



BOARD OF DIRECTORS 2020

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AGENDA

PENINSULA CORRIDOR JOINT POWERS BOARD

Work Program – Legislative – Planning (WPLP) Committee Meeting

Committee Members: Charles Stone (Chair), Cindy Chavez, Monique Zmuda

Due to COVID-19, this meeting will be conducted via teleconference only (no physical location) pursuant to the [Governor's Executive Orders N-25-20 and N-29-20](#). Directors, staff and the public may participate remotely via Zoom at <https://zoom.us/j/97833600633> for audio/visual capability or by calling 1-669-900-9128, Webinar ID: #978 3360 0633 for audio only. The video live stream will be available during or after the meeting at <http://www.caltrain.com/about/bod/video.html>

Public Comments: Members of the public are encouraged to participate remotely. Public comments may be submitted to publiccomment@caltrain.com prior to the meeting's call to order so that they can be sent to the Board as soon as possible, while those received during or after an agenda item is heard will be included into the Board's weekly correspondence and posted online at http://www.caltrain.com/about/bod/Board_of_Directors_Meeting_Calendar.html.

Oral public comments will also be accepted during the meeting through Zoom or the teleconference number listed above. Public comments on individual agenda items are limited to one per person PER AGENDA ITEM and each commenter will be automatically notified when they are unmuted to speak for two minutes or less. The Board Chair shall have the discretion to manage the Public Comment process in a manner that achieves the purpose of public communication and assures the orderly conduct of the meeting.

April 22, 2020 – Wednesday

3:00 pm

1. Call to Order/Pledge of Allegiance
2. Roll Call
3. Public Comment on Items not on the Agenda
Comments by each individual speaker shall be limited to three (3) minutes. Items raised that require a response will be deferred for staff reply.
4. Approve Meeting Minutes of March 25, 2020

MOTION

- | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| 5. Finance and Ridership Updates – COVID-19 | INFORMATIONAL |
| 6. Caltrain Business Plan - Update Covering April 2020 | INFORMATIONAL |
| 7. Update on Downtown Extension and Related San Francisco Planning Efforts | INFORMATIONAL |
| 8. Committee Member Requests | INFORMATIONAL |
| 9. Date/Time of Next Regular WPLP Committee Meeting: Wednesday, May 27, 2020 at 3:00 pm, San Mateo County Transit District Administrative Building, 2nd Floor, 1250 San Carlos Avenue, San Carlos, CA | |
| 10. Adjourn | |

INFORMATION FOR THE PUBLIC

All items appearing on the agenda are subject to action by the Board. Staff recommendations are subject to change by the Board.

If you have questions on the agenda, please contact the JPB Secretary at 650.508.6242. Agendas are available on the Caltrain website at www.caltrain.com. Communications to the Board of Directors can be e-mailed to board@caltrain.com.

Free translation is available; Para traducción llama al 1.800.660.4287; 如需翻译 请电 1.800.660.4287

Date and Time of Board and Committee Meetings

JPB Board: First Thursday of the month, 9:00 am; JPB Finance Committee: Fourth Monday of the month, 2:30 pm. Date, time and location of meetings may be changed as necessary. Meeting schedules for the Board and committees are available on the website.

Location of Meeting

Due to COVID-19, the meeting will only be via teleconference as per the information provided at the top of the agenda. The Public may not attend this meeting in person.

Public Comment*

Members of the public are encouraged to participate remotely. Public comments may be submitted to publiccomment@caltrain.com prior to the meeting's call to order so that they can be sent to the Board as soon as possible, while those received during or after an agenda item is heard will be included into the Board's weekly correspondence and posted online at http://www.caltrain.com/about/bod/Board_of_Directors_Meeting_Calendar.html. Oral public comments will also be accepted during the meeting through Zoom or the teleconference number listed above. Public comments on individual agenda items are limited to one per person PER AGENDA ITEM and each commenter will be automatically notified when they are unmuted to speak for two minutes or less. The Board Chair shall have the discretion to manage the Public Comment process in a manner that achieves the purpose of public communication and assures the orderly conduct of the meeting.

Accessible Public Meetings/Translation

Upon request, the JPB will provide for written agenda materials in appropriate alternative formats, or disability-related modification or accommodation, including auxiliary aids or services, to enable individuals with disabilities to participate in and provide comments at/related to public meetings. Please submit a request, including your name, phone number and/or email address, and a description of the modification, accommodation, auxiliary aid, service or alternative format requested at least at least 72 hours in advance of the meeting or hearing. Please direct requests for disability-related modification and/or interpreter services to the Title VI Administrator at San Mateo County Transit District, 1250 San Carlos Avenue, San Carlos, CA 94070-1306; or email titlevi@samtrans.com; or request by phone at 650-622-7864 or TTY 650-508-6448.

Availability of Public Records

All public records relating to an open session item on this agenda, which are not exempt from disclosure pursuant to the California Public Records Act, that are distributed to a majority of the legislative body will be available for public inspection at 1250 San Carlos Avenue, San Carlos, CA 94070-1306, at the same time that the public records are distributed or made available to the legislative body.

**Peninsula Corridor Joint Powers Board
Work Program – Legislative – Planning Committee (WPLP)
1250 San Carlos Avenue, San Carlos CA**

MINUTES OF MARCH 25, 2020

MEMBERS PRESENT: C. Stone (Chair), C. Chavez, M. Zmuda

MEMBERS ABSENT: None.

STAFF PRESENT: J. Hartnett, J. Cassman, B. Fitzpatrick, M. Bouchard, D. Hansel, D. Seamans, S. Wong

1. CALL TO ORDER/PLEDGE OF ALLEGIANCE

Chair Charles Stone called the subcommittee meeting to order at 3:01p.m. and Director Chavez led the Pledge of Allegiance.

2. ROLL CALL

District Secretary Dora Seamans called the roll and confirmed a quorum. All members were present.

3. PUBLIC COMMENT FOR ITEMS NOT ON THE AGENDA

There was no public comment.

4. APPROVE MEETING MINUTES OF FEBRUARY 26, 2020

Motion/Second: Chavez/Zmuda

Ayes: Chavez, Zmuda, Stone

Noes: None

Absent: None

5. CALTRAIN BUSINESS PLAN - UPDATE COVERING MARCH 2020

Jim Hartnett, Executive Director, provided a financial support update to sustain and expand services. He said there were State and Federal funds distribution discussions that Caltrain took active part in.

Sebastian Petty, Director of Policy Development, provided an update; highlights include declining shuttle riders, Caltrain Station Management Toolbox, equity assessment, and analysis of funding opportunities. Mr. Petty mentioned that Caltrain demographics match commuters in the corridor, but not the overall population, and that low-income riders were 30% of the population, but only 10% of riders. In generally Caltrain was faster and cost more.

Director Zmuda asked if commuters living in the corridor were commuting from districts as well. Mr. Petty clarified that these commuters made work trips over-all, including driving. He mentioned the discounts are primarily used by middle and high income users.

Director Zmuda asked if there was any equity data so far. Mr. Petty responded that the Clipper Start program was pushed out due to COVID-19.

District Secretary Seamans clarified that public comments posted before the meeting were sent to the Board and posted online as weekly correspondence, while Zoom participants should post comments in the Q&A section to be read aloud. She emphasized that chat or raise your hand functions were not used.

Public comment

Jeff Carter, Millbrae, commented on access to Caltrain, expanding modes of getting to Caltrain, and off-peak ridership.

Roland Lebrun, San Jose, commented on public commenting procedures.

Adina Levin, Friends of Caltrain, commented on improving fare structure, means based fares, scheduled integrations and affordable housing.

Adrian Brandt, Redwood City, commented on fare inequities.

Jeff Carter, Millbrae, commented on solutions to fare inequities for low and middle income customers.

Roland Lebrun, San Jose, commented on Governor's Orders.

Adina Levin, Friends of Caltrain, commented on adding this information to the GTSF data feed for phone PPS.

Director Zmuda was commented on fares of local transit being cheaper than Caltrain fares as a point of further study.

