

# COVID-19 Recovery Planning

Citizens Advisory Committee  
July 15, 2020  
Agenda Item 7



# COVID 19 Recovery Planning Topics



**COVID-19 General Update**

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**DRAFT Equity, Connectivity,  
Recovery, & Growth Framework**

# **COVID-19 General Update**

# Multiple Phases of Crisis & Response

## Initial Triage

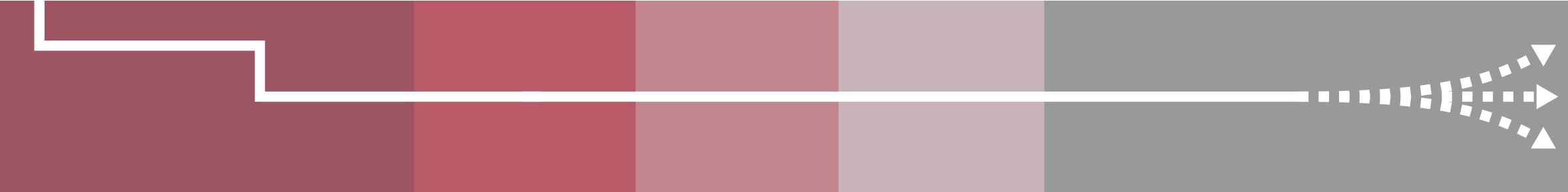
March 2020 – May 2020

## Surviving the Pandemic

May 2020 – 2021 (?)

## Preparing for the Next Reality

2021 and Beyond



Initial crisis and immediate triage response by Caltrain

Extended period where Pandemic is ongoing and Caltrain ridership and operations remain deeply impacted and in a state of dynamic flux. Railroad's financial position is precarious

Long-term resolution of pandemic through vaccine or other permanent public health approaches. Caltrain adjusts to new Business Environment

# Financial Consequences of COVID-19

## Status Today

- Caltrain Received \$49 Million in Tranche 1 of CARES Act funding- this is enough to sustain current operations into September
- Service restoration and re-opening have helped ridership increase to over 5% of pre-COVID levels
- Non-GoPass revenue is still down significantly from pre-COVID levels

## Blue Ribbon Task Force Update

- Different distribution criteria has resulted in a projected \$15 million in “Tranche 2” CARES Act funding to Caltrain
- Lower distribution poses substantial challenges to Caltrain
- To persist through the end of calendar year 2020 with this level of CARES funding and no new sources, Caltrain would need to achieve restoration of ridership to 30% of Pre-COVID levels and would also need to retain existing GoPass revenue
- This level of ridership restoration and revenue retention is extremely optimistic given slowed reopening and increasing COVID caseloads

# Analysis and Choices

## Financial Analysis

- Once CARES Act funds are exhausted, deeper cuts and lay-offs are a possibility
- Caltrain is analyzing a wide variety of service levels and options to understand impacts to cost structure
- Options analyzed include;
  - Higher levels of service (various types and combinations of service levels ranging from 70 to 92 trains per weekday)
  - Absolute minimum service levels (40 trains per weekday, elimination of weekend service)
  - Full shutdown of Caltrain revenue service
- High fixed cost of operation means that it may not be possible to “cut” to a solution

## Choices

- Averting severe service impacts and layoffs will require hard choices and creative solutions.
- Potential approaches include:
  - Continued advocacy for federal funds
  - Expansion of member agency contributions
  - Monetization of assets
  - Seeking out new public and private sector partners
- Substantial dedicated funds like those provided by SB797 are critical to longer term financial viability

# **Recovery Planning:**

## **Draft Equity, Connectivity Recovery, & Growth Framework**

# Ongoing Recovery Planning Efforts

Caltrain has pivoted its Business Plan effort to focus on COVID-19 Recovery planning. This work is spread across multiple streams as shown on the right.

Caltrain staff will engage regularly with the Board, stakeholders and the public as recovery planning proceeds over the next several months.



**Equity, Connectivity, Recovery, & Growth Framework**

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**Near Term Service Planning**

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**Financial Analysis**

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**Scenario Planning**



# DRAFT

# Framework for Equity, Connectivity, Recovery, and Growth

## Purpose

The following draft "Caltrain Framework for Equity, Connectivity, Recovery and Growth" has been developed for consideration by the Peninsula Corridor Joint Powers Board to provide guidance to staff and transparency to the public as the railroad navigates a prolonged period of intensive challenges and transformation. In fall 2019, the JPB adopted the Caltrain 2040 Long Range Service Vision, setting a blueprint for the future development of the Caltrain corridor and service over the next two decades. The Framework for Equity, Connectivity, Recovery and Growth is a companion document that outlines initial principles and policy for how Caltrain will navigate near- and mid-term challenges while incrementally advancing toward its Long Range Vision.

