



CONNECT NORTHERN CALIFORNIA

BART Board Update

Thursday, September 9, 2021



September 2021

DRAFT-DELIBERATIVE



Agenda

- Program Update
- Market Analysis
- Stage Gate Overview



September 2021

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Link21 Program Update

- Onboarding new consultants/BART staff
- \$1.5M Federal RAISE planning grant submitted to expand and deepen co-creation work
- Evaluating potential federal and state funding opportunities
- Completed Round #1 Public and Equity Outreach
 - Another round of public and equity outreach to be held in fall 2021



Link21 Program Update

Public Workshops

- Five successful virtual workshops in various regions of the megaregion
- **300+** stakeholders participated
- Local partner agencies co-hosted the workshops
- Elected and agency officials provided opening remarks
- Partnered with Community-based Organizations to reach Priority Populations



Link21 Program Update

Public Workshops – Key Takeaways

- Groundwork laid for stronger partnerships with transportation and other agencies. These relationships will hopefully lead to **greater support of the program**
- Beginning the cultivation of Program champions that may turn into **support for funding needs**
- More outreach, more often to the general public to ensure **collaboration, transparency and equitable outreach**
- Meet people where they are by being in the **places and spaces** where potential and existing riders are
- Messaging to better help the Megaregion understand that **Link21 is just not a SF/Oakland program**



Program Concept Development

Four Building Blocks of Concepts – all include both BART and Regional Rail improvements

1. Potential Markets

- Initial Analysis based on geography of land uses/jobs/housing (e.g., Oakland, Vallejo, Sacramento)
- Type (e.g., core, commute, long-distance commute/intercity)

