

COVID-19 Recovery Planning

Equity & Service Planning Update

JPB Meeting

October 1, 2020



Ongoing Recovery Planning Efforts

Caltrain has pivoted its Business Plan effort to focus on COVID-19 Recovery planning. This work is spread across multiple streams as shown on the right.

Caltrain staff will engage regularly with the Board, stakeholders and the public as recovery planning proceeds over the next several months.



Equity, Connectivity, Recovery, & Growth Framework



Near Term Service Planning



Financial Analysis



Scenario Planning

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Equity

The adopted Equity, Connectivity Recovery & Growth Framework guides Caltrain toward advancing equity-oriented policies and actions as soon as practicable and financially feasible with the goal of increasing social and racial equity on the system today and in the future. The “Equity” section of the policy focuses on:

- Equity in Service
- Equity in Fares
- Equity in Community
- Equity in Customer Interactions
- Equity in Organization and Accountability

See Framework Document for Exact Language



Equity Workplan

The following is an initial outline describing how Caltrain will advance the various equity initiatives included in the ECRG Framework

In general, some equity initiatives will be pursued directly and independently while others will be incorporated as key policy inputs into the ongoing business of the railroad.

This workplan will be expanded and updated with regular reports provided to the JPB and stakeholder groups as shown

See Framework Document for Exact Language

Reporting on Progress

Core Team

Caltrain has formed a cross-departmental internal team to drive and track progress across various initiatives. Initial team includes staff from Planning, Operations, Government & Community Affairs, Customer Service & Marketing, and the Office of Civil Rights.

Monthly Updates

Monthly verbal and written updates on equity initiatives will be provided to the following venues and will be made available to other stakeholder groups as requested;

- The Caltrain Citizen Advisory Committee
- The Work Program Legislative-Planning committee (WPLP)
- The JPB

Longer-form updates and presentations will be provided biannually



Equity in Service

The ECRG Framework focus on the following equity initiatives related to service:

- Improving midday and off-peak service levels
- Considering social, racial and geographic equity as a significant factor in service planning
- Undertaking planning to improve service and access to underserved communities and passengers with disabilities

See Framework Document for Exact Language

Equity in Service

Implementation Pathways

- Service changes- including near and longer term
- Longer term planning work related to service design, access facilities, station modifications and potential station additions

Timing of Next Steps

- Significant implementation opportunity in upcoming (late 2020) service change
- Other planning efforts ongoing through FY21 and beyond

Budget Considerations

- **Significant budget consideration for balance of FY21 budget as related to near-term service changes**
- Ongoing planning work for FY21 has sufficient funding, funds for future planning work to be requested in future budgets



Equity in Fares

The ECRG Framework focus on the following equity initiatives related to fares:

- Near term suspension of fare increases and promotion of Clipper START Program
- Participation in regional fare integration study
- Acceleration of fare policy analysis and options related to discount programs, GoPass and overall fare system

See Framework Document for Exact Language

Equity in Fares

Implementation Pathways

- Ongoing participation in Clipper START and Regional Fare Coordination and Integration Study
- Near- and longer term planning work related to potential fare policy changes

Timing of Next Steps

- Initial quarterly report on Clipper START in November. Report on Regional Fare Integration study forthcoming next year
- Staff actively analyzing potential near- and longer term updates to larger fare policy. Updates anticipated over coming months.

Budget Considerations

- Ongoing planning work for FY21 has sufficient funding
- Budget implications of any potential fare changes to be evaluated



Equity in Community

The ECRG Framework focus on the following equity initiatives related to community:

- Incorporation of equity principles into capital program development
- Focus on equity dimension of grade separations and other major projects
- Advancement of TOD policy and work with local jurisdictions around station area development

See Framework Document for Exact Language

Equity in Community

Implementation Pathways

- Longer term implementation, with most near-term work embedded in planning program. Key efforts include;
 - Development of post-Business Plan Capital Program and Capital Improvement Plan
 - Corridor Wide Grade Separation Study
- Ongoing work on development portfolio and engagement with local jurisdictions associated with individual development opportunities

Timing of Next Steps

- Work on planning efforts identified above has been delayed by COVID but is anticipated to begin in early calendar 2021.

