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MICHELLE BOUCHARD
EXECUTIVE DIRECTOR

AGENDA

PENINSULA CORRIDOR JOINT POWERS BOARD Technology, Operations, Planning, and Safety (TOPS) Committee Meeting

January 24, 2024, 1:30 pm

Bacciocco Auditorium, 2nd Floor
1250 San Carlos Ave., San Carlos, CA

Committee Members: Rico E. Medina (Chair), Pat Burt, Shamann Walton

Members of the public may participate remotely via Zoom at <https://us02web.zoom.us/j/81186731470?pwd=OUE3b0ZiY3ZoYzRCN280UG5Gb9WZz09> or by entering Webinar ID: **811 8673 1470**, Passcode: **274739**, in the Zoom app for audio/visual capability or by calling 1-669-219-2599 (enter webinar ID and press # when prompted for participant ID) for audio only. The video live stream will be available after the meeting at <https://www.caltrain.com/video-board-directors>.

Members of the public also may participate in person at: San Mateo County Transit District, Bacciocco Auditorium - Second Floor, 1250 San Carlos Ave., San Carlos, CA, or any other noticed location.

Public Comments: Public comments may be submitted to publiccomment@caltrain.com prior to the meeting's call to order so that they can be sent to the Board as soon as possible, while those received during or after an agenda item is heard will be included into the Board's weekly correspondence and posted online at: <https://www.caltrain.com/about-caltrain/meetings>.

Verbal public comments will also be accepted during the meeting in person and through Zoom* or the teleconference number listed above. Public comments on individual agenda items are limited to one per person PER AGENDA ITEM. Participants using Zoom over the Internet should use the Raise Hand feature to request to speak. For participants calling in, dial *67 if you do not want your telephone number to appear on the live broadcast. Callers may dial *9 to use the Raise Hand feature for public comment. Each commenter will be recognized to speak, and callers should dial *6 to unmute themselves when recognized to speak.

Each public comment is limited to two minutes. The Board Chair has the discretion to manage the Public Comment process in a manner that achieves the purpose of public communication and assures the orderly conduct of the meeting.

January 24, 2024 - Wednesday

1:30 pm

All items to which [Government Code section 84308](#) applies have been marked with an asterisk

A double asterisk indicates that one or more Directors of the JPB serve on the governing board of a public agency with which the JPB proposes to contract. Under Government code section 1091(a)(9), this relationship is considered to be a noninterest but it must be disclosed.

1. Call to Order / Pledge of Allegiance
2. Roll Call
3. Public Comment on Items Not on the Agenda
Comments by each individual speaker shall be limited to two (2) minutes. Items raised that require a response will be deferred for staff to reply.
4. Meeting Minutes of December 20, 2023 Motion
5. Receive Update on Customer Experience and Retention Strategy Informational
6. Receive Update on Caltrain Safety Performance Informational
7. Receive Update on Rail Activation Management Program Informational
8. Committee Member Requests
9. Date/Time of Next Regular TOPS Committee Meeting: Wednesday, February 28, 2024 at 1:30 pm.
The meeting will be accessible via Zoom and in person at the San Mateo County Transit District, Bacciocco Auditorium, 2nd Floor, 1250 San Carlos Avenue, San Carlos, CA 94070.
10. Adjourn

Information for the Public

All items appearing on the agenda are subject to action by the Board. Staff recommendations are subject to change by the Board. If you have questions on the agenda, please contact the JPB Secretary at 650.508.6242. Agendas are available on the Caltrain website at www.caltrain.com. Communications to the Board of Directors can be e-mailed to board@caltrain.com. *Free translation is available; Para traducción llama al 1.800.660.4287; 如需翻译 请电1.800.660.4287*

Date and Time of Board and Committee Meetings

JPB Board: First Thursday of the month, 9:00 am; JPB Technology, Operations, Planning, and Safety (TOPS) Committee: Two Wednesdays before the Board meeting, 1:30pm. The date, time, and location of meetings may be changed as necessary. Meeting schedules for the Board and committees are available on the website.

Location of Meeting

Members of the Public may attend this meeting in person or remotely via Zoom. *Should Zoom not be operational, please check online at <https://www.caltrain.com/about-caltrain/meetings> for any updates or further instruction.

Public Comment*

Members of the public are encouraged to participate remotely or in person. Public comments may be submitted by comment card in person and given to the JPB Secretary. Prior to the meeting's call to order, public comment may be sent to publiccomment@caltrain.com so that they can be sent to the Board as soon as possible, while those received during or after an agenda item is heard will be included into the Board's weekly correspondence and posted online at: <https://www.caltrain.com/about-caltrain/meetings> .

