

# LINK21

CONNECT NORTHERN CALIFORNIA

## PHASE 0 ENGAGEMENT AND OUTREACH SUMMARY REPORT

**FINAL**

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January 2019 - January 2022

Prepared By:  
Link21 Program Team





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## ISSUE AND REVISION RECORD

REVISION	DATE	PREPARER(S)	PMC REVIEWER(S) <sup>1</sup>	APPROVER <sup>2</sup>	DESCRIPTION/NOTES
			BART/CAPITOL CORRIDOR REVIEWER(S)	BART/CAPITOL CORRIDOR APPROVER	
0	5/27/2022	Kim Pallari, HDR	Kimberly Sims, HNTB	Nicole Franklin, BART	Working Draft submittal
1	09/06/2022		Kimberly Sims, HNTB		Comments Provided
2	01/09/23	Heleana Galvan, HDR	Nina Greenwood, HNTB	Nicole Franklin, BART	Revised Draft for review/edits with need for information from PMC
3	02/23/23		Nina Greenwood, HNTB	Nicole Franklin, BART	Comments Provided
4	03/20/23	Heleana Galvan, HDR	Nina Greenwood, HNTB	Nicole Franklin, BART	Draft Final with need for information from PMC

## SHAREPOINT PATH

1-OUTR-PH0-Phase\_0\_Summary\_Report\_DRAFT\_FINAL-2024-01-12



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## ACRONYMS AND ABBREVIATIONS

ACRONYM/ABBREVIATION	DEFINITION
<b>BART</b>	San Francisco Bay Area Rapid Transit
<b>CCJPA</b>	Capitol Corridor Joint Powers Authority
<b>ADA</b>	American with Disabilities Act
<b>CalSTA</b>	California State Transportation Agency
<b>CBO</b>	Community-based organization
<b>CEQA</b>	California Environmental Quality Act
<b>DSF</b>	Delivery Sequence File
<b>EAC</b>	Equity Advisory Council
<b>JWG</b>	Jurisdictional Working Group
<b>Megaregion</b>	21-County Northern California Megaregion
<b>MTC</b>	Metropolitan Transportation Commission
<b>MUNI</b>	San Francisco Municipal Transportation Agency
<b>NEPA</b>	National Environmental Policy Act
<b>NGO</b>	Non-governmental organizations
<b>PDT</b>	Program Development Team
<b>PIMA</b>	Public Information Management Application
<b>RAISE</b>	Rebuilding American Infrastructure with Sustainability and Equity
<b>SFCTA</b>	San Francisco County Transportation Authority
<b>STA</b>	Solano Transportation Authority
<b>USDOT</b>	U.S. Department of Transportation

## LINK21 PROGRAM TEAM NAMES

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



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# 1. BACKGROUND

## 1.1. About Link21

Link21 (previous called the New Transbay Rail Crossing Project) and its partner agencies aim to connect urban and intercity passenger rail throughout the 21-county Northern California Megaregion (Megaregion), as envisioned by the [California State Rail Plan](#).<sup>1</sup> Link21 is being developed as a Program of projects and at the core of it is a new transbay passenger rail crossing between Oakland and San Francisco.

The Link21 Program builds off years of research, planning documents, and studies, and plays a critical role in rail planning for the Megaregion implementing components of the California State Rail Plan. Recognized as an anchor program in the Metropolitan Transportation Commission's [Plan Bay Area 2050](#)<sup>2</sup>, Link21 is working closely with the California State Transportation Agency (CalSTA) and other partners to transform passenger rail in Northern California.

### 1.1.1. Link21 Goals and Objectives

The Link21 Program goals and objectives include:

- Transform the passenger experience:
  - Provide better service
  - Improve reliability and system performance
  - Build ridership and mode share
- Promote equity and livability:
  - Connect people and places
  - Improve safety, health, and air quality
  - Advance equity and protect against community instability and displacement
- Support economic opportunity and global competitiveness:
  - Improve access to opportunity and employment
  - Connect major economic, research, and education centers
  - Enable transit-supportive and equitable land use
- Advance environmental stewardship and protection:

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<sup>1</sup> Caltrans, 2018 State Rail Plan, CA.gov, <https://dot.ca.gov/programs/rail-and-mass-transportation/california-state-rail-plan>

<sup>2</sup> Metropolitan Transportation Commission, Plan Bay Area 2050, [planbayarea.org](http://planbayarea.org), <https://www.planbayarea.org/finalplan2050>



- Increase climate change resilience
- Reduce greenhouse gas emissions
- Conserve resources

### 1.1.2. Responsible Agencies

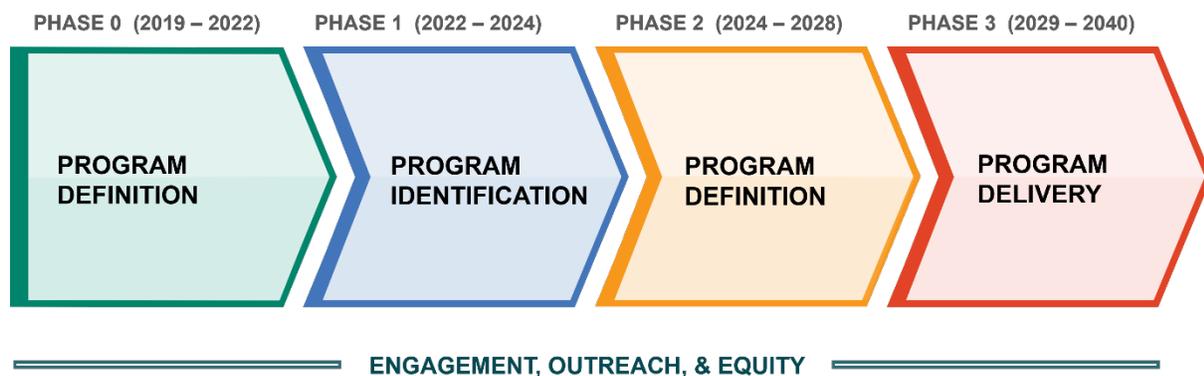
Link21 is sponsored by the San Francisco Bay Area Rapid Transit District (BART) and Capitol Corridor Joint Powers Authority (Capitol Corridor). Both agencies are actively collaborating with partner agencies, jurisdictions, and megaregional stakeholders. Partial funding to support Link21’s planning and analyses phases have been secured by both agencies and funding will be targeted through Phase 1.

### 1.1.3. Link21 Phases

The Link21 Program is being implemented through a phased approach. Phase 0 worked toward establishing the Program definition, draft goals and objectives, collecting initial input from stakeholders and the public, and initial Program technical work on items such as the Market Analysis. Phase 0 was closed out with Stage Gate 1, a Program management tool used to conclude phases of work, manage risks, and memorialize Board direction and advancement. For more information on Stage Gate, see section 2.1.

**Figure 1-1** shows the anticipated Link21 timeline that may shift if there are opportunities to help reach Program identification and proceed to Phase 2 in a more expedient manner while focusing on equitable outreach and engagement and incorporating public input.

**Figure 1-1. Link21 Timeline**



Future Program phases will include public engagement and outreach that supports the requirements of the California Environmental Quality Act (CEQA) and the National Environmental Policy Act (NEPA).

The Link21 timeline is subject to change during Program development.



## 2. ENGAGEMENT AND OUTREACH PROGRAM SUMMARY AND REVIEW

This summary report includes an overview of the engagement and outreach efforts completed during Phase 0 of Link21 including stakeholder and public engagement, public affairs, equity, and digital and traditional media. The tools, tactics, and strategies used during this Phase were designed and implemented to advance the Program goals and objectives and prepare Link21 to advance into Phase 1.

### 2.1. Phase 0 Engagement and Outreach Strategy

The Phase 0 engagement and outreach strategy focused on laying the foundation for successful future phases of Link21 and providing support for the Program through Stage Gate 1, which was successfully achieved in April 2022. Link21 is using the Stage Gate method of Program development and delivery to memorialize key decision points made at the appropriate BART and Capitol Corridor Board and Executive levels of authority based upon staff recommendations. Among the many decisions that must be made over the Link21 Program's life cycle, stage gates are the foundational actions that determine the Link21 Program's direction, effectively closing one part of the life cycle and opening the next. The Stage Gate process helps the Link21 Team avoid unnecessary delays and expenditure during Program Development and Delivery as well as advance the Program to the next Stage Gate with committed resources.