Budget Considerations

- Major planning efforts funded in prior year budgets
- Additional expansion of development activities or engagement with local jurisdictions on land use issues may require added staffing



Equity in Customer Interactions

The ECRG Framework focus on the following equity initiatives related to customer interactions:

- Evaluating and expanding training for front line workers
- Evaluating fare enforcement activities
- Evaluating and updating Caltrain's marketing, communications and customer information systems

See Framework Document for Exact Language

Equity in Customer Interactions

Implementation Pathways

- Initial implementation to focus on evaluation of training processes, fare enforcement and communications channels
- Staff to evaluate programs and will consult with outside experts and partners for input and guidance. Based on this staff will develop detailed scope for evaluation approach across programs and activities identified in Framework
- Scope of improvements to training, enforcement and communications efforts to be defined

Timing of Next Steps

- Initial assessment to occur in FY21. Design and implementation of changes to occur in FY22 and beyond

Budget Considerations

- Staff resources to begin evaluation accommodated within FY21 budget
- Cost of designing and implementing larger training and communications improvements to be developed for discussion in FY22 budget



Equity in Organization & Accountability

The ECRG Framework focus on the following equity initiatives related to Organization and Accountability:

- Identification of training resources and participation in programs such as the Government Alliance on Racial Equity (GARE)
- Designation of a focused internal team
- Development of a detailed work program and reporting schedule

See Framework Document for Exact Language

Equity in Organization & Accountability

Implementation Pathways

- Internal team has been established and will focus on developing additional work program details and milestones as well as establishing a regular reporting framework
- Caltrain has established a Government Alliance on Racial Equity membership and will evaluate available programs and resources. Staff will seek out supplemental training and education resources as needed.

Timing of Next Steps

- Regular monthly reports to CAC, WPLP and JPB to begin in January 2021

Budget Considerations

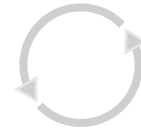
- Initial GARE membership and staff resources accommodated within FY21 budget
- Ongoing internal programs and resourcing needs to be updated for inclusion in subsequent budget years



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Equity, Connectivity, Recovery, & Growth Framework



Near Term Service Planning



Financial Analysis



Scenario Planning

Multiple Phases of Crisis & Response

Initial Triage

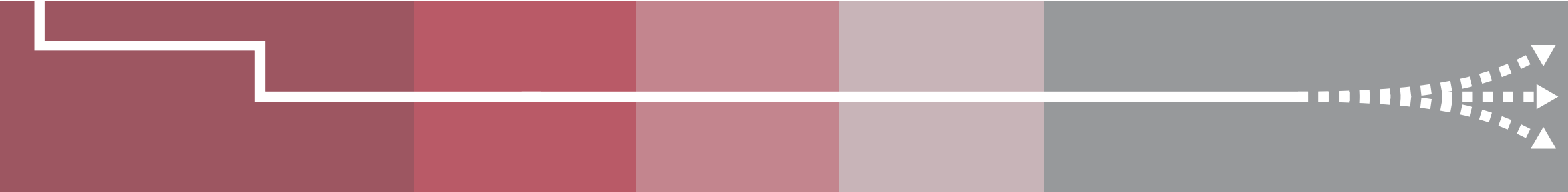
March 2020 – May 2020

Surviving the Pandemic

May 2020 – 2021 (?)

Preparing for the Next Reality

2021 and Beyond



Initial crisis and immediate triage response by Caltrain

Extended period where Pandemic is ongoing and Caltrain ridership and operations remain deeply impacted and in a state of dynamic flux. Railroad's financial position is precarious

Long-term resolution of pandemic through vaccine or other permanent public health approaches. Caltrain adjusts to new Business Environment

Winter Service Change: Context and Goals

Caltrain continues to navigate a period of extreme uncertainty relative to both the financial health of the system as well the trajectory of the pandemic and its impact on ridership recovery

