From: VTA Board Secretary <Board.Secretary@vta.org>
Sent: Monday, June 9, 2025 1:12 PM
To: VTA Board of Directors <VTABoardofDirectors@vta.org>
Subject: From VTA: BSVII Strategic Update

VTA Board of Directors:

Please see attached information about the BART Phase II Project tunnel.

Thank you,

Office of the Board Secretary

Santa Clara Valley Transportation Authority

3331 North First Street, Building B

San Jose, CA 95134-1927

Phone **408-321-5680**

BSVII Off Ramp Messaging
June 9, 2025

Overarching Message

VTA Reinforces Contractor Accountability to Drive Down Infrastructure Costs

We ask that this overarching message be consistently referenced when discussing the topic. Repetition will help reinforce the message.

Specific Project Messages

1. **Strategic Action to Safeguard Public Funds**
   - VTA is proactively managing costs and ensuring the responsible use of taxpayer dollars by off ramping the current tunnel contractor, Kiewit Shea Traylor (KST), from the progressive design build tunnel contract.
   - This strategic move reflects our commitment to fiscal discipline and long-term project sustainability, while keeping the project aligned with our financial goals.
   - This move is part of a larger strategy to control our costs, bring in competition, balance our budget, and get the federal commitment to fund this project.

2. **Restructuring to Enhance Cost Control and Competition**
   - After engaging extensively with industry partners and experts, VTA has determined that a restructured tunnel contract package will better reflect current cost estimates and market conditions.
   - KST's price proposals are higher than VTA's multiple independent cost estimates. It's time to bring in a new builder through a competitive process.
   - From talking to nearly a dozen major contractors, we know there are qualified builders who want to work with us. Now it's time to listen to the market feedback and structure a contract that will get us the price and quality we need.
   - This new approach is designed to foster enhanced cost competition among bidders, attract a broader range of qualified contractors, and ultimately result in better value for the public—without compromising on quality, safety or efficiency.

3. **Ensuring Continuity Through Key Early Work**
   - Although KST will no longer be responsible for the full tunnel scope, they will remain onboard to complete critical early construction activities. This includes the excavation and construction of the tunnel boring machine (TBM) launch box—an essential component that sets the stage for tunneling operations.
   - This ensures continuity, preserves progress already made, and minimizes disruption to the project schedule.

4. **Unwavering Commitment to BART Silicon Valley Delivery**
   - VTA remains fully committed to delivering BART service to Silicon Valley in a way that is financially responsible, technically sound, and fully accountable to the public.
   - Every decision we make—like this contractual realignment—is rooted in our responsibility to deliver a transformative transportation project with transparency, efficiency, and long-term regional benefit at the forefront.

Santa Clara Valley Transportation Authority

MEMORANDUM

TO: VTA Board of Directors

FROM: Patrice Smith
Chief Communications Officer

DATE: June 9, 2025

SUBJECT: Strategic Update – BSVII Tunnel Contract Recommendation

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To provide early context for an upcoming contract recommendation for BART Silicon Valley Phase II (BSVII), Santa Clara Valley Transportation Authority (VTA) today, June 9, hosted a virtual media briefing with key print journalists, selected for their ability to delve into complex infrastructure topics. The briefing was led by General Manager/CEO Carolyn Gonot and Chief Megaprojects Delivery Officer Tom Maguire. Media coverage will be extended through social media, and relevant articles will be included in VTA's daily news clips.

At the BSVII Oversight Committee meeting on June 12, VTA will present a strategic and fiscally responsible change in the tunneling approach for this project.

VTA is recommending a transition away from the current progressive design-build tunnel contract with Kiewit Shea Traylor (KST) to better align with VTA's cost estimates for the tunnel work, encourage competitive bidding, and protect the long-term viability of the project. Following extensive industry outreach and market analysis, VTA has determined that a new contract structure will allow for more effective stewardship of taxpayer dollars.

Under this revised approach, KST will continue to perform essential early work, including construction of the tunnel boring machine (TBM) launch box to ensure uninterrupted progress.

This disciplined pivot is intended to safeguard billions in public funds while reinforcing our commitment to sound engineering, rigorous oversight, and transparency. Preliminary conversations with major tunneling contractors have revealed strong interest in the revised procurement opportunity, with indications that the work can be performed at significantly more competitive costs. While the change may extend the start of tunneling by 18-24 months, it broadens opportunities to engage additional contractors and create local jobs.

Should you receive inquiries on this topic, please refer to the attached talking points, which highlight our overarching message, ***VTA Reinforces Contractor Accountability to Drive Down Infrastructure Costs*.** We ask that this overarching message be consistently referenced when discussing the topic. Repetition will help reinforce the message.

We appreciate your continued support as we are taking this important step to enhance the project's long-term success.

From: VTA Board Secretary <Board.Secretary@vta.org>
Sent: Monday, June 9, 2025 4:16 PM
To: VTA Board of Directors <VTABoardofDirectors@vta.org>; VTA Advisory Committee Members <VTAAdvisoryCommitteeMembers@vta.org>
Subject: From VTA: VTA Pushes Cost Strategy Forward with Recommendation for BART Tunnel Contractor Change

Contact: VTA Media Relations

Media.Relations@VTA.org
408-464-7810 (no texts)

June 9, 2025

VTA Pushes Cost Strategy Forward with Recommendation for BART Tunnel Contractor Change

San Jose, Calif.-- The Santa Clara Valley Transportation Authority (VTA) BART Silicon Valley Phase II staff will recommend to the Oversight Committee on June 12 that VTA pursue a new tunnel contractor to align costs with the project budget. This move is part of a strategic effort to control costs and keep the project on a financially sustainable path.

“VTA staff have identified approximately $400 million in potential cost savings through a comprehensive review of the project. By taking a holistic approach, the team pinpointed opportunities to refine the design, streamline construction methods, and optimize project delivery, demonstrating VTA’s commitment to fiscal responsibility and efficient use of public funds,” explains Sergio Lopez, Mayor of Campbell and Chair, VTA Board of Directors.

Current contractor Kiewit Shea Traylor (KST) was unable to meet budget expectations and VTA staff believe a new procurement should be considered to find savings and avoid cost increases associated with KST’s price proposal for the tunnel work.

Through confidential discussions, multiple nationally recognized tunneling contractors affirmed their strong interest in partnering with VTA to deliver a technically sound, efficient tunnel solution. These firms expressed confidence in their ability to meet the project's engineering requirements while aligning with VTA's budget framework, reinforcing the agency's strategy to control costs without compromising on quality or safety.

This recommendation is the first in a series of cost savings measures being evaluated by VTA staff for consideration of the Board in the coming months.

"While it is never easy to part ways with a contractor, I strongly support VTA's effort to find efficiencies and control costs to move this once in a generation project forward. We don't have a blank check for this project, and it's important that everyone—from the agency to its contractors—is held accountable for staying within budget," said San Jose Mayor Matt Mahan, Vice Chair, VTA Board of Directors.

The off-ramping decision and new procurement may extend the timeline, VTA remains committed to exploring cost-saving opportunities to ensure the program stays within available funding.

Through staff's preliminary industry outreach, we believe that a new tunnel contract package will align better with price estimates and maintain long-term viability of the program.

KST will complete the early BART to Silicon Valley construction activities that the company initiated, which includes building the portal for the future tunnel work.

The VTA is proud of our more than 20-year track record of delivering project on time and on budget. The tunneling contract recommendation is aimed at doing exactly that for the BART to Silicon Valley program.

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About VTA

Santa Clara Valley Transportation Authority (VTA) is an independent special district that is responsible for bus, light rail and paratransit operations, transportation planning, and serves as the county's congestion management agency.

About BART Silicon Valley Phase II

VTA's BART Silicon Valley Phase II Extension is a six-mile, four-station addition to BART, connecting from Berryessa/North San José Station through downtown San José to the City of Santa Clara. This includes approximately five miles of subway, with underground station platforms at 28th Street/Little Portugal, Downtown San José, and Diridon stations, and a ground-level station in Santa Clara. A train maintenance and storage facility will be co-located in San José and Santa Clara.

From: VTA Board Secretary <Board.Secretary@vta.org>
Sent: Tuesday, June 10, 2025 2:35 PM
To: VTA Board of Directors <VTABoardofDirectors@vta.org>
Subject: From VTA: Cap and Trade Letter to Sacramento

VTA Board of Directors:

Please find attached a letter to the Governor and Legislature regarding cap and trade.

Thank you,

Office of the Board Secretary

Santa Clara Valley Transportation Authority

3331 North First Street, Building B

San Jose, CA 95134-1927

Phone **408-321-5680**

Santa Clara Valley Transportation Authority

June 9, 2025

The Honorable Gavin Newsom, Governor
State of California
1021 O Street, Suite 9000
Sacramento, CA 95814

The Honorable Mike McGuire, President pro Tempore
California State Senate
1021 O Street, Suite 8518
Sacramento, CA 95814

The Honorable Robert Rivas, Speaker
California State Assembly
1021 O Street, Suite 8330
Sacramento, CA 95814

RE: Transit Investments in Cap-and-Invest Plan

Dear Governor Newsom, pro Tem McGuire and Speaker Rivas,

On behalf of the Santa Clara Valley Transportation Authority (VTA), we thank you for your continued efforts to support transportation capital and transit operating needs in recent state budgets. VTA is the multi-modal transportation agency delivering capital projects like the BART Silicon Valley Phase II project, local transit service, congestion management projects and services on the state-owned highway system and roadway improvements and active transportation projects in partnership with local jurisdictions throughout Santa Clara County. VTA broadly supports the Governor's call to refocus the cap-and-trade system on critical investments in the climate future of our state. With transportation accounting for 40 percent of greenhouse gas emissions in California, attaining our ambitious and critical GHG reduction targets will require maintaining, not decreasing, support of public transit. We urge the Legislature to act strategically to protect previous grant awards while dedicating new funds to enhance our State's global economic competitiveness, meet our climate and equity goals and ensure a livable future for our residents**.**

Existing Transportation Climate Programs are Wise Investments. As the Legislature evaluates the May Revise and proposals for the future of the cap-and-trade program and the subprograms funded by the Greenhouse Gas Reduction Fund (GGRF), it is imperative that a full range of transit funding programs are maintained, and if possible, expanded. First and foremost, previous grant awards to local transit projects – such as the BART Silicon Valley Phase II (BSVII) project – must be protected. Further, to ensure long-term emission reductions from the transportation sector, key programs must be maintained as part of any negotiation on future GGRF expenditure plans. Over the past decade, VTA has leveraged state investments to secure billions of dollars in federal, regional and local funding to deliver transit projects and services including, but not limited to, the extension of BART to Silicon Valley, the Eastridge to BART Regional Connector (EBRC) and the purchase of zero emission electric transit buses. These have helped reduce greenhouse gas (GHG) emissions in Santa Clara County. Statewide, key climate programs have made investments equivalent to the impact of getting more than 5.3 million gas powered

cars off the road every year and will reduce carbon emissions at an amount comparable to 776 million gallons of gasoline.

BSVII is a critical part of delivering a complete rail system in the Bay Area. BSVII was fortunate enough to be awarded a combined investment of $1.125 billion in Transit and Intercity Rail Capital Program (TIRCP) funds and $375 million in "formula" TIRCP funds made available by SB 125 in 2023. This investment enhances a strong local and regional contribution of more than $5 billion, with local sales tax being the main driver to the project. The state, regional and local commitments reflect the strong support of this project within the region and will help Santa Clara deliver BSVII with $5.1 billion in federal funds. Any move that might result in the elimination of the state investment puts at risk the federal commitment and indeed the project at whole. These funds and the BSVII project will benefit constituents and employers in Santa Clara County and the entire region.

TIRCP and the Low Carbon Transit Operations Program (LCTOP) have been centerpieces of State's efforts to deliver high quality transit and reduce carbon emissions. According to the California Air Resources Board (CARB), TIRCP has eliminated 23 million metric tons of carbon dioxide equivalent – the most of any Cap-and-Trade-supported program. LCTOP has invested approximately $1.2 billion in more than 1,000 transit service, fare discount, and zero-emission vehicle projects statewide over the last ten years- with 94 percent of this funding benefitting California's priority populations. CARB's report projects that investment in LCTOP will reduce 6.9 million metric tons of carbon dioxide emissions in our environment.

These existing programs must be maintained and expanded as part of any GGRF plan. To do otherwise threatens the ability of the state to achieve meaningful emission reductions in the transportation sector and the continued economic viability of not only our region but the entire state. CARB estimates that California needs a *sixfold increase in transit ridership* to meet is climate objectives. Therefore, we urge the Legislature to increase allocations to these key programs and establishing a dedicated funding program for the procurement of zero emission public transit vehicles and fueling equipment to support immediate greenhouse gas reductions to complement the longer term-investments funded through TIRCP.

As a multi-modal transportation agency, VTA and many of its partners have made deliberate use of the full range of transportation funding programs established by statute that receive continuous allocations of GGRF funds. These efforts also include the Affordable Housing and Sustainable Communities Program which provided $182 million to affordable housing projects delivered by the cities and VTA in Santa Clara County and the transportation investments to support them. Lastly, the state's commitment to high-speed rail is also a priority for Santa Clara County as we look to deliver the expansion and reimaging of Diridon Station. A major area for smart-development, Diridon Station will connect the state's rail project to BART, Caltrain, Amtrak, VTA Light Rail, Capitol Corridor and ACE and bus services throughout Santa Clara and neighboring counties.

VTA is committed to carbon reductions to both fight climate change and protect the public health of Santa Clara County communities. Transportation, mostly from automobiles, accounts for 28-percent of greenhouse gas emissions, so transit must be part of the solution to address the climate crisis. VTA is committed to this work, including the release of the agency's first ever climate action and adaptation plan. Reduction of the cap-and-trade program and subprograms funded by the GGRF threatens the progress we've made in the Bay Area.

VTA's work supports the goals outlined by the Governor in the May Revise. We appreciate the delegation's leadership on climate action and look forward to working together with them to continue tackling this issue, including through reauthorization. VTA is ready to support the delegation's efforts to protect these crucial transportation programs.

California's foresight in creating these existing programs has yielded real climate and equity benefits for the residents of Santa Clara County. We acknowledge all of you for your long-standing leadership in climate and transportation funding and policy that makes our State a model for the world. Thank you for your support of VTA and our transportation partners in Santa Clara County and the Bay Area.

Sincerely,

Sergio Lopez
Chairperson, Board of Directors
Santa Clara Valley Transportation Authority

Cc:

Assemblymember Patrick Ahrens
Assemblymember Marc Berman
Assemblymember Alex Lee
Assemblymember Ash Kalra
Assemblymember Gail Pellerin
Assemblymember Jesse Gabriel, Budget Committee Chairperson
Senator Josh Becker
Senator Dave Cortese
Senator Aisha Wahab
Senator Scott Wiener, Budget Committee Chairperson
Santa Clara Valley Transportation Authority Board of Directors
Santa Clara Valley Transportation Authority CEO/General Manager Carolyn Gonot
Santa Clara Valley Transportation Authority Chief Government Affairs Officer Beverly Greene

From: VTA Board Secretary <Board.Secretary@vta.org>
Sent: Thursday, June 12, 2025 4:24 PM
To: VTA Board of Directors <VTABoardofDirectors@vta.org>
Subject: From VTA: VTA's Bart Oversight Committee Recommends Offramping Contractor Whose Estimates Are Over Budget

Contact: VTA Media Relations

Media.Relations@VTA.org
408-464-7810 (no texts)

June 12, 2025

VTA's BART OVERSIGHT COMMITTEE RECOMMENDS OFFRAMPING CONTRACTOR WHOSE ESTIMATES ARE OVER BUDGET

Agency to split construction contracts into individual, competitive bids to reduce costs

SAN JOSE, Calif. — The Santa Clara Valley Transportation Authority (VTA) BART Silicon Valley Phase II (BSVII) Oversight Committee, after careful and deliberate public consideration, has recommended selecting a new tunnel contractor after receiving repeated proposals exceeding twice the project budget. VTA's strategy is to control costs across the project and ensure this critical piece of transit infrastructure stays on track and on budget.

The recommendation goes to the VTA Board of Directors for approval at a special meeting on June 27.

Following an extensive procurement analysis, VTA's move aims to increase competition across the program, enhance cost efficiency, and drive long-term project benefits. Strong industry interest signals a robust bidding process that will support job creation, budget discipline, and technical innovation.

"VTA is committed to delivering BART Silicon Valley Phase II in a way that is both transformative and financially responsible," said Tom Maguire, VTA Chief Megaprojects Delivery Officer. "This approach ensures we get the best value for taxpayers while securing a sustainable future for the project."

VTA staff anticipate that the overall timeline will remain on track, as the rescheduling of construction package rebidding is expected to be balanced by design enhancements and more efficient construction methods. Kiewit Shea Traylor (KST) will complete ongoing early work, including tunnel portal construction, concurrently while the contract for major construction of the tunnel shifts to a new structure aligned with VTA's budget.

BSVII is a transformational investment that will extend BART service into downtown San Jose and Santa Clara, strengthening Bay Area connectivity and expanding access to frequent, reliable rail service for thousands of residents.