The Link21 Team focused on developing collaborative, transparent, and equitable outreach with the BART and Capitol Corridor Boards, marginalized communities including priority populations<sup>3</sup>, elected and public officials, community-based organizations (CBO), non-governmental organizations (NGO), agencies, businesses, and others who may be interested in or impacted by Link21.

While COVID-19 limited the ability to conduct in-person engagement and outreach efforts during Phase 0, the Team remained nimble to identify and implement safe, effective means to reach the diverse audiences in the Megaregion through a combination of traditional and digital tools and tactics.

The Team implemented the following megaregional engagement and outreach strategies:

- **Virtual community meetings:** Hosted 15 virtual, interactive community meetings to increase awareness of Link21 and gather initial public input.

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<sup>3</sup> For Link21, "priority populations" refers to the census tracts where people are most impacted by negative economic, mobility, community, health, and safety outcomes. Priority populations are considered communities that have been marginalized.



- **Grassroots community tabling events and festivals:** Attended 38 targeted grassroots events throughout the Megaregion.
- **Speakers Bureau presentations to established conferences, organizations, and associations:** Strategically built awareness with national, state, and local industry, transportation organizations, and community groups.
- **Bridging relationships and building trust:** Proactive engagement and outreach with megaregional community leaders, communities that have been marginalized, and the public to build awareness, listen, and learn.
- **Partnering with CBOs, NGOs, and trusted community leaders:** Identified best practices and actions to reach targeted audiences to lay the foundation for building Program champions, and conducted equitable outreach and engagement with marginalized communities, including priority populations.
- **Understanding diverse engagement and outreach needs:** Used tools and tactics, accessible materials, and multilingual communications that resonated with audiences for meaningful participation.

## 2.2. Phase 0 Engagement and Outreach Goals and Objectives

To support Link21's mission, the following goals and objectives were identified for inclusive engagement and outreach:

- **Increase megaregional, statewide, and national awareness:** Regular connections with policymakers, industry leaders, agency partners, freight railroad partners, community stakeholders, and the public across the Megaregion, state, and nation to share information and promote progress and benefits.
- **Prioritize and advance equity through the Link21 Program delivery:** Implementation of equitable processes and outcomes that include regular co-creation with members from marginalized communities, including priority populations, and working toward the establishment of the Equity Advisory Council (EAC), which is a body made up of community members with lived expertise to advance equity throughout the Program's development and implementation.
- **Transparency of process:** Proactive information sharing and education to solicit informed input that can be reflected within Link21 and reported back to stakeholders and the public to show how input has been incorporated into the Program.
- **Innovative and dynamic engagement:** Use of traditional and digital tools to increase reach across the Megaregion and create opportunity for meaningful dialogue with stakeholders and the public.



- **Local, state, and federal support:** Targeted and timely briefings to local, state, and federal stakeholders to establish and maintain trust, understanding, support funding requests, and build Program champions.

## 2.3. Engagement and Outreach Program Components

### 2.3.1. Key Audiences

With engagement at the nexus of these audiences, this approach includes alignment of messaging and engagement and outreach activities for consistency across audience tiers at the following levels:

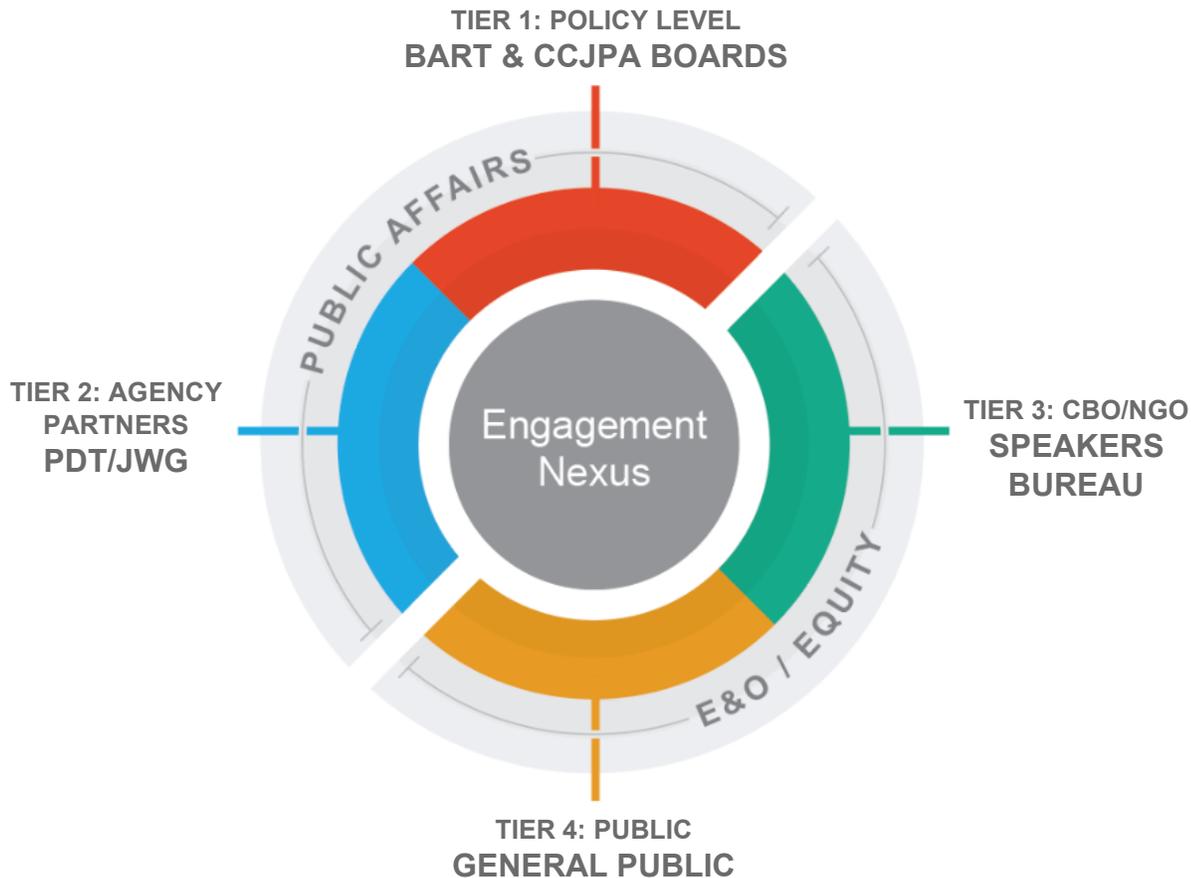
- **Tier 1 | Policy Level (BART and Capitol Corridor Boards):** Help review engagement and outreach Program strategies and receive briefings about Link21 updates prior to engagement and outreach with other stakeholder tiers.
- **Tier 2 | Agency Partners Level (Elected Officials, California Tribal communities and organizations, management and staff from transit and transportation agencies, state agencies, jurisdictions, freight railroads, and other key resource partners):** Provide critical input to the Program and affords the Link21 Team additional opportunities to share information, refine messaging, tools, and tactics prior to conducting engagement and outreach to subsequent stakeholder tiers.
- **Tier 3 | CBOs and NGOs (Community leaders and advocates):** Help provide direct access and knowledge of target audience needs and become Program champions by using their established accessible and appropriate communications tools for further audience reach. Aid in tailoring our engagement and messaging approaches to resonate with their constituents, open doors for meaningful outreach, and informed Program input. Provides critical feedback during co-creation and equitable outreach.
- **Tier 4 | Megaregion Public Level:** Learn more about the Program, engage with the Link21 Team to ask questions and have meaningful dialogue, provide informed input, and help build awareness and support.

The Link21 tiered approach to engagement and outreach includes key audiences targeted during the Program is shown in **Figure 2-1**.



### Figure 2-1. Link21 Key Audiences

Equitable communication and tools deployed during Phase 0 placed an emphasis on consistency, effectiveness, and accessibility (e.g., in-language communications and events, meeting American with Disabilities Act (ADA) and 508 compliance guidelines/requirements).