2. Service Planning

- Travel time, peak frequency, extended hours

3. Rail Technology

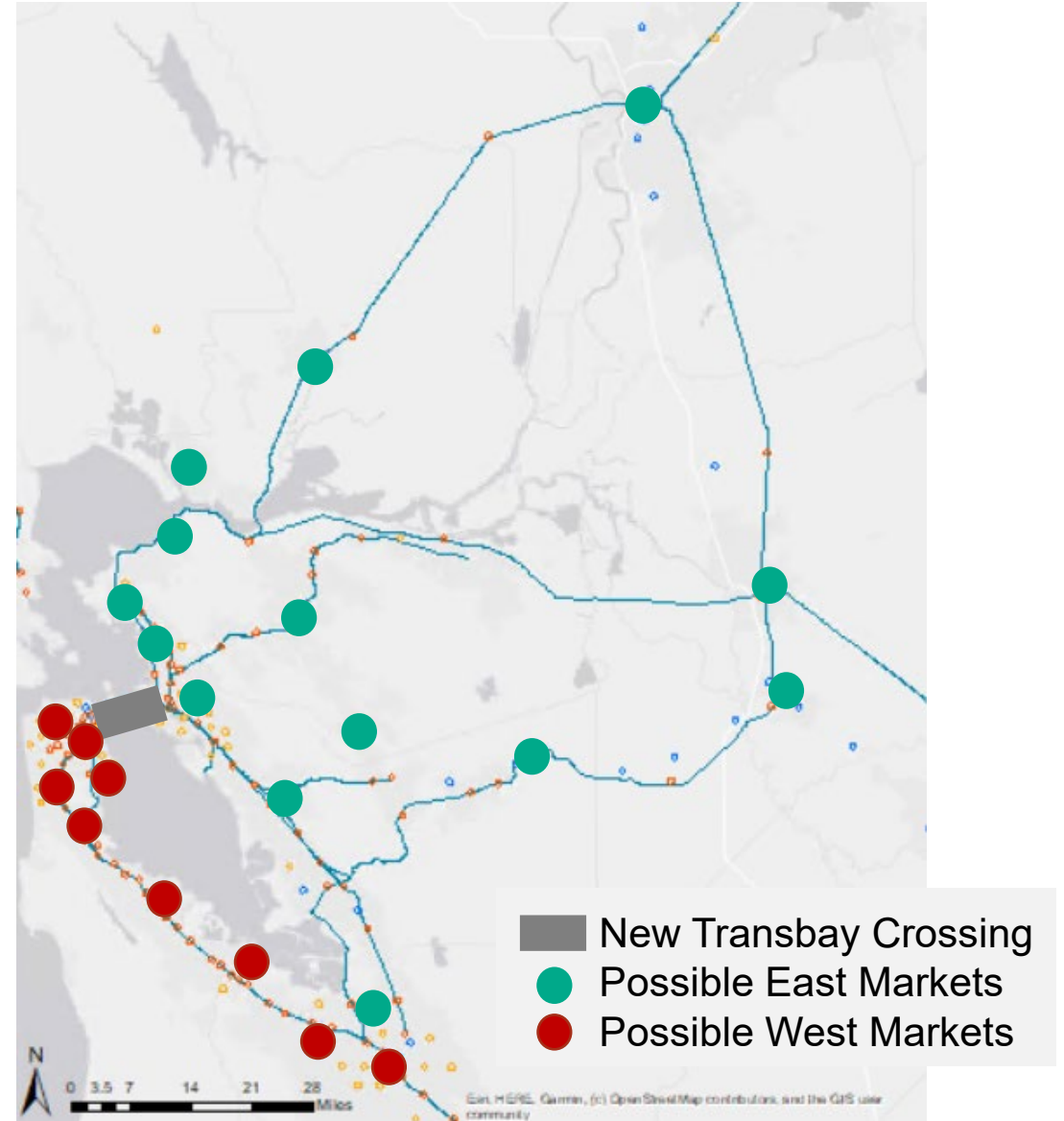
4. Physical Features

- Driven by existing rail network constraints
- Land use opportunities / constraints



Connecting Markets Throughout the Megaregion

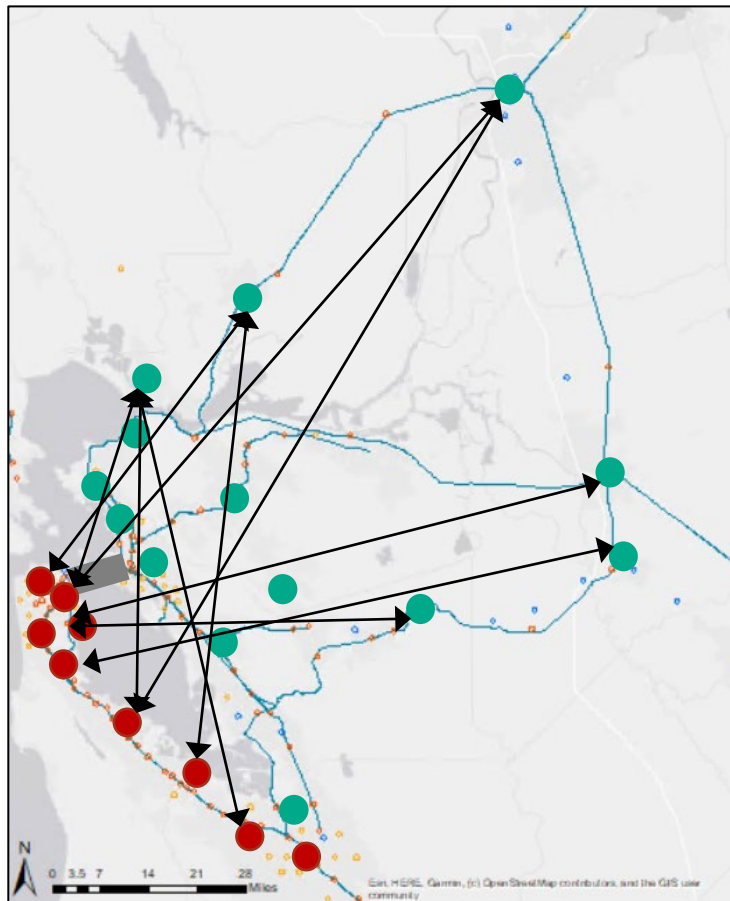
- **Purpose of the Market Analysis:** Identify the origin-destination pairs with the greatest ridership potential for Link21