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About VTA

Santa Clara Valley Transportation Authority (VTA) is an independent special district that is responsible for bus, light rail and paratransit operations, transportation planning, and serves as the county's congestion management agency.

About BART Silicon Valley Phase II

VTA's BART Silicon Valley Phase II Extension is a six-mile, four-station addition to BART, connecting from Berryessa/North San José Station through downtown San José to the City of Santa Clara. This includes approximately five miles of subway, with underground station platforms at 28th Street/Little Portugal, Downtown San José, and Diridon stations, and a ground-level station in Santa Clara. A train maintenance and storage facility will be co-located in San José and Santa Clara.

From: VTA Board Secretary <Board.Secretary@vta.org>
Sent: Friday, June 13, 2025 8:29 PM
To: VTA Board of Directors <VTABoardofDirectors@vta.org>
Subject: VTA Correspondence: Week Ending June 13, 2025

VTA Board of Directors:

We are forwarding to you the following correspondence:

From	Topic
CCJPA Staff	June 18 Board Meeting Agenda and Supplemental Items
Sonia Humphrey, LAFCO	Adopted LAFCO Budget
CCJPA Staff	June 18 Board Meeting Revised Agenda and Supplemental Items

Thank you,

Office of the Board Secretary

Santa Clara Valley Transportation Authority

3331 North First Street, Building B

San Jose, CA 95134-1927

Phone **408-321-5680**

Santa Clara Valley Transportation Authority
Solutions that move you

From:	Mimi Kyi
To:	Mark Foley; Melissa Hernandez; Janice Li; Robert Raburn; Matthew Rinn; Edward Wright; Bruce Houdesheldt; Ken.Broadway@rocklin.ca.us; Suzannejones@placer.ca.gov; rdickinson@cityofsacramento.org; tschaefer@citrusheights.net; rbrewer@elkgrovecity.org; Patrick Kennedy; Melissa Lee; Sudhanshu Jain; sellcouncil@sunnyvale.ca.gov; sbird_fordixoncitycouncil@yahoo.com; sbird_dixonpd@yahoo.com; sbird@cityofdixon.us; Alma Hernandez (ahernandez@suisun.com); cmoy@fairfield.ca.gov; JChapman@cityofdavis.org; lucas.frerichs@yolocounty.gov; lucasf@yolocounty.org; mayra.vega@cityofwoodland.gov
Cc:	Robert Franklin; Byron Toma; David Melko; mclick@pctpa.net; aadams@sacrt.com; JDrake@sacrt.com; Gonzalez-Estay, Manolo R; Greene, Beverly; Daryl Halls; kgregana@sta.ca.gov; Robert Guerrero; Autumn Bernstein; bvaughanbechtold@sacog.org; Robert Franklin; Jennifer Halpern; Sandra Schrimsher; Mag Tatum; Jeana Zelan; Robert Powers; Monique Salas; Michael Jones; Jordi Simms; Joseph Beach; Michaela Morales; BRoberts@placer.ca.gov; SSabol@pctpa.net; tlsmith@sacrt.com; gkirbyson@sacrt.com; DValdezJones@cityofsacramento.org; avan@citrusheigts.net; afeeney@citrusheights.net; jlowe@citrusheights.net; mogaveror@saccounty.net; mlee@Santaclaraca.gov; mle@santaclaraca.gov; mcasorla@santaclaraca.gov; Baltao, Elaine; Garza, Michelle; VTA Board Secretary; Paris, Amy; jmasiclat@sta.ca.gov; lruiz@cityofdixon.us; vjaimes@cityofdavis.org; cgagnon@cityofdavis.org; Tara.Thronson@yolocounty.org; emily.ault@yolocounty.org; michaelspelis@placer.ca.gov; fudvarhely@placer.ca.gov; mlee@Santaclaraca.gov; mle@santaclaraca.gov; mcasorla@santaclaraca.gov; Tabetha L. Smith; Faoud Karim; Angie West; Arjimy Quinsay; Stephen Connell; CCJPA Staff
Subject:	[EXTERNAL] CCJPA Board of Directors Meeting - Wednesday, June 18, 2025 at 10:00AM - Agenda Packet + Materials
Date:	Friday, June 13, 2025 10:14:15 AM
Attachments:	image001.png June 18 2025 CCJPA Board Meeting_Agenda Notice + Packet_Final.pdf June 18, 2025 CCJPA Board Meeting_Supplemental Materials Item V.4a.pdf June 18, 2025 CCJPA Board Meeting_Slide Deck_FinalMO.pdf
Importance:	High

CAUTION: This Message originated from outside VTA. Do not click links or open attachments unless you recognize the sender and know the content is safe!

CCJPA Board of Directors,

Please find attached the agenda/notice, supplemental materials, and the slide deck for the **CCJPA Board Meeting** on **Wednesday, June 18, 2025, at 10:00am.**

You may also download the materials at https://www.capitolcorridor.org/ccjpa-board/.

Thank you.

Mimi Kyi | Executive Assistant

Capitol Corridor Joint Powers Authority | 2150 Webster St, 3rd Floor, Oakland, CA 94612

| Email: mimik@capitolcorridor.org

From: Mimi Kyi
Sent: Wednesday, June 11, 2025 1:54 PM
To: Mark Foley <mfoley@bart.gov>; Melissa Hernandez <mhernandez@bart.gov>; Janice.Li@bart.gov; Robert Raburn <Robert.Raburn@bart.gov>; Matthew Rinn <matthew.rinn@bart.gov>; Edward Wright <edward.wright@bart.gov>; Bruce Houdesheldt <bhoudesheldt@roseville.ca.us>; Ken.Broadway@rocklin.ca.us; Suzannejones@placer.ca.gov; rdickinson@cityofsacramento.org; tschaefer@citrusheights.net; rbrewer@elkgrovecity.org; Patrick Kennedy <SupervisorKennedy@saccounty.net>; mayorandcouncil@santaclaraca.gov; sjain@santaclaraca.gov; sellcouncil@sunnyvale.ca.gov; sbird_fordixoncitycouncil@yahoo.com; sbird_dixonpd@yahoo.com; sbird@cityofdixon.us; Alma Hernandez (ahernandez@suisun.com) <ahernandez@suisun.com>; cmoy@fairfield.ca.gov; JChapman@cityofdavis.org; lucas.frerichs@yolocounty.gov; lucasf@yolocounty.org; mayra.vega@cityofwoodland.gov
Cc: Robert Franklin <BFrankl@bart.gov>; Byron Toma <BToma@bart.gov>; David Melko <dmelko@pctpa.net>; mclick@pctpa.net; aadams@sacrt.com; JDrake@sacrt.com; Manolo Gonzalez-Estay <Manolo.gonzalez-estay@vta.org>; beverly.greene@vta.org; Daryl Halls <dkhalls@sta.ca.gov>; kgregana@sta.ca.gov; Robert Guerrero <rguerrero@sta.ca.gov>; Autumn Bernstein <abernstein@yctd.org>; bvaughanbechtold@sacog.org; Robert Franklin <BFrankl@bart.gov>; Jennifer Halpern <jennifer.halpern@bart.gov>; Sandra Schrimsher <sandra.schrimsher@bart.gov>; Mag Tatum <MTatum@bart.gov>; Jeana Zelan <JZelan@bart.gov>; Robert Powers <RPowers@bart.gov>; Monique Salas <monique.salas@bart.gov>; Michael Jones <MJones8@bart.gov>; Jordi Simms <jordi.simms@bart.gov>; Joseph Beach <joseph.beach@bart.gov>; Michaela Morales <mmorale@bart.gov>; BRoberts@placer.ca.gov; SSabol@pctpa.net; tlsmith@sacrt.com; gkirbyson@sacrt.com; DValdezJones@cityofsacramento.org; avan@citrusheigts.net; afeeney@citrusheights.net; jlowe@citrusheights.net; mogaveror@saccounty.net; mlee@Santaclaraca.gov; mle@santaclaraca.gov; mcasorla@santaclaraca.gov; elaine.baltao@vta.org; michelle.garza@vta.org; board.secretary@vta.org; amy.paris@vta.org; jmasiclat@sta.ca.gov; lruiz@cityofdixon.us; vjaimes@cityofdavis.org; cgagnon@cityofdavis.org; Tara.Thronson@yolocounty.org; emily.ault@yolocounty.org; michaelspelis@placer.ca.gov; fudvarhely@placer.ca.gov; mlee@Santaclaraca.gov;

mle@santaclaraca.gov; mcasorla@santaclaraca.gov; Tabetha L. Smith <tlsmith@sacrt.com>; Faoud Karim <fkarim@bart.gov>; Angie West <awest@bart.gov>; Arjimy Quinsay <arjimy.quinsay@bart.gov>; Stephen Connell <sconnell@bart.gov>; CCJPA Staff <ccjpastaff@sfbartd.onmicrosoft.com>
Subject: Agenda & Notice | CCJPA Board of Directors Meeting - Wednesday, June 18, 2025 at 10:00AM
Importance: High

CCJPA Board of Directors,

Please find attached the agenda/notice for the **CCJPA Board of Directors Meeting** on **Wednesday, June 18, 2025, at 10:00am**. You may also download the agenda at https://www.capitolcorridor.org/ccjpa-board/.

****Important Note:** In accordance with the traditional teleconference Brown Act requirements, **Board members who will participate in the Board meeting at a teleconference location**, please print and post all pages of the Board Meeting Agenda & Notice at your remote/teleconference location **AT LEAST 72 hours (by 10:00am on Friday, June 13, 2025) in advance of the scheduled meeting.**

Board Members who have confirmed their attendance and location:

Director	Location *In Person - BART Board Room (Main Location) **Teleconference
San Francisco Bay Area Rapid Transit District (BART)	
Mark Foley	*In Person
Melissa Hernandez, *Vice Chair*	***The Scott Haggerty Heritage House*
Janice Li	*In Person
Robert Raburn	*In Person
Matthew Rinn	*In Person
Edward Wright	*In Person
Placer County Transportation Planning Agency (PCTPA)	
Bruce Houdesheldt, *Chair*	*In Person
Ken Broadway	*In Person
Sacramento Regional Transit District (SACRT)	
Roger Dickinson	***Sacramento City Hall*
Rod Brewer (alternate)	***Sacramento Regional Transit District Headquarters*
Santa Clara Valley Transportation Authority (VTA)	
Sudhanshu Jain	***Santa Clara City Hall*
Linda Sell	***VTA Offices*
Solano Transportation Authority (STA)	
Steve Bird	**Dixon City Hall*
Alma Hernandez	*In Person
Yolo County Transportation District (Yolobus)	
Josh Chapman	*In Person
Total Voting Directors Confirmed for June 18, 2025	**15**

Thank you!

Mimi Kyi | Executive Assistant
Capitol Corridor Joint Powers Authority | 2150 Webster St, 3rd Floor, Oakland, CA 94612

| Email: mimik@capitolcorridor.org

REVISED

CAPITOL CORRIDOR JOINT POWERS AUTHORITY
MEETING OF THE BOARD OF DIRECTORS
Wednesday, June 18, 2025 | 10:00 a.m.

This meeting will be held in person in the San Francisco Bay Area Rapid Transit Board Room with an option for participation via teleconference.

Participants may join the CCJPA Board Meeting as follows:

- **In person** in the San Francisco Bay Area Rapid Transit Board Room located at 2150 Webster St., 1st Floor, Oakland, CA 94612 *or* any of the teleconference locations listed below; *or*
- **Via telephone** by calling 1-833-548-0282 (Toll Free) and entering access code **846 1461 0513**; *or*
- **Via Zoom** by logging into Zoom.com and entering access code **846 1461 0513**; *or*
- **Via Zoom** by typing the Zoom link https://us06web.zoom.us/j/84614610513 into your web browser.

A simultaneous teleconference will take place at the following locations:

Dixon City Hall 600 East A Street, Dixon, CA 95620 Front Conference Room	City of Santa Clara City Hall 1500 Warburton Ave, Santa Clara, CA 95050 Council Conference Room – East Wing, 1st Floor
The Scott Haggerty Heritage House 4501 Pleasanton Ave, Pleasanton CA 94566 Front Conference Room	Valley Transportation Authority (VTA) Offices 3331 North First Street, San Jose, CA 95134 Room B106
Sacramento City Hall 915 I Street, Sacramento, CA 95814 Council Conference Room – CH5110	Sacramento Regional Transit District Headquarters 1102 Q Street, Sacramento, CA 95811 4th Floor, Suite 4200 – Executive Conference Room
Woodland City Hall 300 1st Street, Woodland CA 95695 2nd Floor, City Manager Conference Room	---

The full agenda packet, supplemental materials, and presentation materials can be accessed or downloaded electronically at www.capitolcorridor.org/ccjpa-board, or by scanning the QR code.

Public comments may be submitted via the following methods:

1. **Written** comments:
   - Send via email to ccjpaboard@capitolcorridor.org.
   - Indicate "Public Comment" as the subject line.
   - Please submit your comments as far in advance as possible. Emailed comments received by 3:00 pm on Tuesday, June 17th will be provided to the Board in advance of the meeting and will be included as part of the permanent Meeting record. Comments received after that time will be provided to the Board following the Meeting; *or*

2. **Verbal** comments, limited to two minutes per person, per item:
   - Complete a "Request to Address the Board" form (available at the entrance to the Board Room) and hand it to the Secretary before the Item is considered by the Board.
   - Call 1-833-548-0282 (Toll Free), enter access code **846 1461 0513**, dial *9 to raise your hand when you wish to speak, and dial *6 to unmute when you are requested to speak; *or*
   - Log into Zoom.com, enter access code **846 1461 0513**, and use the raise hand feature; *or*
   - Join the Board meeting via the Zoom link https://us06web.zoom.us/j/84614610513 and use the raise hand feature.

AGENDA

I. Call to Order

II. Roll Call and Pledge of Allegiance *(Est. Time: 5 minutes)*

III. Report of the Chair (*Est. Time: 5 minutes*)

IV. Consent Calendar *(Est. Time: 5 minutes)* *Action*

1. Approve Minutes of the April 16, 2025 Meeting
2. Approve Reimbursement Agreement with City of Santa Clara for Santa Clara Utility Relocation Project
3. Authorize Diridon Station Use Agreement with Peninsula Corridor Joint Powers Board
4. Approve Xentrans Agreement Amendment for the California Integrated Travel Project (Cal-ITP)
5. Approve Amendment to CCJPA/Amtrak FY 2025 Operating Agreement
6. Approve Amendment to Agreement with Union Pacific Railroad (UPRR) for Signal System Battery Replacement Project
7. Approve Amendment to Agreement with UPRR for Santa Clara Crossover Design Review
8. Approve Agreement with UPRR for FY 2026 Capitalized Maintenance
9. Adopt Revised CCJPA Investment Policy and Authorize Resolution for Local Agency Investment Fund (LAIF)

V. Action and Discussion Items

1. Approve Rail Safety Support Program for Cities Along the Capitol Corridor – Phase 2 *(Est. Time: 10 minutes)* *Action*
2. Approve Agreements for Customer Relationship Management (CRM) and Marketing/Communications and Customer Experience for Tap2Ride *(Est. Time: 15 minutes)* *Action*
3. FY 2025 Advertising Program Update *(Est. Time: 10 minutes)* *Info*
4. CCJPA Capital Project Update *(Est. Time: 25 minutes)*
   a. Link21 Stage Gate 2 *Action*
   b. CCJPA Capital Project Portfolio *Info*
5. Legislation and Funding Update – State and Federal *(Est. Time: 10 minutes)* *Action*
6. Managing Director's Report (including Program and Project Updates) *(Est. Time: 10 minutes)* *Info*

VI. Board Director Reports *(Est. Time: 5 minutes)*

VII. Public Comments *(Est. Time: 10 minutes)*

VIII. Adjournment. Next Meeting Date: 10:00 a.m., September 17, 2025 – Solano Transportation Authority Board Room in Suisun City

The CCJPA Board reserves the right to take action on any agenda item. Consent calendar items are considered routine and will be enacted, approved, or adopted by one motion unless a request for discussion or explanation is received from a CCJPA Board Director or from a member of the audience.

The CCJPA Board provides services/accommodations upon request to persons with disabilities and individuals who are limited English proficient who wish to address CCJPA Board matters. A request must be made within one and five days in advance of Board meetings, depending on the service requested. Please contact the Secretary's Office at (510) 464-6083 for information.