The Link21 Team identified diverse groups of stakeholders and organizations who may be interested, impacted, and influential in the success of the Program. Identified groups may include:

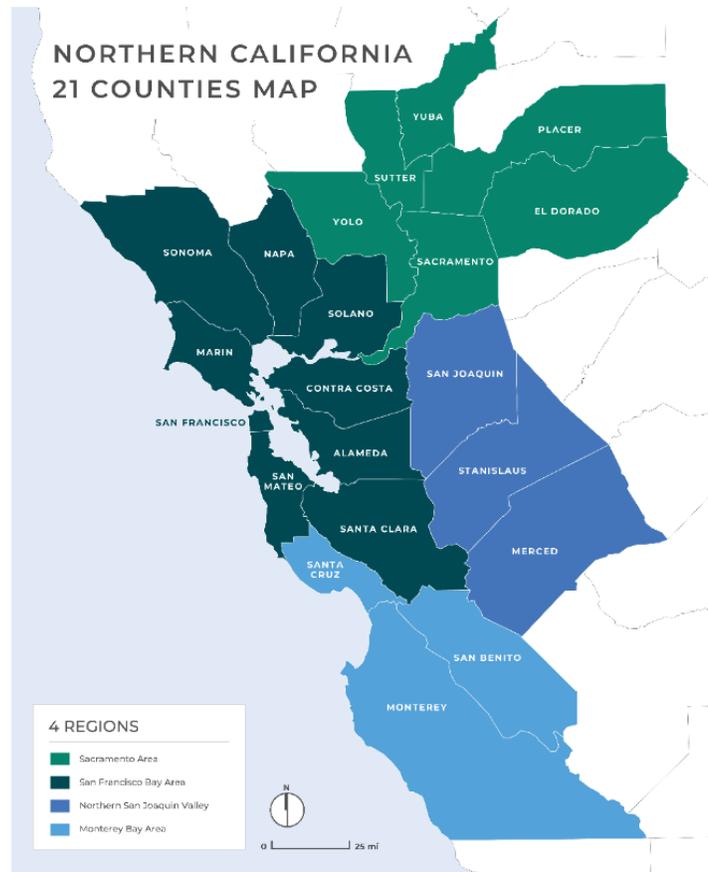
- Jurisdictional, governmental, and tribal organizations
- Transit and transportation agencies, freight rail, and industry organizations
- National, regional, and local mainstream and community-focused ethnic media
- Residential, faith-based, and educational organizations
- Youth, senior, individuals with disabilities, and civic advocacy groups
- Individuals who are unhoused, environmental, housing advocacy groups
- Labor, business, and developer groups



### 2.3.2. Phase 0 Engagement and Outreach: By the Numbers

Figure 2-2 shows the engagement and outreach metrics by the numbers covering efforts completed during Phase 0 through January 2022.

Figure 2-2. Key Phase 0 Engagement and Outreach Metrics



## KEY ENGAGEMENT & OUTREACH FIGURES FROM PHASE 0\*

**161K** Website views at [Link21Program.org](https://Link21Program.org)

**829** #Link21 social media mentions

**2000+** Responses to the Goals & Objectives survey

**600+** Attendees at five public workshops in summer and fall 2021

**680** Community co-creation participants in partnership with 30+ CBOs

**200+** Presentations to transportation and other partner agencies

**2300+** Responses to the Service Improvements survey

\*As reported January 2022



## 3. PUBLIC AFFAIRS AND GOVERNMENT RELATIONS

### 3.1. Public Affairs and Government Relations Goals

The Link21 Team targeted key stakeholders during Phase 0 to provide proactive, collaborative, and transparent engagement to expand the Link21's reach and connections with agencies, elected officials, and advocacy groups. The stakeholder and public affairs approach also focused on positioning Link21 for future funding asks and requests.

The goals of public affairs and government relations for Phase 0 included:

- Educate and engage elected officials and key stakeholders in the process; nurture Link21 champions
- Build BART and Capitol Corridor board support
- Maintain and expand existing megaregional relationships
- Identify, pursue, and secure funding

### 3.2. Accomplishments

The primary strategies for public affairs and government relations implemented during Phase 0 involved a combination of briefings, meetings, and formal presentations to build Link21 awareness, recognition, relationship building, and support from key stakeholders.

Key public affairs and government relations achievements during Phase 0 included:

- **Identifying Link21 as a state and regional priority** through the Program's inclusion in the 2018 State Rail Plan and as a prominent transportation project featured in the Metropolitan Transportation Commission's (MTC) Plan Bay Area 2050.
- **Securing approximately \$212 million** in funding to support the Program as of February 2022.<sup>4</sup>
- **Establishing early contacts at U.S. Department of Transportation (USDOT)** and submitting a Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant application that helped educate USDOT on Link21.

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<sup>4</sup> Link21Program.org, <https://link21program.org/en/about/funding-contracts>



- **Building local and megaregional support** through dedicated engagement with key partners such as the Bay Area Council and regional Building and Construction Trades Councils.
- **Raising Program visibility** through engagement and outreach efforts aimed at all audience levels and funding requests to elected officials and key federal, state, regional, and local agencies.

### 3.3. Link21 Partner Groups

The Link21 Team established partner agency working groups to assist in the development of the Program.

The Link21 Team convened a specific Program Development Team (PDT) consisting of Regional Rail operators as well as transportation planning and funding agency partners. The PDT was split into two different groups to engage with the Link21 Team to share information and provide input into the planning process.

The Executive PDT, which meets twice a year or as needed based on Program needs, includes agency executive leadership that provide high-level policy guidance and support for Link21. The Staff PDT, which meets approximately four times per year, includes agency planning, engineering, communications, funding, and other staff that advise the Link21 Team on technical and planning issues and serves as staff support to their executives serving on the Executive PDT. The PDT will be expanded as needed during future Program phases based on Link21 development needs.

An additional important Link21 partner group is the Jurisdictional Working Group (JWG), which is comprised of planning and transportation staff of key cities in the Megaregion. Additional partners will be added to the JWG in other areas of the Megaregion as Link21 moves forward. The JWG also meets several times a year to provide input and discuss technical and policy issues with a special focus on local planning and community outreach.

The Team relies on these partners for their expertise and input on technical, policy, funding, and other topics particularly at the state, megaregional, and local levels. This regular and ongoing interaction has kept these partner agencies informed about Link21 and has set the groundwork for development of Program champions.

Through January 2022, the Link21 Team conducted the following key stakeholder outreach with partner agencies and targeted stakeholder groups throughout the Megaregion:

- 5 Executive PDT meetings
- 6 Staff-level PDT meetings
- 6 JWG meetings
- 10 Peer-review Market Analysis technical panel meetings



- 29 Issue-focused meetings or presentations

### **3.3.1. Program Development Team**

During Phase 0, the PDT helped shape Link21 by offering feedback on technical aspects of the Program. Senior staff from the Link21 PDT agencies continue to meet regularly and the group is expected to expand as the Program develops. As of this summary report, there have been a total of eleven meetings with both the Executive and Staff PDT that included the following agency partners.

- Alameda County Transportation Commission
- Altamont Corridor
- California High-Speed Rail Authority
- California State Transportation Agency
- California Department of Transportation, District 4
- Caltrans Division of Rail and Mass Transportation
- Metropolitan Transportation Commission
- Peninsula Corridor Joint Powers Board
- Sacramento Area Council of Governments
- San Francisco County Transportation Authority
- San Francisco Municipal Transportation Agency
- San Joaquin Council of Governments
- San Joaquin Joint Powers Authority
- Valley Transportation Authority

### **3.3.2. Jurisdictional Working Group**

The initial JWG developed during Phase 0 consists of cities expected to have a high-interest and desire to know more about the new transbay passenger rail crossing and regional rail improvements throughout the Megaregion.

The JWG members during Phase 0 included the following agency partners.

- City of Alameda Planning, Building, and Transportation Department
- City of Alameda Public Works Department
- City of Berkeley Department Public Works, Transportation Division
- City of Oakland Planning and Building Department
- City of Oakland Department of Transportation
- City of Oakland City Council



- City of Sacramento Department of Public Works
- City of Sacramento Community Development Department, Planning Division
- City and County of San Francisco Planning Department
- City and County of San Francisco Office of the Mayor
- City of San Jose Transportation Department

The JWG may expand to meet the needs of Link21 in future Program phases.

### **3.4. Implementation**

The engagement and outreach strategy for Phase 0 focused on driving the Link21 Program toward Stage Gate 1. The strategy was aligned and implemented on getting the Program to this important milestone.