The following slides provide initial information regarding staff's proposed approach to a planned service change in December of 2020. More detailed analysis will be presented to stakeholder groups throughout October and to the JPB in November

Context

- The COVID-19 Pandemic is ongoing and the path to recovery and resolution is uncertain. Reopening of the region has been slow and uneven.
- CARES Act funding will be exhausted in December timeframe. Overall financial state of railroad is highly uncertain
- Hillsdale reopening, potential Atherton closure and ongoing major construction on corridor

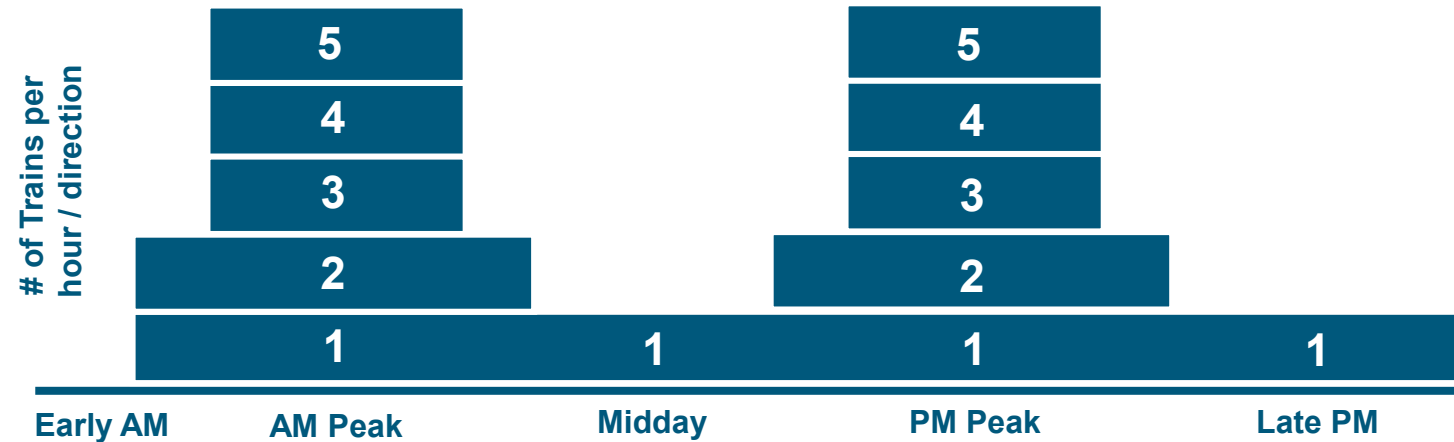
Goals

- Develop a consistent service framework that can be scaled up (and down) based on demand and funding availability while minimizing disruption and confusion for riders and connecting transit
- Focus on serving the riders who need Caltrain most, with an emphasis on implementing key elements of the ECRG policy
- Balance travel time and coverage goals while also maintaining capacity for social distancing



Change in Weekday Service Levels

Pre-COVID Service Plan
92 Trains/Day
65,000 Daily Riders



Current Service Plan
70 Trains/Day
~3,500 Daily Riders



Who's riding Caltrain during COVID-19?