Market Analysis Versus Demand Forecasting

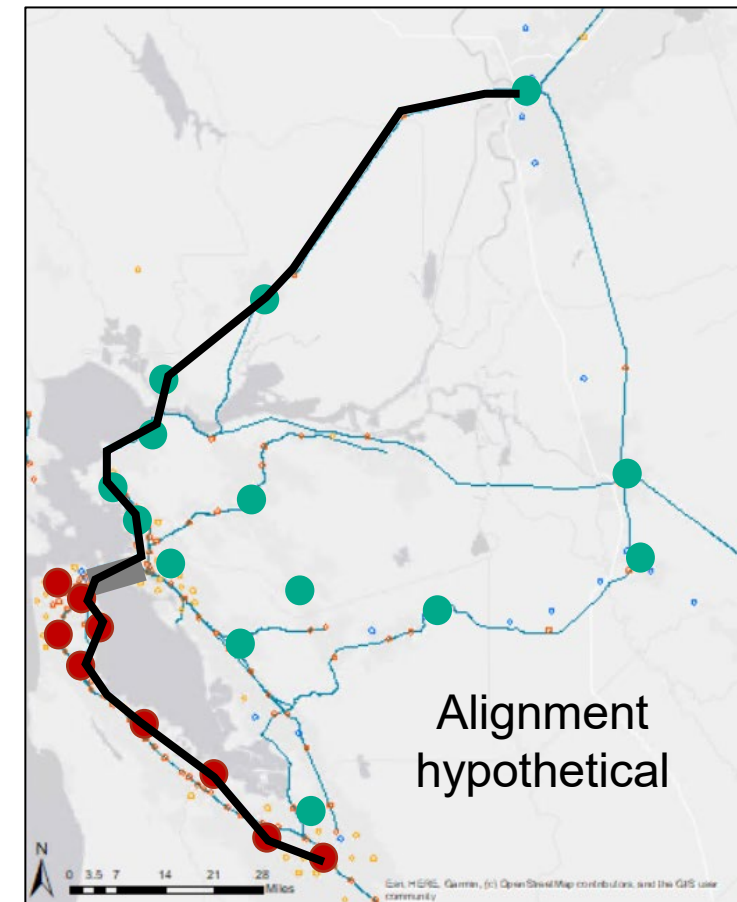
MARKET ANALYSIS

Find origin-destination pairs with large number of potential rail riders



DEMAND FORECASTING

Estimate ridership for a specific rail service



Key Considerations and Assumptions

- Considerations

- Include induced trips but not land use feedback
- Estimates rail potential – could be served by other transit modes
- Priority Populations* weighted to prioritize these communities

