



LINK21

CONNECT NORTHERN CALIFORNIA

Link21 Program Monthly Stakeholder Update

Updating Priority Populations Definition to Meet Program Goals

In November 2021, the Link21 Team updated its priority populations definition. Link21's priority populations were initially defined based on the state's existing definition of disadvantaged and low-income communities and the Metropolitan Transportation Commission's (MTC) and counties' Communities of Concern (now called Equity Priority Communities).

The updated Link21 priority population definition is program-specific and identifies areas with significant low-income, non-white, or transportation-cost-burdened populations that also experience disproportionate economic, mobility, community, and health and safety burdens. The definition was created with the input of 330 community members through the second round of community co-creation and a megaregional poll with 1,500 respondents. Input from these community members informed how factors like housing-cost burden, displacement, internet access, employment benefits, and others were incorporated into the definition. Conversation with partner agencies and subject matter experts and research into other geographic metrics also guided this update.

The updated definition will be used in Phase 1 work. It is a living definition, and the Link21 Team is identifying other points in the program schedule where the definition could be further updated, if needed. The team

plans to provide more detailed information about the development of the updated definition in the February stakeholder report and on the [Link21 website](#). BART and CCJPA board members will have the opportunity to learn more and provide feedback as part of the Stage Gate review process.

Community members will be given an opportunity to ask questions and provide comments on the updated definition in the coming months.

Link21 Wraps Up Fall Engagement Series

The Link21 Team continued its robust engagement campaign in early November by hosting four webinars with live Q&A sessions, launching the service improvements survey, and performing outreach at various BART and Capitol Corridor stations, on board several Capitol Corridor trains, and event/festival tabling.

Approximately 150 people attended the webinars, which included a program update, a review of the recently concluded market analysis, and a discussion of the building blocks of service (markets, service, train technology, and infrastructure), and how they will play into the eventual development of program concepts. As the program is currently focused on evaluating the first two building blocks — market and service — the online and paper survey dives deep into what passengers feel constitutes "good service", how they use rail, and their current and future travel patterns.

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This information will be used to help design the service plans that will support the proposed concepts. To date, more than 400 surveys have been received (paper and online versions). You can access the survey by clicking [here](#). The survey closes January 31, 2022.

In the grassroots efforts, the Engagement and Outreach Team tabled at 46 events, festivals, and stations throughout the Megaregion with over 500 community touches.



The Link21 Team in Manteca at the Christmas in the Promenade event.

Service Improvements Survey Extended

The deadline for completing the service improvements survey has been extended to January 31, 2022. The survey can be accessed by visiting: www.Link21program.org/survey.

Please feel free to share the survey link as the team works to learn more about passenger travel patterns and what good service means to them.

Link21 + the Bipartisan Federal Infrastructure Law

The Link21 Team, along with BART and CCJPA staff, are evaluating the new and expanded funding opportunities provided by the federal Infrastructure Investment and Jobs Act (IIJA). In particular, Link21 appears well-positioned for potential funding through the National Infrastructure Project Assistance program (\$15 billion), which is targeted to multimodal rail projects that will generate national and regional economic, mobility, and safety benefits. Other grant

programs with potential include the Capital Investment Grant program (\$23 billion), the Consolidated Rail Infrastructure and Safety Improvement (CRISI) program (\$10 billion), and Local and Regional Project Assistance (\$15 billion) that includes the Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant program.

At the state level, we worked closely with the region's transit operators and MTC on advocating for a significant portion of the state's budget surplus of \$31 billion to be directed to transportation programs and projects.

In collaboration with BART and Capitol Corridor staff, the team has been meeting with various local, state, and federal agencies to discuss partnering and funding opportunities to help the program meet its mission of transforming the Northern California passenger rail network.

One recent meeting was with the U.S. Department of Transportation's Build America Bureau, an agency responsible for supporting the development of infrastructure projects across the country. Officials with the Bureau are very supportive of Link21 and provided the team with valuable insight on moving the program forward.

BART Taking Steps to Update System Expansion Policy

For several decades, BART's service plans focused on extending service to areas within and beyond its core service area. In 1999, BART adopted its first *System Expansion Policy* to provide policy guidance to the BART board, staff, and local jurisdictions on the conditions necessary to consider service expansion. The policy is a framework that focuses on broad goals and objectives, system expansion criteria, and metrics for staff recommendations.

During the November 18th BART Board of Directors meeting, staff outlined a plan to update the current policy to better align with BART's Strategic Plan goals and objectives, and to strengthen the policy's commitments to equity, sustainability, and transit-

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supportive land use while providing flexibility to use appropriate rail technology and ensuring fiscal responsibility by recognizing potential impacts on the operations and maintenance of BART's current service.

The updated policy will help shape Link21, particularly the crossing between Oakland and San Francisco, and it will aid the consideration of potential new stations, including infill stations. BART will begin stakeholder outreach in early 2022 with Board adoption of recommendations slated for summer 2022.

Upcoming Board Presentations and Working Group Meetings

JAN 24, 9 AM	PROGRAM DEVELOPMENT TEAM (PDT) STAFF LEVEL
FEB 1, 1 PM	PDT MEETING - EXECUTIVE LEVEL
FEB 2, 3 PM	JURISDICTIONAL WORKING GROUP
FEB 16, 10 AM	CCJPA BOARD (STAGE GATE 1)
FEB 24, 9 AM	BART BOARD (STAGE GATE 1)
MARCH 10, 9 AM	BART BOARD
APRIL 20, 10 AM	CCJPA BOARD

Upcoming Industry Presentations

MARCH 31	APTA CONNECTING CITIES CONFERENCE
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BART Releases Strategic Advising and Program Management RFP – Round 2

On November 12, 2021, BART advertised a Request for Proposals (RFP) to provide Strategic Advising and Program Management services for the Link21 Program. The new contract will be for a period of up to four years with an option to extend an additional six years. The selected consultant will support BART and CCJPA staff with the delivery



of the Link21 Program by providing the following professional services:

- Strategic advising support
- Stakeholder coordination
- Funding and programming plan development
- Program Management, including management of scope, schedule, risk, quality (etc.)
- Oversight of consultants providing planning and engineering, environmental review, travel demand and land use, and engagement and outreach support

Proposals were due January 11, 2022. Consultant selection is expected to be made by spring 2022.

