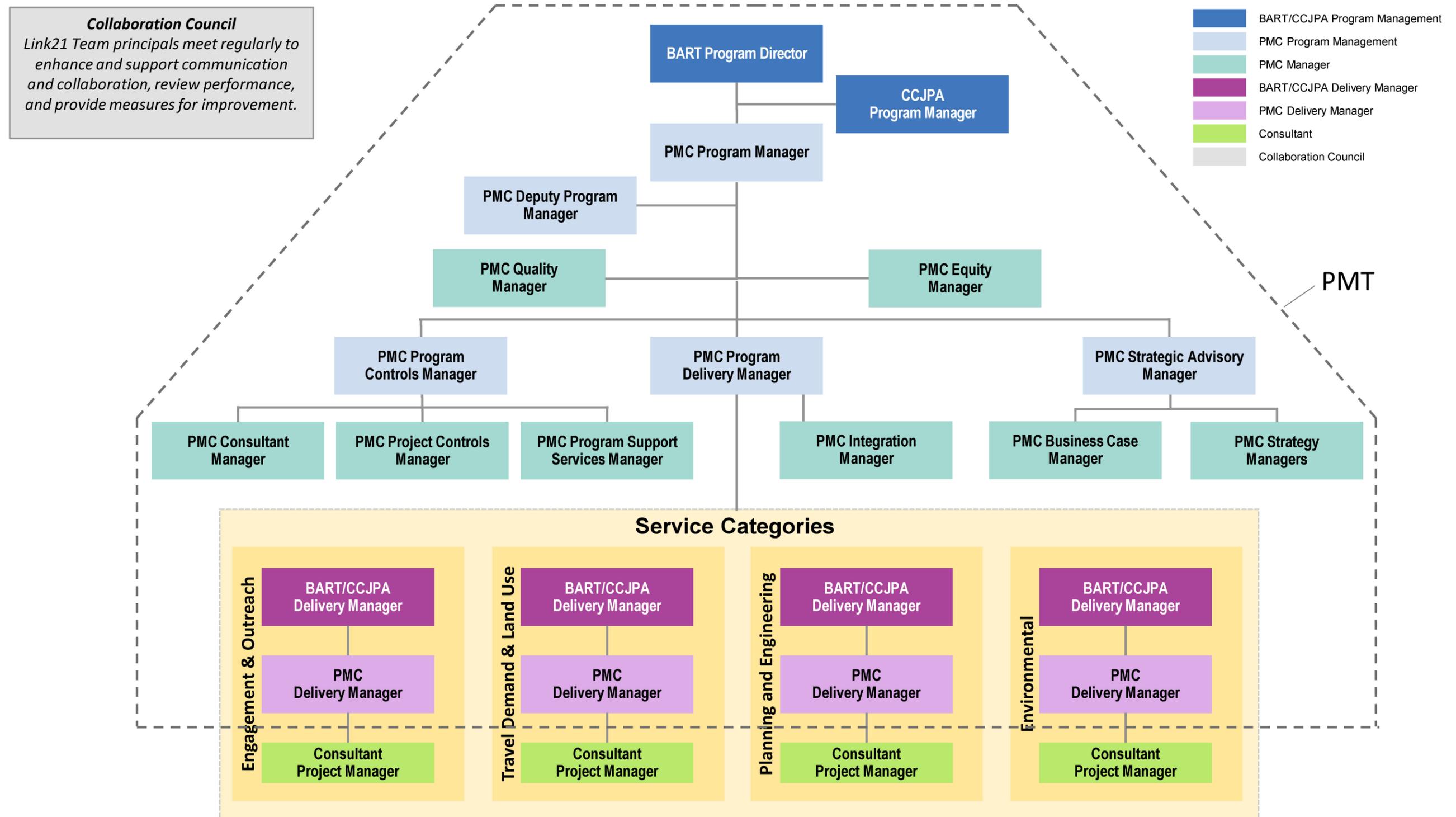


Four Consultant teams, each comprised of a prime consultant and subconsultants, are providing Engagement and Outreach, Travel Demand and Land Use, Planning and Engineering, and Environmental professional services. Each team is contracted by BART and managed by BART with help from the PMT.

The Link21 Team functional organization is shown in **Figure 4-1**.



Figure 4-1. Link21 Team Functional Organization



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In addition to the functional organization structure, the PMT has developed additional systems, processes, and tools to ensure success by clearly communicating roles, responsibilities, and expectations.