- Assumptions

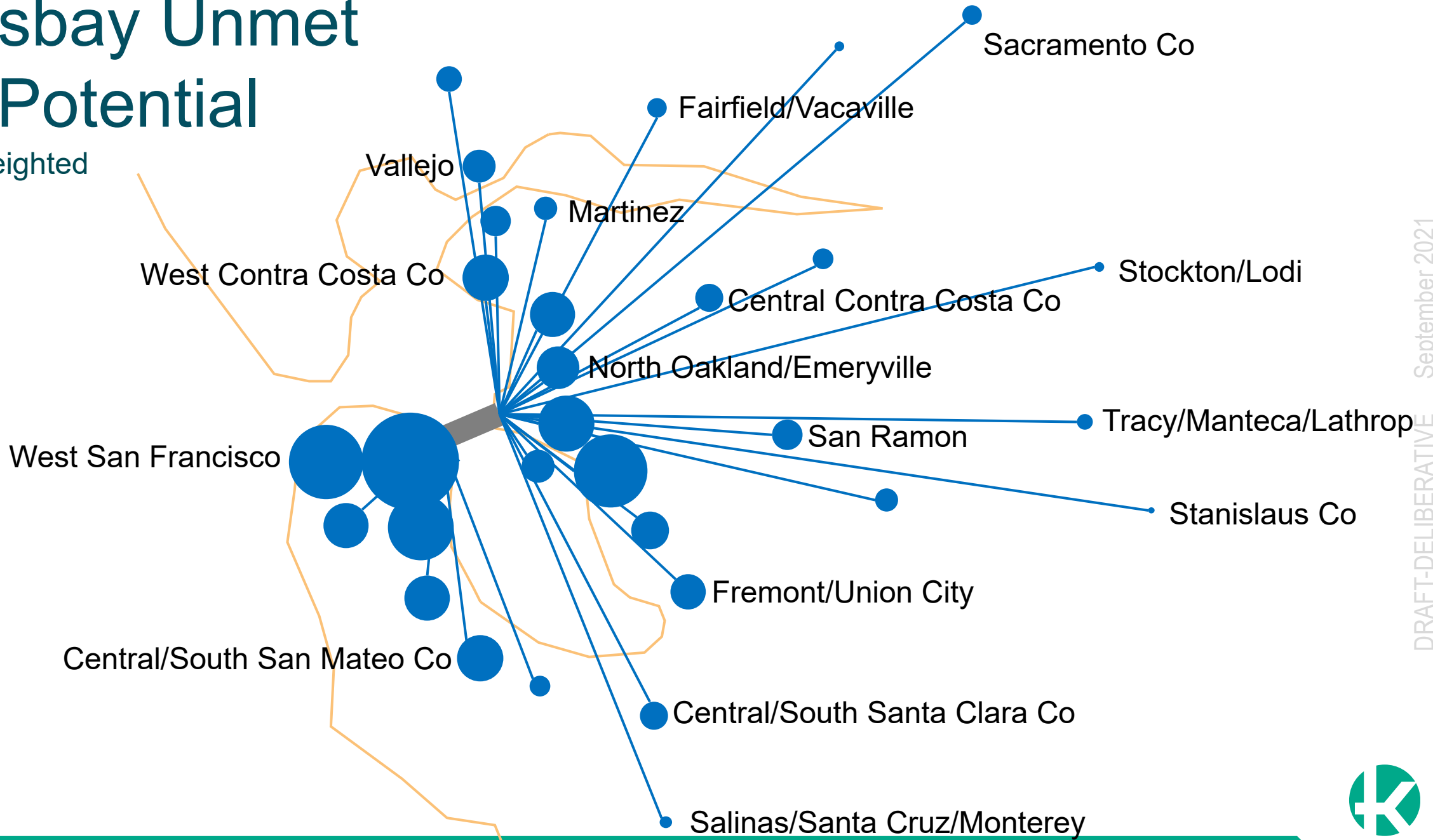
- Travel Patterns Pre-Covid
- Land Use and projects from Adopted Metropolitan Planning Organizations plans
- Scenarios analyzed to test robustness under uncertainties
 - Overall market analysis results unchanged with minor adjustments