6. UPDATE ON 25TH AVE GRADE SEPARATION/HILLSDALE STATION CLOSURE

Michelle Bouchard, Chief Operating Officer, Rail, provided an update on the project, indicating progress and accelerating work by closing the station and moving service to Belmont.

Rafael Bolon, Project Manager, provided a brief update on the project and mentioned the temporary closure in May. He said it is ultimately a safety improvement project, but they were building two new vehicular crossings to improve East-West connectivity, as well as pedestrian and bicycle paths. Highlights of the presentation included physical progress, project funding, station closure starting May 16th for 6 months, proposed shuttle service, and customer communication efforts.

Director Zmuda asked about the volume of daily riders from Hillsdale that will now be using Belmont. Mr. Bolon said he would research that information, but that Hillsdale was the 4th or 5th most travelled station.

Chair Stone pointed out that members of the public were allowed to address the meeting electronically, it may not be the way everyone wanted currently, but the JPB is in compliance with the Governor's Executive Order.

Joan Cassman, Legal Counsel, affirmed full compliance with the Brown Act.

7. FINANCE AND RIDERSHIP UPDATES - COVID-19

Jim Hartnett, Executive Director, gave a brief update on these extraordinary circumstances, including major orders requiring people to stay at home and employees working from home, many who rode Caltrain. The six counties ordered employees to stay at home except for essential services, then the state issued its own order, the three county orders are set to expire April 7th, however this is believed to be extended and the State Order has an indefinite end date. Mr. Hartnett stated that ridership is significantly down, revenues are down, service adjustments were made, and it is unsure the duration of this situation, but there are ridership updates.

Derek Hansel, Chief Financial Officer, provided an extensive current financial outlook due to COVID-19; highlights include a drop in one way and day passes at the end of February, a decrease in ridership, impacts on financial liquidity, service modifications, and broader economic impacts. Mr. Hansel stated that where we would typically sell 20k+ tickets a day, we are currently selling 1k one-way tickets a day. Though there is some liquidity due to GoPass, non-GoPass fares represent over \$7M revenue a month, which has since dropped significantly, and April is anticipated to be extremely low. Mr. Hansel said there they expect a loss of 90% for non GoPass fare revenues. He said they have made a \$10M draw against the \$30M line of credit with JP Morgan.

Ms. Bouchard said they are trying to operate nimbly; effective 3/17, baby bullets were reduced as they were trying to provide frequency for station coverage. She said they were careful about decisions that would require furloughing workers, they are keeping weekend service as it currently is, every 90 minutes, and looking to recoup cost savings where possible.

Derek Hansel, said this challenge is not only to Caltrain, but to their partners. He noted that jobless claims are spiking \$2M+ nationally. Mr. Hansel said there was significant lobbying of state and federal support, with a significant amount of money for public transit, and they are heavily dependent on that happen to recoup and roll service

Director Zmuda asked why reduce bullet train with first round of service reductions. Ms. Bouchard said the value of time was not driving ridership, and they could eliminate those trains and still provide with limited trains as baby bullets to provide frequency and coverage needed.

Public comment

Aleta Dupree, Oakland, asked how COVID-19 was affecting the electrification project.

Roland Lebrun, San Jose, commented on remote meetings, baby bullet removal, and managing agencies.

Jeff Carter commented on excel spreadsheets to be included in the agenda packet

Mark Roist commented on using lighter rolling stock costing less to operate

Director Zmuda said the utilization of line of credit would be best way to continue to operate and we're now waiting for federal government to pass legislation.

Director Chavez asked if was possible to get a reimbursement from FEMA for transporting first responders on trains.

Jim Hartnett responded that conductors were asked to give an idea of who was riding on the weekends. He said they are studying all of the language as is now to recoup as much as qualified for. Joan Cassman, Legal Counsel, said she would have someone look onto that, as well as every angle for Federal funding.

Director Stone acknowledged the current unchartered situation and asked to be kept abreast of updates.

8. COMMITTEE MEMBER REQUESTS

None.

9. DATE/TIME OF NEXT REGULAR WPLP COMMITTEE MEETING: APRIL 22, 2020 AT 3:00 PM, SAN MATEO COUNTY TRANSIT DISTRICT ADMINISTRATIVE BUILDING, 2ND FLOOR, 1250 SAN CARLOS AVENUE, SAN CARLOS, CA

10. ADJOURN

The meeting adjourned at 4:47 p.m.

**PENINSULA CORRIDOR JOINT POWERS BOARD
STAFF REPORT - WPLP COMMITTEE**

TO: Joint Powers Board

THROUGH: Jim Hartnett
Executive Director

FROM: Michelle Bouchard
Chief Operating Officer, Caltrain

SUBJECT: **CALTRAIN BUSINESS PLAN – UPDATE COVERING APRIL 2020**

ACTION

Staff Coordinating Council recommends the Board of Directors (Board) receive a presentation providing an update on Caltrain Business Plan activities and progress during April of 2020.

SIGNIFICANCE

Peninsula Corridor Joint Powers Board (JPB) staff has prepared the attached presentation describing analysis and project activities related to the Caltrain Business Plan that have been ongoing in April of 2020.

Staff will provide the JPB with written updates or presentation materials on a monthly basis throughout the duration of the Business Plan project. These written updates will periodically be supplemented by a full presentation to the Board.

BUDGET IMPACT

There is no budget impact associated with receiving this presentation.

BACKGROUND

In 2017, the JPB secured full funding for the Peninsula Corridor Electrification Project and issued notices to proceed to its contractors for corridor electrification and purchase of Electric Multiple Unit railcars. Now that construction on this long-awaited project is underway, the agency has the opportunity to articulate a long-term business strategy for the future of the system.

The initial concept for a Caltrain “Business Plan” was brought to the Board in April of 2017. The Board reviewed a draft scope of work for the Business Plan in December of 2017 and adopted a final Business Strategy and Scope of Work in February of 2018. Technical work on the Plan commenced in the summer of 2018. The Business Plan has been scoped to include long-range demand modeling, and service and infrastructure planning, as well as organizational analysis and an assessment of Caltrain’s interface with the communities it traverses. In October of 2019, the JPB marked a major milestone

in the Business Plan process with its adoption of a "2040 Service Vision" for the Caltrain system. This action sets long-range policy guidance for the future of the Caltrain service and allows staff to move forward with completion of the overall plan by spring of 2020

Prepared by: Sebastian Petty, Deputy Chief, Caltrain Planning

650.622.7831

PROJECT UPDATE

The following is one in a series of monthly project updates for the Caltrain Business Plan. These updates provide a high level summary of project activities and progress and are paired, when applicable, with a presentation that reflects project materials and messaging shared with stakeholder groups during the subject month. The following “April” update covers work completed in late March and April of 2020.

ONGOING TECHNICAL WORK

In April of 2020 the team focused on ongoing technical work on the Business Plan as well as documentation and reporting as the planning process moves towards completion. Work on the plan is ongoing but has been somewhat delayed by COVID-19, primarily due to staff bandwidth issues and the need to focus on the immediate crisis. Ongoing work during April of 2020 has focused on;

- Completion of a 2040 Funding Strategy for the overall Long Range Service Vision
- Completion of the Equity Assessment and development of recommendations
- Documentation of the Business Plan process and development of summary and technical reports

The funding and equity analyses described above will be presented to stakeholder groups in May for comment and refinement. These items represent the final pieces of technical work to be completed in the Business Plan and will be followed by the release of a draft summary report and accompanying technical documents in summer for 2020.

MEETINGS AND OUTREACH

Stakeholder outreach and engagement activities in April were severely curtailed due to the COVID-19 crisis and most outreach engagements were delayed or postponed. Staff presented an update of progress on the Business Plan to the Caltrain Citizen Advisory Committee on April 15.

NEXT STEPS

The first part of the Business Plan is focused on the development of a long-range service vision for the railroad accompanied by an assessment of the community-corridor interface and the Caltrain organization. The plan will be completed in summer of 2020.

