

# **Rail Operations & Maintenance Successor Contract: Guiding Principles and Goals**

**JPB TOPS Committee  
February 26, 2025**



# Agenda

- 1. Purpose**
- 2. Project Background**
- 3. Roadmap to Next Contract**
- 4. Guiding Principles and Goals**
- 5. Discussion and Input**
- 6. Next Steps**

# Purpose

# Why We're Here Today

- Caltrain's current Operations and Maintenance (O&M) Agreement with TransitAmerica Services, Inc. (TASI) **expires June 30, 2027.**
- Staff must begin advancing a re-procurement effort **now** for the transition to a **new** O&M Agreement by **July 1, 2027.**
- Staff is seeking Board input on proposed **Guiding Principles** and **Goals** for the development of a **Successor Contract.**

# Project Background

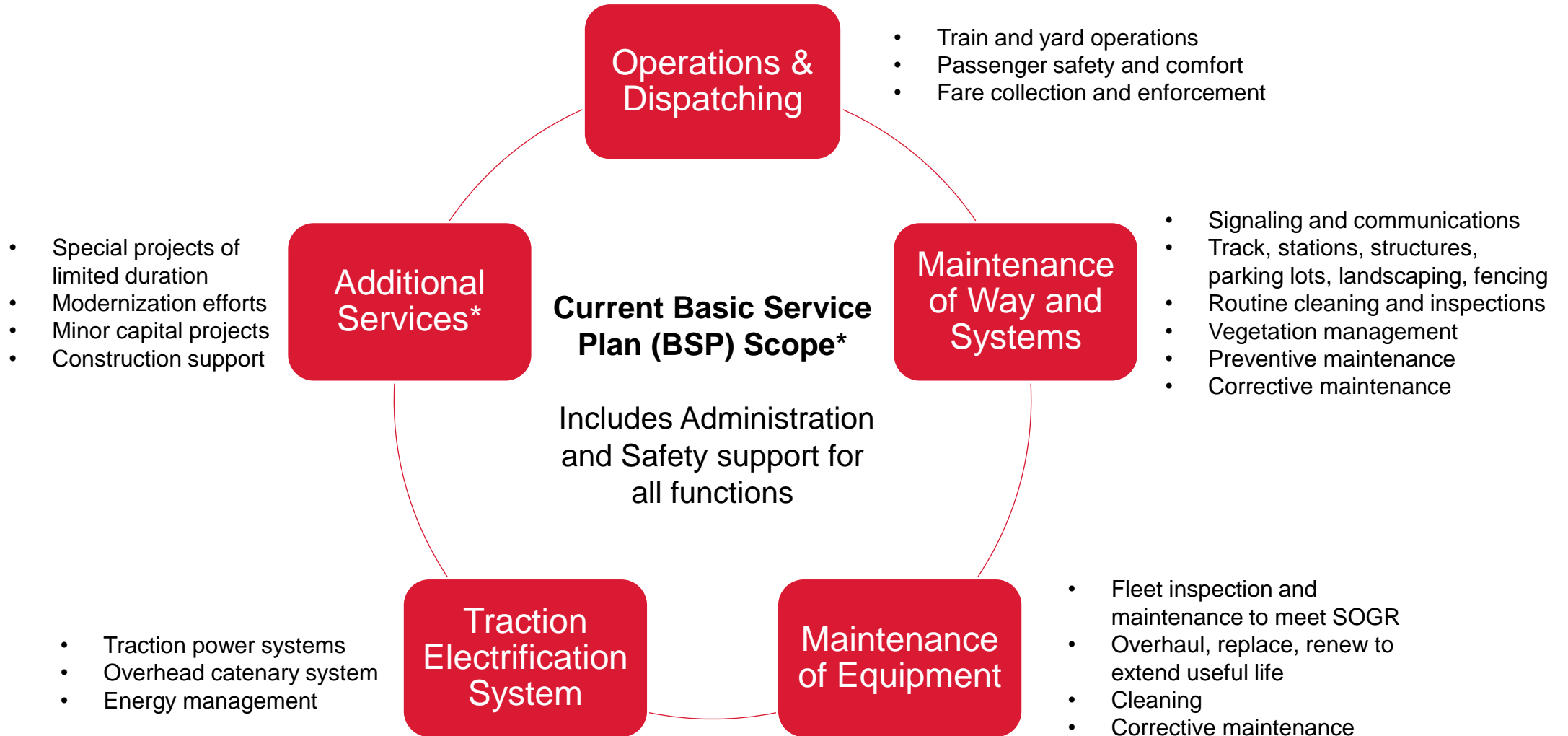
# Contract History

- The JPB assumed responsibility for operating Caltrain service from Caltrans in 1992. Amtrak served as Rail Operator until May 2012.
- In September 2011, the JPB awarded a new operating contract to TASI for a 5-year base term with 5 additional one-year options.
- In 2017, the JPB exercised all 5 of the option years, extending the contract with TASI to June 2022.
- In January 2021, the JPB further extended TASI's contract through June 2027 to de-risk PCEP completion and start-up of electrified service.