** Priority Population designations are aimed at reinforcing equity and will be refined with co-creation inputs*



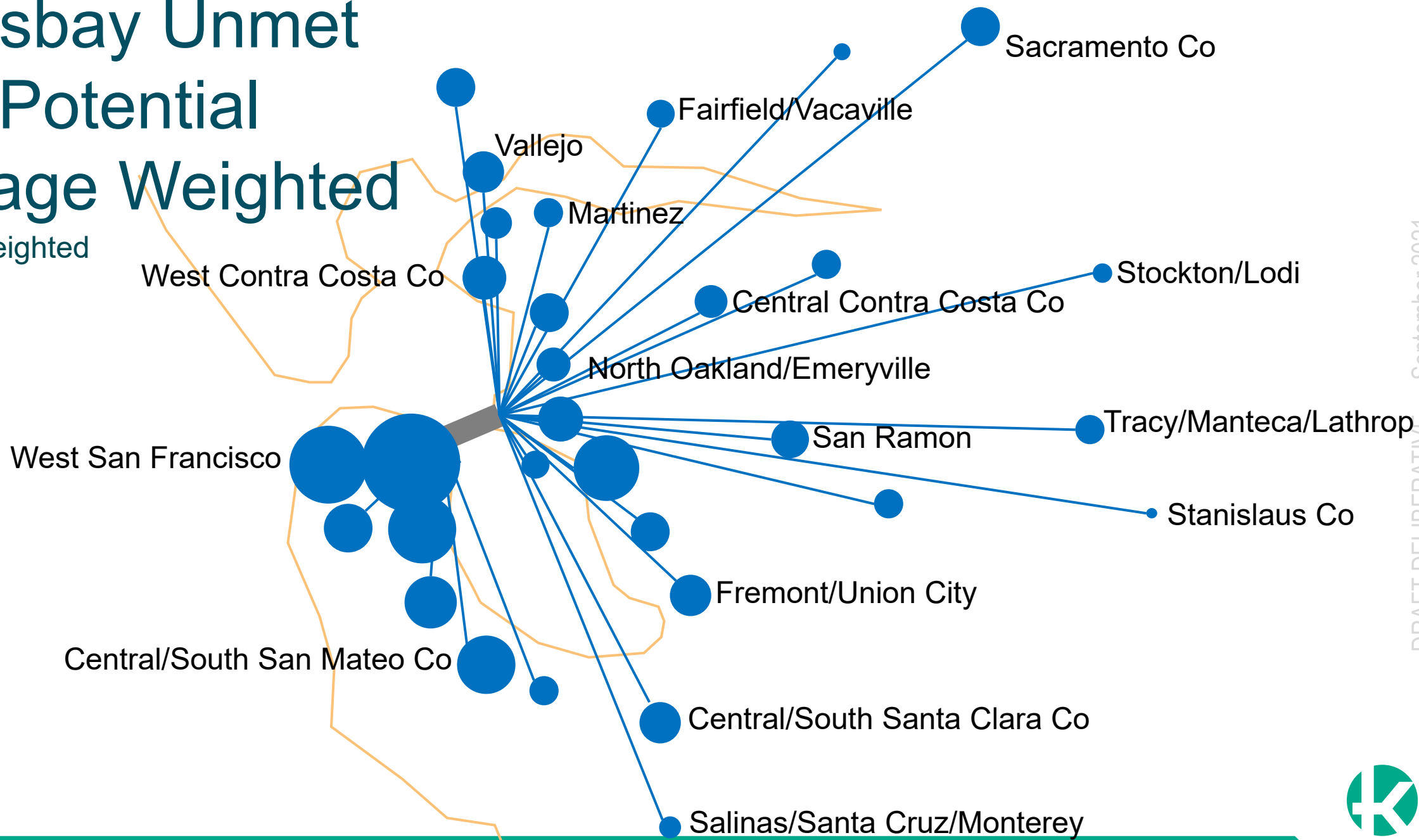
Transbay Unmet Rail Potential

Equity Weighted



Transbay Unmet Rail Potential Mileage Weighted

Equity Weighted



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There is significant unmet potential for rail throughout the megaregion

- ~45% of unmet rail potential uses the transbay corridor*
 - Highest unmet transbay potential in areas closest to the crossing
 - Throughout San Francisco and in the East Bay between Richmond and Bay Fair
 - Medium unmet transbay potential in several medium-length markets
 - Hercules, Vallejo, Fairfield, Fremont, San Ramon, Millbrae, and Palo Alto
 - Corridor to Sacramento shows potential to reduce vehicle miles traveled (VMT)
- Unmet potential increases with faster travel times, higher frequency, lower fares
- Infrastructure in the core benefits travelers throughout the megaregion
- Market analysis provides a foundation for understanding how Link21 can best attract new riders
 - Will be combined with other information to develop the Link21 program (e.g., stakeholder and public input, detailed demand forecasting, etc.)