**PENINSULA CORRIDOR JOINT POWERS BOARD
STAFF REPORT - WPLP COMMITTEE**

TO: Joint Powers Board

THROUGH: Jim Hartnett
Executive Director

FROM: Michelle Bouchard
Chief Operating Officer, Caltrain

SUBJECT: **UPDATE ON THE DOWNTOWN EXTENSION AND RELATED SAN FRANCISCO
PLANNING EFFORTS**

ACTION

Staff Coordinating Council recommends the Board of Directors (Board) receive a presentation providing an update on the status of the Downtown Extension and other related San Francisco planning efforts.

SIGNIFICANCE

Peninsula Corridor Joint Powers Board (JPB) staff has prepared the attached presentation describing ongoing work related to the DTX and other rail-related planning efforts in San Francisco. This report is also accompanied by an informational copy of a six-party, staff-level MOU that has been developed to guide the ongoing advancement of the DTX. Legal counsel has determined that it is within the purview of the Executive Director to sign the attached MOU, however staff is providing it to the Board at this time for their awareness and information.

BUDGET IMPACT

There is no budget impact associated with receiving this report.

BACKGROUND

The Downtown Extension to San Francisco (the DTX) The Downtown Rail Extension (DTX) is a planned 1.3-mile rail extension that will connect Caltrain commuter rail underground from its current northern terminus at Fourth and King Streets to the recently opened Salesforce Transit Center in San Francisco. The DTX will also deliver the California High-Speed Rail Authority's future high-speed rail service to the Transit Center. In addition to the tunnel, the DTX project includes an underground station at 4th & Townsend and will also involve the build out and opening of the two subterranean levels of the Salesforce Transit Center. The DTX is included as part of Caltrain's Long Range Service Vision and is expected to generate upwards of 25,000 daily riders for Caltrain once it is in service.

The Transbay Joint Powers Authority (TJPA) is the governing entity with primary jurisdiction over all matters concerning the financing, design, development, construction, and operation of both the DTX and the Salesforce Transit Center. The TJPA includes membership from the City and County of San Francisco, the Alameda-Contra Costa Transit District, the Peninsula Corridor Joint Powers Board, the California High Speed Rail Authority, and Caltrans (ex officio). Jeff Gee represents Caltrain on the TJPA Board. The DTX project has been environmentally cleared as part of the overall Transbay program and most recently received an amended record of decision from Federal Transit Administration for the program's Supplemental Final Environmental Impact Statement/Environmental Impact Report on July 22, 2019.

The attached MOU describes a new, 6-party staffing structure that includes participation from TJPA, Caltrain, the California High Speed Rail Authority, the San Francisco County Transportation Authority, the City and County of San Francisco and the Metropolitan Transportation Commission. The structure proposes an integrated project team and executive steering committee that will support the efforts of the TJPA in the development of the DTX to a ready-for-procurement status and would make recommendations to the TJPA Board based on a set of work program activities outlined in the document. The MOU has been developed over the past year with participation from Caltrain staff.

The environmentally approved DTX is also part of a larger program of planned and contemplated rail projects in the City of San Francisco. These projects are not part of the formal Transbay Program and are not governed by the TJPA. They are generally in earlier phases of planning. Broadly, these efforts include:

- The Pennsylvania Avenue Extension – this project contemplates an extension of the DTX tunnel southward past the existing railyards, generally following the alignment of Pennsylvania Avenue. The project would effectuate an underground grade separation of 16th Street and Mission Bay Drive. Preliminary engineering and pre-environmental work on this effort is being undertaken by SFCTA in coordination with Caltrain
- 22nd Street Station – studies undertaken by Caltrain and San Francisco Planning will consider the options for rebuilding or relocating the current 22nd Street Station in coordination with the implementation of the Pennsylvania Avenue Extension.
- 4th and King Railyard – a series of planning and technical studies are being undertaken by Caltrain, Prologis Inc (the underlying owner of the railyard), and the City and County of San Francisco to determine Caltrain's long term storage, service, station, and maintenance requirements at 4th & King as well as the potential for future development at the rail yards.

All of the work described above is advancing in close coordination and involves significant participation by Caltrain staff. The Board will receive future updates on each of these efforts as they develop further.

San Francisco Peninsula Rail Program MOU

This San Francisco Peninsula Rail Program Memorandum of Understanding (MOU), effective _____, 2020 is between the Transbay Joint Powers Authority (TJPA); the Metropolitan Transportation Commission (MTC); the San Francisco County Transportation Authority (SFCTA); the Peninsula Corridor Joint Powers Board (Caltrain); the California High Speed Rail Authority (CHSRA); and the City and County of San Francisco (CCSF) (each a “Partner” and collectively the “Partners”).

1. Definitions:

DTX Rail Program: Activities directed toward the advancement of the environmentally cleared Downtown Rail Extension Project (DTX)

SF Peninsula Rail Program: A program of projects comprised of the DTX and Related Projects

Related Projects: Pennsylvania Avenue Extension (PAX), Railyards Development, and 22nd St Station Study

Regional and State Rail Efforts: Related regional and state rail efforts including the ongoing development of Caltrain and CHSRA programs, the State Rail Plan, New Transbay Rail Crossing, and others, including any future regional rail planning or funding programs

Ready-for-Procurement: All work in planning and engineering is advanced to a level consistent with the contract(s) delivery method(s), has completed all required planning and National Environmental Policy Act/California Environmental Quality Act, and applicable other permit/approval requirements, has secured necessary funding, has obtained or identified Right-of-Way and/or easements and permits, and is ready to proceed to bid.

2. Purpose:

The Partners recognize that the DTX is a critical rail link in the Bay Area, mega-region, and state transportation system and that it will be more efficiently and effectively developed through a multi-agency partnership among local, regional, and state stakeholder agencies with expertise in developing, funding, and implementing major infrastructure projects.

The Partners also recognize that – and nothing in this MOU is intended to imply otherwise – state law and the TJPA’s 2001 Joint Powers Agreement (as amended) currently provide that the TJPA has primary jurisdiction over and will implement all aspects of the DTX that will connect the new Salesforce Transit Center (STC) to the regional rail system.

This MOU describes a new organizational structure that will support the efforts of the TJPA in the development of the DTX to a Ready-for-Procurement status and would make direct recommendations to the TJPA Board based on a set of activities outlined below. These activities will be undertaken by an integrated multi-agency project team, comprised of senior staff of the signatory agencies to this agreement, as shown in Attachment 1, who will oversee the Work Program shown in Attachment 2.

3. Structure

The new organizational structure described by this MOU is summarized below and depicted in the Organization Charts in Attachment 3.

Executive Steering Committee (ESC):

By virtue of this MOU, an Executive Steering Committee (ESC) will be instituted to support the TJPA in project development efforts for the DTX as described in Attachment 2, and empowered to implement this MOU. The ESC is responsible for making recommendations to the TJPA Board regarding the scope of efforts under this MOU. The TJPA Board will maintain its ultimate authority over the DTX. Accordingly, it may accept or reject recommendations of the ESC, and it may act in the absence of a recommendation from the ESC.

The ESC will consist of the executives (or their designee) of the TJPA, MTC, SFCTA, Caltrain, CHSRA, and the CCSF (for CCSF the executive will be the Mayor or her designee). The initial and alternate members of the ESC are named on Attachment 1. Each Partner may change its appointment to the ESC by providing written notice to the ESC. The ESC will meet at least monthly, sufficiently in advance of the TJPA Board's regularly scheduled meetings that the ESC will have an opportunity to provide a progress update or to present items to the TJPA Board; a majority of authorized representatives shall constitute quorum. The ESC will elect a Chair and Vice-Chair as a first order of business. At the request of the TJPA Board Chair, the ESC Chair or Vice-Chair will report to the TJPA Board on a monthly basis on the status of the program. The ESC will be responsible for the DTX work program as summarized in Attachment 2, which specifies which elements of the DTX work program must be brought to the TJPA Board for information and/or approval. The ESC will also help resolve conflicting areas of work among the Partners. While the ESC will attempt to reach consensus, it will make recommendations to the TJPA Board by a majority vote of the representatives present. The ESC may also serve as a coordinating forum for the SF Peninsula Rail Program and other relevant regional or statewide rail system planning and development efforts.

