Link21 Equity Advisory Council (Meeting 3)

April 18, 2023

Link21 Equity Advisory Council (EAC)

April 18, 2023

1:00 p.m. – 3:30 p.m.
A Zoom transcript of this meeting is included at the end of this document.
Presentation slides from this meeting can be found via BART Legistar found here.

AGENDA

I. Call to Order (For Information)

A regular meeting of the Link21 Equity Advisory Council (EAC) was held Tuesday, April 18, 2023, convening at 1:04 PM via teleconference pursuant to the Link21 EAC Bylaws and consistent with Assembly Bill No. 361. This meeting was called to order by Tim Lohrentz (Equity Programs Administrator, BART Office of Civil Rights).

Tim Lohrentz gave instructions on the virtual meeting, accessing the presentation materials online, public comment, and members' remarks.

II. Roll Call (For Information)

Present Members

Angela E. Hearring	Fiona Yim	David Sorrell
Beth Kenny	Gracyna Mohabir	David Ying
Clarence R. Fischer	Harun David	Mica Amichai
Cory Mickels	Landon Hill	Vanessa Ross Aquino
Linda Braak	Elizabeth Madrigal	

Absent Members

Stevon Cook	Samia Zuber	Taylor Booker

III. Public Comment (For Information)

Aleta Dupree stated that she uses multiple transit systems and believes in the equity and impact of signature projects like Grand Central Madison and the central subway in San Francisco. She views transportation projects as investments that benefit both people and goods. She envisions a Link21 system that connects communities across the bay and emphasizes equity for all, regardless of differences. Additionally, she stated that BART is for the people.

A.   Approval of February 28, 2023, Meeting Minutes (For Action) (5 minutes)

Tim Lohrentz (Equity Programs Administrator) announced that the February meeting minutes will be approved at the June EAC meeting.

B.   Environmental Process Overview and Environmental Constraints & Opportunities Report Q&A (For Discussion) (15 minutes)

Rich Walter (Environmental Manager, Link21 Team) gave a presentation recapping the Environmental Process Overview and Environmental Constraints & Opportunities (ECO) Report agenda item from the February 28th meeting. Rich spoke about how the Link21 Team is taking a proactive Planning and Environmental Linkages (PEL) approach by incorporating equity, environmental justice, and environmental considerations from the beginning of the planning process, not just during formal environmental review. Rich reiterated that the ECO Report, available on the Link21 website, covers corridors throughout the 21-county Megaregion that could receive rail improvements through Link21 or other projects. Rich said that the ECO Report is informed by desktop information as well as input from co-creation. He continued that, later, the Link21 Team will conduct more detailing surveying of communities. The ECO Report identifies community resources like schools and parks and accounts for priority populations. A constraint means that the Link21 Team should seek to avoid or minimize impact to that resource. An example of an opportunity is creating new transit service to a priority population. Rich explained that the Link21 Team has also done preliminary mapping of environmental justice communities, which will help guide Link21's outreach efforts. Formal environmental justice mapping will happen later in the program. Rich closed by asking EAC members for any thoughts on additional constraints and opportunities in their geographies, other types of constraints and opportunities to consider, constraints and opportunities that are most important to their community, and information sources that the Link21 Team should consider.

Facilitator Frank Ponciano asked if desktop information meant information that was already available. He also asked if the Link21 Team would be doing the work to produce data later in the process.

Rich Walter (Environmental Manager, Link21 Team) confirmed Frank's explanation of desktop information was correct. He explained that deeper studies will be conducted to ensure the report's accuracy, using techniques such as mapping, fieldwork, and surveys to quantify resources. Currently, the Link21 Team is relying on existing desktop data as a starting point for their research.

Facilitator Frank Ponciano asked for a definition of constraints and opportunities, along with some examples.

Rich Walter (Environmental Manager, Link21 Team) explained that the environmental process aims to identify potential impacts and minimize their effects. Building something that would impact schools, wetlands, and wildlife habitats would all be considered constraints. Sea-level rise inundation is also a serious constraint around the bay.

Opportunities are chances to further the goals and objectives of Link21. That could include providing new transit service to serving priority populations or partnering with others to address environmental concerns including sea-level rise adaptation.

EAC member Vanessa Ross Aquino asked whether there were any plans or designs for the locations that Link21 is considering for the project. She also inquired existing information that the EAC could review.

Rich Walter (Environmental Manager, Link21 Team) explained that the ECO Report contains information and maps showing constraints and opportunities for the entire 21-county Megaregion. He stated that this information is being used to identify constraints and opportunities specific to the transbay crossing concepts, which will inform the design team's efforts to minimize environmental impacts. The same information is included in the larger report, but it has been condensed for the transbay crossing concepts.

EAC Member Vanessa Ross Aquino asked when the ECO Report was sent and if the Link21 Team can share the slides from the presentation that Rich gave.

Rich Walter (Environmental Manager, Link21 Team) stated that the ECO Report posted to the Link21 website in October 2022 and shared with the EAC in advance of the February 28th meeting. He added that the Link21 Team can recirculate the link and share the slides from his presentation.

Facilitator Frank Ponciano reaffirmed that the Link21 Team will send out a follow up communication to the EAC with the link to the ECO Report.

EAC Member Clarence R. Fischer asked how electrification would be approached for a standard gauge transbay rail crossing, citing issues with diesel fumes in the crossing. He asked whether that could entail Caltrain extending to the East Bay or Capitol Corridor going electric. He also emphasized that connectivity would be important between standard gauge operators, like Capitol Corridor, and BART if the new transbay rail crossing was for BART. Clarence also noted that he would send additional questions to the Link21 Team.

Sadie Graham (BART Program Director, Link21 Team) stated that the state aims for all passenger trains to be electric by 2030 or 2035, which means that a regional rail crossing would not use diesel. The state is exploring different technologies, such as hydrogen, batteries, and electrification, like Caltrain, and that BART integration was discussed in the concepts presented last meeting.

EAC Member David Sorrell identified the built environment and accommodating standard gauge and BART as constraints for the new transbay rail crossing. He noted that engaging with the student population is a key opportunity and suggested using parking permit data to identify missing travel markets and expand campus-to-campus transportation. David emphasized the importance of including students in discussions about employment and affordable transportation for the Megaregion.

Rich Walter (Environmental Manager, Link21 Team) noted that colleges and universities are identified as potential opportunities for ridership in the ECO Report. The ECO Report identifies colleges including City College in Alameda, Berkeley, and campuses in downtown San Francisco.

Andrew Tang (BART Manager of Program Evaluations, Link21 Team) reported that Link21's website features a Market Analysis Report that identifies unmet demand and

gaps in service across Northern California. He added that the report draws on various sources, including six months of cell phone data and 170 million records. In the late summer-fall, Link21 will conduct detailed evaluations and build a travel model to assess potential ridership, including student travel patterns.

EAC Member Gracyna Mohabir asked Rich Walter to elaborate on his definition of opportunities, specifically regarding his mention of 'partnering with others'.

Rich Walter (Environmental Manager, Link21 Team) provided two examples of opportunities from the ECO Report. He first described that preparing communities near improvements for sea level rise was an opportunity. He continued that with collaboration, efforts to protect the community would be consistent. Rich also provided the example of coordinating with others on habitat mitigation and restoration projects.

C.   Introduction to Stage Gate Process (For Information) (20 minutes)

Joseph Chroston-Bell (Stage Gate Lead, Link21 Team) gave a presentation on the Stage Gate Process. He explained that the Stage Gate Process is vital for project delivery, focus, oversight, and decision-making. He explained that passing a Stage Gate marks the end of a phase and the start of the next. Joseph provided four major benefits of using Stage Gates: focusing work on common objectives, memorializing decisions, providing oversight on decisions from the public, Boards, and other stakeholders, and confirming that the right strategy is in place to move forward. Joseph said that Stage Gates mark decision points between phases or are used to approved other major decisions. He explained that the next Stage Gate, Stage Gate 2, would bring the program from Phase 1 into Phase 2. Joseph provided an example of how Stage Gate 1 worked. He said that in April 2022, Stage Gate 1 culminated with the BART and CCJPA Boards approving four statements: Link21's vision, goals, and objectives were appropriate, clear, and measurable; engagement and equity work informed the process; foundational analytical work was completed; and the Link21 Team was prepared to enter Phase 1. Joseph explained that information about those four statements was summarized in a Stage Gate Report that was made available to the Boards and public. Joseph then described the roles that different stakeholders have in the Stage Gate Process. He emphasized that the role of the EAC is to provide ongoing advisory through Phase 1. He continued that evidence of the EAC's ongoing advisory and its impact on work will be a part of the Stage Gate 2 Report. Joseph explained that this evidence about the EAC's input will be considered during the Stage Gate reviews conducted by BART and CCJPA staff, leadership, and Board members. Joseph stated that the Link21 Team will come back to the EAC will more details about Stage Gate 2.

Facilitator Frank Ponciano asked if Stage Gates is an umbrella process that packages all key work together in one report for consideration before moving onto the next phase of work.

Joseph Chroston-Bell (Stage Gate Lead, Link21 Team) agreed with Frank's assessment and added that the report is designed to be accessible and concise, enabling readers to easily pick up on key messages. He continued that the Stage Gate Report will also include links to more evidence.

EAC Member Beth Kenny asked whether each section of the Stage Gate Report will have a subsection about equity, noting that other agencies she has worked with have

taken this approach. She also inquired about what opportunities the EAC would have to see how its input was incorporated into Stage Gate work.

Joseph Chroston-Bell (Stage Gate Lead, Link21 Team) clarified that the Stage Gate Report will have a full chapter dedicated to equity, which will include evidence about how Link21's Equity Commitment has been met. Joseph continued that the Link21 Team could look to check in later in the year with the EAC about how its input will be represented in the Stage Gate Report.

D.   Link21 Equity Metrics: How Equity is Being Evaluated and Considered in Program Development (For Discussion) (90 minutes)

Facilitator Frank Ponciano turned the conversation to discuss how equity is evaluated on Link21. Frank encouraged EAC members to ask questions and seek clarification throughout the discussion. He also emphasized that feedback on the structure of the conversation is welcome and will be integrated into future meetings.

Andrew Tang (BART Manager of Program Evaluations, Link21 Team) introduced himself and explained what role he plays in Link21.

Emily Alter (Equity & Inclusion Lead, Link21 Team) introduced herself and explained what role she plays in Link21.

Henry Kosch (Equity Analyst, Link21 Team) introduced himself and explained what role he plays in Link21.

Emily Alter (Equity & Inclusion Lead, Link21 Team) opened the presentation on equity metrics and how equity is being evaluated and considered in program development with a redefinition of some key terms. She explained how the business case is used to evaluate the benefits, costs, and risks of Link21. Emily also spoke about how priority populations are census tracts where residents face the most economic, health, and safety challenges. She clarified that just under one third of Megaregion residents live in priority populations. Emily explained that co-creation involves partnering with community-based organizations to develop important parts of Link21's work — e.g., goals and objectives, equity metrics, priority populations — with community members. Emily reminded that six crossing concepts were shown at the February 28th EAC meeting and confirmed that the Link21 Team plans to come back in June to discuss the initial evaluation of those concepts. She explained that, today, she would use fake examples to show how Link21 is measuring equity for those concepts and seek EAC input on how access to jobs and access to important community resources could be equitably measured. Emily continued that the Business Case uses over 30 metrics to evaluate how well a concept achieves Link21's goals and objectives. She defined a metric as a way to measure something. Emily continued that metrics will be responsive to learnings from initial evaluation and community input. Emily acknowledged that understanding risks is an important part of the Business Case and confirmed that displacement risk will be a June topic. Emily reaffirmed that communities were important partners in defining Business Case metrics, particularly through two rounds of co-creation and a poll of 1,500 individuals that are low-income or people of color. She explained that this community engagement highlighted metrics that are important for priority populations. Emily continued that the Business Case will show how those metrics

apply to priority populations, in addition to the whole Megaregion, to provide a sense of how much priority populations would benefit from the concept. Emily showed a list of the priority population metrics that are part of the initial evaluation, clarifying that more metrics will be added in upcoming evaluation as the Link21 Team's tools advance. Emily described the five initial priority population metrics — perceived travel times, new rail trips per day, people living close to a rail station, number of jobs accessible through Link21, and number of important community resources reachable through Link21.

EAC Member David Sorrell commented on his experience as a planner in Chicago, where he struggled to identify priority populations based on factors like income and car ownership. He asked whether environmental concerns like vehicle miles travled (VMT), level of service (LOS), or carbon dioxide (CO_2) emissions could be considered. David emphasized the need for environmental justice metrics to ensure positive outcomes.

Emily Alter (Equity & Inclusion Lead, Link21 Team) explained that the Link21 Team will use priority population metrics to assess benefits and burdens, compare them to the whole population, and understand proportionality. Additionally, she stated that communities highlighted other important metrics, but not all of them are feasible or appropriate to measure by priority populations. Emily explained that VMT was emphasized by communities, but the Link21 Team also had to consider that many low-income communities are being displaced to areas where driving is the only option. She said that breaking down the VMT metric by priority population would make those communities responsible for driving less. Emily concluded that VMT would still be considered holistically, and that the Link21 Team would try to look at VMT reductions occurring around priority populations.

Andrew Tang (BART Manager of Program Evaluations, Link21 Team) inquired if the EAC members received the complete list of metrics from the Link21 Team. Andrew added that due to change in California Environmental Quality Act regulations, increased transit level of service is no longer considered an environmental impact, and thus is not planned to be measured for Link21.

EAC Member Clarence R. Fischer suggested that the committee would benefit from knowing where the current and potential new rail stations are and how far away are they from the priority populations. He also asked how Link21 was working with large companies on first and last mile transit from stations.

Andrew Tang (BART Manager of Program Evaluations, Link21 Team) said that the Link21 Team will consider these points during evaluations and prioritize locating stations for easy access by the priority population. Andrew added that station locations in concepts may be able to be adjusted to improve proximity to priority populations.