RASCI Matrix

To clarify the roles and responsibilities of each team, the PMT developed a program-wide RASCI (responsible, accountable, supporting, consulted, and informed) matrix of activities and deliverables assigned to each Link21 Team entity. Refer to Section 4.3.1 for additional information.

Conflict of Interest

To ensure that the PMC and Consultant teams are objective and unbiased in delivering its services to Link21, the PMT developed a Conflict of Interest (COI) Disclosure process that requires Consultant teams to self-certify their potential conflicts of interest. The agreements between BART and the PMC and Consultant teams disclose any potential condition that may be a conflict of interest in their work for Link21 and other contracts where they are engaged. The COI Disclosure process builds upon the COI requirements laid out in their agreements with BART. Note that BART may, in order to avoid any potential COI, preclude a consultant, its subconsultants, or suppliers from providing services under their Agreement. The COI approach is discussed in Section 4.3.2.

4.3. Implementation

Phase 0 tasks included onboarding members of the PMT and the Consultants, and the development of systems, processes, and tools that will scale as the program evolves from planning to design and construction and ultimately revenue service.

These include a:

- RASCI matrix that addresses all program-wide activities and deliverables.
- COI Disclosure process that requires the PMC and Consultants to self-certify any potential COI or lack thereof.



4.3.1. RASCI Matrix

A program-wide RASCI matrix of activities and deliverables assigned to each Link21 Team entity was developed (**Table 4-1**). It assigns only one party as Responsible (R) and Accountable (A) for an activity or deliverable, while multiple parties may be Supporting (S), Consulted (C), or Informed (I) for an activity or deliverable.

Table 4-1. Link21 Team RASCI Matrix

Legend: R = Responsible, A = Accountable, S = Supporting, C = Consulted, I = Informed

PROGRAM ACTIVITY/DELIVERABLE	RESPONSIBILITY		
	BART/CCJPA	PMC	CONSULTANTS
Program Management			
Programmatic Reporting	C	R, A	---
Records Retention	C, I	R, A	S, I
CPRA/FOIA ³ Requests	R, A	S, C	S, I
On/Offboarding	C	R, A	I
PMC Deliverable – Consultant Not Involved	C, I	R, A	---
PMC Deliverable – Consultant Involved	C	R, A	I, C, S
Consultant Readiness			
Scope Preparation	C	R, A	I
ICE ⁴ Preparation	C, I	R, A	---
Scope	A, R	C, S	I
ICE	A, R	C, S	I
Consultant Proposal Review	A	R	S
Technical/Cost Memorandum	R, A	S	
Issue NTPs ⁵	R, A	S	I
Consultant Onboarding	C	R, A	I
Consultant Management			
Consultant Invoicing	A	C, S	R
Progress Meetings	C, I	A	R
Quality Management	I	C	R, A
Deliverable Review	C, I	R, A	S

³ California Public Records Act/Freedom of Information Act

⁴ Independent Cost Estimate

⁵ notice to proceed



PROGRAM ACTIVITY/DELIVERABLE	RESPONSIBILITY		
	BART/CCJPA	PMC	CONSULTANTS
Schedule Management			
Work Plan Baseline	C, I	R, A	---
Master Program Schedule	C, I	R, A	S
Bi-monthly Progress Updates	I	S, C	R, A
Budget/Cost Management			
Budget/Cost Reporting	C, I	R, A	S
Program Budget Modification Requests	C	R, A	S
Risk Management			
Link21 Risk Register	C	R, A	---
Consultant Risk Registers	C, I	S, C	R, A
PMT Risk Mitigation and Monitoring	C, I	R, A	S
Consultant Risk Mitigation and Monitoring	I	C, S	R, A
Change Management			
PMT Change Order Request Preparation	C, I	R, A	S
Consultant Change Order Request Preparation	C, I	C, S	R, A
Program Change Order Approval	R, A	C, S	S, I
Change Management Reporting	I	R, A	S

4.3.2. Conflict of Interest Approach

Timely resolution of conflicts is key to keeping Link21 moving forward and to maintaining good working relationships. Conflicts should be resolved in a timely and transparent manner within 10 business days. If a conflict cannot be resolved within 10 business days, it should be escalated to the next highest and appropriate decision-making level within the PMT. If the PMT cannot resolve the conflict within 10 business days, it will be elevated to the executive level at BART/CCJPA for resolution. In all cases, anytime a conflict is escalated to the next level for resolution, it is mandatory the parties prepare documentation about and the efforts taken to resolve the conflict.

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