Integrated Program Management Team (IPMT):

For the DTX Rail Program, the ESC will be supported by an IPMT consisting of representatives with relevant experience in large complex projects from each of the Partners, as designated by their corresponding executive. In addition, the IPMT may also be supplemented with relevant qualified personnel from within their own agencies or their supporting consultancy organizations.

Project Director (PD):

The PD should have proven leadership, organizational acumen and relevant experience in delivering all aspects of mega rail projects and tunneling. The ESC, or a sub-committee thereof, will recruit and recommend a short list of the PD candidates to the TJPA Board for final selection. The TJPA prefers that the PD be a TJPA employee or direct consultant. However, the TJPA may also consider PD candidates as a consultant seconded to the TJPA through one of the Partners; in such case, a separate agreement between the TJPA and the Partner would be required. The PD will lead the IPMT.

The PD will report to his/her hiring entity for purposes of administrative matters and report to the ESC for purposes of coordination of the IPMT. The PD will coordinate the IPMT in its development of recommendations to present to the TJPA Board as to the delivery of the Work Program (Attachment 2). The PD will be responsible for the day-to-day management of those portions of the DTX work program identified for TJPA to lead, reporting on those matters to the TJPA's Executive Director. The PD shall also be responsible for directing TJPA DTX staff and consultants as needed. To the extent another Partner is identified as assuming a lead role for portions of the DTX work program, that Partner will be responsible for day-to-day management of its tasks.

The PD will coordinate with other IPMT members leading other tasks, as well as with the SF Peninsula Rail program of projects. The PD may also coordinate with other relevant Regional and State Rail Projects as needed.

4. Scope/Responsibilities**SF Peninsula Rail Program Group of Projects:**

The DTX is part of a set of regional rail projects within San Francisco that will provide valuable connectivity for the Bay Area and mega-region rail network.¹ A subset of these, called "Related Projects" for the purpose of this MOU, is covered under a separately executed San Francisco 4th/King Railyard MOU (Railyards MOU)², which describes cooperative planning and project development activities for the Related Projects.

Whereas the DTX Rail Program will be managed as described in this MOU, the Related Projects are coordinated in accordance with the Railyards MOU and managed according to their own responsible agency's individual governance. For the Related Projects, the ESC will serve in an advisory and supporting role.

While the Partners recognize that coordinating activities can improve their planning and delivery in order to maximize public benefit for the region as a whole, the Partners confirm

¹ Additional regional rail system planning, and coordination is being undertaken for potential BART and standard gauge Transbay rail crossings with BART, Capitol Corridor, Caltrain and the California State Transportation Agency (CalSTA).

²San Francisco 4th/King Railyard MOU dated June 3, 2019 between Caltrain, Prologis, CCSF/SFCTA, and TJPA

that each project within the SF Peninsula Rail Program has independent utility from every other project.

Summary of Work Elements Under this MOU:

DTX Rail Program:

The following are the main activities that comprise the DTX work program.

DTX Project Development -- anticipated activities include, but are not limited to, developing a phasing strategy that addresses both Caltrain and CHSRA needs, conducting industry reviews, performing design of the phased project to a level that will allow for a reliable bottom-up cost estimate, updating the right-of-way plan, conducting robust risk assessment, implementation planning, and developing the project delivery strategy to advance the DTX to a Ready-for-Procurement status.

Coordination for Regional Planning and Funding— this effort will focus on articulating the regional context for the DTX and integrating the planning and funding of the DTX with broader regional, mega-regional, statewide plans, and funding programs. This includes helping to design and advance DTX funding strategies and analyzing implementation options in coordination with other regional and statewide entities and efforts.

A Summary Work Program is attached (Attachment 2) that includes detailed description of the roles and responsibilities for each participating agency. The Summary Work Program consists of the following main tasks, for which the ESC will develop recommendations to the TJPA Board for decision:

- Establish and Initiate New Management Structure
- Define a Fundable and Deliverable Initial Phase of the DTX Project
- Select the Project Delivery Strategy
- Undertake a Governance and Oversight Review
- Prepare for Procurement

Select work elements under the Railyards MOU:

Pennsylvania Avenue Extension (PAX)– Led by the SFCTA, this project will perform scoping and pre-environmental engineering to affect an underground rail grade separation at 16th Street and Mission Bay Drive by means of a tunnel following the general alignment of Pennsylvania Avenue, with a special focus on the interface with the DTX at 4th/Townsend rail station and the transition to the mainline at its southern end.

4th and King Railyard Studies – Led by Caltrain, in coordination with Prologis, Inc. (the property owner), this project will perform studies to determine Caltrain’s needs within San Francisco, develop railyard alternatives, determine storage, service,

station, and maintenance requirements, among others, in accordance with the agreement set forth in the Railyards MOU for the possible development of the railyard.

22nd Street Station Study – Led by SF Planning, in close coordination with Caltrain, this project will study the options for improving or relocating the current 22nd Street Station.

Railyard Site Land Use and Development Study – Led by Prologis, Inc., this work will examine the feasibility of various development options at the 4th and King railyards; options will consider DTX, PAX, and/or the undergrounding of some or all of the current railyard.

5. External Resources and Engagement:

The Partners will work together to identify the necessary resources to support their respective activities to carry out the DTX work program. Some agencies' budgets have identified sources, while others are to be confirmed. Within two months after signing the MOU, the Partners will develop a more detailed work plan, identify a budget for the total resource requirement (staffing and contractor) for each agency and in total, and confirm funding sources. Notwithstanding the above, this MOU commits the Partners to consider providing funding or resources, but does not commit any Partner to provide any resources other than those the agency already has funded and programmed to support DTX or to provide any funding.

These resources may include, among others, on-call consultants and legal counsel. Actual staffing and support from each agency will be based on their designated roles and responsibilities. This MOU commits the Partners to participation in the ESC/IMPT process but does not constitute a commitment of financial resources.

The Partners recognize that other state, regional and local government agencies, such as BART, Capitol Corridor, California State Transportation Agency, and Caltrans, have an interest in and/or expertise regarding the matters contemplated in the Summary Work Program. Accordingly, the Partners agree to work collaboratively to engage those agencies as appropriate during implementation of the Summary Work Program.

6. Work Plan:

A Summary Work Program, delineating the scope of efforts to be executed under this MOU, is attached (Attachment 2). Once the MOU is executed and the ESC and IPMT instituted, the first order of business will be the development of a comprehensive Work Plan, for presentation and approval by the TJPA Board, building upon the activities of the Summary Work Program. The Detailed Work Plan will detail all the necessary tasks, their relationships, schedule, and responsible Partner to take the project to start of construction. The Detailed Work Plan should be completed within 2 months.

As defined in the Summary Work Program, the ESC will work to develop an initial operating phase that provides the necessary capacity to operate a reliable blended system to the Salesforce Transit Center at the earliest practicable date and with consideration of reasonably available funding. Any proposed initial operating phase recommended by the ESC must have prior concurrence of Caltrain and CHSRA members of the ESC.

7. NEPA/CEQA:

Any recommendations regarding modifications to the DTX resulting from the work under the MOU is intended to be consistent with and not require any material modification of the existing DTX NEPA/CEQA documentation.

8. Funding:

The Partners recognize that Federal funding programs require demonstration of strong local financial capacity and commitment and intend to collaborate on strengthening project funding plans.

9. Principles for Collaboration:

- Follow the decision-making processes and communication models established by the ESC and IPMT
- Share information and resources to assist with the successful and timely completion of tasks and follow-on studies
- Respond and provide input within agreed-upon response times
- Design meetings as small working sessions and provide appropriate staff to focus on the outcomes required, in accordance with the roles and responsibilities established in the attached Summary Work Program
- Seek to make decisions by consensus when possible, by majority vote otherwise

10. Policy Recommendations:

Policy recommendations of the ESC to the TJPA Board for the DTX will require majority support of the ESC. Policy recommendations are expected to include, but are not limited to:

- Phasing Plan for the Initial Operating Segment
- Adoption of a new Funding Plan
- Project Delivery Plan, including ROW acquisition plan, project delivery method(s), contracting strategy
- Final institutional arrangement for project delivery through initial operating segment as proposed in the Summary Work Program
- Significant design decisions

11. No Adjudication of Rights:

The MOU does not adjudicate legal rights with respect to the development of the DTX or provide the Partners with any rights with respect to the revenues derived therefrom.