Facilitator Frank Ponciano stated that all of these are great ideas and will be included in the records as concepts being considered.

Sadie Graham (BART Program Director, Link21 Team) agreed that Clarence's points are important considerations and will be factored in as work moves forward.

EAC Member Vanessa Ross Aquino highlighted that jobs at the airport can be difficult because of both pay and working at all hours. She said that better access to jobs on transit would help industries like airports, restaurants, and services. Vanessa stated that some people working these type of jobs stay in the parking lot to avoid long commutes in between shifts. She also advocated for discount programs for transit to airports in

Oakland, San Francisco, and San Jose. Vanessa said that safety is a current issue and that more people will ride if safety measures are there.

EAC Member David Sorrell advocated for using the Bay Area Council and Association for Commuter Transportation to identify opportunities for jobs and outreach. David continued that service and blue-collar workers face large barriers around level of service and cost of riding transit.

EAC Member Harun David asked how the metrics were determined. He questioned whether it was defined internally or whether the Link21 Team worked with the community. He also asked about the diversity of staff involved with the metrics.

Emily Alter (Equity & Inclusion Lead, Link21 Team) explained that the process began by defining project goals and objectives through community engagement, which involved polling, on-site presentations, and co-creation. She continued that the Link21 Team then worked to develop metrics based on those goals and objectives and brought those metrics back to the community. Emily also clarified that the metrics are iterative and can reflect further community sentiment.

Facilitator Frank Ponciano emphasized the role of the EAC in promoting equitable thinking and avoiding a one-sided approach and how programs should accurately address the needs of priority populations.

EAC Member Harun David inquired once more about the diversity of staff involved in the metrics.

Facilitator Frank Ponciano mentioned that the Link21 Team has data on the people we have reached out to and the conversations we have had so far.

Sadie Graham (BART Program Director, Link21 Team) clarified that the Link21 Team is indeed diverse. However, she acknowledged that the transportation field itself may not be the most diverse. She continued that the Link21 Team has actively fostered discussions on diversity to cultivate empathy and knowledge.

Facilitator Frank Ponciano highlighted that the Link21 Team successfully collaborated with numerous community-based organizations (CBOs) in the target communities. These CBOs possess extensive outreach capabilities and are trusted leaders within their respective communities.

Emily Alter (Equity & Inclusion Lead, Link21 Team) explained that the Link21 Team aims to design a rail system that improves convenient access to jobs and that the Business Case will measure how many jobs are accessible within 90-minutes of perceived rail travel time. She added that this evaluation considers the entire population as well as priority populations to ensure equal or improved access. Emily continued that this measure could fall short from an equity perspective, since it does not account for whether the jobs are attainable and desirable. She said that the Link21 Team is seeking EAC input on how to improve the access to jobs metric.

Facilitator Frank Ponciano informed EAC members that question prompts will guide the conversation during the next portion of the presentation.

EAC Member Vanessa Ross Aquino emphasized the importance of safety and 24 hours service in public transportation. She said that these are important factors in job retention.

EAC Member David Sorrell emphasized the importance of considering the impact of transportation on blue-collar workers, citing that transfers and needing to pay separate fares for each leg of the commute are harmful. He also noted that the pandemic has accentuated safety concerns, especially for groups such as women and LGBTQ+ individuals. David mentioned that city governments and transit agencies should support with first and last mile opportunities. David also emphasized the need to consider supercommuters.

EAC Member Clarence R. Fischer recommended prioritizing 24-hour airport services through Link21. He noted that a new transbay rail crossing would allow service to continue with maintenance occurs on the existing tube but also cited the need to make sure other parts of the system could accommodate 24-hour service. He also advocated for using Clipper for Link21, including for Capitol Corridor.

Camille Tsao (Program Lead, CCJPA) stated that a pilot program with the State for tap on fares with credit cards, which would function similar to Clipper but be available to all in the state. She also mentioned that implementing a second crossing would enable longer service hours, but that there are many considerations beyond a new crossing that go into how long service can run. In particular, she noted that freight rail often uses late night hours.

EAC Member Harun David highlighted the issue of public transportation being unaffordable for most people despite receiving tax breaks from the government. He proposed a cushion program to assist low-income individuals that do not qualify for other programs in accessing public transportation. Harun also pointed out that some transit systems try to address the issue by balancing fares for low-income individuals, while others deter people due to unhoused individuals using the transit system. He emphasized the importance of accessible spaces for disabled individuals. Harun concluded that the current use of public transportation suppresses people rather than helping them.

EAC Member Fiona Yim highlighted that many students seek two types of jobs, flexible jobs with low barriers to entry like retail and food and jobs for professional development. She said that many of those professional development jobs are now remote or hybrid, except for healthcare. She emphasized the importance of prioritizing transit access between noon and 2 pm. Fiona also pointed out that credit card payments may not be equitable, particularly for younger people who lack access and suggested examining the immigrant community's preference for cash payments in more detail.

Emily Alter (Equity & Inclusion Lead, Link21 Team) outlined the Link21 Team's approach to evaluating access to important regional community resources, with looks at the number of resources within a perceived 90-minute train trip. She explained that the current metric includes civic, health, open space, and educational resources but omits smaller parks, primary care clinics, and schools, because the metric is focus on regional, not local, destinations. She continued that the focus on regional destinations was consistent with the megaregional framing of Link21, though Link21 will have local travel benefits too. Emily also noted that data availability constrained what could go into the metric, although the Link21 Team could try to think about any data constrained factors in other ways.

EAC Member Landon Hill stated that many seemingly local community-based organizations have become regional destinations due to displacement. He explained that there are not always needed resources in the places that people are displaced to, so they have to travel to their prior residence to receive those services.

Henry Kosch (Equity Analyst, Link21 Team) discussed how the Link21 Team developed indicators to assess equity. He acknowledged that there is not a single way to evaluate how equitable a project is, so the Link21 Team has developed multiple indicators that provide an understanding of how priority populations benefit. Henry explained that the first indicator is the total amount of benefit for a particular metric that priority populations would receive. He gave the analogy of this being the overall size of the pie for priority populations. Henry stated an example of the indicator in practice would be a finding that priority populations would take 3,500 new rail trips daily with Link21. Henry then explained that the second indicator is the percentage of benefits that go to priority populations. He provided the analogy of this being like the slice of the pie that goes to priority populations. Henry provided an example result for this indicator- 38.5% of new rail trips being taken by priority populations. He said that this second indicator helps assess how fair the distribution of benefits is. Henry provided two reference points, 32% (the percentage of Megaregion residents that live in priority populations) and 40% (from the Biden-Harris Administration's Justice40 Initiative). Henry described Justice40 as a federal program for at least 40% of federal investments to go to priority populations. He acknowledge that the federal government is still working out many details around Justice40, but that the Link21 Team is using 40% as a target.

EAC Member David Sorrell asked to confirm whether 40% of benefits to priority populations should be considered a minimum threshold.

Henry Kosch (Equity Analyst, Link21 Team) confirmed that 40% is currently being used as a target. He said that 32%, the percentage of the population living in priority populations, is being considered as a minimum.

Facilitator Frank Ponciano asked if the two indicators are an alternative to one another.

Emily Alter (Equity & Inclusion Lead, Link21 Team) stated that the indicators provide different information. She continued that, while one of them will ultimately need to provide more guidance, both are being considered in current work. She said that the percentage indicator has been used most prominently so far.

Facilitator Frank Ponciano inquired whether indicators are a means of quantifying a metric.

Emily Alter (Equity & Inclusion Lead, Link21 Team) explained that equity indicators are included to evaluate metrics for their impact on equity.

Andrew Tang (BART Manager of Program Evaluations, Link21 Team) presented a hypothetical example to show why the indicators are important. He asked the EAC to imagine an example in which one concept provides a lot of benefit for everyone, but the share of benefits to priority populations is below 32%. He then contrasted this was an example of a concept where there are low overall benefits, but a higher percentage of those benefits go to priority populations.

EAC Member Clarence R. Fischer inquired whether the Link21 Team should focus exclusively on train service for priority populations or also include transportation to and from their origin and destination alongside train service.

Emily Alter (Equity & Inclusion Lead, Link21 Team) explained that the Link21 Team will not be choosing one metric over the other. Instead, the Link21 Team will evaluate all the equity metrics through the lens of the indicators.

EAC Member David Sorrell highlighted the importance of identifying the overall benefits of improving mobility and connectivity in the region while acknowledging that destinations vary in significance. He emphasized the need to consider travel outside of urban cores as well.

Facilitator Frank Ponciano asked EAC members about their preference for prioritizing distribution of benefits either by percentage or total quantity for priority populations.

EAC Member Landon Hill stated that priority populations are meant to be prioritized. He said that this distinction should come with putting priority populations at the forefront of decisions.

Facilitator Frank Ponciano responded that the indicators are meant to help assess whether priority populations would receive a fair distribution of benefits.

Emily Alter (Equity & Inclusion Lead, Link21 Team) stated that the indicators are meant to help the Link21 Team understand the complex tradeoffs that will come with decisions. She said that the equity indicators will help keep priority population emphasized in decision making.

EAC member Landon Hill emphasized reframing to just look at the total benefit would not be consistent with Link21's approach for priority populations.

Emily Alter (Equity & Inclusion Lead, Link21 Team) agreed with Landon's assessment.

EAC Member Elizabeth Madrigal expressed concerns about the distribution of benefits to priority populations. She emphasized the need for more information on how the benefits will be distributed geographically amongst priority populations.

Facilitator Frank Ponciano asked Elizabeth to send a follow up email to the Link21 Team with her question so the Link21 Team can follow up with her in more detail.

Emily Alter (Equity & Inclusion Lead, Link21 Team) explained how risks related to engineering, construction, service, and the environment are also included in the Business Case. She emphasized that the Business Case also considered displacement risk, noting that a comprehensive discussion on anti-displacement is scheduled for June.

Facilitator Frank Ponciano said that the presentation on these topics will be shared with all EAC members.

E. Public Comment (For Information)

No hands were raised during the public comment section.

V. Next Meeting Date: June 20, 2023 (For Information/Action)

F.   June Meeting time moved to 6:00 p.m. – 8:30 p.m.

VI.   Adjournment (For Action)

This is a Zoom transcript of the meeting.
Other than correcting spelling of names, content has not been changed or revised.

Tim Lohrentz

Today, as well as to our Equity Advisory Council members on behalf of the Link21 team broadly, and the Equity Advisory Council team here today.

Tim Lohrentz

Before we do a quick agenda review and hear public comments, I want to make sure we all get on the same page about how we're conducting the Zoom meeting today. There will be a few points I'd like to make, and then I could hear in. Any questions? Firstly, please keep yourself on mute when not speaking. If you'd like to make a comment, please raise your hand or come off mute if on the phone, you can press star six to unmute and star nine to raise your hand. Those are toggle switches, so if you press star six again, you would mute yourself after you speak. Keep in mind the Mute button is on the bottom left of the Zoom screen. Next to that is a Start Video button. If you need to change your name, you can click on Participants button and then click Rename. The Reactions icon on the bottom bar of your window allows you to raise your hand or provide responses such as thumbs up, applause, and other responses. Closed captioning or live transcript is available to all at the top of your screen. Please be sure to take advantage of this if it helps your participation. Chat is available for participants in case you are having any technical difficulties and need assistance from our tech support. For comments related to the meeting, we ask that you unmute yourself and speak whenever possible instead of using the chat. We will begin this Equity Advisory Council meeting with a roll call of Council members in attendance. When your name is called, please unmute yourself and let us know you're in attendance today by saying here or present. The names will be called in alphabetical order. Let's begin with Ameerah Thomas.

Tim Lohrentz

Angela E. hearing.

Angela E. Hearring

Here.

Tim Lohrentz

Beth Kenny.

Beth Kenny

Here.

Tim Lohrentz

Clarence R. Fisher.

Clarence R. Fisher

Present.

Tim Lohrentz

Corey Mickels.

Corey Mickels

Here.

Tim Lohrentz

David Sorrell.

Tim Lohrentz

David Ying.

David Ying

Here.

Tim Lohrentz

Elizabeth Madrigal.

Elizabeth Madrigal

Here.

Tim Lohrentz

Fiona Yim.

Fiona Yim

Here.

Tim Lohrentz

Gracyna Mohabiir.

Gracyna Mohabiir

Here. It's Gracyna. Thank you.

Tim Lohrentz

Okay. Harun, David.

Harun David

Here.

Tim Lohrentz

Landon Hill.

Landon Hill

Here.

Tim Lohrentz

Linda Braak.

Linda Braak

Here.

Tim Lohrentz

Mica Amichai.

Mica Amichai

Here.

Tim Lohrentz

Samia Zuber.

Tim Lohrentz

Stevon Cook.

Tim Lohrentz

Taylor Booker. I'm sorry. Could you repeat that? Taylor? Okay. I don't think she's here. Vanessa R. Aquino.

Vanessa R. Aquino

Here. Thank you.

Tim Lohrentz

Okay, thanks all for your attendance, and welcome to the Equity Advisory Council of the Link21 program. We will move now to be hearing public comment on topics not on today's agenda. Please keep in mind public comment is limited to two minutes per person. If you are on the phone and would like to provide a verbal public comment, please dial six star six to unmute yourself. Please unmute yourself now if you'd like to speak.

Alita Dupree

Thank you. To the chair. Aleeta Dupree. For the record, my pronouns are she and her. I'm getting my feet wet with this, and I'm going to speak in the general sense about Link21 and about some overarching principles. Many of

you have probably never met or heard of me, but now you do. And I don't just use BART, but a number of other systems in the Bay Area. I don't just speak at BART or Bay Area meetings, but I've used systems around the country, going back to my first riding the New York City subway in 1970. So when I think about equity and signature projects, I think about the new Grand Central Madison in New York City, which I hope to use soon, and the new Central Subway, which I've used in San Francisco. And I choose to look back and not forward is I see that whenever we build these projects that they help people. And I see the money as an investment and not simply a spending. So I hope to see a Link21 that will connect the communities across the Bay, kind of like the Channel Tunnel, something that could be mixed traffic, because we not only have to connect people, but we have to connect goods. But as I think about an overarching idea see the word equity in this, not many of you, I'm probably not like any of you, but I ask that you be willing to consider and include those who are different from you, because this is not just about specific groups, but about something much bigger than ourselves. And Bart has taken the lead on this. And so I leave you with this. I hope you share this ideal with me that BART is the people's system. Thank you.

