

# Capital Programs Quarterly Progress Report FY22 – Q4

Joint Powers Board

September 1, 2022



# Revised Capital Program

- Re-tooling Project Delivery – year in review
- Capital Program Quarterly Report: FY22 – Q4

# Re-Tooling Project Delivery

- Goal
  - Stabilize rail organization to ensure appropriate resources are in place to **deliver the service vision**
  - Rebuild and strengthen team to create the technical capacity and capability to design, build and manage work with **excellence**

# Re-Tooling Project Delivery

- Implementation
  - People
  - Tools and Reporting – manage what you measure
  - Organizational Development – strengthen the team
  - Delivery Tools

# Re-Tooling Project Delivery

- Capital Program Year End Summary
  - Challenging projects re-set and opened for customer use
    - 25<sup>th</sup> Avenue Grade Separation
    - South San Francisco Station Improvement
  - Completed projects
    - Marin and Napoleon Bridge Replacement – 12.7% below budget
    - FY2019 Grade Crossing Improvements – 27% below budget
    - Mary Ave Traffic Signal Preemption – 47% below budget
    - Ticket Vending Machine Rehabilitation (Phase III) – on budget

# Revised Capital Program

- Re-tooling Project Delivery
- **Capital Program Quarterly Report: FY22 – Q4**

# Revised Capital Program Quarterly Report: FY22 – Q4

- Caltrain's Rail Development Capital Program **totals \$1.63 b**
  - **\$321.8 m Construction and project close out**
  - **\$1,310 m Design**
    - \$1,064 m Grade separations
    - \$151.4 m Bridges
    - \$14.6 m Grade crossings improvements
    - \$47.7 m ROW communications and signals
    - \$4.1m Fare collection
    - \$27.7 m Miscellaneous




# Revised Capital Program Quarterly Report: FY22 – Q4

- Caltrain's Rail Development Team is currently managing **27 capital projects**
  - 16 in **Design**
  - 4 in **Bidding**
  - 6 in **Construction**
  - 1 in **Closing**
- **6 other** projects are in the planning and miscellaneous group



# Revised Capital Program Quarterly Report: FY22 – Q4




- Key Performance Indicator Summary

Status Light	Safety	Schedule	Budget	Funding
 Green	100.0%	63.6%	100.0%	84.8%
 Yellow	0.0%	3.0%	0.0%	12.1%
 Red	0.0%	33.3%	0.0%	3.0%

(Percentage of projects in each status light by performance category)

# Revised Capital Program Quarterly Report: FY22 – Q4

- Key Performance Indicator Summary




Status Light	Safety	Schedule	Budget	Funding
 Green	100.0%	63.6%	100.0%	84.8%
 Yellow	0.0%	3.0%	0.0%	12.1%
 Red	0.0%	33.3%	0.0%	3.0%

(Percentage of projects in each status light by performance category)

- Schedule KPI**  
Significant area of the team's focus

# Revised Capital Program Quarterly Report: FY22 – Q4

- Key Performance Indicator Summary – **FY22 Trends**




Status Light		Safety			
		Q1	Q2	Q3	Q4
	Green	100	100	100	100
	Yellow	0.0	0.0	0.0	0.0
	Red	0.0	0.0	0.0	0.0



**Steady  
Performance**

# Revised Capital Program Quarterly Report: FY22 – Q4




- Key Performance Indicator Summary – **FY22 Trends**

Status Light		Safety				Schedule			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Green	100	100	100	100	65.0	53.8	51.7	63.6
	Yellow	0.0	0.0	0.0	0.0	25.0	19.2	6.9	3.0
	Red	0.0	0.0	0.0	0.0	10.0	26.9	41.4	33.3