12. Other MOUs:

The Partners acknowledge that there are other agreements already entered into by the Partners or which may be entered in the future related to the SF Peninsula Rail Program, including but not limited to operating and maintenance agreements between the TJPA (or another entity designated to carry out the DTX) and Caltrain and the California High-Speed Rail Authority; MOU between the TJPA the Federal Railroad Administration related to the allocation of \$400 million for the construction of the train box at the STC; and the Railyards MOU. This MOU is separate from and does not modify or replace any other MOU or other agreement between the Partners regarding the DTX.

13. Term

13.1 The term of this MOU shall be 36 months or when the DTX reaches Ready-for-Procurement status, whichever is earlier.

13.2 The Partners may amend, conclude or extend this MOU by mutual agreement; such agreement shall be evidenced in writing. Notwithstanding the foregoing, the TJPA may terminate this MOU in its discretion by action of the TJPA Board; prior to any such proposed termination, the TJPA shall meet and confer with the other Partners in a good faith effort to resolve any concerns and avoid the need for termination. Any other Partner may withdraw from this MOU in its discretion, following a meet and confer with the other Partners in a good faith effort to resolve any concerns and avoid the need for withdrawal

14 General Conditions

14.1 Each Partner will conduct its activities under this MOU in accordance with applicable federal, state, and local laws, regulations, and standards.

14.2 Each Partner will ensure that personnel assigned by it to conduct activities under this MOU are appropriately qualified or licensed to the perform the tasks assigned to them.

14.3 Each Partner will hold all administrative drafts and administrative final reports, studies, materials, and documentation relied upon, produced, created, or utilized for the activities under this MOU in confidence to the extent permitted by law. Where applicable, the provisions of California Government Code section 6254.5(e) shall protect the confidentiality of such documents in the event that said documents are shared between the Partners. The Partners will not distribute, release, or share said documents with anyone other than employees, agents, and consultants who require access to complete the activities under this MOU without the written consent of the Partner authorized to release

them, unless required and authorized to do so by law. If a Partner receives a public records request pertaining to activities under this MOU, that Partner will notify the other Partners within five (5) working days of receipt and make the other Partners aware of any intent to disclose public documents. The Partners will consult with each other prior to the release of any public documents or statements related to the activities under this MOU. Nothing herein shall require any Partner to waive any attorney-client privileges or other protections it otherwise has a right to assert.

14.4 The Partners do not intend this MOU to create a third- party beneficiary or define duties, obligations, or rights in parties not signatory to this MOU.

14.5 The Partners will not assign or attempt to assign their rights or obligations under this MOU to parties not signatory to this MOU without an amendment to this MOU.

14.6 The following documents are **Attachments** hereto:

- Attachment 1: Initial members of the ESC
- Attachment 2: Summary DTX Rail Program -- Work Program
- Attachment 3: Organization Chart

IN WITNESS WHEREOF, the Partners have executed this MOU as of the date first written above.

Transbay Joint Powers Authority

Metropolitan Transportation Commission

By: _____
TJPA Board Chair

By: _____

Address:

Address:

San Francisco County Transportation Authority

Peninsula Corridor Joint Powers Board

By: _____

By: _____

Address:

Address:

California High Speed Rail Authority

City and County of San Francisco

By: _____

By: _____

Address:

Address:

**DTX MOU Attachment 1
Initial ESC and IPMT Membership**

Executive Steering Committee	Member	Alternate
Caltrain	Jim Harnett	Michelle Bouchard
CCSF	Paul Supawanich	TBD
CHSRA	Boris Lipkin	Simon Whitehorn
MTC/BATA	Andrew Fremier	Lisa Klein
TJPA	Mark Zabaneh	Erin Roseman
SFCTA	Tilly Chang	Eric Cordoba
Integrated Program Management Team		
Caltrain	Sebastian Petty	Anthony Simmons
CCSF	Doug Johnson	Anna Harvey
CHSRA	Simon Whitehorn	Paul Hebditch
MTC/BATA	Stephen Wolf	Trish Stoops
TJPA	TBD	TBD
SFCTA	Eric Cordoba	Luis Zurinaga

Attachment 2: DTX Summary Work Program FINAL V7 3-31-20

Roles and Responsibilities									
	Lead: Agency responsible for executing the task								
	Co-Lead: Agencies jointly responsible for executing the task								
	Concur: Agency that must sign off on deliverables								
	Contribute: Agency that will provide input and assistance to Lead								
	Consulted: Agency that must be informed and consulted by Lead								
Task No	Task	Sub-task Description	Caltrain	CCSF	CHSRA	MTC/BATA	SFCTA	TJPA	To TJPA Board For
A.	Establish and Initiate New Management Structure								
1	Establish Executive Steering Committee (ESC) and Integrated Project Management Team (IPMT), identify resources and develop a staffing plan.	(a) Develop MOU (b) Develop Summary Work Program (c) Define roles and responsibilities (d) Determine staffing levels for IPMT from participating agencies	Concur	Concur	Concur	Concur	Lead	Concur	Reporting
2	ESC and IPMT Program Management	(a) Execute and implement transition to the new structure and agreements (b) Ongoing oversight and management of the program (c) Manage key initiatives to address issues (d) Coordinate with other regional and state projects (e.g. BART/Capitol Corridor on the development of the New Transbay Rail Crossing and State Rail Plan)	Contribute	Contribute	Contribute	Contribute	Contribute	Contribute	Reporting
3	Recruit Program Director		Contribute	Contribute	Contribute	Contribute	Contribute	Lead	Approval
4	Coordinate with Project Initiation phase of the Pennsylvania Avenue Extension (PAX)	(a) Interface with PAX pre-environmental engineering and funding permitting, environmental studies.	Contribute	Contribute	Contribute	Contribute	Lead	Contribute	Reporting
5	Coordinate with other SF Peninsula Rail Program components	(a) Coordinate with Railyards Development planning (per Railyards MOU) and 22nd Street Station study led by SF Planning (b) Coordinate with BART/CCJPA on potential through running of conventional rail services	Contribute	Lead	Contribute	Contribute	Contribute	Contribute	Reporting
6	Develop a comprehensive Work Plan, building upon the activities of this Summary Work Program. The Detailed Work Plan will describe all the necessary tasks, their relationships, schedule, and responsible party to take the project to start of construction. (target completion: within 2 months)	(a) Identify all tasks, including programmatic documentation (PMP and associated management plans and criteria), a project phasing study and business case analysis; branding, planning and funding plans; outreach and stakeholder engagement; qualitative and quantitative risk analyses, constructability review and industry review;	Concur	Concur	Concur	Concur	Concur	Lead	Approval

Attachment 2: DTX Summary Work Program FINAL V7 3-31-20

Task No	Task	Sub-task Description	Caltrain	CCSF	CHSRA	MTC/BATA	SFCTA	TJPA	To TJPA Board For
		project delivery plan; and other tasks necessary to bring the DTX Rail Program to bid, and assign responsibilities (b) Determine staffing levels, budgets and funding for delivering the tasks (c) Develop a Master Schedule							
7	Develop a re-branding strategy to reposition the DTX Rail Program	Develop a plan for re-branding of the Program with updated graphics and messaging based on economic benefits for the region, state, and nation	Contribute	Contribute	Contribute	Contribute	Concur	Lead	Approval
8	Perform public outreach by engaging external stakeholders, advocacy groups, and the public at large, and perform public outreach	(a) Develop external outreach plan (b) Conduct public outreach (c) Conduct advocacy group outreach (d) Maintain clear records of stakeholder engagement (e) Coordinate with adjacent developments, related and interconnected plans and projects by other agencies, such as Transbay rail planning, and stakeholder business plans	Contribute	Contribute	Contribute	Contribute	Contribute	Lead	Reporting
B.	Define a Fundable and Deliverable Initial Phase of the DTX Project								
9	Develop operational plans for near-term and long-term rail operations at the STC	(a) Develop a consolidated set of service assumptions (b) Develop operational objectives, timetables, track usage, and platform distribution. (c) Perform all necessary modeling, including perturbation analysis, to assure reliable, smooth operations at the STC and the Peninsula	Co-Lead	Contribute	Co-Lead	Contribute	Contribute	Contribute	Reporting
10	Conduct planning for DTX	(a) Identify the full extent of the Salesforce Transit Center users, currently planned and future, direct and indirect, and existing relevant plans and studies (b) perform ridership forecasts, and coordinate with Caltrain and CHSR based on their current/updated Business Plans; transit users; and, New Transbay Crossing based on 2018 State Rail Plan, regional rail plan, and current BART/CCJPA planning study	Concur	Contribute	Concur	Concur	Lead	Concur	Reporting