Stage Gate

The Link21 Stage Gate process is a rigorous and formalized, decision-driven process to control risk and ensure timely and cost-effective project delivery.

It has been designed based upon U.S. and international best practices. Stage gates are key program milestones in the program life cycle and BART/CCJPA executives and Board of Directors are asked to review Link21's progress, memorialize decisions, and confirm the program's readiness to advance. Stage gates document and formalize Link21's findings, direction, and approach at key milestones throughout the program's life cycle.

The Stage Gate Process is a series of hierarchical reviews with expert panels that will inform the subsequent panels of their recommendations, culminating in a recommendation to the Board of Directors by BART/CCJPA executive leadership. The review process starts with a detailed and intensive technical review within the Link21 Team, by industry subject matter experts, followed by BART/CCJPA staff and executive management review. Each review includes documentation of the work that has been done, identification of program risks and mitigations, an overview of the plan of work for the next stage gate, and the opportunities for the review panel to identify and document any concerns or recommendations.

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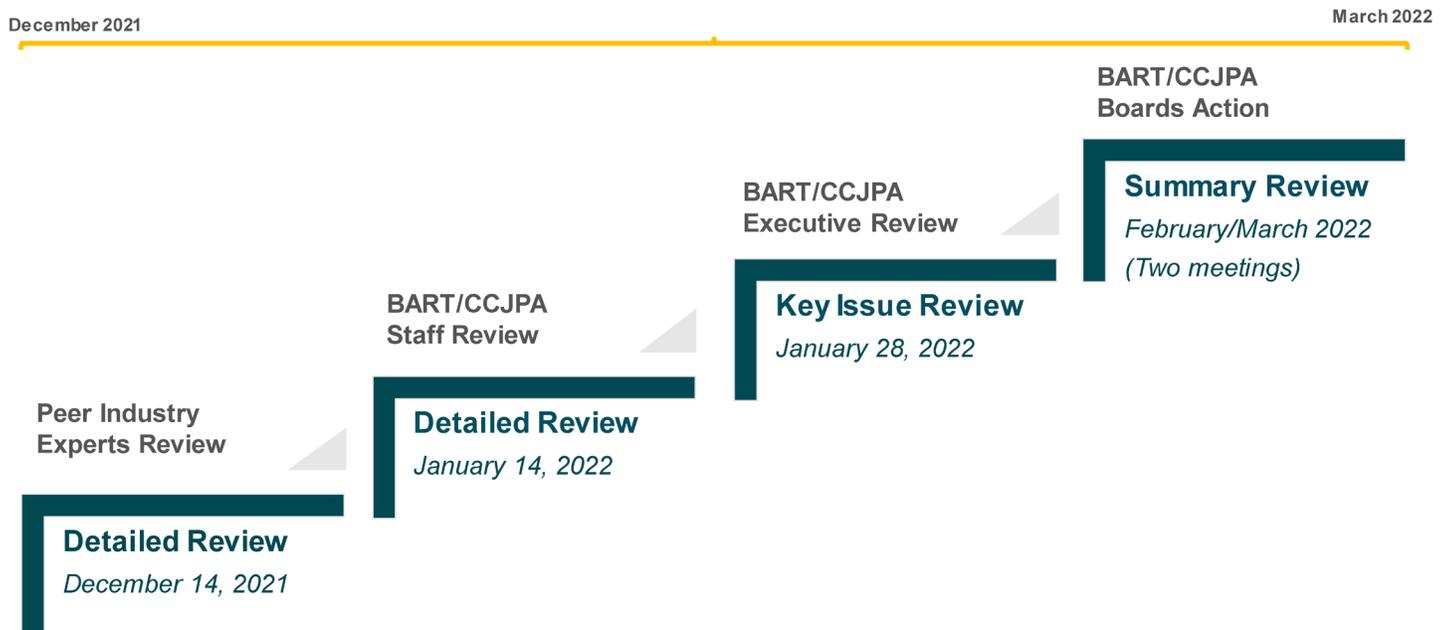
For the upcoming Stage Gate 1, Link21 will be confirming readiness to advance from Phase 0 (Program Definition) to Phase 1 (Program Identification) by providing evidence supporting the following key statements:

1. Link21's vision, goals, and objectives are appropriate, clear, and measurable, and they provide a foundation for the Business Case.
2. Stakeholder and public engagement, with a focus on equity advancement, has informed the process and supports advancement to Phase 1 (Program Identification).

3. A foundation of analytical work has been completed to develop and evaluate concepts in Phase 1.
4. The program has the people, processes, funding, and tools to support progress through Phase 1.

Link21 Team members will present the recommendation to the BART/CCJPA boards (on February 24th and 16th, respectively) and return to the Boards for action at the BART Board meeting on March 10th and the CCJPA Board meeting on April 20th.

Stage Gate Timeline Review Hierarchy



Connecting with Link21

Website: www.Link21program.org

Email: info@link21program.org

Phone: 855-905-LINK (9045)