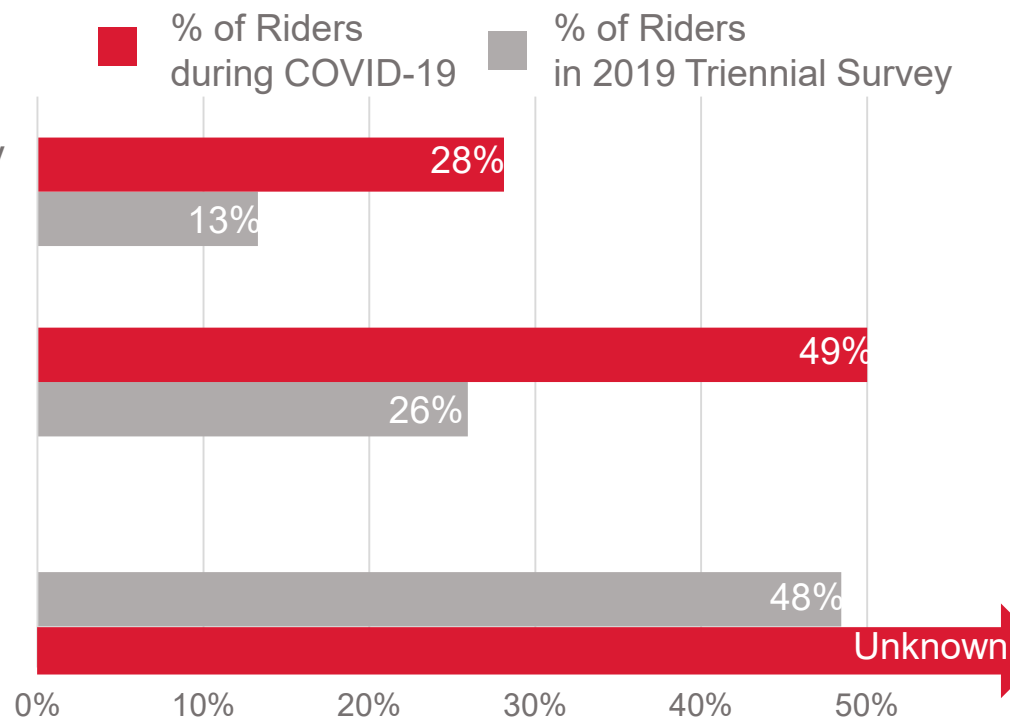
Share of riders that qualify for **low income housing assistance**



Share of riders that live in households earning **less than \$100k** per year



Share of riders that **did not have access to a car**



In August, Caltrain served roughly 3,500 riders per weekday and 1,200 per weekend day.

Ridership has skewed toward essential workers, many of whom live in low- or middle-income households.

Under normal circumstances, half of riders rely on Caltrain and lack access to a car.



Where are riders traveling?

Caltrain ridership patterns have shifted during COVID-19, with ridership comprised of essential workers in healthcare, life sciences, government, and related fields.

Rider Trip Purposes:

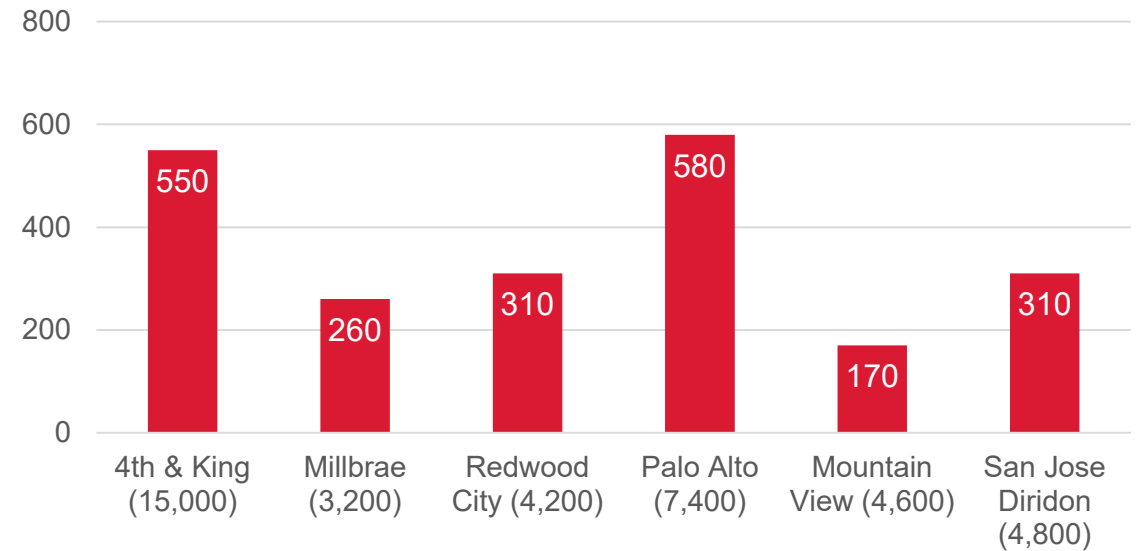
70% of riders commuting to work

50% of riders work in healthcare, life sciences, or government

10% of riders traveling to medical appointments

Ridership during COVID-19 has been more concentrated around stations with major medical centers like Palo Alto and Redwood City, with fewer riders commuting to offices around stations like 4th & King and Mountain View.

