



CONNECT NORTHERN CALIFORNIA



ENGAGEMENT & OUTREACH STAGE GATE 2 SUMMARY REPORT

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March 2024

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Prepared By:
Link21 Engagement and Outreach (E&O) Consultant Team





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Acronyms and Abbreviations

ACRONYM/ABBREVIATION	DEFINITION
BART	San Francisco Bay Area Rapid Transit District
CCJPA	Capitol Corridor Joint Powers Authority

Link21 Program Team Names

TEAM NAME	TEAM MEMBERS
Program Management Consultants (PMC)	The HNTB Team
Program Management Team (PMT)	BART/CCJPA + PMC
Consultants	Consultants supporting program identification/project selection
Link21 Team; Program Team	PMT + Consultants

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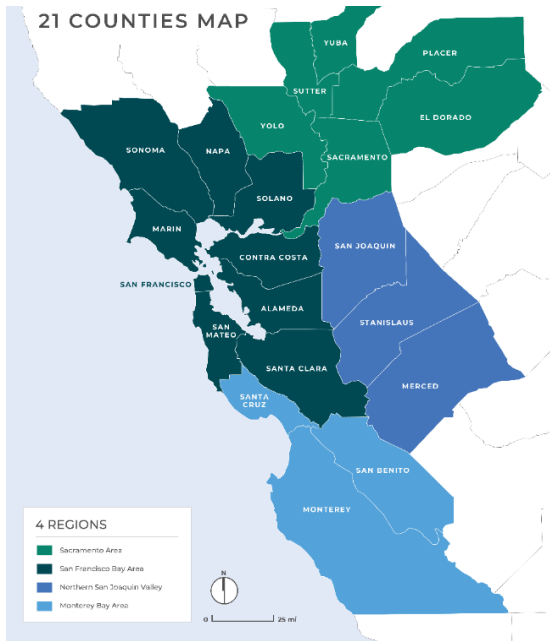


1. Executive Summary

1.1. Overview

Link21 is a transformational train infrastructure improvement program with a vision of enhancing Northern Californian’s quality of life for generations to come. The Program will create faster, more connected, equitable, accessible, and reliable travel options to get people where they want to go. At its core, Link21 will construct a second train crossing in one of the most congested corridors in Northern California – the Transbay corridor between Oakland and San Francisco. This new train crossing and associated infrastructure improvements to be identified as part of Link21 will have far reaching benefits across the 21-county Northern California Megaregion, not just within the Bay Area. The enhanced and new market connections, service and train infrastructure will offer residents and future passengers the ability to travel more conveniently to destinations both near and far.

Figure 1-1. 21-County Northern California Megaregion



To define the best crossing project that will provide these benefits, the Program must have a clear understanding of the whole transportation network, today’s train system challenges, and the unique community needs for travel now and in the future. To garner this understanding, Link21 continues to implement robust, multi-layered engagement to reach the diverse residents and visitors across the Megaregion.

Link21’s responsible partners, the San Francisco Bay Area Rapid Transit (BART) and Capitol Corridor Joint Powers Authority (Capitol Corridor), are committed to implementing an equitable outreach program that is integrated

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into the fabric of this visionary infrastructure planning process. BART and Capitol Corridor are focused on listening early and often to communities, learning from past lessons, and working collaboratively with the dynamic voices of the Megaregion to identify solutions that will help shape our future.

Table 1-1. 21-County Northern California Megaregion At-A-Glance

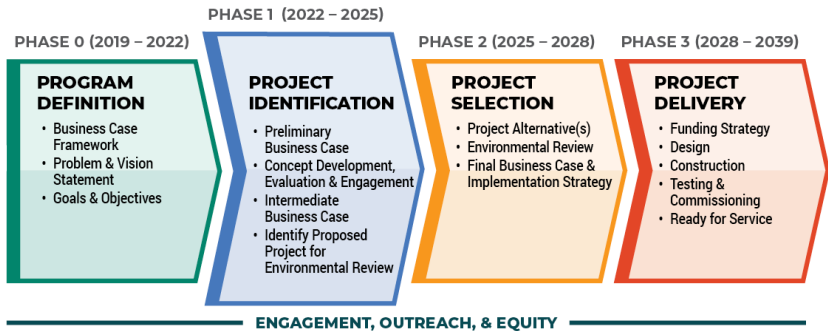
CATEGORY	DESCRIPTION
21 counties	in the Northern California Megaregion
164 cities	within the jurisdiction of the 21-county Megaregion
5th largest	megaregional economy in country
15.3 million	projected population by 2040
1 million	new jobs and homes by 2050 (Plan Bay Area 2050)
5 services	for <i>Intercity</i> <i>Express</i> Regional Rail Operators
1 service	for <i>Urban</i> <i>Metro</i> Operator

Link21 is a long-term rail planning program that is broken up into multiple phases of work. The Program is currently in Phase 1: Project Identification which began in early 2022 and will extend through late 2025. Engagement and outreach of megaregional stakeholders during early project exploration is a critical step in garnering input that has aided in advancing the Program towards identification of the crossing project.

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Figure 1-2. Program Timeline

PROGRAM TIMELINE





1.2. Phase 1 Focus

Throughout 2022, engagement focused on building awareness of Link21 while establishing an understanding of travel patterns and access needs through technical analysis and targeted outreach. The goal for data collection was to inform and help shape the development of initial concepts for a new BART and/or Regional Rail crossing. In 2023, the Program's engagement narrowed focus to learn more about desired destination connections and service needs, further aiding evaluation and refinement of concepts. The input already gathered, as well as ongoing outreach efforts in early 2024, is helping to move the Program towards a train technology decision.

1.3. Equitable Engagement Approach

Link21 is committed to advancing equity in the Northern California Megaregion through accessible and connected passenger rail. By focusing on equity and livability, Link21 is striving to deliver benefits needed by communities that may have been harmed previously by past infrastructure and transportation projects.

While large-scale transit infrastructure projects create significant opportunities for the communities they serve, such projects also have a long history of unintended impacts, particularly on low-income communities of color, and systemically disadvantaged communities. To avoid these potential impacts, Link21 is prioritizing equity in both engagement efforts and technical work. *Learn more about the equitable engagement activities in Section 2 Link21 Engagement and Outreach Strategy.*

Link21 is committed to implementing a multi-faceted engagement program that proactively reaches megaregional communities to share information, listen actively, learn from the past, and work together to imagine a better future.

1.4. Audiences and Activities

Link21's equitable engagement program is working deliberately and proactively to reach members of megaregional communities, and the associated leaders and decision makers who represent residents. Audience identification starts at the grassroots level with the general public, priority populations, disadvantaged communities, students, youth, and tribal groups then expands to community leaders, advocates, and decision makers from cities, agencies, and other districts or jurisdictions. Engagement with these audiences during Phase 1 has been strategically organized in a focused and geographic way.

- **Targeted Neighborhoods:** Areas where Link21 concepts could potentially have significant local impacts (such as new stations or station improvements).
- **Bay Area Communities:** Areas where Link21 concepts could potentially affect infrastructure or future service to communities adjacent to proposed improvements.

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- **Megaregional Communities:** Areas outside of the nine-county Bay Area where Link21 concepts could potentially affect infrastructure, future service and/or priority populations.

In addition to direct outreach to residents and their representatives across the Megaregion, Link21 has established several specific committees that meet regularly. These include a Project Development Team (Executive, Staff, and Communications), a Jurisdictional Working Group, and an Equity Advisory Council (EAC).

Engagement and outreach occur in two tracks:

- **Track 1: Ongoing Outreach and Collaboration.** This entails continuous engagement focused on building awareness of Link21 and establishing and maintaining connections. Activities include briefings and presentations to established groups and organizations as well as reaching communities directly by tabling at special events across the Megaregion.

Figure 1-3. Cesar Chavez Festival



Link21 Team members tabling at the Cesar Chavez Festival in the San Francisco Mission District in April 2022 to share Program information.

- **Track 2: Milestone Campaigns.** These campaigns occur at key points in the Program planning process, when Link21 wishes to share information and seek targeted or timely input. Since the start of Phase 1, Link21 has implemented three targeted campaigns (fall and summer 2022 plus fall 2023). Stakeholder and public engagement during these campaigns includes targeted briefings, tabling in train stations to promote opportunities, and hosting large virtual and in-person public forums. *Learn more in **Section 3 Phase 1 Activities.***



Figure 1-4. Powell St. Station



Link21 Team members promoting June public open house meetings to BART riders at the Powell St. Station in San Francisco in June 2023.

Since Phase 1 began, **Link21 has participated in over 300 meetings, presentations, and other targeted outreach activities across the Megaregion, resulting in over 11,500 direct connections with megaregional stakeholders.** Ongoing promotion and engagement activities have grown **Link21’s contact database to over 34,000 subscribers**, all receiving regular Program updates.

Table 1-2. Link21 Stakeholder Participation

CATEGORY	STAKEHOLDER GROUP: ELECTED OFFICIALS & POLICY LEADERS	STAKEHOLDER GROUP: AGENCY & INDUSTRY	STAKEHOLDER GROUP: LINK21 COMMITTEES	STAKEHOLDER GROUP: COMMUNITY PARTNERSHIPS	STAKEHOLDER GROUP: GENERAL POPULATION
WHO IS INVOLVED	<ul style="list-style-type: none"> • Transportation Commissions • Local, State & Federal 	<ul style="list-style-type: none"> • Cities/ Jurisdictions • Transportation & Transit • Regional Transportation Planning & Financing • Freight Rail Partners • Industry <i>Interest Groups</i> 	<ul style="list-style-type: none"> • Equity Advisory Council • Program Development Team: Executive, Staff & Comms. • Jurisdictional Working Group 	<ul style="list-style-type: none"> • Community-Based & Non-Governmental Organizations • Business Associations • Environmental Justice & Advocacy • Students & Youth • Tribal Representatives <i>Labor/Workforce Development Organizations</i> 	<ul style="list-style-type: none"> • Megaregional General Public • Dis-Advantaged Communities • Priority Populations

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CATEGORY	STAKEHOLDER GROUP: ELECTED OFFICIALS & POLICY LEADERS	STAKEHOLDER GROUP: AGENCY & INDUSTRY	STAKEHOLDER GROUP: LINK21 COMMITTEES	STAKEHOLDER GROUP: COMMUNITY PARTNERSHIPS	STAKEHOLDER GROUP: GENERAL POPULATION
ENGAGEMENT ACTIVITIES	<ul style="list-style-type: none"> In-Person & Virtual Briefings, Meetings, & Presentations Briefings 	<ul style="list-style-type: none"> In-Person & Virtual Meetings & Presentations Surveys & Polling 	<ul style="list-style-type: none"> Virtual Meetings & Office Hours Presentations Surveys & Polling 	<ul style="list-style-type: none"> Co-hosted In-Person & Virtual Workshops University, Train Station, Community & Tribal Events Tabling Student Internships, Interviews, Presentations & Planning Exercises Surveys & Polling Community Canvassing Key Community <i>Leader Interview</i> 	<ul style="list-style-type: none"> Interactive Virtual Meetings & Office Hours In-Person & Online Open Houses Surveys & Polling
# OF EVENTS	104	122	26	54	16

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1.5. Communication Tools

Dynamic communication tools allow Link21 to garner the attention of diverse stakeholders, foster interactive engagement, and create opportunities for informed input. Communication mediums include, but are not limited to:

- Traditional and online media outlets
- Social media ([#Link21](#))
- Program website ([Link21Program.org](#)) and [email](#)
- Media & Press
- Surveys and opinion research



- Electronic noticing and collateral community canvassing
- Video animation




In addition, Link21 has created and distributed numerous informational materials that inform and develop stakeholder understanding of Program components and progress. With a focus on equity and accessibility, materials and information are made available in multiple languages and reviewed for ADA compliance.

