

VTA's BART SILICON VALLEY

PHASE II EXTENSION PROJECT

Construction Education & Outreach Plan (CEOP)

Revision No.8
Revision Date May 1, 2023



THIS PAGE INTENTIONALLY LEFT BLANK

DRAFT

VTA's BART SILICON VALLEY PHASE II EXTENSION PROJECT

Construction Education & Outreach Plan (CEOP)

Signature Page

Approved by

Bernice Alaniz
Director of External Affairs

DRAFT

VTA's BART SILICON VALLEY PHASE II EXTENSION PROJECT Construction Education & Outreach Plan (CEOP)

Revision History

REV	DATE	DESCRIPTION	REVIEWED BY	APPROVED BY
A	November 2020	Draft for VTA Review	E. Roecks	G. Baisa
B	July 2021	Revised Draft for Review	E. Roecks	G. Baisa
0	September 2021	Approved	G. Baisa	B. Alaniz
0.A	May 2023	Revisions to Approved Document - Draft	E. Sheelen	
0.B		Revisions to Approved Document - Draft		
0.C		Revisions to Approved Document - Draft		
1		Revisions to Approved Document - Draft		

Table of Contents

ACRONYMS AND ABBREVIATIONS	V
1 INTRODUCTION	1
1.1 Phase II Project External Affairs Activities Overview	1
1.2 Construction Education and Outreach Plan.....	1
1.3 Understanding the CEOP	2
2 GOALS	4
3 KEY STRATEGIES.....	5
4 ROLES & RESPONSIBILITIES	6
5 ADHERENCE TO VTA POLICIES.....	7
6 PROJECT COMMUNICATIONS AND OUTREACH PROCEDURES.....	8
6.1 Stakeholder Identification	8
6.2 Communication Methods.....	8
7 PLAN DEVELOPMENT	9
7.1 Companion Plans and Programs	9
7.2 Outreach Strategies	9
7.3 Methods, Tools, and Measures.....	10
8 CEOP REQUIREMENTS.....	12
8.1 General Outreach.....	12
8.2 Stakeholder Engagement	19
8.3 Business Resources.....	21
8.4 Placemaking & Activation	22
8.5 On the Radar.....	23

Tables

TABLE 1 - GENERAL OUTREACH REQUIREMENTS.....	12
TABLE 2 - STAKEHOLDER ENGAGEMENT REQUIREMENTS	19
TABLE 3 - BUSINESS RESOURCES REQUIREMENTS	21
TABLE 4 - PLACEMAKING & ACTIVATION REQUIREMENTS	22
TABLE 5 - ON THE RADAR REQUIREMENTS	23

Figures

FIGURE 1 - COMP RELATIONSHIP DIAGRAM	2
--	---

Appendices

APPENDIX A	VTA'S PROJECT COMMUNICATIONS AND OUTREACH POLICY (PCO POLICY), EA-MR-PL-1010
APPENDIX B	VTA'S PROJECT COMMUNICATIONS AND OUTREACH PROCEDURE, EA-MR-PR-1010
APPENDIX C	VTA'S PUBLIC PARTICIPATION PLAN
APPENDIX D	STAKEHOLDER LEVEL CHART
APPENDIX E	COMMUNICATIONS CHART
APPENDIX F	STAKEHOLDER COMMUNICATION MATRIX

DRAFT

Acronyms and Abbreviations

ABBREVIATION	DEFINITION
BART	Bay Area Rapid Transit
BSV	BART Silicon Valley
CEOP	Construction Education and Outreach Plan
COMP	Construction Outreach Management Program
COPIP	Community Outreach Project Implementation Plan
CSA	Construction Staging Area
CTMP	Construction Transportation Management Plan
CWG	Community Working Group
DOT	Department of Transportation
EAT	External Affairs Team
ESCP	Emergency Services Coordination Plan
GIS	Geographic Information Systems
HOA	Homeowners Association
PCO	Project Communication and Outreach
VTA	Santa Clara Valley Transportation Authority

THIS PAGE INTENTIONALLY LEFT BLANK

DRAFT

1 INTRODUCTION

1.1 PHASE II PROJECT EXTERNAL AFFAIRS ACTIVITIES OVERVIEW

As committed to in the Phase II Final SEIS/SEIR, VTA is working to coordinate project-related efforts with the cities of San José and Santa Clara. These efforts are guided by VTA's Construction Outreach Management Program (COMP), which will be incorporated into all contract plans and specifications through which the Phase II Project will be implemented. The COMP also serves as a Construction Impact Mitigation Plan (which is typically required by agencies such as the City of San José). The COMP includes three distinct plans:

- Construction Education and Outreach Plan (CEOP)
- Construction Transportation Management Plan (CTMP)
- Emergency Services Coordination Plan (ESCP)

An outline of the CEOP is provided in the next subsection. The CTMP will be implemented in partnership with the cities of San José and Santa Clara to coordinate location-specific circulation and access within and around the construction areas for all modes, including automobiles, trucks, and construction vehicles, bicyclists, pedestrians, and public transportation. The ESCP will be developed in coordination with local fire and police services to minimize impacts to local emergency service routes and response times due to construction activities. Figure 1.1 shows the relationships between the COMP, contract plans and specifications, and other related documents.

VTA is also working closely with local businesses and community organizations along the project alignment to understand their operations and needs and how to minimize and reduce construction impacts. Programs, tools, and resources will be available throughout the two distinct stages of the Phase II program: Planning and Construction. Information gathered as part of VTA's small business support efforts is incorporated into this CEOP as applicable.

Note on tenses: as the CEOP incorporates activities in the Planning and Construction phases, some activities are already complete (specifically planning activities by June 2018), underway, or ongoing.

1.2 CONSTRUCTION EDUCATION AND OUTREACH PLAN

VTA's BART Silicon Valley Phase II External Affairs Team (BSV EAT) is implementing this CEOP under the strategic direction of VTA's BART Program Delivery leadership.

Since 2014, VTA has conducted community outreach activities during the major Phase II Project stages, including environmental review for the Phase II Project's state and federal documents, along with general consensus building and community education for the largest infrastructure project in VTA and Santa Clara County history.

VTA has worked with the cities of San José and Santa Clara to develop master cooperative agreements, which will direct all coordination efforts between VTA and the cities prior to and during Phase II Project construction. These master cooperative agreements include the Construction Outreach Management Program (COMP), of which the CEOP is a component.

The CEOP will be incorporated into all contract plans and specifications through which the Phase II Project will be implemented (Figure 1). It is not designed to be a living document. VTA's BSV EAT will develop Community Outreach Project Implementation Plans (COPIPs) for each project area based on details from the contractor (i.e., traffic control plans) and will include implementation strategies to ensure local stakeholders remain informed and involved during all Phase II Project phases. COPIPs will be updated as needed if project changes occur.