The strategies identified in this summary report and implemented during Phase 0 focused on the following:

- Aligning with the technical timelines for getting the Program to Stage Gate 1 and into Phase 1
- Providing information for the BART and Capitol Corridor boards to approve the Program entering Stage Gate 1 with a focus on megaregional equitable engagement and outreach to marginalized communities, including priority populations
- Incorporating public input into technical analyses work in a manner that can be demonstrated
- Building the framework for future Link21 engagement and outreach efforts in Phase 1

Engagement and outreach efforts started in 2020 and were built to be implemented with uncertainty around COVID-19. With limited in-person engagement and outreach efforts during Phase 0, the efforts were created and implemented equitably while respecting social distancing, safety, and public health guidance.



## 4. EQUITY

By prioritizing open, transparent, and collaborative engagement and outreach with communities that have been marginalized<sup>5</sup>, and other key audience groups, Link21 will be better able to design and deliver equitable passenger rail service and connectivity that meets the priorities, needs, and values of communities that have been marginalized throughout the Megaregion.

Link21 defines “equity” in the [Equity Blueprint](#)<sup>6</sup> as a state in which individuals’ backgrounds do not predetermine or predict their opportunities.

Creating equitable processes and outcomes requires engaging with communities that have been marginalized in the development and implementation of Link21. The overarching goal is that communities that have been marginalized benefit from Link21 in ways that they co-define with the Link21 Team. This also means avoiding, minimizing, or mitigating disproportionate harms to these communities.

To achieve these equity goals, the Link21 Program commits to:

- Implementing processes that advance equity through all aspects of Link21
- Investing in accessible and accountable community engagement
- Partnering with community members most impacted by past transportation projects to identify and avoid, mitigate, or minimize impacts while maximizing benefits to these communities that have been marginalized
- Continuing to review the process and our commitments to ensure they reflect the emerging needs of communities that have been marginalized
- Ensuring that disadvantaged and small businesses are key participants in Link21’s development
- Uplifting what we learn through co-creation by coordinating with external partners to integrate community input into parallel planning efforts for the long term

### 4.1. Equity Blueprint

The Equity Blueprint was developed to serve as the framework for how Link21 approaches equity in Program delivery. It builds upon the Landscaping and Interviews Research Report (February 2021) that reflects on the local and historical context for Link21. The Equity Blueprint offers the means for Link21 to promote equitable outreach through the application of the following strategies as reflected in **Figure 4-1**.

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<sup>5</sup> For Link21, “communities that have been marginalized” refers to groups and individuals that experience inequitable conditions.

<sup>6</sup> [https://tbaynext.sharepoint.com/:b:/r/Consultants/OUTR1/Equity/1-OUTR-AAA-Equity\\_Blueprint\\_Plan-DRAFT-FINAL.pdf?csf=1&web=1&e=96gCPb](https://tbaynext.sharepoint.com/:b:/r/Consultants/OUTR1/Equity/1-OUTR-AAA-Equity_Blueprint_Plan-DRAFT-FINAL.pdf?csf=1&web=1&e=96gCPb)



**Figure 4-1. Link21 Approach to Equity**



**Reflect:**

Learn from the past



**Contextualize:**

Better understand  
community needs



**Co-create:**

Partner with communities  
for more equitable solutions

- **Reflect:** The Link21 Team is asked to reflect on what they bring to the table in terms of strengths and weaknesses and also question existing standards or norms in transportation planning and Program development more broadly.
- **Contextualize:** Equity is rooted in context. The Link21 Team can better understand community feedback when put in context, particularly the context of past transportation projects and current service.
- **Co-create:** The Link21 Team has committed to a co-creation approach, particularly with communities that have been marginalized, that will bring underrepresented voices to the table early and often.

## 4.2. Co-Creation

As opposed to alternative engagement strategies for public input, Link21 is committed to an approach centered on co-creation with communities that have been marginalized and have helped to build accountability and trust through collaborative relationships.

In co-creation, community members and partners are recognized as valuable, knowledgeable peers in the decision-making process. This approach builds trust and shows that Link21 is for everyone.

Co-creation involves the following process as displayed in **Figure 4-2**.

**Figure 4-2. Link21 Co-Creation Process**

In 2021, Link21 hosted two rounds of community co-creation. Link21 partnered with more than 30 CBOs to reach more than 500 community members through workshops, 1,500 through polls, and hundreds through surveys.

#### PHASE 0 CO-CREATION EFFORTS

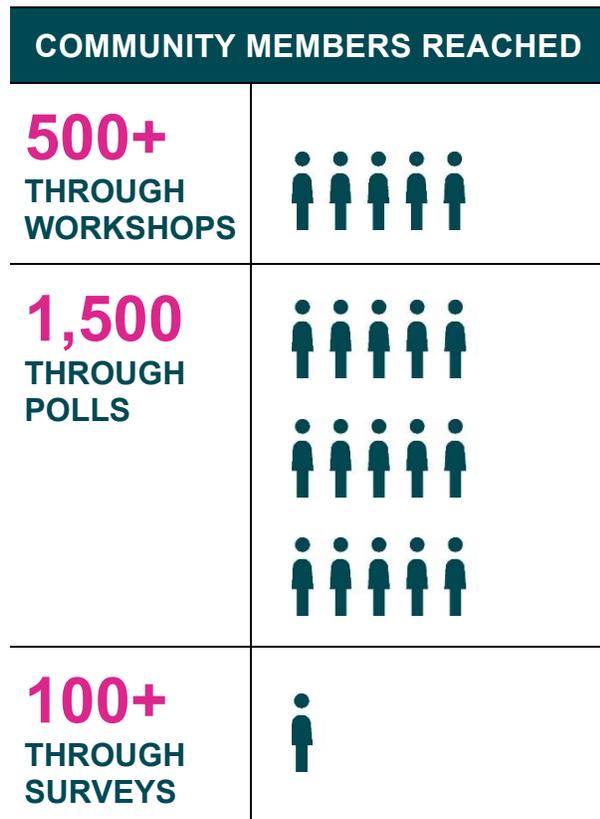
- Timeframes:
  - Round 1: February – April 2021
  - Round 2: August – October 2021
- Platforms and Forum:
  - Two-hour Zoom workshops with small group discussion
  - Materials in multiple languages
  - Survey and poll launched in Round 2 to collect targeted input for incorporation into Link21 technical work
- Participation:
  - Round 1: 20 CBO co-hosts and more than 350 community members
  - Round 2: More than 20 CBO co-hosts and 300 community members. Over 1,500 community members also participated through a poll
- Accessibility Accommodations:
  - Language interpretation and translation
  - Closed captioning
  - Phone-only users



- Mailed hard copy of materials to participants
- Other accommodations as requested by participants

Highlights of co-creation for Rounds 1 and 2 are shown in **Figure 4-3**. Additional details can also be found in Sections 4.2.1 and 4.2.2.

**Figure 4-3. Co-Creation Rounds 1 and 2 Highlights**



**4.2.1. Co-Creation Round 1**

Co-creation Round 1 focused on understanding what current and desired trips are most important to marginalized community members. The Team also asked participants to give insight into the changes that have occurred in their communities over the past 50 years, their hopes for the future of their communities, and the top priorities for Link21. The feedback received during Round 1 of co-creation was fed directly into shaping the Link21 Program goals and objectives. It is also being used in the development of an equity evaluation framework within Link21’s Business Case.



## WHAT PARTICIPANTS SAID

Prominent sentiments from Round 1 participants included:

- Support for the goals and objectives, particularly the identified goals of Transform the Passenger Experience and Enhance Community and Livability
- Interest in longer service hours, faster trips, less air pollution, more stations near where they live, additional community resources, more meaningful involvement of community members in decision-making, and station access improvements
- Desire to use passenger rail for all types of trips, not just work commutes
- Concerns about the potential impacts of Link21 such as how the Program could affect housing costs, the high cost of riding transit, and whether communities that have been marginalized would actually be able to benefit
- Priorities related to safety, cleanliness, comfort, and accessibility

## HOW ROUND 1 SHAPED LINK21

Based on the feedback received during Round 1 of co-creation, the key changes to Link21's vision, goals, and objectives include:

- Elevating equity from an objective to a goal to reflect its importance across Link21 work
- Emphasizing that economic equity isn't just about growth but expanding access to economic opportunities
- Adding language about community stability and equitable land use to reflect that displacement is currently impacting community members and the Program needs to address the potential risk of displacing more residents
- Emphasizing the need for Link21 to make improvements that benefit all types of trips and travelers, including those with no or limited access to a car
- Acknowledging that making rail travel more affordable is a priority for a more equitable transit system

### 4.2.2. Co-Creation Round 2

Co-creation Round 2 focused on partnering with community members to better understand what burdens impact communities today, which potential Link21 outcomes matter most to them, and gain a shared understanding of what more equitable transportation means. Input from the workshops was primarily intended to inform what burdens were included in Link21's updated priority populations definition and how those burdens were weighted.