Tim Lohrentz

Thank you, Alita. And if you have additional comments, we can feel free to send those in by mail as well. By email. We can make those part of the record. Anyone else? By telephone.

Tim Lohrentz

If there are no other comments from those dialed in, we can see anyone participating via Zoom would like to provide public comment. You can do so now by raising your hand.

Tim Lohrentz

I can't see the hands raised, so let me know if there's anyone raising their hand.

Frank Ponciano

We've got no hands raised.

Tim Lohrentz

All right, so thank you all who provided public comment today. And there will be a chance for public comment on meeting topics later on. We're going to do a quick review of our review today. Before that, I want to say that we heard feedback from a number of you about the need to slow things down and to give you more opportunity to discuss. We hope that is reflected in today's agenda, and we are always welcome to your feedback on both process and content. So we will be hearing first a follow up on the Environmental ECO Report, especially a chance for you to ask questions, a Q and A session on that. Then we'll have an introduction to the Stage Gate process and opportunity to comment on that as well. And then we'll take a break. And after the break, we'll get into the equity metrics that we are using to measure equity in the Link21 process. And that's a pretty lengthy discussion item with all of you.

Frank Ponciano

Tim, before you continue, I just want to point out David Sorrell is in attendance now.

Tim Lohrentz

Okay, great. Welcome, David.

Tim Lohrentz

So. The next action item, meeting minutes. Approval of the meeting minutes we are going to table until the June meeting. We neglected to include those as part of the packet to the District Secretary's office. So we will need to cover that next time.

Tim Lohrentz

So, as I mentioned before, we are looking at our agenda items for today. We'll start with the environmental process overview, Q and A session and then the introduction to the stage gate process and then looking at the equity metrics that are part of our program development.

Tim Lohrentz

And now I'm going to turn it over to the environmental team and to Rich Walter to talk about the ECO Report and especially to kind of lead into your questions. Rich.

Rich Walter

Good afternoon, everybody. I'm going to show a few slides with just a reminder of the February 28 presentation. We didn't have time, due to a packed agenda to provide opportunities for questions or Q and A. So we're going to do that today. Next slide. So, as shown there for Link21, we're trying to not follow the traditional approach, but to integrate equity and environmental justice, environmental considerations from the get go and throughout all our planning process, not just in the formal environmental review under NEPA or Sequa, the federal and state statute. This slide, which was shown before, just shows that we're at the left side of this in the planning phase where we're doing project development and obviously equitable engagement, working with the EAC and many other aspects. And we're going to be carrying on that input from an equity lens when we go into environmental review, when we go into design, when we go into construction, and when we go into operations. Also, as part of kind of the planning and environmental review phases for Link21, we're doing what are called Planning and Environmental Linkages. And the acronym for that is called Pel. But what that means is essentially front loading, the considerations of environmental aspects, which includes environmental justice, of course, and includes meaningful engagement of all parties. So that's the overall approach that we're trying to follow for Link21. Next slide.

Rich Walter

And we've told you before about the environmental constraints and opportunities report, also called the ECO report. This is on the Link21 website. It's a report that covers the entire 21 county mega region. So all areas in these slide here, this is showing you these green kind of corridors that we call sub areas and the different areas that we covered where there might be rail improvements at some time in the future. We identify constraints or opportunities using readily available data. Later on we'll look at environmental issues at a much more detailed and survey level. But right now we're using desktop information and it provides a general characterization of critical constraints and opportunities that really should be considered now that we're at the planning phase. We got a lot of mapping from multiple agencies, MTC and many others that are active around the Bay Area and the Northern California region. We also incorporated some of the market analysis that has been done that you've heard about, input from prior rounds of co creation and other technical work by the team.

Rich Walter

Next slide.

Rich Walter

Some of the equity considerations that we included in the ECO work was identifying community resources. These might be schools, community gathering places, parks, other resources that are critical to the thriving of communities. Priority populations you've heard about before, we identified those in all our maps. We've identified constraints that we want to avoid, ideally avoid, if not minimize impacts in priority population areas. We identify opportunities to improve transit service to priority population areas where it doesn't exist already. We considered co creation input from prior rounds of outreach that might have been identifying constraints or opportunities that we should be considering. And we also did some early preliminary mapping of environmental justice communities. There's a lot of definitions out there. Priority populations are defined a little bit differently than environmental justice, which is a federal statute requirement. So we did mapping of those environmental justice communities to make sure, just because we're using a different definition for priority populations that we're not leaving out anyone who might be defined as an environmental justice community in our outreach. And so we've done some preliminary mapping. The formal mapping will be done later when we do the federal environmental process, but we don't want to wait till then to identify those potential communities won't do that now so that we can get their input. Next slide. So that's just a very quick overview of some of the things related to the ECO report. We had much more detailed presentation that you can obviously look at. What we are looking for for your input overall is if you look at the ECO report for areas that you might be familiar with, are there additional constraints or opportunities either on a geographic basis or on a topic basis that you think we should consider that we haven't? We also are interested what's most important to you and the topics that you work on, the communities you live in, communities you work with. We're very interested in that, and if there are other ways or other information sources that we haven't considered, we're very interested in those suggestions so that we can incorporate that information into our planning process. So these are the things we're most interested in hearing from you about. I think now we're going to open it up for questions, obviously, or Q and A or comments or all of the above. And Frank, are you going to be moderating that?

Frank Ponciano

Yeah. Thanks, Rich. I appreciate the presentation. Happy that we're about to have this discussion, but just wanting to clarify a couple of things you mentioned. At this stage, we're using desktop information, and I'm getting that to

mean sort of just data that is available already. And then when you go deeper, you're actually doing the research to produce data that's going to inform what the reports look like, right?

Rich Walter

That's absolutely correct.

Rich Walter

Yeah.

Rich Walter

In the formal environmental process, we do fairly deep studies of quantifying resources. We do mapping, we go out in the field, we do surveys, and we actually collect new information for that. We're relying on existing information right now, which we use the shorthand desktop information.

Frank Ponciano

Thank you for that second question. Before we go on to any questions that EAC members may have you talk about, and in the prompts here, we see that you're asking if there are any additional constraints or opportunities. Can you quickly define for us sort of what are constraints and opportunities and perhaps give us a couple of examples so that people could sort of grab onto that as they think through these prompts?

Rich Walter

Yeah, absolutely. The definitions were provided in the prior presentation, but essentially a constraint is something that would

Rich Walter

a constraint is something that would be a challenge for Link21 moving forward and or would result in substantial environmental impacts that we should consider. The overall environmental process is all about identifying potential effects, identifying if we can avoid or minimize those effects. So constraints are definitely things like if we have a school that might be displaced because we're building something there, that would be a constraint. If we have environmental resources such as wetlands or habitat for threatened and endangered species, that would be a constraint. If we have sea level rise inundation risk, as we do in a lot of places in the bay, that is a constraint because we have to consider how to avoid it or how to deal with it in our designs. Opportunities are things that we look at that could actually further the goals and objectives of Link2 overall. I mentioned before the opportunity to serve priority populations that perhaps don't have rail service or with increased amount of service, that would be an opportunity. We also identify in the ECO work some opportunities, for example, to work with others on sea level rise adaptation. There's been a lot of work by local communities, local cities, counties, and in some places, if we're facing sea level rise and the community is also facing it, we may be able to collaborate to come up with something that helps both parties. So we identified transportation opportunities of where we could serve additional markets where there's unmet rail demand or where service doesn't exist. And we also identified environmental opportunities where, as we go through our project, we may be able to partner with others to seek better environmental outcomes.

Frank Ponciano

Appreciate that, Rich. I'm going to turn it to the EAC members now and what you see on your screen are prompts for discussion. I believe these are questions that you can also get back to us and answer after the meeting. However, they can inform any comments that you have to make or I also want to create space here for people who may have questions like I did about sort of the technical things that you might have heard and you might have thought, what is that? No shame in that. Please do let us know when you're wanting to clarify anything that you've heard. Anybody have any questions or any comments to add from the EAC? I see, Vanessa, you raised your actual hand.

Vanessa R. Aquino   19:23

Yes, sorry. I'm using my mobile device to set this meeting. Thank you so much, committee. And my quick question is, are there already plans and designs of locations or places of the areas we're looking at? Is there something historic already in place? Does that make sense? Even though we haven't really figured out locations and places, but I'm just wondering if there's already information out there for us to look at, does that make sense? And thank you.

Rich Walter

Yeah, good question. So right now, what we have available is the ECO report itself. I think we had sent a link before. We can obviously put that in again, where the report is now, it's covering the entire 21 county mega region.

So that has a lot of information, a lot of maps showing the constraints and opportunities we've identified by our prior study. So that's a good source that you can look in areas that you might be interested in. We're taking all that information now, and we're applying it to some of the Trans Bay Crossing concepts that were introduced, I believe, on the 28th at the same session we present on the ECO Report. And so we're taking that information and applying it to these new concepts where they are in San Francisco or Alameda or Oakland or other places. And so we're applying all that information where those potential concepts to identify the constraints and opportunities that specifically apply to that. And then we're giving feedback to the design team in terms of, hey, here's a resource. Is there a feasible way that we can avoid it or otherwise minimize effects on it? So that's the same information that's in the bigger report. We're just kind of cutting it down to the concepts which are not all over the region, but they're focused on the Trans Bay Crossing concepts, and we're applying that information right there.

Frank Ponciano

Thank you for that.

Vannesa R. Aquino

Yeah, thank you. And that ECO report, just real quick, when was that sent so I can look it up?

Rich Walter

We posted this in, I believe, October of last year, and I think we had the link in the agenda for the 28th. I don't know if we had the link in today's agenda, but we'll get the link to the team of where you can pull down that report. It takes a long time to download. But you will definitely get that out yes, thank you.

Vanessa R. Aquino

I was looking through my emails and I didn't see it. If you can send that it that will be great. And if you can include the slides from your presentation. Thank you so much, Rich.

Rich Walter

Sure.

Frank Ponciano

Thank you, Vanessa. I appreciate it. We can also resend in the follow up communication to the EAC, the link to the report. I do want to move on. We have three other EAC members with their hands up. I'm going to go with this order. Clarence. Then we have Dave. Sorrell then we have Christina. Clarence, go for it.

Clarence Fisher

Okay, for the record, this is Clarence Fisher speaking. First, thank you for considering sending a new link again. As you said, the first report was sent out in October of last year before committee members were mainly selected. So I think us. Committee members are somewhat in the dark about where that report is. So thank you for sending that link again. Next thing, environmental focusing on Trans Bay Crossing. Two concerns if it's going to be a standard gauge railroad Trans Bay Crossing because you don't want diesel fumes in a tube, how will either electrification, perhaps of Cal train be extended over to the East Bay? Or what will be done? Is Capital Corridor going to go electric or for safety reasons, how will that tube be non diesel fumes? Or if it's going to be with Bart, where will the connectivity to the regular gauge trains being like, for example, at Richmond Bart, we do have the ability to transfer from Bart to Capitol Corridor. That needs to be taken into consideration again for the connectivity of trips to move from point A to point B throughout the mega region. I have some other questions, but I will send them to your committee for future reference and perhaps talk about them another time. Thank you.

Clarence Fisher

I'm going to mute.

Frank Ponciano

Thank you, Clarence. Rich don't mind, but I want to check in with Sadie and or Camille on this particular question, see if they have anything to say.

Sadie Graham

Camille, do you want to take it or no?

Camillle Tsao

Go ahead, Sadie.

Sadie Graham

So I think the short answer to your question is that the state is actually pushing all trains to be electric by, I think 2030 or 2035. I'm not exactly sure off the top of my head. So if regional rail is the crossing, then it will be non diesel powered trains. And I think the state is taking the lead on looking at some different technologies which include hydrogen and batteries. And then, of course, electrification is what Caltrain already has. So I think that's the answer to your question and then the other questions as to where BART would integrate back in. I think that's in some of the concepts that we showed last week, and we can probably get back to that at some point.

Frank Ponciano

Thank you, sadie, do want to name? We are constrained in terms of time, so I'm going to pass it to David, sorrell and then we'll have Rashina speak as well and we'll have to move on to the next item on the agenda. Go ahead, Dave.

Dave Sorrell

Thanks Frank, and thank you very much for the presentation. I think just being very quick here, I think the possible constraints are going to look like in terms of the built environment and potential places and opportunities in which that a second tube can be able to accommodate standard gauge, but also the BART gauge as well. I think in terms of opportunities and acknowledging that we're dealing with this whole mega region and in terms of engagement, I think one of the key opportunities is probably working with a lot of the student populations not only at the community college level but also at the universities. And acknowledging that utilizing, for example, parking permit data and regional locations to where students are coming from would be helpful to kind of gauge where the missing links could very well be in missing travel markets. For example, on the Berkeley campus, that we do have a good concentration of students and employees coming from at least eight out of the nine counties the 9th not being Napa, but also kind of expanding campus to campus transportation. So I do want to make sure that when we deal with the engagement process, even with employment, to not leave out the students in any of those conversations, especially since those folks are going to be looking for affordable transportation to get from one end of the mega region to the next. But thank you very much.

Rich Walter

Let others respond on the outreach, although I know there is a lot of engagement that has happened and we've even had students doing projects on Link21 planning in the past. But relative to the ECO report, we do identify colleges, universities as opportunities on the opportunity side, as you said, because they can generate a lot of ridership, simply put. And so throughout the ECO report, where we've had in the area that we're studying universities or colleges such as City College in Alameda, Berkeley, obviously, and those in downtown San Francisco, we've identified those in the report.

