



JPB Board of Directors
Meeting of Special Study Session of November 21, 2019

Correspondence as of November 20, 2019

Subject

- 1 Please pursue highest possible ridership in business plan
- 2 Baby Bullet Service in Sunnyvale - Peninsula Corridor Joint Powers Board
- 3 Organizational Assessment Workshop

From: [Mccauley, Ryan](#)
To: "Cliff Bargar"
Cc: [Caltrain, Bac \(@caltrain.com\)](#); [Board \(@caltrain.com\)](#)
Subject: RE: Please pursue highest possible ridership in business plan
Date: Monday, November 18, 2019 4:55:40 PM
Attachments: [image002.png](#)

Hi Cliff,

Thank you for your feedback and interest in the [Caltrain Business Plan](#). As you may know, in October 2019, the Board adopted a long-term "[Service Vision](#)" for the corridor. The [Caltrain Business Plan's 2040 Service Vision](#) sets a target for the railroad that ensures [Caltrain](#) can continue to meet the growing mobility needs of the region while making the best use of the many projects and investments planned and under construction along the corridor.

Under the 2040 Service Vision, Caltrain service would evolve to look very different from what the railroad operates today. Caltrain currently operates five trains per hour during peak commute times, and over the last 15 years, ridership has more than doubled to nearly 65,000 daily riders. The 2040 Service Vision calls for fast and frequent service to be the standard on the line every day, all day. Service during peak hours would grow to a minimum of eight trains per direction per hour, with all day express service every 15 minutes, and increased off-peak and weekend services. The vision would also expand the corridor's capacity by an additional four trains per hour in each direction to connect Peninsula communities with statewide high-speed rail service. The vision also includes end-to-end, electrified service from Gilroy to the Salesforce Transit Center in San Francisco, with four trains per hour, per direction between Blossom Hill and Tamien Stations; and two trains per hour, per direction between Gilroy and Blossom Hill Stations.

By 2040, this increased service, frequency, and longer trains, would allow ridership to almost triple to 180,000 daily riders. Ridership growth of this magnitude would eliminate 825,000 car trips and 110 metric tons of carbon emissions every day, and would put an estimated 5.5 lanes worth of commuter traffic onto Caltrain instead of the region's highways.

Caltrain's 2040 Service Vision also prepares the railroad to expand and integrate into a regional rail network that includes the planned extension to the Salesforce Transit Center in Downtown San Francisco, integration with a potential renewed rail service across the Dumbarton Bridge and the rebuilding of Diridon Station in San Jose. In addition to preparing Caltrain for a future shared corridor with high speed rail, the vision also acknowledges that a number of adjacent and connecting systems are engaged in long term planning of their own. In recognition of opportunities presented by a second Transbay crossing, expanded service to Monterey County, and the potential growth of Altamont Corridor Express and Capital Corridor services, the vision also includes a commitment to work with the region to better define and be prepared for even higher levels of service on the corridor, and to work with the Board to periodically reaffirm the vision as needed.

Caltrain intends to accomplish these goals through incremental development of corridor projects and infrastructure, including an improved signal system, station modifications such as platform lengthening and level boarding, improved maintenance and storage facilities, and a series of short, 4-track stations that allow express trains to overtake locals.

The 2040 Service Vision is possible thanks to Caltrain's ongoing work to transition the service from diesel operations to high-performance electric trains. In 2017, Caltrain secured full funding to complete the electrification of the Caltrain corridor. Electrification is under way and will be complete by 2022.

Phase two of the Business Plan is now underway, where additional technical and policy analysis is being pursued focusing on areas that were highlighted as important through stakeholder outreach. This includes an analysis of connections to other systems & station access options, equity analysis & focus on growing ridership by making Caltrain accessible to all, and a review of funding options and revenue generation opportunities with a 10-year financial projection and funding plan.

Again, we thank you for taking the time to send us your thoughts. Your feedback is valuable, and Caltrain is eager to improve service and plan for the next generation of ridership.

For more information, visit www.caltrain2040.org. The full Business Plan will be completed in 2020 and we hope you still stay engaged in the process.

Thank you,
Ryan

Ryan McCauley, Gov. & Community Affairs Specialist

1250 San Carlos Ave. San Carlos, CA 94070
Direct: 650.622.8087 Cell: 650.730.4022
San Mateo County Transit District



From: Cliff Bargar <cliff.bargar@gmail.com>
Sent: Wednesday, July 31, 2019 6:18 AM
To: Board (@caltrain.com) <BoardCaltrain@samtrans.com>
Cc: Caltrain, Bac (@caltrain.com) <BAC@caltrain.com>
Subject: Please pursue highest possible ridership in business plan

Dear members of the JPB Board of Directors,

The Caltrain Business Plan effort has yielded a lot of interesting findings and possibilities. I encourage you to set goals for the highest possible ridership levels in determining a long range service vision. We know that more frequent Caltrain service has the potential of taking multiple lanes' of traffic worth of cars off of 101 and 280, helping more people get to where they need to be safely and sustainably while helping grow our economy.