## WHAT PARTICIPANTS SAID

Participants shared many burdens they experience related to economic, mobility, community, and health and safety issues. Commonly cited burdens included:

- Lack of affordable housing
- Lack of public safety
- Lack of access to transit
- Educational barriers
- Low wages
- Lack of medical services
- Unemployment
- Housing and transportation costs

Participants also expressed the following:

- More intentional focus is required to understand the needs and barriers to access opportunities for communities that have been marginalized
- Equitable transportation means everyone can get to where they want to go
- Community voices must be heard through the co-creation process
- Passenger rail travel needs to be affordable
- There should be affordable housing near transit
- Access should be improved to locations beyond employment centers

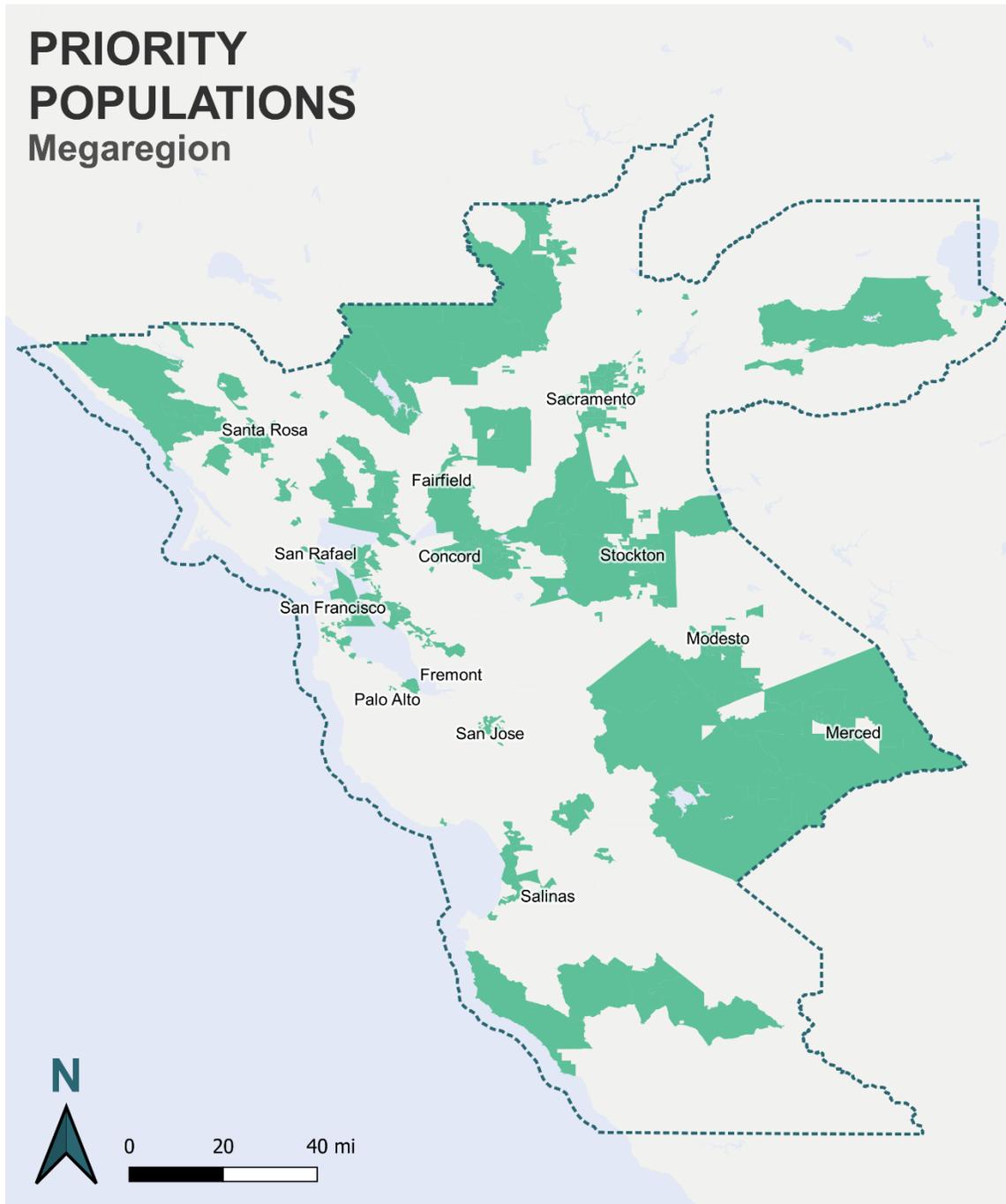
## HOW ROUND 2 SHAPED LINK21

Community participation in Round 2 directly led to the inclusion of burdens such as lack of internet access and lack of job benefits into the priority populations definition. The most frequently cited burdens were also given increased weighting within the definition. Although the Link21 Team did not have sufficient data or information to include other burdens that community members identified, such as credit scores and lack of political representation, these burdens have been documented and will be considered in any future updates.

The tracts that are considered priority populations under the updated definition are shown in **Figure 4-4**.



Figure 4-4. Link21 Priority Population Definition Map (PPs in Green)





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## **5. MEDIA AND SOCIAL MEDIA**

During Phase 0, the Link21 Team used both traditional media and social media to reach megaregional stakeholders and the public. The media and social media plans developed for Phase 0 were a key component in educating megaregional stakeholders about Link21. Media and social media also served as tactics during Phase 0 to start laying the groundwork for building Program champions and educating audiences on the benefits of Link21.

The media and social media efforts during Phase 0 focused on engaging BART and Capitol Corridor audiences and contacts.

### **5.1. Media and Social Media Goals**

The goals for media and social media during Phase 0 included:

- Increasing support and awareness of Link21 on a national level
- Raising awareness of Link21 with the general public
- Familiarizing trade and professional organizations with Link21
- Establishing and cultivating relationships with journalists who cover equity, diversity, transportation (infrastructure, rail, and transit), and other program-related topics

### **5.2. Media and Social Media Approach Components**

- Focuses on key national, regional, and local media outlets
- Purpose is to help reporters, writers, editors, influencers, and bloggers accurately tell the Link21 story
- Continues coordination with BART and Capitol Corridor communications for media opportunities
- Use of a combination of paid and organic media and social media to educate, promote, and build Program champions



## 6. PUBLIC OUTREACH

The public outreach efforts during Phase 0 focused on increasing awareness among megaregional stakeholders. Because of the potential long-term timeline of Link21, the overarching strategy focused on laying the foundation for future Program phases and educating the public on the benefits of a more connected passenger rail system.

### 6.1. Public Outreach Goals

The public outreach goals for Phase 0 included:

- Informing, educating, and energizing the public
- Demonstrating transparency and receive input to further inform the Program
- Reporting on pertinent aspects of Phase 0 Program development
- Inspiring confidence in the Link21 Team

As the Team conducts further engagement and outreach activities in future Program phases, additional goals may be identified for efforts throughout the Megaregion.

#### 6.1.1. Virtual Webinar Series Goals

The goals for the virtual webinars during Phase 0 included:

- Increase awareness of Link21 in the Megaregion
- Expand outreach efforts to marginalized communities, including priority populations
- Boost engagement and participation through multiple methods and activities
- Gather input and insight from consumers on market and service desires

### 6.2. Virtual Webinar Series Schedule

Two sets of virtual webinars were held during Phase 0 that allowed the Team to collect public input and highlight key Program milestones. **Table 6-1** highlights summer 2021 webinars and **Table 6-2** highlights fall 2021 webinars.