Frank Ponciano

Thanks, Rich. I see, Andrew Tang, you're wanting to.

Andrew Tang

I might add some more information to respond to that question. First off, I'm Andrew Tang. I'm the manager of program evaluation for the Link21 Project and BART staff member. If you go on our website, the Lake Cleveland website, in the document library, you can find a market analysis report. And that report did look at travel patterns all over the Northern California mega region and identify places where there is we'll call it unmet demand, where there are gaps, as you were referring to David in the service. And to create that information, we used a variety of sources, including six months worth of cell phone data. So 170,000,000 records of cell phones, including obviously one going to the Berkeley campus. So we do have that in addition, when we come around to see the value, we're going to be doing some detailed evaluations probably in the late summer fall, and we're building a very sophisticated travel model to do that. They'll make use of some of that data to model where people might take Link21 and I can't quite remember, but I think it does segment the population into a variety of different groups, including students. So it will be able to look at where students go to and from and how many of them might take Link21.

Frank Ponciano

Awesome.

Frank Ponciano

Thank you, Andrew. I appreciate it. I'll pass it on to Rashina before we move on to the next item.

Gracyna Mohabiir

Yeah, thank you. And thank you for reviewing the definition of constraints and opportunities in this process. Sort of just a comprehension question for me. When you defined opportunities, you said this could look like partnering with others and seeking better environmental outcomes. Could you perhaps give an example of this or expand upon that if possible? Thank you.

Rich Walter

Yeah, the two examples that I know of in the ECO report, one is that because it is possible that some of the improvements of the Trans Bay crossing or other rail improvements, they're going to be in areas vulnerable to sea level rise because they cross the bay or they're near the bay edge. And one of the opportunities there is that communities are preparing for how they're going to protect themselves from sea level rise. So if we're building in those areas where other things are being considered, there might be some opportunities to join forces in terms of what designs happen. It may be that some other planned improvement will protect the BART line, but it's also possible that bart may need its own, but you want to tie in those improvements and make sure that they're consistent with each other so that you provide the protection. The other example I would think of is that depending on where we are, we may need habitat mitigation because we might be affecting bay habitat, for example, or wetlands. And there are opportunities to join with others in terms of doing restoration projects. That's fairly common in the bay where multiple parties can all contribute to doing one bigger restoration, if you will. So that's another opportunity that we'd be looking for relative to environmental conditions.

Frank Ponciano

Thanks so much, Rich. We really appreciate you coming back and walking us through this discussion on the environmental aspect of things. I do want to move on now. The next thing we have in our agenda today is we have the introduction. Well, I think we need to do public comments, is that correct, Tim?

Tim Lohrentz

No, we will hold all public comments until the end after all of the topics.

Frank Ponciano

Thank you. I appreciate that. So we'll move on to the introduction to a new concept here to the EAC, and that's going to be the stage gate process. And for that we have Joseph Crossen Bell, who's going to be leading on the stage gate, has been leading on the stage gate and will explain it to us here today.

Joseph Crossen Bell

Thanks introduction Frank, and I'm very happy to be here today. I'm going to talk to you about the stage gate process. It's quite an important topic because these frame the goals for each of the phases of our project delivery. So all the work you'll be providing, advisory on, all the work we take to you including the ECO Report stuff, which we just had talk on, goes towards a stage gate decision. So I want to take you through today what the stage gates actually are, why we do them, so what benefits they add to project delivery, how we have adapted them to Link21 and also to provide an example of how we went through stage gate one. And then finally, particularly important for the EAC, what role will the EAC potentially play to stage gate two as we move forward? So if we go to the next slide, please, I'll just give a quick introduction to myself. As you might have clocked, I've got a British accent. I've been living in California for the last two years. I've moved over here with my American partner to experience life stayside. But back in the UK, I led strategic service planning for the South London rail network, working with transport for London and the rail Infrastructure owner Network Rail, back out there, which I did station upgrades, service plans, so I have a background in operations, but also in sort of funding and project governance. So, moving on to the next slide, what are stage gates? In very kind of simple terms, as it suggests here, when a stage gates pass successfully, it means the end of the prior phase and entering into the next phase. It sort of marks our delivery to move forward in the program and major decisions and the definition of our project as it grows forward. And if you move to the next slide, please, it really drives a number of benefits, which is why it's seen as best practice, not just on Link21, but on global megaprojects and particularly rail projects. There's four major benefits it offers to project development. Firstly is around structure and discipline. So stage gates provide a focus, in essence a bit of a culture across all of our deliverables in that they focus us to a common objective. It provides kind of a common language about why we do certain things and why we might focus scope towards kind of a goal or a milestone. Secondly, it's about memorialization. This is particularly important in what Rich was talking about, the environmental planning process. It gives a point at which we define certain objectives or certain progress as we go forward to the project. And then thirdly, oversight. So at each stage gate, Link21 staff and the board can review and prove progress and importantly, sign. Off commitment of public funds to progress. So it provides that line of sight from our progress as we move forward. And also this is important because it pushes us as a team to remain engaged with decision makers, also with the community and kind of stakeholders to make sure that we have the confidence to move forward with that oversight. And then finally it's about strategic confirmation. So at

each stage gate we confirm the project is still the right thing to do to deliver the goals and objectives we set out to do in the first place. So on the next slide we go back to the timeline. I think you've probably seen this already. The stage gates sit in two places between the phases. So we had stage gate one between phase zero and phase one. We've got stage gate two coming up next year, which is where we move from phase one to phase two. And we also do stage gates in between phases where there's major deliverables or major objectives. So if you go onto the next slide, it kind of summarizes these two things. We use stage gates to mark decision points between phases and we also use them to approve major documents or major decisions. So particularly for the next phase when we do environmental review, we go into quite heavy detailed planning to make sure we've got a stage gate around the environmental reports and things like that. So there's line of sight and oversight, as I said to the boards about this development. Next slide please. So I said I'd talk to you about an example about stage gate one. So stage gate one was passed about a year ago in April 2022 and both the Bart and Ccjfpa board approved two actions. Firstly, it was around our vision, goals and objectives. So essentially the definition of our program, the strategy of where we're going. And secondly, it was about this action to move us forward into the next phase. And this was based around concurrence with four qualifying statements. The first three are about quality, so the vision, goals and objectives are appropriate, clear and measurable. And then stakeholder prop, engagement and also foundation around analytical work. So it's around proving to the board and stakeholders in the stage gate process that we deliver quality on those statements. And then the final statement is about readiness, just making sure that we can say to the board that you can approve the stage gate and we are ready to deliver the next phase with the right people, the right processes, funding and tools to move forward through phase one. When we go to the board and if you take to the next slide please, we take them some evidence and that's mainly in the form of a stage gate report. And the stage gate report is primarily focused at board members, but it also is written in a way that should be engaged by the public. It's available online and basically it summarizes a broad swathe of evidence, including technical reports such as the Eco report we talked about earlier, but also things such as feasibility reports, valuation reports, the market analysis Andrew talked about earlier. All of that is referred in this report in quite an accessible narrative and the main purpose of it is to prove to the board members and anyone who reads it that we have the rationale, we have the evidence to move forward with the actions we're proposing. Next slide, please. The StageGate process works through what we call a hierarchy. The first piece is around ongoing consultation with our key stakeholder groups. This is done throughout the phase, so we meet with members of local jurisdictions and with our operating partners. And now we've got the EAC. So I'll talk about this in a second. We meet with you guys and also other consultant stakeholder groups regularly throughout the phase to give you updates on our progress and seek advisory and consultation. Then we go through a core review period which happens at the end of the phase. We first start with a detailed review, which is usually of the space of a day and that's occurring internally to the team, where we review all the evidence, our key messaging, our narrative and the actions we want to take to the board. We receive some actions and recommendations on that, where we take some time to refine them. Then we go up the chains. We go to Project Leadership, which usually consists of senior Bart CCJPA client staff. They review from across the business. You might have someone from Bart's Funding department, you might have someone from Bart's Maintenance department. The main purpose of that is twofold. Firstly, you get that broad review from across the BART and CCJPA business, potentially from those who've not been involved in the program before, and you also get buy in from those sort of departments early on in the program, which is important. We then go forward to taking any actions or comments from that group and we take it up to the executive that's chaired by Bob Powers, the general manager of BART and his kind of senior executive team. They usually focus on some key issues which have arisen through the process and then they review it, which is then ready to go forward to the board, which is the final step. Now the board step usually takes two. So we go to board first with a briefing. So we give them this is the action we want you to approve, this is the evidence we have and this is why we think we should move forwards. This is obviously in public because it's a part and CCJPA board, as it were. We then usually go back to them to a second board meeting for approval so we can respond to any actions or public comment or board comment which might arise from the first briefing. And then once the action is secured at the second board meeting, the Stage Gate is finally approved and the Stage Gate report is written as final and uploaded to the website. So next slide, please.

Joseph Crossen Bell

Importantly for this group, I said I'd talk about the role of the EAC going forward to Stage Gate Two and beyond. So the EAC we see as part of ongoing advisory throughout this phase. The EAC will have a role for Stage Gate Two in future gates as well. Essentially, at Stage Gate Two we need to demonstrate that we have received and responded to ongoing advisory from the AC on this work through Phase One. So evidence of ongoing advisory will be documented in Stage Gate Two report. In fact, we have a whole chapter within the Stage Gate Report dedicated to equity where we'll provide evidence of how we have received advisory and responded to any comments from the board and also from the public in these meetings. And transparently we'll be able to provide the EAC meeting notes, any kind of agenda items and links within the Stage Gear Report. So board members,

stakeholders and other members of public will be able to see the evidence behind our claims in that report. Next slide, please. We'll also be coming back to you soon about Stage Gate Two and the definition of that. So I'll explain the action we proposed to state to the board at Stage Gate Two. I'll also take you through the proposed Stage Gate Two report and the key deliverables we'll be providing as evidence. I think this is important because of two things. As I mentioned earlier, it is the goal at the end of this phase and will derive any work we present to you in the future. And also it helps frame ongoing advisory from yourselves for how Lin 21 will inform the eventual presentation to the board. So I look forward to that conversation, that presentation in due course. Thank you very much.

Frank Ponciano

All right, thank you so much for that presentation. Joseph, just to make sure I've got this right, I really appreciate that. At the beginning you sort of talked about Stage Gate in relationship to what we just heard about an environmental, right? Is the truth here. That sort of stage gate is sort of that umbrella process is going to create a standard for the program every time it has to move from a phase to the next to make sure that most everything we hear here at the EAC, right? Whether that's business case and equity, whether that's environmental, whether it's community engagement, all of that stuff is packaged into that report. And then it's sort of that one stop shop to consider before we move on to the next phase to make sure we don't forget our keys. Right? Is that really sort of what's going on there?

Joseph Crossen Bell

In essence, yes. So the report is generally meant to be quite accessible and concise, so usually it's less than, say, 50 pages. It consists of kind of summary chapters. Within those chapters, it will make for quite a clear argument about why we should move forward to the board action. But there'll be links within those chapters to the more detailed evidence. Such as? The Eco report, the business case, anything else we produce as kind of key evidence so that people can read it. They can pick up the key messages. And if they want to delve into the detail, then they can click on a link and they get kind of catered along.

Frank Ponciano

Got it. I do want to provide some time for folks to ask any questions or if there's any point to clarify from the State Gate presentation. EAC members can go ahead and raise their hand. Let's start with Beth Kenny, go for.

Beth Kenny

Hi, thanks for that report or that presentation. I have a couple things that I'm trying to understand. I'm wondering if each of the sections, like the environmental section you guys are having a section in there that meets that states how any equity concerns or how equity concerns are not present in this or in other agencies that I've worked with, whenever they submit something, there's a thing at the bottom where you have to consider the equity implications. So if there's any part in these for each, like the environmental report, each chapter, say, has a shout out for what they consider to be any equity issues, if there are any. And then when you bring it to the stage two, to us, will we have a chance to, after we raise our concerns, will we have another opportunity to meet with you and speak with you and see as it evolves further down and see how our concerns are incorporated?

Joseph Crossen Bell

On the first point, I envisage there to be a dedicated chapter to equity and that's going to be kind of broad. So it's our equity commitment across the program. This includes, say, how we've used DBE and SBE representation in our contracts through to how we are advancing equity within kind of our concept decision at the end of this phase, as well as EAC advisory and kind of implications of certain choices. So it's going to be quite a highlighted chapter and I see essentially there being four chapters. And again, I'm kind of preluding my conversation. I'm going to have with you on stage gate two, but of four chapters one, I see dedicated equity. So it's going to play quite a prominent role in the report on the second piece, on sort of checking in on how we are representing kind of the EAC's advisory. Am I interpreting that correctly, Beth? Yeah. I kind of look to Sadie and others, but I personally don't see a problem maybe checking in later in the year and maybe saying this is how we're representing UNIC as we go.

Frank Ponciano

Thanks for the question, Beth. I do want to create space for any other questions or points of clarification from the EAC. Anybody wanting to make any points.

Frank Ponciano

Okay. Thank you, Joseph. I really appreciate this presentation. I thought it was really clear. Concise, I really appreciate it.

Joseph Crossen Bell

Thanks, Frank. Thanks, everyone.

Frank Ponciano

With that, I think we ought to take a quick five minute break before the next presentation. Next presentation is going to be more substantial. We'll be talking about evaluating equity and program development. So we'll come back in five minutes. That is going to be 157. I will sort of give a two minute warning, and then we'll get going with the rest of the meeting.

