City of Palo Alto Grade Separation Project

Churchill Avenue, Meadow Drive, and Charleston Road

Rail Committee

March 18, 2025

1:30 – 4:00 PM

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Today's Presenters

Project Director	Project Sponsor	Project Management
Audrey Brook *Director* *Capital Program Delivery*	**Ripon Bhatia** *Senior Engineer* *Office of Transportation*	**Jill Gibson** *Project Manager*

Purpose

Present key elements of the Project Management Plan and Receive Comments (Action)

Agenda

1. Project Overview
2. Project Management Plan (PMP)
3. General Engineering Consultant (GEC) Process
4. Public Engagement and Outreach Plan

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Project Overview

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Project Site

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Conceptual Alternatives

Meadow Drive

Charleston Road

Churchill Avenue

Locally Preferred Alternative

Backup

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Project Goals

Improve Safety

Minimize **environmental impacts**

Improve Mobility

Minimize **potential private property impacts**

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Co-Op Agreement Execution

Date Signed

January 15, 2025

Funding

Total budget: $20 million

- VTA Measure B: $14 million
- FRA Rail Crossing Elimination: $6 million

Project Deliverables

Engineering

- 15% Design* → 35% Design
- Cost estimates & construction sequencing plans

Environmental

- CEQA & NEPA compliance

*15% Design includes conceptual refinement

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Timeline

Goal: Complete 35% Design and Environmental Documentation by the end of 2027 per Cooperative Agreement.

Conceptual Development			Preliminary Engineering and Environmental							
2025			2026				2027			
Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Refine Concepts	**Decision Point #1**	15% Design		**Decision Point #2**	35% Design and Environmental					

Decision Point #1

Project Team will present Refined Concepts to Rail Committee and City Council.
City Council will decide which alternatives to advance to 15% Design.

Decision Point #2

Project Team will present 15% Design to Rail Committee and City Council.
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Design Development Objectives

- Common understanding of the project development basis, decision points, and implications
- Cost effective delivery driving durable decision making
- Improve price certainty through risk definition and management
- Strong collaboration amongst Palo Alto and Caltrain throughout all project phases
- Focus scope to continue through development while maintaining appropriate level of flexibility
- Fulfill federal funding agreement scope and schedule

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Project Management Plan (PMP)

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Project Management Plan (PMP) Overview

Purpose

Living document that communicates the overall management strategy

Components

- Project Team Organization, Roles, and Responsibilities
- Project Control Procedures
- Review process and timelines
- Risk Management
- Quality Control/Quality Assurance Procedures
- Plan Control and Revisions

Status

Incorporated FRA and VTA comments, resubmitted for approval

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Integrated Leadership Team

Role:
- Oversight
- Collaboration

Caltrain

Project Director

Leads overall project direction

Kimley»Horn

Project Management

Oversight and management of the project development activities, deliverables, and engagement

CITY OF PALO ALTO

Project Sponsor

Collaborates closely with Caltrain and Kimley-Horn on project development activities, deliverables, and engagement

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Phase: Concept Refinement

Role:
— Oversight
- - - Collaboration

Project Leadership

Caltrain
Project Director

City of Palo Alto
Project Sponsor

Kimley-Horn
Project Management

Project Consultants

TBD from On-Call
General Engineering Consultant (GEC)

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Phase: 15% Design

Role:
- Oversight
- Collaboration

Project Leadership

- **Caltrain** — *Project Director*
- **City of Palo Alto** — *Project Sponsor*
- **Kimley-Horn** — *Project Management*

Project Consultants

- **TBD from On-Call** — *General Engineering Consultant (GEC)*
- **Caltrain Cost Estimator** — *Cost Estimator/ Scheduler*

Phase: Preliminary Engineering & Environmental

Role:
- Oversight
- Collaboration

Project Leadership

Caltrain
Project Director

City of Palo Alto
Project Sponsor

Kimley-Horn
Project Management

Project Consultants

Caltrain Cost Estimator
Cost Estimator/ Scheduler

TBD from RFP
Preliminary Engineering Consultant

TBD from On-Call
General Engineering Consultant (GEC)

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Risk Management Process

All project team members are responsible for the identification, analysis, response, and monitoring of project risks.

