



**METROPOLITAN
TRANSPORTATION
COMMISSION**

Joseph P. Bort MetroCenter
101 Eighth Street
Oakland, CA 94607-4700
TEL 510.817.5700
TDD/TTY 510.817.5769
FAX 510.817.5848
E-MAIL info@mtc.ca.gov
WEB www.mtc.ca.gov

Memorandum

TO: Partnership Technical Advisory Committee

DATE: July 21, 2014

FR: Carolyn Clevenger

RE: Plan Bay Area Key Implementation Studies and Update Overview

MTC approved Plan Bay Area in July 2013. Staff is now advancing a number of initiatives to support Plan Bay Area implementation and to prepare for the development of the 2017 update to Plan Bay Area.

Attached are two items that were recently presented to the MTC Planning Committee. Staff will discuss both items at the July PTAC meeting:

- 1) Plan Bay Area Implementation Studies (June Planning Committee)
- 2) 2017 Plan Bay Area Update (July Joint MTC Planning/ABAG Administration Committee)

For more information, please contact Carolyn Clevenger at 510-817-5736/
cclevenger@mtc.ca.gov.



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Memorandum

TO: MTC Planning Committee

DATE: June 6, 2014

FR: Deputy Executive Director, Policy

RE: Plan Bay Area Implementation Initiatives

Background

In July 2013, MTC and ABAG adopted Plan Bay Area, the region's first Regional Transportation Plan to include a Sustainable Communities Strategy. Plan Bay Area identifies a number of critical issues that require closer examination to prepare the region for the future. In particular, the Plan recognizes the need to build upon several efforts: Housing, Transportation and Economic Development linkage; the Bay Area's Economic Prosperity Plan; Transit-Oriented Development; and, Climate Adaptation. Staff is working in partnership with a variety of diverse partners to advance complementary initiatives in these areas.

At your meeting on June 13th, 2014 staff will provide an overview of these initiatives, described below, as well as more detailed presentation of the draft Regional Goods Movement Plan.

Key Implementation Initiatives

Tracking Performance:

At both the Scenario and project levels, Plan Bay Area emphasized performance. To complement this performance focus, MTC will be advancing a new, dynamic performance monitoring effort.

Vital Signs Regional Performance Monitoring Initiative – In coordination, with regional partners, MTC is leading a new regional performance monitoring initiative to track regional progress towards key transportation, land use, environmental, and economic goals. Vital Signs will measure on-the-ground performance and help to inform the public and policymakers alike about critical regional trends. The results will provide an early look at progress towards regional objectives established in Plan Bay Area and help to prepare MTC for the next plan, slated for release in 2017.

Vital Signs will focus on observed data and be updated annually. These results will be shared with the public through a new interactive performance monitoring portal, integrating maps and graphs to explore regional data, allowing the public to better understand the performance of their neighborhood or city in the broader regional context.

Performance results will be released in multiple phases, starting with transportation and land use metrics this fall. Additional Vital Signs metrics related to economic and environmental performance will be released through mid-2015.

A Vibrant Economy:

The Bay Area's economy has seen significant swings in employment over the last two decades. Currently much of the region is experiencing robust economic growth. In collaboration with our regional partners, MTC is engaging with regional business leaders and environmental and equity stakeholders to advance initiatives to foster conditions in the Bay Area that provide for a healthy economy for all.

Regional Goods Movement Plan – MTC staff has initiated an update to the Regional Goods Movement Plan. The regional work is being closely integrated with the Alameda County Transportation Commission's countywide goods movement planning effort, as well as the ongoing state and federal freight planning and policy activity. The Regional Goods Movement Plan will evaluate existing conditions and key trends, issues and opportunities throughout the region, including looking at connections with neighboring regions. The Plan will develop and recommend strategies, including projects, programs and policies, to improve the efficiency of goods movement system in the region while reducing impacts on communities. The Plan will include detailed descriptions of the main goods movement corridors in the region as well as discussion of more localized urban goods movement needs. The Goods Movement Plan will also include an assessment of the importance of goods movement to support jobs and the economy throughout the diverse region. The Plan will help build an advocacy platform for goods movement issues and needs to advance as part of the 2017 update of Plan Bay Area and to inform MTC's federal and state advocacy.