Since Phase 1 began, the Program website has received **approximately 61,000 visits, with over 1,700 unique comments** submitted through the website, email, events, and telephone.

1.6. Input Themes



While conversations at every stakeholder level (from policy to general public) have evolved as a result of Program progress and information sharing, five main input categories have emerged:

Table 1-3. Five Main Themes of Input

INPUT CATEGORY	DETAILS
<p>Access/ Connection</p> 	<ul style="list-style-type: none"> • Improve megaregional connections <ul style="list-style-type: none"> – North and South Bay – Peninsula – Specific East Bay and San Francisco locations – Bay Area Airports, – Sacramento, Yolo, San Joaquin Counties • Create a seamless connection between local and regional transit • Minimize transfers to reach desired destinations • Improve connection between BART and Regional Rail • Enhance ability to walk, bike, or ride transit to stations
<p>Service</p> 	<ul style="list-style-type: none"> • Increase frequency • Improve reliability • Provide faster trips • Deliver better transfers • Offer longer service hours, weekend and weeknight service • Improved safety and cleanliness • Enhance integration between rail operators (service, transfers, fares)
<p>Stations</p> 	<ul style="list-style-type: none"> • Explore potential new stations <ul style="list-style-type: none"> – Alameda, West Oakland, Mission Bay, Bayview, San Antonio, Jack London Square • Improve existing transfer stations

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INPUT CATEGORY	DETAILS
	<ul style="list-style-type: none"> • Reduce out-of-station transfers • Improve signage and wayfinding, especially stations with multiple transfer options • Provide multiple transit options at Salesforce Transit Center • Create stations that are integrated with last-mile service options
<p data-bbox="135 311 274 354">Equity/Priority Population</p> 	<ul style="list-style-type: none"> • Minimize displacement and gentrification • Provide priority in new developments for displaced community members • Create fully accessible stations as part of the Link21 service upgrades • Offer affordable housing near stations • Provide fare equity • Minimize disruption and impacts from construction • Provide multi-lingual communication with passengers (service announcements, maps, fliers, etc.)
<p data-bbox="135 586 274 629">Infrastructure/ Concept</p> 	<ul style="list-style-type: none"> • Increase community benefits resulting from the Link21 Program • Create seamless connections to other rail projects like High-Speed Rail and the Portal (formerly Downtown Rail Extension) • Focus on regional approach to rail solutions as part of one rail network • Minimize impacts to surrounding communities • Improve current and construct future stations that are pedestrian-friendly

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Learn more about input received in **Section 4 What Link21 Heard**.

1.7. Stakeholder Input Informing Program Development

From the outset of Link21, also known as *Phase 0: Program Definition*, targeted engagement and stakeholder input has influenced the Program’s development. Early input helped shape Program goals and objectives and establish equity metrics as part of evaluation criteria, and input continues to influence Program development through Phase 1, as demonstrated in

Figure 1-5. Equity Embedded in Link21 Program.

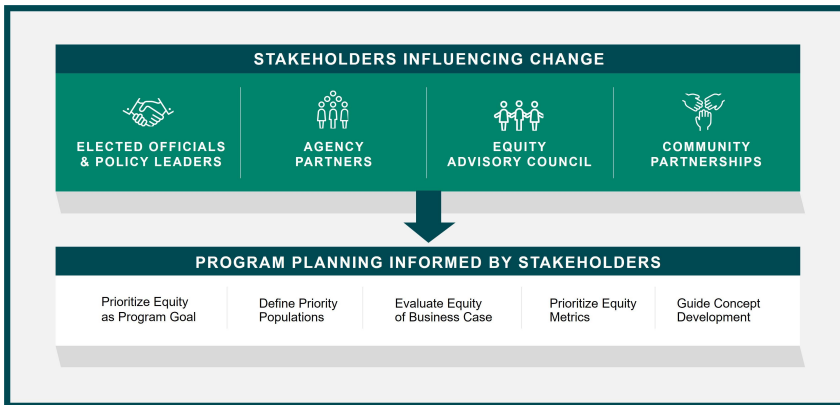
A critical element of the Program that was influenced by stakeholder input is the Link21 specific definition of *priority population*. The Link21 Team collaborated with marginalized communities to develop a Program-specific definition of priority populations that aligns with BART’s emerging equity framework and takes into account the unique conditions of the Megaregion. Through co-creation sessions and opinion research conducted with



low-income and Black, Indigenous, and People of Color (BIPOC) communities, the Program collected and considered input from over 1,800 community members. The Program will continue to partner with communities to make sure this definition fits with their vision of a more equitable future, refining it at appropriate points in the Program.

During Phase 1, input from agency and community partners has helped identify desired service improvements, such as increased frequencies and connection to destinations across the Megaregion. This informed the development of initial concepts and supports ongoing analysis and refinement of concepts to reach Project identification.

Figure 1-5. Equity Embedded in Link21 Program



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Specific examples that demonstrate how input is reflected within Link21 proposed improvements are shown below:

Table 1-4. Input Themes and Proposed Improvements

INPUT THEME	LINK21 PROPOSED IMPROVEMENTS
Increased train frequencies	<ul style="list-style-type: none"> • A second crossing results in increased frequency • A Regional Rail crossing adds <i>Urban Metro</i> service to existing <i>Intercity Express</i> service in East Bay and across to San Francisco
Improved connections between BART and Regional Rail	<ul style="list-style-type: none"> • Potential new Oakland BART and Regional Rail transfer station and enhanced transfer stations at Richmond and Oakland Coliseum.



INPUT THEME	LINK21 PROPOSED IMPROVEMENTS
Extended service hours (evenings/weekends)	<ul style="list-style-type: none"> All potential concepts include extending service hours
Faster, more direct megaregional connections	<ul style="list-style-type: none"> Regional Rail concepts offer potential one-seat ride across the Bay without having to transfer (Sacramento to San Francisco/Peninsula)
At-Grade tracks/crossings in East Bay create community barriers	<ul style="list-style-type: none"> Improvement options include potential grade separation and below grade tracks and stations
Improved access for priority populations	<ul style="list-style-type: none"> Potential to serve new markets in priority population areas Regional Rail concepts create improved access along the Regional Rail route BART concepts create improved access within BART network
Station Locations	<ul style="list-style-type: none"> Station options for further study include Alameda, Mission Bay, Bayview

1.8. Ongoing Participation and Input Opportunities

While the Program is moving toward a technology decision for the crossing (BART-gauge tracks or Regional Rail standard-gauge tracks), there are options that will need to be further studied and defined with collaboration from stakeholders and the public. These include features such as stations and track alignment or other infrastructure improvements. This work will be completed following Stage Gate 2 as part of further defining the Project and alternatives to advance into environmental review.

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2. Link21 Engagement and Outreach Strategy

2.1. Goals and Objectives

The following goals and objectives have been identified to facilitate equitable engagement and outreach:

- **Increase megaregional, statewide, and national awareness:** Regular communication with policymakers, industry leaders, agency partners, freight railroad partners, community stakeholders, and the public across the Megaregion, statewide, and nationwide to share Program updates and information promoting Link21 progress and benefits.
- **Prioritize and advance equity through Link21 Program delivery:** Implementation of equitable processes and outcomes including regular co-creation with communities that have been marginalized, including priority populations, and the Equity Advisory Council (EAC).
- **Maintain transparency of process:** Continual education and proactive sharing of information to solicit informed input that can be reflected within Link21 and reported back to demonstrate how input has been incorporated.
- **Implement innovative and dynamic engagement:** Use of traditional and digital tools to increase reach across the Megaregion and create opportunities for meaningful dialogue.
- **Gather informed input:** Consistent education and use of dynamic and convenient tools to solicit input that supports Program development.
- **Build local, state, and federal awareness and support:** Targeted and timely briefings to local, state, and federal stakeholders to establish and maintain trust, understanding, and support.

2.2. Holistic Approach to Stakeholders

Link21's "One Engagement" strategy delivers consistent and timely messaging through interactive and effective tools. Whether communicating internally – with Program team members, owner agency staff, management, and the Board of Directors – or externally with every level of the community, this holistic and integrated approach allows for unified messaging across the spectrum of stakeholders while fostering transparency and authentic conversations. With a commitment to partnerships at all community levels from grassroots to rooftops, the strategy targets directly impacted communities and expands to key megaregional communities who also benefit from an improved transportation network. The Program Team is specifically engaging with Non-

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Governmental Organizations (NGOs), Community-Based Organizations (CBOs), marginalized communities, priority populations, among other megaregional stakeholders. The overarching objectives, particularly with NGO and CBO partners, are to establish a continuous collaboration loop for essential equitable engagement, build and strengthen relationships through transparent communication, and implement dynamic and layered engagement approaches. Representative populations include, but are not limited to:

- Tribal organizations
- Residential, faith-based, and educational organizations
- Students, youth, seniors, and individuals with disabilities
- Civic, environmental, community, and transportation advocacy groups
- Individuals who are unhoused and housing advocacy groups
- Labor, business, and developer organizations

Figure 2-1. Oakland Youth Commission



Link21 Team providing Program information and updates to the Oakland Youth Commission in March 2023.

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2.3. Link21 Committees

With a mission of open collaboration, the Program has continued to meet and communicate regularly with the established Link21 committees including the Program Development Team (PDT), the Jurisdictional Working Group (JWG), and an Equity Advisory Council (EAC).



2.3.1. Program Development Team (PDT)

The Program Development Team (PDT) includes Regional Rail operators, transportation planning and funding agency partners. The PDT is further broken down into an Executive PDT, Staff PDT, and Communications PDT.

Communications with PDT members occur bi-monthly, with meetings generally scheduled around key milestone campaigns (see outreach tracks below). The Program often meets individually with agency representatives but has also hosted five meetings with the PDT during Phase 1. Agencies represented on the PDT include:

Table 2-1. PDT Agencies

PDT AGENCIES
Alameda County Transportation Commission (Alameda CTC)
Altamont Corridor Express (ACE)
Peninsula Corridor Joint Powers Board (Caltrain)
Caltrans District 3 (D3)
Caltrans District 4 (D4)
Caltrans Division of Rail and Mass Transportation (Caltrans DRMT)
California High-Speed Rail Authority (CHSRA)
California State Transportation Agency (CalSTA)
Capitol Corridor Joint Powers Association (CCJPA)
Contra Costa Transportation Authority (CCTA)
Metropolitan Transportation Commission (MTC)
Placer County Transportation Planning Agency (PCTPA)
Sacramento Area Council of Governments (SACOG)
San Francisco County Transportation Authority (SFCTA)
San Francisco Municipal Transportation Agency (SFMTA)
San Joaquin Council of Governments (SJCOG)
San Joaquin Joint Powers Authority (SJJPA)
Solano Transportation Authority (STA)
Valley Transportation Authority (VTA)
Yolo County Transportation District (YCTD)

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2.3.2. Jurisdictional Working Group (JWG)

The Jurisdictional Working Group (JWG) includes city and jurisdictional partners with a strong interest in Link21. Members of the JWG meet to collaborate on local issues such as land use, stations, and how Link21 can complement and further enhance existing plans.

