

LINK21

CONNECT NORTHERN CALIFORNIA

STRATEGIC PROGRAM PLAN

CHAPTER 1: INTRODUCTION

November 2022

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SHAREPOINT PATH

Records Center/PRGM Record Center/WPA.01-01/SPP/2-PRGM-PH1-SPP_CH01_Introduction-DRAFT_FINAL



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ACRONYMS AND ABBREVIATIONS

ACRONYM/ABBREVIATION	DEFINITION
BART	San Francisco Bay Area Rapid Transit District
CCJPA	Capitol Corridor Joint Powers Authority
DBE	Disadvantaged Business Enterprise
PMC	Program Management Consultants
PMT	Program Management Team
SBE	Small Business Entity
SPP	Strategic Program Plan

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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1. INTRODUCTION

1.1. Purpose

The Northern California Megaregion (Megaregion) includes the nine-county Bay Area, the six-county greater Sacramento area, the three northernmost counties of the San Joaquin Valley, and the three counties in the Monterey Bay Area, for a total of 21 counties. The expanding suburban markets are connected to an extensive and expanding rail network that includes the San Francisco Bay Area Rapid Transit District's (BART) system, which includes the Transbay Tube that connects San Francisco and the East Bay. BART and the Capitol Corridor Joint Powers Authority (CCJPA), collectively referred to as BART/CCJPA, are representing the region's rail partners in pursuing a new transbay passenger rail crossing project (Crossing Project) within the context of the larger travel demand and the megaregional rail network.

The Link21 Program (Link21) is a highly complex and long-term effort. In June 2019, BART/CCJPA selected the HNTB-led team, referred to as the Program Management Consultants (PMC), to provide Strategic Advising and Program Management services. In May 2022, the HNTB Team was reselected to continue providing these services. BART/CCJPA leads and maintains control of all ultimate decisions, and the PMC, as an extension of BART/CCJPA staff, provides strategic advising, program management, technical analyses, and consultant oversight services.

The Link21 Team is made up of BART/CCJPA, PMC, and Consultants, as shown in **Table 1-1**.

Table 1-1. Link21 Program Team Names

TEAM NAME	TEAM MEMBERS
PMC	The HNTB Team
PMT	BART/CCJPA + PMC
Consultants	Consultants supporting program identification/project selection for four service categories: <ul style="list-style-type: none"> ▫ Engagement and Outreach ▫ Environmental ▫ Planning and Engineering ▫ Travel Demand and Land Use
Link21 Team	PMT + Consultants

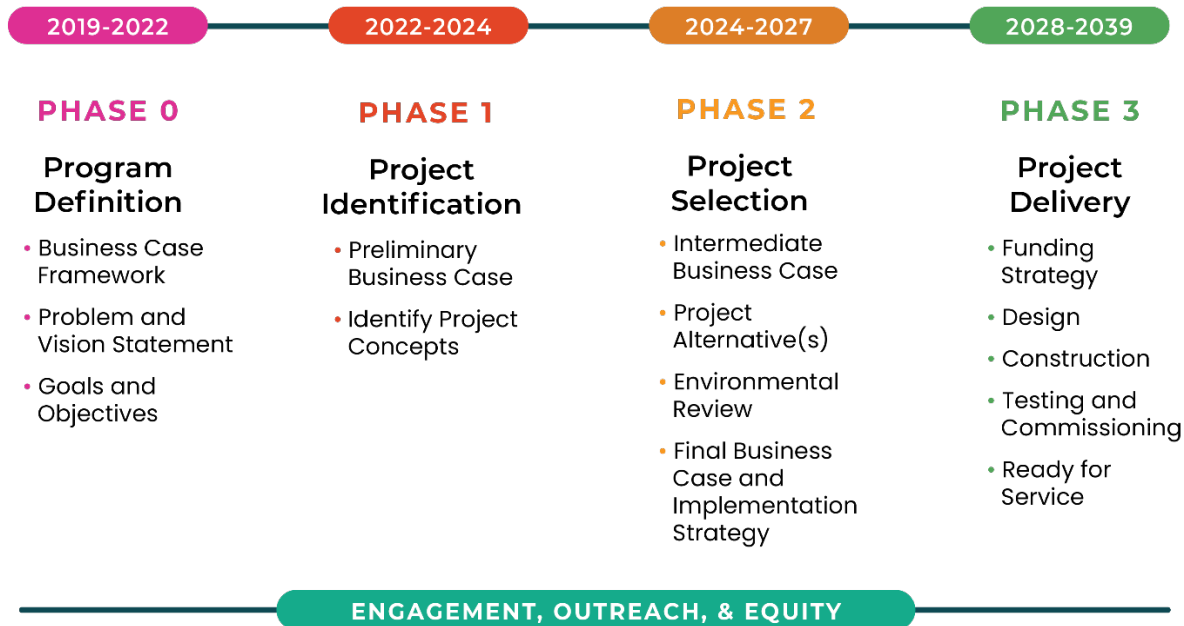
The PMC collaborates with BART/CCJPA to prepare and to maintain this Strategic Program Plan (SPP) as a fundamental document that serves to memorialize and socialize program components, management strategies, and key decisions that support the goals and objectives for Link21.



1.1.1. Program Overview

Link21 is a highly complex and long-term effort that is structured around four delivery phases, as shown in Figure 1-1.

Figure 1-1. Link21 Program Timeline



The Link21 Program could include BART and Regional Rail (commuter, intercity, or high-speed rail) improvements from Sacramento to San Francisco. It also could include one or more projects that would be advanced to delivery and revenue service. At least one of the projects will be a transbay crossing between Oakland and San Francisco and may include other projects to be identified and progressed.

