



EXECUTIVE DECISION DOCUMENT

GENERAL MANAGER APPROVAL:		DocuSigned by: <i>Michael Jones</i> 47000790F2D7463...		GENERAL MANAGER ACTION REQ'D: N/A	
DATE: 3/25/2022		4/7/2022		BOARD INITIATED ITEM: Yes	
Originator/Prepared by: Sadie Graham Dept: Link 21	General Counsel	Controller/Treasurer	District Secretary	BARC	
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Signature/Date: 4/6/2022	4/6/2022 []	4/6/2022 []	[]	4/7/2022 []	

Link21 Stage Gate 1 Approval

PURPOSE: To obtain Board adoption of the revised Link21 (New Transbay Rail Crossing) Vision, Goals, and Objectives, and authorization for the General Manager to advance the Program through Stage Gate 1 to proceed with Phase 1: Program Identification.

DISCUSSION:

BART and Capitol Corridor Joint Powers Authority (CCJPA) have been working jointly for several years to shape the Link21 Program and are prepared to advance into the next phase of Program development. The joint BART/CCJPA team is utilizing a formal Stage Gate process to assess program readiness to advance and will seek Board concurrence to advance through a series of Stage Gates. Stage Gate 1 has included three levels of intensive review conducted prior to presentation for Board consideration. Through this process, substantial documentation has been provided to support these four key statements as the basis for advancing through Stage Gate 1:

- **Policies:** Link21's vision, goals and objectives are appropriate, clear, and measurable and they provide a foundation for the Business Case.
- **Engagement:** Stakeholder and public engagement, with a focus on equity advancement, has informed the process and supports advancement into Phase 1.
- **Initial Analytics:** A foundation of analytical work has been completed to develop and evaluate concepts in Phase 1.
- **Program Support:** The program has the people, processes, funding, and tools to



support progress through Phase 1.

Through the stage gate process, the Program's Vision, Goals, and Objectives have been revised, based on input from the Board at the February 24, 2022 meeting (see attachment A and B).

FISCAL IMPACT: The Link21 Program is currently supported by three sources that provide dedicated funding to the development of a new transbay rail crossing: BART Measure RR (2016), Regional Measure 3 (2018), and annual support from the State of California. (Regional Measure 3 funding is under litigation and the availability of those funds are at risk). No additional funding is needed to complete the work to advance from Stage Gate 1 into Phase 1: Program Identification.

ALTERNATIVES: The District could not adopt the Vision, Goals, and Objectives and not approve entry into Phase 1. This would delay advancement of the Program, including public engagement and co-creation with marginalized communities, and negatively impact the pursuit of federal, state, and regional funding critical to the development and implementation of the Program.

RECOMMENDATION: It is recommended that the Board adopt the following motion:

MOTION: The Board supports utilization of the Stage Gate process, adopts the revised Link21 Program Vision, Goals, and Objectives and authorizes the General Manager, or his designee, to advance the Program through Stage Gate 1 to proceed with Phase 1: Program Identification.

Attachment A: Redlined Link21 Vision, Goals and Objectives

Vision

The Link21 Program and its partners will transform the BART and Regional Rail (including commuter, intercity, and high-speed rail) network in the Northern California Megaregion into a faster, more integrated system that provides a safe, efficient, equitable, and affordable means of travel for all types of trips.

This program, including a new transbay passenger rail crossing between Oakland and San Francisco, will enhance environmental quality, livability, ~~community stability, and~~ economic opportunity, while protecting against community instability and displacement and environmental quality in the Megaregion while as it improves ~~improving~~ the travel experience. With key investments that leverage the existing rail network and increase capacity and system reliability, rail and transit will better meet the travel needs of residents throughout the Megaregion.

Goals and Objectives

Goal: Transform the Passenger Experience

- Objectives: Provide better service
- Improve reliability and system performance
- Build ridership and mode share

Goal: Promote Equity and Livability

- Objectives: Connect people and places
- Improve safety, health, and air quality
- Advance equity and ~~community stability~~ protect against community instability and displacement

Goal: Support Economic Opportunity and Global Competitiveness

- Objectives: Improve access to opportunity and employment
- Connect major economic, research, and education centers
- Enable transit-supportive and equitable land use

Goal: Advance Environmental Stewardship and Protection

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

Attachment B: Revised Link21 Vision, Goals and Objectives

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