Please also set policies for fares and connections to help Caltrain serve more people with a wider range of incomes and trip needs and to work towards better integration into our entire transit network. We have the potential to transform our regional transportation but only if we aim high!

Thanks,
Cliff Bargar
Caltrain BAC Vice Chair

Seamans, Dora

From: Mayor AnswerPoint <mayor@sunnyvale.ca.gov>
Sent: Wednesday, November 20, 2019 3:08 PM
To: Board (@caltrain.com)
Cc: Board (@caltrain.com); bos@sccgov.org; Bruins, Jeannie [jbruins@losaltosca.gov]; district6@sanjoseca.gov; hartnettj@smctd.com; bouchardm@smctd.com; Kent Steffens; Connie Verceles; Larry Klein
Subject: Baby Bullet Service in Sunnyvale - Peninsula Corridor Joint Powers Board
Attachments: PCJPB-Sunnyvale-BabyBullet-20191120.pdf

Chair Gillett,

Attached please find a letter from Sunnyvale Mayor Larry Klein requesting additional Baby Bullet stops be added in Sunnyvale.

John LoFranco
Executive Assistant
Office of the City Manager
City of Sunnyvale
Phone: 408-730-7903



November 20, 2019

Gillian Gillett, Chair
Peninsula Corridor Joint Powers Board
1250 San Carlos Ave
P.O. Box 3006
San Carlos, CA 94070-1306

Dear Ms. Gillett:

On behalf of the City of Sunnyvale, I am writing to request additional Baby Bullet stops be added in Sunnyvale. The lack of morning southbound and evening northbound Baby Bullet trains is not supportive of the commuting employees that work in Sunnyvale.

Larry Klein
Mayor

Russ Melton
Vice Mayor

Gustav Larsson
Councilmember

Glenn Hendricks
Councilmember

Nancy Smith
Councilmember

Michael S. Goldman
Councilmember

Mason Fong
Councilmember

Sunnyvale's main Caltrain station, located at 121 W. Evelyn Avenue, currently has three northbound Baby Bullet stops in the mornings, but zero southbound Baby Bullet stops. The same data points apply to the evening commute zero northbound Baby Bullet stops and three southbound Baby Bullet stops. These schedules do not support commuters traveling southbound in the mornings, or northbound in the evenings.

Sunnyvale has numerous large businesses, including 23andMe, LinkedIn, Northrop Grumman, Walmart Labs, Apple, and Twitter, that have thousands of employees commuting from the northern Peninsula and San Francisco into Sunnyvale. The current lack of Baby Bullets into Sunnyvale has required that employers establish shuttles out of Sunnyvale to the Mountain View Caltrain Station in the mornings and in the evenings to allow employees to reach their destination. The above businesses and numerous other midsize and smaller business are **all within walking distance from the Sunnyvale Caltrain station**. These businesses have asked for the City's assistance in working with Caltrain to **increase the number of Baby Bullet stops in Sunnyvale**.

The City of Sunnyvale has a history of doing its part environmentally through appropriate zoning. We have more than 1 million square feet of office space and thousands of residential units that are walking distance to the Downtown Caltrain Station. Sunnyvale is in the process of approving zoning for even more office space and housing close to our Downtown station.

Gillian Gillett, Chair
Peninsula Corridor Joint Powers Board
November 20, 2019
Page 2

We are formally requesting that the Peninsula Corridor Joint Powers Board (PCJPB) consider the request to add southbound Baby Bullet stops in the mornings, and northbound Baby Bullet stops in the evening at our Sunnyvale station. We are hoping that Sunnyvale businesses won't need to wait another two years for the Caltrain Electrification to complete before rewarding their employees with an easier commute.

Please contact Connie Verceles, Assistant to the City Manager, at 408-730-7256 or cverceles@sunnyvale.ca.gov to schedule a meeting or for additional information regarding this request.