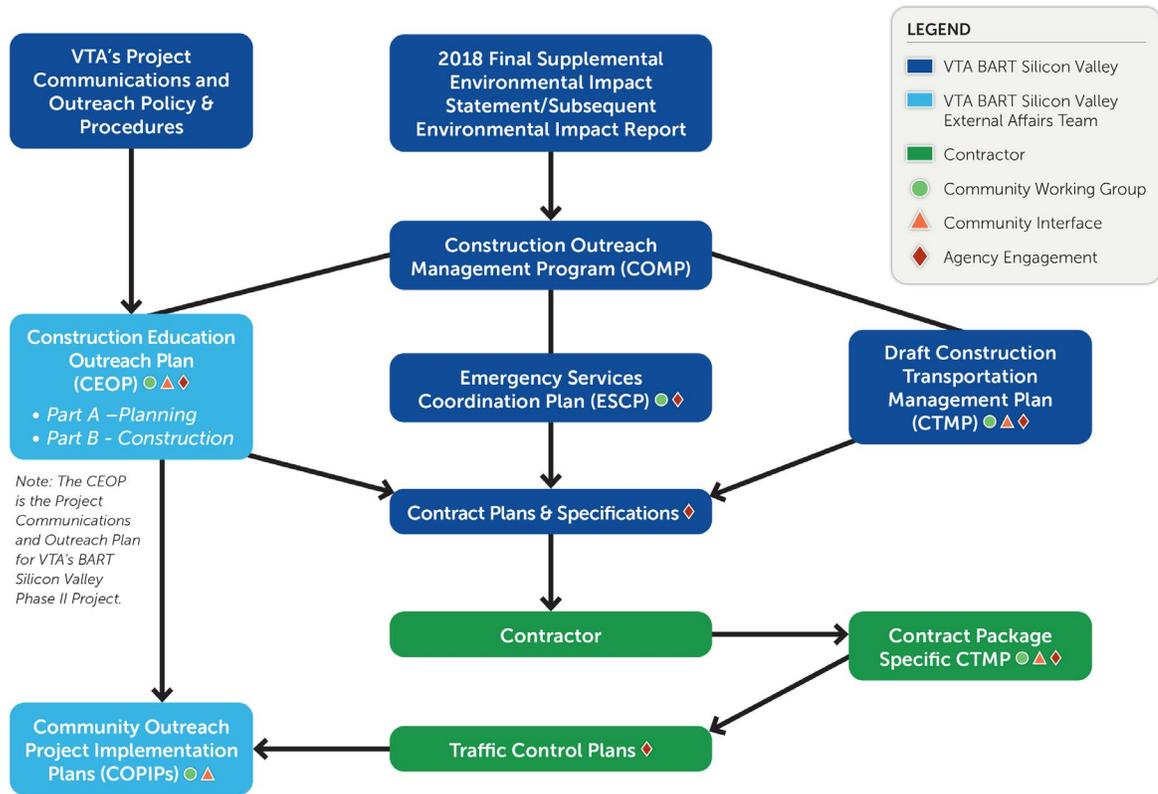


Figure 1 - COMP Relationship Diagram

1.3 UNDERSTANDING THE CEOP

VTA's BSV EAT has developed the CEOP in two parts to reflect relevant project activity along the alignment and correlating communication and outreach efforts during the major phases and activities of the Phase II Project. In general, outreach activities and strategies will be implemented for each of the two major phases of the Phase II Project: Part A – Planning and Part B – Construction (including pre-construction). While both project phases include activities associated with either the planning or construction phase, some occur for both phases.

Activities associated with the CEOP's five categories are briefly discussed below and are provided in detail in Section 7 CEOP Requirements.

1. General Outreach

Activities included under the CEOP's General Outreach category are designed to educate, engage, and inform general audiences and communities located along the six-mile Phase II Project alignment. The overarching goal for the general outreach activities is to raise the visibility of VTA's commitment to deliver the Phase II Project.

2. Stakeholder Engagement

Activities included under the CEOP's Stakeholder Engagement category are designed to identify stakeholders that could be most impacted by Phase II Project construction activities. VTA has undertaken early engagement for non-construction activities, including the real estate acquisition process, stakeholder intake, and business resource planning. Stakeholder engagement activities are also designed to garner community support for the Phase II Project.

3. Business Resources

The purpose of the CEOP's Business Resources category is to outline specific tools and strategies to assist businesses affected by Phase II Project construction. Tools include, but are not limited to, marketing and promotions, business education, raising business visibility, maintaining access, and providing up-to-date project information. Inputs for the CEOP's Business Resources originated from the Small Business Task Force and Small Business Resources Study.

4. Placemaking & Activation

The purpose of the CEOP's Placemaking and Activation category are designed primarily to provide exposure to affected businesses using signage and other promotional tools, as well as reduce the visual effects of active construction activities. Enhancing spaces along and around construction site boundaries helps maintain community identity, supports local businesses, and generates both project awareness and community goodwill. For construction areas adjacent to new station areas, placemaking and activation can also help build a sense of place and future opportunity. It is anticipated that placemaking and activation will require collaboration with city and private sector partners.

5. On the Radar

Due to the scope and scale of building the Phase II Project, there will be opportunities to work in tandem with other agencies, institutions, and organizations on projects that intersect or are adjacent to the Phase II Project. Potential opportunities include, but are not limited to, coordination with other large construction projects, along with transit-oriented development near the stations, parking and circulation, and wayfinding and signage policy.

2 GOALS

This CEOP provides a framework and direction for the ongoing development and implementation of community engagement that aligns with VTA's strategic goals. The CEOP ensures proactive coordination and communication between VTA and the cities of San José and Santa Clara, stakeholders, and the public during the two key Phase II Project delivery phases: Planning and Construction. It establishes a process for coordination between VTA and existing businesses and other development projects to minimize disruption and delays from construction activities. Moreover, the CEOP provides a process for addressing the concerns of businesses and their customers, property owners, residents, and commuters. The CEOP's outreach strategies are supported by actions, tools, and performance measures to support and evaluate the progress and contribution of each strategy.

The specific goals of the CEOP are to:

1. Continue to inform and prepare stakeholders for upcoming construction activities.
2. Provide project stakeholders (particularly "construction neighbors"—those residents and business owners with property directly adjacent to construction areas) with accurate and timely information about construction timelines, potential impacts, detours, and important project contacts.
3. Promptly respond to, resolve, and document project construction-related complaints and concerns from stakeholders.
4. Engage with affected stakeholders on temporary impacts to multimodal transportation during construction.
5. Promote the overall economic and environmental benefits of the Phase II Project.
6. Work closely with businesses to help alleviate and minimize construction impacts.
7. Meet the Phase II Project's legal notification and Title VI requirements.
8. Maintain positive community relations throughout the Phase II Project's life.
9. Build and maintain project support from all stakeholder levels.
10. Adhere to consistent, effective proven practices, during all project phases.

3 KEY STRATEGIES

- Build a network of partnerships.
- Convey information in appropriate languages for identified stakeholders.
- Design and execute an integrated and unified project communications program.
- Implement and use systems to direct stakeholders to project hotline and website.
- Manage feedback and record keeping mechanisms, ensuring timely responses.
- Provide opportunities for community to inform construction sequencing.

DRAFT

4 ROLES & RESPONSIBILITIES

Community Outreach:

- Develops & implements Construction Outreach Management Program (COMP).
- Manages Construction Community Outreach.
- Supports Programs that require interface with property owners (Building Monitoring).
- Develops and manages communications content and platform.
- Coordinates and facilitates VTA-hosted community outreach activities.

Stakeholder Coordination:

- Manages development of contract-specific CTMPs.
- Manages coordination with cities, public agencies, and adjacent development projects.
- Leads development review coordination along alignment.
- Coordinates with Contract Package teams and supports project related access and planning requirements.

These responsibilities translate to but are not limited to the following roles:

- Planning and Outreach Manager
- Station Coordinators
 - Santa Clara Station & Newhall Yard
 - Downtown San Jose Station
 - 28th Street Little Portugal Station
 - Diridon Station
- Stakeholder Management Support Group
- Stakeholder & Outreach Strategy Lead
- Outreach Lead
- Digital Communications Lead
- Construction Outreach Coordinator
- Community Working Group (CWG) Coordinator
- Business Resources Program (BRP) Support
- Communications & Outreach Support

5 ADHERENCE TO VTA POLICIES

The Phase II Project's CEOP is this project's Project Communications and Outreach (PCO) Plan. This is in accordance with VTA's PCO Policy (**APPENDIX A**) which requires a plan to be: "created, implemented and adhered to for every capital project. Specific outreach strategies and activities to be included in the PCO Plan will depend upon the project scope, budget, and community impact." This includes:

- As a minimum, specific plans will be developed for individual phases of phased projects or designated geographical areas for projects spanning multiple communities or cities.
- PCO Plans will be developed for each following established procedures and guidance of the Project Communications and Outreach Procedures (PCO Procedures) and the Construction Outreach Coordination Work Instruction.
- PCO Procedures ensure adequate, appropriate, timely and required communications are conveyed via appropriate communication methods and languages to identified stakeholder Groups.