**Remains an area of  
significant focus**

# Revised Capital Program Quarterly Report: FY22 – Q4

- Key Performance Indicator Summary – **FY22 Trends**




Status Light		Safety				Schedule				Budget			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Green	100	100	100	100	65.0	53.8	51.7	63.6	95.0	92.3	96.6	100
	Yellow	0.0	0.0	0.0	0.0	25.0	19.2	6.9	3.0	0.0	3.8	3.4	0.0
	Red	0.0	0.0	0.0	0.0	10.0	26.9	41.4	33.3	5.0	3.8	0.0	0.0



**Steady  
Improvement**

# Revised Capital Program Quarterly Report: FY22 – Q4

- Key Performance Indicator Summary – **FY22 Trends**

Status Light		Safety				Schedule				Budget				Funding			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Green	100	100	100	100	65.0	53.8	51.7	63.6	95.0	92.3	96.6	100	70.0	76.9	82.8	84.4
	Yellow	0.0	0.0	0.0	0.0	25.0	19.2	6.9	3.0	0.0	3.8	3.4	0.0	25.0	15.4	13.8	12.1
	Red	0.0	0.0	0.0	0.0	10.0	26.9	41.4	33.3	5.0	3.8	0.0	0.0	5.0	7.7	3.4	3.0

Steady  
Improvement  
**Caltrain**  
14

# Revised Capital Program Quarterly Report: FY22 – Q4

- Program Trend Summary for Projects in Planning, Design, or Construction

Status Changes	Projects	Pct. Projects
All green	11	33.3%
Improved	7	58.3%
Got worse	3	25.0%
Stayed the same (except all green)	12	36.4%
<b>Total Projects</b>	<b>33</b>	

# Revised Capital Program Quarterly Report: FY22 – Q4

- Program Trend Summary for Projects in Planning, Design, or Construction

Status Changes	Projects	Pct. Projects
All green	11	33.3%
Improved	7	58.3%
Got worse	3	25.0%
Stayed the same (except all green)	12	36.4%
<b>Total Projects</b>	<b>33</b>	

- Mitigation plans** being implemented
- Some projects have been **re-baselined** with changed conditions



# Revised Capital Program Quarterly Report: FY22 – Q4

- Program Trend Summary for Projects in Planning, Design, or Construction

Status Changes	Projects	Pct. Projects
All green	11	33.3%
Improved	7	58.3%
Got worse	3	25.0%
Stayed the same (except all green)	12	36.4%
<b>Total Projects</b>	<b>33</b>	

- Mitigation plans** being implemented
- Some projects have been **re-baselined** with changed conditions

# Revised Capital Program Quarterly Report: FY22 – Q4

- Program Summary – **FY22 Trends**

Status Change				
	Q1	Q2	Q3	Q4
All green	5	9	8	11
Improved	2	1	4	7
Got Worse	9	7	8	3
Stayed the same	2	5	9	12
<b>Total Projects</b>	<b>18</b>	<b>22</b>	<b>29</b>	<b>33</b>



**Improved performance**  
More projects with all green status

# Revised Capital Program Quarterly Report: FY22 – Q4

- Program Summary – **FY22 Trends**

Status Change				
	Q1	Q2	Q3	Q4
All green	5	9	8	11
Improved	2	1	4	7
Got Worse	9	7	8	3
Stayed the same	2	5	9	12
<b>Total Projects</b>	<b>18</b>	<b>22</b>	<b>29</b>	<b>33</b>



**Improved performance**

Steady progress on improving project performance against KPI's

# Revised Capital Program Quarterly Report: FY22 – Q4

- Program Summary – **FY22 Trends**

Status Change				
	Q1	Q2	Q3	Q4
All green	5	9	8	11
Improved	2	1	4	7
Got Worse	9	7	8	3
Stayed the same	2	5	9	12
<b>Total Projects</b>	<b>18</b>	<b>22</b>	<b>29</b>	<b>33</b>



**Stabilize performance**

Minimize increasing variances from baseline performance metrics

# Revised Capital Program Quarterly Report: FY22 – Q4

- Program Summary – **FY22 Trends**

Status Change				
	Q1	Q2	Q3	Q4
All green	5	9	8	11
Improved	2	1	4	7
Got Worse	9	7	8	3
Stayed the same	2	5	9	12
<b>Total Projects</b>	<b>18</b>	<b>22</b>	<b>29</b>	<b>33</b>