Identify

Identify potential project, schedule, and cost risks before they escalate into issues

Analyze

- Log risks in Risk Register
- Classify each risk using Risk Probability and Impact Matrix

Plan

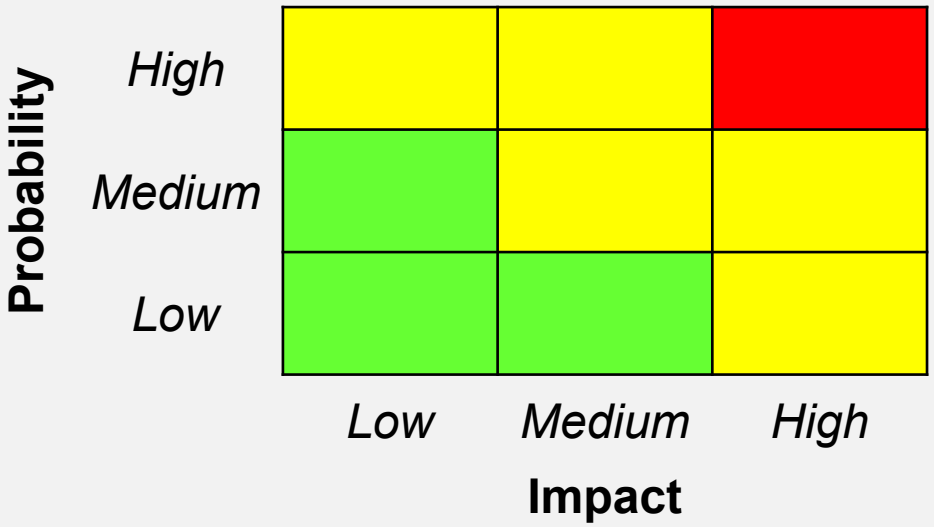
Identify the strategy or action for each risk: Avoidance, Transference, Mitigation, or Acceptance

Monitor

Focused Quarterly Risk workshops with select team members

Risk Probability and Impact Matrix

Source: Project Management Plan, January 2025



General Engineering Consultant (GEC)

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Roles & Responsibilities

General Engineering Consultant (GEC)
Technical Lead

Responsibilities include:

- Data Collection
- Technical Analysis
- Concept Refinement
- Design Development
- Support Presentation Materials (Renderings)

Kimley-Horn
Project Manager/Public Engagement Lead

Responsibilities include:

- Directing the GEC's technical work based on collective project strategy determined by integrated leadership team (Caltrain, Palo Alto, and KH).
- Speaking for the project at public forums

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GEC Procurement

February	March	April	May
Create Work Directive Proposal Request (WDPR)	**GEC Bid** (3/5 – 3/26)	**Bid Review & Negotiation** • Caltrain - Lead GEC selection & negotiation • Palo Alto – Support GEC selection	**GEC Kickoff**

We are here

GEC Process and Scope

Kimley-Horn will direct GEC on behalf of Project Leadership Team.

Concept Refinement	Rail Committee and City Council	15% Design	Rail Committee and City Council
• Data Collection • Basis of Design Report • Preliminary Technical Analysis • Conceptual Design Plans Key updates to Rail Committee	• **Action:** Identify alternative(s) to advance into 15% Design	• Technical Analysis • Design Plans • Independent Cost Estimate and Schedule • Final Report Key updates to Rail Committee	• **Action:** Refine LPA selection to advance into 35% Preliminary Engineering and Environmental Documentation

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Public Outreach & Engagement Plan

PURPOSE

Framework of targeted engagement activities to communicate key project information, provide opportunities for community participation, and foster understanding to provide meaningful input.