Attachment 2: DTX Summary Work Program FINAL V7 3-31-20

Task No	Task	Sub-task Description	Caltrain	CCSF	CHSRA	MTC/BATA	SFCTA	TJPA	To TJPA Board For
11	Perform technical studies and design to re-define and deliver a DTX initial operating phase as soon as possible	(a) Engineering studies to achieve project re-definition and initial operating phase (b) Utilizing input from the operational plans developed under task 9, perform demand vs capacity scenario analysis over time and side-by-side comparison of options in terms of benefits (economic, riders, housing, etc.), costs, schedules, operations, etc. (c) Perform design of the phased project to a level that will allow for the reliability of the tasks below (d) Develop detailed cost estimates, schedules, and extensive risk register and analysis based on structured workshops, including risk management program and independent reviews (e) Develop plans for utility relocations and ROW acquisition requirements, including risk management and insurance plans, early works packages, and third-party agreements as needed (f) Resolve critical operational issues for all users of the initial operating phase, conduct operational analysis, and coordinate operators' plans and requirements	Concur	Contribute	Concur	Contribute	Concur	Lead	Approval
12	Prepare a preferred Phasing Plan conforming with technical studies and policy direction on realistic amounts/timing of funding and stakeholder delivery date expectations -with an explicit goal to deliver rail service to the STC as soon as possible	(a) Utilizing input from tasks 9, 10, 11 and 13, prepare Rail Program phasing options in response to rail service scenarios, funding sources and availability, and stakeholder requirements (b) Develop detailed risk management and assurance plans including ownership, staffing, independent strategic advisor / independent engineer, and management processes (c) Develop Business Case for the phased project (d) Revisit Detailed Work Plan to assure compatibility with preferred phasing plan	Concur	Concur	Concur	Concur	Concur	Lead	Approval
13	Develop and confirm Funding Plan strategy for the DTX Rail Program based on achievable funding assumptions and securing adequate capital funding and O&M revenues enough for the initial phase	(a) Develop funding plan for construction and operations, inter-agency responsibilities, securing commitments, schedule of availability, and tasks to enter FTA funding process (b) Conduct assessment of high/ low confidence sources of funding with focus on funding initial operating phase and funding strategy of subsequent phases (c) Develop new/innovative funding and financing sources including joint development (e.g., Railyards) enabled by project re-definition strategy (d) Develop funding plan strategy for operations phase, including funding agreements and commitments to support initial operating phase operating costs	Contribute	Contribute	Contribute	Concur	Lead	Concur	Approval

Attachment 2: DTX Summary Work Program FINAL V7 3-31-20

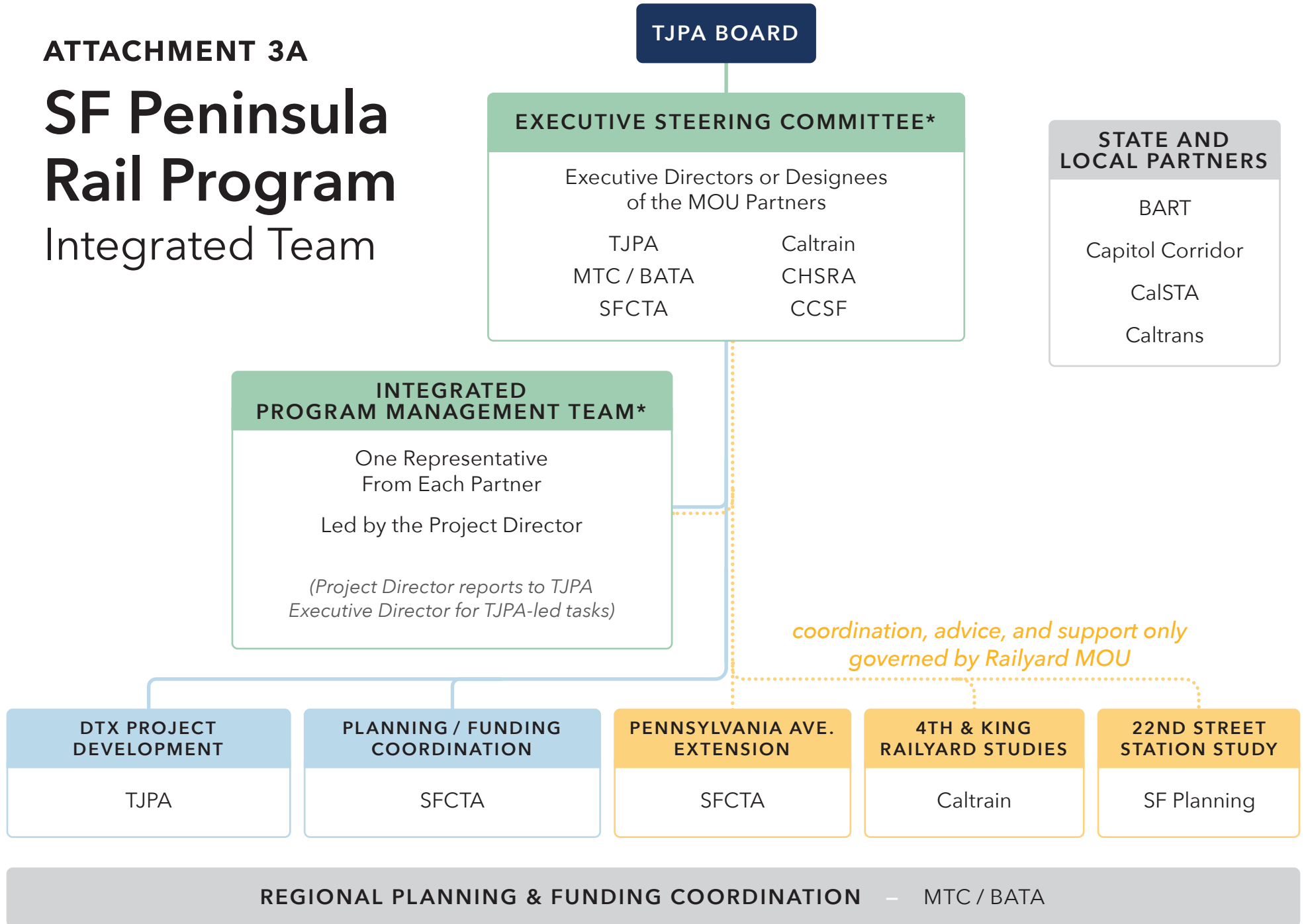
Task No	Task	Sub-task Description	Caltrain	CCSF	CHSRA	MTC/BATA	SFCTA	TJPA	To TJPA Board For
14	Prepare the project to enter the federal New Starts Program	(a)Develop all the documentation required by the FTA to enter the New Starts Program (b) Engage with the FTA to develop a road map to the Full Funding Grant Agreement	Concur	Concur	Concur	Concur	Concur	Lead	Report on progress and approval of final documents
C. Select the Project Delivery Strategy									
15	Conduct industry outreach to validate construction methodology and contracting strategy	Conduct market sounding through engagement with the infrastructure industry and update the qualitative delivery options analysis previously completed.	Contribute	Contribute	Contribute	Contribute	Contribute	Lead	Report
16	Develop a project delivery and contracting strategy	(a) Analyze project delivery options analysis based on a business case and risk-adjusted financial analysis, including input from the market sounding (b) Analyze legal framework and issues for delivery options, procurement, and development of contracts (c) Develop a strategic implementation roadmap including a procurement and contracting plan, risk management plan, and organizational requirements (d) Conduct workshops to allocate risk based on risk analysis performed under tasks above, and develop analysis and plans for insurance (e) Scope pre-procurement engineering and early works contracts tailored to the delivery options	Contribute	Contribute	Contribute	Concur	Co-Lead	Co-Lead	Approval
17	Develop an O&M plan with roles and responsibilities	(a) Prepare a 20-year financial plan for Operations and Maintenance (b) Review and identify the ownership and governance of project elements for construction, operations, and maintenance (c) Develop and execute agreements for Operations and Maintenance	Concur	Consulted	Concur	Concur	Concur	Lead	Approval
D. Undertake a Governance and Oversight Review and Transition									
18	Explore the best institutional arrangement and governance for the delivery of the DTX Rail Program thru construction and make recommendations to TJPA Board	(a) Detailed study to identify the governance structure to enable stakeholder alignment, effective mega-project delivery, oversight, independent strategic advice, and assurance (b)Stress-test options to maximize opportunities for Federal, State, and Regional funding as a Project of Regional and National Significance. Recommend governance/project delivery structure for delivery (c) Develop management structure, briefs with roles and responsibilities, staffing qualifications, reporting and communication protocols, contracting, and staffing plan (d) Conduct assessment with strategic, economic, commercial, financial, management cases and consider	Contribute	Contribute	Contribute	Co-Lead	Co-Lead	Concur	Approval