August 2020 Weekday Ridership (3,500/Day)



Top Ridership Stations
(2019 Ridership for Comparison)

Ridership decline south of Tamien to Gilroy (50 riders per day) mirrors systemwide trends.

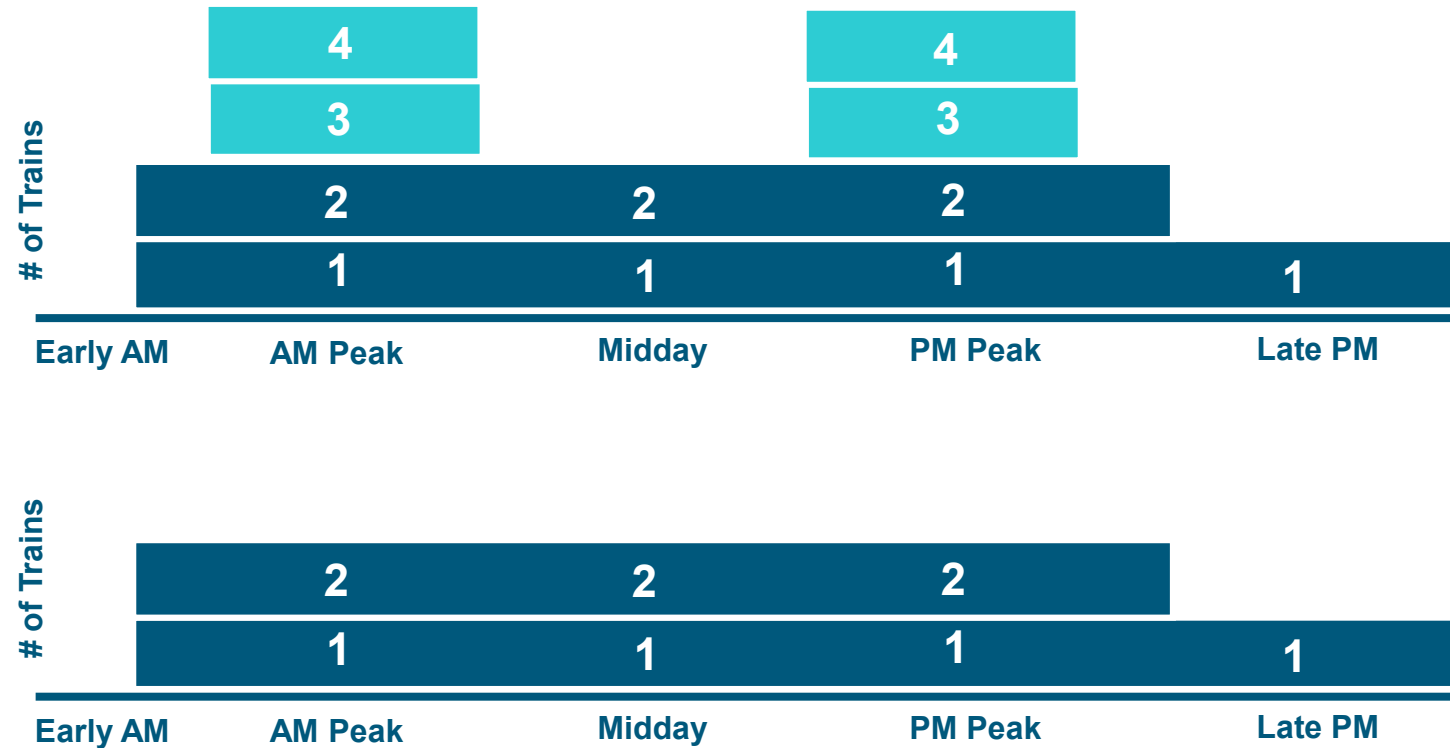


Weekday Service Options

Expanded Plan
~90-92 Trains/Day



Base Plan
~66-70 Trains/Day

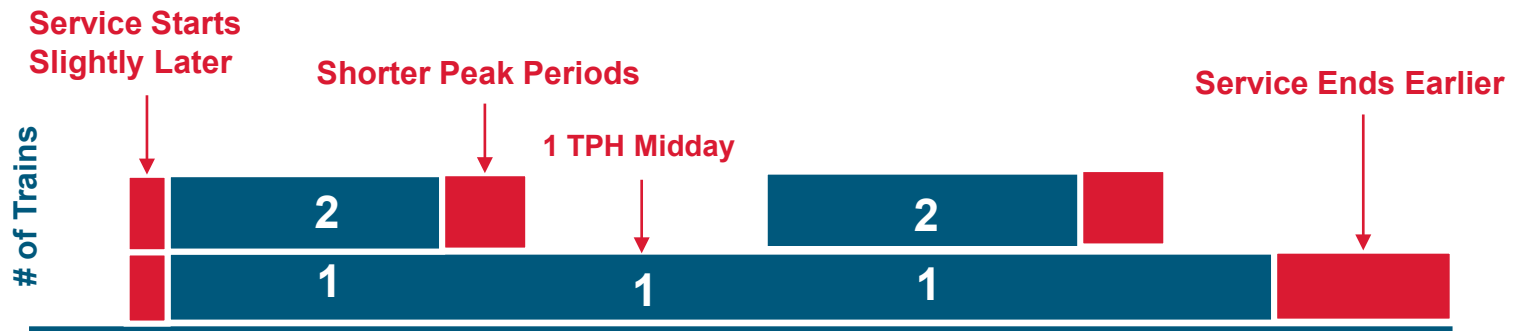
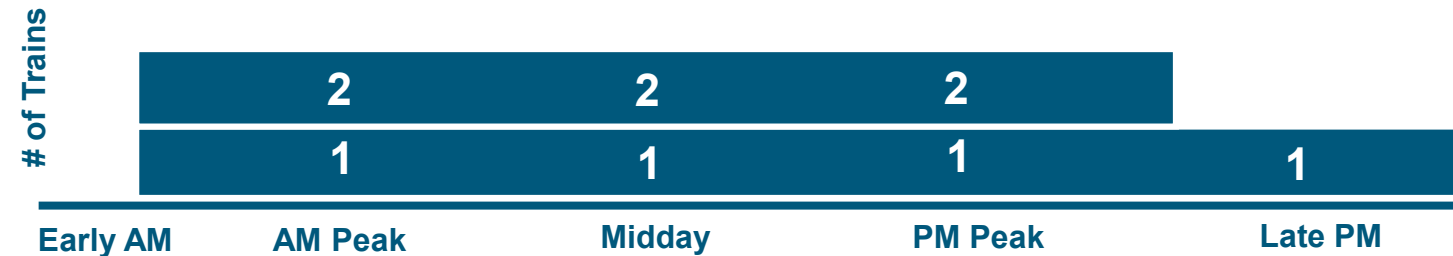


Weekday Service Options

Base Plan
~66-70 Trains/Day



Austerity Service Plan
~50 Trains/Day



Winter Service Change: Next Steps

Over the coming weeks, staff will develop further technical analysis of proposed service changes and will present details in a variety of different venues

Staff will return to the JPB in November with a detailed analysis and recommendation for an initial December 2020 service change

Analysis

- Analyze different service styles and stopping patterns and develop recommendation
- Confirm additional service characteristics including approach to weekend service and Gilroy service
- Optimize transfers to other systems
- Develop recommended service plans and conduct financial analysis

Stakeholder Engagement

- Coordinate with connecting and tenant operators including BART, CCJPA, ACE, SFMTA, SamTrans and VTA
- Present detailed analysis and recommendations to;
 - Partner Agency Staff (PPC)
 - Citizen Advisory Committee
 - City/County Staff Group
 - Local Policy Maker Group
 - WPLP
 - JPB

FOR MORE INFORMATION

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