While the JWG has met as a group four times during Phase 1, in 2023 the cadence of regular meetings with individual and directly impacted JWG member agencies increased as Program crossing concepts continued to be analyzed. Agencies represented on the JWG include:

Table 2-2. JWG Agencies

JWG AGENCIES
Alameda Planning, Building, and Transportation
Alameda Public Works
Berkeley Public Works and Transportation Commission
City of Emeryville
City of Richmond Planning Department
Oakland Planning and Building
Oakland Department of Transportation (DOT)
Oakland Mayor's Office
Sacramento Public Works
Sacramento Planning
San Francisco Planning
San Francisco Mayor's Office
San Jose Department of Transportation (DOT)

2.3.3. Equity Advisory Council (EAC)

In early 2023, Link21 established the first ever Equity Advisory Council (EAC) with representatives from low-income communities, communities of color, and other historically marginalized communities that have been most impacted by transportation inequities. The EAC provides a space for meaningful community collaboration on Link21 to advance equity throughout Program development and implementation. Members bring their lived experience and/or professional familiarity in technical and policy areas, such as passenger rail transportation, land use, housing, environmental justice, transit justice, and economic development.

The EAC meets virtually every other month to provide input and make formal recommendations to the Program Team. In 2023, the EAC met seven times to discuss

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technical Program components such as equity metrics, concepts, anti-displacement, early environmental work, as well as engagement and outreach activities.

Table 2-3. Equity Advisory Council Members (as of January 2024)

NAME	REGION
Ameerah Thomas	Oakland
Angela E. Hearing	Natomas Crossing (Sacramento)
Beth Kenny	Alameda
Clarence R. Fischer	Cherryland (Unincorporated Alameda County)
Cory Mickels	Bayview (San Francisco)
David Sorrel	San Leandro
David Ying	Oakland
Elizabeth Madrigal	Seaside (Monterey Bay)
Fiona Yim	Central Berkeley
Gracyna Mohabir	Silver Leaf (San Jose)
Harun David	Richmond
Hayden Miller	San Francisco
Landon Hill	Coliseum (Oakland)
Linda Braak	Davis
Mica Amichai	Prescott (Oakland)
Samia Zuber	San Francisco
Taylor Booker	Hercules
Vanessa Ross Aquino	Dogpatch (San Francisco)

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2.4. Equitable Engagement

Equitable engagement begins with identifying the diverse target audiences across the Megaregion (especially communities that have been marginalized and priority populations). Link21 proactively engaged with these groups to forge partnerships, identify opportunities and methods for engagement. Partnering with Community Based Organizations (CBO) provides a deeper level of engagement, promotes open conversation, and helps the Program Team understand and integrate needs of marginalized communities into the planning outcomes. Goals of this co-creation effort are to:

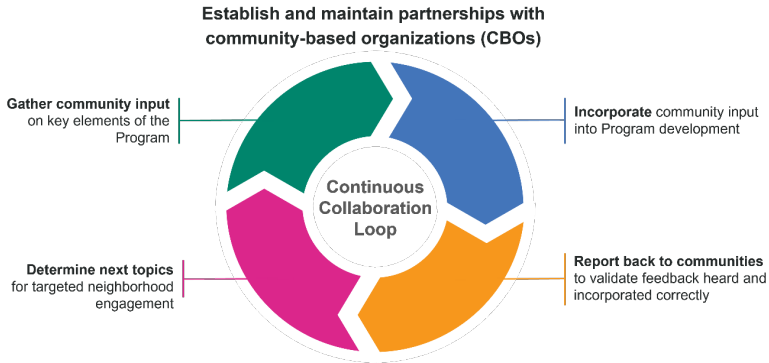
- Rebuild trust and develop long-lasting relationships with sectors of the public through trusted CBOs
- Overcome barriers to participation for priority populations
- Work with priority populations to better understand needs, priorities, and values to avoid further harms and deliver needed benefits

Equitable engagement for Link21 also means communicating through multiple tools and languages to reach audiences effectively in their preferred method of communication and interaction. As part of equitable engagement, Link21 has established and continues to lean on community partners to implement a continuous collaboration loop that is essential for equitable engagement.

What are Priority Populations?

Link21 defines priority populations as census tracts where people are most impacted by negative economic, mobility, community and health and safety outcomes. By pinpointing communities facing current inequitable outcomes, the Program is able to partner with these populations to comprehensively understand their needs and design a program that addresses them.

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**Figure 2-2. CBO Collaboration Loop**

Working directly with community trusted CBOs, the Link21 Team has co-designed workshops that effectively garner participation and meet diverse needs by providing in-person and remote forums with accessible content and opportunities for interactivity such as breakout room discussions and polling. Participants and CBOs are compensated for the lived experience expertise they provide to the Link21 Program.

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2.5. Link21 Engagement Tools and Tactics

Link21's diverse and extensive audience is most effectively engaged through a multi-layered approach involving various activities, tools, and communication strategies. This comprehensive approach enables the Link21 Team to reach audiences where they are, deliver information through their preferred communication channels receive timely input to shape the Program's future. Traditional and digital communication tools and tactics are being deployed to meet the needs of specific audiences, including translating materials into Spanish and Traditional Chinese. These proven engagement tools in the Link21 toolkit are allowing the Program to effectively share information, interact in a meaningful way, and garner valuable insight into the needs of the Megaregion.



2.5.1. Traditional Tools and Tactics

Figure 2-3. Traditional Tools and Tactics Icons



Table 2-4. Traditional Tools and Tactics

TOOL/TACTICS	PURPOSE
Educational materials toolkit	Educate, inform, and solicit informed input through direct and indirect engagement using a variety of communication forums
Presentations, Briefings, Meetings	Targeted proactive and direct stakeholder engagement and information sharing through established groups and forums to create Link21 champions
Media Relations	Paid and earned awareness through advertisements, editorial board outreach, bylined stories, news releases disseminated to local, regional, national, and ethnic media
Link21 hosted large/regional public forums	Timely and direct engagement with the public to share information and solicit informed input
Mobile pop-ups/marketing	Direct engagement with the public through targeted community/neighborhood gatherings hosted by Link21 utilizing fun activities and educational materials
Community/special events and festivals	Direct engagement with the public through participation in cultural, community, city, and regional focused events
Intercept outreach	Direct outreach at community gatherings like transit stations and other informal public gathering spaces or on trains and buses

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2.5.2. Digital Tools and Tactics

Figure 2-4. Digital Tools and Tactics Icons





Table 2-5. Digital Tools and Tactics

TOOL/TACTICS	PURPOSE
Interactive website	Main resource hub of Link21 Program allowing for input submissions and database sign-ups via online forms
Dynamic story maps/interactive web maps/dashboards	Interactive maps conveying Link21 information, incorporating text, data layers, and other media
Digital, interactive phone and web-based applications	Engage audiences of various ages and backgrounds to increase excitement about Link21
Online Open Houses	Convenient and interactive, self-guided online meeting linked to Program website and open for extended period (i.e., 4+ weeks)
Virtual Community Meetings	Present Link21 information via PowerPoint with interested people across Megaregion who register ahead of time, seek input through Zoom poll, followed by question-and-answer session via Zoom Q&A function
Virtual Office Hours	Real-time dialogue between the public and Link21 Team to learn and provide informed input
Video animation	Information sharing in a fun and entertaining way to capture diverse audiences
Electronic notifications	Link21 information distribution and promotion via email subscription
Opinion research and surveys	Targeted and interactive input
PIMA Database	Participant and input documentation, database sign-ups via online forms
Social Media	Information sharing, awareness, and promotion of programmatic components

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The strategic deployment of ongoing engagement complimented by timely technical milestone input through a variety of tools and tactics has made Link21’s innovative, equitable engagement and outreach program for Phase 1 a success. So far, engagement success can be measured in the ongoing participation growth, strengthened relationships and trust, and increased support for this critical infrastructure Program.



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3. Phase 1 Activities

Phase 1 of the Link21 Program will ultimately result in the identification of a Proposed Project to move forward into environmental review, which is an important early step in Program development. Throughout Phase 1, Link21 has identified potential train crossing concepts, conducted extensive analysis, and implemented successful engagement across the Megaregion to inform and help shape solutions as a critical data point for consideration in decision making. As the Program prepares for Stage Gate 2, a critical decision point milestone targeted for mid-2024, ongoing stakeholder collaboration is crucial to bringing an informed and supported recommendation forward to the BART and Capitol Corridor Boards of Directors.

3.1. Outreach Tracks

Deployment of the equitable engagement and outreach program has been conducted through two tracks. Ongoing, regular connection and collaboration as part of Track 1 is complimented by key milestone outreach campaigns as part of Track 2. The second track is designed to boost interactions with megaregional stakeholders and share timely information to garner targeted and informed input that helps guide Program development.

3.1.1. Track 1: Ongoing Outreach and Collaboration

As part of this track, the Link21 Team utilizes traditional and digital communications tools to share information regularly and build relationships. Activities are centered on building general Program awareness, ongoing education, and providing opportunities to learn from audiences. The Program maintained regular connections with diverse stakeholders through ongoing activities such as:

- Individual and group briefings
- Community leader interviews
- Local event participation
- Presentations to established advocacy organizations
- Co-hosted events with Community-Based Organizations (CBO)
- Regular electronic notifications

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Figure 3-1. Asian American Architects and Engineers 44th Annual Gala



Link21 presenting Program information at the Asian American Architects and Engineers 44th Annual Gala in San Francisco in October 2023.

Figure 3-2. Alameda Point Collaborative Breakfast



Link21 participating in the Alameda Point Collaborative Saturday Residents' Breakfast. Pictured are Javier Gonzalez and his children April 29, 2023.