Regional Economic Strategy Framework and Roadmap – In 2012, at the request of the Joint Policy Committee, the Bay Area Council Economic Institute (BACEI) completed *The Bay Area: A Regional Economic Assessment*, which evaluated the region's business dynamics, business climate, economic competitiveness, workforce (with a specific focus on the workforce in lower and middle income communities), and current and emerging business and economic trends.

To advance and build upon this report, and in preparation for the update to Plan Bay Area in 2017, the BACEI in coordination with MTC and ABAG will begin work with the region's business leaders to 1) identify industries, combinations of industries and geographic areas of potential job growth for the region, 2) define proactive measures to support job growth opportunities, and 3) produce a flexible framework for a regional job growth strategy that can be responsive to ongoing changes that affect the region's economy, including land use and transportation planning. The project is in the initiation phase and will be completed by December 2015.

Economic Prosperity Strategy – The Economic Prosperity Strategy is the economic component of the Housing and Urban Development (HUD)-funded Bay Area Regional Prosperity Plan. The goal of the project is to identify strategies that will better link low- and moderate-skilled workers to quality jobs in the region, which will help strengthen the overall economy and competitiveness of Bay Area businesses.

The Strategy document summarizes barriers and challenges of low- and moderate-skilled workers, and highlights industries and occupations of opportunities for these workers identified through technical analysis. The report contains ten strategies addressing three goals – strengthening career pathways into middle-wage jobs, growing the economy with a focus on the middle, and upgrading conditions in existing low- and moderate-wage jobs – to be implemented

by a broad spectrum of stakeholders. Discussion will continue on which strategies included in the document may feed into the next update to Plan Bay Area. The final Strategy will be available this summer.

Another component of the HUD grant – the Economic Opportunities Initiative – awarded 10 pilot projects to help implement the strategies identified through the Economic Prosperity Strategy. These projects, totaling over \$1 million, were awarded in January 2014, and will be completed by March 2015.

Linking Transportation, Housing and Economic Development:

Plan Bay Area encourages future job and population growth in established communities with access to existing or planned transportation investments. The San Francisco Bay Area's robust transit network is a critical element of the region's ability to support existing communities and job centers and accommodate forecasted growth in an environmentally sustainable manner. MTC is advancing several efforts to build upon Plan Bay Area and to strengthen the connection between transportation, housing and jobs, with a particular focus on expanding transit capacity and connectivity and ensuring that Priority Development Areas are well planned and supported by strategic investments and utilization of public resources.

Core Capacity Transit Study – In April, MTC, in partnership with BART, San Francisco Municipal Transportation Agency (SFMTA), San Francisco County Transportation Authority (SFCTA), and AC Transit outlined a strategy to perform a collaborative San Francisco Bay Area Transit Core Capacity Study. The Study will evaluate, and prioritize short-, medium-, and long-term transit investments, and strategies to address existing and forecasted capacity constraints in Core San Francisco. The Study will focus on identifying a package of investments that expand transit capacity and connectivity to rapidly growing Core San Francisco job centers. San Francisco is served by two key corridors that will be the focus of this Study: the Transbay Corridor and the Muni Metro Corridor. The study will be initiated in 2014. Initial strategies and recommendations will be developed in time for to be considered as part of the 2017 update to Plan Bay Area.