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

Accessible Public Meetings/Translation

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

Availability of Public Records

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

**Peninsula Corridor Joint Powers Board
Technology, Operations, Planning, and Safety (TOPS) Committee
1250 San Carlos Avenue, San Carlos, CA 94070**

Minutes of December 20, 2023

Members Present: Pat Burt, Shamann Walton, Rico E. Medina (Chair)

Staff Present: R. Barnard, M. Bouchard, T. Burgwyn, J. Harrison, N. Steward-Crooks,
M. Tseng

1. Call to Order/Pledge of Allegiance

Chair Medina called the meeting to order at 1:30 pm and led the Pledge of Allegiance.

2. Roll Call

Deputy District Secretary Margaret Tseng called the roll and confirmed a Board quorum was present.

3. Public Comment on Items not on the Agenda - There were none.

4. Meeting Minutes of November 29, 2023

Motion/Second: Walton/Burt

Ayes: Burt, Walton, Medina

Noes: None

5. Authorize Execution of Agreement to Receive Section 130 Funding for the Preliminary Engineering of Charleston Road Grade Crossing Improvements*

Robert Barnard, Chief of Rail Design and Construction, provided the presentation which included the following:

- Project goals to improve safety, the addition of advanced signal preemption, replacement of grade crossing warning devices, and install new pedestrian gates with flashers to prevent motorists from making turns and queuing onto the tracks
- This crossing was identified for possible funding of hazard elimination and safety improvements through Federal Section 130 funds; the California Public Utilities Commission (CPCU) identified this location

Public Comment

Adrian Brandt commented on an average of four to six vehicle incursions onto the right-of-way from grade crossings. Ninety percent of vehicle incursions occur after dark. He encouraged staff to pursue a pilot project in which a gate across the train tracks will lift as the train approaches.

Staff provided further clarification in response to Director Burt's comments and questions regarding a grant to provide an opportunity for input on technical measures and concepts that address vehicle incursions.

Motion/Second: Walton/Burt

Ayes: Burt, Walton, Medina

Noes: None

6. Award of Contract for Mini-High Platform Project*

Robert Barnard, Chief of Rail Design and Construction, provided the presentation which included the following:

- Project goal to improve access to and from trains for passengers that utilize mobility devices, operational efficiency, on-time performance by utilizing mini-high platforms rather than mechanical lifts
- Project base bid was 66 percent over the engineering estimate; for a total 59 percent cost estimate overage for the project as increases in labor, fuel, equipment, and materials for capital projects across the country have surged over the last few years
- Working with a consultant to provide greater understanding of project costs, bundling projects, adding indices and elements for escalation, exploring risk allocations and incentive programs, and utilizing alternative delivery methods are methods being implemented to address rising project costs

The Board Members had a discussion and staff provided further clarification in response to the Board Members comments and questions regarding the following:

- The availability of skilled labor and surging labor costs impact housing transportation projects and climate plans for electrification throughout the region
- Need for state legislation and a comprehensive look at investment options to address state's lack of affordable housing, transportation, and climate initiatives in this region

Public Comment

Adrian Brandt commented his support and level boarding planning should be prioritized.

Motion/Second: Burt/Walton

Ayes: Burt, Walton, Medina

Noes: None

7. Receive Update on the New Fare Media Based Ridership Estimation Model

Theodore Burgwyn, Director of Rail Network and Operations Planning, provided the presentation which included the following:

- Revamped process for monthly ridership reporting which is a key metric for service planning, analysis, and reporting
- Real-time data on ridership for individual trips are not available for all ticket types and fare media

- New methodology enabled a new level of ridership data transparency implemented in November of 2023
- Dashboards utilizing the new methodology will be posted to the website

Staff provided further clarification to Director Burt's inquiries regarding the following:

- Implementation of the new technology was in November
- 100 percent of ridership data captured upon new apc (automatic passenger counters) in service

8. Committee Member Requests - There were none.

9. Date/Time of Next Regular TOPS Committee Meeting: Wednesday, January 24, 2024 at 1:30 pm.

Chair Walton announced he will not be attending the next meeting due to a prior commitment.

10. Adjourn - Meeting adjourned at 2:00 pm.

**Peninsula Corridor Joint Powers Board
Staff Report**

To: Technology, Operations, Planning and Safety Committee
Through: Michelle Bouchard, Executive Director
From: Taylor Huckaby, Deputy Chief Communications Officer
Subject: **Receive Update on Customer Experience and Retention Strategy**

Finance Committee
Recommendation

Technology, Operations, Planning,
and Safety Committee
Recommendation

Advocacy and Major Projects
Committee Recommendation

Purpose and Recommended Action

This item is for informational purposes only. Caltrain, through its Customer Experience Team, has been focused on developing strategies to improve the entire customer experience, increase customer satisfaction, and retain existing riders. This report provides an overview of Caltrain's planned Customer Experience Strategy for the next six to twelve months.

