



BOARD OF DIRECTORS 2024

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MICHELLE BOUCHARD  
EXECUTIVE DIRECTOR

# AGENDA

## PENINSULA CORRIDOR JOINT POWERS BOARD

### Technology, Operations, Planning, and Safety (TOPS) Committee Meeting

March 27, 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://us06web.zoom.us/j/81186731470?pwd=OUE3b0ZiY3ZoYzRCN280UG5Gbi9WZz09> 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](mailto: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.

**March 27, 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 February 28, 2024 Motion
5. Award of Contract for Electrified Rail Support Services\* Motion
6. Receive Update on Rail Activation Management Program Informational
7. Committee Member Requests
8. Date/Time of Next Regular TOPS Committee Meeting: Wednesday, April 24, 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.
9. 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](http://www.caltrain.com). Communications to the Board of Directors can be e-mailed to [board@caltrain.com](mailto: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](mailto: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](mailto: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**

**DRAFT Minutes of February 28, 2024**

**Members Present:** Pat Burt (arrived at 1:32 pm), Shamann Walton, Rico E. Medina (Chair)

**Staff Present:** R. Barnard, M. Bouchard, J. Harrison, J. Hogan, C. Kwok, G. Rogers, M. Clendennen, N. Steward-Crooks, A. Timbers, 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: Medina/Walton

Ayes: Walton, Medina

Noes: Burt

**5. Authorize Executive Director to Amend Contract with Turbo Data Systems, Inc. for Fare Evasion Citation Processing Services and Mobile Fare Enforcement Devices to Increase by \$500,100 to \$1,096,500\***

Michelle Bouchard, Executive Director, noted that item does not involve fare enforcement, but involves the tools used to enforce fares and the back-office processing to ensure the revenue from those fares are applied.

Christiane Kwok, Manager, Rail Operations, provided the presentation which included the following:

- Riders required to present and carry a proof of payment or a validated ticket before boarding the trains
- Enforcement process changed from citation to administrative penalty for better control over fare enforcement system
- Expenses were approximately 40 percent of collected revenue and reason for contract increase

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

- No alternative options available unless built in-house
- Status and changes since last meeting, such as 100 percent fare checking
- Include fare collection information as part of Executive Director's Report
- Signage on fare evasion penalties at stations and on trains as deterrence
- Need for broader discussion to address equity issue along with ensuring enforcement
- Process for fare evaders without identification and concerns for conductors involving fare evasion

Public comment

Adrian Brandt supported fare evasion enforcement and collection statistics in the Executive Director's Report.

Motion/Second: Walton/Burt

Ayes: Burt, Walton, Medina

Noes: None

**6. Award of Contract for Construction Manager General Contractor Services for the Broadway Grade Separation Project\***

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

- Provide features unachievable through the traditional design, bid build method
- Funding requested and secured to support the work in project phases

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

- Confirmed funds provided by San Mateo County Transit Authority and the City of Burlingame

Motion/Second: Burt/Walton

Ayes: Burt, Walton, Medina

Noes: None

**7. Receive Fiscal Year 2024 Quarter 2 Capital Program Quarterly Report**

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

- 42 percent of design and construction projects showed schedule variances – half of the six projects were schedule related and over 50 percent of the planning projects have scheduled variances – two-thirds of the nine projects were schedule related

- Labor market for that specialized talent has decreased significantly – 42 percent vacancies with over 50 percent in engineering
- Bring some dedicated full-time schedule resources to rebuild all schedules from the bottom up

Public comment

Adrian Brandt commented on bringing in in-house engineers will save the agency money and be more efficient than consultants.

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

- Trend for staffing consultants and cost to hire consultants versus in-house
- Need to pay competitive rates to attract and retain staff and accommodate growing development programs

**8. Receive Update on Rail Activation Management Program**

Graham Rogers, Business Operations Project Manager, and Mark Clendennen, Manager, Rail Activation, provided the presentation which included the following:

- Soft launch in summer and station improvements before full launch of electric trains
- Rail activation risks identified – held a workshop and identified 50 risks
- Critical to absorb institutional knowledge from CalMod (Caltrain Modernization Program) staff
- Pre-revenue operations capture transition from substantial completion to revenue service

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

- Expanded tree mitigation on schedule
- Introduction of new vehicles and increase in associated spare materials
- Suggested having next phase identified, including risk of damage to EMUs (electric multiple units) and spare parts

Public comment

Adrian Brandt commented on rapid response teams to fix catenary issues, critical to have spare parts stocked in house, and the need for impedance bond theft resolution.