## Framework

The Framework is based on detailed technical analysis undertaken by Caltrain and its partner agencies as part of the "Caltrain Business Plan" process during 2018, 2019 and 2020. It builds on this analysis and outlines the initial principles, policies and actions the railroad must urgently pursue to help the region address the interrelated and compounding crises of the COVID-19 pandemic and longstanding systemic inequality and racism. The Framework is also a starting point. Over the coming months and years there is more work that Caltrain will need to do as we navigate a new and rapidly changing business environment and as we strive to better understand our role and responsibility in making the Bay Area a more inclusive and equitable region for people of all races and income levels.

# Building on the Business Plan

The 2020 confluence of the COVID-19 Pandemic and urgent, widespread calls for racial justice have provided an impetus for reflection and action on the part of the railroad



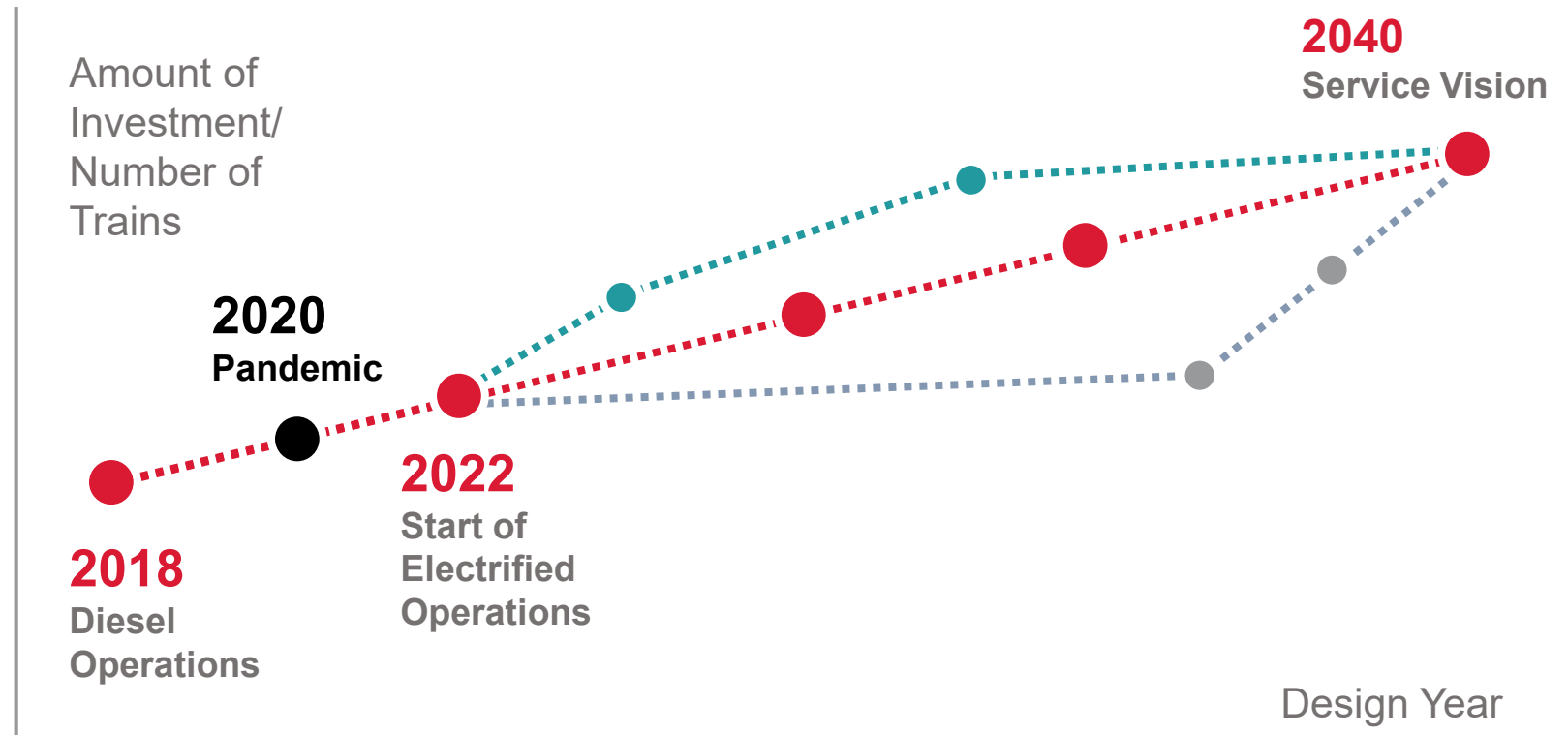
Source: SFGate

# Building on the Business Plan

Caltrain had assumed a future where the railroad and its operations would remain relatively stable until the rollout of initial electrified service – this is no longer the case

Caltrain's Long Range Service Vision is an aspirational endpoint- not a single project. There are many paths Caltrain can take to implement and grow toward its Long Range Vision

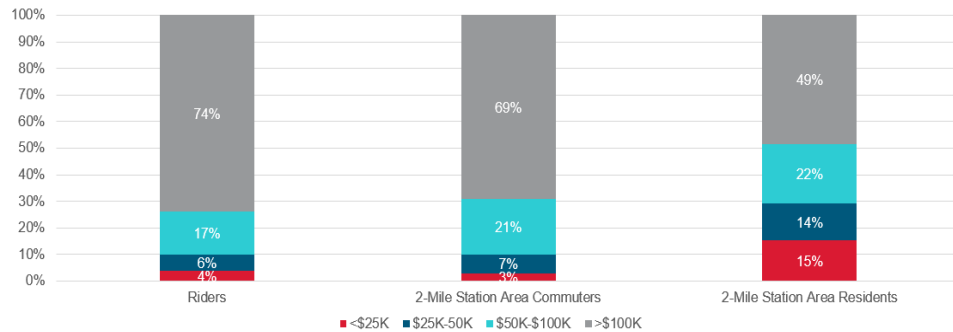
The Pandemic has accelerated the pace of change for Caltrain and complicated our future. The way in which we recover will set the foundation for our long term growth



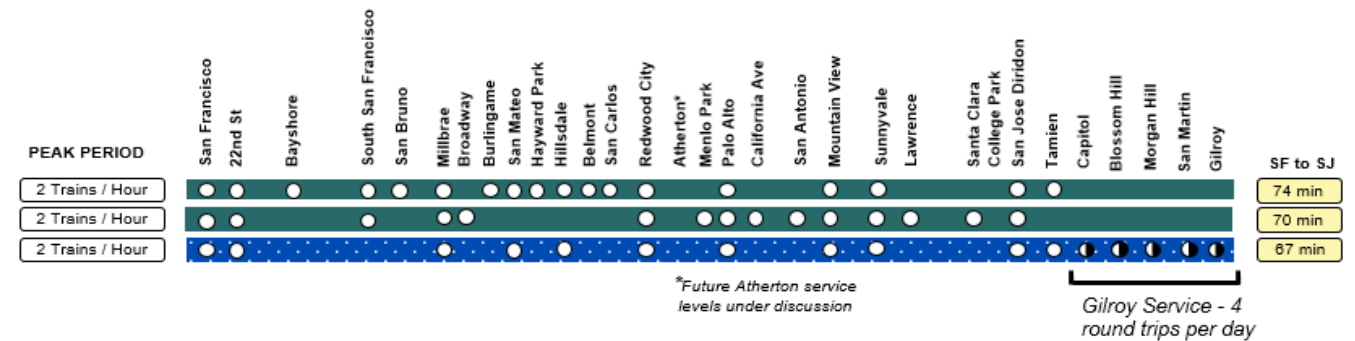
# Building on the Business Plan

Work undertaken as part of the Business Plan related to near-term service planning, connectivity and equity is useful and applicable in helping Caltrain develop an effective response to these crises and has formed the basis for the Draft Equity, Connectivity, Recovery & Growth Framework