Capitol Corridor Joint Powers Authority

2150 Webster Street, P. O. Box 12688, Oakland, CA 94612-2688

BOARD OF DIRECTORS
DRAFT MINUTES OF THE 143rd MEETING (REGULAR)
WEDNESDAY, APRIL 16, 2025

Members of the Board of Directors

Bruce Houdesheldt, Chair (BART)
Melissa Hernandez, Vice Chair (BART)
Mark Foley (BART)
Janice Li (BART)
Robert Raburn (BART)
Matthew Rinn (BART)
Edward Wright (BART)
Ken Broadway (PCTPA)
Roger Dickinson (SRTD)
Tim Schaefer (SRTD)
Sudhanshu Jain (SCVTA)
Linda Sell (SCVTA)
Steve Bird (STA)
Alma Hernandez (STA)
Josh Chapman (YCTD)
Lucas Frerichs (YCTD)
Suzanne Jones (PCTPA Alternate)
Rod Brewer (SRTD Alternate)
Patrick Kennedy (SRTD Alternate)
Catherine Moy (STA Alternate)
Mayra Vega (YCTD Alternate)

MEETING DESCRIPTION

The 143rd meeting of the Board of Directors of the Capitol Corridor Joint Powers Authority (CCJPA) was held at 10:00 a.m., Wednesday, April 16, 2025, at the Solano Transportation Authority Board Room, 423 Main Street, 1st Floor, Suisun City, CA 94585, and via simultaneous teleconference at the following locations: BART Headquarters / CCJPA Offices, 2150 Webster Street, Oakland, California 94612, 1st Floor – Bid Room 161; Valley Transportation Authority (VTA) Offices 3331 North First Street, San Jose, CA 95134, Room B106; City of Citrus Heights Council Chambers 6360 Fountain Square Drive, Citrus Heights, CA 95621; Pleasant Hill City Hall, 100 Gregory Lane, Pleasant Hill, CA 94523, Community Room; The Scott Haggerty Heritage House, 4501 Pleasanton Avenue, Pleasanton, CA 94566, Front Conference Room.

Chair Houdesheldt presided; April B.A. Quintanilla, Recording Secretary.

I. CALL TO ORDER

Chair Houdesheldt called the Meeting to order at 10:00 a.m.

II. ROLL CALL AND PLEDGE OF ALLEGIANCE

Directors Present in Suisun City: Robert Raburn, San Francisco Bay Area Rapid Transit District (BART); Bruce Houdesheldt, Placer County Transportation Planning Agency (PCTPA); Ken Broadway, PCTPA, Rod Brewer, Sacramento Regional Transit District (SACRT Alternate); Sudhanshu Jain, Santa Clara Valley Transportation Authority, (SCVTA); Steve Bird, Solano Transportation Authority (STA); Catherine Moy, STA Alternate; Josh Chapman, Yolo County Transportation District, (YCTD), and Lucas Frerichs, YCTD.

Directors Present via Teleconference in Oakland: Mark Foley BART; Janice Li, BART; Edward Wright, BART.

Director Present via Teleconference in Pleasanton: Melissa Hernandez, BART.

Director Present via Teleconference in Pleasant Hill: Matthew Rinn, BART.

Director Present via Teleconference in Citrus Heights: Tim Schaefer, SRTD.

Director Present via Teleconference in Santa Clara: Linda Sell, SCVTA.

Directors Absent: Alma Hernandez, STA; Roger Dickinson, SRTD.

Director Frerichs led the Pledge of Allegiance.

III. REPORT OF THE CHAIR

Chair Houdesheldt opened the meeting with instructions on how to access meeting materials and participate in public comment. The Chair welcomed Board members and attendees and shared several announcements. Appreciation was expressed to outgoing Director Caty Maple for her contributions to CCJPA. Incoming Board members Roger Dickinson (representing the Sacramento Regional Transit District) and alternate Director Mayra Vega (representing the Yolo County Transportation District) were also welcomed, with the note that although they were not present at the meeting, they would be joining the CCJPA Board in future sessions.

Special recognition was given to April Quintanilla, who was attending her final meeting as Secretary to the Board, in honor of nearly seven years of service, including the past three as Board secretary. Board members and staff expressed gratitude for April's professionalism, dedication, and positive impact on the organization.

IV. CONSENT CALENDAR

Chair Houdesheldt brought the following Consent Calendar items before the Board:

1. Approve Minutes of the February 19, 2025 Meeting.
2. Adopt CCJPA Fiscal Year 2024-25 Budget Increase.
3. Authorize Regional Measure 3 (RM3) Funding for South Bay Connect.
4. Authorize Amendments to Interagency Transfer Agreement (ITA) Standard Agreements.

Public Comment

No comments were received.

Action

Director Bird moved to approve the Consent Calendar by one motion. Director Raburn seconded the motion, which was carried by a unanimous roll call vote and resulted in the actions outlined below:

1. *The Minutes of the February 19, 2025 Meeting* were approved. *(15-0)*
2. Resolution No. 25-4, "In the Matter of Adopting the Capitol Corridor Joint Powers Authority Fiscal Year 2024-25 Budget Increase," was adopted. *(15-0)*
3. Resolution No. 25-5, "In the Matter of Authorizing Regional Measure 3 (RM3) Funds from the Metropolitan Transportation Commission (MTC) for the Project Specifications and Estimates (PS&E) Phase of Work for the South Bay Connect Project," was adopted. *(15-0)*
4. Resolution No. 25-6, "In the Mattter of Authorizing Amendments to the Standard Agreements for Funding Received from the State of California under the Interagency Transfer Agreement (ITA) through the Annual Business Plan Process," was adopted. *(15-0)*

Vote Summary:
Moved / Seconded: Director Bird/ Director Raburn
Aye: Houdesheldt, M. Hernandez, Bird, Broadway, Chapman, Foley, Frerichs, Jain, Li, Rinn, Raburn, Schaefer, Sell, Wright, Moy (alt.)
No: 0.
Abstain: 0.
Absent: Directors A. Hernandez, and Dickinson.
Result: 15-0, motion carried by unanimous roll call vote.

V. ACTION AND DISCUSSION ITEMS

1. Adopt Draft Fiscal Year 2025-2026- Fiscal Year 2026-2027 Annual Business Plan.

Rob Padgette, Managing Director, introduced the item. Presentations were made by Cat Relucio, Manager of Budget and Administration, and Leo Sanchez, Deputy Managing Director. Staff reviewed

performance projections, service plans, capital initiatives, public feedback, and detailed funding requests for Fiscal Year 2026 ($37.8M) and Fiscal Year 2027 ($38.4M).

Public Comment

No comments were received.

Discussion

The item was discussed by Board Members and staff.

Director Raburn moved adoption of Resolution No. 25-7, "In the Matter of Approving the Draft Fiscal Year 2025-2026-Fiscal Year 2026-2027 Annual Business Plan for the Capitol Corridors Joint Powers Authority."

Director Moy seconded the motion.

Action

Upon motion by Director Raburn and second by Director Moy, Resolution No. 25-7, "In the Matter of Approving the Draft Fiscal Year 2025-2026 Fiscal Year 2026-2027 Annual Business Plan for the Capitol Corridors Joint Powers Authority," was adopted unanimously by the required two-thirds roll call vote.

Vote Summary:
Moved / Seconded: Director Raburn / Director Moy
Aye: Houdesheldt, M. Hernandez, Bird, Broadway, Chapman, Foley, Frerichs, Jain, Li, Rinn, Raburn, Schaefer, Sell, Wright, Brewer (alt.), Moy (alt.)
No: 0.
Abstain: 0.
Absent: Directors A. Hernandez, and Dickinson.
Result: 16-0, motion carried by unanimous roll call vote.

2. Authorization of the Fiscal Year 2024–2025 Amtrak Operating Agreement.

Cat Relucio, Manager of Budget and Administration, presented the item. The Fiscal Year 2025 operating agreement authorizes train and bus operations for the period October 1, 2024, to September 30, 2025, with a not-to-exceed amount of $28.2 million. The agreement aligns with the adopted business plan and includes projected revenue and increased service in the fourth quarter.

Public Comment

No comments were received.

Discussion

The item was discussed by Board Members and staff.

Director Raburn moved adoption of Resolution No. 25-8, "In the Matter of Approving the Agreement for the Provision of Rail Passenger Service ('Fiscal Year 2024–2025 Operating Agreement') Between the National Railroad Passenger Corporation and the Capitol Corridor Joint Powers Authority."

Director Brewer seconded the motion.

Action

Upon motion by Director Raburn and second by Director Brewer, Resolution No. 25-8, "In the Matter of Approving the Agreement for the Provision of Rail Passenger Service ('Fiscal Year 2024–2025 Operating Agreement') Between the National Railroad Passenger Corporation and the Capitol Corridor Joint Powers Authority," was adopted by unanimous roll call vote.

Vote Summary:
Moved / Seconded: Director Raburn / Director Moy
Aye: Houdesheldt, M. Hernandez, Bird, Broadway, Chapman, Foley, Frerichs, Jain, Li, Rinn, Raburn, Schaefer, Sell, Wright, Brewer (alt.), Moy (alt.)
No: 0.
Abstain: 0.
Absent: Directors A. Hernandez, and Dickinson.
Result: 16-0, motion carried by unanimous roll call vote.

3. CCJPA Capital Project Portfolio Update.
Staff informed the Board that a formal presentation would not be given for this item, as a comprehensive list of capital projects was provided in the meeting packet. Directors were invited to ask questions. Director Raburn inquired about the timeline for the South Bay Connect project. Staff responded that the current timeline reflects required design coordination with Union Pacific and the inclusion of state and federal funding processes, which contribute to the 2030 delivery projection. Director Frerichs raised a question regarding the funding for the Davis Station signal improvements. Staff clarified that the project is fully funded through a combination of sources, including a $5 million contribution from Amtrak (using ADA funds), additional support from the Federal Railroad Administration (FRA), and allocations from the State Rail Assistance (SRRA) program.

Public Comment

No comments were received.

Discussion

The item was discussed by Board Members and staff.

Action

No Board action was taken, as the item was presented for information only.

4. Legislation and Funding Update – State and Federal.

Managing Director Rob Padgette provided a brief update on legislative matters. He noted that CCJPA's operating funds are primarily sourced from the State, while capital funding relies on the Transit and

Intercity Rail Capital Program (TIRCP), State Rail Assistance (SRRA), and diesel sales tax revenues. He also reported on pending state-level decisions related to cap-and-trade reauthorization, which may impact future capital project funding.

Public Comment

No comments were received.

Discussion

The item was discussed by Board Members and staff.

Action

No Board action was taken, as the item was presented for information only.

5. Managing Director's Report.

Managing Director Rob Padgette presented updates on ridership growth, revenue performance, on-time service metrics, and the Tap2Ride program expansion. Marketing and outreach for shorter trips and fare changes were highlighted, along with the recognition of new Climate Corps interns.

Public Comment

No comments were received.

Discussion

The item was discussed by Board Members and staff.

Action

No Board action was taken, as the item was presented for information only.

VI. BOARD DIRECTOR REPORTS

Chair Houdesheldt invited Board Director reports. Director Chapman thanked staff for their assistance in resolving an ADA-related issue raised by a constituent at Davis Station. Director Moy introduced herself to the Board, expressing appreciation for the warm welcome and support during her onboarding. Director Raburn commended staff for the successful rollout and improvements to the Tap2Ride program.

Several directors acknowledged the professionalism and responsiveness of CCJPA staff and extended thanks to CCJPA Secretary April Quintanilla for her years of dedicated service. Additional comments included spring holiday greetings and expressions of appreciation for the continued progress of Capitol Corridor services.

VII. PUBLIC COMMENTS

Roland Lebrun addressed the Board.

VIII. ADJOURNMENT

The meeting adjourned at 11:17 a.m. Next Meeting Date: 10:00 a.m., June 18, 2025 – SF Bay Area Rapid Transit Board Room in Oakland.

Bob Franklin
Interim Secretary

Item IV.2 (Consent)

CAPITOL CORRIDOR JOINT POWERS AUTHORITY

MEMORANDUM

TO: Capitol Corridor Joint Powers Authority Board **DATE:** June 13, 2025

FROM: Robert Padgette
Managing Director, CCJPA

SUBJECT: Approve Reimbursement Agreement with City of Santa Clara for Santa Clara Utility Relocation Project

PURPOSE
For the CCJPA Board to authorize the scope and budget needed to perform the design and construction of the relocations of City of Santa Clara-owned utilities required by the Agnew Siding project to be fully reimbursed by the City of Santa Clara.

BACKGROUND
The CCJPA Board, through Resolution 19-08 (June 19, 2019), authorized the use of competitive State Rail Assistance (SRA) funding to work jointly with the Union Pacific Railroad to design and construct a passing siding in Santa Clara, CA, known as the Agnew Siding. The siding will be located immediately south of the Santa Clara Great America station along the Union Pacific Railroad Coast Subdivision main line.

Various underground utilities currently cross under the railroad right-of-way ("Utility Crossings") in the area where the Agnew Siding will be constructed. In general, these Utility Crossings are permitted by agreements between the utility owner and the railroad, and in turn, those agreements ordinarily require the utility owner to relocate or protect their underground facilities at their own expense, in the event that the railroad chooses to modify their tracks in a way that could conflict with the existing Utility Crossings. There are seven (7) Utility Crossings owned by the City of Santa Clara ("City") that will be affected by the Agnew Siding.

<u>Utility Crossings owned by the City of Santa Clara</u>
Several of the utility owners have embarked on their own efforts to relocate or protect their Utility Crossings. However, to meet the construction schedule desired by the CCJPA, the City would prefer that the Capitol Corridor perform the design and construction needed to protect or relocate the seven City-owned Utility Crossings. The City has offered to enter into a reimbursement agreement with the CCJPA for the performance of the design and relocation of their seven Utility Crossings ("the Project"). The CCJPA has previously executed a reimbursement agreement with the City of Santa Clara for the design phase of the Utility Relocation, under CCJPA Board Resolution 22-32. Today, CCJPA is asking for the CCJPA Board's approval to enter into a second reimbursement agreement with the City of Santa Clara for the construction phase of the Utility Relocation project.

Proposed Funding Plan

The total Project cost is expected to be $3,281,077. Under the proposed agreement, the CCJPA would use construction contractors/consultants to construct the relocations, while the City of Santa Clara would reimburse 100% of the CCJPA's cost for the Project.

RECOMMENDATION

It is recommended that the CCJPA Board approves a budget of not-to-exceed $3,281,077 to implement the Project and authorize the CCJPA Executive Director or their designee to execute all necessary and appropriate actions and agreements for the implementation of the Project.

Motion: The CCJPA Board adopts the attached resolution.

BEFORE THE
CAPITOL CORRIDOR JOINT POWERS AUTHORITY
BOARD OF DIRECTORS

In the Matter of Resolution No. 25-9
Authorizing Reimbursement Agreement with City of Santa Clara
for Santa Clara Utility Relocation Project/

WHEREAS, the CCJPA Board, through Resolution 19-08 previously authorized design and construction of a new rail siding at Santa Clara, CA (the "Agnew Siding"); and

WHEREAS, various underground utilities currently cross under the railroad right-of-way ("Utility Crossings") in the area where the Agnew Siding will be constructed; and

WHEREAS, there are seven (7) Utility Crossings owned by the City of Santa Clara ("City") that will be affected by the Agnew Siding; and

WHEREAS, to meet the construction schedule desired by the CCJPA, the City would prefer that the Capitol Corridor perform the design and construction needed to protect or relocate the seven City-owned Utility Crossings; and

WHEREAS, the City has offered to reimburse 100% of the CCJPA's cost for the Project through a reimbursement agreement with the CCJPA for performance of the design and relocation of their seven Utility Crossings ("the Project"); and

WHEREAS, the CCJPA executed a reimbursement agreement with the City of Santa Clara for the design of the Utility Relocation under CCJPA Board Resolution 22-32; and

WHEREAS, the total Project cost for the construction phase of the Utility Relocation is expected to be $3,281,077; and therefore be it

RESOLVED, that the CCJPA Board does hereby approve a reimbursement agreement with the City of Santa Clara for the construction phase of the Utility Relocation for an amount not to exceed $3,281,077.

AND BE IT FURTHER RESOLVED, that the CCJPA Board hereby authorizes the CCJPA Executive Director or their designee to execute all necessary and appropriate actions for the implementation of the Project.

# # #

ACTION: **DATE:**	**ATTEST:**
Ayes:	_____ **Robert Franklin** **Interim Secretary**
Noes:	
Abstain:	

Item IV.3 (Consent)

CAPITOL CORRIDOR JOINT POWERS AUTHORITY

MEMORANDUM

TO: Capitol Corridor Joint Powers Authority Board **DATE:** June 13, 2025

FROM: Robert Padgette
Managing Director, CCJPA

SUBJECT: Authorize Diridon Station Use Agreement with Peninsula Corridor Joint Powers Board

PURPOSE
For the CCJPA Board to approve a five-year agreement (FY 2025-26 through FY 2029-30) with the Peninsula Corridor Joint Powers Board (JPB) for non-exclusive right to use and access areas of the San Jose Diridon Station.

BACKGROUND
CCJPA and the Peninsula Corridor Joint Powers Board (JPB) entered into a Diridon Station Use agreement to grant CCJPA access for reasonable passenger ingress and egress, overnight equipment storage, and inspection of the stored equipment at the San Jose Diridon Station for FY 2024-25. Prior to this agreement, the National Passenger Railroad Passenger Corporation ("AMTRAK") and JPB held several agreements to grant AMTRAK access to the station, including access to parking facilities, passenger ingress/egress, passenger train operation, and overnight equipment storage.