Discussion

This report and accompanying presentation are provided to inform the Board of Caltrain's ongoing customer experience and retention efforts including implementation of a preliminary action plan building on prior initiatives. The execution of these strategies will advance coordination with community partners, improve the value proposition for current customers using Caltrain's service, and offer exciting new ways to engage with the agency and fellow riders.

Action Plan Development

Caltrain's ridership experience and retention action plan has been informed by the following activities:

1. Market research via surveys and focus groups to identify perceptions surrounding public transit including barriers to riding and customer experience improvement priorities;
2. Data analysis related to Caltrain service levels, customer communications, and special events to identify the most significant drivers of ridership historically; and
3. Recommendations provided by the Board, Citizens Advisory Committee, and other key stakeholders.

Customer Experience and Retention Strategy

As further outlined in the accompanying presentation, Caltrain is recommending a combination of near- and mid-term customer strategies to help improve customer sentiment, satisfaction, experience, and retention. These strategies can be grouped into the following categories:

- Awareness and Discovery: Improve and expand upon avenues to drive awareness of Caltrain’s services and initiatives. Improve how riders discover and plan journeys and receive support.
- Rider Experience: Ridership experience improvements through initiatives that situate Caltrain competitively, engage the community, partner with regional transit agencies, and generate excitement about improved service and amenities.
- Retention and Advocacy: Ridership retention through the use of improved technology, enhanced experiences, and events in innovative ways to engage with communities more meaningfully.

Staff continue to gather data on rider preferences and priorities from a variety of sources. This information will be used to adjust the action plan over time. Staff also plan to closely evaluate the impacts of the selected strategies in order to refine them as needed and more effectively deploy limited resources.

Additional Background

Caltrain, like other transit services in the region, experienced a large decrease in ridership during the pandemic. Prior to the pandemic, in FY 2019, Caltrain served between 1.4 and 1.6 million riders in an average month. In FY 2023, Caltrain is averaging approximately 421,000 rides per month, which is approximately 30% of pre-pandemic ridership levels.

Caltrain launched a Customer Communications Task Force in 2023 to focus on near-and mid-term customer opportunities to make Caltrain easy and delightful to use - such as improved station digital signage, SMS & Text service alerts, and enhanced partnerships with communities and transit properties throughout the corridor.

Caltrain is building improved service alerts capability aimed at improving the speed and ease of real-time service alert communication to riders. Additionally, Caltrain expanded its participation in Ambassador outreach programs to drive awareness about electrification as well as support riders during critical bus bridge service changes.

Budget Impact

There is no budget impact associated with receiving this informational update. Caltrain will use its existing budget to fund upcoming service alerts improvements and community engagement activities along the corridor. Anticipated impacts from these initiatives are centered on rider satisfaction, retention, and electrification awareness. We will explore further ways to measure retention and satisfaction in the future.

Prepared By: Taylor Huckaby Deputy Chief Communications Officer 650-508-6256

**Peninsula Corridor Joint Powers Board
Staff Report**

To: Technology, Operations, Planning, and Safety Committee
Through: Michelle Bouchard, Executive Director
From: Mike Meader, Caltrain Safety
Subject: **Receive Update on Caltrain Safety Performance**

Finance Committee Recommendation Technology, Operations, Planning, and Safety Committee Recommendation Advocacy and Major Projects Committee Recommendation

Purpose and Recommended Action

This item is for informational purposes only.

Discussion

This report and accompanying presentation are submitted to keep the Board advised as to the Safety Performance of Caltrain based upon measurement of Key Performance Indicators (KPIs or metrics). Caltrain is committed to providing a safe work environment for our employees and contractors, and safe and efficient train service for our customers. Caltrain is also committed to continuous improvement through the capture and analysis of KPIs. Regularly reviewing these metrics will enable staff to identify areas needing improvement and focus our activities to achieve improved safety performance.

Caltrain will provide quarterly safety reports to the board and will be sharing this same information with employees as we work to build a stronger Safety Culture consistent with our #1 Core Value – **Safety** – First and Always as well as our System Safety Program Plan (SSPP). These reports will include both lagging safety performance indicators reported to the Federal Railroad Administration (FRA) and leading safety performance indicators. While lagging indicators can alert you to a failure in your safety program or to the existence of a hazard, leading indicators allow an organization to take preventive action to address that failure or hazard before it turns into an incident.