Frank Ponciano

Okay, everybody is now 157. That concludes our five minute break. We'll give folks couple more seconds to jump in and join us and we'll be getting started.All right, so this is an item that I personally am really excited about. I think this is going to be a longer conversation. We have a good 90 minutes to spend on this conversation. It's an important conversation about evaluating equity in the Link21 program generally, right? But especially as it relates to the different concepts. A couple of things I want to call out. We're going to have space for conversation interspersed throughout the presentation in which we will have some prompt questions. But obviously these are not to limit the things that you can ask or the comments that you can make. We want to have plenty of conversation in this particular space. And of course, it is a complex subject. It's one that I have struggled with at times, right? So I'm alongside with you asking questions all the time, and I might ask questions here today. You might hear me do that. So just keep in mind it's okay if there's something you do not understand and you're wanting to clarify what's going on. The last thing I will say before passing it on to the presenters in this particular section is going to be that I want you to not only look at what is presented, the topics that are presented, but really how we include conversation, how we carry out conversation. We want to get your feedback about that, right? We want to make sure that we are able to find out what ways we can improve how inclusive the space is and how much you get to participate in the conversation. And so after the meeting, feel free to send in some notes and we'll make sure to implement them for our June meetings and beyond. With that, I apologize for that. Along with the section there, I'll pass it on to the team that's going to be presenting to us on this particular topic. I believe I'm passing it on to Emily.

Emily Alter

Thanks so much, Frank. Good afternoon, everyone. Before I introduce myself, I'll actually ask Andrew Tang, who's on the line and who you heard from a little bit previously, to just reintroduce himself, as he'll be here to help answer questions throughout the presentation.

Andrew Tang

Hi. Yes, I'm Andrew Tang. I'm the manager of program evaluation for BART. And if you could tell, I really just don't know how to use zoom because I put on the background, but it's reversed. But oh, well, One thing I wanted to say is that as Manager Program Evaluation, I will be overseeing how Link21 is evaluated, obviously from the title there. But that means coming up with ways to think about Link21 and how to think about what concepts work better than others. So having lots of metrics like ridership and costs and so forth and so on in the evaluation I want to weave equity into everything we do. It's not a separate thing. And so we hired Steer and Emily and Henry who you're going to be hearing from shortly, who are experts in equity and evaluation and asking them to figure out how we're going to make sure that equity is incorporated to all of that and you're going to hear more about that today from them.

Emily Alter

Thanks so much Andrew. So good afternoon everyone. My name is Emily Alter and I use she and her pronouns and I am the equity inclusion lead for North America, for the organization Steer, which Andrew just mentioned and I'm one of the members of the equity team on the business case team. We got lots of teams but we all work together who helped kind of define the equity evaluation process specifically within the business case. And so that's a lot of what you're going to hear about from me today. It's something that we've been working on for a long time. I really think of this work as an art, not a science. And so it's something that I am really excited I underscore everything Frank shared. Really excited to hear from you all and to learn from you all today about how we're going about this process and defining metrics and indicators and measures and these technical things, but at the end of the day, that are really designed to help us answer critical equity questions on the project. So with that, I'll pass it over to my colleague Henry.

Henry Kosch

Hi everyone. My name is Henry Kosh. I've been working alongside Emily supporting kind of the business case work that Sears been doing, but also I've been a member of the equity team and working to better understand and

work with colleagues just how we can include and integrate equity through the business case development here. So excited to present to all of you today and hear kind of your thoughts and feedback as well too as we continue to progress on this.

Emily Alter

Thanks Henry. Next slide. So before starting on today's topic, I wanted to just provide a quick refresher on some of the key terms that you heard about from us in the business case presentation at the February meeting. But I know that was a little while ago now and so just want to make sure that we kind of reshare these definitions. So there are a few key terms that you're going to be hearing throughout today's discussion. The first is a business case, which is a way to identify and evaluate the benefits, costs and risks of the Link21 program. The next term is Priority Populations, which are the census tracts in the Link21 project area or the Northern California mega region where residents experience the most economic mobility, community and health and safety burden. If you remember, communities were important partners with us in creating this Priority Populations definition. We developed it through cocreation workshops, surveys and a poll of low income individuals and people of color where over 1800 residents were able to weigh in and help shape this definition. So it's really capturing the priorities that our community members feel around these issues. Just under one third of the Northern California Mega region's population, or 32.4%, which is a number you're going to hear a couple of times today live in priority population census track. I want to also just remind you that the Northern California Mega Region is the 21 county area that encompasses San Francisco, the San Francisco Bay area, the Sacramento area, Northern San Joaquin Valley, and the Monterey Bay area. And it defines the Link21 project area. So that's why we looked at priority populations across the Mega region, and we're doing our analysis for the impacts across that Mega region. Over the past decade, these places have become increasingly interconnected, and the new Trans Bay rail crossing, which we're evaluating, has the potential to positively transform how passenger rail works throughout this Mega region. The final term is Cocreation, and Cocreation is a term for a type of equitable engagement that the Link21 team has used in the past. In Cocreation, our team partners with community based organizations, or CBOs, to host collaborative, interactive workshops where participants help define important parts of the Link21 work. I already mentioned Cocreation was important for defining priority populations, but it was also central to defining Link 20 one's goals and objectives and importantly, the equity metrics, which you'll be hearing about more today. Next slide. So in February, we introduced to you the six concepts that are currently being evaluated through the business pace. Just as a reminder, a concept is a project option for Link21 that includes a crossing stations and service information. We plan to present and have a discussion with you all about the initial evaluation of these concepts that has been happening over the last several weeks at the June EAC meeting. Today we want to introduce, though, first how we're evaluating equity on these concepts so that you're familiar with our process and our methodology, so that when we present to you in June, you'll be familiar. There is a lot of new information, so please rest assured, we plan to leave lots of room for your thoughts and questions. But there are a few key things we want to hear from you about today, and those are how to more equitably measure access to jobs, which is one of the metrics we evaluate, how to more equitably measure access to important community resources, and how we are evaluating the overall equity performance of the concepts. To illustrate the different ways that we are evaluating how equitable 21 concepts are, we've made up a fake example that we'll use in this presentation to help show how the different measures work. But please note, the numbers you see in the next slides are not actually based on a real concept. They're not real numbers in the evaluation process. They're just meant to help illustrate what we're talking about. And sort of the reason that we're doing this today is we want to help prepare you, as I mentioned, for June's discussion on the evaluation results and also because your input will be critical to helping us shape Link21. One's methodology for measuring equity, for measuring equitable, access to jobs and access to important community resources as we go into the next phase of evaluation. Next slide.

Emily Alter

So the business case uses a variety of metrics to help evaluate a concept, a metric as we define it as a way to measure something. And so in the business case, metrics help answer questions like how well does a concept accomplish the goals and objectives? How much would the concept cost? What are the risks associated with the concept? And I'll note here that we will be introducing a little bit more information about the risks that are part of the business case as the last slide in my presentation at today's meeting. But we know that you all have expressed interest in discussing risk, particularly around displacement, in more detail. So we definitely plan to bring back more information on that topic at the discussion in June. So I'll just say again that community input was really critical to the business case methodology and metrics. We partner with community members early on in the project to identify the goals, objectives and how we measure them through two rounds of co creation. That poll, which I mentioned previously, that had over 1500 respondents and numerous other engagement activities, so that we made sure we really see diverse perspectives in defining what we intended to do and accomplish with this project and how we would measure that and measure ourselves against those benchmarks. Next slide. So there

are over 30 metrics in the initial business. Are responsive to the things that we're learning in the initial rounds of evaluation and to community input. So our approaches to some of these metrics may shift over time as we iterate and refine on them. Today, we'll be focusing on metrics that have been identified as particularly important to our priority populations and communities that have historically been marginalized. So we're really focusing on the equity metrics as we refer to them. Through early cocreation work, community members identified which metrics of a long list of those 30 that we had shared with them were most important to them and their communities. These metrics will be used through the equity evaluation of the project. And I want to note that for some of these metrics, it's important to understand not only how they perform for the whole population, for everyone in the mega region, but specifically how they perform for our priority population. So we can then evaluate whether priority populations are getting their fair share of the benefits or hopefully are avoiding undue burden, and whether the project is making things more equitable for these communities. In the next rounds of evaluation, we'll have even more advanced tools to measure how the concepts perform. With these new tools, we will be able to evaluate even more metrics by priority population characteristics. Next slide. So here is the list of the initial priority population metrics, which we're using in the current round of evaluation, and I'm just going to go through them one by one and help.The measurement not only includes the amount of time that you spend on a train, but also how long you have to wait for a train and if you have to transfer between trains and gives us an assessment of how much faster people feel like their trips take with Link21. This measure is important not only for understanding that perception of time spent traveling, but also we use it in other metrics like the jobs and community resources metrics, which I'll explain in a second and which we're going to be talking to you about in more detail today. The next metric is new rail trips. And so this is the number of daily new rail trips that folks would take with Link21, and it helps us know how many more people will ride with rail. With Link21. We'll also, through the metrics, be able to know how many more people will be living close to a new rail station thanks to Link21 with the number of people within half mile of a new rail station metric. And we'll also be able to assess on average, how many more jobs and important community resources people could get to because of Link21. And remember, those last two are ones that we're going to talk to you about in much more detail today and get your input on. So I know that was a lot of information. I'm going to pause here to see if any of the EAC members have questions or comments on these metrics.

Frank Ponciano

Thanks, Emily. Again, if anybody has any questions or comments, you got to raise your hands. We're going to leave these metrics here on the screen and I see we have one hand. Dave Sorel. Go for it.

Dave Sorrell

Thank you. And thanks for this presentation and kind of like looking at the initial population metrics. One of the challenges in my previous life when I was a planner in Chicago was identifying priority populations by either low income, zero car households and scoring service, not necessarily with the Title Six framework, but more closer to that accessibility and resource. And I was wondering if those environmental concerns, whether it be traffic congestion in relation to vehicle miles traveled or even level of service, would we consider reductions in VMT, LOS, even CO2 emissions, depending on the neighborhoods that are being targeted for positive change? Because it seems like all of these metrics are good and they're fine. I just want to be able to make sure that the after effects, once this plan is in motion and once the rails hit the road, can we be able to use the metric in terms of environmental justice? Thank you.

Emily Alter

Yeah, thank you so much, Dave. I'll start with a response, but Andrew and Henry, if you have any others or others on the line, please feel free to chime in. So I'm really glad that you brought those in particular up. So one thing I want to say that I haven't said because I didn't want to say too much, is. So there are these priority population equity metrics. So these are the ones, again, that we can assess for the benefits and burdens to our priority populations and then compare them to the whole population and better understand kind of proportionality. But there are other equity metrics from that big list of 30 that our community members identified and said these are really important to us, too. And some of them we couldn't analyze by priority populations, and some of them we didn't want to. And so you brought up VMT, and that was actually one that we discussed quite a bit internally about how to integrate the VMT metric into the equity kind of performance of the project, because we very well know and understand that VMT reduction through priority population communities is critical. These communities are experiencing significantly higher environmental burden than neighboring communities, some of which is driven by really high rates of vehicle travel. But we didn't want them to be responsible for reducing their VMT. We understand that low income communities are being displaced to areas much farther away from transportation. They may become car dependent because they don't have transportation resources. So we didn't want to make the metric one that we were holding our priority populations responsible to VMT reduction under those kind of constraint conditions. So we're going to do an analysis that says where are we seeing VMT reduction and is it around priority population communities? Because that's really important. But we didn't want to study it to say what

proportion of the VMT reduction is being driven, no pun intended, by our priority populations. Does that make sense?

Frank Ponciano

Emily, I saw that you unmuted, but I do want to clarify. VMT is vehicle miles traveled, meaning how much people drive their vehicles, their gas or electric vehicles, as opposed to using public transportation. Dave mentioned LOS as well. I do not know what that is, so I would love to know what that is. And then we've got some other folks to hear from. But go ahead, Dave.

Dave Sorrell

Yeah. Thanks, Frank. And Emily, thank you for your answer. Level of service is basically the amount of vehicles that are on the road at any given time. It's usually scored from A to F. I forgot if it's A, a being clear, free of traffic, f being horrible and congested. But again, Emily, thank you very much for your understanding and explanation.

Frank Ponciano

Awesome. Okay, thank you so much. Andrew, was that you? You might have said something. Right. Go ahead and say it and then I'll move on to other.

Andrew Tang

Yeah, right. I just wanted to add, first of all, I can't quite remember, I don't know if anyone else remembers. Did we send the entire list of metrics to this committee? We haven't done that. Okay, so one thing that might be useful is that we have the full list of metrics. You probably ought to get it to the committee so you could see the whole range of metrics and they include more than just what's on this chart here. These are the ones that the various equity populations thought were particularly important that we highlight for the purposes of equity. But we had metric of covering the reduction in car crashes, how many more people take transit to go to work, and others? I guess I will want to say one thing about LOS, which is that here in California, I think the SEQUA, the California Environmental Law, was modified a few years ago to take away a level of service as an environmental impact, particularly for projects that reduce vehicles miles of travel like Link21 would. So while level of service might be an important consideration, you're building a new grocery store, our sense of it is that Link21 essentially reduces the amount of driving. And so unless people feel it's important, we weren't planning to do a whole analysis of how LinK21 affects level of service.

Frank Ponciano

Okay, I do want to call out Andrew, you did mention the full list of metrics that has been made available to the AC members. We can resend for sure, because I know with all the materials that we have that goes out on a monthly basis, things can get lost in the shuffle.

Andrew Tang

Yeah, let's resend it. That would be a good idea. Thanks.

Frank Ponciano

Thanks, Andrew. Okay, I am going to go with Clarence and Clarence will be followed by Vanessa. Go ahead, Clarence.

Clarence R. Fisher

Okay, for the record, this is Clarence R. Fisher speaking. Three things I think that would be very helpful to everyone on the committee is number one, where are current rail stations and how far away are these priority populations? Because from where somebody may live in a priority population area, what would it take to get them to a rail station? Item number two of three, what about potential new stations? Include that information such as 30 years ago when BART and the former SP did a beat the backup week, they added in, unfortunately, just temporary stations for that week. In Hercules and Crockett, for example, the placement of these new stations cut down on the amount of travel and time to get priority populations on the trains quicker. And lastly, again, how is Link21? Maybe partnering with large job companies such as in the South Bay, a lot of Cal train riders get the ability to get to their jobs last mile or whatever it's called, because some of the companies down there meet up at the rail stations too, which would help the overall travel time being reduced. Thank you.

