

# LINK21

CONNECT NORTHERN CALIFORNIA

## STRATEGIC PROGRAM PLAN

### CHAPTER 1: INTRODUCTION

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April 2022

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## ACRONYMS AND ABBREVIATIONS

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

## LINK21 PROGRAM TEAM NAMES

TEAM NAME	TEAM MEMBERS
<b>PMC</b>	The HNTB Team
<b>PMT</b>	BART/CCJPA + PMC
<b>Consultants</b>	Consultants supporting program identification/project selection
<b>Link21 Team</b>	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 Megaregion represents 5% of the nation's gross domestic product (GDP) and the highest per capita in the country. The expanding suburban markets are now increasingly tied to an extensive and expanding rail network, including the San Francisco Bay Area Rapid Transit's (BART) System. BART's current Transbay Tube has been connecting BART between San Francisco and the East Bay for nearly 50 years, and it cannot meet the expected future travel demand. Therefore, 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 as its Program Management Consultants (PMC) for this critical initiative. While BART/CCJPA leads and maintains control of all ultimate decisions, the PMC collaborates closely with BART/CCJPA and combined they comprise the Program Management Team (PMT). The PMC supports BART/CCJPA with necessary strategic insights and technical analyses to advance Link21 while maintaining public trust, promoting transparency, and identifying funding opportunities.

To assemble the Link21 Team (as shown in **Table 1-1**), BART/CCJPA recently procured additional Consultants (Consultants supporting program identification/project selection) for the following service categories: Engagement and Outreach, Planning and Engineering, Travel Demand and Land Use, and Environmental.

**Table 1-1. Link21 Program Team Names**

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

The PMC will collaborate with BART/CCJPA to prepare and 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.