# Re-Procurement Effort

- With PCEP substantially complete and initial electrified revenue service commencing in August 2024, Caltrain must begin to focus on competitively procuring the next Rail Operator agreement.
- Procurement process for a contract of this magnitude will require significant staff time and guidance from the Board of Directors.
- Caltrain has engaged WSP as advisors for this effort.

# Current Contract Scope

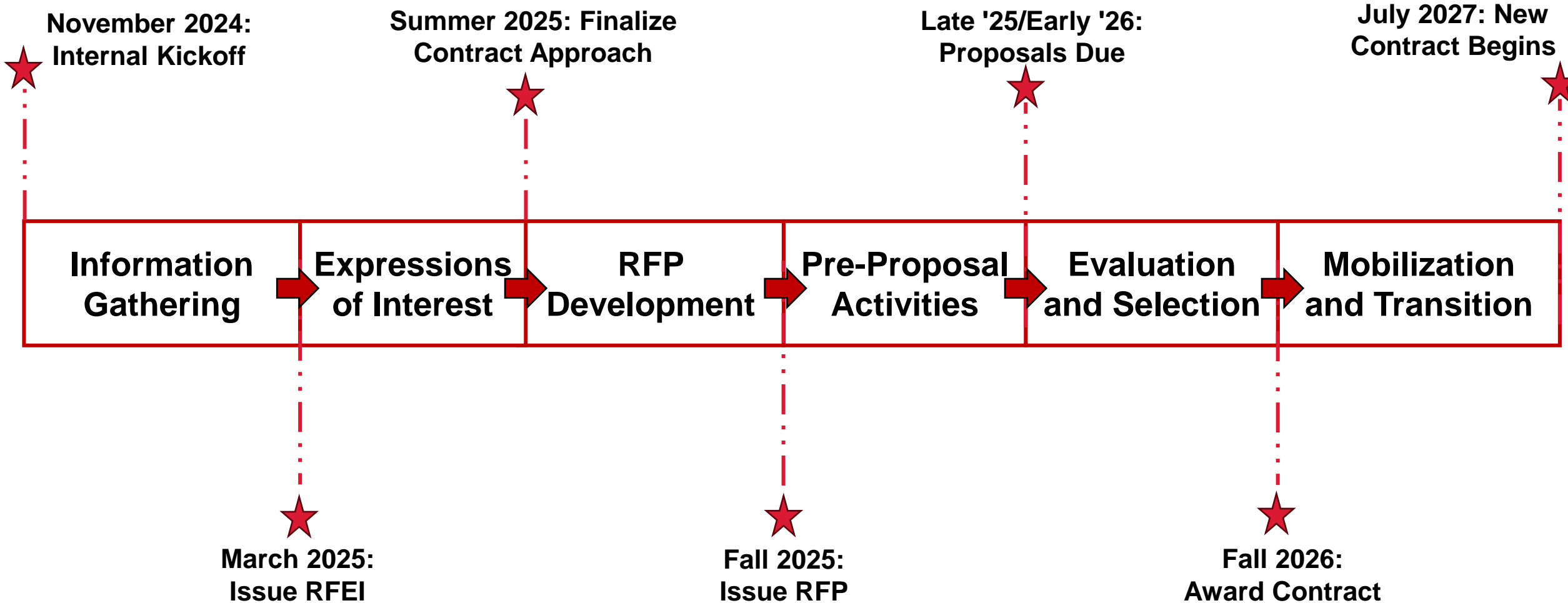




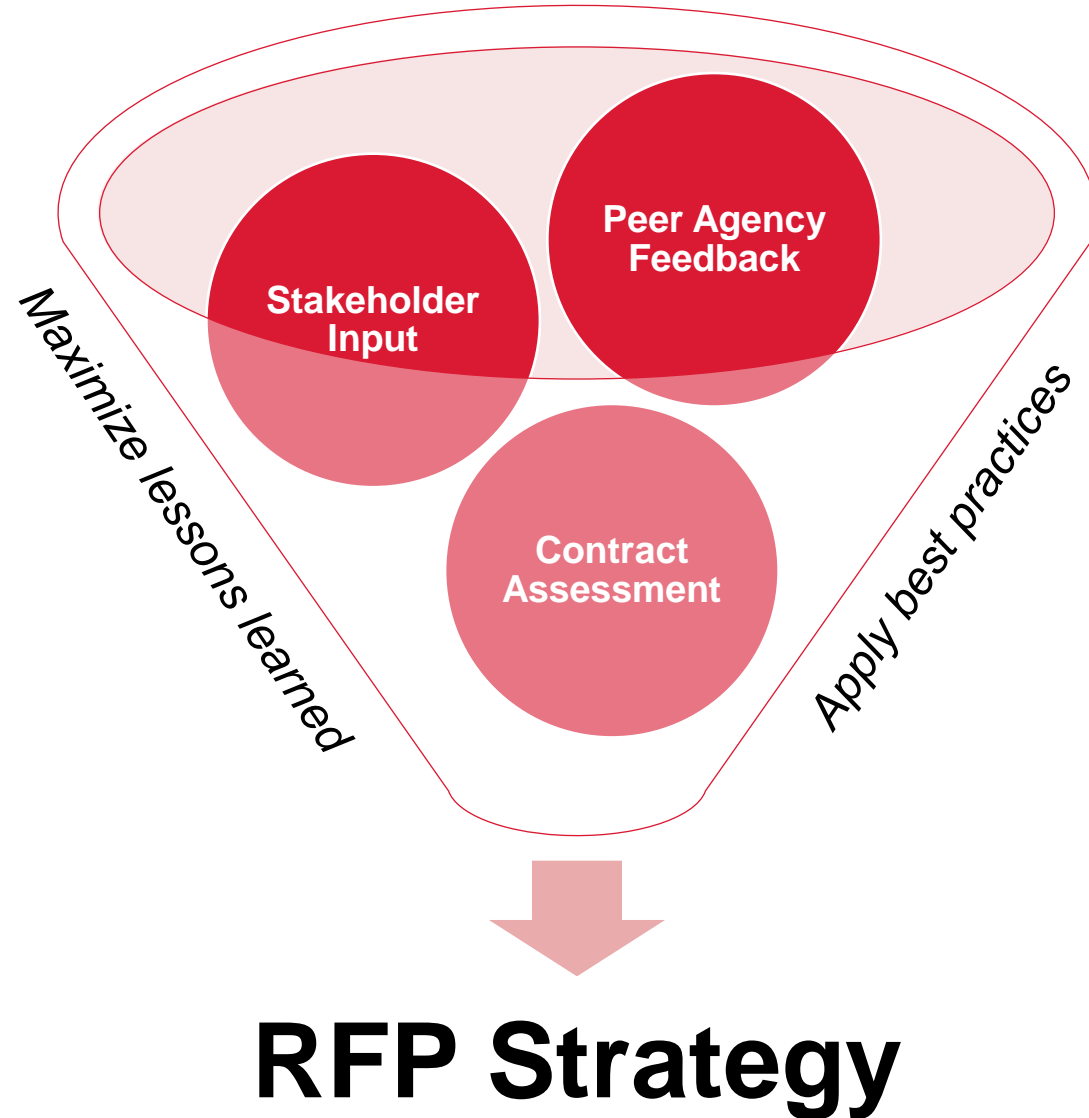
# Roadmap to Next Contract

# Solicitation Roadmap

*Timeline is for illustrative purposes only.  
Dates are preliminary and subject to change.*



# RFP Development Approach



# Short-Term Focus Areas

- **Immediate Priorities (In Progress or Planned)**
  - Internal SME interviews and feedback gathering
  - Evaluation of current contract structure
  - Request for Expressions of Interest
  - Industry engagement via one-on-one interviews
  - Peer agency discussions (best practices, lessons learned)
  - Identify recommended updates to terms and conditions
  - Initial briefing to ad hoc committee

# **Guiding Principles & Goals for Successor Contract**

# Board Direction

- Today, staff is seeking Board input on proposed **Guiding Principles** and **Goals** for the procurement of a future O&M Agreement.
- Staff will return to the Board in the coming months seeking direction on additional key policy decisions including:
  - The commercial arrangement of the successor contract
  - The evaluation criteria for scoring proposals

# Proposed Guiding Principles

1. **Safety** as a primary core value in all facets of operations and maintenance, including a robust risk-based hazard analysis and decision-making process.
2. **Cost Efficiency, Innovation** and continuous improvement as demonstrated through the proactive implementation of solutions to enhance operational efficiency, increase revenue collection, promote sustainable practices, achieve cost-savings, and ensure appropriate allocation of risk.