**Table 6-1. Summer 2021 Webinars.**

WEBINAR	DATE & TIME	# OF ATTENDEES	CO-HOST	BART/CAPITOL CORRIDOR BOARD MEMBER	GUEST SPEAKER
<a href="#">West Contra Costa and Contra Costa</a>	6/17	87	West Contra Costa Transportation Advisory Committee	Rebecca Saltzman, BART Board of Directors	Chris Kelley, Mayor of Hercules



WEBINAR	DATE & TIME	# OF ATTENDEES	CO-HOST	BART/CAPITOL CORRIDOR BOARD MEMBER	GUEST SPEAKER
<a href="#"><u>Oakland and Alameda County</u></a>	6/22	67	City of Oakland	Rebecca Saltzman, BART Board of Directors	N/A
<a href="#"><u>San Francisco County</u></a>	6/28	78	San Francisco Municipal Transportation Agency (MUNI) San Francisco County Transportation Authority (SFCTA)	Bevan Dufty, BART Board of Directors Janice Li, BART Board of Directors	Jeff Tumlin, General Manager, MUNI Tilly Chang, Executive Director, SFCTA
<a href="#"><u>Solano County</u></a>	6/29	34	Solano Transportation Authority (STA)	Rob Padgette, Capitol Corridor, General Manager	Daryl Halls, Executive Director, STA
<a href="#"><u>Placer, Sacramento, and Yolo Counties</u></a>	7/15	141	City of Sacramento Yolo County Transportation District Placer County Transportation Planning Agency	Jim Allison, Capitol Corridor, for Rob Padgette (General Manager)	Don Saylor, Yolo County Supervisor Bruce Houdesheldt, Roseville Vice Mayor Darrell Steinberg, Mayor of Sacramento

**Table 6-2. Fall 2021 Webinars.**

WEBINAR	DATE & TIME	# OF ATTENDEES	CO-HOST	BART/CAPITOL CORRIDOR BOARD MEMBER	GUEST SPEAKER
<a href="#"><u>Fall Webinar 1</u></a>	11/13	40	Yolo County Transportation District	Bevan Dufty, BART Board of Directors	Don Saylor, Yolo County Supervisor
<a href="#"><u>Fall Webinar 2</u></a>	11/16	46	Yolo County Transportation District	Bevan Dufty, BART Board of Directors	Don Saylor, Yolo County Supervisor
<a href="#"><u>Fall Webinar 3</u></a>	11/17	41	Yolo County Transportation District	Bevan Dufty, BART Board of Directors	Don Saylor, Yolo County Supervisor



WEBINAR	DATE & TIME	# OF ATTENDEES	CO-HOST	BART/CAPITOL CORRIDOR BOARD MEMBER	GUEST SPEAKER
<a href="#">Fall Webinar 4</a>	11/18	40	Yolo County Transportation District	Bevan Dufty, BART Board of Directors	Don Saylor, Yolo County Supervisor

### 6.2.1. Virtual Webinar Series Key Messages

The main messages presented during Phase 0 virtual webinars included:

- Link21’s main goal is to transform the passenger rail network serving the 21-county Northern California Megaregion, which includes the greater San Francisco Bay Area, the Monterey Bay area, the Sacramento area, and the Northern San Joaquin Valley.
- Link21 will help alleviate many of the transportation challenges that residents of Northern California face daily, including overcrowded trains and buses, increased freeway congestion, equitable/affordable access, and unreliable travel times. These challenges restrict the Megaregion’s ability to forge a path to a vibrant future.
- Link21 is what is known as a “generational investment.” This means that by making such a significant investment today, we can make the Megaregion a better place to live, work, and play for generations to come.
- The Program has major benefits that are not just for people who use public transportation. More efficient transportation options help reduce greenhouse gas emissions. The Metropolitan Transportation Commission (MTC) estimates that by 2050, a new transbay rail crossing could reduce vehicle miles traveled by 1.2 - 4.8 million per day.
- Link21 will bring benefits to those who need it the most, such as transit-dependent riders, communities harmed by past infrastructure projects, and individuals with limited access to housing, jobs, and economic opportunity.
- We’re working closely with communities historically left out of the infrastructure planning conversation such as those who have been formerly unhoused, incarcerated, or displaced, as well as the disabled, minority, low-income, elderly, and youth.
- It’s estimated that in today’s dollars, it would cost approximately \$21 billion to build a new passenger rail crossing between Oakland and San Francisco and connecting into the regional rail system on each end according to the MTC’s Plan Bay Area 2050 report. That number is about \$29 billion in 2040 dollars. As the Program is further developed, cost estimating will be completed to better understand cost associated with proposed project.



## 6.3. Grassroots Outreach

In fall 2021, the Link21 Team started to conduct engagement and outreach efforts throughout the Megaregion at community events. For more information about these outreach events, please visit Link21's [Past Events](#) webpage.

### 6.3.1. Grassroots Outreach Objectives

- Build awareness of the general public about the Link21 Program
- Connect directly with the diverse traveling public at stations and on trains to share information and create discussion opportunities
- Promote Link21 information sharing tools, upcoming webinar series, and live Q&A sessions
- Encourage participation in the survey quiz to seek feedback on transportation behaviors and/or future travel options with Link21
- Inspire ongoing engagement in Link21 by joining the Program database to stay informed of future engagement opportunities

### 6.3.2. Grassroots Outreach Outcomes

As safety allowed during Phase 0, grassroots events kicked off in fall 2021 to increase the reach of Link21 to stakeholders and the public throughout the Megaregion. These grassroots events were conducted by the Link21 Team's Community Area Liaisons who have deep relationships within the Megaregion in local regional areas.

From November 15 through December 19, 2021, the Team participated in 19 community festivals and 23 in-station and on-train events, engaging with approximately 2,470 people.

Grassroots events will continue to be conducted regularly during Phase 1. A collection of photos from 2021 grassroots events are shown in **Figure 6-1**.



**Figure 6-1. Fall 2021 Grassroots Events**



**6.3.3. Community Events Locations and Staffing**

Table 6-3 through Table 6-8 show a list of events by region.

**GRASSROOTS ACTIVITIES BY REGION**

**Table 6-3. Grassroots Events – Sacramento Area**

EVENT NAME	LOCATION	PRIORITY POPULATION TABLING	DATE/TIME
<b>R Street Marketplace</b>	1300 block of R Street, Sacramento	Both	Saturday, Dec. 4, 2021 11 am – 4 pm
<b>Davis Farmers Market</b>	301 C Street Davis, Yolo	General	Saturday, Dec. 4, 2021 8 am – 1 pm
<b>Crafts &amp; Drafts at Drake's</b>	The Barn, 985 Riverfront Street, West Sacramento	General	Sunday, Dec. 19, 2021 11:30 am – 5 pm

**Table 6-4. Grassroots Events – San Francisco/Peninsula Area**

<b>EVENT NAME</b>	<b>LOCATION</b>	<b>PRIORITY POPULATION TABLING</b>	<b>DATE/TIME</b>
<b>Redwood City Hometown Holidays</b>	Redwood City Courthouse Square, 2200 Broadway Street, Redwood City	General	Saturday, Dec. 4, 2021 10 am – 6 pm
<b>District 6 Night Market</b>	428 11 <sup>th</sup> Street, San Francisco	General	Friday, Dec. 10, 2021 5–9 pm
<b>Fillmore Farmers Market</b>	1700 O’Farrell Street, between Fillmore and Steiner, San Francisco	General	Saturday, Dec. 11, 2021 9 am – 1 pm
<b>Clement Street Farmers Market</b>	244 Clement Street, San Francisco	General	Sunday, Dec. 12, 2021 9 am – 2 pm
<b>Heart of the City Farmers Market</b>	United Nations Plaza, on Market between 7 <sup>th</sup> and 8 <sup>th</sup> above Civic Center BART station, San Francisco	General	Wednesday, Dec. 15, 2021 7 am – 5:30 pm

**Table 6-5. Grassroots Events – Central Valley**

<b>EVENT NAME</b>	<b>LOCATION</b>	<b>PRIORITY POPULATION TABLING</b>	<b>DATE/TIME</b>
<b>Christmas in the Promenade</b>	280 Lifestyle Street, Manteca	Both	Dec. 4-5, 2021 10 am – 4 pm
<b>Merced Hmong New Year Celebration</b>	900 Martin Luther King Jr. Way, Merced	Equity	Dec. 18-19, 2021 10 am – 6 pm