CCJPA staff is requesting approval to enter into a subsequent Diridon Station Use Agreement with a similar scope as the FY 2025 agreement described above for the period of FY 2025-26 through FY 2029-30 for a not-to-exceed amount of $900,000. The agreement would be funded annually by CCJPA Operating Funding provided to CCJPA by the California State Transportation Agency (CalSTA) through its Annual Business Plan process.

RECOMMENDATION
It is recommended that the CCJPA Board authorizes a five-year agreement with the Peninsula Corridor Joint Powers Board for San Jose Diridon Station Use funded by CCJPA Operating Funding. It is also recommended that the CCJPA Board authorizes the CCJPA Executive Director or their designee to execute all necessary and appropriate actions for this Agreement.

Motion: The CCJPA Board adopts the attached resolution.

BEFORE THE
CAPITOL CORRIDOR JOINT POWERS AUTHORITY
BOARD OF DIRECTORS

Resolution No. 25-10

In the Matter of Authorizing the FY26-FY30 Diridon Station
Use Agreement with the Peninsula Corridor Joint Powers Board (JPB)/

WHEREAS, the JPB is the owner of certain station facilities, including the platforms at the San Jose Diridon Station located at 65 Cahill St. San Jose, California 95110 (hereinafter referred to as the "Station"); and

WHEREAS, CCJPA currently operates intercity rail passenger trains that stop at the San Jose Diridon Station; and

WHEREAS, the National Passenger Railroad Passenger Corporation ("AMTRAK") and JPB entered into several agreements to grant AMTRAK access to the station, including access to parking facilities, passenger ingress/egress, passenger train operation and overnight equipment storage; and

WHEREAS, AMTRAK currently operates certain intercity rail passenger trains in the Capitol Corridor ("Capitol Corridor Service") pursuant to an agreement with the UPRR to utilize the rights held by UPRR to operate intercity passenger service under the Trackage Rights Agreement, and pursuant to a state-supported annual operating contract with the CCJPA, the administrative agency responsible for the capital funding and operation of the Capitol Corridor Service; and

WHEREAS, CCJPA and the Peninsula Corridor Joint Powers Board (JPB) entered into an agreement to grant CCJPA access for passenger ingress/egress and overnight equipment storage at Diridon Station, for a period covering July 1, 2024 through June 30, 2025; and

WHEREAS, CCJPA and the Peninsula Corridor Joint Powers Board (JPB) will amend the FY25 agreement to extend the period covering July 1, 2024 through June 30, 2025 to now formally end on August 30, 2025; and

WHEREAS, continued CCJPA service is expected to continue beyond the termination of the current amended agreement with JPB.

RESOLVED, that the CCJPA Board does hereby authorize the FY 2025-26 through FY 2029-30 Diridon Station Use Agreement between CCJPA and JPB for a not-to-exceed amount of $900,000, which will be funded by CCJPA Operating Funding.

AND BE IT FURTHER RESOLVED, that the CCJPA Board hereby authorizes the CCJPA Executive Director or their designee to execute the agreement and all necessary and appropriate actions related to this initiative.

# # #

ACTION: **DATE:**	**ATTEST:**
Ayes:	_____ **Robert Franklin** **Interim Secretary**
Noes:	
Abstain:	

Item IV.4 (Consent)

CAPITOL CORRIDOR JOINT POWERS AUTHORITY

MEMORANDUM

TO: Capitol Corridor Joint Powers Authority Board **DATE:** June 13, 2025

FROM: Robert Padgette
Managing Director, CCJPA

SUBJECT: Approve Xentrans Agerement Amendment for the California Integrated Travel Project (Cal-ITP)

PURPOSE
To allow an increase in the contract capacity for the CCJPA/Xentrans contract for California Integrated Travel (Cal-ITP) "Staffing Services" from the previously CCJPA Board approved (Resolution 24-16) contract upper bounds of $50 million to $62 million, subject to additional secured State funding.

BACKGROUND
In June of 2024, the CCJPA Board took action to allow a contract increase of the CCJPA/Xentrans contract for Cal-ITP "Staffing Services" from $40 million, which was the prior amended contract value, to $50 million (Resolution 24-16). Due to interest in continuing the work by the California State Transportation Agency (CalSTA), annual allocations to CCJPA expressed through the Xentrans/CCJPA contract have sustained Cal-ITP development such that the prior contract capacity of $50 million will shortly be exceeded.

Despite successful transitions of critical parts of the Cal-ITP effort, the State has a projection of two more years before all the Cal-ITP programs can be transferred to full State leadership and fiscal sponsorship. As such, the State has expressed its support to CCJPA as the fiscal sponsor of Cal-ITP through the end of June 2027. Based on the projected remaining consultant workload during this period of transition, the additional budget capacity required is $12 million, which would bring the amended maximum contract threshold to $62 million. The additional contract expenses would be paid for using several State funding sources – including annual funding requested from the California State Transportation Agency (CalSTA) via CCJPA's Board-approved FY 2026 Annual Business Plan (ABP) funding request (Resolution 25-7), future ABP funding for FY 2027, and the California Department of Technology and the California Air Resources Board (Resolution 23-5).

As with all prior Cal-ITP Xentrans Amended Agreements, CCJPA aligns the current Xentrans contract capacity and Purchase Order with the available State funding. For the year ahead, this will result in the twelfth amended contract and subject to passage of this item's Resolution, in the next year, presuming receipt of ongoing State funding, the CCJPA would execute subsequent amendments, which would all be executable under the $62 million contract capacity. The duration of the contract would also be extended through June 30, 2027, in accordance with anticipated State ABP allocations for Cal-ITP ongoing "Staffing Services" support.

RECOMMENDATION

It is recommended that the CCJPA Board approves Xentrans Amended Agreements for Cal-ITP Staffing Services with a maximum contract value of up to $62 million and extended contract term of June 30, 2027, subject to securing additional State funding, and authorize the CCJPA Executive Director or their designee to execute all necessary and appropriate actions and agreements for the implementation of the Cal-ITP project.

Motion: The CCJPA Board adopts the attached resolution.

BEFORE THE
CAPITOL CORRIDOR JOINT POWERS AUTHORITY
BOARD OF DIRECTORS

In the Matter of Amending the CCJPA/ Resolution No. 25-11
Xentrans Contract for Cal-ITP "Staffing Services" to
Increase the Contract by Up to $62 million to Support New Funding and Additional Work Scope/

WHEREAS, Xentrans was procured to provide "staffing services" for the California Integrated Travel Project (Cal-ITP) and was previously granted an increase to their contract budget from $40 million to $50 million; and

WHEREAS, CCJPA is also expected to periodically, based on receipt of Annual Business Plan funding support from the California State Transportation Agency (CalSTA) or other state agencies, receive additional funding support to the implementation of Cal-ITP and would therefore require additional incremental contract amendments to the CCJPA/Xentrans Contract; and

WHEREAS, granting authority to increase the CCJPA/Xentrans contract up to $62 million as long as incremental funding was secured would otherwise reduce the administrative and logistical burden of asking for CCJPA Board approval for each increment of additional budget capacity added to the contract; and

RESOLVED, that the CCJPA Board does hereby approve the increase of up to $62 million of overall budget capacity as long as the required amendments to the CCJPA/Xentrans "Staffing Services" Contract are processed against secured funding for the continued execution of Cal-ITP implementation and a date extension to the end of June 30, 2027;

AND BE IT FURTHER RESOLVED, that the CCJPA Board hereby authorizes the CCJPA Executive Director or their designee to execute all necessary and appropriate actions for the incremental amendments to this contract.

# # #

ACTION: **DATE:**	**ATTEST:**
Ayes:	
Noes:	**Robert Franklin** **Interim Secretary**
Abstain:	

Item IV.5 (Consent)

CAPITOL CORRIDOR JOINT POWERS AUTHORITY

MEMORANDUM

TO: Capitol Corridor Joint Powers Authority Board **DATE:** June 13, 2025

FROM: Robert Padgette
Managing Director, CCJPA

SUBJECT: Approve Amendment to CCJPA/Amtrak FY 2025 Operating Agreement

PURPOSE
For the CCJPA Board to approve an amendment to the FY 2025 CCJPA/Amtrak Operating Agreement to increase the not-to-exceed value of the agreement due to the timing of the mechanical transition.

BACKGROUND
At the April 2025 meeting, the CCJPA Board approved the FY 2025 Amtrak Operating Agreement (Resolution 25-8) for Amtrak's operation of the Capitol Corridor Service (intercity train and feeder bus), which supports a return to full service commencing in 2025. The agreement not-to-exceed amount is based on the State's Cost Optimization Strategic Initiative (COSI) model forecast of costs in the amount of $55.0 million less projected revenue in the amount of $26.8 million, for a total Amtrak Operating budget of $28.2 million, and is funded by the FY 2025 Amtrak Operating allocation from the California State Transportation Agency (CalSTA) and approved by the CCJPA Board in September of 2024 (Resolution 24-23).

As authorized by the CCJPA Board (Resolution 23-19), CCJPA transitioned the mechanical maintenance services for equipment used on the Capitol Corridor service from Amtrak to a new maintainer through a Joint Services Agreement (JSA) with the San Joaquin Joint Powers Authority (SJJPA). SJJPA, through their Managing Agency, the San Joaquin Regional Rail Commission (SJRRC), has contracted with Transit America Services Incorporated (TASI) for the provision of mechanical maintenance services for the Northern California intercity passenger rail equipment pool. The equipment maintenance services will be paid for by SJJPA with funding allocated by the CalSTA to SJJPA on CCJPA's behalf.

The FY 2025 Amtrak Operating Agreement budget includes only three months of car and locomotive maintenance expenses due to the expected timing of the transition of mechanical maintenance services from Amtrak to TASI. However, because the transition has taken longer than expected, additional contract capacity of up to $5.8 million is estimated to cover the car and locomotive services provided by Amtrak in the interim and during a transitional period until such time that the new provider is maintaining 100% of the equipment operated for train service on the Capitol Corridor. CCJPA staff has identified unexpended Operating Contingency Funding (Resolution 22-27), which will fund the additional car and locomotive expenses and is seeking additional funding from the State for any gap funding needs.

CCJPA staff is requesting the Board's approval to amend the FY 2025 Amtrak Operating Agreement budget up to $34.0 million due to the Car and Locomotive expenses during the mechanical transition, pending secured funding.

RECOMMENDATION

It is recommended that the CCJPA Board approves an amendment to the FY 2025 Amtrak Operating Agreement not-to-exceed budget to up to $34.0 million, pending secured funding.

Motion: The CCJPA Board adopts the attached resolution.

BEFORE THE
CAPITOL CORRIDOR JOINT POWERS AUTHORITY
BOARD OF DIRECTORS

In the Matter Approving Amendment to FY 2024-25 Amtrak Operating Agreement/ Resolution No. 25-12

WHEREAS, the CCJPA Board authorized approval of the FY 2024-25 Amtrak Operating Agreement for intercity train and feeder bus service at the April 2025 meeting under Resolution 25-8, for a total Amtrak Operating budget of $28.2 million, and is funded by the FY 2025 Amtrak Operating allocation from the California State Transportation Agency (CalSTA) and approved by the CCJPA Board in September of 2024 (Resolution 24-23); and

WHEREAS, the CCJPA Board authorized, under Resolution 23-19, the transition of mechanical maintenance services for equipment used on the Capitol Corridor service from Amtrak to a new maintainer through a Joint Services Agreement (JSA) with the San Joaquin Joint Powers Authority (SJJPA); and

WHEREAS, the FY2025 Amtrak Operating Agreement budget only includes three months of car and locomotive expenses due to the timing of the transition of mechanical maintenance services from Amtrak to TASI; and

WHEREAS, an additional $5.8 million in car and locomotive costs are estimated to be provided by Amtrak during the transition period in FY25, for a total contract budget of $34.0 million; and

WHEREAS, CCJPA has identified unexpended Operating Contingency Funding, secured under Resolution 22-27, to pay for the additional expenses, and will request additional funding from the State for any gap funding needs. Therefore, be it

RESOLVED, that the CCJPA Board does hereby authorize an amendment to the FY 2025Amtrak Operating Agreement to increase the not-to-exceed budget amount to up to $34.0 million, pending secured funding, and authorize the Executive Director or their designee to execute the amendment for the FY 2025 Operating Agreement.

# # #

ACTION: **DATE:**	**ATTEST:**
Ayes:	_____ **Robert Franklin Interim Secretary**
Noes:	
Abstain:	

Item IV.6 (Consent)

CAPITOL CORRIDOR JOINT POWERS AUTHORITY

MEMORANDUM

TO: Capitol Corridor Joint Powers Authority Board **DATE:** June 13, 2025

FROM: Robert Padgette
Managing Director, CCJPA

SUBJECT: Authorize Amendment to Agreement with Union Pacific Railroad for the Signal Battery Replacement Project

PURPOSE
For the CCJPA Board to authorize an amendment to Union Pacific Railroad (UPRR) reimbursement agreement for the Signal Battery Replacement project to increase the contract value.

BACKGROUND
The Signal Battery Replacement Project (the Project) will replace approximately 836 existing signal batteries along the length of the Capitol Corridor route. The performance of the railroad signal system is key to the operation of the Capitol Corridor trains. By upgrading the standby power batteries for the signal system, the Capitol Corridor can expect better performance during times of commercial power outages. This will help improve the on-time performance of the trains, in turn helping to improve customer satisfaction and increase ridership.

CCJPA entered into a contract with UPRR in the amount of $250,000 with an end date of March 15, 2025, under CCJPA Resolution 21-21 (September 15, 2021) such that UPRR would complete the work for the Project and bear the costs for the labor while CCJPA would bear the cost of the materials. The budget required for the Project has increased, and it is estimated to be up to $400,000, pending final confirmation from UPRR. In addition, the contract would also require an extension of the contract termination date by one year to March 15, 2026. Unexpended Minor Capital funding allocated by the California State Transportation Agency (CalSTA) through the Annual Business Plan appropriation has been identified to cover the increased cost.

CCJPA staff is requesting authorization from the CCJPA Board to amend the UPRR agreement for the Signal Battery Replacement project to increase the contract threshold to a not-to-exceed $400,000 and to extend the contract term to March 15, 2026, which would be funded by unexpended Minor Capital funding.

RECOMMENDATION

It is recommended that the CCJPA Board authorizes an Amendment to the Agreement with UPRR for the Signal Battery Replacement project to increase the contract capacity to not-to-exceed $400,000, which will be funded by Minor Capital funding. It is also recommended that the CCJPA Board authorizes the CCJPA Executive Director or their designee to execute all necessary and appropriate actions for the implementation of the Project.

Motion: The CCJPA Board adopts the attached resolution.

BEFORE THE
CAPITOL CORRIDOR JOINT POWERS AUTHORITY
BOARD OF DIRECTORS

In the Matter of Resolution No. 25-13

Authorizing an Amendment to the Union Pacific Railroad (UPRR) contract to support the Signal Battery Replacement Project/

WHEREAS, in the interest of improving the on-time performance and reliability of the Capitol Corridor service in the event of a commercial power outage, CCJPA wishes to replace existing signal batteries along the route; and

WHEREAS, the UPRR is the owner of the rail corridor used by the Capitol Corridor trains and are completing the work for the improvements for their property; and

WHEREAS, the CCJPA entered into a reimbursement agreement with the Union Pacific Railroad to replace approximately 836 batteries along the Capitol Corridor route pursuant to Resolution 21-21 with an initial budget of $250,000 and an end date of March 31, 2025; and

WHEREAS, to complete this Project, the total budget, if approved by the CCJPA Board will be increased to up to $400,000 and the end date will be extended to March 31, 2026; and

WHEREAS, the CCJPA has identified unexpended Minor Capital funding from the Annual Business Plan appropriation from the California State Transportation Agency (CalSTA) to fund the additional $150,000; and therefore, be it

RESOLVED, that the CCJPA Board does hereby authorize an amendment to the Union Pacific Railroad reimbursement agreement, which will extend the term through March 31, 2026 and increase the contract capacity to not-to-exceed value of $400,000 funded by Minor Capital funding.

AND BE IT FURTHER RESOLVED, that the CCJPA Board hereby authorizes the CCJPA Executive Director or their designee to execute all necessary and appropriate actions for the implementation of the Project.

# # #

ACTION: **DATE:**	**ATTEST:**
Ayes:	_____ **Robert Franklin** **Interim Secretary**
Noes:	
Abstain:	

Item IV.7 (Consent)

CAPITOL CORRIDOR JOINT POWERS AUTHORITY

MEMORANDUM

TO: Capitol Corridor Joint Powers Authority Board **DATE:** June 13, 2025

FROM: Robert Padgette
Managing Director, CCJPA

SUBJECT: Approve Amendment to Agreement with Union Pacific Railroad (UPRR) for Santa Clara Crossover Design Review

PURPOSE
For the CCJPA Board to authorize an amendment to extend the contract duration for the Union Pacific Railroad reimbursement agreement for the Santa Clara Crossovers project.