**9. Receive 2023 Caltrain Sustainability Report**

Amelia Timbers, Manager, Environmental and Sustainability Planning, provided the presentation which included the following:

- Normalize data by ridership and significantly reducing GHG (Greenhouse gases) once electrified; steady level of pollutants due to long life locomotives

- Steady decrease in facility energy due to incremental improvements, such as asset replacements
- More employee engagement, information available on internal website, and had first national recycling day event
- State approved fleet regulations to decarbonize heavy duty trucks and other vehicles
- Working on sustainability website to provide sustainability information in real-time rather than every two years

Staff provided clarification in response to the Director Burt's comments and questions regarding the following:

- Understand the impact of sea level rise on rising freshwater tables with recessed grade separations
- Focus on operations, GHG impact on materials (concrete and steel) and practices for grade separations

**10. Committee Member Requests** – There were none.

**11. Date/Time of Next Regular TOPS Committee Meeting: Wednesday, March 27, 2024 at 1:30 pm.**

**12. Adjourn** – The meeting adjourned at 2:54 pm.

**Peninsula Corridor Joint Powers Board  
Staff Report**

To: JPB Technology, Operations, Planning, and Safety Committee  
Through: Michelle Bouchard, Executive Director  
From: Kate Jordan Steiner, Chief Financial Officer  
Subject: **Award of Contract for Electrified Rail Support Services**

Finance Committee  
Recommendation

Technology, Operations,  
Planning, and Safety  
Committee Recommendation

Advocacy and Major  
Projects Committee  
Recommendation

**Purpose and Recommended Action**

Staff recommends that the Board of Directors (Board) of the Peninsula Corridor Joint Powers Board (JPB):

1. Award a single-source contract to United Engineering & Construction Management of Los Angeles, California (United ECM) to provide Electrified Rail Support Services (Services) for a not-to-exceed total contract amount of \$1,694,335 for a two-year term.
2. Authorize the Executive Director or designee to execute a contract with United ECM in full conformity with the terms and conditions set forth in the negotiated agreement, and in a form approved by legal counsel.

**Discussion**

As the Peninsula Corridor Electrification Project (PCEP) nears completion, responsibility for the traction electrification system will be transferred from the electrification contractor to the JPB. Transit America Services, Inc. (TASI) will perform day-to-day operations and maintenance activities. As neither the JPB nor TASI has direct experience in the role of Owner's Engineer for electrified service, the JPB requires additional expertise to perform the requisite related functions.

Staff evaluated United ECM's experience, qualifications, and expertise to provide the Services and determined they aligned well with the scope of services requirements. United ECM has an experienced bench of employees who have worked on high-speed and electrified rail systems in Europe and are able to bring this experience to Caltrain's rail modernization implementation. In addition, their personnel worked with PCEP's design-build contractor, Balfour Beatty Infrastructure, Inc., during construction as the technical lead for Caltrain's traction power, Overhead Catenary System (OCS), and Supervisory Control and Data Acquisition (SCADA) systems, giving them unique insight into Caltrain's systems. Furthermore, United ECM's understanding of traction power systems, regulatory compliance, and best practices is commendable. Retaining the expertise of United ECM will significantly mitigate the risks of major disruptions to operations once electrified revenue service begins. Conversely, working with a new



firm that is unfamiliar with Caltrain’s traction power, OCS, and SCADA systems during the course of this work could present a substantial risk.

As electrified service begins, the JPB has an immediate need for experienced personnel with specialized expertise and knowledge of traction power systems. It will take time for the JPB to recruit full-time employees who have such specialized knowledge and skillsets. United ECM’s proposal demonstrates that it is uniquely-qualified to provide the necessary resources to oversee the PCEP contractor handover, and to train JPB staff to ensure safe and reliable operations as the agency transitions to electrified train service.