Budget Impact

There is no impact on the budget associated with receiving this informational update. Caltrain's ability to further enhance its safety program is contingent on the availability of funding dedicated to that purpose.

Prepared By: Mike Meader Caltrain Safety Chief 650.632.6821

**Peninsula Corridor Joint Powers Board
Staff Report**

To: Board of Directors
Through: Michelle Bouchard, Executive Director
From: John Hogan, Chief Operating Officer
Subject: **Receive Update on Rail Activation Management Program**

Finance Committee Recommendation Technology, Operations, Planning, and Safety Committee Recommendation Advocacy and Major Projects Committee Recommendation

Purpose and Recommended Action

This report is an informational item that provides an update on Caltrain’s Rail Activation Management Program (RAMP), which is an ongoing effort to manage all revenue start-up activities for the transition from electrification construction to electrified operations. It requires no action by the Board of Directors. The purpose of this month’s report is to review the RAMP scorecard that will be included in the accompanying presentation. The scorecard tracks progress of critical activities essential for start of electric train service in Fall 2024.

Discussion

1. Rail Activation Background and Scope:

The Peninsula Corridor Electrification Project (PCEP) will upgrade 51 miles of diesel service to electrified service from San Francisco to San Jose (Tamien Station). The PCEP scope of work includes design and construction of an overhead contact system, traction power facilities, modification of the existing signaling and grade crossing protection system to make it compatible with the electrified railroad, improvements at Pacific Gas and Electric (PG&E) substations, and modifications at existing tunnels and Caltrain’s maintenance facility. It also includes the design, manufacturing, assembly, testing, and delivery of the Electric Multiple Units (EMUs).

A Rail Activation Committee (RAC) has been established to manage the successful launch of electrified revenue service following PCEP substantial completion by developing a guiding program for commissioning, systems integration, safety certification, testing, training, and overall resource planning. The RAC meets on a weekly basis, and its purpose is to:

- establish clear goals, roles and responsibilities to ensure readiness for electrified passenger service;
- develop a comprehensive understanding of all necessary start-up activities for revenue service; and

- ensure buy-in from full organization for the transition from construction to operations and maintenance.

The weekly RAC meetings also include a two to four week lookahead of upcoming activities to ensure items remain on track and deadlines do not slip.

Key RAMP focus areas included, but are not limited to:

- Safety and Security
 - System safety certification
 - Vehicle storage and disposition plans
 - Emergency preparedness
 - First responder training
 - Isolation protection services
- Revenue Service Readiness
 - Training, certification, and hiring
 - Operations & Maintenance plans
 - Legacy fleet retirement
 - Service planning
- Community Outreach
 - Public tours
 - Safety campaigns
 - Marketing
- Financial Plan
 - Start-up costs
 - Energy procurement strategy

2. *Rail Activation Roles:*

The RAC is led by a Director of Rail Activation and Transition with dedicated engineering and project management support.

Caltrain's Operations and Maintenance (O&M) department along with the JPB's rail service contractor, TransitAmerica Services, Inc. (TASI), are also heavily involved in the start-up efforts to ensure that the Electrification Program, once in revenue service, meets all Caltrain's benchmarks for safe, reliable, and efficient operations. To that end, Caltrain O&M staff participate in the RAC and work closely with the PCEP project team and contractors on development of the Overhead Contact System (OCS)/Traction Power System (TPS) maintenance program, training, and pre-revenue service planning.

Rail Activation is a collective effort that includes support from nearly every department and shared service function throughout the organization. These include Caltrain Planning, Design and Construction, Safety and Security, Human Resources, Finance, Budgets, Contracts and

Procurement, Communications, Government and External Affairs, Information Technology, People and Culture and Real Estate and Grants.

3. *Next Steps:*

Upcoming RAMP activities include:

- Developing Pre-Revenue Operations & Maintenance plan and various Standard Operating Procedures.
- Determining detailed scheduled and list of activities for End-to-End testing.
- Finalizing initial grading of identified Rail Activation risks and implement mitigation strategies.
- Identifying comprehensive list of “start-up” costs needed to procure additional equipment, materials, and facilities as well as implement necessary modifications and mitigations for a successful transition from construction to operation.

Budget Impact

Funds to support OCS and TPS maintenance and additional personnel hiring are included in JPB’s Fiscal Year 2024 and 2025 adopted operating budgets. However, as with any major construction project, there is the possibility of experiencing unexpected costs and requirements during the commissioning period and transition to operations. The RAC is currently identifying potential start-up costs and funding sources for necessary Rail Activation activities that extend beyond the PCEP scope.

Prepared By:	Mark Clendennen	Director, Rail Activation & Transition	650.632.6825
	Graham Rogers	Business Operations Project Manager	650.551.6169