



BOARD OF DIRECTORS 2024

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# AGENDA

## PENINSULA CORRIDOR JOINT POWERS BOARD

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

April 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://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.

**April 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 March 27, 2024 Motion
5. Receive Update on Caltrain Access Policy Informational
6. Receive Update on South County Ridership Informational
7. Receive Update on Caltrain Safety Performance Informational
8. Receive Update on Rail Activation Management Program Informational
9. Committee Member Requests
10. Date/Time of Next Regular TOPS Committee Meeting: Wednesday, May 29, 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.
11. 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 March 27, 2024**

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

**Staff Present:** M. Bouchard, J. Harrison, J. Hogan, M. Clendennen, G. Rogers, D. Seamans, M. Tseng

**1. Call to Order/Pledge of Allegiance**

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

**2. Roll Call**

District Secretary Dora Seamans 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 February 28, 2024**

Motion/Second: Burt/Walton

Ayes: Burt, Walton, Medina

Noes: None

**5. Award of Contract for Electrified Rail Support Services\***

Graham Rogers, Business Operations Project Manager, and John Hogan, Chief Operating Officer, provided the presentation that included the following:

- Additional expertise for support in the transition to electrified system
- TES (traction electrification system) encompasses both OCS (overhead catenary system) and traction power.
- Assist TASI (TransitAmerica Services, Inc.) where necessary to improve their maintenance and operations, procedures, processes, and training
- Help formulate a prioritized traction power and OCS enhancement plan to further strengthen the resilience of TES

The Committee Members had a discussion and staff provided further clarification in response to the Committee comments and questions, which included the following:

- The cost for contract services versus internal staff
- Budget resources

Public comment

Adrian Brandt commented on the need to develop and have a rapid response repair team on standby to address any catenary issues.

Mr. Rogers mentioned employees from United ECM will help develop and serve as a rapid response team. Mr. Hogan added that TASI will have two contractors for emergency response to assist.

Motion/Second: Burt/Walton

Ayes: Burt, Walton, Medina

Noes: None

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

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

- Project tracking in early May for BBI (Balfour Beatty Infrastructure, Inc.) and early completion
- Contemplating soft launch to introduce electrified service with fully electric main corridor operations on September 23rd
- Two successful sets of short circuit testing. Each risk item assessed a probability factor, a range of potential cost impacts, and a range of potential schedule delays
- Transition process gearing up – taking over warehouse space from BBI in San Francisco, including office space for TES workers
- Moved 32 of 40-year-old gallery cars to make space for the electric cars
- Recent workshop held to resolve comments on draft pre-revenue operations plan and close to finalizing
- Highlighted upcoming activities – energy procurement strategy, finalize plan to elevate enhancements at stations, and the third and final EMU (electric multiple unit) event on May 11<sup>th</sup>, which is national train day

The Committee Members had a discussion and staff provided further clarification in response to the Committee comments and questions, which included the following:

- Working closely with the Project Management Oversight Contractor (PMOC) and meeting with the FTA (Federal Transit Administration) to start going through revenue readiness for service review
- Ensure the system performs as designed
- The purpose of soft launch is to physically move the old fleet equipment off property freely move around and inspect the new fleet
- Ensure daily inspection for all 14 trains in service
- Explained process from soft launch to official launch

Public comment

Adrian Brandt spoke in favor of a soft launch date and suggested testing doors and other equipment, and offering a week of free rides to expose riders to the new schedule.

7. **Committee Member Requests** – There were none.
8. **Date/Time of Next Regular TOPS Committee Meeting: Wednesday, April 24, 2024 at 1:30 pm**
9. **Adjourn** – The meeting adjourned at 1:58 pm

DRAFT

**Peninsula Corridor Joint Powers Board  
Staff Report**

To: Technology, Operations, Planning, and Safety Committee  
Through: Michelle Bouchard, Executive Director  
From: Dahlia Chazan, Chief, Caltrain Planning  
Subject: **Receive Update on Caltrain Access Policy**

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

**Purpose and Recommended Action**

The purpose of this information item is to provide the Peninsula Corridor Joint Powers Board with an overview of Caltrain’s Access Policy Update and introduce the DRAFT goals and objectives for feedback. After incorporating feedback from the Board and from public outreach efforts, staff will present a final policy for the Board’s consideration in August.

The draft goals for Caltrain’s Station Access Policy Update are as follows:

1. Safe station areas and access routes
2. World-class customer access experience for all users
3. Ridership growth with strategic access investments
4. Equitable access aligned with diverse community needs
5. Healthy and sustainable modes of access
6. Strategic partnerships to advance station access

**Discussion**

In May of 2010, the Peninsula Corridor Joint Powers Board adopted the *Caltrain Comprehensive Access Program Policy Statement (Access Policy Statement)*, which outlined the purpose and context for the document as a first step towards a more complete policy with next steps being:

- Strategic Plan
- Capital Improvement Program
- Monitoring Program

It established guiding principles and System-wide Access Priorities by mode. It also created a station typology categorization framework that is based on current primary access mode, density/dominant land-use, and Caltrain service level. The Access Policy Statement prescribes mode-shift priorities for future access improvements for each of these station typologies. The document also calls out examples of access strategies for each mode.