The Phase II Project's CEOP was created using VTA's Project and Communications Outreach (PCO) Procedure (**APPENDIX B**).

The four basic components of the PCO Procedures include:

1. Identifying stakeholder groups based on levels of project involvement.
2. Specifying communication methods, tools, and timing for project information dissemination.
3. Attributing the appropriate communication methods to be used for identified stakeholder groups.
4. Implementation and adherence to the resulting plan. VTA's BART Silicon Valley Program has dedicated the appropriate budget and staff to implement the current and ensuing plan(s).

In addition to the PCO Policy and Procedures, the CEOP uses tools, processes, and strategies from VTA's Public Participation Plan (**APPENDIX C**). Incorporating feedback and contributions from Community-Based Organizations (CBOs), the Public Participation Plan promotes effective communication methods to inform and provide meaningful opportunities for questions and concerns by all members of the public. In particular, the Public Participation Plan has a special focus on reaching traditionally under-represented communities, such as low-income, minority, and Limited English Proficient populations. Using communication tools and processes from the Public Participation Plan ensures VTA's BSV EAT takes an equitable approach to outreach and engagement.

6 PROJECT COMMUNICATIONS AND OUTREACH PROCEDURES

6.1 STAKEHOLDER IDENTIFICATION

Use of the Project Communications and Outreach Chart ensures proper stakeholder identification based on the level of project impact or interest, activities which trigger a communication, and the timing, method, and frequency of the contact. There are three levels of project involvement: significant, moderate, and minimal.

1. The Significant Project Involvement group is defined as stakeholders who experience a direct impact with changes to the status quo. Examples include: City Councils, Developers, Funding and Partnering Agencies, Individuals/Business Employees/Customers, and Media.
2. The Moderate Project Involvement group is identified as stakeholder groups who will experience future project benefits but are not impacted directly. Examples include: Businesses/Residents/ Commuters, Current Transit Users, Transit Advocates and Transit Agencies.
3. The Minimal Project Involvement group includes the public in general. This could be any stakeholder in Santa Clara County or in the nine Bay Area and neighboring counties.

APPENDIX D lists stakeholders per level for the Phase II Project.

6.2 COMMUNICATION METHODS

Communication methods include advertisements, briefings, celebratory/recognition events, dedicated field hours, emails, flyers, press events, newsletters, phone calls, public meetings and presentations, signage, social networking sites, tours, and website updates. Each of the communication methods has a Trigger. A Trigger is defined as the activity or project milestone that activates the need for communication with the impacted or associated stakeholder.

VTA's BSV EAT will ensure stakeholders of all levels, interests and impacts are communicated pertinent, timely information through a convenient, preferred method using: the Communications Chart (**APPENDIX E**), which includes over 40 tools and/or methods and the correlating event trigger, communication timing and frequency of contacts, and the Stakeholder Communication Matrix (**APPENDIX F**), which identifies all levels of stakeholders and the most effective tools.

7 PLAN DEVELOPMENT

As the Phase II Project advances from planning into construction, the CEOP evolves from an overall general outreach tool that includes some targeted communications into a charted course that moves ahead of scheduled construction and related project activities. At the point of contract awards, and prior to construction, the scope, schedule, construction activities, and associated impacts will begin to be identified. This enables identification of impacted and potentially impacted parties and all residents and commuters in the entire county will then be classified as stakeholders of one of the three levels.

7.1 COMPANION PLANS AND PROGRAMS

To more effectively target outreach and ensure communications to key stakeholders, VTA's BSV EAT will develop internal Community Outreach Project Implementation Plans (COPIPs) for each stage of work when more details are known from the Design-Build Contractors. The COPIPs will be developed using direction from the CEOP. Provisional COPIP outlines have been developed to ensure development is efficient and quickly scalable.

The COPIPs are divided into Phase II Project areas and likely include:

- East Portal
- 28th Street/Little Portugal Station
- Downtown San José Station
- Diridon Station
- West Portal
- Newhall Maintenance Facility and Santa Clara Station

VTA's BSV EAT is also developing and will implement a Business Resource Program (BRP). This program will be tailored to the businesses adjacent to future Phase II Project construction staging areas using information and data collected from VTA's Small Business Resource Study, Small Business Task Force, and the CEOP. The Business Resource Program is anticipated to be fully developed in 2023.

7.2 OUTREACH STRATEGIES

A complete list of possible outreach methods for each of the construction phases can be found **APPENDIX E** to this document. A summary of the most used strategies is provided below.

- **Website:** The Phase II Project has an established website that has been used throughout each project development phase to communicate information. Following that practice, VTA's BSV EAT will add additional pages as needed to communicate upcoming milestones, advise on traffic alerts, promote impacted businesses, and alert stakeholders of construction.
- **Construction Notices:** In addition to the noticing requirements in the contract specifications, VTA's BSV EAT will distribute email alerts to affected stakeholders two weeks prior to upcoming construction work and detours. VTA will also coordinate with live traffic platforms, such as Waze.
- **Direct Mail Letters and Postcards:** Direct mail can be used to reach Phase II Project stakeholders who may not receive information otherwise. VTA's BSV EAT will send letters to immediate construction neighbors to inform them about upcoming construction and impacts. One (1) corridor-wide postcard will go to a broader audience to communicate construction timeline and project contacts ahead of the start of construction. A letter was sent to residents within a ¼ mile of the Phase II Project alignment, and a half mile around station areas, following approval of the Phase II Project by VTA and BART Board of Directors in April 2018 and once the Federal Transportation Administration issued a Record of Decision in June 2018.

- **Site Visits and Door-Knocking:** VTA's BSV EAT will drop flyers and go door-to-door in targeted neighborhoods during construction, as needed.
- **Social Media:** VTA's BSV EAT will post as appropriate to NextDoor, Facebook, and Twitter to promote construction bulletins, make emergency announcements related to construction detours, and support other communications, such as the service planning process.
- **Traditional and Social Media:** VTA's BSV EAT will work with local and multilingual media to communicate construction timelines and project contacts, in addition to pitching stories regarding project benefits and milestones. Media lists and communications platforms will be updated throughout the life of the project.
- **Community Group Presentations:** VTA's BSV EAT will coordinate with impacted stakeholder associations or groups, such as neighborhood associations and HOAs, business associations or other interested parties to present as needed, with an emphasis on scheduling presentations near milestone events.
- **Third-party Newsletters:** When appropriate or able, VTA's BSV EAT will provide project construction information to elected officials, community groups and neighborhood associations to publish in their newsletters and email blasts.
- **Webinars and Project Videos:** VTA's BSV EAT will regularly hold webinars to inform and communicate with stakeholders. Additionally, VTA's BSV EAT will record video messages about various topics, including construction updates, milestones, and impacts.

7.3 METHODS, TOOLS, AND MEASURES

7.3.1 Measures and Evaluation

VTA's BSV EAT will internally review CEOP performance measurements on an ongoing basis. The CEOP provides flexible solutions, recognizing that a "cookie cutter" approach cannot be responsive to the different phases and communities along the Phase II Project alignment. Results will be reviewed internally and used to revise and refine VTA's BSV EAT's outreach efforts.

VTA's BSV EAT will review community outreach efforts in support of the CEOP regularly, which may include:

- Bringing new stakeholder groups to the table.
- Increasing notifications each month via mailers, door drops, emails, and phone calls.
- Increasing website page hits and/or email subscription service (GovDelivery or Mailchimp).