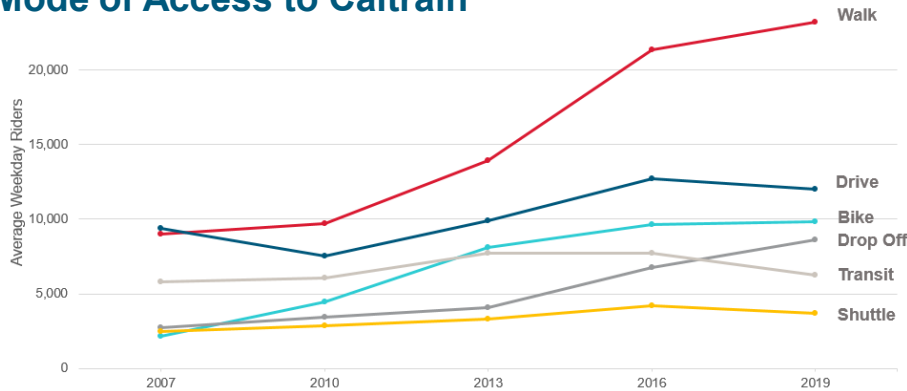
## Riders and Residents by Income



## Two Zone with Express

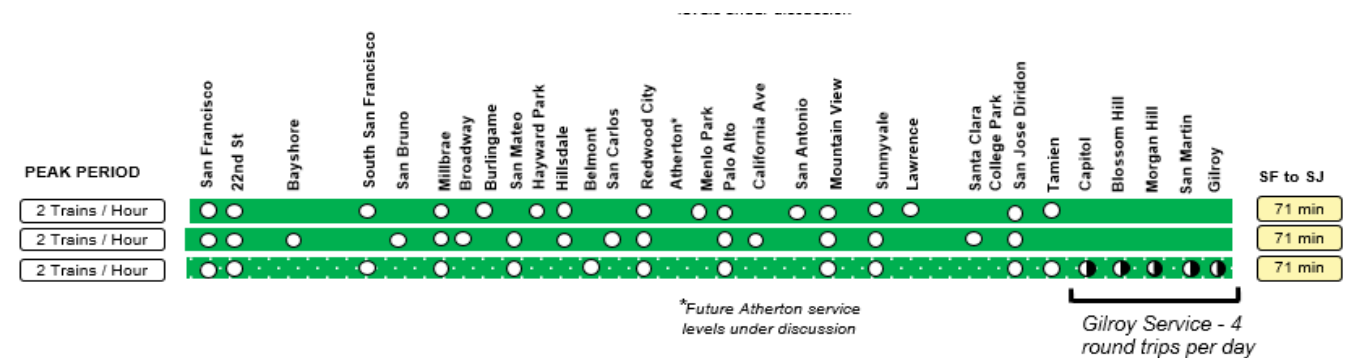


## Mode of Access to Caltrain



## Distributed Skip Stop

See [www.caltrain2040.org](http://www.caltrain2040.org) for background and details



# Building on the Business Plan

As part of the Business Plan Equity Assessment, Caltrain reviewed existing transportation plans along the corridor, interviewed community representatives from all three counties, and compared existing Caltrain ridership demographics to broader travel patterns in the corridor.



## Community Stakeholder Interviews:

- TransForm (all counties)
- Youth Leadership Institute (all counties)
- Florence Fang Asian Community Garden (SF)
- Potrero Boosters Neighborhood Association (SF)
- Get Healthy San Mateo County (SMC)
- Midcoast Community Council (SMC)
- Paratransit Coordinating Council (SMC)
- Language Pacifica (SMC)
- AbilityPath (SMC)
- North Fair Oaks Council (SMC)
- ALLIES - Alliance for Language Learners' Integration, Education, and Success (SCC)
- Abode Services (SCC)

# Part I: Guiding Principles

Caltrain's Framework for Equity, Connectivity, Recovery & Growth directs the railroad to undertake both near-term recovery planning as well as the longer term planning and implementation of its services and projects in accordance with the following guiding principles:



# Guiding Principles

## A

Caltrain shall make a priority of addressing the specific needs of riders and communities who depend on transit for essential travel. In particular, the railroad will work to enhance **equity** in its system, making its services more accessible and relevant to lower income people and members of racial groups and communities who have historically been marginalized and overlooked in planning and government processes.

## B

Caltrain recognizes its unique position as a critical link within the Bay Area's passenger rail network. The railroad will undertake policies and actions that improve its **connectivity** to other transit systems strengthen its role as part on a regionally integrated network.

## C

Caltrain must address the needs of the pandemic present while simultaneously planning for and working toward a long-term future. The railroad will endeavor to proceed on a path of **recovery and growth** that anticipates, advances and, where possible, accelerates the incremental delivery of the 2040 Long Range Service Vision.