### Tracking Improved

Added projects for tracking and reporting to measure performance against KPI's

# Revised Capital Program Projects with **Mitigation Plans**

	Project	Planned Date	Description
✓	Ticket Vending Machine Rehabilitation	Implemented	Recovered from supply chain delays
✓	Clipper Next Generation Validator Site Preparation	Implemented	Recovered from contractor submittal delays
	San Mateo Replacement Parking Track	6/28/2023	CTC allocation of Caltrain's FY23 LPP funding

# Revised Capital Program

## Projects to **Re-Baselined: Near Term**

Project	Planned Date	Description
✓ Guadalupe River Bridge Replacement - Extension	<b>Implemented</b>	<b>Updated schedule.</b> Budget for construction to follow
✓ 25 <sup>th</sup> Avenue Grade Separation	<b>Implemented</b>	<b>Updated schedule for extended closeout period</b>
Automatic Passenger Counter 4 <sup>th</sup> and King Station	<b>July 2022</b>	Update schedule for closeout
✓ Burlingame Broadway Grade Separation	<b>Implemented</b>	<b>Implemented Value Engineering</b>
✓ Churchill Ave Grade Crossing	<b>Implemented</b>	<b>Updated schedule: City's design approved by CPUC</b>
San Francisquito Creek Bridge Replacement	<b>July 2022</b>	Adopt alternative analysis recommendation
San Mateo Grade Crossing Improvements	<b>July 2022</b>	Completion of city led final design package
Broadband Wireless Communication System	<b>October 2022</b>	Update schedule/budget at contract award

# Revised Capital Program Projects to Re-Baselined: Future

Project	Planned Date	Description
CCF BCCF Virtualization	<b>September</b>	With FY23 Construction funding approval - <b>approved</b>
Rengstorff Grade Separation	TBD	Approval of Cooperation Agreement for final design
Whipple Avenue Grade Separation	TBD	Approval of next phase by local jurisdiction



# Revised Capital Program Projects in **Closeout** with Variances

Project	Planned Date	Description
South San Francisco Station Improvements	NA	Extended closeout period – nearing completion
Marin and Napoleon Bridge Replacement	NA	Extended closeout period – nearing completion
✓ Mary Avenue Traffic Signal Preemption	<b>Implemented</b>	Delayed supply chain material arrived – nearing completion

## Next steps:

- Final Phase/Gate approval from Management Committee - report on project metrics
- Conduct lessons learned
- Remove project from Quarterly Report

# Revised Capital Program Quarterly Report: FY22 – Q4

**Table S3. Individual Projects**

Project Number	Title	Safety		Schedule		Budget		Funding		Page
		Q3	Q4	Q3	Q4	Q3	Q4	Q3	Q4	
<b>CONSTRUCTION/IMPLEMENTATION</b>										
<b>Grade Separations</b>										
002088	25th Avenue Grade Separation	●	●	●	●	●	●	●	●	7
<b>Stations</b>										
002146	South San Francisco Station Improvement	●	●	●	●	●	●	●	●	13
<b>ROW Communications &amp; Signals</b>										
100278	Mary Avenue Traffic Signal Preemption	●	●	●	●	●	●	●	●	20
<b>Fare Collection</b>										
100240	Ticket Vending Machines (TVM) Rehab	●	●	●	●	●	●	●	●	25
<b>Miscellaneous</b>										
100430	CCF BCCF Virtualization	●	●	●	●	●	●	●	●	31
100445	Automatic Passenger Counters at San Francisco 4th & King Station	●	●	●	●	●	●	●	●	35

# Questions

FOR MORE INFORMATION  
[WWW.CALTRAIN.COM](http://WWW.CALTRAIN.COM)