Core Connectivity Transit Study – As a companion to the Core Capacity Transit Study, the Core Connectivity Study is focused on the South Bay, recognizing the high level of transit-oriented housing and employment growth currently underway and encompassed in Plan Bay Area through 2040 for Santa Clara County. The Santa Clara Valley Transportation Authority (VTA), in partnership with MTC, will build off of and complement other transit planning work underway in the South Bay. The scope is still being developed, but is expected to focus on developing, evaluating and prioritizing short-, medium-, and long-term transit investments and strategies that focus on first and last mile transit connections, and connections to existing and planned trunk corridors (e.g. BART). The study will be initiated in 2014. Initial strategies and recommendations will be developed in time for to be considered as part of the 2017 update to Plan Bay Area.

Priority Development Area (PDA) Development Feasibility and Readiness Assessment – In 2012, MTC oversaw analysis to assess the readiness of PDAs to accommodate housing projected in 2040, the horizon year of Plan Bay Area, by evaluating a sample of PDAs representing a variety of place types and market conditions. The Assessment focused on an evaluation of housing capacity, the existing planning and entitlement process in the PDA sample jurisdictions, the level

of community support for development (as demonstrated by elected official approval of PDA-supportive land uses as well as history of neighborhood opposition), market attractiveness, and infrastructure capacity, unfunded needs and financing capability.

The update to the Assessment will be prepared in consultation with stakeholders, in a manner comparable to the Feasibility Analysis undertaken for Plan Bay Area, and will include analysis of local land use policies, market demand, financial feasibility, site related issues, financing and infrastructure needs. Work for the project will begin in summer 2014, and be completed by December 2015.

Underutilized Public Lands near Rail Corridors Study – This study will assess under-utilized publicly-owned lands near rail corridors in PDAs, with an emphasis on evaluating the potential for affordable housing within mixed-income and mixed-use developments. Staff will actively engage cities and transit agencies alike to discuss opportunity sites and funding necessary to facilitate development.

This project may be augmented with funding from the San Francisco Foundation and/or Living Cities on behalf of the Great Communities Collaborative. This would allow the project to both examine more stations and broaden the station areas analyzed. The funds will support the creation of more detailed recommendations and possible seed funding to move sites into the development phase. The project will kick off on October 2014 with a final report expected in the Winter of 2015/16.

Value Pricing Pricing Project – The Value Pricing Parking Project will be analyzing the impact of priced parking strategies at the regional and local levels, on both land use development patterns and travel mode choice. It will address a series of policy questions, provide funding to cities for parking analyses, and conduct regional analyses regarding the impact of priced parking strategies. The project includes data collection at approximately 25 locations, which will be combined with existing parking data into a regional parking database that will be used for regional modeling purposes through UrbanSim and Travel Model One, as well as local analysis using a newly developed tool. There will also be case studies for more in-depth analysis, and workshops to train local jurisdictions on the use of the new parking analysis tools, which will include GIS. The project will close with expert evaluation of the approach, and development of proposed regional policies. This project is federally funded through the Value Pricing Pilot (VPP) project. There is a TAC, primarily comprised of local cities, and an expert panel that are providing ideas and feedback. The project is now underway. The Final Report will be released in Summer 2015.

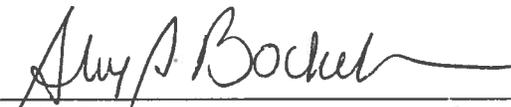
Planning for Resilience

Adapting to Rising Tides (ART) Project – MTC, working with partner agencies, is now advancing its second pilot planning project focused on sea level rise vulnerability and adaptation for transportation assets. According to current projections, sea levels are projected to rise in the Bay Area 16-inches by mid-century and 55-inches by end of century. To address this, MTC, the San Francisco Bay Conservation and Development Commission (BCDC), Caltrans District 4, and BART were awarded a second grant from the Federal Highway Administration (FHWA) to develop climate change and extreme weather adaptation options for select vulnerable transportation infrastructure along the Alameda County shoreline. The project focused on transportation assets and adjacent assets in the Bay Bridge Touchdown area, near the Oakland

Coliseum, and State Route 92/San Mateo-Hayward Bridge. The pilot leverages outcomes of the Adapting to Rising Tides (ART) project, including a transportation vulnerability assessment conducted in the first-round FHWA pilot project completed in November 2011. The project will be complete in September 2014; findings and analysis will inform the development of the next 2017 update of Plan Bay Area.