# Part II: Equity

In accordance with principle 1A, the Framework guides Caltrain toward advancing the following policies and actions as soon as practicable and financially feasible with the goal of increasing social and racial equity on the system today and in the future.





# Equity in Service

**A) Undertake service planning and service changes in a manner that enhances equity and access for underserved communities and markets including people with lower incomes and members of racial and ethnic minority groups. This includes:**

**1**

Improving midday and off-peak service levels to serve and attract customers who need the system for non-work trips or whose work schedules do not conform to historic peak commute hours;

**2**

Considering social and racial equity as a significant factor in determining the restoration and expansion of service frequencies at individual stations;

**3**

Engaging in research, dialog and planning to understand how best to provide meaningful access and connections between the Caltrain system and historically underserved low income and minority communities along the corridor.

**4**

Undertaking planning to improve Caltrain station access facilities most heavily used by low income riders, including bus stops, bicycle parking, pick-up/drop-off areas, and walkways

# Equity in Fares

## B) Take steps to ensure that the Caltrain system is affordable to all and that fare policies are equitable. This includes:

1

Seeking Board action to temporarily suspend the implementation of fare increases previously authorized by the JPB as ridership recovers from the COVID-19 Pandemic.

2

Affirming Caltrain's ongoing support for the regional means-based fare program (Clipper START) and working collaboratively with MTC and other transit operators to increase the effectiveness and reach of the program.

3

Accelerating and expanding further fare policy analysis called for in the 2018 Fare Study. This includes both study and evaluation of the Go Pass and other discount programs and well as potential changes to the overall structure of the fare system to improve equity and ridership outcomes.

4

Constructive participation in the Regional Fare Coordination and Integration Study, towards the goals of increasing ridership and enhancing the ease and affordability of trips made using multiple transit providers.

# Equity in Planning & Communication

**C) Sustain and deepen Caltrain's commitment to social and racial equity through an ongoing program of institutional learning, dialog and accountability. This includes:**

**1**

Engaging in additional research, planning and dialog to identify ways in which Caltrain can further improve and expand access to low income people and members of underserved racial and ethnic groups

**2**

Consideration and improvement of Caltrain's outreach processes, marketing materials and customer information systems to ensure that they exceed minimum standards and are intelligible, intuitive and welcoming to customers representing a broad spectrum of cultural and linguistic backgrounds; and

**3**

Development and implementation of standards, measurements and a reporting schedule to track Caltrain's progress toward becoming a more inclusive and equitable system.

# Part III: Connectivity

In accordance with principle 1B, the Framework further directs Caltrain to advance the following policies and actions to maximize connectivity to other transit providers as part of an integrated regional rail and transit system.



# Connectivity

## A

Plan for a standardized “clock face” schedule with consistent arrivals and departures at stations so that shuttle, bus, and light rail transit providers and intercity rail operators have the ability to predict and plan to Caltrain’s service.

## B

Prioritize the coordination of major intermodal transfers within service planning, focusing initially on the connection to BART at Millbrae and considering other key transfer points as practicable.

## C

Build on and expand existing coordination with other transit and rail operators to ensure that inter-operator coordination and connectivity is safeguarded and improved as recovery efforts proceed and as Caltrain prepares for the launch of electrified service.

## D

Consider the ease of transfers as a key factor in the further development of the railroad’s fare policy and continue to seek integration with, and participate in, State and regional fare programs- including continuing constructive participation in the Regional Fare Coordination and Integration Study.

# Part IV: Growth & Recovery

In accordance with principle 1C, the Framework directs Caltrain towards planning for recovery and growth in a manner that looks toward the future and incrementally advances and implements the 2040 Long Range Service Vision over the course of the coming decade



# Growth & Recovery

## A

Strive to deliver specific elements and benefits of the Long Range Service Vision as soon as is practicable and supported by the market demand and financial circumstances of the railroad

## B

Plan and build toward an “enhanced growth” level of service, beyond initial electrification, that includes the provision of an 8 train per hour per direction peak hour service level between San Francisco and San Jose, and enhanced service south of San Jose to the extent achievable based on current corridor ownership constraints

# Growth & Recovery

**C) Refine and advance the planning and development of a program of capital improvements to support the “enhanced growth” level of service, including but not limited to:**

**1**

The full electrification of the mainline service between San Francisco and San Jose and the corresponding expansion of Caltrain’s electrified fleet and storage facilities

**2**

Any necessary improvements to Caltrain’s tracks and systems

**3**

The provision of level boarding at all Caltrain stations

**4**

The enhancement of Caltrain’s stations and access facilities to accommodate expanded ridership and provide an improved customer experience.