Components

- Outreach Strategies by Milestone (Tools and Tactics)
- Corridor Partners Identification
- Public Engagement/Agency Activities
- Tracking, Evaluating, and Reporting
- Engagement Schedule

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Communication Strategies

- Digital and printed collateral
- Brochures, Flyers, and Surveys
- Project Website
- Social Media


CITY OF PALO ALTO PROJECT FOR GRADE SEPARATION: CHURCHILL AVENUE, MEADOW DRIVE, AND CHARLESTON ROAD

Key Facts and Goals

PROJECT BACKGROUND

The City of Palo Alto and Caltrain, in close coordination with other key community partners, are advancing the grade separation projects at Churchill Avenue, Meadow Drive, and Charleston Road (project) into preliminary engineering (PE) and environmental documentation (ENV). This project is funded by the Santa Clara Valley Transportation Authority (VTA) Measure B and the Federal Railroad Administration (FRA) Rail Crossing Elimination (RCE) grants. The City of Palo Alto, Caltrain, and VTA have entered into a Cooperative Agreement to advance this project through PE and ENV.

SCHEDULE

- **2025:** Project Initiation and Concept Refinement
- **2026:** Preliminary Engineering
- **2027:** Environmental Documentation

PROJECT GOALS

- Improve Safety
- Minimize environmental impacts
- Improve Mobility
- Minimize potential private property impacts

PUBLIC OUTREACH AND ENGAGEMENT ACTIVITIES

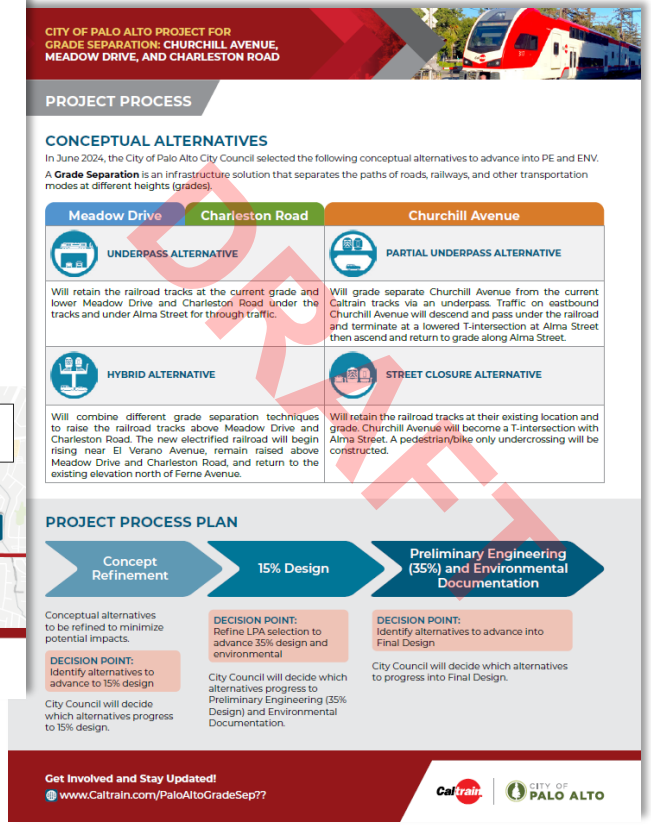
- Neighbor Outreach
- Open Houses
- Community Workshops
- Rail Committee and City Council

PROJECT PARTNERS

Caltrain — Project Director; City of Palo Alto — Project Sponsor; U.S. Department of Transportation Federal Railroad Administration; Valley Transportation Authority — Funding Sponsor

PROJECT STUDY AREA

Get Involved and Stay Updated!
www.Caltrain.com/PaloAltoGradSep??


CITY OF PALO ALTO PROJECT FOR GRADE SEPARATION: CHURCHILL AVENUE, MEADOW DRIVE, AND CHARLESTON ROAD

PROJECT PROCESS

CONCEPTUAL ALTERNATIVES

In June 2024, the City of Palo Alto City Council selected the following conceptual alternatives to advance into PE and ENV.