Frank Ponciano

Thanks Clarence. I appreciate it. Emily?

Emily Alter

Yeah, so not too many questions in that, but I can kind of respond to some of the points, but would also be curious, I don't know Andrew or Sadie or Camille, if you have thoughts on the kind of first last mile in employer engagement piece.

Andrew Tang

Let me see I'm thinking of thoughts. Those are all good points and things that we'll consider in the evaluation. I'm imagining that as we work out where to locate stations, one of the key things we'll be doing is to try to locate them so that priority populations can reach them easily. When we do our evaluations, I suspect that we'll be able to figure out for every rail station, every existing and new, that we could figure out how many people are going to that station that are party population versus the whole population. And based upon that information, we can adjust the location of stations so we can perform better. So those are some thoughts on things that we might be doing. I say might because these are actually all good ideas. We'll have to think about how to incorporate all of them. I don't know if anyone else had any thought on engagement with large employers.

Frank Ponciano

Yeah, I guess I will jump in. I'm not saying Sadie or Camille, but these are just ideas that I think are great and will be included in the records as concepts are being considered and the process continues. Right. I don't know that there's much more to say on that, but feel free to jump in at any time.

Sadie Graham

No, you're right, Frank. I think those are great ideas. We're not quite there yet with the project, and I think as it continues to solidify and move forward, then those are the types of things that we will certainly need to do.

Frank Ponciano

Thank you, Sadie. I appreciate it. Okay, we have two more hands up before we move on to the next part of this conversation. I will give it to Vanessa. Go for it. Yes.

Vanessa R. Aquino

Thank you so much. It'll be quick, and forgive me if it's loud here. I'm in a lobby of a hotel in Boston. So real quick on the slide, it says, on average, how many more jobs could people get to get because of Link21. So if I understand that public transportation is obvious, but I guess from Oakland Airport, and as many of you know, I work at the airport. I'm not shying that away. I just think in order to maintain people to work at airport, to use public transportation, we need to obviously use it will retain employees at airports because it's such a high turnover. The pay is already difficult. But in terms to engage with them, those that work all hours of the shift, and that's my answer. It's like you're asking how many more jobs could people get? I think it will help the airport industry. It would help the restaurants and the services, the custodials. I hear people camping out in parking lots just so they don't have to commute way across yonders. When I say yonders, I'm thinking of like the East Bay further inland. I don't know where they live. And then also have these discount programs for Oakland Airport, San Francisco Airport, and if in the future, san Jose Airport. That way. If we keep that going 24 hours, it's going to be a successful win win for both ends. And that's how you'll retain people. And I think safety is an issue. So maybe the numbers are not there right now in terms of ridership, but I guarantee you, if you make it better sellable, then people will use public transportation knowing that the safety measures are there. That's it. Thank you.

Frank Ponciano

Thank you for that, Vanessa. And we're actually going to be zooming in on the jobs metric in short order. And I think this will be, as what you mentioned, is definitely something that I want you to sort of apply to the presentation that's coming up on that particular metric. But great ideas and thoughts on that.

Tim Lohrentz

Vanessa, I hope your marathon went well yesterday.

Vannesa R. Aquino

I finished, yes. So thank you for remembering that. I didn't think I was going to make it at the meeting, but thank you.

Frank Ponciano

I didn't connect the dots. Okay. Yeah. Hope it went well. All right, so next we have two folks. I will go with Dave, sorrell and then we'll finish up. We're moving on with Haron. David. Go ahead, Dave.

Dave Sorrell

Thanks, Frank. And just to kind of double up on Vanessa's suggestion, utilizing, say, the Bay Area Council and the association for Commuter Transportation for identifying opportunities for jobs and outreach, that's going to be extremely helpful. I think there's going to be two barriers to access, especially for service employees and blue collar employees, but also those that are not working in tech and not making tech dollars. But I think in terms of leveraging opportunities, definitely those are and I know we'll speak on that later, but I think that it's going to eliminate or if not severely reduce the barriers in terms of both service levels. And hopefully, obviously, that's one of the outcomes for this long range project, but also in terms of affordability, in ensuring that folks can be able to get from one end to the other without having to pay an exorbitant amount or stuck in traffic for days. So I just want to be able to put that on the record, but we'll talk about that later. Thanks.

Frank Ponciano

Thanks, Dave. Let's hear from Harley. David.

Harun David

Thank you, Emily, and your team. My question was, I saw you talked about the metrics. I haven't seen them, the ten metrics that don't know how many they are. But my question is, how did you arrive at these metrics? Did somebody sit in a high towered office and do their research and then came up with something that they thought was reflective of the reality lives of this priority population? Or did somebody go on the ground, talk to people, real people, get the bottom up, live the experiences, then work with these metrics because it's so easy to do that. And then you think you're using realistic metrics, while this is something that only serves the probably non priority population. And then you're using that for the priority population. And the second part of that is that how diverse and wide was your research team that collected these metrics? Because also sometimes the team itself is not diverse and not so they don't understand the realities on the ground and they purport to live the people's experiences and lives. And I think this is some of the challenges. If we go around and use those same metrics from the people who are disconnected from the realities, they are not reflective of the realities, then even the outcomes that we purport to have will not be the solution to what we are trying to achieve. So we have to ask ourselves harder questions and if we make we don't get it right, we need to go back and get it right before we embark on thinking we are helping people while we are not.

Frank Ponciano

Thank you, Harun, that's a really important question and I really appreciate that you asked it in this space. I know that you referenced Emily. Emily happy if you take it on and then pass it on to somebody you think is appropriate or if anybody else wants to jump in.

Emily Alter

Yeah, absolutely. Happy to respond. And thank you so much for the question. Heron so I think it sort of was a process where we started with wanting to define in terms of developing the metrics, we started by wanting to define the goals and objectives of the project. And that was done through a lot of community engagement. So it was really broad community engagement. There was a poll, there was on the ground presentations and engagement with community members. And then there was also co creation, which I mentioned previously, which was a really deep form of community engagement that we were using early on in the project where we were working with community based organizations across the 21 county mega region who would convene their community members have their community members come to these workshops with us where we were asking them, what are your goals for a project like this? For a project that includes these elements that goes across the bay but that is meant to transform passenger rail service for a mega region of this size? And so that goals and objectives was developed through robust community engagement. And then we did go internally and look at those goals and objectives and look at best practices for how to then measure whether or not we were achieving those. And we developed metrics from that, but then we took the metrics back out to community. I'm a little bit fuzzy on the broad community engagement that happened on the metrics themselves, but I can say for co creation and for the equity metrics, we then brought that list of metrics and the way that we plan to measure things back to community members, to weigh in, to tell us if we were missing things, to tell us if we weren't actually asking the right question with the objective. But it's also, as I mentioned, an Iterative process. And so that's part of what we're doing today. We had that first development and now we've used some of those metrics and some of the results make sense. Some of them need to be worked on a little bit and some of them just might not be answering the question that we now know something else has happened with community. We now have you all here, so we want to confirm our approach or change it if it's not the right one. So I will say engagement processes are never perfect and there's always more that we can hear and learn from community members. But I would say in the metrics development, there was several rounds of really robust engagement that happened around them where the

community member was, the community members were weighing in and telling us, actually, that doesn't matter to us. This is what matters to us. This is what you need to be studying. This is what a goal for a project like this should look like. This is how you should ask that question. I think we were receiving that feedback a lot in the development phase where we were coming up with these metrics. Do other folks have anything they want to add in there?

Andrew Tang

Thank you. I thought that was Andrew. I thought emily, you covered it very well. Thank you.

Frank Ponciano

Thank you, emily, I don't know if you have any other follow ups there, but I really want to highlight again, I really like that you asked the question, you asked it this way. The EAC is here to really make sure that program staff is thinking equitably about process, right? To make sure, like you said, that it's not just a one way dynamic where folks are deciding what the metrics are going to look like and we're just presenting it to the community. We really want to go through that process at every step of the way where folks like yourself are really able to give us the feedback that we need in order to make sure that this program ultimately reflects the needs of those priority populations. So thank you for the question. Do you have any follow up on that, Harun?

Harun David

Yeah, I do. The question also had the second section, which was how diverse was the people who are involved in collecting this data? Because I heard the first part, but also, I don't know how diverse is this team that is engaged in collecting this data? Because always we need different opinions amongst ourselves so that we can also create that diversity and be reflected in the outcomes and the metrics that we eventually collect.

Frank Ponciano

Yeah, so I'm checking in now with the internal team. I know that we have available data on the vastness right. The amount of people that we outreach to and the conversations that have been had to date related to the program. So I posed a question to folks and I'm wondering I'm waiting to see when I get the information back and I'll be happy to share it here.
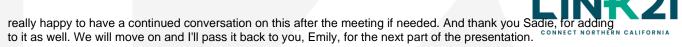
Sadie Graham

I think her question is more about our team, the diversity of our team here at Bart and in our consultant partners. And I think it's a really good question. I think that we have a fairly diverse team. Could the team be more diverse? It could. And that's also one of the, I think, reasons why we in the future want to support some workforce development, particularly within the planning sort of sector within which we are in, because I would say it's not the most diverse field in the world. And so I think that's a good question to be raised. I don't really know how to answer it in terms of like, level of diversity, but I hear your point that I think what you're saying is the lived experience really can impact the work that we do. And I think you're right in that. And I do think that we as a team have sort of fostered these conversations on diversity to try to have more empathy and sort of knowledge in terms of it. But I know that that doesn't necessarily come with life experience. So I think your question is noted and I understand where you're going with it. I don't think I have a better answer than just that.

Frank Ponciano

Yeah. Thank you, Sadie. And I would just say also there are folks that are mentioning, I think, in terms of the engagement, obviously the Link21 program team is huge. And specifically there are teams of consultants that focus particularly on engagement. I work myself at a firm called Winter, and it's twelve of us and it's a greater majority people of color. And, you know, we make sure that we bring our lived experience to the spaces in which we engage. Right. And myself, in the co creation process, I participated in focus groups in the Fruitvale area of Oakland, in Richmond, in other places as well. Something else that I think is worth mentioning is we did partner up with a really large number of CBOs and are also continuing to partner up for the next stages of the program with community based organizations in those. Communities that we want to reach, that do have the reach and are trusted agents in that community, leaders in that community that we can have those authentic conversations with. So the challenges, as Sadie mentioned, are super true in planning and sometimes a challenge to have diverse staff, but we're making sure that we embed and lived experience into the process every step of the way. And that by the way that we advocate in planning spaces that sometimes are super scary. Right. To make sure that we speak up and we say, hey, this is what we've heard in the community and this is what I've experienced myself. I don't know if I apologize, I misheard the question. I thought you were asking sort of about the vastness of sort of the breadth of who we breached and we've done outreach in the greater Bay Area for quite a long time now and we can make that data available as well. So really appreciate the question. We do have to move on here. So I'm

really happy to have a continued conversation on this after the meeting if needed. And thank you Sadie, for adding to it as well. We will move on and I'll pass it back to you, Emily, for the next part of the presentation.

Emily Alter

Thanks so much Frank, and thanks everyone for the questions. So now we're going to go into the two metrics that I mentioned. So the first is going to be access to jobs. We just got a little teaser of what part of this conversation could be like, but going to just give you a little bit more background on the measure, the metric itself, and then open it up with some discussion prompts. But it really is an open ended conversation for us all to have. So the Link21 team knows that many people in the Bay Area use or rely on rail to get to work. So designing a rail project that increases convenient access to jobs is an important thing. We also know that not everyone is able to access new job opportunities conveniently or equitably. So it's important to consider whether this new access to jobs is in fact equitable. In the current round of evaluation, we measure the total number of jobs that can be reached on average within what feels like a 90 minutes rail trip. Remember, we're using that perceived rail travel time savings metric that I described a little bit before, so it wouldn't actually take 90 minutes, but might feel like it with white wait times and transfers. And we're measuring this access for the whole population and for priority populations to see if our priority populations are receiving equal or better access to jobs. But we also know that that's not everything to think about when it comes to getting to work. Just being able to get on a train to get to a potential future job isn't everything we need to think about here. So other things like whether or not these jobs that we can access are attainable based on things like education and experience level, or desirable based on things like pay, benefits, advancement opportunities, are also really important to think about when considering whether Link21 is providing more equitable access to jobs. As we prepare for the next round of evaluation, we want to know how you think about access to jobs so we can incorporate your thinking into that metric. So with that background in context, opening it up for questions, but also going to pass it over to Frank to facilitate a discussion again, we got some discussion prompts for you, but it's an open ended conversation around this access to jobs topic.

Frank Ponciano

Thank you, Emily. And just to make sure that folks can participate, with all the context in mind, let's go on to the next slide and take a quick look at the prompts. These are just general sort of questions meant to sort of guide the conversation. I already heard a good deal of insight from this group on what constitutes the kind of job access that would be a benefit to priority populations. But really, it's okay in this situation to delve into what is a desirable job, right, or an attainable job. What should we consider those things to be, and what industries do you think provide those jobs for those priority populations? Ultimately, is there anything we're missing or that has not been included in this conversation as it relates to the benefit of access to job? And Vanessa, I think you were leading to that a little bit when you talked about affordability and you talked about people being able to get to their jobs at different times. What are some other things of that nature that you think we ought to keep in mind specifically as it relates to the equity metric that relates to jobs? And let's go back to the slide that we were just at and open it up to the EAC for any questions, any comments on this particular metric measuring access to jobs? Okay, Vanessa, I see I have a hand up. Go for it.

