

**Bicycle and Active
Transportation Advisory
Committee**

**Correspondence
as of**

May 16, 2023

From: liebermand@samtrans.com on behalf of [Dan Lieberman](#)
To: [Caltrain, Bac \(@caltrain.com\)](mailto:Caltrain_Bac (@caltrain.com))
Subject: NEWS: Caltrain Celebrates Bike to Wherever Day
Date: Tuesday, May 16, 2023 3:15:13 PM

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NEWS

May 16, 2023

Media Contact: Dan Lieberman, 650.622.2492

Caltrain Celebrates Bike to Wherever Day

[Bike to Wherever Day](#) has returned this Thursday, May 18, and Caltrain is ready and able to help Bay Area cyclists get to where they need to go.

Caltrain, in partnership with the Silicon Valley Bicycle Coalition (SVBC) and in recognition of National Bike Month, is co-sponsoring the energizer station at Menlo Park Station, and Caltrain staff will welcome cyclists at five [energizer stations](#) along the Caltrain corridor including those at or near the Millbrae, San Mateo, Menlo Park, Sunnyvale and Gilroy Caltrain stations. Energizer stations will be equipped with snacks, coffee, free swag and much more in order to encourage more people to feel comfortable riding their bike. Energizer stations will be set up [throughout the Bay Area](#) from May 18-20.

People who use bikes to access Caltrain can take advantage of more than 300 bicycle eLockers at 22 Caltrain stations, including the most recent installation at the Menlo Park Station. Standard eLocker rates are only 5 cents per hour, with night and weekend rates of 2 cents per hour. Caltrain is currently giving 100 free hours of bicycle parking at Caltrain-owned eLockers to riders when they sign up for an eLocker account at www.bikelink.org and connect it to their Clipper Card.

Currently, over 20% of Caltrain riders access the system with a bicycle. Prior to COVID-19, Caltrain served approximately 10,000 bicyclists every weekday, with 10% of riders typically bringing their bike onboard. Survey data has found that many of these riders do so because they do not have a secure place to leave their bike at the station. The eLocker installations provide customers with an easy to use, secure facility and help alleviate some of the demand for bike space on trains.

Caltrain is a cosponsor of Bike to Wherever Day, along with its sister agencies SamTrans and the San Mateo County Transportation Authority.

###

About Caltrain: Owned and operated by the Peninsula Corridor Joint Powers Board, Caltrain provides rail service from San Francisco to San Jose, with commute service to Gilroy. Serving the region since 1863, Caltrain is the oldest continually operating rail system west of the Mississippi. Looking to the future, Caltrain is set to electrify the corridor by 2024, which will reduce diesel emissions and add more service to more stations while advancing the agency's equity goals.

Follow Caltrain on [Facebook](#) and [Twitter](#).

Free translation assistance is available. Para traducción llama al 1.800.660.4287; 如需翻譯,請電 1.800.660.4287.

This email was sent to batac@caltrain.com
San Mateo County Transit District, 1250 San Carlos Ave., San Carlos, California 94070, USA
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From: [Roland Lebrun](#)
To: [Mandelman, Rafael \(BOS\)](#)
Cc: [Supervisor Aaron Peskin](#); [SFCTA Board Secretary](#); [SFCTA CAC](#); [cacsecretary \[at\]caltrain.com](#); [Caltrain, Bac \[at\]caltrain.com](#); [baylands@brisbaneca.org](#); [Board \[at\]caltrain.com](#)
Subject: Item 9 Preliminary Fiscal Year 2023/24 Budget and Work Plan
Date: Monday, May 8, 2023 4:29:59 PM
Attachments: [image.png](#)
[image.png](#)
[2023-01-19_Baylands-SP_CH06-Circulation.indd.pdf](#)
[Brisbane Baylands DEIR Comments.pdf](#)

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Dear Chair Mandelman and Commissioners,

Please consider adding Executive Director Objective #26 (<https://www.sfcta.org/sites/default/files/2023-01/R23-24%20ED%202023%20Performance%20Objectives.pdf> Page 4 of Attachment 2 on page 21) to the workplan with an initial focus on the seamless integration of MUNI light rail and buses, SamTrans, Caltrain and micromobility at the intersection of the Geneva Avenue extension and the Caltrain tracks.

Background

The Baylands Development Corporation (BDI) issued a Notice Of Preparation for the Baylands Specific Plan on April 26 (<https://www.brisbaneca.org/baylands/page/baylands-specific-plan-public-draft-submittal>)



The Baylands Specific Plan - Public Draft Submittal

The draft Baylands Specific Plan prepared by the property owner (Baylands Development Inc. - BDI) has been submitted to the City of Brisbane. Hard copies of the plan are available for review at City Hall and the Brisbane Library. Note: this plan is the applicant's proposal. The community will have the opportunity to weigh in on the plan and related Environmental Impact Report (EIR) through a public review process.

www.brisbaneca.org

Chapter 6

(Circulation) https://www.brisbaneca.org/sites/default/files/fileattachments/baylands/page/24259/202302_draftbaylands-sp_ch06-circulation.pdf describes the "Transit Network" (Section 6.3.4 on pp 15-17 attached for your convenience) as follows:

"The Baylands is served by Caltrain, SamTrans, MUNI Bus, MUNI light rail, and Commute.org.

SamTrans buses, MUNI Bus, and MUNI light rail run on Bayshore Boulevard at the western boundary of The Baylands.

Caltrain rail runs through the center of The Baylands, and its Bayshore Station is located to the north, near Betty Avenue."

Section 6.3.4 continues as follows:

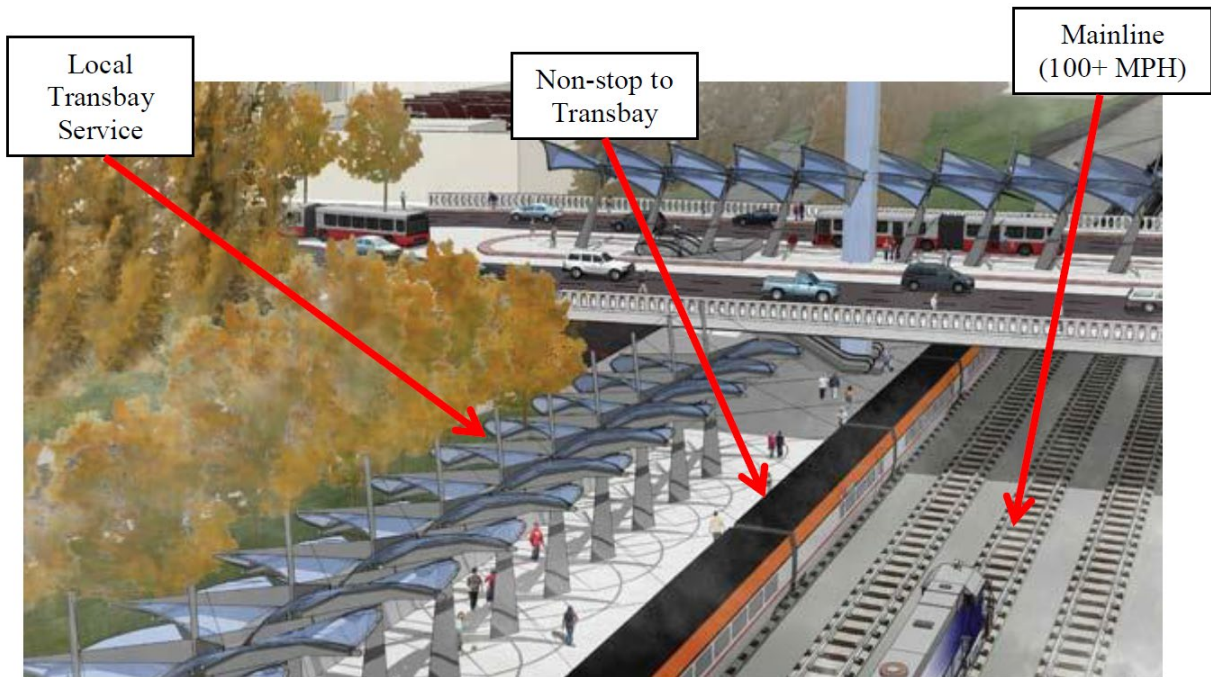
"The Baylands strengthens connections to the region's extensive transit network, including connections to the Caltrain station from the east and west and to the Muni station at Sunnydale Avenue and Bayshore Boulevard. The Baylands circulation network accommodates future planned Geneva-Harney Bus Rapid Transit (BRT) along Geneva Avenue."

"New shuttle routes will integrate The Baylands into existing routes that connect Brisbane with regional transit networks."

The proposal

While the proposed shuttle network introduces welcome connections to Visitation Valley and downtown Brisbane, Shuttle connections between the Bayshore Caltrain station and the Bayshore Boulevard transit shed provide suboptimal intermodal transfers when compared to the vision contained in the 2014 draft EIR (attached).





Respectfully presented for your consideration.

Roland Lebrun

CC

City of Brisbane Mayor and Council
Baylands Development Corporation
Caltrain Board
SFCTA CAC
Caltrain CAC
Caltrain BPAC

6.3.4 TRANSIT NETWORK

The Baylands is served by Caltrain, SamTrans, MUNI Bus, MUNI light rail, and Commute.org. SamTrans buses, MUNI Bus, and MUNI light rail run on Bayshore Boulevard at the western boundary of The Baylands. Caltrain rail runs through the center of The Baylands, and its Bayshore Station is located to the north, near Beatty Avenue (see Figure 6.4).

There are currently two free shuttle bus services that serve Brisbane. They are open to the public and operate during the morning and evening commute peak hours. The Bayshore/Brisbane Commuter Caltrain shuttle runs between the Bayshore Caltrain Station, the Brisbane-Crocker Industrial Park area, and residential stops along San Bruno Avenue. The Brisbane-Crocker Park BART shuttle runs between Balboa Park BART Station, Brisbane-Crocker Industrial Park area, and residential stops in Brisbane Area.

The Baylands strengthens connections to the region's extensive transit network, including connections to the Caltrain station from the east and west and to the Muni station at Sunnydale Avenue and Bayshore Boulevard. The Baylands circulation network accommodates future planned Geneva-Harney Bus Rapid Transit (BRT) along Geneva Avenue (see Figure 6.4).

BAYLANDS SHUTTLES

New shuttle routes will integrate The Baylands into existing routes that connect Brisbane with regional transit networks. The extensions will empower residents, workers, and visitors to travel to, from, and within the community car-free.

Prior to issuance of the first building occupancy permit for any new development other than improvement or relocation of an existing use within The Baylands, a shuttle service plan shall be developed and approved by the City that adds commuter shuttle service into The Baylands (see Figure 6.4). Shuttle service shall be implemented as described in the plan prior to 50% occupancy of any Baylands Specific Plan Area District

The shuttle service will add fare-free shuttle services to connect people from downtown Brisbane into The Baylands in two phases.

Phase one will include service within the western side of The Baylands and terminate at the Bayshore Caltrain Station and Downtown Brisbane. It will operate weekday during the morning and afternoon peak commute hours (approximately 6:00 AM to 9:00 AM and 4:00 PM to 6:00 PM) with maximum one-hour headways within The Baylands to the Caltrain station. Shuttle routes that serve areas outside of The Baylands will be point-to-point once exiting the Specific Plan area in order to efficiently serve downtown Brisbane. The times of operation of this shuttle will supplement service in operation for the existing Brisbane shuttle routes that serve other parts of Brisbane (Bayshore/Brisbane Commuter Caltrain and Brisbane-Crocker Park BART routes).