* Of trips greater than 3 miles

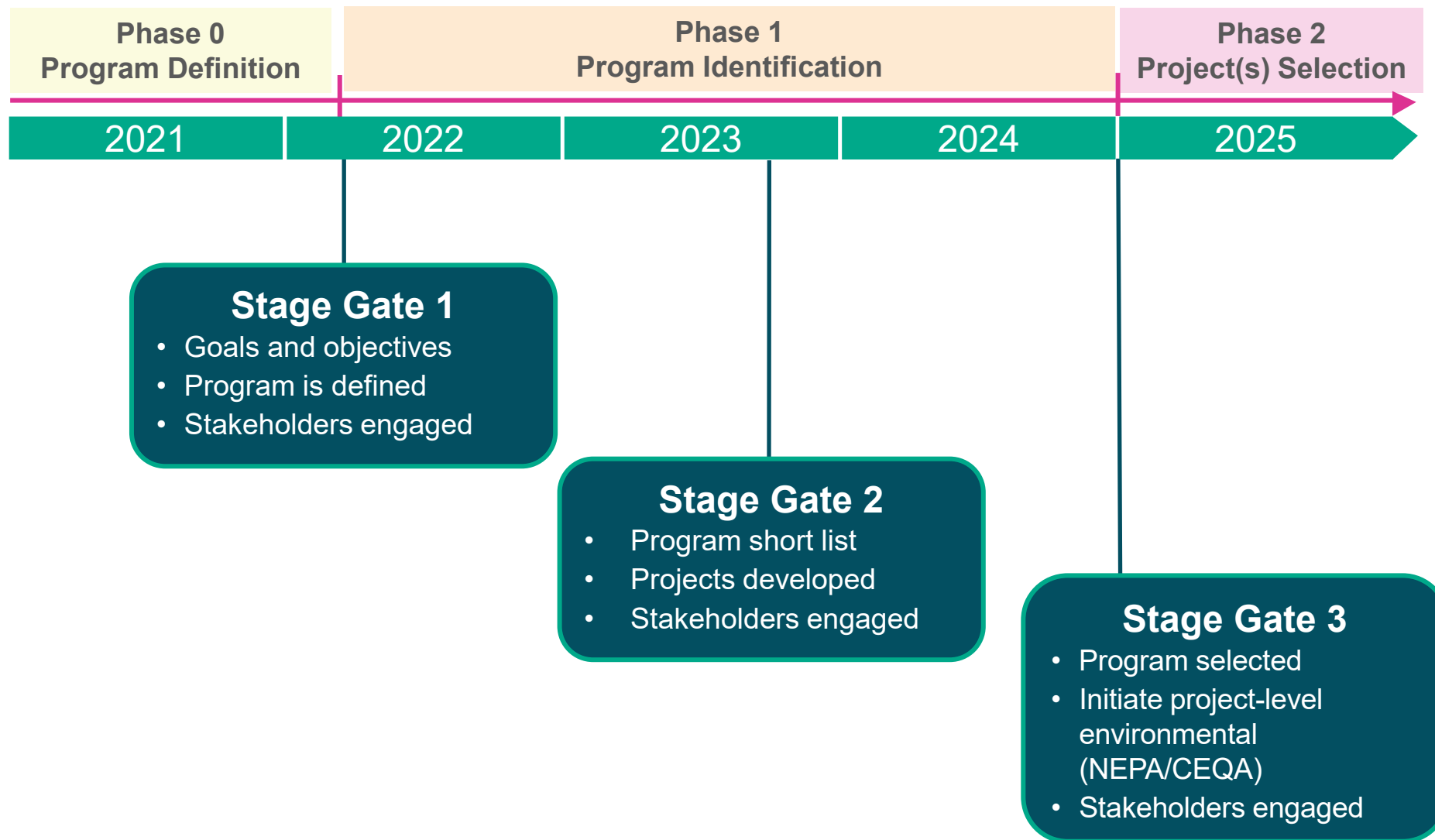


Stage Gate Approach

- Global best practice for project delivery
- Formal Board Action at key program milestones
 - Confirm readiness to advance
 - Memorializes decision
- Disciplined and rigorous evaluation
 - **Confirm** appropriate work completed
 - **Clarify** future work to be completed
 - **Document** risks and mitigations