# Growth & Recovery

**D) Simultaneously continue Caltrain's leadership in the advancement of key, long-range regional and state partner projects identified in the 2040 Long Range Service Vision, including:**

**1**

The Downtown Extension to the Salesforce Transit Center

**2**

The reconstruction of Diridon Station and surrounding rail infrastructure

**3**

The reconstruction and electrification of the rail corridor south of Control Point Lick to the Gilroy Station

**4**

Additional improvements to allow for the operation of High Speed Rail service between Gilroy and San Francisco

**5**

The substantial grade separation of the corridor as well as safety upgrades to any remaining at-grade crossings, undertaken in a coordinated strategic manner driven by the desires of individual local jurisdictions as well as legal requirements associated with any proposed 4-track segments.

July 2018 – June 2020

# Outreach Activities to Date

Caltrain will leverage the venues and channels used for the Business Plan to gather Stakeholder input and feedback on recovery planning efforts

## Stakeholders Engaged

47

Jurisdictions & public agencies

93

Organizations in the Stakeholder Advisory Group

16

Community organization leaders

199

Stakeholder meetings

## Public Outreach

88

Public meetings and presentations

1,600+

Virtual Townhall views

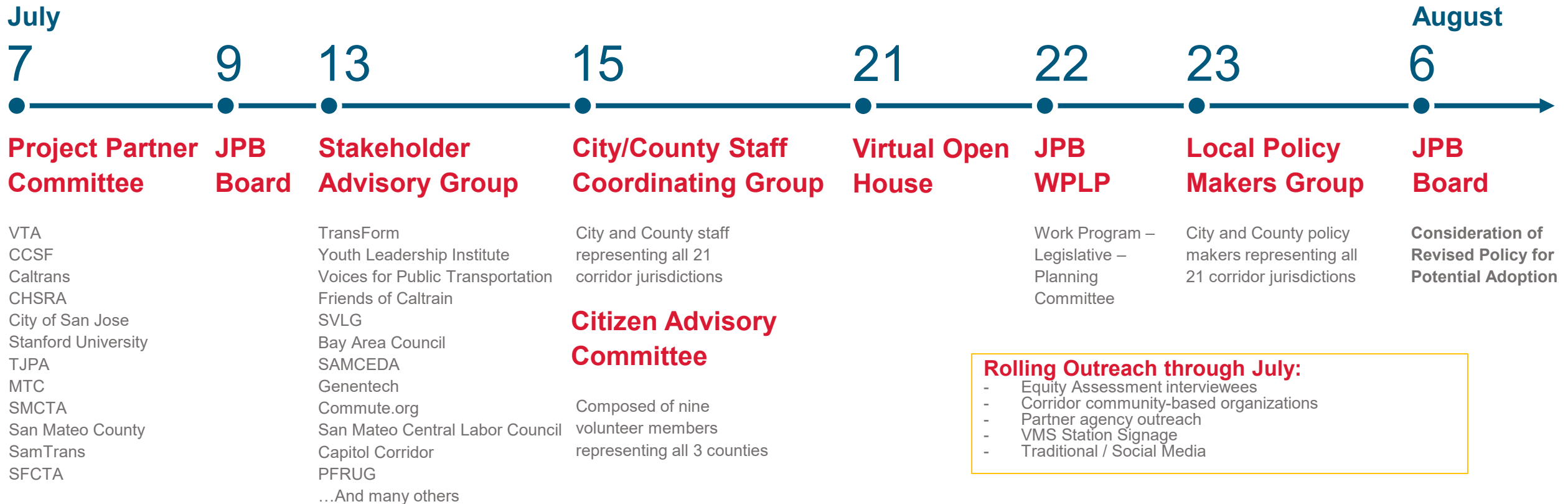
47,000+

Website views

2,200+

Survey results

# July Stakeholder Outreach



**What do you think about the  
Equity, Connectivity, Recovery, and Growth Policy?**  
[Link to Document](#)

**Share feedback at**  
[equity@caltrain.com](mailto:equity@caltrain.com)  
**or 650-508-6499**

**Deadline: Tuesday, July 28**

**FOR MORE INFORMATION**

**WWW.CALTRAIN2040.ORG**

**BUSINESSPLAN@CALTRAIN.COM**

**650-508-6499**