Sincerely,



Larry Klein
Mayor

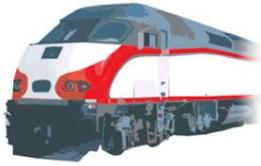
cc: Dave Pine, Vice Chair, JPB
Cindy Chavez, Boardmember, JPB
Jeannie Bruins, Boardmember, JPB
Devora Davis, Boardmember, JPB
Jim Hartnett, General Manager/CEO, San Mateo County Transit District
Michelle Bouchard, COO, Caltrain
Kent Steffens, City Manager
Connie Verceles, Assistant to the City Manager

From: [Adina Levin](#)
To: [Board \(@caltrain.com\)](#)
Subject: Organizational Assessment Workshop
Date: Wednesday, November 20, 2019 4:06:10 PM
Attachments: [Caltrain board workshop on organizational assessment.pdf](#)

Attached please find comments regarding the Organizational Assessment Workshop on November 21.

Thank you.

- Adina
Adina Levin
Friends of Caltrain
<https://greencaltrain.com>
650-646-4344



**FRIENDS
OF
CALTRAIN**

November 20, 2019

Caltrain board workshop on organizational assessment

Honorable Board Members,

This note regards the upcoming board workshop intended to take on the issues of organization and governance that are logical consequences of the [far-reaching goals the board adopted in October](#) to increase service to meet pent-up demand to triple or quadruple ridership over the next two decades.

Big changes are needed to achieve those goals. While the [organizational assessment commissioned for the business plan](#) concluded that until now, Caltrain has been performing in the top tier of similar organizations... however that “the status quo is no longer viable.... Caltrain has already embarked upon a path that requires significant organizational change.”

Following are comments to support the board in assessing and advancing these changes in a manner that is timely and helps achieve the goals that the board has recently approved.

Accountability to shared goals

As policymakers responsible to travellers and taxpayers, it would be valuable for the board to think through the shared goals, in order to assess which organizational options might best support the shared goals. Policymakers and community members seeking change want accountability – it’s important to be able to define accountability in terms of the shared goals.

Here are some potential goals that support the goals of the business plan:

- A capital plan to increase ridership in steps over time
- Increasing service according to the service vision
- Financial efficiency – lower cost of service per rider
- Capability to manage large construction projects

- Reduced driving miles and greenhouse gas emissions
- Alleviate congestion – the service vision would replace another 101’s worth of cars
- Achieving goals determined with follow-on studies to the business plan – such as improved connectivity, increased rider diversity, and land use goals
- Ability to fund and finance improvements and service

Identifying the goals to assess accountability is important for the stability that is needed for a service that riders and the region depend on.

Upgrading organizational capabilities

Based on the goals, there needs to be a plan to upgrade the capabilities needed to deliver the goals. These capabilities might include things such as:

- Ability to manage and deliver large construction projects on time and on budget
- Ability to create and manage to a business plan to deliver goals cost-effectively
- Financial planning to be able to improve service cost-effectively
- Human resources – ability to hire and retain top people
- Ability to manage a much more frequent, complex and precise service schedule
- Data and information technology skills
- Understand, create and deliver excellent experience for customers
- Legal skills including defining terms for relationships with corridor/network partners (High Speed Rail, Dumbarton, etc)

Defined timeline and process for change

Deciding what changes to make for a growing, increasingly complex organization take some consideration. And stakeholders advocating for change want to see timely change. To meet both of these needs, the board could ask staff to recommend a process to assess and frame options and decisions for the board. This could set expectations for decisions in a finite time.

Active participation for regional integration

The [organizational assessment](#) that Caltrain commissioned as part of the Business Plan research observed that there are types of organizational and governance change that go beyond Caltrain’s borders, such as creating a [regional megaproject construction authority](#), and developing the region’s capability to plan and manage a [regional rail and transit network](#). The organizational assessment report said that these regional layers would take longer, and therefore didn’t need to be addressed in the short term.

However, since that report was published, it is clear that there are initiatives that are moving at a regional level sooner: MTC is holding a discussion of regional rail in January; a study on [regional fare integration study](#) is now under way, there are discussions about a regional megaproject construction authority [following on from the governance review of the Downtown Extension](#).

Rather than waiting and responding to these processes being done by others, the board should be the agency to participate as one of the leading players in these regional discussions. Actively participating as one of the leaders in the regional discussion would be a better for the goals of the service vision to pursue ridership growth and improved network connections.

Rowing in the same direction

We urge the Caltrain board to take this opportunity to use the view of the horizon in Half Moon Bay to set their sights on shared goals, and to promptly set up a process to be rowing in the same direction, to upgrade the organization to be able to achieve the common goals to serve riders and the region, to pursue funding that advances the goals.

Thank you,

A handwritten signature in black ink, appearing to be 'Adina', with a long horizontal flourish extending to the right.

Adina
Adina Levin
Friends of Caltrain
<https://greencaltrain.com>
650-646-4344