Interest in VTA projects, programs and services can be measured by the number of people who sign up for the service and information they wish to be kept apprised on.

7.3.2 CEOP Messaging

VTA is committed to:

- Building a community of informed stakeholders and partnerships for the future.
- Delivering community-focused transportation solutions.
- Improving the quality of life and livability for people in Santa Clara County.
- Providing transportation options that improve mobility and access.
- Increasing capacity of the transportation system to support the economy.

The Phase II Project will:

- Provide frequent and reliable rail service.
- Improve transit connectivity – adding the last connection for rail transit to “Ring the Bay”.
- Enhance transit stations to accommodate all transportation modes and expand healthy and sustainable travel options.
- Reduce vehicles on the roadway network, resulting in less congestion and fewer greenhouse gas emissions.
- Boost the area’s economic activity, which will support future growth and more jobs long after construction ends.

8 CEOP REQUIREMENTS

Included in the following sections are the specific requirements identified for each of the CEOP's five topic areas:

- General Outreach
- Stakeholder Engagement
- Business Resources
- Placemaking & Activation
- On the Radar

8.1 GENERAL OUTREACH

Table 1 - General Outreach Requirements

#	CEOP Requirement	CEOP Part A	CEOP Part B	Env Req?	Contract Req?
	General Outreach				
1.	VTA'S BSV EAT to establish general informational collateral and visual assets with core team	✓			
2.	VTA'S BSV EAT to develop a project signage program identifying project corridor, station areas, construction timeline, and funding sources. Contractor to support installation and maintenance, as directed by VTA'S BSV EAT	✓			✓
3.	VTA'S BSV EAT to produce multilingual, multichannel accessible communications to ensure equitable outreach and engagement	✓	✓		
4.	VTA'S BSV EAT to develop and maintain online communications resources, including a project website	✓	✓		
5.	VTA'S BSV EAT to produce and implement alternative commute campaigns to increase awareness on how to avoid traffic congestion using alternative transportation modes		✓	✓	
6.	VTA'S BSV EAT to publicize each milestone reached and next steps in the process	✓	✓		
7.	VTA'S BSV EAT to finalize state and federal environmental documents/complete public process	✓			
8.	VTA'S BSV EAT to publicize Phase II Project approval by VTA and BART Boards	✓			
9.	VTA'S BSV EAT to publicize FTA Record of Decision	✓			

#	CEOP Requirement	CEOP Part A	CEOP Part B	Env Req?	Contract Req?
	General Outreach				
10	Contractor to provide dedicated liaison(s) who are accessible 24/7 to VTA. VTA'S BSV EAT will provide Project community relations on-boarding training to the Contractor's designated liaison(s)		✓		✓
11	VTA'S BSV EAT to prepare, implement, and maintain Community Outreach Project Implementation Plans (COPIPs)	✓	✓		
12	VTA'S BSV EAT to direct COPIP implementation. Contractor's designated liaison to support as identified in contract specifications		✓		✓
13	VTA'S BSV EAT to monitor compliance with relevant contract requirements		✓		✓
14	VTA'S BSV EAT to work with core project team to develop construction contract requirements to minimize disruption to businesses, residents and commuters and to establish timely and appropriate notifications	✓	✓		
15	VTA to establish field offices accessible to the public, and VTA'S BSV EAT to provide dedicated community outreach staff and defined hours at the start of construction. VTA'S BSV EAT to oversee placement of display maps and construction schedule information to be in project field office(s) and around construction areas.		✓	✓	
16	VTA'S BSV EAT to establish construction bulletin webpage to house on-going and up-coming construction updates (see #49).	✓	✓		✓
17	Contractor to provide VTA'S BSV EAT with construction changes in advance so information can be added to VTA's construction bulletin webpage. Contractor will adhere to the timing requirements in the contract specifications	✓	✓		✓
18	VTA'S BSV EAT to work with partner stakeholders to disseminate project construction information	✓	✓		
19	VTA'S BSV EAT to establish and maintain a 24-hour/7-day a week construction hotline and email address for project stakeholders to call in case there is an emergency or other issue related to construction that needs the immediate attention of VTA staff.		✓	✓	✓

#	CEOP Requirement	CEOP Part A	CEOP Part B	Env Req?	Contract Req?
	General Outreach				
	Responses to messages should happen within 24 hours upon receipt. Contractor's designated liaison to support as identified in contract specifications				

#	CEOP Requirement	CEOP Part A	CEOP Part B	Env Req?	Contract Req?
20	VTA'S BSV EAT to coordinate construction neighborhood walk throughs/site visits with project staff, contractor and directly impacted stakeholders. This strategy may continue throughout construction as a part of issue resolution.	✓	✓		✓
21	VTA'S BSV EAT to attend project meetings during construction to discuss ongoing and special public outreach efforts that may be needed to deal with issues that arise during construction. Other agency representatives may be invited on a case-by-case basis		✓		✓
22	VTA'S BSV EAT to conduct Construction Information meetings for major milestones along the corridor		✓		
23	VTA'S BSV EAT to join established community meetings (HOAs, organizations, etc.) along the alignment as needed	✓	✓		
24	VTA'S BSV EAT to establish outreach to stakeholders to provide advanced notice of scheduled utility outages. Contractor's designated liaison to support as directed in the contract specifications		✓	✓	
25	VTA'S BSV EAT to conduct outreach for early utility investigations and potholing; notice residents and businesses two weeks in advance of work	✓	✓		
26	VTA'S BSV EAT to coordinate notifications to impacted stakeholders of upcoming construction activity, expected impacts, duration, and traffic concerns two weeks prior to activity; notification via email bulletin, flyer drops, social media, and traditional mail. Contractor's designated liaison to support as directed in the contract specifications. As specified in the Cooperative Agreement with the City of San Jose, flyer-style notifications will be distributed to all parcels within a 1,000-foot radius of the activity.		✓		

DRAFT

#	CEOP Requirement	CEOP Part A	CEOP Part B	Env Req?	Contract Req?
27	VTA'S BSV EAT to coordinate construction activities that correspond to public events and holidays and ensure appropriate action is taken to minimize construction impacts to the public during these times		✓	✓	✓
28	VTA'S BSV EAT to establish on-site Community Outreach Lead for each construction/station area to partner with Cities and other project stakeholders		✓		
29	VTA'S BSV EAT to create educational materials on construction methodology, phasing, and impacts.	✓	✓		
30	VTA'S BSV EAT to create a social media campaign, drawing in project stakeholders to pre- construction information meetings, updated webpage materials and subscription to Phase II update email newsletter	✓	✓	✓	
31	VTA'S BSV EAT to send Phase II newsletters updating stakeholders on project development	✓	✓	✓	
32	VTA'S BSV EAT to hold webinars or record video messages to inform and communicate with stakeholders.	✓	✓	✓	
33	VTA'S BSV EAT to develop brochure illustrating the Real Estate Acquisition Process	✓			
34	VTA'S BSV EAT to increase visibility of alternative parking and access via signage, website postings, and other communication methods		✓	✓	✓
35	VTA to provide template for field office signs for the Phase II Project in project specifications. These signs shall include Phase II Project name, sponsor, Contractor, schedule, websites, and phone numbers. Contractor will manufacture and install signs. VTA'S BSV EAT to coordinate sign placement at all field offices. Sign location to be finalized at the direction of VTA'S BSV EAT upon lease of field office facilities. Contractor's designated liaison will support as directed in the contract specifications.		✓		✓
36	VTA'S BSV EAT to create VTA BART Silicon Valley Phase II Benefits brochure and update annually	✓	✓	✓	
37	VTA'S BSV EAT to regularly organize Phase II Project general informational open houses along the alignment	✓	✓	✓	