Conclusion

These efforts aid Plan Bay Area implementation as well as inform the update of the Plan in 2017. Staff will provide updates as appropriate over the next 12-18 months. Attachment A summarizes the approximate timeline for each initiative.



Alix Bockelman

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Attachment A

Key Initiative	Timeframe
Tracking Performance: <ul style="list-style-type: none"> • Vital Signs Regional Performance Monitoring Initiative 	Fall 2014 – Ongoing Quarterly Releases
Vibrant Economy: <ul style="list-style-type: none"> • Regional Goods Movement Plan 	January 2014 – September 2015
<ul style="list-style-type: none"> • Regional Economic Strategy Framework and Roadmap 	Summer 2014 - Winter 2015
<ul style="list-style-type: none"> • Economic Prosperity Strategy 	Complete in Summer 2014
Transportation, Housing, and Economic Development: <ul style="list-style-type: none"> • Core Capacity Transit Study 	December 2014 – February 2017
<ul style="list-style-type: none"> • Core Connectivity Transit Study 	Summer 2014 – Summer 2015
<ul style="list-style-type: none"> • Priority Development Area (PDA) Development Feasibility and Readiness Assessment 	Summer 2014 – Winter 2015/16
<ul style="list-style-type: none"> • Underutilized Public Lands near Rail Corridors Study 	Fall 2014 – Winter 2015/16
<ul style="list-style-type: none"> • Value Parking Pricing Project 	December 2013 – Summer 2015
Planning for Resilience: <ul style="list-style-type: none"> • Adapting to Rising Tides (ART) Project 	October 2013 – September 2014



Plan BayArea **Plan**

Plan Bay Area Implementation Initiatives

MTC Planning Committee

June 13, 2014

Key Issues and Initiatives

- **Tracking Performance**
- **A Vibrant Economy**
- **Link Housing, Transportation, and Economic Development**
- **Planning for Resilience**
 - Climate Adaptation
 - Sea Level Rise



Tracking Performance:

- **Vital Signs Performance Initiative**
 - New Interactive, Performance Monitoring Web Portal
 - Track regional progress toward key Transportation, Land Use, Environmental and Economic goals
 - Provide an early look at progress toward Plan Bay Area objectives
 - Users will be able to better understand performance at both a local and regional level

Timeline: Fall 2014 – Ongoing Quarterly Release



A Vibrant Economy:

- **Regional Economic Strategy Framework**
 - Led by Bay Area Economic Institute
 - Work with Region's Business Leaders to:
 1. Identify industries and geographic areas of potential job growth for the region
 2. Define proactive measures to support job growth opportunities
 3. Produce a flexible framework that can be responsive to ongoing changes
 4. Link Strategy to Plan Bay Area

Timeline: Summer 2014 – Winter 2015



A Vibrant Economy:

- **Economic Prosperity Strategy**
 - Component of HUD-funded Bay Area Prosperity Plan
 - Project Goals:
 1. Strengthen career pathways into middle-wage jobs
 2. Growing the economy with a focus on the middle
 3. Upgrading conditions in existing low- and moderate-wage jobs

Timeline: Completed Summer 2014



A Vibrant Economy:

- **Regional Goods Movement Plan**
 - Coordinated with/builds upon County and State Freight Plans
 - Key Considerations:
 - Complexity of Goods Movement in the Bay Area
 - Types and Amounts of Various Goods Transported
 - Key Facilities (Highways, Rail Corridors, Ports)
 - Role of Goods Movement in Region's Economy



Timeline: January 2014 – September 2015

Linking Transportation, Housing and Economic Development:

- **Core Capacity Transit Study**

Transit ridership increasing rapidly in key corridors related to job and housing growth