Phase one will also introduce an internal-serving Baylands shuttle route that operates primarily on Baylands Boulevard. This service will connect residents, commuters, and visitors to the most intensive land uses within The Baylands Specific Plan area. This shuttle will operate between the west side of the Bayshore Caltrain Station Plaza and Ecological Park with stops spaced approximately every 1/4 mile. Service will operate weekdays approximately between the hours of 6:00 AM and 8:00 PM with maximum 15-minute headways.

Phase two will integrate The Baylands Campus East District, including Lagoon Park. It will terminate on the east side of Bayshore Caltrain Station and Downtown Brisbane. On-demand peak service would be piloted as the east side District reaches 50% occupancy. On-demand peak service would use a passenger van weekdays during peak commute hours (approximately 6:00 AM to 9:00 AM and 4:00 PM to 6:00 PM).

The service plan for the internal-serving Phase one and Phase two routes will also identify on-demand service zones for weekend service. It would use a passenger van and operate from approximately 10:00 AM to 5:00 PM on Saturday and Sunday.

An on-demand strategy allows shuttle operators to scale up as demand shifts and grows. It also illuminates time-of-day and location demands to cost-effectively develop structured routes in the future. Permanent fixed routing would be considered to replace on-demand zones when ridership demand exceeds what can be carried in one vehicle, when ridership exceeds eight trips per service hour, or if the trip patterns exhibit clear paths.

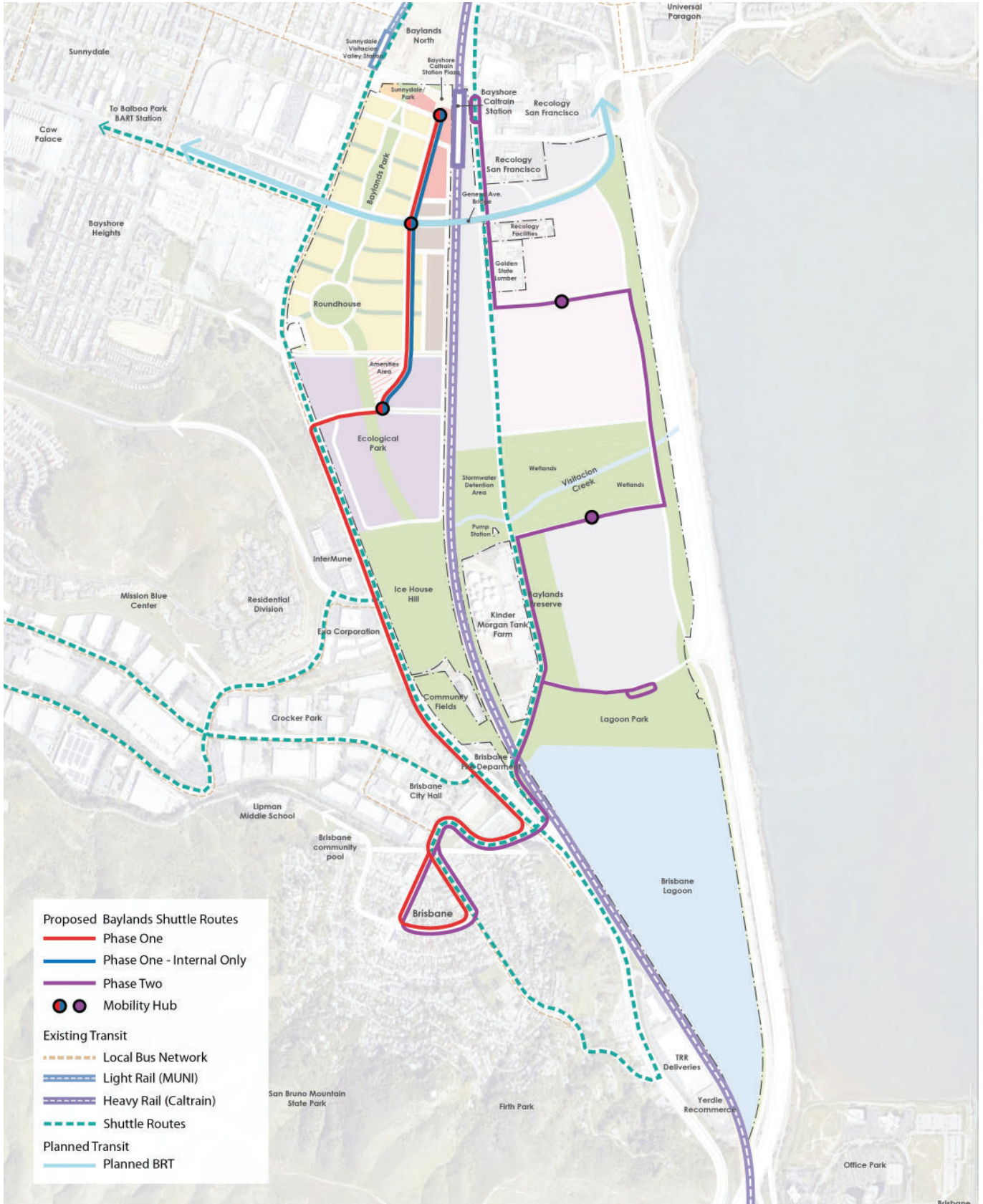


FIGURE 6.4: THE BAYLANDS SHUTTLE EXTENSION AND TRANSIT CONNECTIONS

TABLE 6.5: PROPOSED BAYLANDS SHUTTLE ROUTES

Proposed Baylands Shuttle Route	Weekday Service	Weekend Service
Phase One: Brisbane Downtown	6:00–9:00 AM 4:00–6:00 PM 1 hour headways	No Service
Phase One: Internal Only	6:00 AM–8:00 PM Max 15-minute headways	10:00 AM–5:00 PM On-demand service (expand to fixed route if warranted)
Phase Two: East Side	6:00–9:00 AM 4:00–6:00 PM 1 hour headways	10:00 AM–5:00 PM On-demand service (expand to fixed route if warranted)

MOBILITY HUBS

The Baylands includes strategically placed mobility hubs to provide seamless first-last mile solutions that deliver people from transit stop to destination. Mobility hubs are places where multiple travel options come together, like bus or shuttle service, bikeshare, and/or carshare. See Figure 6.4 for mobility hub locations, and Section 6.4.4 for additional mobility hub design details.

6.3.5 TRANSPORTATION DEMAND MANAGEMENT

The Baylands will provide public infrastructure and programming that enables people to be less dependent on cars. In addition to the transportation improvements, active transportation infrastructure, and transit services previously described, a Baylands-wide Demand Management (TDM) Program shall be developed and implemented, in accordance with guidance from the City/County Association of Governments of San Mateo County (C/CAG). C/CAG is the designated Congestion Management Agency for San Mateo County.

TDM refers to a package of policies, programs, or services that individually and collectively influence travel and parking demand, typically by improving and expanding non-driving mobility options, while maintaining incentives

to increase their use, to reduce vehicle-based trips and parking demand. The Baylands TDM Program will include the measures identified in Table 6.8 that will be implemented in accordance with San Mateo County’s requirements

Because The Baylands development would occur in increments over a 20-year period, individual TDM Plans will be prepared for each applicable site-specific development project as it undergoes Planned Development Permit review that follow requirements set forth by the Baylands TDM Program.

The Baylands Specific Plan Area-wide TDM target shall be a minimum 25% trip reduction below baseline Average Daily Traffic (ADT). Baseline ADT shall be evaluated based on the latest ITE Manual’s trip generation methodology for the appropriate land use of each site-specific development project as it goes under Planned Development Permit review.

Reporting and monitoring will follow C/CAG guidance and recommendations to administer the monitoring and reporting process primarily through project tenant and employee surveys (see Table 6.6).

Most land uses attract a combination of user types over time; however, one type of user will predominantly determine the TDM measures for each land use. Table 6.7 shows how each land use and building type correlate to a TDM primary market. The applicability of each TDM measure to the primary user types (resident, commuter, and visitor) is shown in the rightmost columns of Table 6.8.

TABLE 6.6: C/CAG RECOMMENDED MONITORING & REPORTING STRUCTURE

TDM Plan Checklist Survey Reporting	Multi-Family Residential	Non-Residential
1-6 Years Post-Occupancy	Biennial self-certification	Biennial Survey
6+ Years Post-Occupancy	Not Required	Triennial Survey
Mode Share Surveys	Not Required	Required

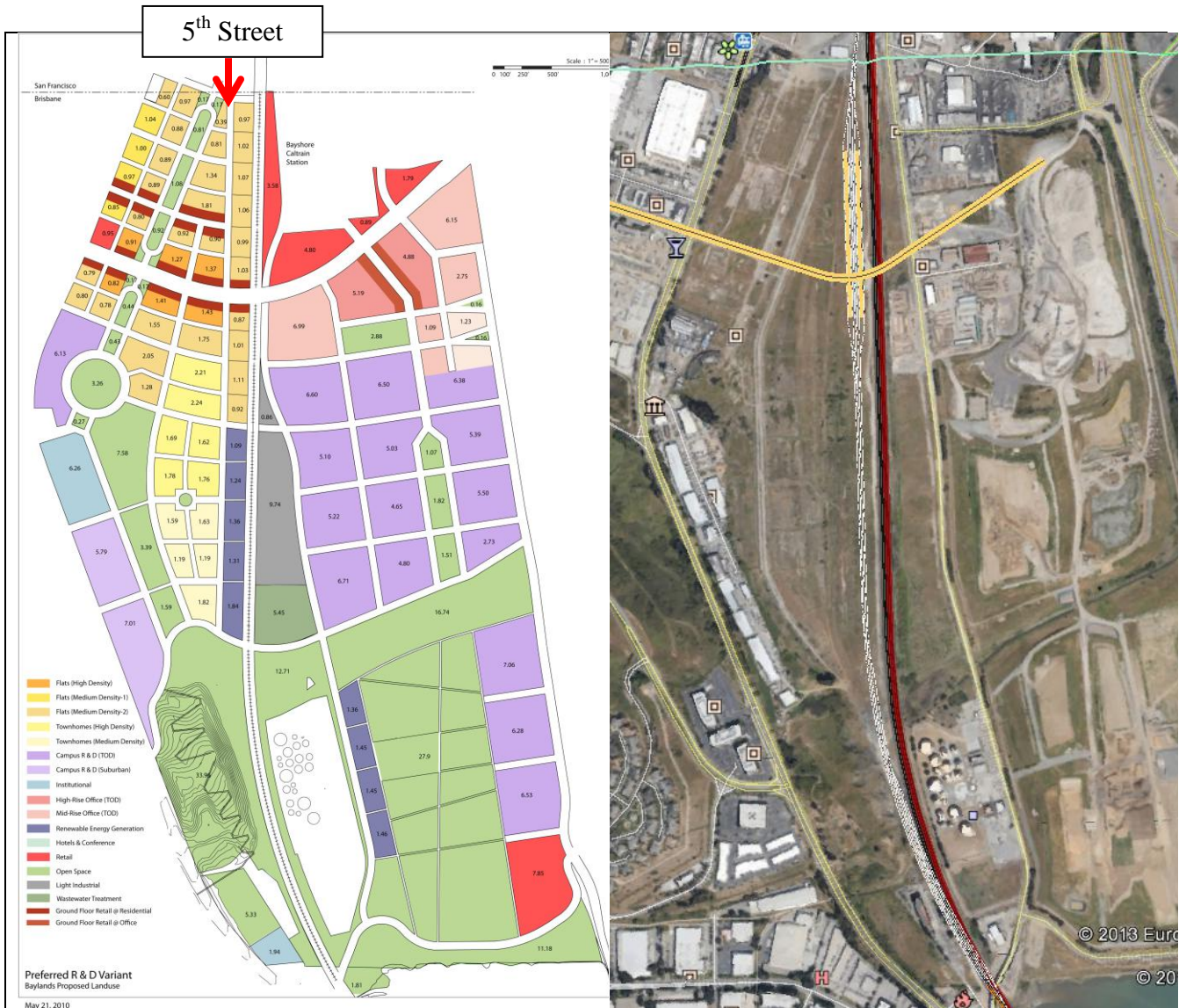
Roland Lebrun
ccss@msn.com
Brisbane Baylands Draft EIR
January 19 2014

Dear Mr. Swiecki,

Thank you for the opportunity to comment on the Brisbane Baylands Draft EIR.