#	CEOP Requirement	CEOP Part A	CEOP Part B	Env Req?	Contract Req?
	VTA'S BSV EAT to maintain media relations (i.e. news releases, articles, and interviews).			✓	
38.	The Contractor will not comment or speak on behalf of VTA or any project activities to the media or any other external party, unless specifically requested by VTA'S BSV EAT. Requests from members of the media shall be directed to VTA'S BSV EAT.	✓	✓		✓
39.	VTA'S BSV EAT to coordinate with VTA asset management to identify VTA assets (i.e. bus shelters, job site fences, bus wraps, internal vehicle ad space) that can be used to promote VTA's BART Phase II project		✓		
40.	VTA'S BSV EAT to coordinate Groundbreaking and Milestone Events. Contractor's designated liaison to support as directed by VTA'S BSV EAT		✓		✓
41.	Contractor to ensure jobsite is available as needed for VTA'S BSV EAT to conduct on-site community/government relations project tours. The Contractor will provide this access at a minimum of once per month, with additional tours at VTA's discretion. VTA'S BSV EAT will coordinate with Contractor regarding visitors and safety.		✓		✓
42.	The Traffic Control Plans being developed by the Contractor will include construction detour maps detailing all detour scenarios and options. Traffic Control Plans will be reviewed by the City of San José and the City of Santa Clara. VTA'S BSV EAT will determine which detours require notifications and public outreach. VTA'S BSV EAT will prepare public-facing versions that will be provided to the Cities of San José and Santa Clara and distributed and published externally (as-needed).		✓	✓	✓
43.	Contractor's designated liaison to act as conduit to VTA'S BSV EAT, as directed within the construction contracts, regarding construction site queries, such as dirt, noise, etc.		✓		✓
44.	Contractor's designated liaison to notify VTA'S BSV EAT immediately (within 30 minutes of the incident) of a major incident or unexpected construction-related accident in or adjacent to the Phase II Project		✓		✓

#	CEOP Requirement	CEOP Part A	CEOP Part B	Env Req?	Contract Req?
45.	Contractor to distribute to their team's monthly notices, including safety, project updates, contract compliance, and small business promotion.		✓		✓
46.	VTA's BSV EAT and Contractor's designated liaison(s) will participate in regular coordination meetings.		✓		✓
47.	Contractor's designated liaison shall participate in Weekly (or as otherwise scheduled by VTA'S BSV EAT) Construction Progress meetings to address impacted neighborhood issues and report on outreach efforts.		✓		✓
48.	For each contract package, Contractor will participate in two preconstruction Outreach and Notifications Planning and Implementation Workshops with VTA'S BSV EAT.		✓		✓
49.	Contractor shall provide construction details to VTA'S BSV EAT to create corridor-wide postcard/door hangers. Postcards/hangers shall be distributed to primary stakeholders along alignment, including all addresses affected by construction and detours. Postcard will promote upcoming construction, provide project contact information, and give a brief "what to expect" summary.		✓		✓
50.	Contractor to produce and provide VTA'S BSV EAT weekly written construction updates for the next 30-days. VTA'S BSV EAT to communicate and document construction schedule changes and Project updates (see #15) to agencies and stakeholders, as appropriate.		✓		✓
51.	Authorized contractor representative(s) shall be available for any external stakeholder meetings for query and complaints handling.		✓		✓
52.	VTA'S BSV EAT will manage all stakeholder interactions. In the event a stakeholder directly reaches out or interacts and a member of VTA'S BSV EAT is unavailable, the Contractor will abide by logging prescriptions in the contract specifications.		✓		✓
53.	Authorized contractor representative(s) to participate in VTA hosted open houses.		✓		✓
54.	VTA'S BSV EAT to develop and maintain a joint information response protocol. Contractor's designated liaison will support, as directed by VTA'S BSV EAT.		✓		✓

8.2 STAKEHOLDER ENGAGEMENT

Table 2 - Stakeholder Engagement Requirements

#	CEOP Requirement	CEOP Part A	CEO Part B	Env Req?	Contract Req?
1.	VTA'S BSV EAT to attend appropriate stakeholder meetings, including neighborhood, business and advocacy associations as needed.	✓	✓		
2	VTA'S BSV EAT to follow up to stakeholders who did not respond to first efforts in June 2018; initiate doorhanger campaign.	✓	✓		
3.	VTA'S BSV EAT to brief key stakeholders on the construction issues, mitigation measures and planned community outreach during construction.		✓		
4	VTA'S BSV EAT to execute stakeholder intake process that will identify level of impact and inform business resource planning effort.	✓	✓		
5	VTA'S BSV EAT to use one stakeholder management tool (Salesforce) to track stakeholder engagement; update daily.	✓	✓		
6	VTA'S BSV EAT to attend and participate in public meetings, brief stakeholders via 1-1 meetings; present at other community meetings as needed.	✓			
7.	VTA'S BSV EAT to provide quarterly presentations to Community Working Group (CWG) members regarding CEOP status and updates.	✓			
8.	VTA'S BSV EAT to define proximate stakeholders using Geographic Information Systems (GIS) mapping.	✓			
9.	VTA'S BSV EAT to distribute stakeholder intake materials via partners, social media, website, and neighborhood associations.	✓	✓		
10	VTA'S BSV EAT to attend monthly construction coordination meetings when field work will be occurring (i.e. Arena Events and Operations Committee and the San José Downtown Construction Coordination meeting).	✓	✓	✓	
11	VTA'S BSV EAT to coordinate on project informational updates and messaging with City of San José Department of Transportation	✓	✓		

#	CEOP Requirement	CEOP Part A	CEO Part B	Env Req?	Contract Req?
	(DOT), City Council District Office, and City of Santa Clara Department of Public Works.				
12	VTA'S BSV EAT to develop communications materials, including handouts, blog posts, translated materials, presentation and meeting materials as needed for affected stakeholders.	✓	✓		
13	VTA'S BSV EAT to mail postcards to entire corridor within a ¼ mile of alignment notifying residents/ property owners about project, including stakeholder intake link.	✓	✓		
14	VTA'S BSV EAT to develop real estate outreach protocols, develop talking points, and activate Real Estate Acquisition and Encroachment Permit Outreach.	✓	✓		
15	VTA'S BSV EAT to hold workshop with Real Estate team to establish timing of outreach process.	✓			
16	VTA'S BSV EAT to provide public with opportunity to review and comment on draft Relocation Plan.	✓			
17	VTA'S BSV EAT to engage CWGs to share accurate and timely information with the general public regarding real estate acquisition process.	✓	✓		
18	VTA'S BSV EAT to facilitate stakeholder walk shop of comparable Phase II facilities-maintenance yard.	✓		✓	
19	VTA'S BSV EAT to facilitate stakeholder walk shop of comparable Phase II facilities-ventilation structures.	✓			
20	VTA'S BSV EAT to conduct briefings with cities of San José and Santa Clara partners to inform development of the CEOP.	✓			
21	VTA'S BSV EAT to coordinate between VTA and transit providers as necessary prior to construction to ensure any necessary re-routing of bus routes and temporary bus stop relocation during construction occurs to minimize impacts on bus riders.		✓		
22	VTA'S BSV EAT to initiate discussion with education/ school contacts regarding best ways to engage students for 2022/2023 school year, school district information best practice	✓			

#	CEOP Requirement	CEOP Part A	CEOP Part B	Env Req?	Contract Req?
23	VTA'S BSV EAT to implement active construction outreach, responsive to triggers as noted in "Communication Methods".	✓	✓		