The Access Policy Statement has not been updated since its publishing, and much has changed in the realm of transportation planning in almost 14 years; but Caltrain’s need for access improvements remains. The purpose of the updated Access Policy is to provide Board direction and policy guidance for Caltrain staff and transparency for external partners to ensure access-related decisions and investments are aligned with Caltrain’s overall mission, vision, and core values. The policy update is also needed to align the Access Policy with other Caltrain policies adopted since 2010, such as the Rail Corridor Use Policy (RCUP) and Caltrain’s Transit-Oriented Development Policy both adopted in 2020.

Caltrain staff began the effort to update the Access Policy in October 2023 by conducting preliminary interviews with Caltrain department staff to understand the need for an updated policy and its relevance to other Caltrain initiatives. Staff also conducted interviews with various transit agency partners to provide context on interagency decision-making and possible use cases for an updated policy.

The draft goals and objectives have been informed by findings from the preliminary interviews and case studies, a review of Caltrain’s current policies, and input from internal stakeholders. The draft goals and objectives are being shared throughout April with various Caltrain committees and community groups for feedback, including Caltrain’s Citizens Advisory Committee, the city/county staff coordinating group, a subcommittee of the Bicycle and Active Transportation Advisory Committee, the Local Policy Makers Group, Friends of Caltrain, and the San Francisco and Silicon Valley Bicycle Coalitions. An existing conditions analysis is also being conducted in parallel to better understand the needs along the Caltrain corridor. Public input and takeaways from the existing conditions analysis will be incorporated into the Access Policy.

Staff will share the draft policy for additional public feedback in July of 2024 and bring it to the Board to request adoption in August of 2024.

**Budget Impact**

This information item has no impact on the budget.

Prepared By:	David Pape	Manager, Policy and Programming	650-418-6025
	Hannah Greenberg	Planner	650-647-3495



**Peninsula Corridor Joint Powers Board  
Staff Report**

To: Technology, Operations, Planning, and Safety Committee  
Through: Michelle Bouchard, Executive Director  
From: Dahlia Chazan, Chief, Caltrain Planning  
Subject: **Receive Update on South County Ridership**

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

**Purpose and Recommended Action**

Staff recommends the Technology, Operations, Planning, and Safety Committee receive the attached update on the railroad’s South County service and ridership levels.

This item is informational only.

**Discussion**

Caltrain operates limited weekday commute-direction service between San Jose and southern Santa Clara County. South County Service operates northbound during the morning peak and southbound during the evening peak, making stops at Capitol, Blossom Hill, Morgan Hill, San Martin, and Gilroy stations. On September 25, 2023, South County Service was increased from three daily round trips to four.

Since adding a fourth daily train, ridership on the South County service has increased by 38 percent (138 trips) over the same time period (September 25, 2023, through March 31, 2024) from the previous year. Systemwide weekday ridership increased by only 26 percent over that time. On average, the South County service’s northbound morning ridership is higher than its southbound evening ridership, potentially suggesting that riders are finding alternative transportation options for their return trips in the evening.

Shortly after the fourth train was added, the South County service experienced an increase in the number of northbound trains that were canceled before reaching San Jose/Gilroy, due to mechanical and signal problems. However, some procedural adjustments made by Caltrain’s maintenance team has led to a recent increase in reliability, with zero cancelations reported in the month of March.

When electrified Caltrain service begins between San Francisco and San Jose in September 2024, nine diesel locomotives will be retained to operate the South County service. These locomotives have been recently overhauled, which will increase their reliability. Furthermore, the post-electrification diesel fleet will experience less wear and tear due to the fact that they

will be operated over a much shorter distance and pulling shorter, 2-car consists. Staff expects these improvements to continue to drive ridership gains on this segment in the future.

**Budget Impact**

There are no anticipated budget impacts associated with this update.

Prepared By:	Ted Burgwyn	Director, Rail Network and Operations Planning	(650) 207-7979
	Nick Atchison	Senior Planner, Rail Operations Planning	(650) 647-3039

**Peninsula Corridor Joint Powers Board  
Staff Report**

To: Technology, Operations, Planning, and Safety Committee  
Through: Michelle Bouchard, Executive Director  
From: Mike Meader, Caltrain Safety Officer  
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: 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 readiness updates in key areas such as training and communication.

**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.
- Establishing warranty administration program.
- Developing soft launch plans to gradually introduce 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