While it is generally accepted that 200 MPH high speed trains will not appear in the Peninsula for at least another 20 years, plans for land use adjacent to the rail corridor should consider future higher speeds in the Peninsula with an eventual objective to connect San Jose to San Francisco in 30 minutes or less.

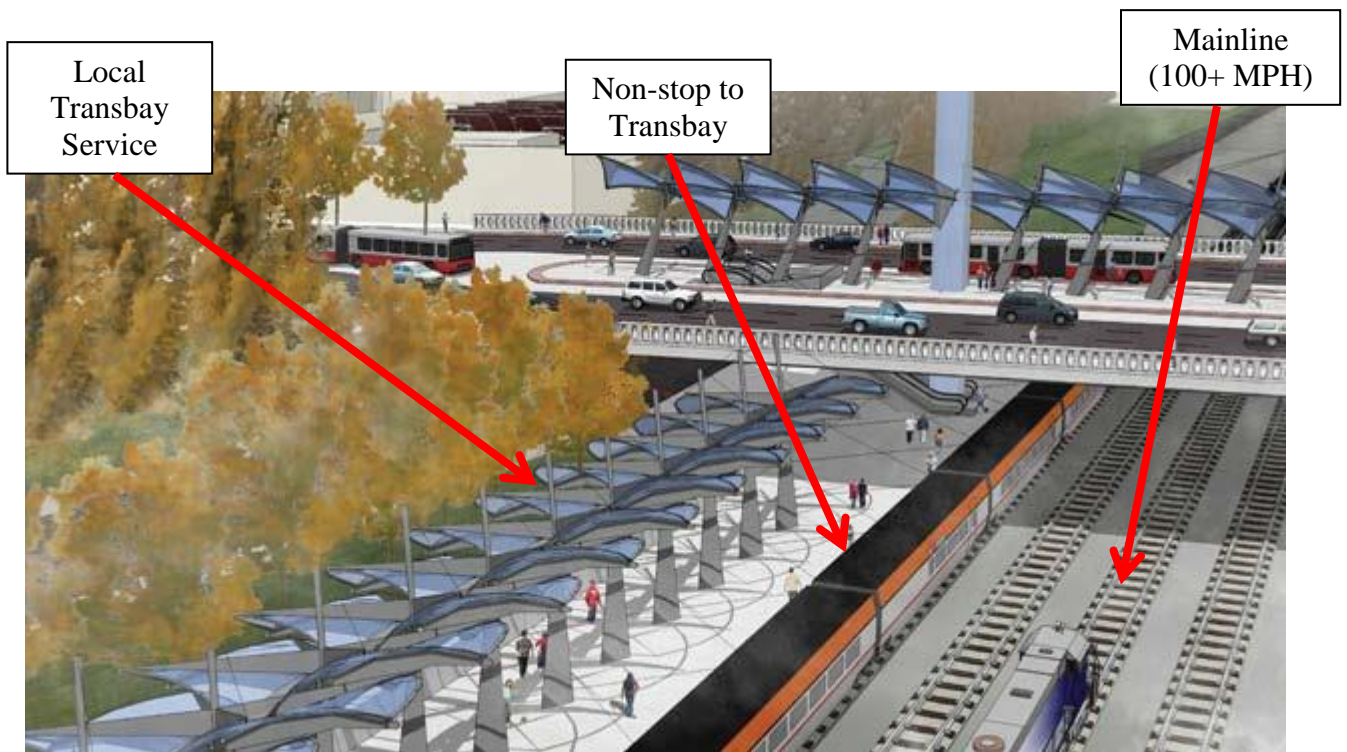
It is in this context that the DEIR should consider a new rail alignment capable of supporting speeds in excess of 100 MPH along the proposed future 5th Street.



The relocation of the tracks and the Bayshore station to the 5th Street alignment would also significantly enhance transfers between Caltrain and the proposed Muni T-Third light rail station on 5th Street.

The relocated Bayshore station would have two additional tracks to facilitate cross-platform transfers between Baby Bullets (5-minute non-stop to Transbay) and locals stopping at Oakdale, 22nd Street, Mission Bay and the Transbay Terminal. The additional station and turnaround tracks would support a capacity of 12 trains/hour between Brisbane and Transbay, 10-20 years ahead of the rest of the Peninsula (Policy 6-12).

The impacts caused by the higher speeds of express trains should be mitigated by creating embankments on both sides of the tracks thereby giving the impression that the proposed Geneva Avenue extension is at grade while the platforms and the tracks are in a trench.



The proposed new alignment would have the following additional advantages:

- Faster, safer and more cost-effective construction of the relocated Bayshore station, including connections to MUNI light rail and Geneva Avenue BRT.
- No construction impacts on Caltrain service.
- Foundation for a future 5-minute connection to San Francisco International (Transbay to SFO in 10 minutes, including a one-minute stop in Brisbane).

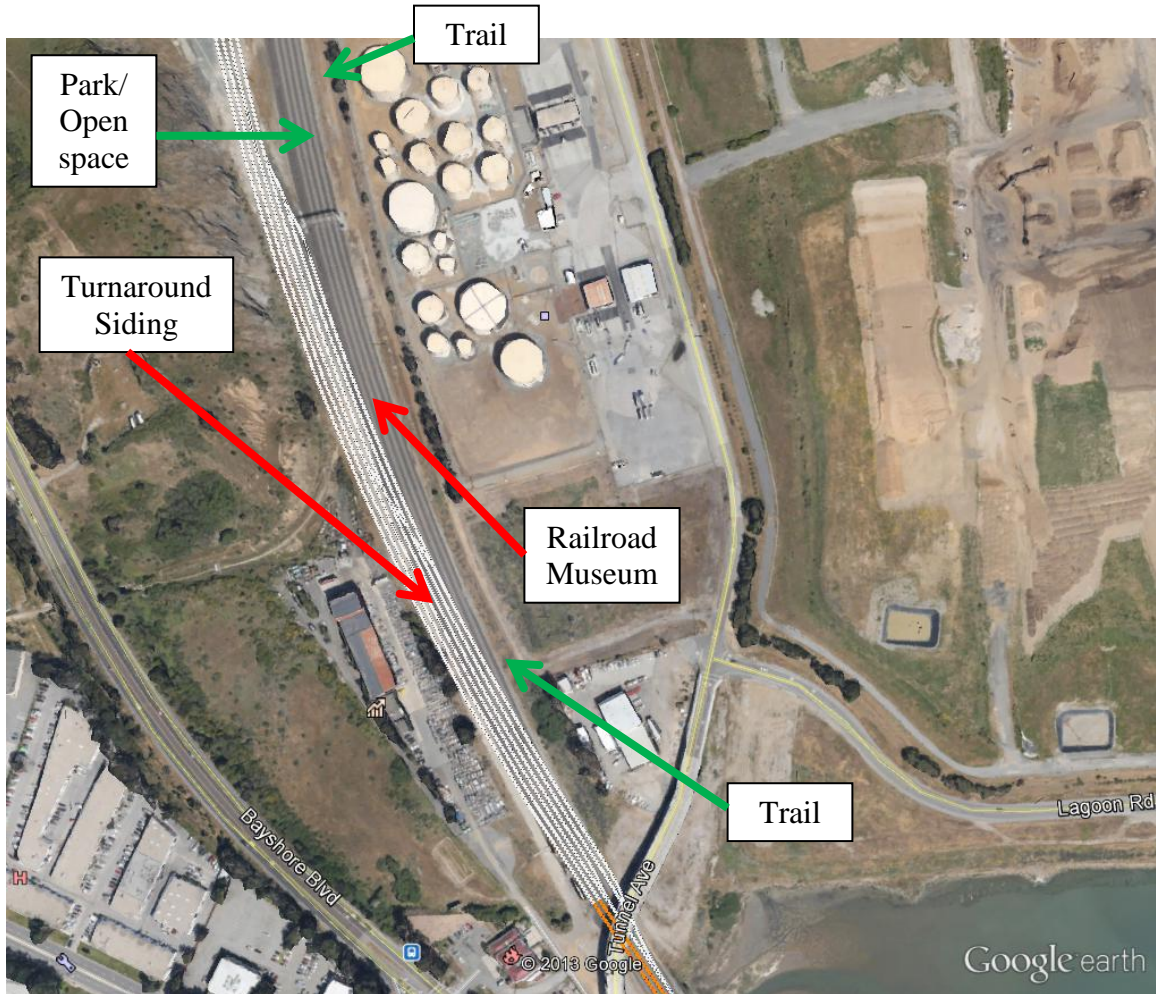
Platform lengths.

Please refer to "Platform Dimensions" on page 13 of Chapter 3 of the Caltrain Engineering Standards: <http://www.caltrain.com/assets/engineering/engineering-standards-2/criteria/CHAPTER3.pdf> : *"The standard platform length shall be 700 feet to accommodate a six (6) car train consist. Platform design shall consider or not preclude a possible expansion of platform length to 1000 feet"*

The DEIR should consider this 1,000-foot requirement because it would enable a Bayshore Caltrain station entrance at Beatty Avenue which is within walking distance of the Schlage Lock development. The DEIR should also consider extending the platforms south of Geneva Avenue to match Transbay's 1,330-foot platform lengths for two reasons: support for double-length Caltrain consists capable of transporting 2,000 passengers to/from special events in downtown San Francisco and/or Brisbane and the ability to disembark and turn around full-length HSR trains in case of an emergency between Brisbane and the Transbay terminal.



- Relocation of the mainline would also facilitate the repurposing of the existing tracks between Ice House Hill and the Kinder Morgan Energy Tank Farm into a siding yard and a location for the future railroad Museum while maintaining an opportunity for a linear park and trail connection between the siding yard and the Tank Farm. The siding yard could provide off-peak storage for up to 8 Caltrain consists as well as the ability to turnaround additional train service (up to 6 additional trains/hour between Bayshore and Transbay) over and above the proposed maximum six Caltrains/hour by 2019.



Thank you for considering these enhancements to this exciting project.