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3.1.2. Track 2: Key Milestone Campaigns

The Link21 Team has implemented three key milestone campaigns (fall 2022, summer and fall 2023) with a fourth planned for spring 2024. Each campaign is planned for specific moments in the Program's development to share targeted information and receive timely input for consideration prior to moving forward with planning. Communication and engagement during these campaigns builds upon ongoing work performed within Track 1. The milestone campaigns include both online and in-person open houses and virtual community meetings and office hours. Leading up to these campaigns, the Link21 Team works diligently to promote events by briefing agency partners, Link21 committees, and CBO partners to maintain awareness, garner understanding of the latest information, test messaging, and offer support in promotion of Link21 events. Outreach milestones are promoted using the following methods:

- Distribution of promotional flyers and Program information (electronic and community canvassing)
- In-station outreach
- Digital media advertisements
- Social media posts and advertisements
- Electronic station signage
- Program website

Figure 3-3. Sacramento Valley Station



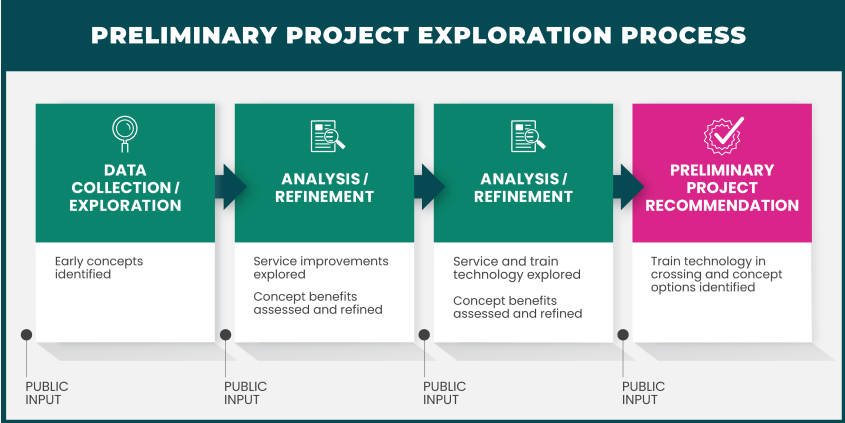
Link21 Team members promoted outreach events and shared information to Capitol Corridor riders at the Sacramento Valley Station in June 2023.



3.2. 2022 Program Focus

In March 2022, the Link21 Program moved into Phase 1: Project Identification. Technical work during this time focused on identification of potential crossing concepts for BART and Regional Rail. To complement this work, engagement and outreach focused increasing Program awareness and engaging with stakeholders around the process of concept development and refinement. Outreach efforts in 2022 also focused on helping audiences understand how Link21 fits into the larger megaregional transportation system and train network, building upon early messaging related to Link21 Program Vision, Goals and Objectives as well as the Business Case Framework that guides analysis and decision making. Education of audiences centered on the four building blocks of Link21 concepts (markets, service, train technology, and infrastructure), sharing results of the market analysis, and soliciting input on travel destinations and needs.

Figure 3-4. Preliminary Project Exploration Process



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3.2.1. 2022 Engagement and Outreach Highlights

In 2022, the Program conducted a service survey and solicited targeted input at key outreach events in order to better understand travel patterns and service needs. This early input, along with technical analysis, helped the Program identify initial concepts.

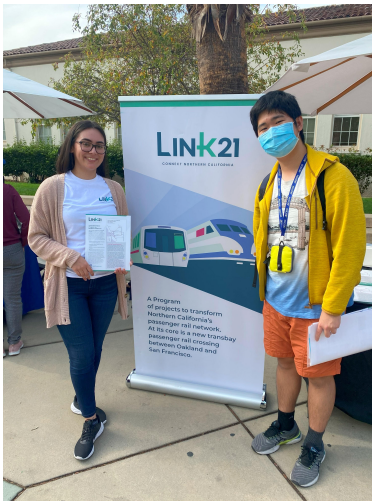
Over the summer, Link21 partnered with Community Based Organizations (CBOs) to host 11 co-creation workshops. The purpose of these workshops was to allow for direct dialogue with priority populations, enabling Link21 to understand transportation challenges and burdens experienced by these communities. Over 200 CBO

representatives and community members attended and were compensated for their participation.

By fall of 2022, Link21 shared example concepts that included a new crossing, connections on either side of the San Francisco Bay, and opportunities for enhanced or new stations. This information was shared as part of a targeted milestone campaign that included three multilingual virtual community meetings (a 21-county megaregional focus, East Bay focus, and San Francisco focus), and four virtual office hours. These events provided convenient opportunities to learn about the Program, ask questions and engage directly with Link21 Team members about markets, station locations and service. Events included facilitated question-and-answer sessions and interactive polls targeting service needs.

Link21 also directly connected with community members through grassroots tabling at community festivals and events targeted to connect with students and youth, tribal representatives, train riders, and megaregional communities who would benefit from improved train travel. Key student and youth outreach included staffing tables at three Bay Area universities, collaborating with megaregional youth commissions, offering Link21 focused internships, and working closely with students in the University of California, and Berkeley Haas School of Business Executive MBA program to conduct target planning studies.

Figure 3-5. San Jose State's Climate Sustainability Fair



Link21 performed outreach to students at San Jose State University's Climate Sustainability Fair on Oct. 18, 2022.



In preparation for the large public events, the Link21 Team engaged with agency communications staff from representing Project Development Team (PDT) organizations to form a PDT Communications Working Group (CWG). The objective of the CWG is to increase public awareness about Link21 and transportation infrastructure improvements by leveraging the audiences that follow PDT member agencies.

Finally, throughout 2022 the Program maintained ongoing engagement efforts targeted to key community leaders, elected officials, and priority communities.

3.3. 2023 Program Focus

As the Program analyzed initial concepts and continued to gather input, the focus for messaging and engagement in early 2023 through summer 2023 was to share updates on planning work, evaluation results, and report back and what Link21 had learned to date. The Link21 Team shared results of early environmental work and sought input into findings. To better demonstrate the potential service improvements that Link21 would provide with a new crossing, the Program created a series of video animations that highlighted different megaregional trips today and how they could be transformed for better passenger experience in the future with improved travel times and less transfers.

As part of the education around service benefits, it was important to help audiences understand the difference between train technologies and their ability to meet future travel needs. By late 2023, as the Program continued to assess input and evaluation results, discussions shifted to focus on the benefits and trade-offs of BART-gauge versus Regional Rail standard-gauge.

3.3.1. 2023 Engagement and Outreach Highlights

In 2023 Link21 incorporated new Engagement and Outreach components to the Program:

- Launched the Equity Advisory Council (EAC) in January (18 community representatives who meet bi-monthly - **see section 0**)
- Hosted first large scale in-person Public Open Houses in June (post-pandemic)
- Hosted Link21's first Online Open Houses in June and November – stand-alone, accessible, mobile-responsive meetings (available 24/7 for several weeks)
- Partnered with UC Berkeley students (College of Environmental Design – Transportation and Land Use Studio) on planning, mobility, and equity topics

The common goal for each of these activities was to continue expanding the Link21 reach of engagement while also targeting unique and specific voices to learn from and gather critical information to help shape Link21.

As the technical work ramped up in 2023 with analysis and refinement of concepts, engagement and outreach also ramped up proactively within both outreach tracks to share timely information updates with agency and community partners and solicit input along the way. Link21 communications increased with regular social media posts,

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electronic distribution of bi-monthly stakeholder updates and email notifications in between. The Program website was also utilized as the primary resource hub of information and had monthly updates installed to continue educating audiences and promoting opportunities to engage in Link21.

To complement the community-focused events held in late spring/early summer 2023 as part of Track 1 outreach, a series of megaregional engagement events were hosted by Link21 as part of Track 2. These campaign milestone events began with three in-person open houses in Richmond, San Francisco, and Oakland. These locations were selected due to their proximity to the concepts being considered, compliance with Americans with Disabilities Act (ADA) accessibility, and ease in reaching the locations using transit. The events included Spanish and Cantonese interpreters with stations for visitors to navigate around the room to view printed and electronic displays then ask questions of Link21 Team members. In addition to these in-person opportunities, a virtual community meeting and office hour were held via Zoom with closed captioning, toll-free call-in numbers, and simultaneous interpretation in Spanish and Cantonese.

To provide additional convenient opportunities to engage in Link21, the Program launched the Online Open House series in June to complement the in-person events. This effort involved a microsite allowing users the ability to explore Program information in a self-paced environment and provide input at any time over a month-long period. A second Online Open House was launched during the fall campaign as part of an outreach milestone that also included another virtual community meeting and office hour.

Events for the summer campaign were used to share information on the Environmental Constraints and Opportunities assessment, crossing concepts and potential service improvements. Input sought was focused primarily on service needs, train technology trade-offs, and additional community opportunities and constraints. During the fall campaign events, the Program shared more information about the analysis of the concepts and what benefits and trade-offs would result from a BART crossing or Regional Rail crossing. When discussing the benefits and trade-offs, participants were asked to help identify priorities and preferences to better inform the Program within the ongoing assessment process.

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Figure 3-6. Link21 Oakland Open House



Link21 hosted an Open House at Oakstop in Oakland on June 21, 2023.

3.3.2. Student and Youth Engagement

Student and youth engagement in Link21 is critical in understanding the future generation’s challenges and evolving needs. As such, a multi-faceted and proactive outreach effort has been implemented which includes partnerships with universities to connect on campus and conduct targeted research projects on behalf of the Program. In addition, the Link21 Team works closely with youth commissions and other community organizations that support youth to identify opportunities to connect, build awareness, and learn. Additionally, in 2023 Link21 added three interns to the Program that supported a number of efforts, including making recommendations on station wayfinding as part of station planning and siting. The interns worked with agency staff and Link21 Team members to gain real-world experience in planning while also fostering career development and insight into future employment opportunities within transit.

Figure 3-7. Link21 Intern – Florance Zhang

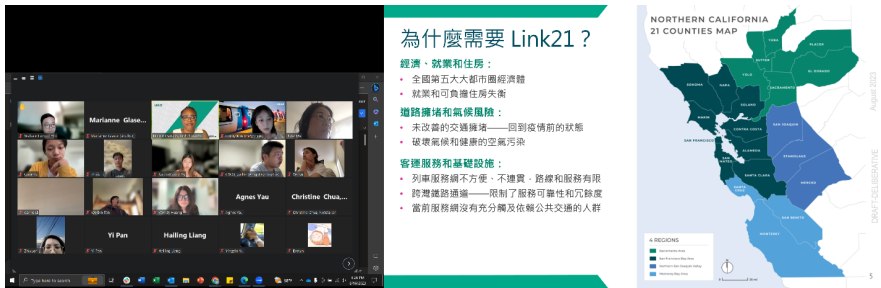


Link21 Program intern Florance Zhang - June to August 2023

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The collaborative partnership with UC Berkeley led to action in 2023 with development and implementation of a research project for master's students within the College of Environmental Design. Working closely with students who are a part of the Transportation and Land Use Studio, Link21 proposed several topics that would improve planning including an equity assessment tool, station siting in Oakland, and freight/passenger rail service improvements. Following research and development, three student teams presented their findings in November to BART and Capitol Corridors Management and the Link21 Team. To learn more, visit [Student and Youth Partnerships | Link21 \(link21program.org\)](#).