BACKGROUND
The Santa Clara Crossover Project (the Project) will construct a new track crossover near the Santa Clara University station. The Project is considered critical in reducing service delays, as there are currently no opportunities for passenger trains to meet and pass between Albrae Siding and San Jose Diridon station, a distance of approximately 15 miles. The proposed track crossover will improve operational flexibility and on-time performance in the Santa Clara University station area by allowing an additional point to meet and pass trains in this currently single-track segment.

While the Capitol Corridor is leading the design process for the Project, the UPRR must review and approve any improvements proposed for their property. To facilitate the design review, CCJPA entered into an agreement with UPRR in the amount of $125,000 under CCJPA Resolution 22-27 (September 21, 2022). Pursuant to Resolution 25-1 (February 19, 2025), the CCJPA Board authorized an amendment to the agreement with UPRR for the design review of the Santa Clara Crossovers Project to increase the contract capacity to $340,000 using unexpended Capitalized Maintenance funding allocated by California State Transportation Agency (CalSTA). The term of the agreement currently ends on September 27, 2025, however, additional time is needed for UPRR to finalize its review of the design.

CCJPA staff is requesting authorization from the CCJPA Board to amend the UPRR agreement for the Santa Clara Crossover design review to an end date of September 27, 2027. This date should accommodate the completion of the design review as well as any potential future delays that may occur.

RECOMMENDATION

It is recommended that the CCJPA Board approve an amendment to the UPRR Design Review Agreement for Santa Clara Crossovers extending the end date to September 27, 2027 and authorize the CCJPA Executive Director or their designee to execute all necessary and appropriate actions and agreements for the implementation of the Project.

Motion: The CCJPA Board adopts the attached resolution.

BEFORE THE
CAPITOL CORRIDOR JOINT POWERS AUTHORITY
BOARD OF DIRECTORS

In the Matter of Resolution No. 25-14
Authorizing Amendment to Agreement with
Union Pacific Railroad (UPRR) for Santa Clara Crossover Design Review/

WHEREAS, in the interest of reducing the potential for train delays due to an extended portion of single-track, the Capitol Corridor wishes to install a new crossover near the Santa Clara University station; and

WHEREAS, the UPRR is the owner of the rail corridor used by the Capitol Corridor trains and reserves the exclusive right to review and approve any improvements proposed for their property; and

WHEREAS, the CCJPA entered into an agreement with the Union Pacific Railroad in the amount of $125,000 with an end date of September 27, 2025, for the design review by UPRR for the Santa Clara Crossovers Project under CCJPA Resolution 22-27; and

WHEREAS, the CCJPA Board authorized an amendment to the agreement with UPRR for the design review of the Santa Clara Crossovers Project to increase the contract capacity to $340,000 using unexpended Capitalized Maintenance funding allocated by California State Transportation Agency (CalSTA) under CCJPA Resolution 25-1; and

WHEREAS, the remaining scope of work of the agreement will not be able to be completed by September 27, 2025; and therefore, be it

RESOLVED, that the CCJPA Board does hereby approve an Amendment to the Agreement with UPRR for the design review of the Santa Clara Crossovers Project to extend the agreement to September 27, 2027.

AND BE IT FURTHER RESOLVED, that the CCJPA Board hereby authorizes the CCJPA Executive Director or their designee to execute all necessary and appropriate actions for the implementation of the Santa Clara Crossovers project design review.

# # #

ACTION: **DATE:**	**ATTEST:**
Ayes:	
Noes:	**Robert Franklin** **Interim Secretary**
Abstain:	

Item IV.8 (Consent)

CAPITOL CORRIDOR JOINT POWERS AUTHORITY

MEMORANDUM

TO: Capitol Corridor Joint Powers Authority Board **DATE:** June 13, 2025

FROM: Robert Padgette
Managing Director, CCJPA

SUBJECT: Approve Agreement with Union Pacific Railroad (UPRR) for FY 2026 Capitalized Maintenance

PURPOSE
For the CCJPA Board to authorize an agreement with Union Pacific Railroad (UPRR) for track surfacing projects along the Capitol Corridor route for Fiscal Year 2025-2026.

BACKGROUND
In February of 2025, the CCJPA Board through Resolution 25-7 approved the draft FY 25-2026 and FY 2026-27 Annual Business Plan, which included a funding request of $1,000,000 for the Capitol Corridor's Capitalized Maintenance Program. The purpose of these funds is to make improvements, including track surfacing, to the railroad infrastructure in order to improve the safety and schedule reliability of the Capitol Corridor service. While Union Pacific Railroad (UPRR) is currently obligated to perform surfacing work as part of its commitment stated in the UPRR/Amtrak national operating agreement, UPRR has agreed to a Supplemental Surfacing Program along the Capitol Corridor route to improve track quality, track reliability, and passenger ride comfort. UPRR owns the majority of the rail corridor used by Capitol Corridor and as such reserves the exclusive right to self-perform work on their own property. CCJPA has identified $600,000 in Capitalized Maintenance funding allocated by California State Transportation Agency (CalSTA) for an agreement with UPRR to perform track surfacing work.

RECOMMENDATION
It is recommended that the CCJPA Board authorize an agreement with Union Pacific Railroad for FY 2026 Supplemental Surfacing Program agreement in the amount of $600,000, which will be funded by the Capitalized Maintenance allocated to CCJPA through the Annual Business Plan process.

Motion: The CCJPA Board adopts the attached resolution.

BEFORE THE
CAPITOL CORRIDOR JOINT POWERS AUTHORITY
BOARD OF DIRECTORS

In the Matter of Resolution No. 25-15

Authorizing Agreement with Union Pacific Railroad (UPRR) for FY 2026 Capitalized Maintenance/

WHEREAS, track surfacing is important for improving safety, track quality, schedule reliability, and passenger ride quality; and

WHEREAS, the CCJPA Board, pursuant to resolution 25-7 approved the draft FY 25-2026 and FY 2026-27 Annual Business Plan, which included a funding request of $1,000,000 for a CCJPA Capitalized Maintenance Program; and

WHEREAS, CCJPA staff has identified a budget for the Supplemental Surfacing Program of $600,000; and

WHEREAS, UPRR is the owner of the route Capitol Corridor operates on and is therefore, reserves the exclusive right to self-perform work on their own track property; and

RESOLVED, that the CCJPA Board does hereby authorize an agreement with the Union Pacific Railroad in the amount of $600,000 for a supplemental surfacing program, which will be funded by Capitalized Maintenance funding provided by the California State Transportation Agency (CalSTA) through CCJPA's Annual Business Plan process.

AND BE IT FURTHER RESOLVED, that the CCJPA Board hereby authorizes the CCJPA Executive Director or their designee to execute all necessary and appropriate actions for the implementation of the Project.

# # #

ACTION: **DATE:**	**ATTEST:**
Ayes:	_____
Noes:	**Robert Franklin** **Interim Secretary**
Abstain:	

Item IV.9 (Consent)

CAPITOL CORRIDOR JOINT POWERS AUTHORITY

MEMORANDUM

TO: Capitol Corridor Joint Powers Authority Board **DATE:** June 13, 2025

FROM: Robert Padgette
Managing Director, CCJPA

SUBJECT Adopt Revised CCJPA Investment Policy and Authorize Resolution for Local Agency Investment Fund

PURPOSE
For the CCJPA Board to adopt a revised CCJPA Investment Policy to expand investment opportunities and align with changes in authority for CCJPA's Managing Agency, SF Bay Area Rapid Transit (BART), and to authorize a resolution to invest monies in the Local Agency Investment Fund (LAIF).

BACKGROUND
Proposed Revised CCJPA Investment Policy
In June of 2019, under Resolution 19-13, the CCJPA Board adopted a formal investment policy that allows CCJPA to build upon CCJPA funds through investments in these financial resources. The CCJPA Investment Policy follows the same structure as the SF Bay Area Rapid Transit's Investment Policy adopted by its Board in 2017 for the investment of similar funds. Under the terms of the CCJPA Interagency Transfer Agreement with Caltrans, CCJPA is permitted to retain funds that are a result of operating cost savings (CCRP) and revenue above budget (RAB). These cost savings and additional revenue may be used for reinvestment in CCJPA service and to serve as an operation reserve fund. CCJPA has been fortunate pre-pandemic years to reduce operating costs and generate revenue above anticipated amounts. As well, CCJPA receives State Rail Assistance (SRA) funding payments upfront to pay for SRA-approved project expenditures.

Per recommendations received from CCJPA's Managing Agency, CCJPA is proposing changes to its Investment Policy that would allow expanded investment opportunities of CCJPA funds and would update the Controller-Treasurer with the Chief Financial Officer as the authority to guide the CCJPA Investment Policy in a manner as outlined in the policy. The transition from the Controller-Treasurer to the Chief Financial Officer position within the revised Investment Policy is consistent with the position outlined in the most recently executed Administrative Services Agreement (ASA) with CCJPA's Managing Agency, BART, effective February 2025. A copy of the proposed revised policy is included with this agenda item.

Local Agency Investment Fund (LAIF)
CCJPA's Investment Policy allows the investment of CCJPA funds in the Local Agency Investment Fund (LAIF), a voluntary program created by statute, began in 1977 as an investment alternative for California's local governments and special district sand it continues today under the current State Treasurer Office. The enabling legislation for the LAIF is Section 16429.1 et seq. of the California Government Code.

A Board-approved resolution is required by the LAIF to invest monies in the LAIF and designate a specific position(s) to deposit funds to the LAIF. The proposed resolution designates the Chief Financial Officer of CCJPA and Director of Treasury of the Managing Agency, BART.

This program offers local agencies the opportunity to participate in a major portfolio, which invests hundreds of millions of dollars, using the investment expertise of the State Treasurer's Office professional investment staff at no additional cost to the taxpayer. All investments and LAIF claims are audited on a daily basis by the State Controller's Office, as well as regular audits by the State. The LAIF has grown from 293 participants and $468 million in 1977 to 2,337 participants and $21.0 billion at the end of December 2024.

RECOMMENDATION
It is recommended that the CCJPA Board adopt the proposed revised CCJPA Investment Policy. It is also recommended that the CCJPA Board authorize the resolution to Invest Monies in the Local Agency Investment Fund.

Motion: The CCJPA Board adopts the attached resolutions.

CAPITOL CORRIDOR JOINT POWERS AUTHORITY
PROPOSED REVISED STATEMENT OF INVESTMENT POLICY

Proposed to CCJPA Board of Directors on June 18, 2025

SECTION I: INVESTMENT OBJECTIVES, SCOPE & SUITABILITY

The Chief Financial Officer of the Capitol Corridor Joint Powers Authority (CCJPA) shall invest CCJPA funds in a manner that the Chief Financial Officer deems prudent, suitable, and advantageous under existing circumstances and in accordance with the following objectives, in order of priority:

1. Preservation of Capital – The investment portfolio should be structured to minimize the probability of a loss of principal value through adequate diversification of investments across a variety of security offerings, maturities, and financial institutions.

2. Liquidity- funds shall be invested only until date of anticipated need or for a lesser period. The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. Furthermore, since all possible cash demands cannot be anticipated, the portfolio should consist largely of securities with active secondary or resale markets

3. Yield- generation of the best available return on investment without compromise of the first two objectives.

The priorities evidenced above are consistent with California Government Code Sections 53600.3 and 53600.5.

The CCJPA investment policy shall also discourage the investment of funds in any institution or business which conducts operations or invests funds in any country whose laws discriminate against individuals based upon race, color, or creed.

To the extent that the CCJPA funds are invested pursuant to a Trust Agreement or other Security Agreement, the provisions of such document will control the investment of the funds held hereunder.

SECTION II: GOVERNING AUTHORITY

The Chief Financial Officer may invest in Securities authorized by the California Public Utilities Code Sections 29100 through 29103; California Government Code Sections 53601, 53601.1 and 53635 and BART Board Resolution 2697 with the following exceptions: the

Chief Financial Officer will not invest in financial or commodity futures, options contracts, medium-term corporate notes, or mutual funds unless specifically authorized by the CCJPA Board. Should the provisions of respective Codes become more restrictive than those contained herein, such provisions will be considered as immediately incorporated into this investment policy.

SECTION III: AUTHORIZED INVESTMENTS

The Chief Financial Officer may invest in United States treasury notes, bonds, or bills for which the full faith and credit of the United States are pledged for the payment of principal and interest; Bonds, notes, bills, warrants or obligations issued by an agency of the United States; and Municipal Obligations issued by State or Local agencies, as authorized by California Government Code Section 53601. The term remaining to maturity of the investments may not exceed five years.

The Chief Financial Officer may invest in repurchase agreements and will accept as collateral only securities of the U.S. government and U.S. governmental agencies which have a market value, including accrued interest, equal to the amount of the repurchase agreement, as authorized by California Government Code Section 53601(j). The maturity date of the collateral may, however, be later than that required by Objective 2 above.

The Chief Financial Officer may invest in reverse repurchase agreements with a maturity of 90 days or less, as authorized by California Government Code Section 53601(j).

The Chief Financial Officer may invest in "swaps" defined as, the simultaneous buying and selling of a security of approximately the same maturity to increase yield, cash flow or to improve quality.

In addition to the securities authorized above, the Chief Financial Officer may invest in public time deposits in financial institutions having at least one branch within the Authority boundaries.

The Chief Financial Officer will accept as collateral securities authorized by the California Government Code Section 53651 (a) through (p) excluding subsection (m) promissory notes secured by first mortgages and first trust deeds. The Chief Financial Officer will require 110% collateralization, less the portion authorized by California Government Code Section 53653 on public time deposits, except for San Francisco Federal Home Loan Bank Letters of Credit, in which case the required collateralization will be 105%.

The Chief Financial Officer has the authority to waive the required collateralization and substitute Federal Deposit Insurance Corporation (FDIC) for the first $250,000 of the investment.

The Chief Financial Officer will continue to seek minority depository institutions, as defined by the Federal Government, for the placement of a portion of the Authority's funds.

The Chief Financial Officer may invest in money market mutual funds up to 20% of CCJPA funds eligible to be invested under California Government Code Section 53601. The money market mutual funds must carry a credit rating equal to or higher than U.S. Treasury securities and their portfolio must consist entirely of direct obligations of the U. S. Government, its agencies, or instrumentalities eligible, and repurchase agreements backed by such obligations.

The Chief Financial Officer may invest in the State of California Local Agency Investment Fund as authorized by California Government Code Sections 16429.1, 2, 3 & 4. to be invested under California Government Code 53601.

The Chief Financial Officer may invest in United States dollar denominated senior unsecured unsubordinated obligations issued or unconditionally guaranteed by the International Bank for Reconstruction and Development, International Finance Corporation, or Inter-American Development Bank as authorized by California Government Code Section 53601 (q). These obligations may have a maximum remaining maturity of five years or less, and eligible for purchase and sale within the United States. Investments under this subdivision shall be rated in a rating category of "AA" or its equivalent or better by an NRSRO. The Chief Financial Officer may use up to 30% of CCJPA funds eligible to be invested under California Government Code Section 53601.

SECTION IV: REPORTING & ANNUAL REVIEW

The Chief Financial Officer shall report on the investments covered under this policy at least bi-annually to the CCJPA Board.

The foregoing defines the CCJPA's investment policies for fiscal year 2026 and thereafter unless and until the policies are modified by the Chief Financial Officer and approved by the CCJPA Board. The Chief Financial Officer shall review this policy annually and submit modifications to the CCJPA Board when needed.

ADOPTED _____
CCJPA BOARD OF DIRECTORS

BEFORE THE
CAPITOL CORRIDOR JOINT POWERS AUTHORITY
BOARD OF DIRECTORS

In the Matter of Resolution No. 25-16
Authorizing Investment of Monies in the Local Agency Investment Fund /

WHEREAS, The Local Agency Investment Fund is established in the State Treasury under Government Code section 16429.1 et. seq. for the deposit of money of a local agency for purposes of investment by the State Treasurer; and

WHEREAS, the Capitol Corridor Joint Powers Authority (CCJPA) Board of Directors hereby finds that the deposit and withdrawal of money in the Local Agency Investment Fund in accordance with Government Code section 16429.1 et. seq. for the purpose of investment as provided therein is in the best interests of the CCJPA;

NOW THEREFORE, BE IT RESOLVED, that the CCJPA Board of Directors hereby authorizes the deposit and withdrawal of Authority monies in the Local Agency Investment Fund in the State Treasury in accordance with Government Code section 16429.1 et. seq. for the purpose of investment as provided therein.

BE IT FURTHER RESOLVED, as follows:

Section 1. The following CCJPA officers holding the title(s) specified hereinbelow **or their successors in office or their delegate** are each hereby authorized to order the deposit or withdrawal of monies in the Local Agency Investment Fund and may execute and deliver any and all documents necessary or advisable in order to effectuate the purposes of this resolution and the transactions contemplated hereby:

Joseph F. Beach, and any subsequent, or their delegate – Chief Financial Officer, CCJPA
Robert Padgette, and any subsequent, or their delegate - Managing Director, CCJPA

Section 2. This resolution shall remain in full force and effect until rescinded by the CCJPA Board of Directors by resolution and a copy of the resolution rescinding this resolution is filed with the State Treasurer's Office.

PASSED AND ADOPTED, by the CCJPA Board of Directors on June 18, 2025.