**Table 6-6. Grassroots Events – South Bay/Monterey Area**

EVENT NAME	LOCATION	PRIORITY TABLING	DATE/TIME
<b>Pacific Grove Farmers Market</b>	Corner of Central and Grand Avenues, Pacific Grove	General	Monday, Dec. 13, 2021 9 am – 1 pm
<b>Downtown San Jose Farmers Market</b>	South First Street between San Salvador and William Streets, San Jose	Both	Saturday, Dec. 17, 2021 10 am – 2 pm
<b>Santa Clara Farmers Market</b>	Jackson Street and Homestead Road, Santa Clara	General	Saturday, Dec. 18, 2021 9 am – 1 pm
<b>California Ave. Farmers Market</b>	California Avenue at El Camino, Palo Alto	General	Sunday, Dec. 19, 2021 9 am – 1 pm

**Table 6-7. Grassroots Events – North Bay Area**

EVENT NAME	LOCATION	PRIORITY TABLING	DATE/TIME
<b>Napa Farmers Market</b>	1100 West Street, Napa	General	Saturday, Dec. 11, 2021 8 am – Noon
<b>Santa Rosa Community Farmers Market</b>	1501 Farmers Lane, Sonoma	General	Saturday, Dec. 18, 2021 8:30 am – 1 pm
<b>Sunday Marin Farmers Market</b>	3501 Civic Center Drive, Marin	General	Sunday, Dec. 19, 2021 8 am – 1 pm

**Table 6-8. Grassroots Events – East Bay/Oakland**

EVENT NAME	LOCATION	PRIORITY TABLING	DATE/TIME
<b>Hayward Farmers Market</b>	Alameda	General	Saturday, Dec. 11, 2021 9 am – 1 pm
<b>Fruitvale Farmers Market</b>	Alameda	Both	Sunday, Dec. 12, 2021 10 am – 3 pm  Tuesday, Dec. 14, 2021 11 am – 3 pm



### 6.3.4. In-Station Locations and On-Train Routes and Staffing

Several in-station and on-train events occurred in Phase 0 to conduct outreach to existing BART and Capitol Corridor passengers. Additional details about each event are included in Table 6-9 and Table 6-10.

**Table 6-9. In-Station Events**

STATION	COUNTY	DATE/TIME
<b>12<sup>th</sup> Street Oakland</b>	Alameda	Tuesday, Nov. 9, 2021: 7-10 am & 3-7 pm
<b>Emeryville (Capitol Corridor)</b>	Alameda	Wednesday, Nov. 10, 2021: 3-7 pm
		Friday, Nov. 12, 2021: 6:30-10 am
<b>Coliseum</b>	Alameda	Tuesday, Nov. 16, 2021: 7-10 am & 3-7pm
<b>19<sup>th</sup> Street Oakland</b>	Alameda	Wednesday, Nov. 17, 2021: 7-10 am & 3-7pm
<b>Richmond</b>	Contra Costa	Monday, Nov. 8, 2021: 7-11 am
		Tuesday, Nov. 16, 2021: 3-7 pm
<b>Pittsburg/ Bay Point</b>	Contra Costa	Wednesday, Nov. 10, 2021: 7-11 am
		Wednesday, Nov. 17, 2021: 7-11 am
<b>Sacramento (Capitol Corridor)</b>	Sacramento	Wednesday, Nov. 10, 2021: 6:30-10 am
		Thursday, Nov. 18, 2021: 3-6 pm
<b>Balboa Park</b>	San Francisco	Monday, Nov. 8, 2021: 7-11 am
<b>Embarcadero</b>	San Francisco	Friday, Nov. 12, 2021: 2:30-6:30 pm
<b>16<sup>th</sup> Street Mission</b>	San Francisco	Sunday, Nov. 14, 2021: midday & 2-6 pm
<b>Montgomery Street</b>	San Francisco	Tuesday, Nov. 16, 2021: 2:30-6:30 pm
<b>Daly City</b>	San Mateo	Tuesday, Nov. 9, 2021: 7-11 am
<b>Millbrae</b>	San Mateo	Tuesday, Nov. 9, 2021: 7-11 am
<b>Diridon (Capitol Corridor)</b>	Santa Clara	Wednesday, Nov. 10, 2021: 6:30-10 am
		Wednesday, Nov. 10, 2021: 3-7pm

**Table 6-10. On-Train Events**

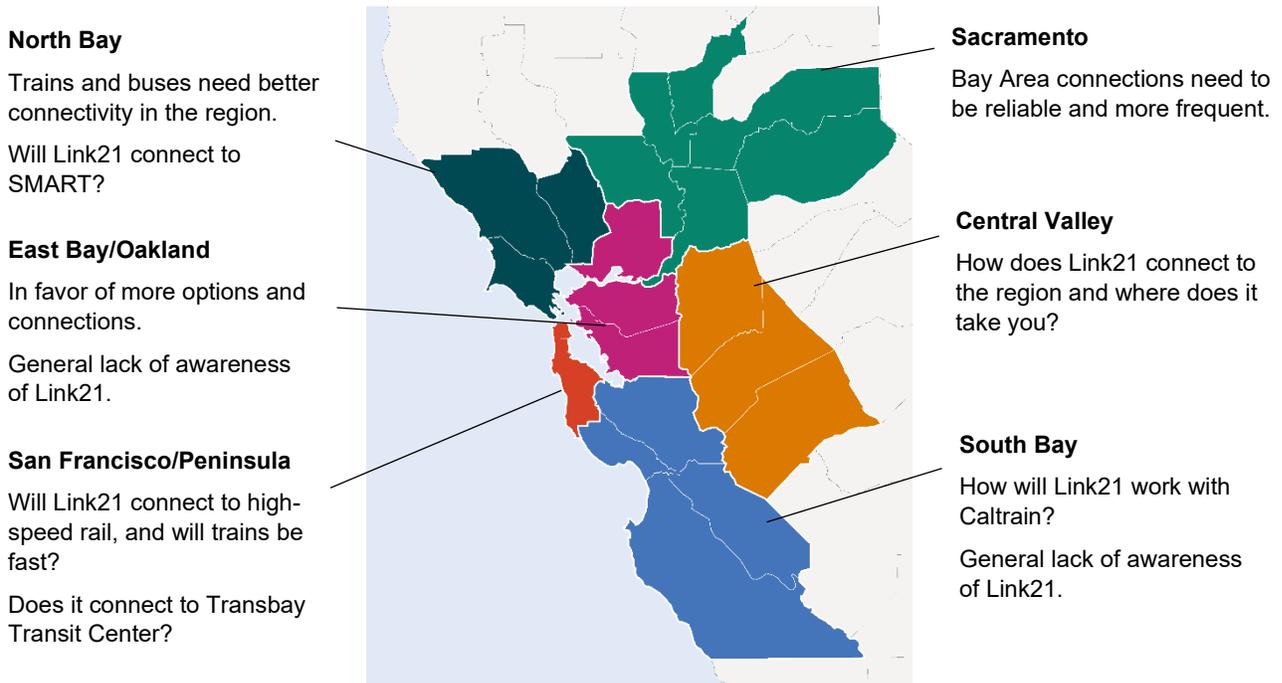
STATION	COUNTY	FIRM/STAFF	DATE/TIME
<b>Sacramento – Santa Clara/ Great America (Capitol Corridor)</b>	Multiple	Sagent Marketing Staff: Michelle Alexander & Josh Whitney	Monday, Nov. 15, 2021 (49ers Game) Train #541 @ 11:55 am
<b>Auburn – Sacramento (Capitol Corridor)</b>	Multiple	Sagent Marketing Staff: Michelle Alexander & Josh Whitney	Tuesday, Nov. 16, 2021 Train #541 @ 9:45 am Train #538 @ 6:07 pm
<b>San Jose – Richmond (Capitol Corridor)</b>	Multiple	Winter Consulting Staff: Christina Guarino & Avery Harmon	Tuesday, Nov. 16, 2021 Train #538 @ 3:05 pm
<b>Jack London Square/Oakland – Sacramento (Capitol Corridor)</b>	Multiple	Kearns & West Staff: Ivana Rosas (Spanish speaker) & Henry DeRuff	Thursday, Nov. 18, 2021 Train #538 @ 4:12 pm

### 6.3.5. Public Input Received through Grassroots Events

During the grassroots events, the Link21 Team engaged with the public throughout the Megaregion. Based on feedback received, the Link21 Team will develop regionalized strategies to engage and personalize the benefits of Link21 to each area. Key takeaways from each area within the Megaregion are included in Figure 6-2.