8.3 BUSINESS RESOURCES

Table 3 - Business Resources Requirements

#	CEOP Requirement	CEOP Part A	CEOP Part B	Env Req?	Contract Req?
1.	Consultant to draft Small Business Resource Study, which will review possible construction impacts, determine study area, collect business data, and case studies, and summarize findings.	✓			
2.	VTA'S BSV EAT to assemble Business Task Force (to be comprised of impacted businesses and property owners along station areas; marketing through leaders near station areas; institutional and creative partners; at least one CWG liaison).	✓	✓		
3.	VTA'S BSV EAT to coordinate with local business resource providers and business organizations to promote awareness of the project.	✓			
4.	VTA'S BSV EAT to create electronic surveys of businesses located adjacent to construction areas to ascertain hours of operation, access, deliveries, customer base, special circumstances, loading zones, customer parking, and key contacts, trash truck access, dumpster locations, busiest day/s, busiest times of year, delivery hours.	✓		✓	
5.	VTA'S BSV EAT to engage business associations, businesses, CWGs, and community groups throughout the development of the study. This is anticipated to include online survey tools, task force and group meetings, in-person interviews, phone interviews.	✓			
6.	VTA'S BSV EAT to connect with Small Business Development Center, SCORE and Business Owner Space to discover resources for supporting businesses during construction	✓			
7.	VTA'S BSV EAT to establish a process that will address the concerns of businesses and their	✓		✓	

#	CEOP Requirement	CEOP Part A	CEOP Part B	Env Req?	Contract Req?
	customers, property owners, residents, and commuters.				
8.	VTA'S BSV EAT to initiate project awareness campaign aimed at businesses adjacent to construction staging areas	✓	✓		
9.	VTA'S BSV EAT to design and implement business-oriented marketing campaign for project construction.	✓	✓	✓	
10.	VTA'S BSV EAT to develop a plan, using the Small Business Resource Study, to promote access to businesses during construction. This plan may include any combination of enhanced signage, marketing assistance, technical business support, and cross promotional efforts to encourage customers to shop at businesses during construction.		✓	✓	
11.	VTA'S BSV EAT to work with property owners and business owners in the project areas to promote access to businesses during construction, including enhanced signage		✓	✓	✓
12.	VTA'S BSV EAT to create and implement a social media campaign supporting businesses.		✓		

8.4 PLACEMAKING & ACTIVATION

Table 4 - Placemaking & Activation Requirements

#	CEOP Requirement	CEOP Part A	CEOP Part B	Env Req?	Contract Req?
1.	VTA'S BSV EAT to discuss placemaking and wayfinding opportunities with CWGs and other stakeholders.	✓	✓		
2.	VTA'S BSV EAT will provide direction to Contractor on locations, size and content for installation and maintenance for graphic panels along construction staging area (CSA) fencing.		✓		✓
3.	VTA'S BSV EAT to identify first tier locations, including adjacent to construction staging areas, for signage to promote project throughout construction.	✓			

#	CEOP Requirement	CEOP Part A	CEOP Part B	Env Req?	Contract Req?
4.	VTA'S BSV EAT to identify milestone events and create 2022-2023 Special Event Calendar (i.e. Groundbreaking, Block Party before Excavation, Boring Machine Naming Contest, etc.).	✓	✓		
5.	VTA'S BSV EAT to host groundbreaking event in collaboration with cities and stakeholders.		✓		

8.5 ON THE RADAR

Table 5 - On the Radar Requirements

#	CEOP Requirement	CEOP Part A	CEOP Part B	Env Req?	Contract Req?
1.	VTA'S BSV EAT to coordinate throughout the life of the project with the Cities of San José and Santa Clara, developers and Contractor on ongoing and upcoming adjacent construction projects and development plans to minimize disruptions and delays.	☐	✓	✓	
2.	VTA'S BSV EAT to coordinate with Cities of San José and Santa Clara on adjacent and BART construction on wayfinding, messaging, street closures, and detours.		✓	✓	
3.	VTA'S BSV EAT to identify primary contact at Cities of San José and Santa Clara to collaborate with on parking spaces.		✓		
4.	VTA'S BSV EAT to monitor that all construction parking is within the construction staging areas, as required by environmental document.		✓	✓	✓
5.	VTA'S BSV EAT to coordinate with the Cities of San José and Santa Clara, developers, and Contractor on raising awareness about parking space changes.		✓		

APPENDIX A VTA'S PROJECT COMMUNICATIONS AND OUTREACH POLICY (PCO POLICY), EA-MR-PL-1010

DRAFT

THIS PAGE INTENTIONALLY LEFT BLANK

DRAFT

APPENDIX B VTA'S PROJECT COMMUNICATIONS AND OUTREACH PROCEDURE, EA-MR-PR-1010

DRAFT

THIS PAGE INTENTIONALLY LEFT BLANK

DRAFT

APPENDIX C VTA'S PUBLIC PARTICIPATION PLAN

DRAFT

THIS PAGE INTENTIONALLY LEFT BLANK

DRAFT

APPENDIX D STAKEHOLDER LEVEL CHART

Significant Project Involvement (Direct Impact with Changes to Status Quo)	
Stakeholder group	Scope and Makeup
Santa Clara County elected officials	District 2 (28/LP, Downtown, Diridon) District 3 (West Portal, Newhall) District 4 (Santa Clara)
City Council elected officials	San José District 3 (28 th St/Little Portugal, Downtown) San José District 5 (adjacent to 28 th St/Little Portugal) San José District 6 (Diridon) Santa Clara District 2 (Santa Clara) Santa Clara District 5 (adjacent to Santa Clara)
City Mayors	San José Santa Clara
City Staff	San José Santa Clara
VTA Board	Chair Vice Chair Members
Commuters	Any mode passing through active construction (transit, bikes, pedestrians, cars, scooters)
Concerned residents	Individuals/groups that are less-than supportive about project/transit
Historic Buildings	Five Wounds Portuguese National Church South Bay Historic Railroad Society (Santa Clara Depot & Diridon Station)
Institutions	Ann Darling Elementary School San José High School Cristo Rey San José Jesuit High School Rocketship Discovery Prep Sunrise Middle School San José State University Santa Clara University

Significant Project Involvement (Direct Impact with Changes to Status Quo)	
Stakeholder group	Scope and Makeup
	<p>Bellarmine College Prep</p> <p>Horace Mann Elementary School</p> <p>St. Clare Church</p> <p>Trinity Episcopal Cathedral</p>
Developers and/or contractors	Potential business partners
Funding and Partnering agencies	<p>Federal Transit Administration Metropolitan Transportation Commission Caltrans</p> <p>BART</p>
Communities with Direct Impacts	<p>Within the project boundaries with real estate impacts (80 properties)</p> <p>Within the project boundaries without real estate impacts near project boundaries that will experience disruption to access, etc.</p>
VTA Staff (BSV)	Staff on project and management teams (including consultants/contractors)
VTA Staff (Non-BSV)	VTA or consultant staff not directly working on Phase II
Investors	Public-private partnerships and potential future funding partners
Media	Local, Bay Area and country-wide print or broadcast outlets; trade publications
Neighborhood Associations	<p>Brookwood Terrace Neighborhood Action Coalition (28th St/Little Portugal)</p> <p>Plata-Arroyo Neighborhood Association (28th St/Little Portugal)</p> <p>Northside Neighborhood Association (28th St/Little Portugal)</p> <p>Roosevelt Park Neighborhood Association (28th St/Little Portugal)</p> <p>Campus Community Association (Downtown)</p> <p>Delmas Park Neighborhood Association (Diridon)</p> <p>Downtown Residents Association (Downtown)</p> <p>Horace Mann Neighborhood Association (Downtown)</p> <p>Shasta/Hanchett Neighborhood Association (Diridon) Newhall Neighborhood Association (Newhall)</p> <p>Old Quad Neighborhood Association (Santa Clara)</p>