# # #

ACTION: **DATE:**	**ATTEST:**
Ayes:	_____
Noes:	**Robert Franklin** **Interim Secretary**
Abstain:	

Item V.1

CAPITOL CORRIDOR JOINT POWERS AUTHORITY

MEMORANDUM

TO: Capitol Corridor Joint Powers Authority Board **DATE:** June 13, 2025

FROM: Robert Padgette
Managing Director, CCJPA

SUBJECT: Approve Rail Safety Support Program for Cities Along the Capitol Corridor Phase 2

PURPOSE
To present the CCJPA Board with a CCJPA-supported funding incentive program for road authorities along the corridor to organize themselves for grade safety and rail right-of-way safety projects.

BACKGROUND
In response to an increase in trespassing incidents and the resulting devastating impacts on families, employees, and customers, the CCJPA Board, pursuant to Resolution 22-36 in November 2022, authorized the development of a rail safety support program for cities along the Capitol Corridor route using up to $750,000 in CCJPA Operating Funds. The program was designed to leverage existing CCJPA on-call consultants by funding up to $50,000 worth of CCJPA paid for consultant support to each road authority along the corridor to develop rail safety improvement projects at public grade crossings in their community.

Through this program, CCJPA staff worked with fourteen local communities on grade crossing safety improvement projects, assisting with tasks such as high-level safety assessments and project prioritization, coordination with Union Pacific Railroad, cost estimating and conceptual designs, request-for-proposal development and guidance, and reviewing existing project materials. This program was intended to address the reality that municipal staff often lack the expertise, procurement capacity, or funding to address endemic rail safety issues. This program met that goal, and in the process, CCJPA staff identified additional ways CCJPA could better assist our local partners to continue to advance these important safety projects. Accordingly, CCJPA staff is recommending a similar rail safety incentive program with some key changes to address the lessons learned from the initial run of the program.

The key lessons learned informing the design of the second phase of this program are:

- The $50,000 in consultant assistance was helpful in sparking interest in rail safety projects among local partners. It was not enough to motivate many jurisdictions to continue to advance projects beyond the initial project conception. **The new program should incentivize and prioritize projects with a clear intent to implementation.**
- All grade crossings have a base level of risk; however, some crossings are assumed to have a higher risk of an incident based on historical incident data and high volumes of vehicle, pedestrian, and bicyclist traffic. **The new program should prioritize improvements at crossings with the highest risk of incidents.**
- At-grade crossings are not the only places where local communities are seeing safety issues. Many communities have locations where trespassing at other points along the route is a significant issue they would like to work on. **The new program should consider assisting projects at known trespassing locations, which also present safety risks.**

The new program aims to improve safety across the Capitol Corridor route while prioritizing those projects that can be implemented. While this program intends to remove some of the burden and hurdles associated with starting rail safety projects, stronger buy-in from the local communities is essential to getting projects completed.

Proposal for Phase 2

Whereas the first phase of the program casts a wide net, connecting with and offering a little consultant support to all our local community partners, it is the recommendation of CCJPA staff to prioritize and allocate more support to those jurisdictions with a stated goal of advancing a project to implementation. The program will still be open to all our local community partners, CCJPA staff will still conduct outreach to all our local community partners, and all our local community partners are encouraged to participate. However, assistance will be provided at the discretion of CCJPA staff according to pre-defined criteria:

- The project will address an existing safety issue at an existing at-grade crossing or trespassing location. The primary goal of the project must be to improve safety; any additional benefits from the project are great but should not be driving the project.
- The community has the goal of implementing the project. There is no penalty if a project does not reach implementation; however, there should be a good faith effort towards implementation. Notably, the local partner ought to be willing to allocate resources, such as staff time, to advance the project toward implementation.
- The repertoire of projects the program supports should be spread across as many local communities along the corridor as possible and as many are interested.

CCJPA staff propose a new method of distributing consultant assistance to interested local partners. Rather than a blanket $50,000 cap in consultant assistance for each local community along our route, CCJPA staff recommends a quarterly cap of up to $50,000 in consultant assistance per jurisdiction that expresses interest in the program and meets the program criteria described above. In the short-term, this ensures funding for the program does not rapidly deplete to assist only one project but rather is available to be spread across many projects in many communities over time. In the long-term, this allows for CCJPA to focus on continuing to help engaged local partners to advance projects further than just the initial, one-time $50,000 could.

Each quarter, CCJPA staff will review the repertoire of projects currently in the program and any new projects new jurisdictions express interest in pursuing. Staff will determine if they meet the criteria and plan to aid all interested jurisdictions who meet the criteria for that quarter. In the event that interest in the program is greater than the program can fund, priority will be given to new jurisdictions not yet participating in the program, projects addressing higher-risk locations, determined by historical incident data, and projects with the greatest potential for implementation.

We seek approval from the CCJPA Board to use up to $750,000 in State Rail Assistance (SRA) funding under the Grade Crossing Improvement project to develop, support, and implement this program with the recommended modifications in the hopes that it will lead toward a reduction in safety incidents and the tragic loss of life that often occurs. Consistent with Phase 1 of the Rail Safety Support Program for Cities Along the Capitol Corridor, Phase 2 is designed to leverage CCJPA's existing on-call consultant agreements to provide rail safety support to local jurisdictions.

RECOMMENDATION

It is recommended that the CCJPA Board approves Phase 2 of the Rail Safety Support Program for Cities Along the Capitol Corridor, using up to $750,000 in State Rail Assistance Funding to support the existing on-call consultant agreement work directive for this program.

Motion: The CCJPA Board adopts the attached resolution.

BEFORE THE
CAPITOL CORRIDOR JOINT POWERS AUTHORITY
BOARD OF DIRECTORS

In the Matter of Resolution No. 25-17
Authorizing the Rail Safety Support Program
For Cities Along the Capitol Corridor Phase 2/

WHEREAS, trespasser fatalities and vehicle incidents along the Capitol Corridor rail route are tragic events for all involved; and

WHEREAS, the CCJPA intends to refine Phase 1 of the Rail Safety Support Program For Cities Along the Capitol Corridor authorized by the CCJPA Board under Resolution 22-36 to conduct outreach to cities along the route, which would utilize CCJPA on-call consultants with expertise in rail safety to develop and lead city by city rail safety improvement assistance that can be focused on grade crossings or other safety critical infrastructure situations; and

WHEREAS, Phase 2 of the Program would focus on sustaining working partnerships with road authorities who are either pursuing an ongoing and active interest in implementation or demonstrating a high-degree of engagement towards implementation; and

WHEREAS, this assistance would be up to $50,000 in CCJPA-paid consultant support per city per quarter designed to identify and develop a series of improvements that should assist with improved rail safety; and

WHEREAS, would then support a compiled list of city-by-city improvements in terms of applying for federal and state rail safety grant programs or would support each city going after such programs; and

WHEREAS, CCJPA has identified $750,000 in State Rail Assistance (SRA) funding under the SRA Cycle-2 approved Grade Crossing Improvement Project to be used in FY 26 and FY 27 for supporting this rail safety program; and

RESOLVED, that the CCJPA Board hereby authorize the CCJPA Executive Director or their designee to expend up to $750,000 in State Rail Assistance Funding to support a rail safety program of this nature and to execute all agreements necessary for the implementation of the program.

# # #

ACTION: **DATE:**	**ATTEST:**
Ayes:	
Noes:	**Robert Franklin** **Interim Secretary**
Abstain:	

Item V.2

CAPITOL CORRIDOR JOINT POWERS AUTHORITY

MEMORANDUM

TO: Capitol Corridor Joint Powers Authority Board **DATE:** June 13, 2025

FROM: Robert Padgette
Managing Director, CCJPA

SUBJECT: Approve Agreements for Customer Relationship Management (CRM) and Marketing/Communications and Customer Experience for Tap2Ride

PURPOSE
For the CCJPA Board to authorize the CCJPA to enter into competitively procured agreements for:

1. Development and implementation of a Customer Relationship Management (CRM) system tailored for Tap2Ride participants; and
2. Marketing and communications services to support continued engagement and expansion of the Tap2Ride program.

BACKGROUND
As the Tap2Ride program continues to evolve, CCJPA has identified a need to improve its customer service and communication tools to support both internal teams and riders. To this end, CCJPA staff proposes the development of a new CRM system interface, integrated with the existing CCJPA infrastructure, to manage participant accounts, provide self-service functionality, and support customer care operations. This system will streamline customer support by presenting Tap2Ride activity in a unified, intuitive portal, enabling CCJPA staff and customers alike to more easily access relevant information.

The CRM solution will be competitively procured, with anticipated costs of $350,000 in FY 2026 and $150,000 in FY 2027. The platform will house critical customer tools, support secure access for customer care staff and management, and enable new functionality, including participant self-service and streamlined communication.

In parallel, the CCJPA anticipates the need to continue marketing and communication efforts that support Tap2Ride growth. A separate procurement will be conducted to secure a qualified vendor to provide creative content development, including instructional and promotional videos, copywriting, and updated digital and print graphics. These marketing and communications services will span FY 2026 and FY 2027, with an estimated cost of $150,000, and will support recruitment and education efforts around the Tap2Ride expansion.

Each procurement exceeds the $100,000 threshold and requires CCJPA Board approval per procurement policy and if approved, would be funded by CCJPA Operating Funding provided by the California State Transportation Agency (CalSTA) through the Annual Business Plan process.

RECOMMENDATION

It is recommended that the CCJPA Board authorizes the CCJPA to enter into a competitively procured agreement for CRM system development in the amount of $350,000 for FY 2026 and $150,000 for FY 2027 funded by CCJPA Operating Funding. It is also recommended that the CCJPA Board authorizes the CCJPA to enter into a separate competitively procured agreement for Tap2Ride marketing and communications services, with a total not-to-exceed amount of $150,000 across FY 2026 and FY 2027 and funded by CCJPA Operating Funding.

It is further recommended that the CCJPA Board authorizes the Executive Director or their designee to execute the agreements and take all necessary and appropriate actions related to the implementation of this initiative.

Motion: The CCJPA Board adopts the attached resolution.

BEFORE THE
CAPITOL CORRIDOR JOINT POWERS AUTHORITY
BOARD OF DIRECTORS

In the Matter of Authorizing Agreements for CRM Development and Marketing/Communications Services to Support Tap2Ride/ Resolution No. 25-18

WHEREAS, the CCJPA seeks to enhance customer experience and internal operational efficiency through the development of a CRM system tailored for Tap2Ride participants; and

WHEREAS, the CRM system will be competitively procured and designed to support staff-facing tools, customer-facing self-service capabilities, and program scalability; and

WHEREAS, the CRM system is expected to cost $350,000 in FY 2026 and $150,000 in FY 2027; and

WHEREAS, the CCJPA also requires continued support for Tap2Ride marketing and communication efforts to assist with participant engagement, education, and recruitment; and

WHEREAS, marketing and communications services will be competitively procured and are anticipated to cost $150,000 across FY 2026 and FY 2027; and

WHEREAS, both procurements exceed the $100,000 threshold requiring Board approval per CCJPA policy; and

WHEREAS, funding for these procurements is included in the approved Tap2Ride/Cal-ITP program budget;

RESOLVED, that the CCJPA Board authorizes the CCJPA to enter into competitively procured agreements for CRM system development and marketing and communications services in support of the Tap2Ride program, with total amounts not to exceed $500,000 for CRM development over two fiscal years and $150,000 for marketing and communications services over the same period, both of which will be funded by CCJPA Operating Funding provided to CCJPA by the California State Transportation Agency (CalSTA) via its Annual Business Plan process;

AND BE IT FURTHER RESOLVED, that the CCJPA Board hereby authorizes the CCJPA Executive Director or their designee to execute the agreement and all necessary and appropriate actions related to this initiative.

# # #

ACTION: **DATE:**	**ATTEST:**
Ayes:	_____
Noes:	**Robert Franklin** **Interim Secretary**
Abstain:	

Item V.3

CAPITOL CORRIDOR JOINT POWERS AUTHORITY

MEMORANDUM

TO: Capitol Corridor Joint Powers Authority Board **DATE:** June 13, 2025

FROM: Robert Padgette
Managing Director, CCJPA

SUBJECT: FY 2025 Advertising Program Update

PURPOSE
To provide the Board with an update on the FY 2025 Advertising program.

BACKGROUND
Honey, our advertising agency partner, launched Phase 1 of the FY 2025 Advertising Program with targeted paid search and retargeting campaigns promoting the Friends & Family Offer for the Spring/Summer season. This initial phase followed a comprehensive discovery process to assess our strategic needs and audience insights. Honey is now developing new creative assets for Phase 2, which will support a broader campaign highlighting our new short fares, enhanced train amenities, Pets On Board program, and expanded service offerings. The campaign will feature video and photography captured during a recent photo shoot and is designed to increase brand visibility and ridership engagement across key markets.

RECOMMENDATION
For information and discussion.

Item V.4a

CAPITOL CORRIDOR JOINT POWERS AUTHORITY

MEMORANDUM

TO: Capitol Corridor Joint Powers Authority Board **DATE:** June 13, 2025

FROM: Robert Padgette
Managing Director, CCJPA

SUBJECT: Link21 Stage Gate 2

PURPOSE
For the CCJPA Board to approve Stage Gate 2 of the Link21 (new transbay rail crossing) Program.

BACKGROUND
The need for and value of a new transbay passenger rail crossing between San Francisco and Oakland has been identified in various state and regional plans for years and has twice received support from Bay Area voters. The San Francisco Bay Area Rapid Transit District (BART) and the Capitol Corridor Joint Powers Authority (CCJPA) have jointly led the development of this new crossing through the Link21 Program (Link21), bringing it to this important decision point.

Link21 has reached the Stage Gate 2 milestone, focused on advancing a new underground passenger rail crossing of the San Francisco Bay. Staff recommends that the new crossing be built using **standard-gauge** track, which is the national and international rail standard used by most intercity passenger rail, commuter rail, high-speed rail, and freight services. This differs from BART's **broad-gauge** track, which operates exclusively within a closed network. The Stage Gate 2 Summary Report for the Link21 Program provides a summary of the Stage Gate 2 recommendation, rationale, and next steps as the program advances beyond Stage Gate 2. A copy of the report is included in the Supplemental Materials of this agenda packet and can also be viewed and downloaded from the Link21 program website at www.link21program.org.

The strategic selection of standard-gauge track for the new crossing allows for multiple passenger rail services to cross the Bay between Oakland and San Francisco, while also improving travel time for people traveling between the Sacramento Area and the San Francisco / Peninsula, and adding to the cumulative benefits that will be realized from multiple rail investments throughout Northern California. Through its participation in the federal Corridor Identification and Development Program, Capitol Corridor, in conjunction with the State of California, can continue to develop the Link21 project in preparation for the future environmental documentation phase, and also plan within the context of other rail projects in the Northern California Megaregion.

RECOMMENDATION
It is recommended that the CCJPA Board approves Stage Gate 2 to:

1. Advance a standard-gauge crossing between Oakland and San Francisco and associated improvements for continued project development within the Link21 Program; and
2. Accept from BART the transfer of Link21 program management and oversight responsibilities to the Capitol Corridor Joint Powers Authority (CCJPA), with leadership from the State of California and continued staff support and involvement from BART.

Motion: The CCJPA Board adopts the attached resolution.

BEFORE THE
CAPITOL CORRIDOR JOINT POWERS AUTHORITY
BOARD OF DIRECTORS

In the Matter of Resolution No. 25-19
Advancing the Link21 Program through Stage Gate 2
for the Capitol Corridor Joint Powers Authority/

WHEREAS, CCJPA and BART staff have been working jointly to develop the Link21 Program and are utilizing a formal Stage Gate process to select a vehicle technology for the new transbay rail crossing between Oakland and San Francisco as part of Phase 1: Program Identification; and

WHEREAS, the Link21 team, comprised of CCJPA and BART staff and Consultants conducted sufficient technical analyses and stakeholder engagement to form a technology recommendation for the new crossing; and

WHEREAS, the analysis and evaluation of a broad-gauge crossing concept and standard-gauge crossing concept revealed that the standard-gauge crossing concept meets the goals and objectives of the program and has more strategic benefits than a broad-gauge crossing; and

WHEREAS, the State of California through the State Rail Plan has identified a standard-gauge transbay rail crossing between Oakland and San Francisco as a key piece of rail infrastructure that is missing in the California passenger rail network; and

WHEREAS, advancing through Stage Gate 2 will allow the Link21 team to focus resources on one technology and conduct more detailed work on standard-gauge crossing concepts, including service planning, project extents and alignments, stations, and associated improvements in preparation for the future environmental documentation phase; and

WHEREAS, selecting a standard-gauge crossing will enable Link21 to be included in the Corridor Identification and Development Program, which is an intercity passenger rail program funded by the Federal Railroad Administration (FRA) and for which the State of California is the sponsor of Capitol Corridor in the program; and

WHEREAS, the State of California will assume a leadership role in the further development of Link21 in the context of multiple rail projects identified in the State Rail Plan that are also being considered through the FRA's Corridor Identification and Development Program; and

WHEREAS, CCJPA, as the recipient of the Link21 Transit and Intercity Rail Capital Program (TIRCP) grant from the State and as an eligible recipient of FRA funds will assume day-to-day management and oversight of the Link21 program from BART, while continuing to include BART as a key stakeholder of Link21; and

RESOLVED that the CCJPA Board does hereby approve the advancement of the Link21 Program through Stage Gate 2;

AND BE IT FURTHER RESOLVED, that the CCJPA forthwith transmit a copy of this resolution to CalSTA, Caltrans, and BART.