Significant capacity needs (crowding) related to current *and* future growth

- **MTC Partnership with AC Transit, BART, SFMTA**

1. Evaluate and prioritize short-, medium and long-term investments/strategies
2. Focus of the study is the Transbay and Muni-Metro corridors

Timeline: December 2014 – February 2017



Linking Transportation, Housing and Economic Development:

■ **Core Connectivity Transit Study**

Significant South Bay TOD growth in Plan Bay Area

Requires a strong, efficient South Bay Transit Network

■ **MTC/VTA Partnership**

1. Build off of existing transit planning work
2. Provide short-, medium-, long-term solutions focused on:
 - First and last-mile transit connections
 - Connections to/between existing and planned trunk corridors
 - Priority Development Areas

Timeline: Summer 2014 – Summer 2015



Linking Transportation, Housing and Economic Development:

- **Priority Development Area Assessment**
 - Build upon prior Feasibility Study
 - Focus of Analysis:
 - Local Entitlement Processes
 - Level of Community Support
 - Market Strength
 - Infrastructure Capacity
 - Unfunded Needs



Timeline: Summer 2014 – Winter 2015/16

Linking Transportation, Housing and Economic Development:

■ **Assessment of Public Lands near Rail Corridors**

- Focus on BART, Caltrain and SMART Corridors
- Partner with local communities and transit agencies
- Evaluate potential for affordable housing in mixed-income, mixed-use neighborhoods
- Augmented with funding from Living Cities to identify near-term development opportunities, seed funding for projects

Timeline: Fall 2014 – Winter 2015/16



Linking Transportation, Housing and Economic Development:

- **Value Parking Pricing Project**
 - Analyze what works across 25 communities
 - Develop new, flexible Parking Analysis Tool
 - Workshops for local staff
 - Provide funding to cities to develop pilot policies

Timeline: Dec. 2013 – Summer 2015



Planning for Resilience

■ **Adapting to Rising Tides (ART) Project**

- Focused on sea level rise adaptation for transportation assets
- Develop options for Alameda County Shoreline
- Assets include Bay Bridge touchdown; Oakland Airport, BART
- Identify local, sub-regional adaptation strategies
- Will inform update of Plan Bay Area

Timeline: October 2013 – August 2014



Discussion

BayArea Plan

TO: MTC Planning Committee/ABAG Administrative Committee

DATE: July 3, 2014

FR: MTC Executive Director/ABAG Executive Director

RE: Proposed Process – 2017 Plan Bay Area Update

Background

In July 2013, the Metropolitan Transportation Commission (MTC) and the Association of Bay Area Governments (ABAG) approved *Plan Bay Area* (Plan), the first Regional Transportation Plan (RTP) for the region that also includes a Sustainable Communities Strategy (SCS) as required by Senate Bill 375. Per federal requirements, MTC must update the RTP every four years. This memo outlines the overall approach and schedule for the 2017 update of *Plan Bay Area*.

Approach – Focused Update

The approval of the Plan was the culmination of more than three years of planning and public engagement. Staff and partners from throughout the region are now in the process of implementing projects and programs identified in the 28-year Plan and developing those initiatives highlighted in the Plan for future work. Although the federal guidelines require the RTP to be updated every four years, the plans themselves are long range plans, and many key policy priorities, projects and programs remain the same from one plan to the next. As staff looks towards the 2017 update of the Plan, our approach for this planning cycle is to conduct a limited and focused update of *Plan Bay Area* building off of the core framework established by the 2013 Plan.

One key difference between the 2013 Plan and the 2017 update is that the 2017 update does not include the Regional Housing Needs Allocation (RHNA), which was required in 2013, and will be included again in the 2021 SCS. The RHNA process added a great deal of outreach and planning work that will not be necessary for the 2017 update. In addition, this will not be the region's first SCS, so we can build on lessons learned in the first integrated transportation and land use planning effort.