A **Grade Separation** is an infrastructure solution that separates the paths of roads, railways, and other transportation modes at different heights (grades).

Meadow Drive	Charleston Road	Churchill Avenue
UNDERPASS ALTERNATIVE		PARTIAL UNDERPASS ALTERNATIVE
Will retain the railroad tracks at the current grade and lower Meadow Drive and Charleston Road under the tracks and under Alma Street for through traffic.		Will grade separate Churchill Avenue from the current Caltrain tracks via an underpass. Traffic on eastbound Churchill Avenue will descend and pass under the railroad and terminate at a lowered T-intersection at Alma Street then ascend and return to grade along Alma Street.
HYBRID ALTERNATIVE		STREET CLOSURE ALTERNATIVE
Will combine different grade separation techniques to raise the railroad tracks above Meadow Drive and Charleston Road. The new electrified railroad will begin rising near El Verano Avenue, remain raised above Meadow Drive and Charleston Road, and return to the existing elevation north of Ferne Avenue.		Will retain the railroad tracks at their existing location and grade. Churchill Avenue will become a T-intersection with Alma Street. A pedestrian/bike only undercrossing will be constructed.

PROJECT PROCESS PLAN

Concept Refinement → 15% Design → Preliminary Engineering (35%) and Environmental Documentation

Conceptual alternatives to be refined to minimize potential impacts.

DECISION POINT: Identify alternatives to advance to 15% design

City Council will decide which alternatives progress to 15% design.

DECISION POINT: Refine LPA selection to advance 35% design and environmental

City Council will decide which alternatives progress to Preliminary Engineering (35% Design) and Environmental Documentation.

DECISION POINT: Identify alternatives to advance into Final Design

City Council will decide which alternatives to progress into Final Design.

Get Involved and Stay Updated!
www.Caltrain.com/PaloAltoGradeSep??

Outreach and Engagement Activities

Neighbor Outreach

Community Workshops

Open Houses

Rail Committee and City Council Updates

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DRAFT Milestone Schedule

Decision Point *Optional Meeting*

Tasks	Conceptual Development				Preliminary Engineering and Environmental							
	2025				2026				2027			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Technical Work	GEC Procurement		Refine Concept / Review		15% Design		Review		35% Design and Environmental			
Neighbor Outreach												
Community Workshops												
Open Houses												
Rail Committee												
City Council												
VTA Ad Hoc Grade Separation Committee												
JPB Board *Action Based*												

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Future Rail Committee Engagement

Year	Month	Action / Study Session
2025	May	Introduction of GEC Consultant and Review Community Engagement Plan
	August	Approve Refined Concepts – Recommend alternatives to proceed to 15%
	September	Project Update
	November	Review Scope for Preliminary Engineering (35%) and Environmental Documentation
2026	January	Project Update
	March	Project Update
	May	Approve 15% Design – Recommend alternatives to proceed to Preliminary Engineering (35%) and Environmental Documentation