Staff conducted a price analysis of United ECM’s negotiated price proposal and determined that the price is fair and reasonable.

**Budget Impact**

Funds to support this contract will be incorporated in upcoming amendments to the JPB’s Fiscal Year 2025 operating budget and included in Fiscal Year 2026 budget proposal.

Prepared By:	Terry Loo	Procurement Administrator II	650.508.7730
	Graham Rogers	Business Operations Project Manager	650.551.6169

**Resolution No. 2024-**

**Board of Directors, Peninsula Corridor Joint Powers Board  
State of California**

\* \* \*

**Awarding a Contract to United Engineering & Construction Management for Electrified Rail  
Support Services for a Total Not-to-Exceed Amount of \$1,694,335**

**Whereas**, the Peninsula Corridor Joint Powers Board (JPB) is completing the Peninsula Corridor Electrification Project (PCEP) and will begin running electric train revenue service in September 2024; and

**Whereas**, to support Caltrain's PCEP transition, there is an immediate need for experienced personnel with the specialized expertise and knowledge of traction power systems to help oversee the PCEP contractor handover and safe operation of the traction electrification system within the Caltrain rail network; and

**Whereas**, United Engineering & Construction Management of Los Angeles, California (United ECM) has worked with the PCEP design-build contractor, Balfour Beatty Infrastructure, Inc., during construction as the technical lead to successfully implement Caltrain's traction power system, and has consistently delivered high-quality work; and

**Whereas**, staff has determined that due to United ECM's specialized skill sets and unique knowledge of Caltrain's traction power system, an award of a single-source contract to United ECM is in the JPB's best interest; and

**Whereas**, staff has performed an analysis of United ECM's price proposal, engaged in negotiations, and determined that the agreed-upon price is fair and reasonable; and

**Whereas**, staff recommends that the Board of Directors (Board) award a contract to United ECM to provide Electrified Rail Support Services for a two-year term for a total not-to-exceed total amount of \$1,694,335.

**Now, Therefore, Be It Resolved** that the Board of Directors of the Peninsula Corridor Joint Powers Board hereby awards a contract to United Engineering & Construction Management of Los Angeles, California to provide Electrified Rail Support Services for a total not-to-exceed amount of \$1,694,335 for a two-year term; and

**Be It Further Resolved** that the Board authorizes the Executive Director or designee to execute a contract on behalf of the JPB with United ECM in full conformity with all the terms of and conditions set forth in the negotiated agreement, and in a form approved by legal counsel.

Regularly passed and adopted this 4<sup>th</sup> day of April, 2024 by the following vote:

Ayes:

Noes:

Absent:

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Chair, Peninsula Corridor Joint Powers Board

Attest:

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JPB Secretary

**Peninsula Corridor Joint Powers Board  
Staff Report**

To: JPB Technology, Operations, Planning, and Safety Committee  
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 operations. It requires no action by the Board of Directors. The purpose of this month’s report is to review the updated RAMP scorecard, which tracks progress of critical activities essential for start of electric train service in Fall 2024, and to provide an overview of top risks as well as the Pre-Revenue Operations plan.

**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 2 to 4 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:

- Finalizing Pre-Revenue Operations & Maintenance plan and various Standard Operating Procedures.
- Determining detailed schedule and list of activities for End-to-End testing.
- Implementing mitigation strategies for identified Rail Activation risks.
- Implementing detailed plan for stations enhancement prior to Revenue Service Date.
- Identifying funding sources for “start-up activities” needed for a successful transition from construction to operation.
- Implementing fleet disposition plan for surplus equipment to accommodate the arrival of additional electric trainsets.
- Developing soft launch plans to begin introducing EMUs into revenue service before September 2024.
- Creating informational videos for the public on the new EMU features and what to expect on opening day.

**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 that will provide a new form of operating service, there is the potential that unexpected costs will be identified during the commissioning period and transition to operations. The RAC is currently identifying these various start-up cost requirements and associated 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