3. **Reliability** of Caltrain service as demonstrated by excellence in on-time performance, preventive and corrective maintenance, and customer service.
4. **Capacity** to deliver on special projects as needed.
5. **Stewardship** of the Caltrain system by advancing the agency's mission and vision, with integrity, through impactful leadership including effective succession planning.
6. **Partnership** with a contractor who is proactively solving problems, mindful of controlling costs, and collaborative and communicative with Caltrain in providing the best customer experience possible.

# Goals for Successor Contract

- 1. Develop a modern, flexible contract** that reflects Caltrain's core values, maintains the highest standard of service for our customers, and incorporates industry best practices and lessons learned.
- 2. Deliver safe, reliable, and excellent service** at a fair cost, including an appropriate balance of performance, price, and risk allocation.
- 3. Maintain the highest standards of safety** by ensuring regulatory compliance over the contract term and continuing to build on a safety culture that emphasizes reporting, recognition, communication, training, and continuous improvement.
- 4. Maximize competition for the successor contract** by adopting a future procurement strategy that is marketable and executable.
- 5. Ensure that any future handover process is safe, collaborative, and without impact** to employees of Caltrain's current contract operator and Caltrain's customers by establishing realistic mobilization timeframes and providing necessary support.



# Questions for Discussion

## **Guiding Principles**

1. Do the principles accurately reflect the Board's policy direction?
2. Are there any amendments or additions that should be considered?

## **Goals for Successor Contract**

1. Are the draft goals consistent with the Board's objectives for the next contract?
2. Are there any amendments or additions that should be considered?

# **Additional Questions or Comments?**