Vanessa R. Aquino

Yes, thank you. So I just would like to reiterate, from what I hear from other people at airports in order, I think number one is safety, right? We're not feeling safe right now. So I think if we have safety on public transportation, then people will use it, right? And once that's in place and that we're feeling safe and secure, because you don't understand how many people ask me, how are you taking public transit with all the chaos that's going around? I do watch current events, so I'm aware. And, yes, you do. As a female, you have to anyone, right, elderly, anyone of color in this case, you have to always be aware. So you don't want to have that constant on your mind. You want to be able to feel safe. So I think that's, number one, it's safety, safety, safety. Once that's in place, then everyone will use the public transportation system and happily go to places. And again, I think having them 24 hours I was in New York two weeks ago. The trains were running at 02:00 in the morning. So it's accessible. I felt safe. And it allows people from all kinds of jobs, not just airports, but people in hospitals rely on getting to and from work safely and not be waiting too long on public transit. In regards to jobs, I think that's how you will retain people. I guess, reiterate, that enough, because it's important to retain employees. We're all of value, no matter what social. Economic you come from, dependability is important, and we need to depend on public transit just as well as the employee themselves. I hope that helps. And that's just to start off and kick off things. Thank you for the opportunity.

Frank Ponciano

Yeah. Thanks, Vanessa. Super helpful. I'll move on to Dave. I see you have your hand up. Go for it.

Dave Sorrell

All right. Thank you. I think just to kind of build from what Vanessa says, opportunities like this can come either as an added benefit to employees, we talk about pretax benefits under 132 F in the federal tax code. We talk about finding strategies to retain employees, even students, that need to get from one end to the other and to reach internships jobs. One thing that does seem to kind of that should be addressed would be closer to blue collar employee service employees. Many of them are making minimum wage, but also has to go through multiple steps to get to the office or to get to campus or to get to their jobs. And when you're charging double or triple for a three seat ride, that becomes really expensive down the line. But I'm thinking also in terms of not only recruitment, retention, but also vanessa brings up a good point about safety as well, acknowledging that this pandemic created a chasm of haves and have nots, and many of the passengers don't feel as safe as they once were. I know La Metro came out with a report about four years ago which addresses safety amongst women, LGBTQ, identifying persons as well as mothers. And I would extend that to an intersectional approach where you're looking at different lenses using us as an example in terms of safety and that, you know, it, it becomes important now that service, you know, in the future can be sustainable, but also fast, frequent, not free, but rather affordable in a way that will get people to the jobs themselves. With added help from city government and transit agencies to provide both first and last mile opportunities. So it's kind of a loaded question or at least a loaded response for me, but I think it's definitely important to not leave communities out of this, especially if you're coming from different parts of the area and it's a pretty big region. And acknowledging that those supercommuters are going to need as much help as they can get. They also need to feel safe when it comes to all aspects of the trip and acknowledging that very few people know how to drive well here, it's probably going to have to something has to give, especially if the infrastructure is still very driver friendly. Thank you.

Frank Ponciano

Thank you, Dave. I see that we have Clarence with their hand up and just had Harun David raise their hand as well. We hear from both of them. I want to encourage folks that we have not heard from as well. We could take one more person and we would have to move on. And also I want to highlight the prompts here, I think. Dave, you talked about a minimum wage job, right? The question here is how do we classify a desirable job versus an attainable job for somebody at a priority population community that would be impacted by a particular concept? So let's hear from Clarence, then we have Harun and then Fiona, and then we'll move on to the next topic. Go for Clarence.

Clarence R. Fisher

Okay, three quick things let me type in on first of all, airports we keep talking about, they are 24 hours a day operation and fast frequent. How do we make sure that Link21 will be able to provide these 24 hours services such as the building of the second tube? We'll be able to get people additional hours when the normal part system tube is down for maintenance so that the second tube can get people to the airport, let's say on a 24 hours basis. But not only do the tubes need daily or weekly maintenance, how do we make sure that all other parts of the part system and regional rail are accessible during all these hours? Another thing with payment that was brought up, I know there's a certain Clip program that's going out there right now where it's going to charge you only the highest amount that needs to be considered in the Link21 program. And lastly, for ease of payment, while most transit operations within the mega region are starting to use Clipper capital corridor yet still is not on Clipper. Granted they go beyond the normal Clipper region, but when you think of partial Clipper within the areas that they serve, just like Caltrain is totally clipper and the new Marin County is totally Clipper, you could have like from Fairfield to San Jose, use Clipper. And those who go to Sacramento or Davis, for example, put Clipper readers up there too. So people can have just one item that they have to worry about in fair payment. Thank you.

Frank Ponciano

Thank you, Clarence. I do see Camille, you have your hand up. Go for it.

Camille Tsao

Yeah, I was going to address, I guess, two of the points that Clarence made. So just quickly on the fare payment, we are actually in a pilot program and we've been working on it with the state for a while, which actually allows people to use a credit card to pay for our service just to tap on similar to a Clipper card. It's actually going to be by using that system instead of Clipper, will actually be more accessible to people in the mega region and statewide. So we've been working on it for a while. I understand your frustration as a Clipper rider, but we're skipping a generation, if you will, and we're moving to that more universal fare payment. And then your other question regarding 24 hours service, I guess I wanted to say that while the second crossing will definitely make expanded hour service possible. Just because we'll have redundancy, we won't just have the one bark tube that we're depending on, but when that is closed for maintenance, we could use the new crossing. I did want to point out that it does require other things that need to change maintenance practices on the Bart system. So it will require more than just building a second crossing. And then for the regional rail system, for those of us who operate on freight

owned right of way, we do need to get permission from the freights in order to operate service at different times of day or night. And a lot of freight does operate at night. So there's a number of factors that need to be worked out for us to provide all day, all night service. But it's definitely something that we're very interested in. And we've heard from people, especially Bart riders for a long, long time. So we know that that is really key to getting people to jobs, jobs that have shifts throughout the day and night. So thank you for those thoughts.

Frank Ponciano

Thank you, Camille, I appreciate it. Ultimately, an attainable job is one that you can get to, right? Let's go with Heron and then Fiona, then we do have to move on to stay on track here time wise, but go ahead, Harun.

Harun David

Yeah. Just to add on what other people say, I think majority of people would like to use their public transportation, but the reality is that a lot of people can't afford it. It's very expensive still relative to sometimes how cheap it looks to some of us. I think a majority of the trusted systems, they get a lot of tax breaks from the federal government and the state government. And I think they can pass those benefits down to especially very poor people who needs those public transportation to go to their jobs. So we need to have some kind of a cushion program that can also pass these benefits to our majority public based on maybe on their incomes. It's not hard to find out who is low income and we can pass those benefits. Right now I see some of the public transit system, they're trying to balance their budgets in the back of the poor people by penalizing them, by giving the tickets because they can't afford to pay the buses, yet they have to go from point A to point B in such of their jobs. I think we need to look at that if we want to help people. Because without that we will continue to just suppress people down and not help them with their economic mobility.I was upon the time wrote the Golden Gate Bus, it's very expensive, very expensive, like almost $10 and standard. Doesn't matter who can afford that. I live in East Pay. I take part every day coming into the city. I work in San Francisco. The very filthy, sometimes the whole couch is taken by unfortunately homeless person looking for one place to stay. They are never washed, they're never clean. And this suits a lot of people also from wanting to use the public transit systems. So it's not coincidence that sometimes bods coming from the East Bay, they're filthy, but the other ones coming from other places, they are cleaner. So we need to do better create environment that supports people to want to use these transit systems. And for the buses, sometimes they do not have enough Ada spaces. They only have one or two. And yet these are also disabled people who have some mobility issues. They need to ride the buses to go to jobs and whatever they need. If you only have one or two, you definitely continue to suppress this kind of population. We are not using our public transit to help, but instead we are using it to suppress the people who need our help most. So these are some of the issues that I think the Link21 also need to address and other public transit systems.

Frank Ponciano

Thank you so much, Heron. And a reminder, I mean, these are real problems in the system I think we need. The fact is that Link21 is not going to be sort of the solution to all of them. Right? And the conversation is how can we talk about these benefits in a more focused way? Right now, we're talking about this particular equity metric. How can we focus on getting people the access that they need? But I get your point that these other issues that you're bringing up get in the way of people thinking about public transit in terms of, hey, I can get to my job now because then they think, oh, there are these other barriers. So I appreciate the answer. Thank you so much for that. Let's hear from Fiona and then we have got to move on.

Fiona Yim

Yeah, I kind of want to add on to what Dave was saying. I think as students, there are kind of like two jobs that we're taking. One are like retail and food. Jobs that people are taking on because they're paid and they're flexible and there are low barriers to entry. And the kind of second category are like jobs that are done for money but also for professional development. And I think for that second bucket, most of those are now remote or hybrid, with the one exception of jobs in the health sector. And from what I've seen, a lot of students that are working in the health sector or working in retail or food, they tend to work a lot of half days either from eight to twelve or nine to one or one to five. So I think it's really important to emphasize transit access during noon to hours. I also want to raise my doubts about how equitable using credit cards to access transit is. I didn't get my credit card until I was like 20 a few months ago. And I didn't get my debit card until I was 16. So I think that might be a barrier for a lot of people who are a bit younger. And I also know I don't know about other immigrant communities, but I know for a lot of Chinese immigrants, like a lot of seniors who came to the States when they were older adults, a lot of them also prefer to use cash and their clipper instead of carrying a credit card around. So I also think that might be like a potential population that we should look closer at.

Frank Ponciano

Yeah, thank you for that, Fiona. We do have to move on. We have a little bit over 20 minutes left and another portion, another equity metric to look at, so I'll pass it on to Emily.

Emily Alter

Thanks so much, Frank, and thank you all so much for that discussion. Lots of really interesting and important points. So I'm going to go through this pretty quickly. We do also have our equity indicators, which I think is really important. So I'm going to introduce this metric, but we may just constrain the conversation around the metric a little bit so that Henry has plenty of time to present the indicators. And I'm sorry to have to do that. We will have office hours where we can address major questions or concerns, but we'll try and just do this as quickly as possible. So this metric, measuring access to important regional community resources, is in response to what the Link21 team knows that people use rail for a lot more than just commuting to work, including access to oftentimes vital community resources and services. So in the current evaluation, we are measuring the average number of these important regional community resources that can be reached within what feels like a 90 minutes rail trip. So again, we're using that 90 minutes perceived rail travel time, which takes into consideration wait times and transfers. Our current metric includes these regionally significant community resources in the civic, health, open space, and educational resource category. Next slide. When we originally designed the metric, we considered including other destinations, which you see here, such as post offices, primary care clinics, smaller parks, and then daycare elementary, middle and high schools. But inevitably, we ended up not including these because we are focused more on regional destinations for this metric. So those are destinations that require travel beyond your neighborhood. And why focus on these regional destinations? Well, because Link21, while it will be able to increase access to local destinations, will definitely improve connections for folks throughout a new rail crossing of the bay, is not primarily designed to serve more localized destinations. So it wouldn't really make sense for us to judge the project on its ability to serve these more local destinations. Also, in some cases it was that data was not available or usable. And this is something I just want to note happens a lot in these types of evaluations where we do have data constraints, and it doesn't mean we stop thinking about the issue, but sometimes it means we can't measure it in the same way. So with that context, I'm going to pass it off to Frank to facilitate a quick discussion about important community resources for all of you, understanding that connectivity to vital services and community resources is really important, part of Link21.

Frank Ponciano

Thank you for that. I really appreciate it. So we really quickly went through that second equity metric, the access to important regional community resources. And like I mentioned, Emily mentioned earlier, we do need to breeze through this particular part. So I want to limit the questions. Are there any particular questions about what was presented from sort of a place of trying to clarify somebody not understand something about this particular equity metric? Or is there something very important that they either want to highlight or that they disagree with as it relates to the way that this equity metric was presented?

Frank Ponciano

Okay, let's hear from Landon Hill and then we'll move on to the next part of the presentation. Go ahead, Landon.

Landon Hill

Yeah, just very quickly, I understood the rationale about the kind of regional destinations versus kind of more local. Just given kind of my context, I'm coming from as a nonprofit youth organization, and because I know that it was brought up a little bit earlier, that displacement is kind of a huge plays a huge role in all of these decisions. At least what we have seen is that for a number of young people who need and would benefit from being connected to kind of more community organizations or resources, things of that nature, in some of the places, many of the places are being displaced too. They do not have that access. So although in theory those would be more kind of localized resources, in some ways they are not, especially if that's the communities that they were once coming from. So, like, in our context, folks who were originally from Oakland, so next to Oakland, don't have much of anything in like a stockman antiac type thing. And so that does become more regional than maybe it once was thought of. So I think just something to consider as we think about some more of these options.

Frank Ponciano

Thank you so much, Landon. I appreciate that comment. I do want to pause real quick and ask a question because in the past we've ended EAC meetings at 3:30, and we could potentially go a little bit beyond that and take more time for discussion here. So I want to take a moment and see how many of the folks on the EAC agree with potentially going up there over 3:30, closer to the 4:00 end of things. I think folks might be looking to set up a poll, but if you could raise your hand to sort of communicate approval of potentially going a bit beyond 330, that'd be really appreciated.

Vanessa R. Aquino

Have a quick question? I would typically yes, but not today, if that makes sense.

Frank Ponciano

Yeah, no, it totally makes sense. I think generally we want to make sure that most folks are able to access the rest of this conversation because obviously there's a lot of interconnected things components of this program, and I'm only seeing five folks raising their hands and I don't think somebody jump in if we have a poll that can be sent out. But if I don't hear about it, I'm going to assume that we do move forward with the 3:30 limit. And I'm going to go ahead and move us on to the next part of the presentation. Pass it on to Henry.