Key Initiatives

The 2017 update will focus on specific new initiatives and policy issues that were identified in *Plan Bay Area* as being key items to develop and integrate into the 2017 update. These include greater integration with other regional initiatives done in coordination with or led by partner regional agencies such as:

- Sea level rise adaptation planning;
- Healthy infill development guidelines; and
- Economic development and prosperity analysis.

In addition, MTC is advancing a Regional Goods Movement Plan and two transit studies focused on capacity and connectivity of the region's core transit systems. These initiatives will all be key inputs into the 2017 update. Recommendations from these initiatives will be developed on a rolling basis heading into the 2017 update. MTC will coordinate with county Congestion Management Agencies (CMAs) to

ensure coordination with county-level transportation planning efforts. This linkage will be advanced in part through updated County Transportation Plan guidelines currently under development.

ABAG is working with local jurisdictions on the revision of Priority Conservation Areas (PCAs), Priority Development Areas (PDAs) and Inner Bay Corridors, including the East Bay Corridors and Grand Boulevard Initiative. These efforts focus on plan implementation, infrastructure improvements, place-making and economic strategies. Local jurisdictions and CMAs are essential partners in the update of Plan Bay Area; their input will shape the forecast and land use strategies.

Finally, the 2017 update will have to take into account the new or expanded work elements that MTC and ABAG agreed to in settling the litigation brought by the Building Industry Association and Communities for a Better Environment against the 2013 Plan.

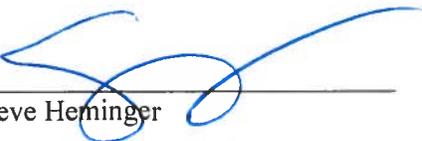
Outreach Strategy

MTC and ABAG will work with other partner agencies to scale public engagement at a level appropriate for this focused 2017 update. A framework for the public engagement will be developed as part of the Draft Public Participation Plan process slated to begin in Fall 2014.

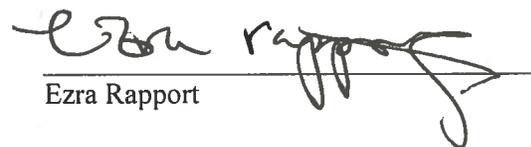
MTC's Policy Advisory Council and ABAG's Executive Board and Regional Planning Committee provided helpful suggestions relative to public engagement that staff is recommending be incorporated into the public engagement process for the 2017 update. Comment opportunities will include the key initiatives mentioned above. Public meetings will be conducted in all nine Bay Area counties, an online forum for public engagement will be provided for those who can't easily attend meetings, presentations to civic groups and community organizations will be structured to ensure significant local community input and MTC and ABAG will work with community-based organizations to involve residents in low-income communities and communities of color. We also expect to rely on our city and CMA partners to convey how the plan is developed with a sensitivity to the varied local conditions across our diverse region.

Next Steps

At your July meeting, staff is requesting feedback on the high-level approach outlined here and set forth in Attachments A and B. The feedback we receive will inform the content and structure of the Public Participation Plan slated to commence in the late fall.