Attachment 2: DTX Summary Work Program FINAL V7 3-31-20

Task No	Task	Sub-task Description	Caltrain	CCSF	CHSRA	MTC/BATA	SFCTA	TJPA	To TJPA Board For
		responsibilities for O&M of new trackage and the rail portion of STC (e) Develop outcome-based performance and sourcing management system, regime of Key Performance Indicators (KPIs), and stage-gated decision-making protocols							
19.	Select lead agency for Construction. Should an alternate structure be adopted by the TJPA Board as a result of the above task, effect transition to final institutional arrangement and organization	Execution and implementation of Task 18 outcomes in coordination with the selected project delivery method.	Concur	Concur	Concur	Concur	Concur	Lead	Approval
E.	Prepare for Procurement								
20	Start procurement tasks as applicable based on final institutional agreement, selected project delivery method, and scoping	(a) Finalize Plans, Specifications, and Estimates (PS&E) to the level required by the contracting strategy and delivery method(s) (b) Develop draft Commercial Terms and Conditions as appropriate for each contract (c) Conduct additional industry outreach to create interest and create a competitive environment (d) Develop draft bid documents for each contract	Concur	Concur	Concur	Concur	Concur	Lead	Report on Progress Approval to begin procurement

ATTACHMENT 3A

SF Peninsula Rail Program Integrated Team

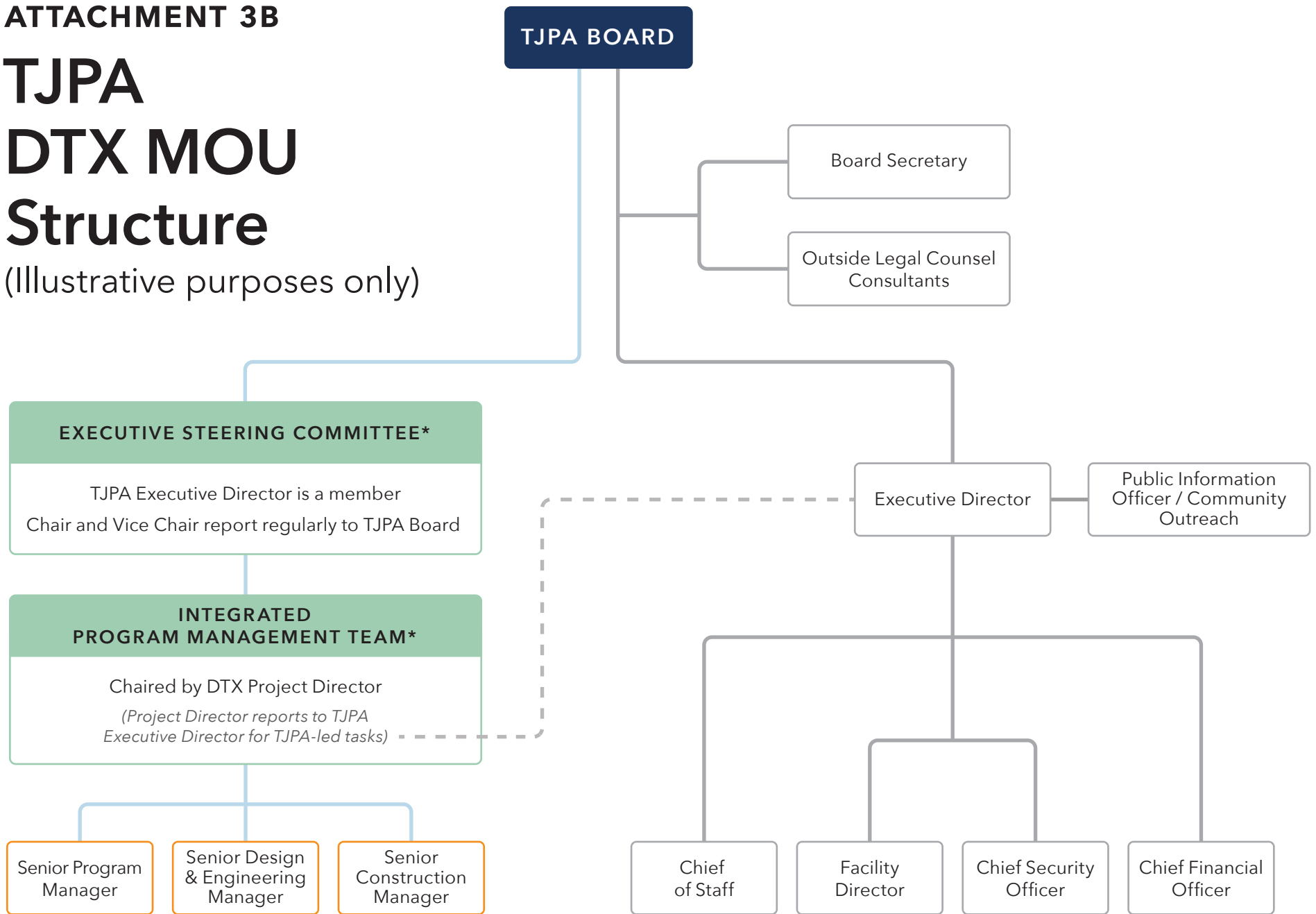


* Consistent with and limited to the Summary Work Program (Attachment 2) defined by the San Francisco Peninsula Rail Program MOU approved by TJPA Board on April 9, 2020

ATTACHMENT 3B

TJPA DTX MOU Structure

(Illustrative purposes only)



* Consistent with and limited to the Summary Work Program (Attachment 2) defined by the San Francisco Peninsula Rail Program MOU approved by TJPA Board on April 9, 2020