Figure 3-8. Community Youth Center



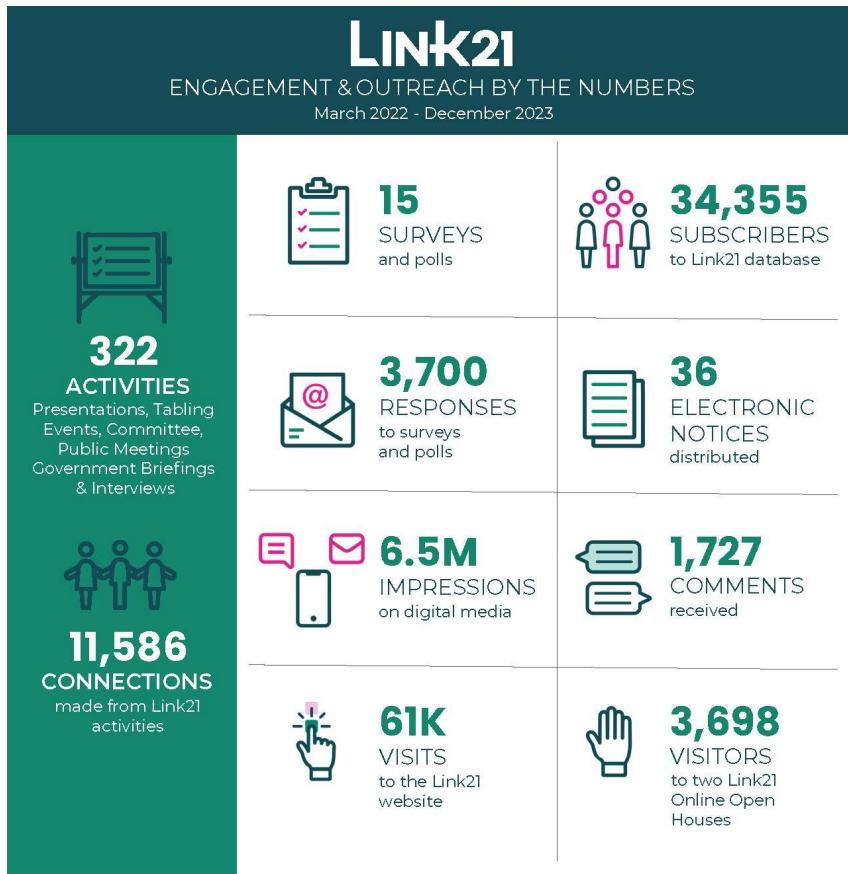
Link21 Team presenting Program updates and gathering feedback from members of the Community Youth Center of San Francisco in August 2023.

3.4. 2022–2023 Engagement Snapshot

Throughout Phase 1, the Program Team connected with a wide range of stakeholders through the events described above. Figure 3-9 captures some of the engagement highlights throughout this Phase. See **Appendix A** for all the meetings, briefings, presentations, and events to date for Phase 1.



Figure 3-9. 2022–2023 Engagement Snapshot



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4. What Link21 Heard

Collecting thoughtful feedback and input is a continuous activity that is funneled through real-time engagement activities and remotely through the Program website, email accounts, and telephone line which are monitored and responded to daily. Additionally, input is collected through targeted questions asked at events, survey distribution and opinion research. **Since Phase 1 began in March 2022, the Program has collected 1,727 individual comments and survey responses.** While the comments submitted are diverse, the most common themes have emerged:

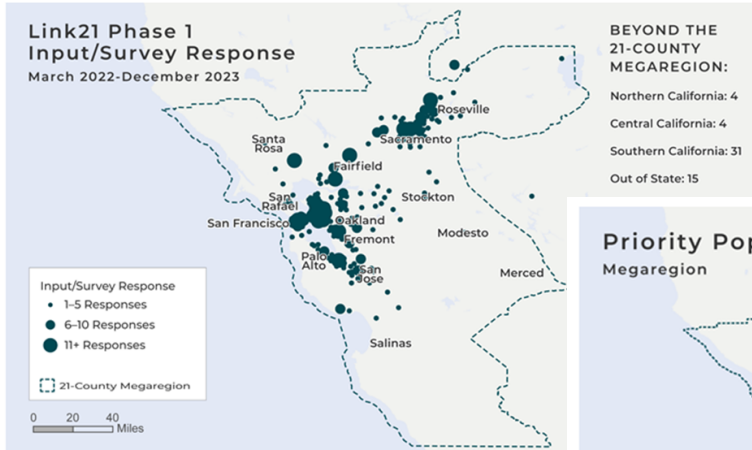
Top Ten Key Themes:

- Faster and more direct megaregional connections to San Francisco and the Peninsula for improved access to housing, jobs and other destinations
- Access to the East Bay through San Francisco and the Peninsula for California High-Speed Rail, Caltrain, and Regional Rail
- Greater frequency of service
- Improved service during non-peak hours (including late night and weekend service)
- Reduction of missed connections via more reliable service and better coordination between schedules of different systems
- Reduced personal vehicle usage by improving bicycle/pedestrian facilities at stations
- Safety in and around stations and trains
- Better wayfinding and station signage in multiple languages
- Consideration for the disability community at facilities related to functioning elevators and escalators
- Anti-displacement and mitigation of potential construction impacts

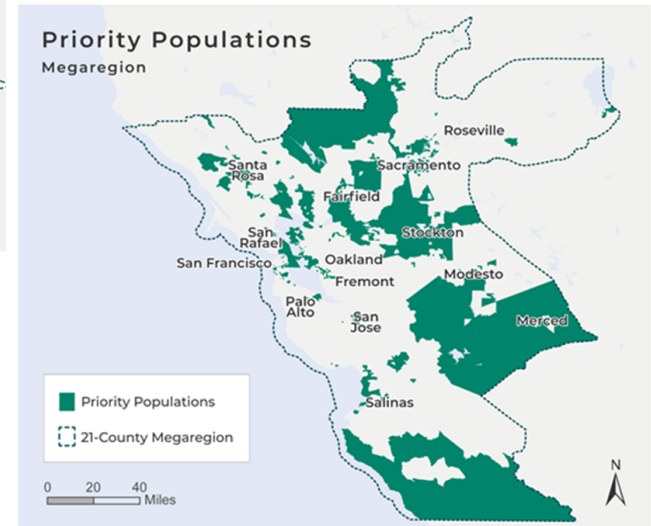
4.1. Priority Population Feedback

Of the total comments and survey responses received in 2022 and 2023, 1083 individuals opted to include their associated ZIP code. **Of these, 627 or 58% were from ZIP codes with priority populations.**

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**Figure 4-1. Input/Survey Response Map**

The map in Figure 4-1. Input/Survey Response Map, demonstrates the diversity of comments and responses Link21 has received from across the Megaregion and beyond. The larger dots and clusters represent areas where a larger number of comments were gathered from particular geographic locations. When compared to the map in Figure 4-2. Priority Populations Map, we can see that many of the clusters of comments are focused in and around key priority populations both within the Bay Area and communities along the Capitol Corridor intercity service that extends east through Solano, Yolo, Sacramento, and into Placer

Figure 4-2. Priority Populations Map



counties as well as the Caltrain corridor on the Peninsula that extends between San Francisco and San Jose. The diversity of geography demonstrates the interest and importance of the Link21 crossing, and other service and infrastructure improvements to residents across Northern California.

Of the comments received and logged from a ZIP code within areas of priority populations, there are a few key comments that were repeated from respondents in several regions, who showed a collective interest in the following topics:

- Access through the new transbay crossing for both High-Speed Rail and Caltrain
- Faster megaregional connections to/from San Francisco and the Peninsula
- More direct service or one-seat rides (no transfers)
- More convenient (simplified and in-station) transfer connections between BART and Regional Rail

A deeper dive into the comments and responses received and documented from priority populations highlights different concerns and needs within specific geographies. The below table identifies key cities with priority populations that had consistent and repeated themes in their comments:

Table 4-1. Priority Population Comments Received

LOCATION	COMMENTS RECEIVED
San Francisco	Interested in: <ul style="list-style-type: none"> • A direct route from Salesforce Transit Center to the East Bay with access for High-Speed Rail and Caltrain • New Oakland station with direct transfers between BART and Regional Rail • Faster, better megaregional connections • Stations that provide new community benefits • Direct connections from North Bay to San Francisco • Service improvements via bus to access stations • Construction impact mitigations for businesses • Flat fees for BART • BART station improvements (mixed use developments and parking)
Peninsula/San Mateo County	Interested in: <ul style="list-style-type: none"> • Faster, more direct megaregional connections to/ from San Francisco and Peninsula • Improved connections and better-timed transfers between BART and Regional Rail • East Bay access for High-Speed Rail and Caltrain • New transbay connection in South Bay area

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LOCATION	COMMENTS RECEIVED
	<ul style="list-style-type: none"> Improved stations including wayfinding for clear transfer directions
San Jose/Santa Clara (South Bay)	<p>Interested in:</p> <ul style="list-style-type: none"> Faster, more direct megaregional connections to/from San Francisco and Peninsula New San Francisco station with direct transfers between BART and Caltrain East Bay access for High-Speed Rail and Caltrain Options that widen and expand areas of service
East Bay	<p>Interested in:</p> <ul style="list-style-type: none"> East Bay access for High-Speed Rail and Caltrain New Oakland station with direct transfers between BART and Regional Rail Better transfers between BART and Regional Rail, (improved timing) Increased frequency and service to areas already a part of system Improved parking for commuters, station amenities, and wayfinding signage A Transbay crossing further south Funding and continued financial health of transit systems in Bay Area Safety in and around BART stations Avoiding high fares
Alameda	<p>Interested in:</p> <ul style="list-style-type: none"> New Oakland station with direct transfers between BART and Regional Rail New San Francisco station with direct transfers between BART and Caltrain New transbay connection in the South Bay area East Bay access for High-Speed Rail and Caltrain Avoiding BART station in Alameda Housing, however supportive of transit-oriented development and anti-displacement policies
Oakland	<p>Interested in:</p> <ul style="list-style-type: none"> Faster more direct megaregional connections to/from San Francisco and the Peninsula Faster, more frequent service East Bay access for High-Speed Rail and Caltrain Direct transfers between Regional Rail and BART in Oakland

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LOCATION	COMMENTS RECEIVED
	<ul style="list-style-type: none"> • Stations with improved pedestrian connections including bike paths and wayfinding • Accessibility improvements to both systems and stations • Safety in and around BART stations
North Bay	Interested in: <ul style="list-style-type: none"> • Faster, more direct megaregional connections to/from San Francisco and the Peninsula • Regional Rail connection to Salesforce Transit Center • Direct transfer between Regional Rail and BART in Oakland • East Bay access for High-Speed Rail and Caltrain • Improved last-mile connections including improved pedestrian facilities • Direct connections between Marin County and San Francisco
Sacramento Valley	Interested in: <ul style="list-style-type: none"> • Faster, more direct megaregional connections to/from San Francisco and the peninsula • New Oakland station with direct transfers between BART and Regional Rail • Improved direct transfers between transit systems • More frequent Regional Rail service • Avoiding high costs
San Joaquin Valley	Interested in: <ul style="list-style-type: none"> • Faster, more direct megaregional connections to/from San Francisco and the peninsula • East Bay access for High-Speed Rail and Caltrain • New Oakland station with direct transfers between BART and Regional Rail

Source identification: Comments collected through Program website, emails, surveys, co-creation workshops, stakeholder meetings, and briefings.

4.2. Link21 Committees Feedback

In addition to meeting individually with key partner agencies, cities, and jurisdictions, Link21 meets with targeted partners through the Project Development Team (PDT) and Jurisdictional Working Group (JWG).