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Questions

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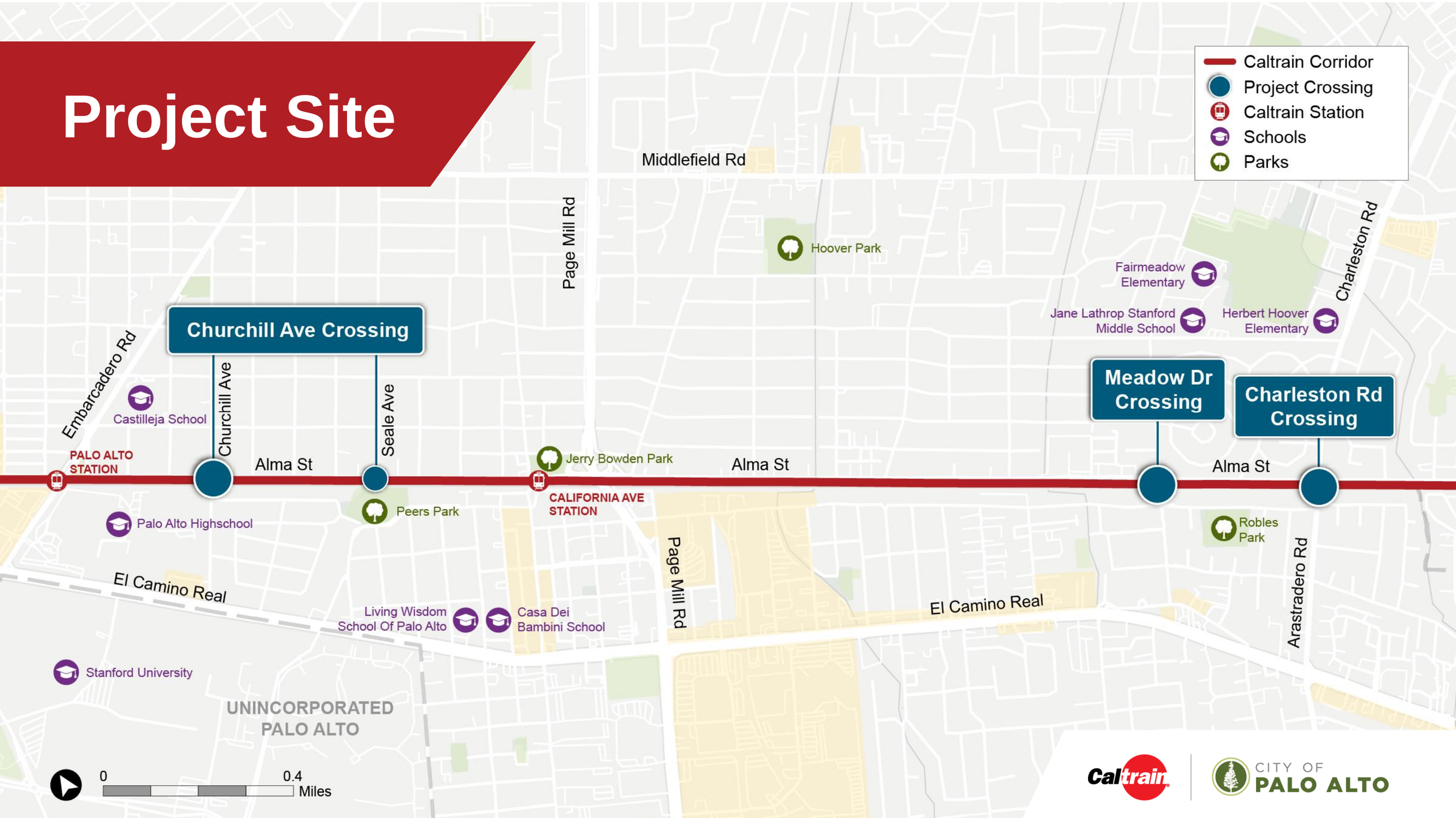

Conceptual Alternatives

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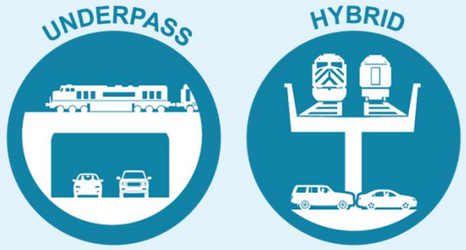
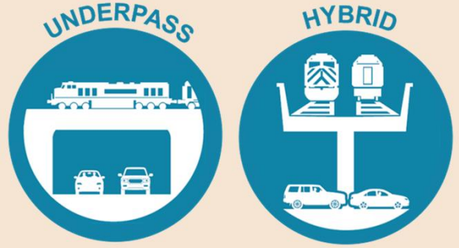


Charleston Road



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Locally Preferred Alternative