Sincerely,

Roland Lebrun

From: [Roland Lebrun](#)
To: [Mandelman, Rafael \(BOS\)](#)
Cc: [Supervisor Aaron Peskin](#); [SFCTA Board Secretary](#); [Board \(@caltrain.com\)](#); [SFCTA CAC](#); [cacsecretary \(@caltrain.com\)](#); [Caltrain, Bac \(@caltrain.com\)](#)
Subject: Item 13 Public comment Caltrain member agency contributions
Date: Monday, May 8, 2023 4:11:06 AM
Attachments: [Member agency contributions.bmp](#)
[2000 Measure A Complete text.pdf](#)


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Dear Chair Mandelman and Commissioners,

The intent of this email is to introduce a potential solution to the member agency financial contribution stalemate and the resulting impact on Caltrain's operating budget.

Revenue Assumptions

Revenue Item	FY2024 Assumptions	FY2025 Assumptions
Member Agencies	No member agency obligation	No member agency obligation
Measure RR	Full allocation to Operations Per sales tax forecast	Full allocation to Operations Per sales tax forecast
LCFS	N/A	LCFS credits valued at \$5.0M
LCTOP / SRA	One-time allocation to Operations LCTOP: \$2.4M SRA: \$4.8M	One-time allocation to Operations LCTOP: \$1.0M SRA: \$7.4M
Measure RR Reserve	Use of \$60.0M to balance the budget (FY2024: \$0)	Use of \$60.0M to balance the budget (FY2025: \$38.1M)



Background

1) Section 7 on page 9 of the 1996 Joint Powers Agreement mandates the following Financial Commitments for Caltrain Operations:

*“Each Member Agency agrees to share in the operating costs associated with the PCS. Member Agency subsidies for the Main Line Service shall be based on the existing passenger boarding formula which is predicated upon county of origin a.m. peak hour hoardings of passengers as adjusted annually prior to the JPB's adoption of the operating budget. **SCVTA shall be responsible for all net operating costs of the Gilroy Service based upon the fully allocated cost methodology.**”*

[Restated Joint Powers Agreement Peninsula Corridor Project \(Oct. 1996\) \(PDF 649 KB\)](#)

2) The voters of Santa Clara County subsequently passed a sales tax measure known as “2000 Measure A” (Complete Text of Measure A attached for your convenience) which reads as follows:

Increase Caltrain Service, specifically

“Purchase new locomotive train sets for increased Caltrain service in Santa Clara County from Gilroy to Palo Alto and provide additional facilities to support the increased service.”

Conclusions

- 1) **SCVTA’s financial responsibility for the Gilroy service is clearly established in the October 1996 restated JPA**
- 2) Funding for the Gilroy service is available in a ½ cent sales tax Measure passed in 2000 by the voters of Santa Clara County

Recommendation

- 1) Make SCVTA accountable for a ***“all net operating costs of the Gilroy Service based upon the fully allocated cost methodology.”***
- 2) San Francisco and San Mateo counties will each agree to match SCVTA’s contribution to the Gilroy service (approximately \$5M/year).

Respectfully presented for your consideration.

Roland Lebrun

CC

Caltrain Board
SFCTA CAC
Caltrain CAC
Caltrain BPAC

COMPLETE TEXT OF 2000 MEASURE A

Shall the Board of Directors of Santa Clara Valley Transportation Authority (VTA) be authorized to enact a retail transactions and use tax ordinance imposing (a) a tax for the privilege of selling tangible personal property at retail upon every retailer in Santa Clara County, the territory of VTA; such tax to be at the rate of one-half of one percent of the gross receipts of the retailer from the sale of all tangible personal property sold by him at retail in the territory of VTA, and (b) a complimentary tax upon the storage, use, or other consumption in Santa Clara County, the territory of VTA; such tax to be at the rate of one-half of one percent of the sales price of the property whose storage, use, or other consumption is subject to the tax, such taxes to be imposed for a period not to exceed 30 years, and to take effect only upon the expiration of the current County of Santa Clara 1996 Measure B ½ cent sales tax in April, 2006, and to be used only to:

- **Extend BART from Fremont through Milpitas to Downtown San Jose and the Santa Clara Caltrain Station, specifically,**

To build a BART Extension from Fremont to Milpitas, San Jose and Santa Clara with a major connection to the Tasman Light Rail line at the Milpitas BART Station. In San Jose to include a BART subway section with stations at San Jose State University, the new San Jose City Hall, Downtown San Jose at Market Street, San Jose Arena and the Diridon Multimodal Station connecting to Caltrain, ACE, Amtrak, the Vasona Light Rail line and the VTA bus service. In Santa Clara, to serve Santa Clara University, and the Caltrain Station with a people mover connection to San Jose International Airport.

- **Provide Connections from San Jose International Airport to BART, Caltrain and the VTA Light Rail, specifically,**

To build a people mover rail line connecting the airport passenger terminals directly with BART, Caltrain and the VTA Light Rail line.

- **Extend Light Rail from Downtown San Jose to the East Valley by**

Building a Downtown/East Valley Light Rail line from Downtown San Jose serving the new San Jose City Hall and San Jose University, out Santa Clara Street to Capitol Avenue to join the Capitol Light Rail line then south to Eastridge Shopping Center.

- **Purchase Low Floor Light Rail Vehicles, specifically**

To better serve disabled, seniors and others; purchase an additional 20 low floor light rail vehicles to join the 30 low floor vehicles now being constructed for the new Tasman, Capitol and Vasona Light Rail lines and 50 new low floor vehicles to replace VTA's existing 50 light rail vehicles.

- **Improve Caltrain: Double Track to Gilroy and Electrify from Palo Alto to Gilroy**

Extend the Caltrain double track from the San Jose Tamien Station through Morgan Hill to Gilroy. Provide VTA's funds for the partnership with San Francisco and San Mateo counties to electrify Caltrain from San Francisco to Gilroy.

- **Increase Caltrain Service, specifically**
Purchase new locomotive train sets for increased Caltrain service in Santa Clara County from Gilroy to Palo Alto and provide additional facilities to support the increased service.
- **Construct a New Palo Alto Intermodal Transit Center**
In partnership with the City of Palo Alto and Stanford University, design and construct a new parkway and underpass for University Avenue from the campus to downtown Palo Alto to improve bicycle, pedestrian and transit access to the campus, Palo Alto Caltrain station and downtown Palo Alto. Upgrade passenger facilities at the historic Palo Alto Caltrain Station; upgrade transit facilities for VTA, SAMTRANS, Dumbarton Express and the Stanford Marguerita and Palo Alto shuttle services.
- **Improve Bus Service in Major Bus Corridors**
For VTA Line 22 (Palo Alto to Eastridge Center) and the Stevens Creek Boulevard Corridor, purchase new low floor articulated buses. Improve bus stops and major passenger transfer points and provide bus queue jumping lanes at intersections to permit buses quick access along the corridors.
- **Upgrade Altamont Commuter Express (ACE)**
Provide VTA's matching funds for additional train sets, passenger facilities and service upgrades for the ACE Commuter Service from San Joaquin and Alameda Counties.
- **Improve Highway 17 Express Bus Service**
Provide VTA's share of funds for the partnership with the Santa Cruz County Transit District for additional buses and service upgrades for the Highway 17 Express Bus Service.
- **Connect Caltrain with Dumbarton Rail Corridor**
Provide VTA's share of matching funds for a partnership with Alameda and San Mateo counties for the rebuilding of the Dumbarton Rail Corridor to connect to Caltrain and train sets for this new service conditioned on Alameda and San Mateo County's funding.
- **Purchase Zero Emission Buses and Construct Service Facilities**
Provide funds to supplement federal funds to expand and replace existing VTA diesel bus fleet from current size of just over 500 vehicles to 750 vehicles with the new zero emission buses and to provide maintenance facilities for this new, clean vehicle propulsion system. All new buses to be low floor for easier boarding by seniors and the disabled.
- **Develop New Light Rail Corridors**
Provide capital funds for at least two new future light rail corridors to be determined by Major Investment Studies (MIS). Potential corridors include: Sunnyvale/Cupertino; Santa Teresa/Coyote Valley; Downtown/East Valley Connection to Guadalupe Line; Stevens Creek Boulevard; North County/Palo Alto; Winchester/Vasona Junction; and, initial study of BART connection from Santa Clara through Palo Alto to San Mateo County.

- **Fund Operating and Maintenance Cost for Increased Bus, Rail and Paratransit Service**

Provide revenue to ensure funding, to at least 2014, and possibly longer, of the following: the new Tasman East, Capitol and Vasona Light Rail Lines, the commuter rail connection to BART, expanded paratransit services, expanded bus fleet of 750 vehicles, the Downtown/East Valley Light Rail line operations, which can commence in 2008, and the BART extension to San Jose which can commence operations by 2010;

all subject to the following mandatory requirements:

- The Tax Must Expire 30 Years After Implementation

If approved by the voters, this half-cent sales tax must expire 30 years after implementation. The tax will be imposed for the period commencing April 1, 2006, when current tax expires and terminate on March 31, 2036. The length of this tax cannot be extended without a vote - and the approval - of the residents of Santa Clara County.

- An Independent Citizen's Watchdog Committee Must Review All Expenditures.

The Independent Citizen's Watchdog Committee will consist of private citizens, not elected officials, who comprise the VTA's Citizen's Advisory Committee.

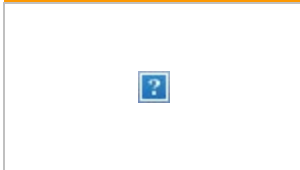
Responsibilities of the Citizen's Watchdog Committee are:

- **Public Hearings and Reports:** The Committee will hold public hearings and issue reports on at least an annual basis to inform Santa Clara County residents how the funds are being spent. The hearings will be held in full compliance with the Brown Act, California's open meeting law with information announcing the hearings well-publicized and posted in advance.
- **Annual Independent Audits:** An annual audit conducted by an Independent Auditor will be done each fiscal year to ensure tax dollars are being spent in accordance with the intent of this measure.
- **Published Results of Audits and Annual Reports:** The Committee must publish the results of the Independent Auditor and the Annual Report in local newspapers. In addition, copies of these documents must be made available to the public at large.

such authorization being pursuant to the provisions of Section 100250 et seq. of the Public Utilities Code and Sections 7251 et seq. of the Revenue and Taxation Code.

From: liebermand@samtrans.com on behalf of [Dan Lieberman](#)
To: [Caltrain, Bac \(@caltrain.com\)](mailto:Caltrain_Bac (@caltrain.com))
Subject: NEWS: Caltrain Awards Construction Contract for Mountain View Transit Center Grade Separation and Access Project
Date: Thursday, May 4, 2023 4:57:52 PM

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NEWS

May 4, 2023

Media Contact: Dan Lieberman, 650.622.2492

Caltrain Awards Construction Contract for Mountain View Transit Center Grade Separation and Access Project

The Caltrain Board of Directors voted to award a Construction Manager/General Contractor (CM/GC) contract for the [Mountain View Transit Center Grade Separation and Access Project](#) to Stacy & Witbeck, Inc. and Myers & Sons Construction, a joint venture headquartered in Alameda, CA. The cost of the first phase, referred to as pre-construction services, is \$1.49 million. The project is funded by the Santa Clara Valley Transportation Authority Measure B Program and the City of Mountain View.