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Table 4-2. PDT Feedback

PDT	FEEDBACK
Valley Transportation Authority (VTA)	Interest in: <ul style="list-style-type: none"> Governance and role of partner agencies Emphasis on equity in outreach and documentation of efforts
San Francisco County Transportation Authority (SFCTA)	Interest in: <ul style="list-style-type: none"> Evaluation detail and geographic boundaries Analysis and how it might impact other projects (or not)
San Francisco Municipal Transportation Agency (SFMTA)	Interest in: <ul style="list-style-type: none"> Future western San Francisco extension lines and preserving as part of future vision
Caltrans, Department of Rail and Mass Transportation	Interest in: <ul style="list-style-type: none"> Weighting of decision criteria and how input affects decisions

Overall key interests:

- Program emphasis on equity
- Future role of agencies and governance
- Link21 Stage Gate or decision-making process and evaluation metrics

Source identification: Comments collected through meeting minutes.

Table 4-3. JWG Feedback

JWG	FEEDBACK
City of Sacramento	Interest in: <ul style="list-style-type: none"> Stage Gate or decision-making process
City of San Francisco	Interest in: <ul style="list-style-type: none"> Stage-Gate process or decision-making process Future rail expansion and connection in San Francisco (specifically western San Francisco) Considerations for sea level rise in design
City of Alameda	Interest in: <ul style="list-style-type: none"> Impact of technology choice on connections to Alameda Regional Rail in the crossing (preference) Cost and redundancy as a metric for evaluation
City of San Jose	Interest in: <ul style="list-style-type: none"> Extending BART to San Jose Regional Rail in the crossing (preference)

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Overall key interests:

- Expanding future connectivity and access
- Link21 Stage Gate or decision-making process and evaluation metrics
- Regional Rail for the crossing (preference)

Source identification: Comments collected through meeting minutes.

4.3. Equity Advisory Council (EAC) Feedback

Of the comments received and logged from the EAC members, there were a few key themes that were repeated from members representing different areas of the Megaregion:

- Expedited service hours including late night and weekend
- Faster, more direct transfers between transit
- Safety on transit systems
- Possibility of housing developments around new/existing stations
- Concerns with displacement and gentrification due to new infrastructure
- Fare integration amongst the many systems in region

Table 4-4. EAC Comments Received

EAC MEMBER LOCATION	COMMENTS RECEIVED
Alameda	Interested in: <ul style="list-style-type: none"> • Improved access for those with disabilities including redundance built-in at stations, wayfinding signage and systems for vision impaired commuters • Possibility of housing developments around new/existing stations • Avoiding displacement • Improvement of accessibility
Oakland	Interested in: <ul style="list-style-type: none"> • Priority populations receiving majority of benefits from new transit alignments • Safety on transit systems • Avoiding gentrification and displacement due to new infrastructure
Berkeley	Interested in: <ul style="list-style-type: none"> • Improved direct transfers between transit systems • Fare integration • Faster, more direct service within Bay Area

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EAC MEMBER LOCATION	COMMENTS RECEIVED
Richmond	<p>Interested in:</p> <ul style="list-style-type: none"> • Increased housing development and transit-oriented development around new/existing stations • Fare integration across multiple transit systems • Increasing service to areas like Mission Bay as a means to increase benefits to priority populations • Avoiding barriers of access to transit systems for low-income individuals and those with accessibility needs
Union City	<p>Interested in:</p> <ul style="list-style-type: none"> • Faster, more direct transfers between transit • Expanded service hours including late night and weekends • Expanded megaregional service area through transit connectivity • Blended service options including express and skip-stop service if additional infill stations are developed • Fare integration • Ensuring students are included in discussions regarding affordable transit and access to employment opportunities
San Leandro	<p>Interested in:</p> <ul style="list-style-type: none"> • Increased frequency • Better transit system integration including seamless transfers • More infill stations to improve access along already existing transit lines • More transit-oriented development and affordable housing around existing/new stations
San Francisco	<p>Interested in:</p> <ul style="list-style-type: none"> • Policies to tackle purposefully vacant housing • Expanded service hours including late night and weekend • Integrated fare system that would allow seamless transfers between systems
South Bay	<p>Interested in:</p> <ul style="list-style-type: none"> • More frequent and reliable megaregional connections

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EAC MEMBER LOCATION	COMMENTS RECEIVED
Seaside	Interested in: <ul style="list-style-type: none"> • Faster, more direct megaregional transit options to Monterey Bay area • Better integrated megaregional transit options, including seamless transfers • Distribution of benefits to priority populations • Consideration of climate change effects on transit system operability
Davis	Interested in: <ul style="list-style-type: none"> • Improved megaregional connections to job centers such as Sacramento to Bay Area • Safety on transit systems
Sacramento Valley	Interested in: <ul style="list-style-type: none"> • East Bay access for High-Speed Rail and Caltrain • Frequent megaregional service and within Bay Area • More megaregional connections south of San Jose • Housing developments around existing/future stations

Source identification: Comments collected through EAC meeting minutes, recordings, and emails.

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4.4. Student & Youth Feedback

Link21 will create a better future for generations to come and is focused on working closely with the Megaregion’s students and youth. Engagement has been co-created through partnerships with educational institutions and organizations.

Key themes heard from the Student & Youth:

- Expanded service hours including late night and weekends
- Improved megaregional connections between housing and job centers
- Improved reliability, increased frequencies, and connections within Bay Area due to lack of vehicle ownership
- Improved first/last mile connections

4.5. Tribal Feedback

Throughout the Megaregion, there is a diversity of California Native American Tribes (Tribes, or California Tribes) and Tribal organizations who have engaged with Link21 through numerous events.

Key themes heard from Tribal Representatives:

- Faster and more reliable megaregional service



- Access to job centers, healthcare, and veteran services
- Improved first/last mile connections with updated pedestrian and cyclist facilities
- Safety on transit
- Equitable fare policies
- Fare integration

4.6. Survey and Opinion Research Feedback

Use of surveys, webinar polling, and opinion research has allowed the Link21 Team to collect targeted feedback during the current phase of work. Key input sought helped to further develop and refine Link21 concepts with feedback on travel destinations, times of travel, trip types and service needs.

4.6.1. Fall 2023 Engagement Survey

During the fall engagement campaign, a short survey was made available on Link21’s website and Online Open House. Out of 270 respondents, over 79% were from within the nine-county Bay Area. Just under 20% were from other Megaregion counties – predominantly from the Sacramento Valley area.

Table 4-5. Regional Breakdown of Participation

REGION	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSES
Bay Area (9 county area)	190	79.17%
Other Megaregion (12 county area)	47	19.58%
California (outside of Megaregion)	2	0.83%
(blank)	1	0.42%
Grand Total	240	100.00%

Table 4-6. Geographic Breakdown of Participation

GEOGRAPHIC AREA	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSES
East Bay	54	22.50%
San Francisco	49	20.42%
Sacramento Valley	43	17.92%
Oakland	36	15.00%
San Jose/Santa Clara (South Bay)	25	10.42%
Peninsula/San Mateo County	10	4.17%
Alameda (city)	9	3.75%

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GEOGRAPHIC AREA	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSES
North Bay	7	2.92%
San Joaquin Valley	4	1.67%
Los Angeles/SoCal	2	0.83%
(blank)	1	0.42%
Grand Total	240	100.00%

Key highlights from this survey:

- When asked which two features of Link21 are more important, the following were ranked most important:
 - A new regional crossing that **enables a broader, more connected passenger rail network** for Northern California linking to key megaregional destinations
 - A new BART crossing that enables **increased frequency of trains** on all BART lines in the East Bay and San Francisco.
- When asked to rate the importance of features for the new train crossing, the following features received were ranked extremely important.
 - > Faster, direct connections from megaregional destinations like Sacramento and Stockton to jobs and housing in San Francisco and the Peninsula
 - > Allowing train service to extend from Peninsula through San Francisco to the East Bay with faster service and direct trips
 - > Leveraging local, state, and federal public investments on other rail projects by better connecting them
 - The following station features were also ranked as extremely important.
 - > A new BART station in San Francisco with transfers to Caltrain
 - > New BART station in Central Oakland with transfers to Capitol Corridor
 - > A new Regional Rail station in Central Oakland with transfers to BART

4.6.2. Fall 2023 Opinion Research

As part of continued gathering of public sentiment on Link21, FM3 Research, a company that conducts public policy-oriented opinion research, conducted an online survey targeted to registered voters. The goal of the research was to collect information on commute patterns and transportation needs in the 21-county Megaregion.

The 21-county Megaregional breakdown of interviews are shown below:

- The sample size included 1,255 registered voters
 - 59% within nine-county Bay Area

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- The margin of sampling error +/- 2.8%
 - 95% confidence level

The subregional breakdown of interviews are shown below:

- 614 – San Francisco Bay Area (9 counties – Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, Sonoma)
- 125 – Sutter, Yolo, Yuba Counties
- 213 – Sacramento Valley (Sacramento, Placer El Dorado)
- 100 – San Benito, Santa Cruz, Monterey
- 100 – San Joaquin, Stanislaus, Merced

As residents considered the state of affairs in the Northern California Megaregion, such as housing affordability and public safety on public transit, more than half of respondents felt the region was headed in the wrong direction. However, the results also show concrete support for Link21, with the majority of respondents (70%) indicating that economic and public gains resulting from the rail improvement Program will help get Northern California back on the right track.

See breakdown below:

Table 4-7. Link21 Program Support

LEVEL OF SUPPORT	PERCENTAGE OF RESPONSES
Strongly Support	38%
Somewhat Support	32%
Don't Know	11%
Somewhat Oppose	7%
Strongly Oppose	11%

Of the more than 850 respondents who supported the Link21 Program, the majority identified expanded service and capacity as key factors in supporting the Program.

When asked to rate the importance of various transit goals that an improved northern California rail transportation system could achieve the following goals were listed as very or extremely important:

- 83% said **providing a safe and secure service** is very and extremely important
- 77% said **improving reliability and travel time** is very and extremely important
- 76% said **improving travel throughout Northern California** is very and extremely important
- 43% said **providing redundancy for transbay travel** is very and extremely important

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When respondents were asked to rank the importance of features to an improved rail system associated to the new crossing between San Francisco and Oakland, registered voters consistently noted better inter-system connectivity as “Very important” and “Extremely important.”

- 71% of respondents said creating a broader, more-connected passenger rail network in northern California by directly linking systems together is very and extremely important.

With many of the responses indicating a preference for Regional Rail concepts due to the alignment of the goals with the technology’s capabilities, most respondents chose a new crossing that provides megaregional rail trips without the need for transfers over a new crossing that increases BART frequency and capacity when asked to directly choose between the two.

- 53% chose a new crossing that provides a rail trip without transferring between Sacramento, San Francisco, the Peninsula, the East Bay, and other destinations in Northern California
- 21% chose a new crossing that increases the frequency and capacity of BART service

Support for Regional Rail as the choice technology has grown since the same question was posed back in 2020, especially in the nine-county Bay Area where the margin supporting Regional Rail over BART has grown by 41 percent over three years.