# # #

ACTION: **DATE:**	**ATTEST:**
Ayes:	_____ **Robert Franklin** **Interim Secretary**
Noes:	
Abstain:	

CAPITOL CORRIDOR JOINT POWERS AUTHORITY

MEMORANDUM

TO: Capitol Corridor Joint Powers Authority Board **DATE:** June 13, 2025

FROM: Robert Padgette
Managing Director, CCJPA

SUBJECT: CCJPA Capital Project Portfolio

PURPOSE
CCJPA Capital Projects Portfolio - To provide the CCJPA Board of Directors with an update on CCJPA capital project portfolio and funding.

Table A – CCJPA Capital Projects, Timeline, and Funding

CCJPA CAPITAL PROJECTS June 2025					
Project Name	**Project Description**	**Projected Completion**	**CCJPA Secured Funds**	**Partner Contribution**	**Total Project Cost**
South Bay Connect (formerly Oakland to San Jose Phase 2A)	Relocate Capitol Corridor service between Oakland Coliseum and Newark from Niles Subdivision to Coast Subdivision, which will improve operational efficiency and service reliability and facilitate intermodal connections to the SF Peninsula.	Environmental: Nov-2030 Design: June-2030 Construction: Dec-2034*	$ 173,820,000	N/A	$ 464,000,000
Sacramento to Roseville Third Main Track Phase I	Construct first phase of third main track and layover facility improvements in order to increase service frequency between Sacramento and Roseville.	Environmental: Apr-2028 Design: Jun-2030 Construction: Dec-2035	$ 158,990,000	N/A	$ 438,000,000
SR84 Intermodal Bus Facility	New intermodal bus facility on SR 84 adjacent to the proposed Ardenwood Station (South Bay Connect), improves operational efficiency for transbay buses and shuttles.	Design: Jul-29 Construction: Feb-32	$ 9,280,000	N/A	$ 140,080,000
Davis Station Signal Improvements	Improve the railroad signal system and replace track crossovers at Davis station to improve reliability and lifespan of the railroad infrastructure.	Design: Oct-24 Construction: Dec-25	$ 8,266,838	$ 3,250,000	$ 15,815,577
Agnew Siding	Design and construct 2,000' siding in the vicinity of the Santa Clara Great America Station.	Design: Mar-25 Construction: Sept-26	$ 8,816,552	N/A	$ 11,647,620
Santa Clara Crossover	Improve train operations through the installation of a new crossover on the Coast Subdivision by allowing passenger train meets north of Santa Clara University Station.	Design: Mar-25 Construction: Sept-26	$ 5,350,000	N/A	$ 5,350,000
Right-Of-Way Safety Improvement Program	Includes installation of security fencing at three identified priority locations: Oakland to Fremont, Richmond to Emeryville, and Fairfield to Suisun City. (Recently awarded CRISI funding)	Project Pending Grant Acceptance Process	$ 20,000,000	N/A	$ 25,162,400
	CAPITAL PROJECT TOTAL		**$ 384,523,390**	**$ 3,250,000**	**$ 1,100,055,597**

Table B – CCJPA Reoccurring/Annual Projects

CCJPA ONGOING PROJECTS June 2025				
Project Name	**Project Description**	**Projected Completion**	**Secured Funds**	**Total Project Cost Current Fiscal Year**
Right-Of-Way (ROW) Safety/Security - Clean-Up	UPRR ROW clean-up including vegetation removal, clean-up and encampment relocation (Annual State Rail Assistance funding)	Ongoing	$ 1,014,393	$ 1,014,393
Capitalized Maintenance	Track maintenance for State of Good Repair Program to maximize on-time performance (Annual Business Plan funding)	Ongoing	$ 1,000,000	$ 1,000,000
Tap2Ride	Pilot program for contactless fare collection onboard the Capitol Corridor trains. (Annual Business Plan funding)	Ongoing	$ 1,000,000	$ 1,000,000
UPRR Special Agents	Special Agents will be responsible for responding to incidents and providing improved safety and security services. (Annual State Rail Assistance funding)	Ongoing	$ 500,000	$ 500,000
	ONGOING PROJECT TOTAL		**$ 3,514,393**	**$ 3,514,393**

Table C - CCJPA-Led Projects that Support the California Intercity Passenger Rail Services

CCJPA Led Projects Supporting the California Intercity Rail Services June 2025				
Project Name	**Project Description**	**Projected Completion**	**Secured Funds**	**Total Project Cost**
On-Board Wi-Fi for Northern California Fleet	Upgrade, provide, and manage On-Board Wi-Fi for the Northern California Fleet	Ongoing	$ 3,074,776	$ 3,730,005
California Integrated Travel Program (CalITP)	Serving as the fiscal sponsor for the State, develop a governance structure and approach for a system that allows for seamless statewide travel and fare purchase across multiple agencies and modes	June-25	$ 49,483,500	$ 49,483,500
California Passenger Information Display System (CalPIDs) Modernization	Design, test, and implement an improved passenger train arrival/alerts system all communication channels including station hardware, servers, data, and software, for Capitol Corridor, San Joaquins, ACE, and NCTD.	Construction: Sep-26	$ 6,445,748	$ 11,201,051
California Passenger Information Display System (CalPIDs) Operations	Support operations and maintenance of legacy CA-PIDS for CCJPA, SJJPA, and LOSSAN. Annual funding allocations by State.	Ongoing	$ 661,198	$ 661,198
Sacramento Valley Station (SVS) Transit Center	Pass through grant to the City of Sacramento for improvements at the SVS	Jun-26	$ 3,194,000	$ 3,194,000
Link21 (New Transbay Rail Crossing)	Planning and implementation strategies for a new Transbay Rail Crossing (Annual Business Plan and TIRCP funding)	June-27	$ 11,276,000	$ 11,276,000
CCJPA-LED INTERCITY PASSENGER RAIL SUPPORT PROJECT TOTAL			**$ 74,135,222**	**$ 79,545,754**

Table D – State Rail Assistance Projects and Funding

STATE RAIL ASSISTANCE (SRA) FUNDING APPROVED PROJECTS June 2025					
SRA PROJECT	**SRA Cycle 1**	**SRA Cycle 2**	**Competitive SRA**	**TOTAL**	**Applications Pending**
Agnew Siding	$ -	$ -	$ 1,441,969	$ 1,441,969	$ -
Alviso Adaptation Study	$ -	$ -	$ -	$ -	$ 107,734
CalPIDS Modernization	$ 2,860,195	$ 2,489,053	$ -	$ 5,349,248	$ -
Davis Crossovers and Signal Replacement*	$ -	$ 1,747,695	$ -	$ 1,747,695	$ -
Grade Separation and Safety Improvement	$ -	$ 1,650,000	$ -	$ 1,650,000	$ -
Infrastructure Reliability Improvements	$ -	$ 4,200,000	$ -	$ 4,200,000	$ -
Sacramento to Roseville Third Track	$ -	$ -	$ -	$ -	$ 1,000,000
South Bay Connect	$ -	$ -	$ -	$ -	$ 2,497,352
Station Improvements	$ -	$ 1,500,000	$ -	$ 1,500,000	$ -
Stege Crossover and Signal Upgrade*	$ -	$ 3,224,000	$ -	$ 3,224,000	$ -
Strategic Operations Enhancements	$ -	$ 666,666	$ -	$ 666,666	$ -
UPRR Right-of-Way Safety and Security	$ 4,721,500	$ 4,200,000	$ -	$ 8,921,500	$ -
UPRR Signal Replacement/Upgrade**	$ 5,518,305	$ -	$ -	$ 11,036,610	$ -
UPRR Special Agents	$ -	$ 2,500,000	$ -	$ 2,500,000	$ -
Total	**$ 13,100,000**	**$ 22,177,414**	**$ 1,441,969**	**$ 36,719,383**	**$ 3,605,086**
* Continuation of UPRR Signal Replacement/Signal Upgrade					
** Davis and Stege Projects continue this work					

Item V.5

CAPITOL CORRIDOR JOINT POWERS AUTHORITY

MEMORANDUM

TO: Capitol Corridor Joint Powers Authority Board **DATE:** June 13, 2025

FROM: Robert Padgette
Managing Director, CCJPA

SUBJECT: Legislation and Funding Update – State and Federal

PURPOSE
To provide the CCJPA Board of Directors with an update on State and Federal legislation and funding.

State Legislation and Funding

Governor Newsom Releases May Revise and "Cap-and-Invest" Plan, Major Potential Impacts

On May 14, 2025, Governor Newsom released his mid-year update to his proposed Fiscal Year 2025-26 budget, known as the "May Revise." The May Revise includes the latest revenue projections for the upcoming fiscal year, proposed changes to discretionary expenditures, and the Governor's proposed "Cap-and-Invest" plan.

The plan represents the Governor's starting position for reauthorizing "Cap-and-Trade" beyond 2030 and is notable for what it proposes to fund and for its silence on all other investment priorities. As we detailed in our Funding Update, the plan proposes to invest, beginning in Fiscal Year 2025-26, $1 billion in Greenhouse Gas Reduction Fund revenues annually in the high-speed rail project as well as $1.5 billion in GGRF revenues annually in Cal Fire for fire-related activities. The plan is silent on all other investment priorities, including the existing continuous appropriations for the Transit and Intercity Rail Capital Program and Low Carbon Transit Operations Program and existing one-time appropriations to the TIRCP and ZETCP, leaving the fate of these investments to future negotiations with the Legislature.

It is critical to understand the breadth of potential impacts to transit funding presented by the "Cap-and-Invest" plan. While a starting position for the negotiations that lie ahead, the plan would:

- Reduce the state's planned $1 billion investment in the formula-based Transit and Intercity Rail Capital Program for Fiscal Year 2025-26 to $812 million.
- Eliminate the state's planned $690 million investment in the formula-based Zero-Emission Transit Capital Program for Fiscal Years 2026-27 and 2027-28.

- Eliminate the state's planned $200 million investment in TIRCP Cycle 6, impacting existing grant awards.
- Put at risk continuous appropriations to the TIRCP and LCTOP, impacting existing grant awards under TIRCP Cycle 5 and 7, and all future grant cycles.

To maintain this funding, Governor Newsom and the Legislature would need to reach an agreement to include it in the final "Cap-and-Invest" plan.

Capitol Corridor staff is working to understand and analyze the potential impacts to intercity passenger rail projects under the proposed TIRCP funding cuts and will provide an update to the Capitol Corridor Joint Powers Authority Board of Directors as more information becomes available.

Source: Executive Director's Report for May 19, 2025, California Transit Association

CCJPA Support for Governor's Cap and Invest Plan

As discussed above, the Governor's May Revise extends the Cap-and-Invest program to 2030; however, it threatens existing Transit and Intercity Rail Capital Program (TIRCP) awards under TIRCP Cycles 5, 6, and 7 and future grant cycles. Over the last decade, since the program's inception in 2014, Capitol Corridor sought TIRCP funding to facilitate station projects with local jurisdictions and to advance CCJPA's safety improvement, service optimization, service reliability enhancement, and capital expansion initiatives while utilizing our long-average journey length to reduce Vehicle Miles Travelled (VMT) and achieve the State's Greenhouse gas (GHG) objectives. Functionally, TIRCP is the most critical match source to leverage the substantial federal infrastructure bill to support California passenger rail projects, as well as be the primary match for other State and regional funds.

Prior to the introduction of TIRCP funding, the opportunities for CCJPA to develop and implement capital projects as well as be an effective partner to our local station communities was minimal. Since TIRCP's inception, CCJPA has been awarded more than $200 million of TIRCP investment which has far-reaching impacts on California's transportation network. CCJPA's TIRCP-funded projects include Travel Time Savings, California Integrated Travel Project, Service Optimization, Sacramento to Roseville Third Track, South Bay Connect, Link21, Network Integration, Agnew Siding, and Santa Clara Interlocking. As well, CCJPA has partnered with the City of Sacramento, City of Hercules, and the Santa Cruz Metropolitan District to secure TIRCP funding to support local initiatives, spur local economic vibrancy, and convey benefits to our passengers and those of our local transit partners. Projected GHG reductions from the above projects total 2,130,896 MTCO2e.

Consistent with the CCJPA Board's prior actions authorizing the acceptance of TIRCP funding, CCJPA staff is requesting the CCJPA Board to submit a letter of support to the Governor and legislature to encourage them to adopt a final Cap and Invest Plan that:

- Honors all existing funding commitments from the GGRF to California public intercity rail and transit agencies through 2030; and
- Maintains and increases the level of GGRF funding for intercity rail and transit capital and operations beyond 2030.

Motion: The CCJPA Board Chair is authorized to submit letters of support on behalf of CCJPA to Governor Newsom, legislative leaders, and CCJPA's legislative delegation to reauthorize the Cap-and-Trade program, maintain all existing TIRCP Funding commitments to intercity rail and transit through 2030, and maintain and increase GGRF funding commitments to intercity rail and transit post-2030.

Federal Legislation and Funding

President Trump's FY 2025-26 Federal Budget Released

On Friday, May 30, 2025, the Trump Administration released its FY 2026 budget request to Congress. The budget proposes a total of $21.2 billion for public transit and $16.5 billion for passenger rail when combined with advance appropriations provided by the Infrastructure Investment and Jobs Act (IIJA).

Federal Railroad Administration

1. FRA would receive a 10.8% increase over FY25, with a proposed budget of $3.2 billion.
2. Proposes $500 million for the Consolidated Rail Infrastructure and Safety Improvements (CRISI) program (a $400 million increase above the FY2025 enacted level), bringing total CRISI funding to $1.5 billion.
3. Proposes zeroing out Federal-State Partnership for Intercity Passenger Rail grants from the General Fund; IIJA advance appropriations are maintained at $7.2 billion.
4. Proposes funding Amtrak at $2.4 billion (at FY 2025 level) and shifting $291 million from Northeast Corridor grants to National Network grants; IIJA advance appropriations are maintained at $4.4 billion. These funds will allow Amtrak to maintain operations on its three core service lines—NEC, State-Supported, and Long-Distance routes—that carried nearly 33 million passengers in FY 2024, while FRA and Amtrak work to drive revenue growth and cost and operating efficiencies across the Amtrak business.
5. Proposes $268 million to support FRA's internal operations— including payroll, rent, and contributions to the Working Capital Fund—and FRA's core safety inspection, audit, and oversight programs. The request includes $21.6 million for the Automated Track Inspection Program (ATIP) to increase inspection coverage and enhance technical capabilities.
6. Proposes $44.0 million to refocus FRA's research activities on targeted safety functions.

Additionally, the president's FY 2026 budget request proposes consolidating common program support services across operating administrations into the Office of the Secretary (OST). These include procurement, human resources, information technology, civil rights, public affairs, and governmental affairs. This shift would move approximately 800 FTEs from the operating administrations into OST.

Federal Railroad Administration

Budgetary Resources (in thousands of dollars)

	FY 2024			FY 2025			FY 2026 PRESIDENT'S BUDGET		
Account	Actual	IIJA Supplemental	Total Budgetary Resources	Enacted	IIJA Supplemental	Total Budgetary Resources	Request	IIJA Supplemental	Total Budgetary Resources
NE Corr Grants to Amtrak (GF) (D)	1,141,442	1,200,000	2,341,442	1,141,442	1,200,000	2,341,442	850,000	1,200,000	2,050,000
Nat Network Grants to Amtrak (GF) (D)	1,286,321	3,200,000	4,486,321	1,286,321	3,200,000	4,486,321	1,577,000	3,200,000	4,777,000
Amtrak Subtotal [non-add]	*2,427,763*	*4,400,000*	*6,827,763*	*2,427,763*	*4,400,000*	*6,827,763*	*2,427,000*	*4,400,000*	*6,827,000*
Railroad Research & Dev (GF) (D)	54,000	-	54,000	54,000	-	54,000	44,000	-	44,000
Safety & Operations (GF) (D)	267,799	-	267,799	267,799	-	267,799	268,000	-	268,000
CRISI Grants (GF) (D)	198,958	1,000,000	1,198,958	100,000	1,000,000	1,100,000	500,000	1,000,000	1,500,000
Railroad Crossing Elimination Program (GF) (D)	-	600,000	600,000	-	600,000	600,000	-	600,000	600,000
Fed-State Partnership (GF) (D)	75,000	7,200,000	7,275,000	75,000	7,200,000	7,275,000	-	7,200,000	7,200,000
Cancellation [non-add] Inactive Rail Grant Programs (GF) (D)	*(53,326)*	-	*(53,326)*	-	-	-	-	-	-
Total	**3,023,520**	**13,200,000**	**16,223,520**	**2,924,562**	**13,200,000**	**16,124,562**	**3,239,000**	**13,200,000**	**16,439,000**
FTEs			**1,112**			**1,112**			**1,018***

* The change in FTEs from FY 2025 to FY 2026 reflects the consolidation of certain functions into the Office of the Secretary through the Working Capital Fund (WCF).