Steve Heminger



Ezra Rapport

Attachments

- Attachment A: Approach and Tasks: 2017 RTP/SCS
- Attachment B: Schedule

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Attachment A

Approach & Tasks: 2017 RTP/SCS

Proposed Approach

Overall	<ul style="list-style-type: none"> • focused update in 2017 <ul style="list-style-type: none"> ○ no RHNA ○ use overall Plan Bay Area framework ○ local input on PDA and PCA revisions • emphasis on state of good repair and maintaining performance framework • focus on new initiatives and projects <ul style="list-style-type: none"> ○ transit core capacity/connectivity ○ goods movement ○ inner bay corridors • greater integration of other regional agency initiatives such as <ul style="list-style-type: none"> ○ sea level rise adaptation planning ○ healthy infill ○ economic development • requirements per settlement agreement(s) including <ul style="list-style-type: none"> ○ PDA assessment ○ Freight Emissions Reduction Action Plan ○ EIR disclosures regarding Express Lanes ○ Healthy Infill Guidelines
Specific Tasks:	
a) Public Outreach	<ul style="list-style-type: none"> • Develop Public Participation Plan • 2 rounds of telephone polls • 3 rounds of open houses (kick-off, scenarios, draft plan) • CBO-hosted focus groups • briefings of elected officials
b) Call For Projects	<ul style="list-style-type: none"> • update of Plan Bay Area project info • new regional projects largely based on new initiatives • incorporate new county projects per county plans and new funding sources/sales tax measures
c) Project Performance Evaluation	<ul style="list-style-type: none"> • preserve strongest performance evaluation elements from Plan Bay Area • integrate state of good repair analysis
d) Job, Population & Housing Forecasts	<ul style="list-style-type: none"> • update job, population & housing forecasts • keep planning horizon at 2040
e) Transportation revenue Forecast	<ul style="list-style-type: none"> • update revenue forecasts with new base year and growth rates • keep planning horizon at 2040
f) Scenario Analysis	<ul style="list-style-type: none"> • one round of scenario analysis • scenarios designed to inform the selection of a preferred scenario • same scenario alternatives revised and carried over into EIR

Draft Schedule & Tasks: 2017 RTP/SCS

Year	Months	2014												2015												2016												2017					
		Q2			Q3			Q4			Q1			Q2			Q3			Q4			Q1		Q2																		
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun															
Policy Element																																											
1	Programs to feed into 2017 RTP/SCS																																										
1a	HUD Sustainable Communities Strategy	[Blue bar]																																									
1b	Regional Goods Movement Study	[Blue bar]																																									
1c	Economic Development Strategy	1c	[Blue bar]																																								
1d	PDA Assessment per BIA Settlement Agreement				1d	[Blue bar]																																					
1e	Transit Core Capacity/Connectivity Studies				1e	[Blue bar]																																					
1f	Performance Evaluation Framework																1f			[Blue bar]																							
2 Public Outreach																																											
2a	Public Participation Plan				2a	[]			[]			[]			[]			[]			[]			[]			[]			[]													
2b	Open Houses				2b			[]			2b			[]			2b			[]			2b			[]																	
2c	Telephone Poll				2c			[]			2c			[]			2c			[]			2c			[]																	
3	Schedule, Work Plan, & Roles																3			[]			3			[]			3			[]											
4	Goals & Objectives																4			[]			4			[]			4			[]											
5	Targets, Performance Measures, & Equity Metrics																5			[]			5			[]			5			[]											
Project Evaluation																																											
6	Confirm PBA Project Information																6			[]			6			[]			6			[]											
7	Call For Projects																7			[]			7			[]			7			[]											
8	Performance Assessment																8			[]			8			[]			8			[]											
9	Equity Analysis																9			[]			9			[]			9			[]											
Forecasts																																											
10	Jobs Forecast (regional and subregional)	?			10			[]			10			[]			10			[]			10			[]			10			[]											
11	Housing Forecast (regional and subregional)	?			11			[]			11			[]			11			[]			11			[]			11			[]											
12	Revenue Forecast																12			[]			12			[]			12			[]											
Scenario Development & Analysis																																											
13	Define & Evaluate Detailed Scenarios																13			[]			13			[]			13			[]											
14	Investment Tradeoffs																14			[]			14			[]			14			[]											
Document Development																																											
15	Adopt Preferred Scenario & Revise Alternative Scenarios																15			[]			15			[]			15			[]											
16	Draft EIR																16			[]			16			[]			16			[]											
17	Draft Plan																17			[]			17			[]			17			[]											
18	Draft Conformity Analysis																18			[]			18			[]			18			[]											
19	Draft EIR & Plan Outreach																19			[]			19			[]			19			[]											
20	Respond to EIR Comments																20			[]			20			[]			20			[]											
21	Adopt EIR																21			[]			21			[]			21			[]											
22	Adopt Plan																22			[]			22			[]			22			[]											

[] committee information
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