Henry Kosch

Hi, everyone. Thanks, Frank. So this far in the presentation, we've talked about just some of the different metrics we're using in the business case. I'm now going to share with you some more information sorry, can we jump ahead? Slide? One more slide? Yeah. Thank you. I'm now going to share with you some more information about how we're measuring equity for these different metrics we've talked about and overall in the business case. So we know there's no one way of evaluating how equitable a project is. So we've developed a series of indicators that help us answer different questions about equity on the project.These help us answer questions such as our priority populations receiving their fair share of concept benefits, or does Link21 help move the needle on key equity issues for priority populations? So these indicators are used to measure how equitable the results are of the metrics we've discussed so far, such as number of rail trips or travel time savings. So today we're going to introduce you to two of these equity indicators that have been most important so far in the business case evaluation. These are the indicators that are showing major differences between each of the concepts evaluated. As I go through the presentation this afternoon, we want you to think about whether these indicators align with your understanding of equity and if there are any other indicators or any other things we're missing. After each indicator, I will pause to see if there's any clarifying questions or comments. And then following both indicators, there will be time for discussion as facilitated by Frank. Next slide, please. So this first equity indicator measures the total amount of a given metric that priority populations might receive for a given concept. Essentially, what is the overall size of the pie. So as you can see in this example, priority populations are taking 3500 new rail trips. We would then compare concepts based on how many new rail trips are generated for priority populations in each of those concepts. For example, I'm going to pause to see if EAC members have any clarifying questions or comments on this indicator. But before I do, I just want to make a note, which is that when we present the business case evaluation results in june. We won't be showing these results as numbers but as scores. And we'll tell you more about that scoring methodology then. But are there any clarifying questions about this first indicator?Okay, move on to the next slide then. So the second indicator is a little bit different for how we would look at the different metrics we've talked about. So the second measure then looks at what percentage of total benefits of the concept are actually going to priority populations. Essentially here we're looking at what's the slice of the pie, what's the share of the total pie? So as you can see in our fake example, which is the same as the previous slide, that priority populations are taking 38.5% of new rail trips. So while we think it's important to know how big the priority population share is, we also think it's important to know whether this share is fair or equitable. So we're doing this by comparing to two other numbers, justice 40 threshold and the percent of the mega region that is priority populations. So justice 40 is a federal initiative developed by the Biden Harris Administration that commits to investing 40% of federal project money into what they refer to as disadvantaged communities. The Federal Transit Administration and the Department of Transportation are still working out a lot of the details on how they will implement this initiative. So we don't yet know exactly what this might mean for Link21, but for now we are using the 40% as a target for the other number. A lot of times in equity work things are considered at least equal if the share of benefits going to the target group are the same as their share of the overall population. So as priority populations make up 32% of the entire mega regional population, priority population should be receiving at least 32% of concept benefits such as 32% of new rail trips for instance. I'm going to stop again to see if any EAC members have any clarifying questions or comments just about the second indicator hereYes, Dave?

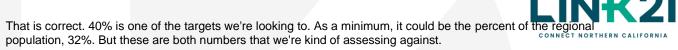**Frank Ponciano**

We have a question from Dave.

Dave Sorrell

Thanks, Henry. And Frank. Just to make sure that I'm reading this correctly, our threshold should be roughly 40% of priority populations, correct? As a minimum?

Henry Kosch

That is correct. 40% is one of the targets we're looking to. As a minimum, it could be the percent of the regional population, 32%. But these are both numbers that we're kind of assessing against.

David Sorell

Okay. Thank you.

Frank Ponciano

Henry. Just real quick, I'll ask on behalf of those in the back just to make sure I'm clear. You mentioned that these two indicators are examples and even though one of them is equity indicator A and the other one is equity indicator B, they're really an either or. There are two alternatives as to how we go about measuring a particular metric. Right. It's either the total amount for the broader population or a slice a percentage. Sort of like measuring percentages to make sure that things are distributed equitably. I think Emily, I think you put it really nicely. I'll let you do that now if you'd like. But just to clarify for folks, these are sort of an alternative to each other.

Henry Kosch

Yes.

Emily Alter

They are telling us really different things. And at a certain point in the program development we'll have to decide which of these feels like the best measure of equity for the Link21 program as they work now, we really look at both. Throughout our evaluation, we've historically been focused most on this equity indicator B because we really understand equity as being relational, so better understanding how our priority population communities are receiving benefits in relation to the whole population. This kind of proportionality piece is really important for us to measure kind of the goal. But at the end of the day, if folks are getting a really small slice or an equitable equal slice of a really small pie, is that really a project that we all want to put ourselves behind? So the total benefit equity indicator A then comes really into play. So it's sort of it goes A and then B. But I think generally we've been doing B and then A where we understand B. We kind of use that as our benchmark. Are we reaching B and then we can evaluate A and say, okay, how much is this? Does that feel like enough? But you're right, there might come a point where we have to say, okay, this is the equity indicator for us and for our valuation.

Frank Ponciano

Got it? And just to be clear, generally indicators are a way to sort of put a number to a measure. What is the relation between a measure and an indicator?

Emily Alter

Yeah, thanks for asking that question, Frank. So a metric or a measure across the whole business case is a number for a specific element that is analyzing our objectives, the objectives and the goals and objectives that we've identified. But because equity is really throughout all of the goals and objectives of the program, we have these additional equity indicators which then assess, okay, we know this about the metric, we know this about priority population rail trips. But what does that mean in terms of equity? That metric might be meaningless without the additional indicator to assess its contribution and its contribution to equity.

Frank Ponciano

Okay, thank you for that.

Andrew Tang

This is Andrew. I'm going to jump in. I'm going to try to ask the EAC for a very succinct question and see some of my camera things working. Whatever. So imagine that there are two concepts. One of the concepts produces a lot of benefits for everybody, but the share or the benefits to priority populations is, let's say less than 32%. So you imagine there's a huge pie, there's benefits to everybody, but the priority population share is smaller. And another project where the total pie is kind of small but the priority population share of it is very big. And the question for everybody is which of these is the way that you would prefer us to think about is this project Equitable or not? Obviously a big pie with a big share is the best, but if we're faced with a big pie but the prior population share is small but still a big piece of pie versus the one where the pie is small, but you get a huge piece of a large proportion of it.

Frank Ponciano

Thank you for that, Andrew. And I think that question is presented in the next slide. If we go to the discussion prompts, we are low on time, so we would have to sort of breeze through. I see. Clarence, you have your hand up and then perhaps we can sort of do an exercise where we sort of hear from folks just raising their hand about which approach they think is the better one generally. Clarence, go ahead.

Clarence R. Fisher

This is Clarence speaking. So we could have an either or where we're just talking about for the priority population just train service, or we could also end up talking about getting the priority population to and from their original home and destination and include the train service too, correct?

Emily Alter

You all want me to take that one?

Frank Ponciano

Yes.

Emily Alter

So, Clarence, if I'm hearing your question right, you're asking about whether or not we're going to end up choosing one metric or the other, and we're not. We're going to continue to evaluate all of the equity metrics through the foreseeable future. And so things like train access or level of service or things like that, we'll continue to evaluate it's. Just whether or not we're asking how much access or is it a fair share of the access is really the question that we're working on now.

Frank Ponciano

Thank you for presenting it that way. Emily. Dave, I see you have your hand up.

Dave Sorrell

Yes, sir. I'll be quick. I think looking at some of the parts right, it's going to end up looking like identifying total benefits across the entire region, acknowledging that not everyone's going into the same place, not everyone's going into San Francisco. And if you're coming out from the Central Valley, what does those commutes look like as well? And I think that when we look at all the different types of options, when all of these options, utilizing the options, but also evaluating them at a later date, can we be able to know that we're connecting our communities differently? But in the end, people can still get from one end to the other with the assumption that not everyone's going to the central core or one of the central cores, but rather it's enhancing not suburb to suburb, but exerb to suburb or exerb to other exerb making sure that mobility can be maintained while these new projects are being laid out. Well, I know I'm following you guys, but I think in terms of how mobility will work, not only. In the core, but also in the outward parts.

Frank Ponciano

Right. Awesome. I don't know if there's any response to that. Thank you for the comment, Dave. Generally, we'd love to hear just really quick, same method that we did for the timing situation. You could raise your hand if you agree with the idea that the most important thing is that there is equitable distribution of benefits in terms of percentages or not. Raise your hand if your belief is that the question is really of the total number of benefits for the entire community or sort of measuring the total quantity of a particular benefit. Where do folks stand? We'll give it a couple of seconds, people, to raise their hand. Again, you raise your hand if you believe the most important thing is equitable distribution of a particular benefit to priority populations. So thank you. And I think going forward for prompts like this, we might want to bring in a poll or have some sort of interactive component. So we'll keep that in mind going forward towards June. But I really appreciate folks raising their hand and letting us know we have people that are looking and noting these things down. Thank you.

Landon Hill

Can I ask just one clarifying question really quickly, just even about that question? My understanding is that the priority populations are the ones to be prioritized in this. Right. I mean, obviously not everything is catered to them, but I assume that in them being identified as that that much and most of the decisions would have them kind of at those populations at the forefront. I want to make sure that I'm understanding that correctly. And if so, if the questions that we're asking right now, what we're talking about kind of gets at something different, or if that's really what we're discussing.

Frank Ponciano

Emily, you can feel free to correct me, but it's along the same line. Right? It's like making sure that we reach a certain level of sort of fairly distributing benefits to priority populations as they relate to the Link21 program and the service improvements that will come because of it. Right, because of the increase in service levels. Emily, is there anything else you would add to that?

Emily Alter

Yeah, no, I think that mostly summarizes it. The way that I think about it a little bit, Landon, is whose kind of needs are we waiting the most? So at the end of the day, it's going to be a really complex decision with a lot of trade offs and lots of communities. It's also the priority populations are spread throughout the mega region. So you have communities, priority population communities all over. So we know that it won't end up being that we serve everyone equally, but we weight the needs of our priority populations more through these equity indicators, and so we're really keeping them front of mind in the decision making. Does that make sense?

Landon Hill

Yeah, I think what I wasn't clear about is if the conversation was about potentially kind of reframing that to really look at what is the total benefit, knowing that there might be some benefit to the priority populations and not wanting that to be too low. But if we're going to call them a priority population, then again, at least my assumption is that they would be the priority, right? And knowing that there is maybe some threshold of total access for everybody, but the priority population is the one that is central to all this. So I was just making sure that there wasn't necessarily a reframe, or if there was, that I was understanding that just for whatever the future conversations would be.

Emily Alter

No, that's spot on. Yeah.

Frank Ponciano

Thank you. We do have elizabeth, you have your hand up. If we could have just a quick comment. And then we do have to finish up with one last slide that Emily has before we finish here today. Go ahead, Elizabeth.

Elizabeth Madrigal

Yeah, it's a question, and it might be too much of a long question. Is it better to just write it down and then email it over?

Sadie

Why don't you just throw it at us and maybe we can stew over it for a month if it's that hard. So throw it at us and let's see. Yeah. So even just all this talk is making me wonder.

Elizabeth

Even within the priority populations themselves. I think a worry that comes to my mind is how the benefits themselves are going to be weighed between one another because, say, someone that lives in Oakland or San Francisco that's identified as a priority population is going to get much more benefit than, say, someone that lives in Watsonville or Selena, which are respectably in Santa Cruz County and Monterey County, and both of which have priority populations. So it'd be good to get some more information on the dissemination of such benefits.

Frank Ponciano

Thank you. I appreciate the question. I think all of the above. I would also follow up on email with the same question, if you don't mind. But it's an important conversation to keep in mind. We do have to finish the presentation. So, Emily, take it away for the last slide, and then we'll have public comment and adjournment. Go for it.

Emily Alter

Yeah. Thanks so much, Frank, and thank you again all for the discussion. Can we just go to the next slide? So I mentioned at the beginning of the presentation that I wanted to also share with you a little bit more information on how we're measuring equity risks on the project. So in the business case, we do identify and measure risks related to engineering and construction and service, and we look at environmental risks. I think we heard a little bit about that at the beginning of the meeting, including things like impacts of construction, and then we also assess things related to land use and development, so things like how much new housing or commercial spaces could be built around stations but I think not. Most importantly, but of importance to this body is that we analyze the risk of displacement. So we know that EAC members have expressed interest in hearing more about the program's approach to antidisplacement, and we'll give a presentation on that at the June EAC meeting, where we'll talk in more detail about defining displacement, measuring the risk and strategies that we're thinking about to address this displacement risk. I'm not going to go into the discussion prompts because we're short on time, but just wanting to say thank you so much again for your feedback today and look forward to sharing the results and more information on displacement with you all in June or an office hours or a conversation at office hours. Thanks so much.

Frank Ponciano

Thank you, Emily. And we'll send you this presentation. You can take a look at the discussion prompt and just get ready for a real conversation in June. I'm really excited about it. Thank you, Emily and team for the great presentation. I'll pass it on to Tim for public comment and the end of the meeting.

Tim Lohrentz

Thanks, Frank. We'll now move on to hearing public comment on topics that were within today's agenda that you've just been presented or discussed. And keep in mind, public comment is limited two minutes per person. If you are on the phone or would like to provide a verbal public comment, please dial star six to unmute yourself now.

Frank Ponciano

I'm not seeing any raised hands as of right now.

Tim Lohrentz

All right, so now for those who are on the zoom call, if anyone would like to participate, please raise your hand.

Frank Ponciano

Not seeing any raised hands.

Tim Lohrentz

All right, well, thank you, everyone. This time we'd like to announce that our next meeting date will be June 20, which is also a Tuesday like today. The next meeting will be at 06:00 P.m. So we'll go from 06:00 P.m. To 08:30 P.m.. We've heard from many of you that an evening meeting is equally or more convenient for you, so we will be having that next meeting in the evening. We probably will switch back in August to daytime unless there's overwhelming people in favor of the evening time. So we hope to see everyone back on June 20. And at this time, we do require an action item that somebody will move to adjourn the meeting. So if you'd like to adjourn, make that motion, please raise your hand. Thank you. A second. All in favor, raise your hand or say aye.

All members of the EAC

Aye.

Tim Lohrentz

No one's opposed, and we are adjourned. Thank you very much.

Tim Lohrentz

Have a good night, everyone.