The [project](#) will improve safety and multimodal access to the transit center and Downtown Mountain View. The project is focused on the Castro Street/Moffett Boulevard/Central Expressway intersection and will close the Castro Street crossing of the railroad tracks. A shared use pathway that allows pedestrians and cyclists to pass under the tracks and Central Expressway will offer safe and easy access to residents and office workers to Mountain View's vibrant downtown.

The City of Mountain View identified this project as Phase I of the 2017 Transit Master Plan. Determinations will be made this year regarding the architectural design and public art that will be featured, with the Final Design scheduled to be completed in Summer 2024. Construction is expected to begin that summer, with a completion date in late 2026.

This contract award by the Caltrain Board of Directors follows an earlier action to authorize the use of CM/GC for the project, as opposed to conventional design-bid-build project delivery. There are advantages to the CM/GC delivery which engages the contractor earlier in the project. This is Caltrain's first use of CM/GC project delivery, and is a key strategy being deployed by Caltrain's Design & Construction team in expanding the pallet of project delivery methods being utilized to increased schedule and cost certainty, particularly on large,

complex projects.

Creating a grade separation at Castro Street so people and vehicles will no longer be required to cross the tracks will improve safety for pedestrians and bicyclists, reduce train gate down-time and horn noise, reduce conflicts between trains, vehicles, pedestrians, and bicyclist, and improve traffic flow.

###

About Caltrain: Owned and operated by the Peninsula Corridor Joint Powers Board, Caltrain provides rail service from San Francisco to San Jose, with commute service to Gilroy. Serving the region since 1863, Caltrain is the oldest continually operating rail system west of the Mississippi. Looking to the future, Caltrain is set to electrify the corridor by 2024, which will reduce diesel emissions and add more service to more stations while advancing the agency's equity goals.

Follow Caltrain on [Facebook](#) and [Twitter](#).

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This email was sent to batac@caltrain.com
San Mateo County Transit District, 1250 San Carlos Ave., San Carlos, California 94070, USA
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From: abuniem@samtrans.com on behalf of [Mahmoud Abunie](#)
To: [Caltrain, Bac \(@caltrain.com\)](mailto:Caltrain_Bac (@caltrain.com))
Subject: NEWS: Construction at Caltrain's Bayshore Station for Overpass Rehabilitation Moves to Final Phase
Date: Tuesday, May 2, 2023 9:52:01 AM

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NEWS

May 2, 2023

Media Contact: Mahmoud Abunie, 650.730.6201

Construction at Caltrain's Bayshore Station for Overpass Rehabilitation Moves to Final Phase

Caltrain's [Bayshore Station Overpass Rehabilitation Project](#) has moved into the final phase of construction. Construction will occur between May 8 through August 8, 2023. The project will remove and replace the coating on the station's pedestrian bridge and stairwells to ensure the overpass remains safe and fully functional. The elevators, stairs and walkway overpass will remain closed to pedestrian traffic during construction.

Shuttle service will be provided between platforms for passengers, which are ADA accessible and can accommodate bikes with limited capacity. Passengers should arrive 20 minutes prior to boarding shuttles at the bus shelter on Tunnel Avenue.

The \$6.87 million project began in September 2022 and is made possible through a combination of state and San Francisco Prop K funds.

To sign up for the construction notice or for more information visit <https://www.caltrain.com/projects/bayshore-station-overpass-rehabilitation-project>. For questions about the project, please call the Caltrain Customer Service at 800.660.4287 or email construction@caltrain.com.

###

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corridor by 2024, which will reduce diesel emissions and add more service to more stations while advancing the agency's equity goals.

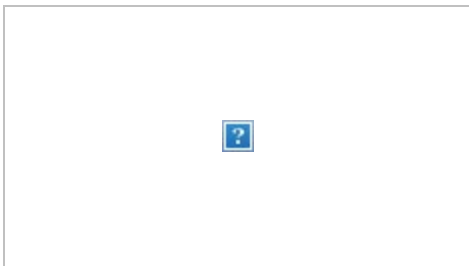
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From: liebermand@samtrans.com on behalf of [Dan Lieberman](#)
To: [Caltrain, Bac \(@caltrain.com\)](mailto:Caltrain_Bac (@caltrain.com))
Subject: NEWS: Caltrain Suspends Train Service Between Menlo Park and Santa Clara on Weekends for Electrification Construction
Date: Wednesday, April 19, 2023 12:56:21 PM

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NEWS

April 19, 2023

Media Contact: Dan Lieberman, 650.622.2492

Caltrain Suspends Train Service Between Menlo Park and Santa Clara on Weekends for Electrification Construction

Caltrain will be [suspending its service](#) between Menlo Park and Santa Clara Stations on the weekends of April 22-23 and 29-30 and May 6-7 and 13-14 in order to accommodate Caltrain Electrification construction and testing.

Caltrain encourages riders to seek alternative transit options. [Limited bus service](#), known as a bus bridge, will be provided to Caltrain-dependent riders traveling to or from the affected area, although it will not serve Lawrence Station.

These will be the ninth through twelfth of 31 weekends in 2023 in which service will be adjusted to accommodate construction and testing for electrified service, which is expected to launch passenger service in fall 2024. Thus far, construction crews have installed 50 poles this year along with 184,000 feet of wire.

Caltrain is running a public awareness campaign throughout the year to alert riders to potential service disruptions and provide information about the new and improved service that electrification will deliver.

Caltrain's historic Electrification Project is the first undertaking in North America in a generation in which diesel trains and their infrastructure components are transitioned to an electrified system. The project will improve the customer experience by increasing the number of trains,

modernizing service and adding new safety elements. The new trains will feature on board displays with digital trip information, increased storage capacities, baby-changing tables, Wi-Fi and power outlets at every seat. Electrification will also help meet ambitious regional and state climate action goals by lowering greenhouse gas emissions, improving air quality and relieving traffic congestion. Additionally, electrified service will advance equity along the corridor by reducing noise and air pollution while increasing access for priority equity communities. It will also set the framework for California's future High Speed Rail network that will run on the Caltrain corridor.

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Like us on Facebook at www.caltrain.com and follow on Twitter [@Caltrain](https://twitter.com/Caltrain).

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From: abuniem@samtrans.com on behalf of [Mahmoud Abunie](#)
To: [Caltrain, Bac \(@caltrain.com\)](mailto:Caltrain_Bac (@caltrain.com))
Subject: NEWS: Caltrain Seeks Volunteers for Citizens Advisory Committee
Date: Wednesday, April 19, 2023 10:48:57 AM

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NEWS

April 19, 2023

Media Contact: Mahmoud Abunie, 650-730-6201

Caltrain Seeks Volunteers for Citizens Advisory Committee

The Peninsula Corridor Joint Powers Board (JPB), the entity that manages Caltrain, is seeking volunteers from San Francisco, San Mateo and Santa Clara counties to apply for its Citizens Advisory Committee (CAC).

The CAC currently has openings for six seats, two each for representatives from San Francisco, San Mateo and Santa Clara counties. Two of the seats available in San Francisco and Santa Clara are for alternate committee members. Committee members are asked to serve a three-year term.

The CAC is comprised of nine community members who serve in an advisory capacity to the Caltrain board of directors, providing input on the needs of current and potential rail customers.

Residents interested in joining the advisory committee can find an application on the CAC web page [here](#), or by calling 650.508.6347. Applications for the CAC are due by Friday, May 5, 2023.

The CAC meets on the third Wednesday of each month at 5:40 p.m. at the Caltrain headquarters at 1250 San Carlos Avenue, about one block from the San Carlos Caltrain Station. All meetings are open to the public. For more information, visit [Citizens Advisory Committee | Caltrain](#)

###

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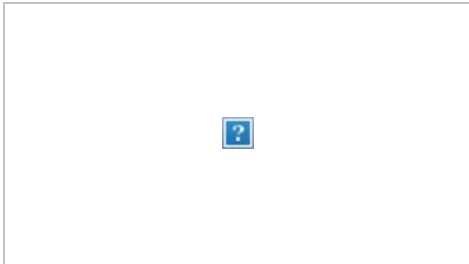
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From: liebermand@samtrans.com on behalf of [Dan Lieberman](#)
To: [Caltrain, Bac \(@caltrain.com\)](mailto:Caltrain_Bac (@caltrain.com))
Subject: NEWS: Caltrain Reduces Weekday Service for Two Weeks for Electrification Construction
Date: Wednesday, April 12, 2023 3:10:51 PM

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NEWS

April 12, 2023

Media Contact: Dan Lieberman, 650.622.2492

Caltrain Reduces Weekday Service for Two Weeks for Electrification Construction

Caltrain will be [reducing its service](#) to 82 trains per day from 104 for the weeks of April 17-21 and April 24-28 to accommodate Caltrain Electrification construction and testing.

Caltrain encourages riders, including Giants fans heading to Oracle Park, to [check the schedule](#) to ensure they can reach their destination on time.

For Monday through Thursday, the last northbound train of the day will depart Tamien Station at 10:26 p.m., while the last southbound train departs San Francisco Station at 10:47 p.m. On Fridays, the last northbound train will leave an hour earlier and the last southbound train will leave an hour and a half earlier. The Baby Bullet will be suspended, and trains will be [single-tracking](#) between Palo Alto and Mountain View stations.

These will be the first weekday service reduction in 2023 to accommodate construction and testing for electrified service, which is expected to launch passenger service in fall 2024.

Caltrain is running a public awareness campaign throughout the year to alert riders to potential service disruptions and provide information about the new and improved service that electrification will deliver.

Caltrain's historic Electrification Project is the first undertaking in North America in a generation in which diesel trains and their infrastructure

components are transitioned to an electrified system. The project will improve the customer experience by increasing the number of trains, modernizing service and adding new safety elements. The new trains will feature on board displays with digital trip information, increased storage capacities, baby-changing tables, Wi-Fi and power outlets at every seat. Electrification will also help meet ambitious regional and state climate action goals by lowering greenhouse gas emissions, improving air quality and relieving traffic congestion. Additionally, electrified service will advance equity along the corridor by reducing noise and air pollution while increasing access for priority equity communities. It will also set the framework for California's future High Speed Rail network that will run on the Caltrain corridor.

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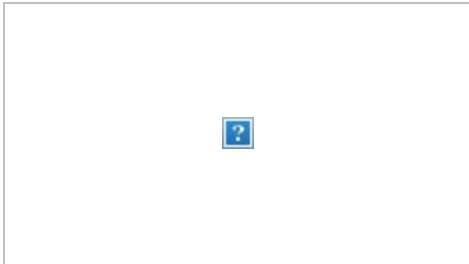
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From: liebermand@samtrans.com on behalf of [Dan Lieberman](#)
To: [Caltrain, Bac \(@caltrain.com\)](mailto:Caltrain_Bac (@caltrain.com))
Subject: NEWS: Caltrain Suspends Weekend Train Service Between Millbrae and Hillsdale for Electrification Construction
Date: Wednesday, March 22, 2023 4:20:23 PM

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NEWS

March 22, 2023

Media Contact: Dan Lieberman, 650.622.2492

Caltrain Suspends Weekend Train Service Between Millbrae and Hillsdale for Electrification Construction

On the weekends of March 25-26 and April 1-2, Caltrain will be [suspending rail service](#) between Millbrae and Hillsdale Stations to accommodate Caltrain Electrification construction and testing.