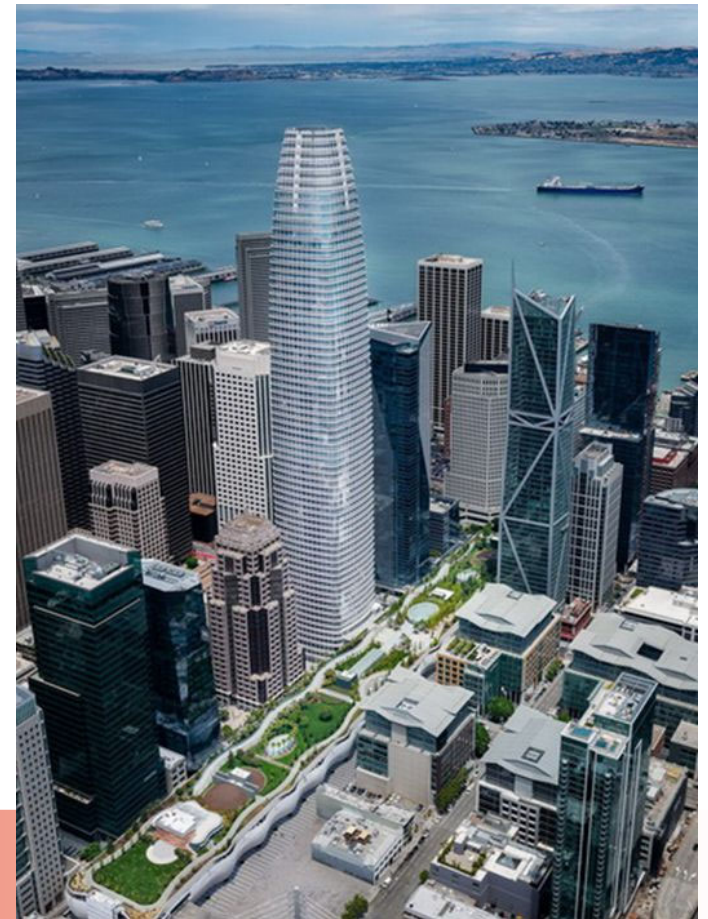


Update on DTX & Other San Francisco Planning Efforts

April 22, 2020

Update on DTX & Other SF Planning Efforts

- Significant work has occurred over the last year to advance and prepare for work on a number of related rail efforts in San Francisco
- Key milestone reached with the development of an MOU between Caltrain and other Downtown Extension partners. Signed by Caltrain Executive Director



A Program of Projects & Plans



Image from Rail
Alignments & Benefits Study

DTX MOU - Overview

- MOU between Caltrain and other DTX partners signed by Caltrain Executive Director
- MOU implements recommendations developed in fall of 2019 by the San Francisco County Transportation Authority's Expert Review Panel to advance DTX program
- Major Panel Recommendations Include:
 - Reposition Rail program – regional/state/national significance
 - Evaluate initial operating phase options
 - Develop a viable funding strategy/plan
 - Evaluate governing entity/organization options
 - Evaluate and select a project delivery method

DTX MOU - Overview

- MOU Partners
 - Transbay Joint Powers Board
 - Metropolitan Transportation Commission
 - California High Speed Rail Authority
 - Peninsula Corridor Joint Powers Board
 - City and County of San Francisco
 - San Francisco County Transportation Authority

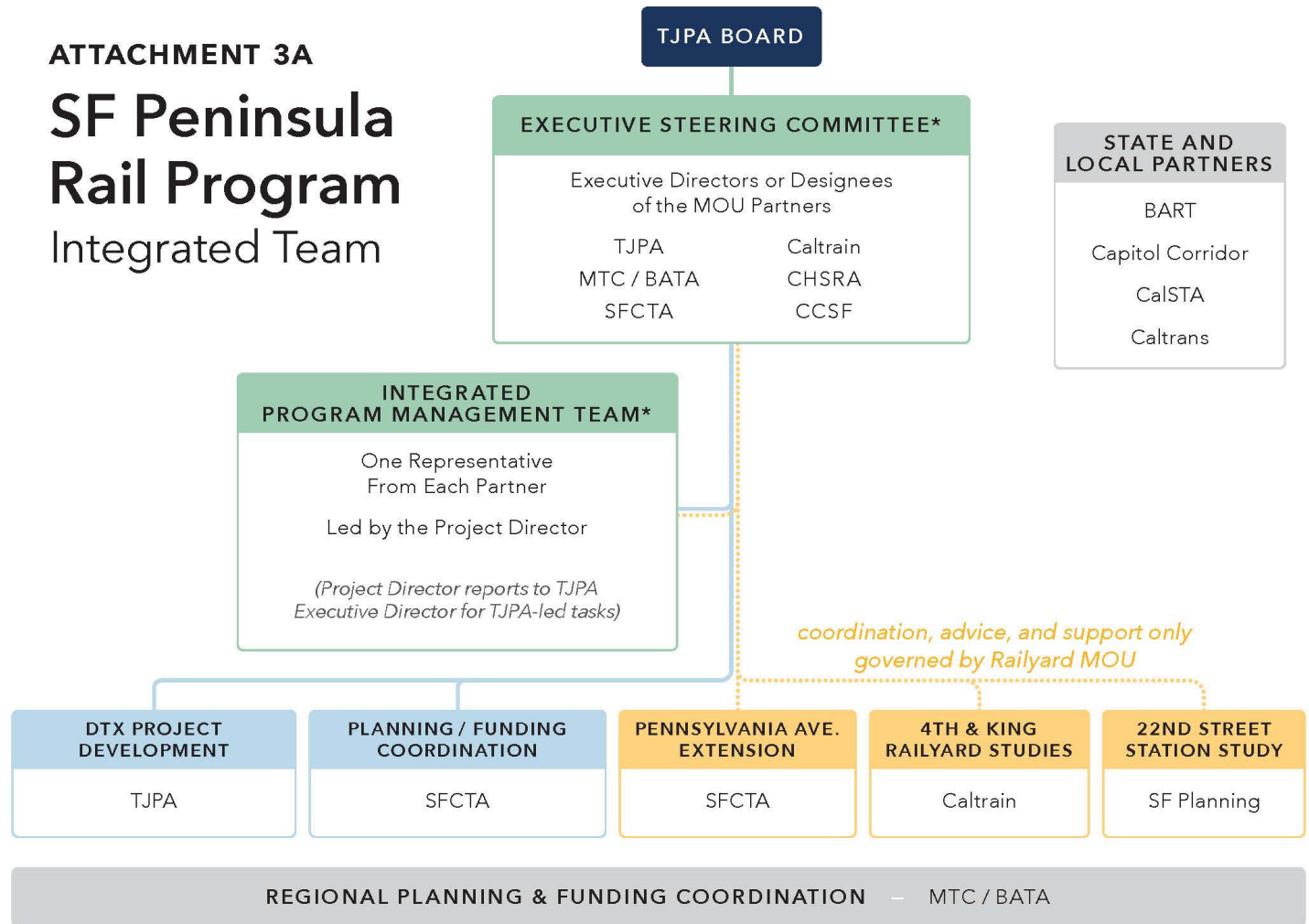
DTX MOU - Overview

- MOU establishes multi-agency organizational structure to support project development efforts
 - Executive Steering Committee (ESC) – partner agencies senior executives, responsible for delivering the activities of the Work Program
 - Supported by an Integrated Project Management Team (IPMT) - representatives with relevant experience in large complex projects from each of the partners
 - The IPMT will be led by a new Project Director, a TJPA employee or consultant, or a consultant seconded by any of the partners
 - Establishes a Summary Work Program and assigns responsibilities for execution
 - Three-year term or ready-for-procurement status
 - May be extended by agreement of the partners

Overview

MOU Organization
Chart And Relationship
to Related Projects

ATTACHMENT 3A SF Peninsula Rail Program Integrated Team



* Consistent with and limited to the Summary Work Program (Attachment 2) defined by the San Francisco Peninsula Rail Program MOU approved by TJPA Board on April 9, 2020



4th & King Railyard Studies

- Railyard site owned by Prologis Inc with perpetual rail operating easement held by Caltrain
- Work underway to understand potential for development of site in conjunction with reconfiguration of yard and delivery of related projects
- Planning and technical studies are being undertaken by Caltrain, Prologis and the City and County of San Francisco to determine Caltrain's long term storage, service, station, and maintenance requirements at 4th & King as well as the potential for future development
- Work coordinated through an MOU between TJPA, San Francisco County Transportation Authority, City and County of San Francisco, Prologis and Caltrain

Pennsylvania Avenue Extension (PAX)

- Project contemplates an extension of the DTX tunnel southward past the existing railyards, generally following the alignment of Pennsylvania Avenue. Would result in the below-grade separation of at-grade crossings at Mission Bay Drive and 16th Street
- Alignment recommend as part of the City's Rail Alignments and Benefits (RAB) Study, finalized in 2018
- Advancing to preliminary engineering and pre-environmental work. Led by SFCTA in coordination with Caltrain and other partners

22nd Street Station

- Two parallel studies being undertaken by Caltrain and San Francisco Planning
- Caltrain effort focused on assessing feasibility of potential near-term improvements to the station
- San Francisco Planning-led study considering long term options and potential to rebuild or relocate station in conjunction with implementation of the PAX project