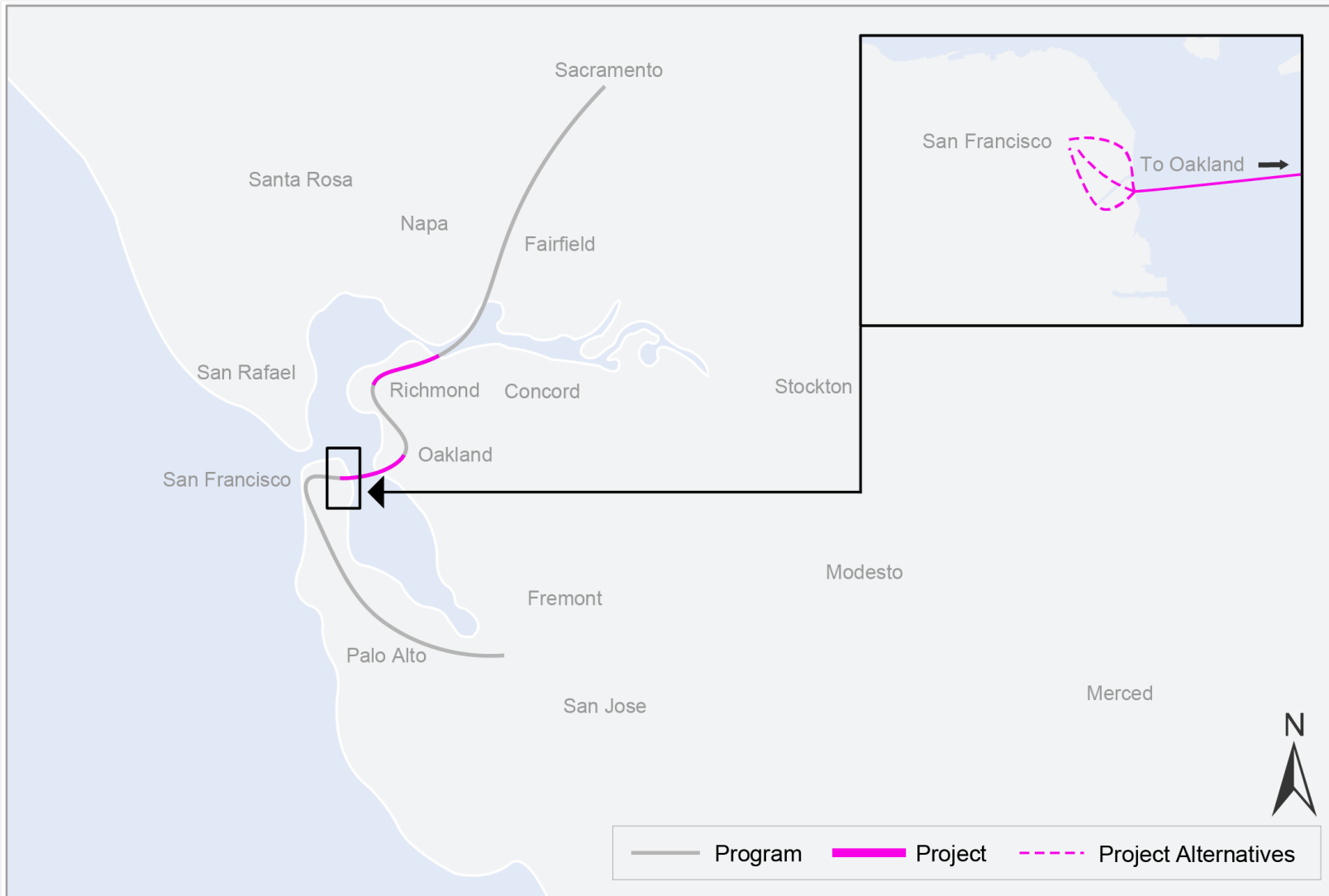


### 1.1.1. Program Overview

The Link21 elements within the SPP are organized by the “Program” and the “Project(s),” as shown in **Figure 1-1**. It is an illustrative example of the relationship between the Link21 Program and Project(s). 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. It is likely that 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. Please note, Figure 1-1 is only illustrative and is not an actual representation of a proposed program or project that will be identified and selected as part of Link21.



**Figure 1-1. Illustrative Example of a Program versus a Project**



*Note: This graphic was developed to visualize program terminology. It does not reflect defined alternatives, components, projects, or design options.*



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## 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 and captures the foundational actions that determine Link21's direction.

#### RESOURCES PLANNING

Throughout the Link21 life cycle, BART/CCJPA will collaborate and leverage 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, deliver, and mitigate risk. The PMT's approach to strategy development and program management is through visionary and collaborative leadership 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 options 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 list of strategic issues, as shown 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 Link21. The documents are guiding principles for Link21; therefore, they require strict version control. The PMC has developed a process for managing, tracking changes, and updating the foundational documents; promoting accuracy of the content; and maintaining the integrity of the files. As shown in **Figure 1-3**, all change requests will be submitted and approved prior to the documents being updated.

**Figure 1-3. Foundational Document Control Process Overview**



The PMC is facilitating all change requests and approvals using the Foundational Document Control Log. Links to the document and a detailed workflow for facilitating the Foundational Document Control Process are on the Link21 SharePoint Collaboration Site (SharePoint) in the PMT Collaboration subsite.



### 1.2.4. 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 Link21. The SPP is organized into 14 chapters with supporting appendices. **Table 1-2** provides the SPP Quick Guide that includes a brief description of each chapter.

**Table 1-2. SPP Quick Guide**

CHAPTER	DESCRIPTION
<b>1. Introduction</b>	Background information, guiding principles, and SPP's purpose with quick reference links to Foundational Documents
<b>2. Business Case</b>	Overview of the key principles of the Business Case Framework, Process, and Methodology; Problem and Vision Statement & Goals and Objectives; and Strategic Evaluation Framework
<b>3. Organization, Communication, and Governance</b>	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
<b>4. Stage Gate Process</b>	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
<b>5. Program Controls</b>	Goals and objectives, roles and responsibilities, and processes for the key functional areas of program management and program controls
<b>6. Quality</b>	Programmatic approach to provide quality products and services for program delivery
<b>7. SBE<sup>1</sup> and DBE<sup>2</sup> Programs</b>	Plan to achieve BART's SBE/DBE goals for Link21
<b>8. Equity</b>	Will be included in the next revision of the SPP
<b>9. Program Integration</b>	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

<sup>1</sup> Small Business Entity

<sup>2</sup> Disadvantaged Business Enterprise



CHAPTER	DESCRIPTION
<b>10. Engagement and Outreach</b>	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
<b>11. Planning and Engineering</b>	Approach for systematic assessments to enable efficient and effective program delivery grouped by technical discipline, including planning, environmental, etc.
<b>12. Environmental</b>	Approach to the development and implementation of the Link21 environmental compliance strategy
<b>13. Travel Demand and Land Use</b>	Will be included in the next revision of the SPP

### 1.2.5. Development Timeline and Deployment Strategy

The SPP is a living document. The PMC will update the SPP at least annually and provide more frequent updates as necessary and appropriate to meet the needs of Link21. The PMC plans to update the SPP 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 will review and approve each update of the SPP, including references to foundational documents for BART/CCJPA's review, comment, and final approval.

Taking into consideration the level of effort over time and the number of delivery participants, the PMC will engage and communicate SPP updates to the Link21 Team through:

1. Secure online access link to the SPP
2. Onboarding information
3. User guides and training materials

The PMC will continuously capture lessons learned, incorporate improvement strategies, and advance innovative practices throughout program delivery.