Caltrain encourages riders to see how this [change in weekend service](#) will affect their commute and to seek alternative transit options if they would better suit their transportation needs. Weekday service will not be affected.

Limited bus service, known as a bus bridge, will be provided to Caltrain-dependent riders traveling to or from the affected area.

These will be the fifth and sixth of 31 weekends in 2023 in which service will be adjusted to accommodate construction and testing for electrified service, which is expected to launch passenger service in fall 2024.

Caltrain will be running a public awareness campaign throughout the year to alert riders to potential service disruptions and provide information about the new and improved service that electrification will deliver.

Caltrain's historic Electrification Project is the first undertaking in North America in a generation in which diesel trains and their infrastructure components are transitioned to an electrified system. The project will improve the customer experience by increasing the number of trains, modernizing service and adding new safety elements. The new trains will

feature on board displays with digital trip information, increased storage capacities, baby-changing tables, Wi-Fi and power outlets at every seat. Electrification will also help meet ambitious regional and state climate action goals by lowering greenhouse gas emissions, improving air quality and relieving traffic congestion. Additionally, electrified service will advance equity along the corridor by reducing noise and air pollution while increasing access for priority equity communities. It will also set the framework for California's future High Speed Rail network that will run on the Caltrain corridor.

###

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San Mateo County Transit District, 1250 San Carlos Ave., San Carlos, California 94070, USA
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From: Roland Lebrun
To: Board (@caltrain.com)
Cc: board.secretary@caltrain.com; [Caltrain_Bac \(@caltrain.com\)](mailto:Caltrain_Bac (@caltrain.com))
Subject: March 29 AMP meeting Item 6. Diridon Business case
Date: Monday, April 3, 2023 12:47:03 AM
Attachments: [DISC.mq](#)
[5b_SFPeninsula_Rail_DTExtension.pdf](#)

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Dear Chair Heminger,


Further to your question about the absence of BART as a DISC partner and Director Gee's questions about the budget and the sources of funding for the project so far, please refer to my May 23, 2020 email (below) and recommendations. Please also note that there is an additional \$100M earmarked for Diridon in RM3.

Here are answers to the other questions:

- CEMOF relocation

. CEMOF was supposed to be relocated south of Tulare Hill as part of the Caltrain EMU procurement (this is very common in Europe). The 15-acre parcel earmarked for CEMOF was for sale for \$1M at the time and is currently owned by the City of San Jose.

. Community members spent the first 18 months of "Shelter-In Place" (March 2020-August 2021) advancing the DISC to 20% design and eliminating any collateral impact on CEMOF, the Historic Depot and the Warm Springs line: <https://www.youtube.com/watch?v=WHKazu-zhUY&t=252s>



Double Federal Funding and cut cost

Community member explains how VTA could DOUBLE Federal funding; lower the cost, improve the design for BART through San Jose, and takes you inside how.Watch ...

www.youtube.com

- Master Developer

. Google's Master Developer is Lendlease.

. Initially, the two Caltrain parcels were included in Google's master plan but Google were unsuccessful negotiating a suitable agreement with Caltrain.

- Relocation of PG&E substation.

. The concept of a relocated Gas-Insulated Substation (GIS) modeled after Anaheim's Roosevelt Park's substation was introduced by community members at the December 16, 2016 Diridon JPAB https://vtaorgcontent.s3-us-west-1.amazonaws.com/Site_Content/dspipab_121616_m.pdf (Item #2 public presentations).

. Google subsequently submitted a draft infrastructure plan in August 2020 https://sj-admin.s3-us-west-2.amazonaws.com/2020_0820_Arup_DTWInfrastructurePlan.pdf (see Section 8.1.4. Proposed Electricity and Gas System on page 34).

I hope this answers your questions.

Roland Lebrun

CC

Caltrain CAC

Caltrain BAC

From: Roland Lebrun
Sent: Thursday, May 21, 2020 3:04 AM
To: VTA Board Secretary <board.secretary@vta.org>
Cc: MTC Info <info@bayareametro.gov>; Caltrain Board <board@caltrain.com>; CHSRA Board <boardmembers@hsr.ca.gov>
Subject: A&F item 17 Diridon cooperative agreement

Dear Chair Carr,

MTC's addition to the DISC cooperative agreement is a long overdue and welcome development which should prevent a repeat of the first phase catastrophe.

Background

The first phase of the DISC was a \$5.6M 3-year textbook VTA disaster which produced a disjointed "concept plan" with a "kit of parts" scattered all over the northern half of the DSAP central zone (between West Santa Clara to the North and West San Fernando to the south) and culminated in a BART section buried at the end of the final report:

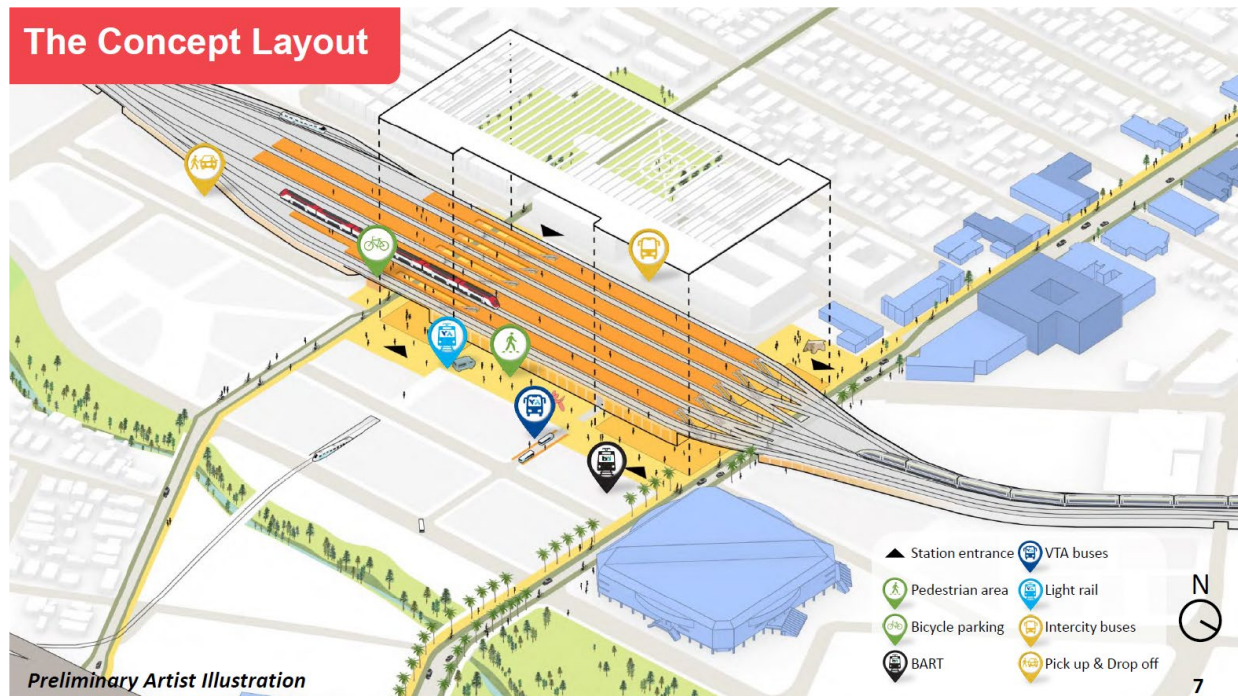
7.7 BART

*"Both the Partner Agencies and the public indicated that **a short, direct, and intuitive connection to and from BART was a top priority for the spatial layout**. As such, **the Concept Layout proposes a direct, at grade connection to the BART station from the primary station hall.***

*The Partner Agencies recognize the potential phasing challenges between the two projects, as BART is projected to be in operation before the station and intermodal hub are constructed. **Given the projects would be physically separated,** it is assumed there will be no phasing issues."*

https://static1.squarespace.com/static/5c38bcfdcc8fedd5ba4ecc1d/t/5de6f458639be22007e7a43f/1575416952426/2019.11.22_DISC_Layout+Development+Report_FINAL.pdf (page 52)

The Concept Layout



Following this precedent, it is unclear why anyone would expect that “Asking the VTA to perform related procurement actions for professional services on behalf of the participating agencies” should deliver anything other than yet another 3-year \$5.6M textbook VTA disaster.

The Solution:

The San Francisco County Transportation Authority (SFCTA) and MTC have just gone through an 18-month exercise addressing nearly identical issues with the TJPA’s dysfunctional management of the Transbay Transit Center and developed a multi-jurisdictional MOU intended to avoid a repeat of the same management issues during the design and construction of the Downtown Extension (DTX) and the new Transbay Crossing (attached).

Over the past several months, MTC staff has been working with staff from SFCTA, Transbay Joint Powers Authority (TJPA), City and County of San Francisco, Caltrain, and the California High-Speed Rail Authority to develop a Memorandum of Understanding and draft work plan. MTC staff recommends the Commission authorize the Executive Director to enter into an MOU with the project partners to execute the two-year work plan with a focus on:

- (1) **seamless integration with local transit and regional transit services**, including a potential future Transbay rail crossing;*
- (2) providing an equitable transit system that works for all residents of the Bay Area; and*
- (3) anticipating and managing risk through design and delivery.*

The draft MOU (Attachment C) establishes an integrated, multi-agency team composed of the partners. The team includes an executive steering committee to oversee the work plan, resolve conflicts, and make recommendations to the TJPA. As part of the integrated program management team, MTC would participate in the technical work, including defining a fundable and deliverable initial phase and associated funding plan, developing a project delivery strategy, and reviewing options for governance and oversight during construction. MTC staff would have a role producing work products and making key recommendations that protect the regional investment. Given the current, profound economic impacts of COVID-19, the effort focused on phasing and funding will be particularly important. In addition, MTC would be well-positioned to ensure coordination of the Downtown Rail Extension project with a future Transbay rail crossing. The MOU recognizes the importance of coordinating with BART and the Capital Corridor Joint Powers Authority, and the partners acknowledge potential for them to join the MOU in the future.

Recommendation

Adopt the governance approach taken by MTC and the SFCTA and replicate it at Diridon starting with the appointment of MTC as the lead agency responsible for awarding consultant contracts as and when needed.

Respectfully submitted for your consideration.

Roland Lebrun

cc
MTC Commissioners
Caltrain Board
CHSRA Board of Directors

**Metropolitan Transportation Commission
Operations Committee**

May 8, 2020

Agenda Item 5b

San Francisco Peninsula Rail Program Memorandum of Understanding

Subject: A request for approval of a Memorandum of Understanding (MOU) with the Transbay Joint Powers Authority (TJPA), Peninsula Corridor Joint Powers Board (Caltrain), San Francisco County Transportation Authority (SFCTA), City/County of San Francisco, and the California High-Speed Rail Authority to support the Transbay Joint Powers Authority in development of the Downtown Extension Rail Program.

Background: The Downtown Rail Extension project will extend Caltrain commuter rail and future California High-Speed Rail service from the current Caltrain terminus at Fourth and King streets to the new Transbay Transit Center (see map in Attachment A). The project, which completed supplemental environmental review in mid-2019, is estimated to cost nearly \$4 billion and involves significant technical complexities including tunneling under San Francisco. Regional Measure 3 includes \$325 million for the Downtown Rail Extension project.