Upcoming Stage Gates



Stage Gate 1: Board Action

By taking action, the Board(s) will confirm Link21 is ready to advance from Phase 0 (Program Definition) to Phase 1 (Program Identification) based on sufficient documentation, review, and evidence that:

- Goals and Objectives are appropriate, clear and measurable
- Key elements are in place to define the program and develop program / project alternatives in Phase 1
- The path forward in Phase 1 is clearly defined and roles and responsibilities are identified
- Stakeholder and public engagement has informed the process and supports the advancement to Phase 1



Stage Gate Decision Hierarchy



Example of Questions Asked at Stage Gate

- Have the major risks been identified and sufficiently mitigated such that Phase 0 can be closed and Link21 can proceed to Phase 1?
- Evidence
 - Integrated Risk Management plan, integrated with the Stage Gate process and consistent with FTA risk management guidelines
 - Transparent and Strategic process with:
 - Program and Projects Risk Register
 - Recurring Risk Workshops
 - Risk Dashboards

Link21 Program
Program Risk Register
Date updated: 10/10/2021

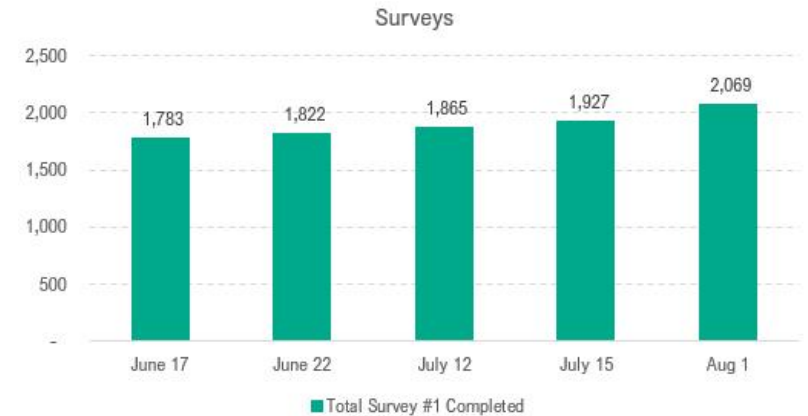
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RISK IDENTIFICATION		RISK DESCRIPTION		RISK ANALYSIS		MITIGATION PLAN		RISK MONITORING	
Risk ID	Risk Title	Risk Description	Impact	Probability	Overall Risk	Mitigation Plan	Owner	Status	Update Date
001	Program not fully funded	Program not fully funded	High	High	Very High	Secure funding	John Doe	Open	10/10/2021
002	Program not fully funded	Program not fully funded	High	High	Very High	Secure funding	John Doe	Open	10/10/2021
003	Program not fully funded	Program not fully funded	High	High	Very High	Secure funding	John Doe	Open	10/10/2021



Example of Questions Asked at Stage Gate

- Have general stakeholders been sufficiently engaged by the Program regarding understanding of Link21's goals and objectives?
- Evidence:
 - Creation of Website, digital and traditional, elected and public official briefings, public workshops, presentations to key agencies
 - Goals and Objectives survey - **2,600+** surveys received
 - Co-creation workshops and Priority Population engagement



5
virtual public
workshops

20+
presentations to
transportation and
agency partners

Co-creation
partnered with over 20
Community Based
organizations
24 co-creation events

103k+
website visits

335
media
mentions

*as of 9/2021



Link21: Board Next Steps

- Value Capture Briefing – Fall 2021
- System Expansion Policy Update – Fall 2021
- Round 2 Community Outreach – October/November 2021
- Stage Gate 1 : For Board Action – early 2022





Thank you