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Phase: Concept Refinement

Role:
- Oversight
- Collaboration

Project Leadership

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Phase: 15% Design

Role:
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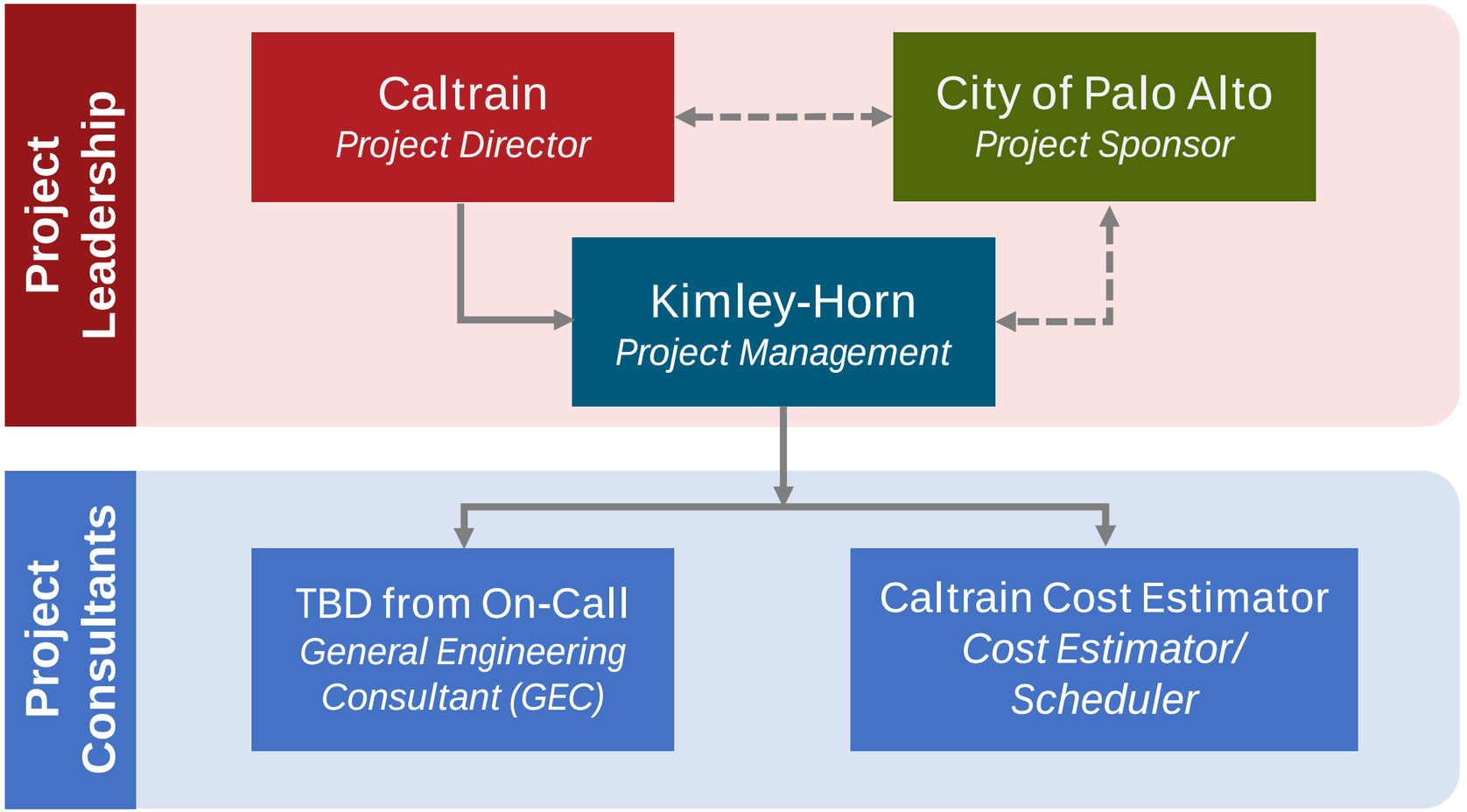