In October 2019, the San Francisco County Transportation Authority (SFCTA) released the Downtown Rail Extension Peer Review Panel's Final Report on Governance, Oversight, Management, and Project Delivery. MTC staff participated in the report through stakeholder workshops. The expert panel recommended project partners undertake a two-year work plan focusing on funding, project design and integration with existing and planned transit projects, and potential management and governance structures.

The Downtown Rail Extension project is one of several major rail infrastructure projects currently in development. MTC has a significant role to play in major projects to ensure regional coordination in both planning and funding, to ensure delivery of the region's long range transportation plan, and as a major funding partner since the projects often rely on Federal New Starts and bridge toll funds. Attachment B summarizes MTC's role in a number of major regional projects.

Historically, MTC has provided a degree of oversight for all phases of projects with Regional Measure funds. For more complex projects and those with significant risks, MTC has engaged technical consultants or supported peer reviews to address specific challenges as they arise. However, this involvement has often occurred after critical decisions have been made and when sponsors seek additional funds from MTC to address cost increases. At its January Workshop, MTC directed staff to explore ways to get more involved in the early stages of project delivery as a means to manage risk, control costs and ensure the most effective regional planning. This role is more akin to BATA's role in the Toll Bridge Seismic Retrofit Program where BATA staff and consultants served as part of an integrated project team, deeply involved in design, engineering decisions and risk management.

Over the past several months, MTC staff has been working with staff from SFCTA, Transbay Joint Powers Authority (TJPA), City and County of San Francisco, Caltrain, and the California High-Speed Rail Authority to develop a Memorandum of Understanding and draft work plan. MTC staff recommends the Commission authorize the Executive Director to enter into an MOU with the project partners to execute the two-year work plan with a focus on: (1) seamless integration with local transit and regional transit services, including a potential future Transbay rail crossing; (2) providing an equitable transit system that works for all residents of the Bay Area; and (3) anticipating and managing risk through design and delivery.

The draft MOU (Attachment C) establishes an integrated, multi-agency team composed of the partners. The team includes an executive steering committee to oversee the work plan, resolve conflicts, and make recommendations to the TJPA. As part of the integrated program management team, MTC would participate in the technical work, including defining a fundable and deliverable initial phase and associated funding plan, developing a project delivery strategy, and reviewing options for governance and oversight during construction. MTC staff would have a role producing work products and making key recommendations that protect the regional investment. Given the current, profound economic impacts of COVID-19, the effort focused on phasing and funding will be particularly important. In addition, MTC would be well-positioned to ensure coordination of the Downtown Rail Extension project with a future Transbay rail crossing. The MOU recognizes the importance of coordinating with BART and the Capital Corridor Joint Powers Authority, and the partners acknowledge potential for them to join the MOU in the future.

TJPA, SFCTA, Caltrain and the California High Speed Rail Authority approved the MOU in April, and the The City/County of San Francisco is expected to execute the agreement in May.

Issues:

The economic impact of COVID-19 appears likely to impact transportation revenue significantly. While restoring transit operations to stable levels is top priority, there is value in continuing to plan for a future transit system that is both connected and seamless, such as that afforded by the Downtown Rail Extension. The work plan under the MOU affords an opportunity for MTC to participate actively in a considering the new economic lanscape.

In addition, COVID-19 economic impacts will likely affect MTC's level of engagement in this project and other similar projects, at least in the near term. Over the next two months, the partners will develop a work plan in detail and identify the staffing and funding for each agency's participation. While it remains important that MTC participate in the project leadership and work plan for reasons stated above, MTC anticipates initiating this work with current staff as opposed to hiring new, in-house expertise. Staff expects MTC's less intensive approach is reflective of the resources other partners can bring to the table and of a somewhat slower paced schedule in the near-term. MTC may wish to procure supplemental rail expertise to advise on specific technical matters. The same team of MTC staff and consultants could support similar work on other major regional rail projects if MTC elected to participate in those efforts in a similar manner. Such decisions would be subject to future review and approval by the Comission.

For all of the projects, staff proposes that MTC's efforts beyond typical Regional Measure oversight would appropriately be funded through project funds – in the case of the Downtown Rail Extension, San Francisco Proposition K and Regional Measure 3 funds (subject to resolution of litigation).

Recommendation: Refer the MOU with the Transbay Joint Powers Authority, Peninsula Corridor Joint Powers Board (Caltrain), San Francisco County Transportation Authority, City/County of San Francisco, and the California High Speed Rail Authority to support the Transbay Joint Powers Authority in development of the Downtown Extension Rail Program to the Commission for approval and authority for the Executive Director to negotiate and enter into the MOU in substantially the same form as Attachment C.

Attachments: Attachment A – San Francisco Downtown Extension Program Map
Attachment B – Large Projects with MTC/BATA Participation
Attachment C – San Francisco Peninsula Rail Program Memorandum of Understanding



Therese W. McMillan

REQUEST FOR COMMISSION APPROVAL

Summary of Proposed Memorandum of Understanding

Work Item No.: 1251

Parties: Transbay Joint Powers Authority, Peninsula Corridor Joint Powers Board (Caltrain), San Francisco County Transportation Authority, City/County of San Francisco, and the California High Speed Rail Authority

Work Project Title: Development of the Downtown Extension Rail Program

Purpose of Project: Support the Transbay Joint Powers Authority in development of the Downtown Extension Rail Program

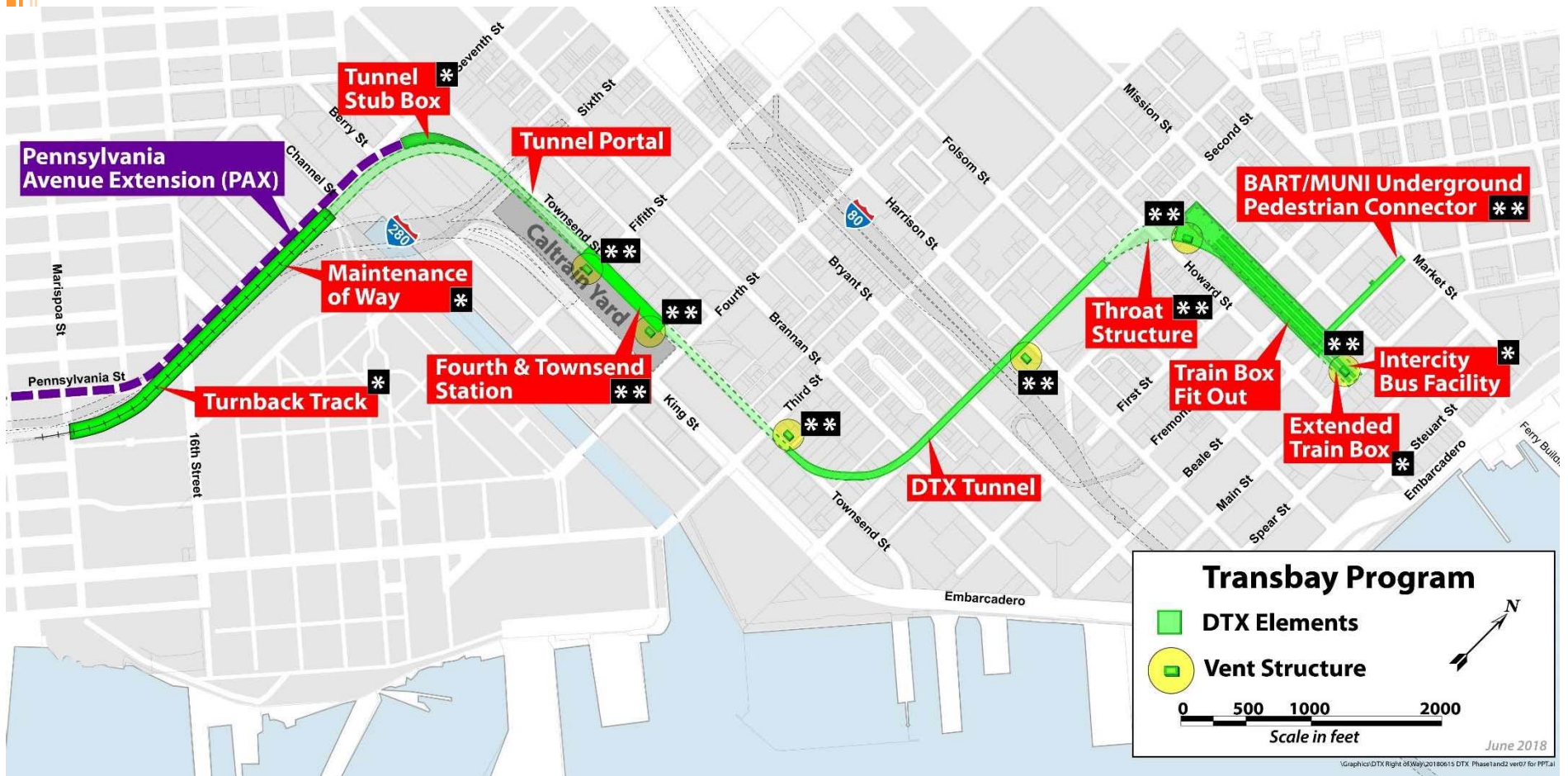
Brief Scope of Work: Participate in an integrated, multi-agency team that will undertake project development, including defining a fundable and deliverable initial phase and associated funding plan, developing a project delivery strategy, and reviewing options for governance and oversight during construction.

Motion by Committee: That the Executive Director or designee is authorized to negotiate and enter into a memorandum of understanding with the Transbay Joint Powers Authority, Peninsula Corridor Joint Powers Board (Caltrain), San Francisco County Transportation Authority, City/County of San Francisco, and the California High Speed Rail Authority to support the Transbay Joint Powers Authority in development of the Downtown Extension Rail Program as described above and in the Operations Committee Summary Sheet dated May 8, 2020.