Significant Project Involvement (Direct Impact with Changes to Status Quo)	
Stakeholder group	Scope and Makeup
	College Park Neighborhood Association (Newhall)
Business Associations	<p>Alum Rock Business Network (28th St/Little Portugal)</p> <p>Alum Rock Santa Clara Street Business Association (28th St/Little Portugal)</p> <p>East Santa Clara Street Business Association (Downtown and 28th St/Little Portugal)</p> <p>The Alameda Business Association (Diridon)</p> <p>San José Downtown Association (Downtown)</p> <p>Silicon Valley Central Chamber of Commerce (Santa Clara)</p> <p>San José Chamber of Commerce (Downtown)</p> <p>Latino Business Foundation</p>
Public safety/environmental agencies	<p>California Public Utilities Commission Bay Area Air Quality Monitoring District California Dept. of Fish and Wildlife</p> <p>SF Bay Regional Water Quality Control Board</p>
Large Event Venues	<p>SAP Center (Diridon)</p> <p>PayPal Park (Santa Clara)</p> <p>San José Convention Center (Downtown San José)</p> <p>Mexican Heritage Plaza (28th Street/Little Portugal)</p>
Outdoor Special Events	<p>Rock n Roll Half and Full Marathon (Downtown San José and Diridon)</p> <p>VivaCalle (Downtown San José and Diridon)</p> <p>Jazz Festival (Downtown San José)</p> <p>Silicon Valley Pride (Downtown San José)</p>

Moderate Project Involvement (Indirect impacts and future project benefits)	
Stakeholder Group	Scope and Makeup
Federal elected officials	US Senate for CA (2) CA District 19 (28/LP, Downtown, Diridon) CA District 17 (Santa Clara)
State elected officials	State Sen. District 15 (28 th St/Little Portugal, Downtown, Diridon) State Sen. District 10 (Santa Clara) State Assembly District 27 (28 th St/Little Portugal, Downtown, Diridon) State Assembly District 25 (Santa Clara)
Nearby Community with Indirect Impacts	Residents, businesses, workers, students, and commuters in near proximity to project activities
Current transit users and future BART riders	Bus and light rail riders; youth, disabled, seniors
Community Benefit Organizations and Special Interest Groups	SPUR Working Partnerships Friends of Five Wounds Trail (28 th St/Little Portugal) CommUniverCity (28 th St/Little Portugal) Portuguese Organization for Social Services and Opportunities (28 th St/Little Portugal) Ride East Side San José (28 th St/Little Portugal) Somos Mayfair (28 th St/Little Portugal) Alum Rock Urban Village Advocates (28 th St/Little Portugal) California Walks Hunter Storm developers (Santa Clara) Reclaiming Our Downtown (Santa Clara) Silicon Valley Bicycle Coalition Silicon Valley Leadership Group Silicon Valley Youth Climate Action San José Preservation Action Council PACT San José African American Community Services Agency Catalyze SV
Transit advocates	Friends of Caltrain (Diridon & Santa Clara)

Moderate Project Involvement (Indirect impacts and future project benefits)	
Stakeholder Group	Scope and Makeup
	Silicon Valley Transit Users BayRail Alliance Seamless Bay Area Train Riders Association of CA South Bay Historic Railroad Society
Transit agencies	BART Caltrain Amtrak Altamont Corridor Express Santa Cruz Metro Monterey-Salinas Transit
Transit-related Professional Organizations	American Public Transportation Association California Transportation Commission Mineta Transportation Institute
Minimal Project Involvement	
Bay Area Region	Marin, Napa, Solano, Sonoma, Santa Clara, Santa Cruz, San Benito, and Monterey counties

APPENDIX E COMMUNICATIONS CHART

Matrix detailing various communication tools, when to use them, and how often for VTA's BSV EAT

Last Updated: May 2021

Communications Method	Definition	Trigger	Timing*	Frequency	Type	Occurrence	Timeline
Advertisements – Print and Broadcast	Purchased print space or airtime to communicate to a large audience and/or specific demographic audiences, i.e. seniors, youth, Vietnamese, etc.	Highlighting an activity, event or changed condition	At least 2 weeks prior to trigger and throughout duration of the trigger	As needed per trigger	Collateral	As needed	2 weeks prior
Briefings	Small group discussion relaying significant project information	To get or give project information, impromptu or scheduled	Depends on the urgency of the trigger	Based on trigger or prescheduled for planned reoccurring updates	Meeting	As needed	Based on urgency
Brochures	Multi-page publication that promotes the benefits a project will have on the community, locally and regionally	Dependent on need to reach large audiences on a semi-regular basis	As needed per trigger	As needed per trigger	Collateral	As needed	As needed
Celebratory/ Recognition Events	Ribbon-cuttings, ground- breakings, or events celebrating major milestones and thanking community and project partners	Beginning/end of construction, other major milestones	Commencement of trigger	Momentum of project and budget driven	Event	Once	At beginning
Changeable Message Signs	Electronic, mobile sign boards	Changed street conditions due to construction activity	2 weeks prior and through duration of changed condition	As needed per trigger	Info	As needed	2 weeks prior
Construction Message Line	Dedicated phone line/voicemail to communicate project related messages and collect public inquiries (multiple language lines will be available)	Commencement of construction – messages will be updated based on project related activities	Updated weekly or as needed based on trigger	Weekly recorded messages - voicemail checked daily to respond to inquiries	Info	As needed	Weekly
VTA'S BSV EAT Station Leads (Outreach & Technical)	A representative from the project contractor that serves as a liaison to the VTA Communications Team	Included in contract specifications from contract award through contract completion	Continuous communication	Continuous communication	Role	Continuous	Continuous
Customer Relations Management (CRM)	A system to receive and track customer communications and distribute information	Every incoming and outgoing communication between stakeholders and the Project Communications Team	Continuous communication	Continuous communication	System	Continuous	Continuous
Dedicated City Staff	Sufficient staff resources to implement the Construction Communications and Outreach Plan	Project commencement and additional resources as project activities increase	Concurs with level of project activity	N/A	Role		
Door-to-Door Visits	Canvassing to small, targeted groups	A changed condition that warrants immediate notification or a timely notification to a small audience	Depends on the urgency of the trigger or scale of audience	As needed per trigger	Event	As needed	As needed
Electronic Newsletters	Email notification subscription service	Any project activity, event, milestone, or news	Immediate distribution based on trigger	Continuous and often	Email	Continuous	Continuous

Communications Method	Definition	Trigger	Timing*	Frequency	Type	Occurrence	Timeline
Emails	Electronic communication	A changed condition that warrants immediate notification or a timely notification to a large audience	Depends on the urgency of the trigger or scale of audience	As needed per trigger	Email	As needed	As needed
Field Office Hours	Dedicated staff available for community walk-ins and appointments	Ongoing and as requested and initiated	Continuous	Continuous	Role	Continuous	Continuous
Flyers	Small print runs directly distributed to targeted audiences (hand delivered, mailed, or emailed)	Highlighting an activity, event or changed condition	2 to 3 weeks before trigger	As needed per trigger	Collateral	As needed	2-3 weeks prior
Internal VTA facing websites	Monthly articles to keep VTA employees apprised of project activity	When new, important, or interesting information is to be shared internally	Monthly updates	As needed per trigger	Media	As needed	Monthly
Interpreters	Face-to-face translations from English communications to non-English communications	Once a member of the public makes staff aware of the special need or when it is requested by an Elected Official	3 to 4 weeks in advance of the trigger	As needed per trigger	Role	As needed	3-4 weeks prior
Local Business Districts promotion support	Products and communications created for businesses anticipating or experiencing a changed condition	Need for concentrated communications to specific audiences affected by the changed condition	Minimum 4 to 6 weeks prior to the changed condition and continued until condition remains	Upon the changed condition	Collateral	As needed	4-6 weeks prior
Media Outreach	Communications geared to reach a broad audience – press releases, desk-side briefings, interviews, and feature stories	Newsworthy project information to generate positive coverage, i.e. construction milestones, project activities, feature stories on businesses, etc.	1 week in advance	As project activities warrant newsworthy topics	Media	As needed	1 week prior
Other Group Meetings	Project information shared through presentations during meetings of other associations, community and business groups, etc.	As needed or requested and based on need or desire to share project milestone or activity information	At least 1 month in advance of the trigger	As needed per trigger	Meeting	As needed	1 month prior
Other Group Publications	Project information shared through groups' existing newsletter, website, email distribution lists, etc.	As needed or requested and based on need or desire to share project milestone or activity information	At least 1 month in advance of the trigger	As needed per trigger	Media	As needed	1 month prior
Personal Communications	Direct contact by project representative with Elected officials, community leaders, organization representatives, etc.	To get or give project information, impromptu or scheduled	Depends on the urgency of the trigger	Based on trigger or prescheduled for planned reoccurring updates	Meeting	As needed	As needed
Phone Calls	One-on-one discussion relaying significant project information	To get or give project information, impromptu or scheduled	Depends on the urgency of the trigger	Based on trigger or prescheduled for planned reoccurring updates	Meeting	As needed	As needed
Presentations	Project information shared with an attentive audience	As needed or requested and based on need or desire to share project milestone or activity information	1 month in advance of the trigger	As needed per trigger	Presentation	As needed	1 month prior