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4.6.3. Comparison of 2023 with 2020 Opinion Research

Description used in opinion research to describe Regional Rail and BART:

- Regional Rail = “A new crossing that provides a rail trip without transferring between Sacramento, San Francisco, the Peninsula, the East Bay and other destinations throughout northern California”
- BART = “A new crossing that increases the frequency and capacity of BART service”

Table 4-8. 2022 and 2023 Opinion Research Comparison

REGION	POLL RESPONDENT PREFERENCE	POLL YEAR: 2022	POLL YEAR: 2023
Megaregion	Regional Rail	52	53
Megaregion	BART	24	21
Megaregion	Regional Rail Margin	+28	+32
Nine-County Bay Area	Regional Rail	47	50
Nine-County Bay Area	BART	30	26
Nine-County Bay Area	Regional Rail Margin	+17	+24



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Appendix A. Link21 Outreach List of Activities

Table 4-9. 2022 Outreach Activities: Quarter 1 (From March)

EVENT CATEGORY	EVENT NAME
Elected Officials and Policy Leaders	California Transportation Commission (CTC) Carl Guardino
Elected Officials and Policy Leaders	CTC Mitch Weiss
Elected Officials and Policy Leaders	Transbay Joint Powers Authority (TJPA) Director Adam Van der Water
Elected Officials and Policy Leaders	MTC/Mountain View City Council Margaret Abe-Koga
Agency / Industry Presentations	MTC Meeting (staff)
Community Events	Santa Rosa Original Farmers Market
Community Events	Napa Farmers Market
Community Events	Heart of the City Farmers' Market
Community Events	Fillmore Farmers' Market
Community Events	Ciclovia Salinas
Community Events	Concord Farmers' Market
Community Events	Women in Business Pop-up Shop
Community Events	Silicon Valley Leadership Group Ahmad Thomas
Community Events	Santa Cruz Farmers' Market

Table 4-10. 2022 Outreach Activities: Quarter 2

EVENT CATEGORY	EVENT NAME
Elected Officials and Policy Leaders	CA Congress Eric Swalwell
Elected Officials and Policy Leaders	MTC/Mayor of San Jose Sam Liccardo
Elected Officials and Policy Leaders	CTC/Nor Cal Carpenters Union Jay Bradshaw
Elected Officials and Policy Leaders	San Francisco Board of Supervisors Matt Haney
Elected Officials and Policy Leaders	San Francisco Mayor London Breed Liaison Alex Sweet

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EVENT CATEGORY	EVENT NAME
Elected Officials and Policy Leaders	Sacramento Mayor Darrell Steinberg
Elected Officials and Policy Leaders	San Mateo County Supervisor Dave Pine
Elected Officials and Policy Leaders	MTC/Santa Clara County Board of Supervisors Cindy Chavez
Elected Officials and Policy Leaders	MTC/San Francisco Bay Area Planning and Urban Research Association (SPUR) Nick Josefowitz
Elected Officials and Policy Leaders	CA Congress Mark DeSaulnier
Elected Officials and Policy Leaders	CA Senate Scott Wiener
Elected Officials and Policy Leaders	CA Congress John Garamendi
Elected Officials and Policy Leaders	CA Congress Barbara Lee
Elected Officials and Policy Leaders	CA Senate Bill Dodd
Elected Officials and Policy Leaders	MTC/Alameda Board of Supervisors Nate Miley
Elected Officials and Policy Leaders	CA Senate Nancy Skinner Staff
Elected Officials and Policy Leaders	CA Assembly Rebecca Bauer-Kahan
Elected Officials and Policy Leaders	CA Senate Bob Wieckowski Staff
Elected Officials and Policy Leaders	Valley Link Board of Directors
Elected Officials and Policy Leaders	MTC/Contra Costa Board of Supervisors Federal Glover
Elected Officials and Policy Leaders	CA Assembly Marc Berman
Elected Officials and Policy Leaders	San Francisco Board of Supervisors Myrna Melgar
Elected Officials and Policy Leaders	Mayor of Emeryville John Bauters
Elected Officials and Policy Leaders	CA Assembly Buffy Wicks

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EVENT CATEGORY	EVENT NAME
Elected Officials and Policy Leaders	Napa Board of Supervisors Alfredo Pedroza
Agency / Industry Presentations	City of San Francisco
Agency / Industry Presentations	Sacramento Area Council of Governments (SACOG)
Agency / Industry Presentations	Transportation Agency for Monterey County (TAMC) Staff
Agency / Industry Presentations	Association of Monterey Bay Area Governments (AMBAG) Staff
Agency / Industry Presentations	Valley Link Staff
Agency / Industry Presentations	MTC Staff: Land Use Consistency
Agency / Industry Presentations	MTC: Megaproject Delivery Workshop
Agency / Industry Presentations	WTS International: Seeing Green - Keeping an Eye on the Changing Funding Landscape
Agency / Industry Presentations	American Public Transportation Association (APTA) Rail Conference
Agency / Industry Presentations	Bay Area Council (BAC) Transportation Committee: Infrastructure and the State Surplus
Agency / Industry Presentations	San Francisco Chamber Daniel Herzstein
Agency / Industry Presentations	American Society of Civil Engineers (ASCE) Golden Gate Branch: Rebuilding BART
Community Events	West End Mercantile
Community Events	Downtown Tracy Farmers Market
Community Events	Cesar Chavez Festival
Community Events	College of San Mateo Farmers' Market
Community Events	Cupertino Earth Day and Arbor Festival
Community Events	Earth Day Napa
Community Events	AKOMA Outdoor Market
Community Events	Alameda Point Antiques Faire
Community Events	Viva CalleSJ
Community Events	In-Station Tabling: Modesto Amtrak Station
Community Events	Modesto Certified Farmers Market

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EVENT CATEGORY	EVENT NAME
Community Events	Sunday Marin Farmers Market
Community Events	Carmichael Farmers' Market
Community Events	Carnaval San Francisco
Community Events	Concord Farmers' Market
Community Events	Museum of History Benicia First Fridays
Community Events	Weberstown Mall Farmers Market
Community Events	Viva CalleSJ - Backesto Park
Community Events	Sunday Streets - Excelsior
Community Events	Santa Rosa Original Farmers Market
Community Events	Solano County Fair
Community Events	Sacramento Juneteenth Festival
Community Events	College of San Mateo Farmers' Market

Table 4-11. 2022 Outreach Activities: Quarter 3

EVENT CATEGORY	EVENT NAME
Agency / Industry Presentations	Conference of Minority Transportation Officials (COMTO): Navigating The Future Advancing Transportation Beyond Disruption
Agency / Industry Presentations	MTC: DC Legislative Event
Agency / Industry Presentations	MTC Staff: Land Use Models
Agency / Industry Presentations	SACOG: Land Use Models
Agency / Industry Presentations	City of Oakland
Agency / Industry Presentations	Bay Area Council Transportation Committee (BACTC): The Future of Rail in the Bay Area
Agency / Industry Presentations	City of San Francisco
Agency / Industry Presentations	Alameda County Transportation Commission (ACTC) Staff
Agency / Industry Presentations	City of San Francisco
Agency / Industry Presentations	City of Alameda
Agency / Industry Presentations	Caltrans Division of Rail and Mass Transportation (DRMT) Staff

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EVENT CATEGORY	EVENT NAME
Agency / Industry Presentations	Caltrain Staff: Preliminary Concepts
Agency / Industry Presentations	City of Berkeley
Agency / Industry Presentations	City of Emeryville
Agency / Industry Presentations	California State Transportation Agency (CalSTA) Staff
Agency / Industry Presentations	City of San Jose: Preliminary Concepts
Agency / Industry Presentations	MTC Staff
Agency / Industry Presentations	City of Sacramento
Agency / Industry Presentations	California Chamber of Commerce Jennifer Barrera
Agency / Industry Presentations	City of Alameda Transportation Commission Staff
Link21 Committee Meetings	Staff PDT
Link21 Committee Meetings	JWG
Link21 Committee Meetings	Executive PDT
Community Events	California Alliance for Jobs
Community Events	Mineta Summer Transportation Institute Program
Community Events	San Jose National Night Out
Community Events	SoMa Sunday Streets
Community Events	Merced County Certified Farmers Market
Community Events	Elk Grove Multicultural Festival
Community Events	BART's 50th Anniversary Celebration
Community Events	Sacramento Aloha Festival
Community Events	Napa Farmers Market
Community Events	Grand Lake Farmers Market

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Table 4-12. 2022 Outreach Activities: Quarter 4

EVENT CATEGORY	EVENT NAME
Elected Officials and Policy Leaders	Congressional and Legislative Staff
Elected Officials and Policy Leaders	CA Senate Nancy Skinner
Elected Officials and Policy Leaders	CA Assembly Lori Wilson
Elected Officials and Policy Leaders	CA Assembly Buffy Wicks
Elected Officials and Policy Leaders	CA Assembly Phil Ting
Agency / Industry Presentations	Common Ground CA
Agency / Industry Presentations	Pennsylvania Avenue Extension Project Staff
Agency / Industry Presentations	WTS International South Carolina
Agency / Industry Presentations	Bay Area Transportation Working Group (BATWG)
Agency / Industry Presentations	WTS International San Francisco
Agency / Industry Presentations	Rail-Volution Conference
Agency / Industry Presentations	American Council of Engineering Companies (ACEC): Connecting Communities, Advancing Equity
Link21 Committee Meetings	CWG PDT
Community Events	Alum Rock Village Farmers' Market
Community Events	In-Station Tabling: Emeryville Amtrak Station
Community Events	In-Station Tabling: West Oakland BART Station
Community Events	California State University East Bay
Community Events	Auburn Big Time-Pow Wow
Community Events	Potrero Hill Festival
Community Events	In-Station Tabling: Oakland Coliseum BART Station
Community Events	San Jose State University (SJSU)
Community Events	In-Station Tabling: Davis Amtrak Station
Community Events	In-Station Tabling: 12th Street Oakland City Center BART Station

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EVENT CATEGORY	EVENT NAME
Community Events	In-Station Tabling: Sacramento Valley Amtrak Station
Community Events	Bay Area Business Leaders
Community Events	In-Station Tabling: San Jose Diridon VTA Station
Community Events	In-Station Tabling: Capitol Corridor Jack London Square Station
Community Events	San Francisco State University
Community Events	In-Station Tabling: Balboa Park BART Station
Community Events	South Beach Rincon Hill Mission Bay Neighborhood Association
Community Events	San Francisco Youth Commission
Community Events	Link21 Virtual Community Meeting: 21-County Megaregional Focus
Community Events	Link21 Virtual Office Hour #1
Community Events	Link21 Virtual Office Hour #2
Community Events	Link21 Virtual Community Meeting: East Bay Focus
Community Events	Link21 Virtual Office Hour #3
Community Events	Link21 Virtual Community Meeting: San Francisco Focus
Community Events	Link21 Virtual Office Hour #4

Table 4-13. 2023 Outreach Activities: Quarter 1

EVENT CATEGORY	EVENT NAME
Elected Officials and Policy Leaders	MTC Sue Noack
Elected Officials and Policy Leaders	CA Congress Kevin Mullin
Elected Officials and Policy Leaders	City of Hayward Mayor Mark Salinas
Elected Officials and Policy Leaders	Alameda County Board of Supervisors Lena Tam
Elected Officials and Policy Leaders	CA Assembly Diane Papan
Elected Officials and Policy Leaders	CA Assembly Liz Ortega
Agency / Industry Presentations	Caltrain Staff
Agency / Industry Presentations	Transportation Research Board (TRB) Annual Poster Session
Agency / Industry Presentations	South Bay Transportation Officials Association