**Figure 6-3. Key Questions and Feedback Received during Grassroots Events**



## 6.4. Surveys

During Phase 0, several surveys were conducted to gauge the interests and desires of megaregional audiences related to Link21 to add those perspectives into defining the Program. Input from the following surveys helped shape not only the technical work conducted by Link21 during Phase 0, but also the work conducted during Phase 1, as appropriate.

Future surveys will also be conducted during subsequent phases of Link21.

### 6.4.1. Branding Survey

**Dates of Survey:** June 6-13, 2020

**Respondents:** 1,405

**Methodology:**

- Conducted online with registered voters in the Megaregion
- Margin of sampling error of +/-2.8% at the 95% confidence level
- Oversampling within subregions with data weighted to reflect the true geographic distribution of registered voters



**Summary:** While COVID-19 emerged as a top concern in the Megaregion alongside housing and homelessness, traffic congestion remains a high-ranking issue. Broad majorities surveyed believed an integrated passenger rail system throughout the Megaregion would be an effective way to reduce traffic. However, a subset of voters initially confused the proposal with high-speed rail — and drew on what they perceived as the challenges of that project in how they assessed the Link21 Program.

**Main findings:**

- Given the choice, voters prioritize a rail trip without transfers over a new transbay passenger rail crossing, even for individuals surveyed who live in the Bay Area
- Voters value a project that proves itself reliable and affordable (especially important to Latinx voters)
- Fast, sustainable, and connected are terms that also resonate broadly; “innovation” and “creating community” fall relatively flat without context or proof of concepts
- Broadly speaking, a passenger rail system that is a dependable, affordable alternative to driving is valued megaregionally
- Promoting income and racial equity is “very appealing” to more than two in five of those surveyed (for younger, female, Democratic, and Bay Area voters in particular, equity and environmental benefits are compelling)
- Republicans value connection to jobs and the economy (but are less likely to support the proposal overall)
- Opponents believe the project would raise their taxes

**6.4.2. Market Analysis/Mobility Survey**

**Dates:** June 17 - July 27, 2020

**Respondents:** 2,046 (792 rail users; 1,254 nonusers)

**Methodology:**

- Pilot study between June 17-19 collecting more than 100 preliminary responses with the main survey launched on June 26
- Used online prepaid panel of residents from the Megaregion
- Respondents were screened for multiple criteria and monitored for Census representation to understand geographic location of participants
- All questions and responses were based on a pre-COVID trip unless specifically stated
- 2,063 total responses; 17 were removed due to quick completion, inconsistent responses, or unrealistic travel times



**Summary:** The survey gathered input on barriers and incentives for using passenger rail in the Megaregion with focus on trips across the San Francisco Bay via the Bay Bridge, BART, or ferry service. Participants were asked what they value most when choosing passenger rail options, including key priorities of improvements when selecting rail.

The goal was to provide behavioral data to inform the estimation and characterization of unmet passenger rail demand studied in the Link21 Market Analysis.

### **Main Findings:**

Data was collected about the following topics that helped inform the Market Analysis:

- Income and trip purpose
- Travel time and distance by income
- Journey time by trip purpose
- Household transportation cost by income
- Displacement and consequent decreased rail use
- Reasons for not using rail
- Service improvement suggestions
- Willingness to travel during the pandemic

### **6.4.3. Goals and Objectives Survey**

**Dates:** Jan. 1 - Aug. 31, 2021

**Respondents:** 2,069 (948 answered open-response questions)

**Methodology:** Convenience sample offered in English, Chinese (Cantonese), and Spanish

- Five ranking questions where participants were invited to engage with the Program's Goals and Objectives by ranking highest priority
- Two long-form open response questions:
  - Are there any additional priorities or goals that you'd like to include?
  - Any additional comments?
- The survey was advertised across the Link21 website, BART and Capitol Corridor social media channels, e-mails, and the 2021 summer public workshops, where participants were shown responses from their area and encouraged to take the survey

**Summary:** The survey sought input from the public about their opinions about the proposed Link21 Goals and Objectives. While ranking questions provided clarity around the public's priorities, they did not indicate the strength of preferences. Some survey



respondents expressed frustration for being forced to prioritize goals that felt equally as important. Others felt the ranking exercise would not directly impact Program decision-making, since all the goals cited were integral to Program development.

#### **6.4.4. Service Improvements Survey (Convenience)**

**Dates:** Nov. 8, 2021 - Feb. 1, 2022

**Respondents:** 904 (804 online, 100 paper)

##### **Methodology:**

- Convenience sample of residents in the 21-county Megaregion. The sample skewed heavily toward men, those with a college education, and white residents who are passenger rail (BART) users
- Online survey was hosted on [Link21Program.org](https://Link21Program.org)
- E-blasts to 66,010 Program mailing list subscribers, elected officials, and local businesses/organizations on the Program's stakeholder list
- Distributed on Facebook, Twitter, and Instagram by BART and Capitol Corridor
- Paid social media campaign targeted to marginalized communities
- Displayed on BART and Capitol Corridor station signs
- Paper copies were made available at grassroots events and online survey shared with stakeholder throughout Megaregion in English, Spanish, Cantonese, and Vietnamese

**Summary:** Survey included questions about pre-COVID mode use, trip purpose, barriers to rail, and preferences for rail service improvements.

##### **Main Findings:**

- Top 5 most important improvements to passenger rail service:
  - More frequent service
  - Faster trips
  - Greater reliability of service
  - Easier connections between services
  - Quicker station access
- Overall, respondents desired many improvements, but primarily desired better connections.

#### **6.4.5. Service Improvements Survey (Representative)**

**Dates:** Feb. 16 – March 22, 2022

**Respondents:** 1,509



### Methodology:

- Representative sample (address-based sampling), collected online via email, phone, and text
- A random selection of residential addresses was drawn from the U.S. Postal Service Delivery Sequence File (DSF)
- Addresses were matched to sources of phone and email contact information — including voter registration files, commercial databases, and more
- Respondents for whom we had email addresses received an email invitation to participate in the survey online; those for whom we had phone numbers received a call or text message; and the remainder (without other contact information) received postcards with an invitation to take the survey online

**Summary:** This 20-minute survey of adults throughout the Megaregion was conducted in English, Spanish, Cantonese, and Vietnamese. The address-based sample contacted respondents via phone (cell and landline), email, and text message.

### Main Findings:

- Top 5 most important improvements to passenger rail service:
  - Faster trips
  - Greater reliability of service
  - Greater availability of direct service
  - More frequent service
  - Quicker station access
- Overall, respondents desired many improvements, but primarily desired more frequent service and faster trips.

## 6.5. Digital Tracking

Several tools were used to track information digitally throughout Phase 0, including the Public Information Management Application (PIMA) and tools for tracking the success, reach, and conversations on social media and media.

### 6.5.1. PIMA

A tool used to house stakeholder information and comments, host virtual meetings, send mass emails, and review feedback from a geographic standpoint. Through PIMA, the Team was able to export those contacts into GIS to understand the reach of the Program throughout the Megaregion.

Within PIMA, there is also a discussion tracker that allows the Team to track conversations with stakeholders gathered during engagement and outreach including



uploading notes, topics discussed, and actions. This enables the Link21 Team to have all information related to stakeholders within one comprehensive database.

PIMA also has the functionality of sending email campaigns to stakeholders to conduct ongoing education and highlight milestones, special events, or launch of new tools and tactics. Link21 emails sent through PIMA included promotion of the website launch, public workshops, and other interactive tools.

Through January 2021, a total of 23,713 emails were sent to partner agencies, elected officials, and members of the public promoting the virtual webinars and 964 were opened by unique users for a 4% conversion rate, which means the number of users who clicked through the email and visited to the events webpage.

### **6.5.2. Media and Social Media Monitoring and Tools**

Media and social media channels monitoring occurred to understand the reach and chatter around Link21. Monitoring was conducted through the following channels:

- **Meltwater** – Media monitoring and clipping software service that automatically stores clips and reports that include mentions of Link21
- **Brand24** – Social listening tool used to track key themes, tones, and accounts that mentioned Link21
  - Analytics with sentiment were tracked from Brand24 from Jan. 1, 2019, through Jan. 31, 2022.
    - > Total of 684 Link21 mentions from all sources
      - 484 from social media
      - 200 from non-social media (traditional media and forums)
    - Sentiment of Link21 mentions from all sources
      - > 455 were neutral
      - > 208 were positive
      - > 21 were negative