Commission : _____
Scott Haggerty, Chair

Approved: May 27, 2020

Phase 2 Scope



Element added (*) or modified (**) in the SEIS/EIR

Large Projects with MTC/BATA Participation in Governance, Risk Management and Delivery

Project	Cost	Current Phase	MTC Roles (in addition to Funding Partner)	Start of MTC's Involvement	Agreements
Regional Rail Projects					
Transbay Terminal Phase 1	\$2 B	Construction Complete	1. Independent cost review 2. Cost Review Committee 3. Peer review of fractured girder	1-2. Cost increase 3. Girder fracture	1. Cost Review conducted by MTC in coordination with TJPA 2. Transbay Project Cost Oversight Agreement 3. Cooperative Agreement
Caltrans Electrification	\$2 B	Under Construction	Change Management Committee	Cost increase	MOU, executed
Peninsula Corridor Rail Program – Downtown Extension	\$4 B	Design	Executive Steering Committee Regional rail planning and funding	Start of design	MOU (subject to MTC approval)
Valley Link	\$2–\$3 B	Environmental	Executive Steering Committee Project Policy Committee	Start of environmental	Funding Agreements (subject to MTC approval)
Diridon Station	TBD	Planning	Executive Committee Policy Director Committee Organizational Subcommittee	Initial studies	TBD
Transbay Rail Crossing	\$30 - \$50 B	Initial Studies	TBD	Initial studies	TBD
Roadway/Bridge Projects					
Toll Bridge Seismic Retrofit Program	\$7 B	Construction Complete	Toll Bridge Program Oversight Committee Project Management Team Risk Management Independent cost and technical reviews	Cost increase	Cooperative Agreement, executed MOU, executed
State Route 37	\$4 B	Environmental	Lead for initial studies Executive Steering Committee Hire project director Lead interim project	Initial studies	MOU, executed

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-Partner beneficiary or define duties, obligations, or rights in Partners 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

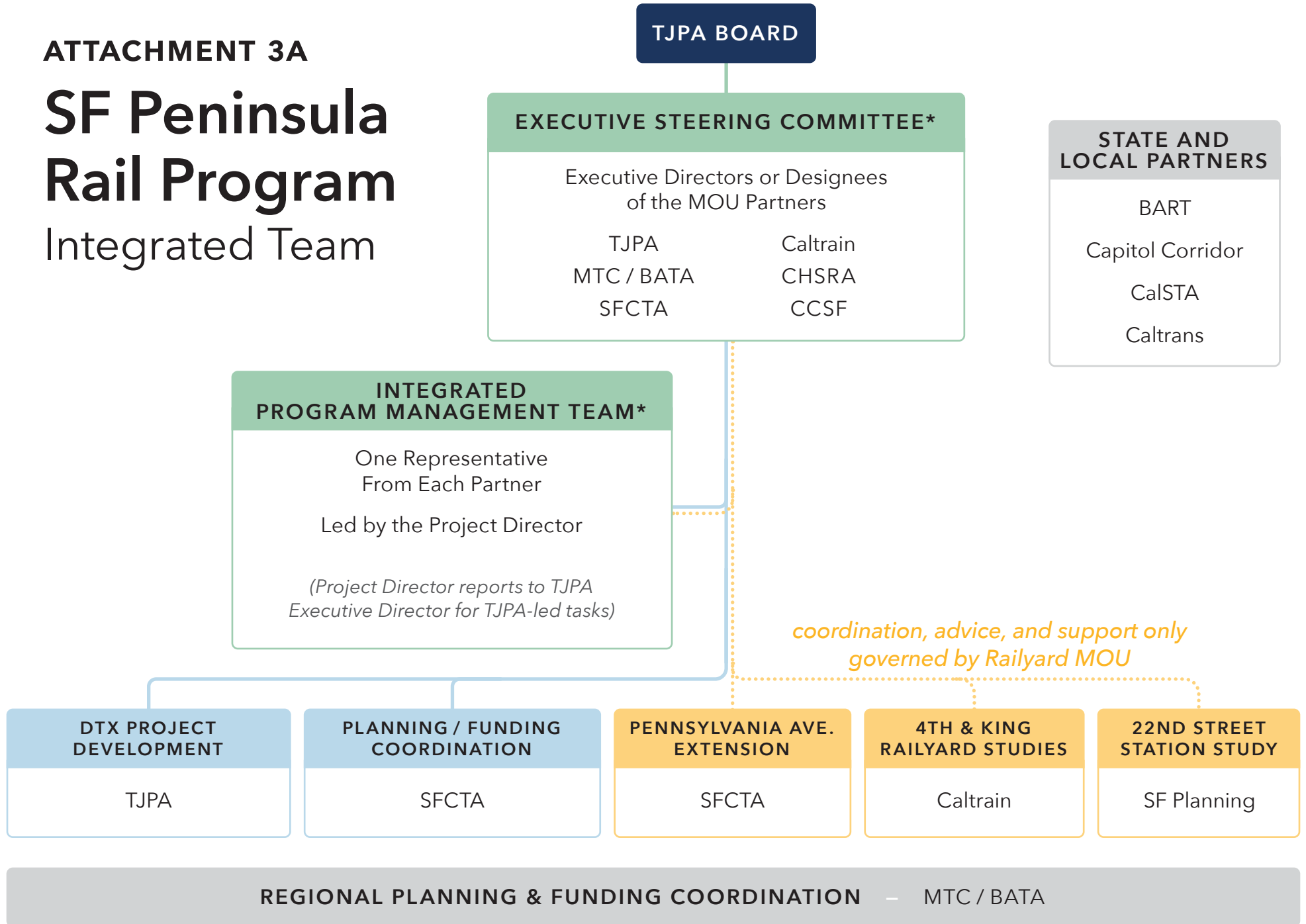
Task No	Task	Sub-task Description	Caltrain	CCSF	CHSRA	MTC/BATA	SFCTA	TJPA	To TJPA Board For
14	Prepare the project to enter the federal New Starts Program	(a) Develop all the documentation required by the FTA to enter the New Starts Program (b) Engage with the FTA to develop a road map to the Full Funding 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

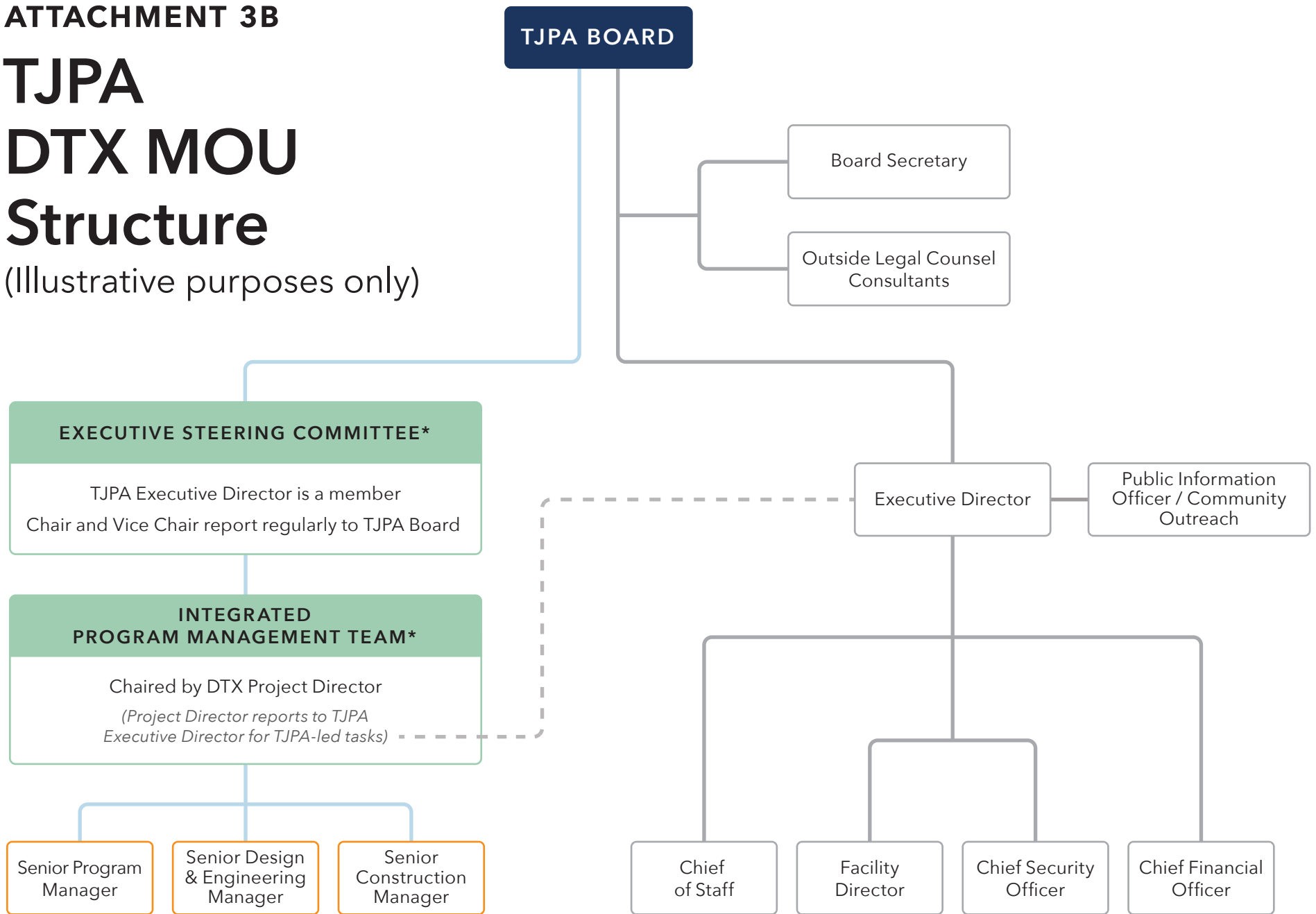


* Consistent with and limited to the Summary Work Program (Attachment 2) defined by the San Francisco Peninsula Rail Program MOU approved by TJPA Board on April 9, 2020

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

From: liebermand@samtrans.com on behalf of [Dan Lieberman](#)
To: [Caltrain, Bac \(@caltrain.com\)](mailto:Caltrain_Bac (@caltrain.com))
Subject: NEWS: Caltrain Suspends Weekend Train Service Between Belmont and Menlo Park for Electrification Construction
Date: Wednesday, April 5, 2023 2:48:09 PM

ATTENTION: This email came from an external source. Do not open attachments or click on links from unknown senders.



NEWS

April 5, 2023

Media Contact: Dan Lieberman, 650.622.2492

Caltrain Suspends Weekend Train Service Between Belmont and Menlo Park for Electrification Construction

On the weekends of April 8-9 and 15-16, Caltrain will be [suspending rail service](#) between Belmont and Menlo Park Stations to accommodate Caltrain Electrification construction and testing.

Caltrain encourages riders, including Giants fans heading to [Oracle Park](#) on April 8 & 9, to seek alternative transit options. Weekday service will not be affected.

[Limited bus service](#), known as a bus bridge, will be provided to Caltrain-dependent riders traveling to or from the affected area.

These will be the seventh and eighth of 31 weekends in 2023 in which service will be adjusted to accommodate construction and testing for electrified service, which is expected to launch passenger service in fall 2024. Thus far, construction crews have installed 39 poles this year along with 150,000 feet of wire.

Caltrain will be running a public awareness campaign throughout the year to alert riders to potential service disruptions and provide information about the new and improved service that electrification will deliver.

Caltrain's historic Electrification Project is the first undertaking in North America in a generation in which diesel trains and their infrastructure components are transitioned to an electrified system. The project will improve the customer experience by increasing the number of trains,

modernizing service and adding new safety elements. The new trains will feature on board displays with digital trip information, increased storage capacities, baby-changing tables, Wi-Fi and power outlets at every seat. Electrification will also help meet ambitious regional and state climate action goals by lowering greenhouse gas emissions, improving air quality and relieving traffic congestion. Additionally, electrified service will advance equity along the corridor by reducing noise and air pollution while increasing access for priority equity communities. It will also set the framework for California's future High Speed Rail network that will run on the Caltrain corridor.

###

About Caltrain: Owned and operated by the Peninsula Corridor Joint Powers Board, Caltrain provides rail service from San Francisco to San Jose, with commute service to Gilroy. Serving the region since 1863, Caltrain is the oldest continually operating rail system west of the Mississippi. Looking to the future, Caltrain is set to electrify the corridor by 2024, which will reduce diesel emissions and add more service to more stations while advancing the agency's equity goals.

Like us on Facebook at www.caltrain.com and follow on Twitter [@Caltrain](https://twitter.com/Caltrain).

Free translation assistance is available.

Para traducción llama al 1.800.660.4287; 如需翻譯,請電 1.800.660.4287.

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