Phase: Preliminary Engineering & Environmental

Role:
- Oversight
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Risk Probability and Impact Matrix

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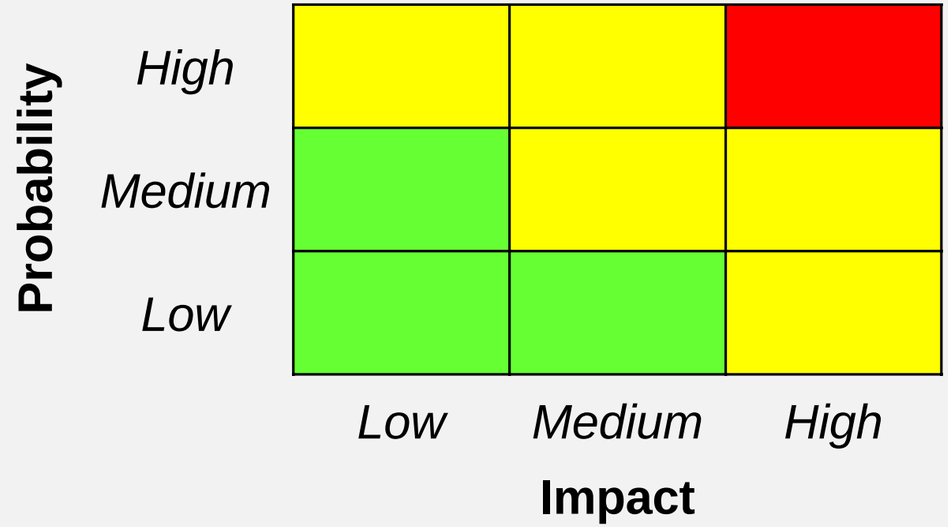

General Engineering Consultant (GEC)

Roles & Responsibilities

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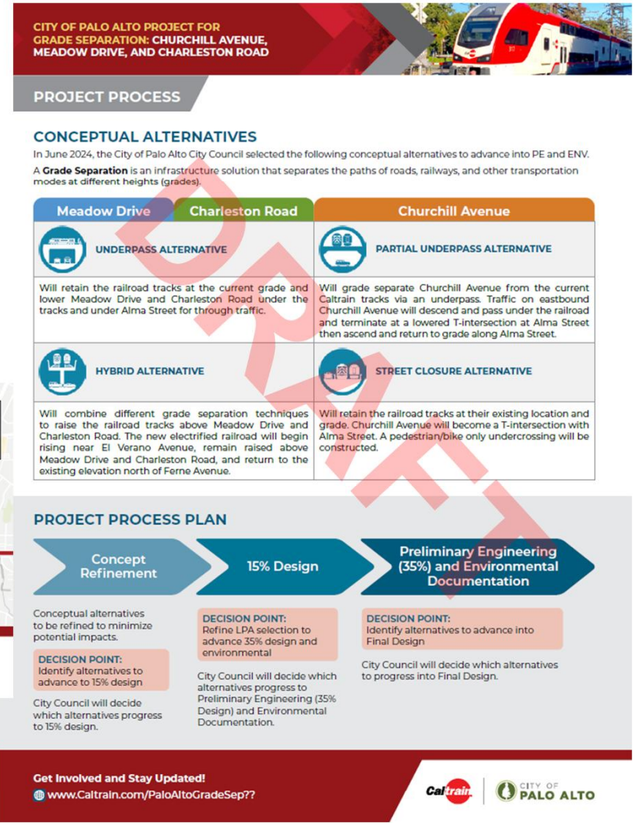

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Outreach and Engagement Activities

Neighbor Outreach

Community Workshops

Open Houses

Rail Committee and City Council Updates

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Community Workshops				●						●		
Open Houses			●		●		●					
Rail Committee	●	●	●	●	●	●	●	●	●	●	●	●
City Council			●				●					
VTA Ad Hoc Grade Separation Committee	●		●		●		●		●		●	
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