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EVENT CATEGORY	EVENT NAME
Agency / Industry Presentations	San Francisco Planning - Small Group
Agency / Industry Presentations	City of Alameda
Agency / Industry Presentations	San Francisco Planning - Large Group
Agency / Industry Presentations	City of Oakland
Agency / Industry Presentations	Capital Improvement Program: Bay Area Rail Programs
Agency / Industry Presentations	City of Richmond
Agency / Industry Presentations	City of Emeryville
Agency / Industry Presentations	Caltrain Staff
Agency / Industry Presentations	City of San Jose
Agency / Industry Presentations	City of Oakland
Agency / Industry Presentations	Caltrain Advocacy and Major Projects (AMP) Committee Staff
Agency / Industry Presentations	SPUR Urban Infrastructure Council (UIC)
Agency / Industry Presentations	Caltrans D4/DRMT Staff
Agency / Industry Presentations	City of Emeryville
Agency / Industry Presentations	City of San Francisco Planning
Agency / Industry Presentations	Caltrans D3 Staff
Agency / Industry Presentations	Solano Rail Hub Executive Steering Committee (ESC) Staff
Agency / Industry Presentations	City of Alameda Transportation Commission Staff
Link21 Committee Meetings	EAC Meeting

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EVENT CATEGORY	EVENT NAME
Link21 Committee Meetings	EAC Meeting
Link21 Committee Meetings	JWG
Link21 Committee Meetings	EAC Office Hour: Business Case and Concept Development
Link21 Committee Meetings	PDT Staff
Link21 Committee Meetings	EAC Office Hour: Environmental Process and the ECO Report
Community Events	Contra Costa Taxpayers Association
Community Events	NorCal Carpenters Union
Community Events	UC Berkeley Parking and Transportation - Mobility and Equity Committee
Community Events	Oakland Youth Commission
Community Events	Leadership Oakland Business and Transportation
Community Events	Native American Health Center (NAHC) Indigenous Red Market

Table 4-14. 2023 Outreach Activities: Quarter 2

EVENT CATEGORY	EVENT NAME
Elected Officials and Policy Leaders	City of Oakland Mayor Sheng Thao Staff
Elected Officials and Policy Leaders	City of San Leandro Mayor Juan Gonzalez
Elected Officials and Policy Leaders	City of Richmond Mayor Eduardo Martinez
Elected Officials and Policy Leaders	CA Senate Aisha Wahab Staff
Elected Officials and Policy Leaders	CA Congress Zoe Lofgren Staff
Elected Officials and Policy Leaders	Alameda Board of Supervisors David Haubert
Elected Officials and Policy Leaders	CA Congress Speaker Emerita Nancy Pelosi Staff
Elected Officials and Policy Leaders	Oakland City Council/City of Oakland Public Works Committee Noel Gallo
Elected Officials and Policy Leaders	City of San Jose Mayor Matt Mahan Staff

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EVENT CATEGORY	EVENT NAME
Agency / Industry Presentations	City of Oakland Staff
Agency / Industry Presentations	City of Oakland Staff
Agency / Industry Presentations	City of Oakland Staff
Agency / Industry Presentations	Caltrain Staff
Agency / Industry Presentations	City of Alameda Council
Agency / Industry Presentations	City of San Francisco Planning
Agency / Industry Presentations	APTA Rail Conference Panel Regional Planning for Rail: Covering All-the-Bases
Agency / Industry Presentations	Port of Oakland Staff
Agency / Industry Presentations	Caltrans D4 Staff
Agency / Industry Presentations	City of Oakland Staff
Agency / Industry Presentations	Catalonia, Spain Department of Transportation
Link21 Committee Meetings	EAC Meeting
Link21 Committee Meetings	EAC Office Hour: Equity Metrics
Link21 Committee Meetings	EAC Office Hour: Stage Gate Process
Link21 Committee Meetings	EAC Meeting
Community Events	Key Community Leader Interview - J.R. Eppler (Potrero Boosters Neighborhood Association)
Community Events	Key Community Leader Interview - Edward Hatter (Potrero Hill Neighborhood House)
Community Events	West Oakland Neighbors
Community Events	Earth Day Celebration on The Greenway Trail
Community Events	Earth Day Napa
Community Events	Potrero Boosters Neighborhood Association

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EVENT CATEGORY	EVENT NAME
Community Events	Alameda Point Collaborative Saturday Residents' Breakfast
Community Events	Rose Foundation - New Voices are Rising Program
Community Events	Community Action for a Sustainable Alameda (CASA)
Community Events	The Unity Council (TUC) Career and Community Resource Fair
Community Events	Key Community Leader Interview - Mira Manickam-Shirley (Friends of San Antonio Park)
Community Events	Longfellow Community Association
Community Events	Key Community Leader Interview - Maria Sanchez (Unity Council)
Community Events	52nd Annual Stanford Powwow
Community Events	Walk Oakland Bike Oakland's Bike to Work Day
Community Events	Windsor Certified Farmers Market
Community Events	Bayview Hunters Point Mobilization for Adolescent Growth in our Communities (BMAGIC)
Community Events	Asian Pacific Environmental Network (APEN)
Community Events	Helping Hands East Bay
Community Events	Panhandle Annex Council
Community Events	In-Station Tabling: Emeryville Amtrak Station
Community Events	Prescott-Oakland Point Neighborhood
Community Events	In-Station Tabling: Balboa Park BART Station
Community Events	Viva CalleSJ with SOMOS Mayfair
Community Events	Alameda Chamber Economic Development Committee
Community Events	In-Station Tabling: Powell St. BART Station
Community Events	Soroptimist International of Modesto
Community Events	In-Station Tabling: 12th St. Oakland City Center BART Station
Community Events	In-Station Tabling: Sacramento Valley Amtrak Station
Community Events	In-Station Tabling: Davis BART Station
Community Events	In-Station Tabling: West Oakland BART Station
Community Events	Link21 In-Person Open House: East Bay, Richmond
Community Events	Link21 In-Person Open House: San Francisco
Community Events	Link21 In-Person Open House: East Bay, Oakland
Community Events	Link21 Online Open House
Community Events	Link21 Virtual Community Meeting
Community Events	Link21 Virtual Office Hour

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Table 4-15. 2023 Outreach Activities: Quarter 3

EVENT CATEGORY	EVENT NAME
Elected Officials and Policy Leaders	City of Oakland Council Kevin Jenkins
Elected Officials and Policy Leaders	City of Oakland Council Dan Kalb
Elected Officials and Policy Leaders	City of Oakland Council Treva Reid
Elected Officials and Policy Leaders	City of Oakland Council Nikki Fortunato Bas
Agency / Industry Presentations	COMTO 52nd National Meeting and Training Conference
Agency / Industry Presentations	City of Oakland Staff
Agency / Industry Presentations	City of San Jose Staff
Agency / Industry Presentations	City of Alameda Staff
Agency / Industry Presentations	MTC Brownbag Staff
Agency / Industry Presentations	Oakland Chinatown Coalition
Agency / Industry Presentations	SFMTA Staff
Agency / Industry Presentations	Port of Oakland Tour
Agency / Industry Presentations	City of Oakland Staff
Link21 Committee Meetings	EAC Office Hour: Concept Development, Service Considerations, and Evaluation Findings
Link21 Committee Meetings	EAC Office Hour: Anti-Displacement Approach
Link21 Committee Meetings	EAC Meeting
Link21 Committee Meetings	EAC Office Hour: Anti-Displacement
Link21 Committee Meetings	EAC Office Hour: Anti-Displacement
Link21 Committee Meetings	EAC Office Hour: Preliminary Purpose and Need

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EVENT CATEGORY	EVENT NAME
Community Events	Potrero Dogpatch Merchants Association
Community Events	Trybe Town Nights
Community Events	Davis Farmers Market
Community Events	Stockton Rotary
Community Events	Community Youth Center
Community Events	We Lead Ours Interview Session
Community Events	Old Oakland Farmers' Market
Community Events	Meet the BART Anime Mascots
Community Events	Key Community Leader Interviews – NAHC
Community Events	NAHC Powwow
Community Events	Associated Real Property Brokers (ARPB) Oakland Chapter
Community Events	Equity 4 Black Berkeley People's Assembly

Table 4-16. 2023 Outreach Activities: Quarter 4

EVENT CATEGORY	EVENT NAME
Elected Officials and Policy Leaders	City of Sacramento Steve Cohn
Agency / Industry Presentations	ACTC Staff
Agency / Industry Presentations	City of Emeryville Staff
Agency / Industry Presentations	City of Alameda
Agency / Industry Presentations	Caltrain Staff
Agency / Industry Presentations	American Association of State Highway and Transportation Officials (AASHTO): Council on Rail Transportation's 2023 Annual Meeting
Agency / Industry Presentations	City of Oakland Staff
Agency / Industry Presentations	City of San Francisco
Agency / Industry Presentations	City of Sacramento
Agency / Industry Presentations	CALSTA Staff
Agency / Industry Presentations	BACTC: Future of Rail in Bay Area and Beyond

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EVENT CATEGORY	EVENT NAME
Agency / Industry Presentations	BART Business Advisory Council
Agency / Industry Presentations	Transit on Tap
Agency / Industry Presentations	Asian American Architects and Engineers (AAAE) 44th Annual Dinner Gala
Agency / Industry Presentations	SJSU/Mineta Transportation Institute: Fixing Our Broken Transit Planning Process
Agency / Industry Presentations	Caltrain Staff
Agency / Industry Presentations	City of Oakland Staff
Agency / Industry Presentations	City of Oakland Staff
Agency / Industry Presentations	City of Richmond Staff
Agency / Industry Presentations	Steer: Embedding Equity Into Decision-Making
Agency / Industry Presentations	Port of Oakland Staff
Agency / Industry Presentations	City of Oakland Staff
Agency / Industry Presentations	City of San Francisco
Agency / Industry Presentations	San Francisco Megaregional Workshop
Agency / Industry Presentations	City of Berkeley
Link21 Committee Meetings	EAC Meeting
Link21 Committee Meetings	Staff PDT
Link21 Committee Meetings	JWG
Link21 Committee Meetings	EAC Office Hour: Concept Benefits/Trade-Offs
Link21 Committee Meetings	EAC Office Hour: Link21 Anti-Displacement Approach

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EVENT CATEGORY	EVENT NAME
Link21 Committee Meetings	EAC Meeting
Community Events	Jack London Improvement District Community Open House
Community Events	Key Community Leader Interview - Dr. Nzinga (Black Arts Movement Business District)
Community Events	San Francisco Human Rights Commission Staff
Community Events	Creating Restorative Opportunities (CROP)
Community Events	In-Station Tabling: Davis Amtrak Station
Community Events	Key Community Leader Interview - Lonnie Tuck (Creating Employment Opportunities)
Community Events	In-Station Tabling: Emeryville Amtrak Station
Community Events	In-Station Tabling: Sacramento Valley Amtrak Station
Community Events	Dogpatch Neighborhood Association
Community Events	Neighborhood Centers Together
Community Events	UC Berkeley Department of City and Regional Planning: Final Studio Presentations
Community Events	Link21 Virtual Community Meeting
Community Events	Link21 Virtual Office Hour
Community Events	Link21 Online Open House

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