Communications Method	Definition	Trigger	Timing*	Frequency	Type	Occurrence	Timeline
Press Events	Media conference held with elected officials and partnering agencies geared to reach a broad audience	Newsworthy project information, i.e. construction milestones, project activities, emergency notifications, etc.	Commencement of trigger	Momentum of project and budget driven	Event	As needed	At beginning
Public Meetings/ Workshops	Group meetings to share project information with a large audience	When the need arises to provide newest project information and visuals to explain project activities	4 to 6 weeks before trigger	As needed per trigger	Meeting	As needed	4-6 weeks prior
Public Service Announcements (PSAs)	Free broadcast time for messages serving a large audience and/or specific demographic audiences, i.e. seniors, youth, Vietnamese, etc.	Highlighting an activity, event or changed condition	At least 2 weeks prior the trigger and throughout duration of the trigger	As needed per trigger	Info	As needed	2 weeks prior
Radio	Broadcast and digital announcements serving a large audience and/or specific demographic audiences (translated when necessary)	Newsworthy project information, i.e. construction milestones, project activities, emergency notifications, etc.	Commencement of trigger	As needed per trigger	Media	As needed	As needed
Real Time Information	Information that is up-to-the-minute via internet or mobile device	A changed condition that warrants immediate notification or a timely notification to a large audience	Depends on the urgency of the trigger or scale of audience	As needed per trigger	Info	Continuous	As needed
Signage – Construction Areas	Large boards identifying the project area, improvements, and duration of work	Included in contract specifications from contract award through contract completion	Continuous communication	Continuous communication	Collateral	Continuous	Continuous
Signage – Project Corridor	Large boards placed throughout project corridor to identify right-of-way	Once project corridor is officially environmentally cleared (receipt of the Record of Decision)	Continuous communication	Continuous communication	Collateral	Continuous	Continuous
Social Media Sites (Facebook/Twitter/ LinkedIn)	Electronic communication using social media websites and blogs	A changed condition that warrants immediate notification or a timely notification to a large audience	Depends on the urgency of the trigger or scale of audience	As needed per trigger	Media	As needed	As needed
Special Contract Provisions (ex. “no work during holiday hours”)	Incorporated best practices into construction contracts to ensure good communications and customer relations	Included in contract specifications from contract award through contract completion	Continuous communication	Continuous communication	Contract	Continuous	Continuous
Take One Customer Newsletter	Articles published in VTA’s monthly passenger newsletter disseminated on VTA buses, light rail, online and at the Downtown Customer Service Center	When new, important, or interesting information/ project activity is to be shared with VTA customers	Monthly updates	As needed per trigger	Media	As needed	Monthly
Television Cable Buys	Purchased airtime to communicate with a large audience via TV	When new, important, or interesting information is to be shared externally	Depends on the urgency of the trigger or scale of audience	As needed per trigger	Media	As needed	As needed
Television Community Programming	Free airtime to communicate with a large audience via TV	When new, important, or interesting information is to be shared externally	Depends on the urgency of the trigger or scale of audience	As needed per trigger	Media	As needed	As needed

Communications Method	Definition	Trigger	Timing*	Frequency	Type	Occurrence	Timeline
Tours	Project site visits to feature specific aspects or project activity when feasibly safe to do so	When up close evaluation is needed to educate a group	Correlated to project activity or preset schedules	Based on trigger or prescheduled for planned reoccurring updates	Tours	As needed	As needed
Translations	Information translated from English to non- English communications	A request made for special need, proactive to specific area, or requested by Elected Official	3 to 4 weeks in advance of the trigger	As needed per trigger	Info	As needed	3-4 weeks prior
Visuals	Maps, graphics, diagrams, and photos to provide visual explanations	To show condition changes and project activities	Produced 4 to 6 weeks before trigger	As needed per trigger	Collateral	As needed	4-6 weeks prior
Website	Project information posted in an organized and visually helpful manner	New information	Continuous communication	Continuous communication	Media	Continuous	Continuous
Web Camera	Live video feed of project construction activities	Visuals or activities that would be interesting or visually enhance construction activity descriptions	Based on trigger	As needed per trigger	Media	As needed	As needed
Word of Mouth	General conversations held in public forums	As public opportunities present themselves	Continuous communication	Continuous communication	Media	Continuous	Continuous

DRAFT

THIS PAGE INTENTIONALLY LEFT BLANK

DRAFT

Stakeholder Groups	Advertisements	Briefings	Brochures	Celebratory/Recognition Events	Changeable Message Signs	Construction Message Line	VTA' S BSV EAT Station Leads	Customer Relations Management (CRM)	Dedicated City Council Staff	Door-to-Door Visits	Electronic Newsletters	Emails	Field Office Hours	Flyers	Internal VTA facing websites	Interpreters	Local Business Districts promotion	Media Outreach	Other Groups Meetings	Other Groups Publications	Personal Communications	Phone Calls	Presentations	Press Events	Public Meetings/Workshops	Public Service Announcements (PSAs)	Radio	Real Time Information	Signage – Construction Areas	Signage – Project Corridor	Social Networking Sites	Special Contract Provisions	Take One Rider Newsletter	Television Buys (Cable)	Television Community Programming	Tours	Translations	Visuals	Website	Web Camera	Word of Mouth			
Special Events Promoters	X			X		X	X					X					X	X				X	X																		X	X	X	
Federal Elected Officials		X	X	X								X							X	X		X	X	X											X			X	X			X		
State Elected Officials		X	X	X							X	X							X	X		X	X	X											X			X	X			X		
Nearby Communities with Indirect Impacts	X			X		X	X	X			X	X	X	X		X	X								X	X	X	X	X	X	X	X						X	X	X			X	
Current & Future BART Riders	X			X	X	X	X	X			X	X	X			X		X							X	X	X	X	X	X	X	X	X						X	X	X			X
Special Interest Groups	X	X		X		X		X			X	X					X	X	X		X	X		X	X	X	X	X		X		X	X	X			X		X	X			X	
Transit Advocates		X		X		X		X			X	X					X	X	X		X	X		X			X			X		X			X			X	X			X		
Transit Agencies		X		X		X		X			X								X	X		X	X				X					X			X			X	X			X		
Transit-Related Professional Organizations		X		X				X			X						X	X	X		X	X										X			X			X	X			X		
Bay Area Region	X			X				X							X										X	X		X	X	X		X				X	X	X			X			

THIS PAGE INTENTIONALLY LEFT BL

DRAFT

DRAFT