1.2. Strategy

1.2.1. Guiding Principles

The PMT will consider the following three overarching principles as a guide to the planning and delivery of Link21.

GOVERNANCE

While the individual members of the PMT continue to lead specific efforts, BART/CCJPA, as the program owner, makes the final decisions related to the delivery of Link21, including, but not limited to, decisions about Link21's scope, budget, schedule, commitments, 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.

RESOURCES PLANNING

Throughout the Link21 life cycle, BART/CCJPA will collaborate and leverage the PMC and Consultants' resources as needed. The PMT will use its strategic, technical, and program management expertise and procurement experience to successfully deliver Link21.

INNOVATION

The PMT will establish and foster an innovative culture to provide knowledge management and transfer while achieving Link21's goals and objectives. The Link21 Team will build upon BART/CCJPA's institutional knowledge, collective best practices, and lessons drawn from global experience on similar complex capital programs.

1.2.2. Strategy Development

With a program of Link21's magnitude, pressure will mount to demonstrate progress and return on investment. Therefore, it is essential to the overall strategy to carefully plan, execute, and deliver and to mitigate risk. The PMT's approach to strategy development and program management, including the application of a business case approach and with the Stage Gate Process (SPP Chapters 2 and 5, respectively), will incorporate collaboration and transparency in decision-making and risk mitigation from initiation through operations. This approach will be supported by skilled advice, program management expertise, and technical insights from subject matter experts, managers, owner-operators, and agency executives on relevant megaprojects in the Bay Area as well as nationally and globally.

The PMT will develop appropriate options and conduct robust analyses to make sure decision-makers and stakeholders are continuously engaged and informed. Throughout Link21, the PMC and the Consultants will assist BART/CCJPA in developing concepts and recommendations through alignment analysis, environmental clearance, engineering, and construction. Once BART/CCJPA determines the best path forward, the PMT will work together to provide successful planning and delivery of program and project activities.

The representative list of strategic issues in **Figure 1-2** forms the initial basis for this SPP. The PMT will continually monitor these and other emerging issues to proactively manage Link21 efficiently and effectively.

**Figure 1-2. Strategic Issues**

1.2.3. Foundational Documents

The PMT has integrated foundational documents throughout the SPP to promote consistency in the messaging and communications across the Link21 Team. The documents are intended to be a single source of truth. They can be used by members of the Link21 Team for internal or external communication, and they are subject to strict version control. The PMT established a process for managing, tracking changes, and updating the foundational documents; promoting accuracy of the content; and maintaining the integrity of the files. Strategic Program Plan Purpose and Structure

This SPP establishes, memorializes, and socializes key strategies, policies, and protocols to guide the Link21 Team as they define, oversee, manage, and deliver the program. The SPP is organized into 14 chapters. **Table 1-2** provides the SPP Quick Guide that includes a brief description of each chapter.

Table 1-2. SPP Quick Guide

CHAPTER	DESCRIPTION
1 Introduction	Background information, guiding principles, and SPP's purpose
2 Business Case	Overview of the key principles of the Business Case Framework, Process, and Methodology; Problem and Vision Statement & Goals and Objectives; and Strategic Evaluation Framework
3 Strategic Advisory	Overview of Strategic Advisory's role in making sure tasks are carried out with the broad strategic goals of the program in mind, assessing the externalities that impact the program, anticipating challenges and devising strategies to overcome them, and identifying opportunities and devising strategies to take advantage of them

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CHAPTER	DESCRIPTION
4 Organization and Management	Approach to develop and update the organization, roles, and responsibilities and authorities for the various entities engaged in program delivery; advisory and oversight structure may include various groups, such as executive leaders of transit planning and funding agencies, elected officials, business oversight committees, nongovernmental agencies, communities of interest, technical experts, and others to be determined
5 Stage Gate Process	Process to minimize and mitigate the risks associated with delivering capital projects, and to enable appropriate governance and control of projects as they progress through development and onto delivery and completion
6 Program Controls	Goals and objectives, roles and responsibilities, and processes for the core functions of program management and program controls
7 Quality	Programmatic approach to provide quality policies, processes, and procedures for program delivery
8 SBE¹ and DBE² Participation Plan	Plan to achieve BART's SBE/DBE goals for Link21
9 Equity	Link21's overarching approach to consider equity through the lens of the distribution of benefits and burdens
10 Delivery and Integration	Approach to identifying, managing, and documenting interfaces between the four service categories and to providing proactive support of and coordination with the PMC delivery managers
11 Engagement and Outreach	Programmatic approach for efficient and strategic engagement and communications among Link21 Team members; by establishing guidelines for these activities, project sponsors, partners, stakeholders, and audiences will understand the need for and benefits of Link21
12 Planning and Engineering	Approach to the development of potential concepts and alternatives for planning and engineering projects
13 Environmental	Approach to the development and implementation of the Link21 environmental compliance strategy
14 Travel Demand and Land Use	Approach to travel demand land use modeling and analysis

¹ Small Business Entity

² Disadvantaged Business Enterprise



1.3. Implementation

1.3.1. Development Timeline and Deployment Strategy

The SPP is a living Link21 Team document that is maintained by the PMC. The PMC updates the SPP at least annually and provides more frequent updates as necessary and appropriate to meet the needs of Link21. The SPP is updated through informed collaboration among the PMT and the Consultants, the evolution and progression of program and project definition, and by lessons learned through the *Program Quality Plan's* continuous improvement and innovative processes. The PMC program manager reviews and approves each update of the SPP, including references to foundational documents for BART/CCJPA's review, comment, and final approval.