Source: FY 2026 Budget Highlights, US Department of Transportation

Surface Transportation Board (STB), Passenger Rail Advisory Committee (PRAC) Meeting
The Passenger Rail Advisory Committee (PRAC) Meeting held a meeting on May 6, 2025, at the STB headquarters in Washington, DC. The agenda included reports from the four subcommittees (Joint Operations, Current State, Expansion of Service, and Liability) and a discussion of subcommittee reports and future issues for study.

The PRAC was formed in 2023 to provide advice and guidance to the Board on passenger rail issues on a continuing basis to help the Board better fulfill its statutory responsibilities in overseeing certain aspects of passenger rail service. CCJPA Managing Director Rob Padgette serves on the 22-member PRAC as a Member at Large and participated in the meeting. He is serving as the Chair of the Subcommittee on Joint Intercity and Freight Rail Operations.

Source: Monthly Report for States for Passenger Rail Coalition (SPRC) for APRIL 2025, Tai Ginsberg & Associates

Surface Transportation Board Reauthorization – Priorities for California's Intercity Passenger Rail System, Letter of Support from California's Intercity Rail Corridors Linking Everyone (CIRCLE)

In response to the House Committee on Transportation and Infrastructure's call for stakeholder feedback on the next Surface Transportation Reauthorization bill, California's Intercity Rail Corridors Linking Everyone (CIRCLE) submitted a letter requesting the Committee's support for priorities that will benefit California's intercity passenger rail riders. The priorities and proposals submitted by CIRCLE include the following:

1. Maintaining State Routes as Innovation Centers - In order to continue to provide modern ridership experiences passengers demand, states must continue to be allowed to innovate on their routes.
2. Accountability and Transparency in Passenger Rail Investment and Improvement Act (PRIIA) Section 209 state payments - Transparency and accountability in state-Amtrak cost-sharing payments is necessary, including accurate and timely cost information.
3. Support Strategies to Improve the Efficiency of Rail Operations - California supports the continued expansion of rail service across the state, and to do so, we need to ensure the cost efficiency of operations.
4. Maintaining California's National Leadership in Intercity Rail Planning and Development - Ensure that California maintains its ability to plan and deliver premier passenger railroad services.
5. Support Funding of USDOT Discretionary Rail Grants and USDOL/EDA Apprenticeship Programs - Support robust federal funding levels for discretionary rail grants and apprenticeship programs.

A copy of the letter is included with this agenda item and was signed by leadership from the California Intercity Passenger Rail Services (CA IPRs).

Source: Letter to House Committee on Transportation and Infrastructure, CIRCLE

Surface Transportation Board Reauthorization – States for Passenger Rail Coalition's Priorities

The House Committee on Transportation and Infrastructure, Subcommittee on Railroads, Pipelines, and Hazardous Materials held a stakeholder listening session on April 10, 2025 to prepare for the next surface transportation reauthorization bill. The bipartisan session was held to learn about passenger rail priorities, and States for Passenger Rail Coalition (SPRC) Chairman Jeremy Latimer spoke at the stakeholder listening session to discuss SPRC's priorities for the bill. Attached is a copy of the letter from SPRC that details SPRC's priorities for the reauthorization.

SPRC's Mission is to promote the development, implementation, and expansion of Intercity Passenger Rail as part of an integrated national transportation network. Capitol Corridor staff is active in SPRC, and Rob Padgette, CCJPA Managing Director, serves on the Executive Committee as SPRC's Treasurer.

Source: Monthly Report for States for Passenger Rail Coalition (SPRC) for APRIL 2025, Tai Ginsberg & Associates

US Department of Transportation Key Notices of Funding Opportunity (NOFO)

Month of Expected Release	Notice of Funding Opportunity (NOFO)	Operating Office
Spring 2025	Bus Programs: Bus Facilities/Low or No Emission Grants	FTA
Spring 2025	All Stations Accessibility Program	FTA
Spring 2025	Safe Streets and Roads for All	Office of the Sec.
Spring 2025	Consolidated Rail Infrastructure & Safety Improvements	FRA
Spring 2025	Federal-State Partnership for Intercity passenger Rail (NEC)	FRA
Summer 2025	Pilot Program for Transit Oriented Development	FTA
Summer 2025	Strengthening Mobility & Revolutionizing Transportation (SMART)	Office of the Sec.
Fall 2025	Corridor Identification and Development Solicitation	FRA
Fall 2025	Federal-State Partnership for Intercity Passenger Rail (National)	FRA

Source: Monthly Report for States for Passenger Rail Coalition (SPRC) for APRIL 2025, Tai Ginsberg & Associates

Amtrak's Office of Inspector General (OIG) Report – Amtrak Could Better Identify, Manage Train Strike Risks

April 16, 2025. Amtrak's Office of Inspector General (OIG) issued a report entitled, "**Amtrak Could Better Identify, Manage Train Strike Risks**." The OIG report found that Amtrak trains were involved in approximately 800 train strikes from FY 2020 through 2023, resulting in 594 deaths and 279 injuries, and approximately one in five of the company's passenger engineers may have been involved in such a strike in FY 2023. The OIG found that Amtrak could better identify and manage its risk of train strikes and more broadly adopt key practices to improve risk management. The OIG recommended that Amtrak develop a comprehensive process for proactively identifying and managing the risk of train strikes.

Source: Monthly Report for States for Passenger Rail Coalition (SPRC) for APRIL 2025, Tai Ginsberg & Associates

CIRCLE
California's Intercity Rail Corridors Linking Everyone

April 30, 2025

Hon. Sam Graves, Chairman
House Committee on Transportation and Infrastructure
2165 Rayburn House Office Building
Washington, DC 20515

Hon. Rick Larsen, Ranking Member
House Committee on Transportation and Infrastructure
2165 Rayburn House Office Building
Washington, DC 20515

Dear Chairman Graves and Ranking Member Larsen:

Thank you very much for establishing a bipartisan and collaborative process for stakeholders to submit feedback for the surface transportation reauthorization bill, we appreciate your consideration of our requests. As the Committee begins efforts to reauthorize our Nation's surface transportation programs, we write to urge your support for priorities that will benefit California's intercity passenger rail riders.

California is home to the nation's leading state intercity passenger rail network. The *Pacific Surfliner*, the *Capitol Corridor*, and the *San Joaquins* intercity services are all among the six highest state ridership lines in the nation. Combined, the three routes carried over 5.6 million passengers throughout California in Fiscal Year (FY) 2019. Pre-pandemic, one out of every five Amtrak riders boarded a train in California. Over the last four decades, California has invested over $7 billion in improving its intercity passenger rail network. We strongly believe that our state's commitment to passenger rail will position us well to compete for IIJA-related funding initiatives.

California's intercity rail system connects riders between San Diego – Los Angeles – San Luis Obispo on the *Pacific Surfliner*, San Jose – Oakland – Sacramento – Auburn on the *Capitol Corridor*, and Bakersfield – Stockton – Oakland – Sacramento on the *San Joaquins*. Additionally, the state's thruway bus network connects train riders to an additional 122 destinations throughout the region.

California's intercity services are managed by the Capitol Corridor Joint Powers Authority (CCJPA) the Los Angeles – San Diego – San Luis Obispo (LOSSAN) Rail Corridor Agency, and the San Joaquin Joint Powers Authority (SJJPA) and funded by the California State Transportation Agency (CalSTA).

California's Intercity Rail Corridors Linking Everyone (CIRCLE) was formed as an advocacy coalition back in 2021. The coalition helps to educate federal policymakers on the unique nature of Amtrak state-supported services, raise awareness of California's growing passenger rail system and proposed capital investments, and build stronger relationships with national intercity rail stakeholders.

CIRCLE respectfully submits the following priorities and proposals to the Committee for consideration:

1. Maintaining State Routes as Innovation Centers

In 2008, the Passenger Rail Investment and Improvement Act (PRIIA) shifted funding responsibility from the federal government to the states for intercity passenger routes under 750 miles. As the primary funders of core intercity rail corridor service outside of the Northeast Corridor (NEC), states have been granted flexibility to provide innovative ridership experiences for their unique corridor passengers. In

California, this includes featuring local craft beers on the *Pacific Surfliner*, independent route marketing services provided by the JPAs, and state-owned equipment on the *Capitol Corridor* and the *San Joaquins*. **In order to continue to provide modern ridership experiences passengers demand, states must continue to be allowed to innovate on their routes**.

2. Accountability and Transparency in PRIIA Sec. 209 state-Amtrak payments

PRIIA required Amtrak to develop and implement a cost methodology to fairly share costs between states and Amtrak to financially support state-supported routes. It is critical that Congress ensures that Amtrak focuses sufficient resources on its internal accounting systems consistent with the new 209 policy to provide required transparency and accountability for state partners who fund the services. Given the impacts the COVID-19 pandemic on state budgeting decisions, it is more important than ever that states are provided accurate and timely cost information. **Support transparency and accountability in state-Amtrak cost sharing payments**.

3. Support Strategies to Improve the Efficiency of Rail Operations

California supports the continued expansion of rail service across the state and to do so, we need to ensure the cost efficiency of operations. We believe there are opportunities to take actions to support this effort both within and outside of Amtrak. We ask that Amtrak support states in the ability to contract out service elements to third party operators (maintenance, on-board services, station operations, rail operations) to promote innovation across the industry. We also ask that Congress avoid specific requirements on service delivery that may unintentionally increase the cost of service, particularly for those services funded by states. Finally, we support additional transparency on Amtrak related operations to share performance outcomes on service delivery to help drive down operating costs.

4. Maintaining California's National Leadership in Intercity Rail Planning and Development

As the primary funders of state-supported routes, states have maintained the lead role in intercity passenger rail planning and development. PRIIA required states to develop a FRA-accepted state rail plan with periodic updates and encouraged close coordination between FRA and states in rail policy, planning, and development. The California 2024 rail plan presents a bold vision for a customer-focused, integrated rail system that significantly grows ridership. Already the state has invested over $3.2 billion in improving its intercity passenger rail network over recent decades. Despite California's experience delivering nation's leading intercity rail passenger rail system, the IIJA contains several provisions that reduce the states' role in intercity passenger rail planning, policy, and development. **Ensure that California maintains its ability to plan and deliver premier passenger railroad services.**

5. Support Funding of USDOT Discretionary Rail Grants and USDOL/EDA Apprenticeship Programs

While transit and highway programs have a dedicated funding source, rail programs do not and rely on the reauthorization bill and annual appropriations process for support. The USDOT discretionary grant programs provide a crucial source of funding for state-supported routes as they seek to expand capacity, grow ridership, and upgrade facilities and rolling stock. The passenger rail industry faces complex workforce challenges as the current workforce ages and struggles to attract young talent. Federal support for apprenticeship and workforce development programs plays an important role in building the next-generation of rail talent. **Support robust funding levels for discretionary rail grants and apprenticeship programs**.

Once again, thank you for your continued leadership on transportation matters for our nation. We appreciate your consideration of these important priorities.

Sincerely,

Stacey Mortensen
Executive Director
San Joaquin Joint Powers Authority

Rob Padgette
Managing Director
Capitol Corridor Joint Powers Authority

Jason Jewell
Managing Director
Los Angeles – San Diego – San Luis Obispo
Rail Corridor Agency

STATES FOR PASSENGER RAIL COALITION

Honorable Sam Graves
Chairman
House Committee on Transportation
and Infrastructure
Washington, D.C., 20515

Honorable Rick Larsen
Ranking Member
House Committee on Transportation
and Infrastructure
Washington, D.C., 20515

April 30, 2025

Dear Chairman Graves and Ranking Member Larsen,

Thank you for supporting our efforts to strengthen America's passenger rail network. As Congress develops the next comprehensive surface transportation reauthorization bill to fund federal multimodal transportation programs, including passenger rail, we are sharing the States for Passenger Rail Coalition (SPRC) priorities.

SPRC Members are the state and regional entities who partner with Amtrak and host railroads on the development, implementation, and expansion of intercity passenger rail as part of an integrated national transportation network. Our 27 state Members are involved with State-supported Amtrak routes, Amtrak's Northeast Corridor, and Amtrak's Long-distance network.

Priority: Support Amtrak National Network and Amtrak Northeast Corridor funding at no less than the Fiscal Year 2022 – 2026 levels.

SPRC Members' state rail programs rely on integrated partnerships with Amtrak to deliver our vision for intercity passenger rail service. A stable and high-performing Amtrak is essential for states to provide transportation options that serve our communities effectively. Amtrak provides a menu of services from performance data and price revenue management expertise to negotiation support. Amtrak is also essential to ensure our routes have operational staff and rolling stock equipment. Northeast Corridor services feed into neighboring State-supported routes, while Amtrak Long-distance routes and State-supported routes often overlap along key corridors to provide higher service levels and connect our communities regionally and nationwide. In addition to funding to support Amtrak operations, SPRC urges:

- ***Continued support to replace equipment***. Procurement of new rolling stock is vital to ensure safe, reliable operation of passenger rail services. Amtrak must replace the rapidly deteriorating existing fleet. SPRC Members support procurement of rolling stock equipment as a nationally owned asset. Current procurement efforts are essential to

modernize intercity passenger rail in America, but these efforts are only enough to replace the existing fleet. Given long lead times to contract, design, construct, and test equipment, future procurements to accommodate planned expansions make this an urgent matter for SPRC Members both today and in the near future.

- ***Multi-year authorization of the State-Amtrak Intercity Passenger Rail Committee (SAIPRC)***. Continued congressional support for SAIPRC at the authorized level of $6M per year is essential so that states can continue to partner with Amtrak on cost control and service enhancements and improve transparency and accountability. Since 2013, SAIPRC has become a forum for partnership between the growing number of states who sponsor Amtrak State-supported services, Amtrak, and the Federal Railroad Administration. SAIPRC staff perform the essential role of calculating state payments to Amtrak and manage initiatives which give states a stronger voice in their partnership with Amtrak.

- ***Multi-year authorization of the Northeast Corridor Commission (NECC)***. Continued congressional support for the NECC at the authorized level of $11M per year is critical so that Amtrak, state DOTs, and commuter railroads can implement the Northeast Corridor Commuter and Intercity Cost Allocation Policy that funds operating and baseline capital charges on the NEC. The NECC also oversees collaborative service and infrastructure planning efforts among the railroads and has recently increased its efforts to monitor, improve, and report on capital program delivery for the historic infrastructure investments now underway.

- ***Multi-year authorization of Next Generation Equipment Committee (NGEC)***. It is critical to reauthorize the Next Generation Equipment and Pool Committee at $1M per year for FY2026 through FY2030 to support efforts to advance additional equipment procurements with safe and modern rolling stock to meet the needs of expanding rail services across the nation.

Priority: Reauthorize USDOT discretionary programs that support passenger rail at no less than the Fiscal Year 2022 – 2026 levels and provide funding set asides directly to states to improve and develop rail programs across the nation.

SPRC Members are grateful for the robust funding provided through discretionary opportunities under the most recent surface transportation reauthorization. SPRC urges:

- ***Reauthorization of federal discretionary grant programs.*** The Consolidated Rail Infrastructure and Safety Improvements (CRISI) Program; the Railroad Crossing Elimination Grant Program; the Federal-State Partnership (FSP) for Intercity Passenger

Rail – Northeast Corridor and FSP – National Network Program; Corridor Identification Program; Restoration and Enhancement Grant Program; Interstate Compact Grant Program; State Safety Participation Regulations; and Operation Lifesaver should each continue to play their critical roles in supporting the passenger rail industry.

- ***Predictable multi-year funding streams with direct set asides for States.*** The unprecedented multi-year funding the most recent surface transportation reauthorization provided for passenger rail, through mechanisms such as advance appropriations, has allowed SPRC Members to unlock a path to construction for projects mired for years in sluggish planning and design. SPRC Members would further benefit from direct set asides for states within discretionary grant programs as well as continued mechanisms for multi-year funding certainty.

  Current competitive grant award and obligation processes are slow with lengthy federal staff reviews and interim administrative steps. States should be allowed latitude on project selection and assume reasonable project delivery risk under FRA programs, similar to Federal Highway Administration and Federal Transit Administration grant programs. The pairing of multi-year funding and direct set asides for states would prove to be a powerful combination.

  - States would plan and execute projects faster and more efficiently. They would accelerate the completion of Service Development Plans and Project Inventories to guide the allocation of funding and build internal program delivery capacity.
  - For existing passenger rail corridors with ongoing capital needs, states would rapidly deploy resources to maintain state of good repair.
  - States would be able to immediately federalize projects, which would allow environmental clearance earlier in the process, leading to faster project delivery.
  - The rail manufacturing and construction industry would have the confidence to invest and grow domestically, especially for large capital needs like equipment, which drive reliability and customer experience.
  - The overall costs of rail service improvements could ultimately stabilize.

States have demonstrated their ability to efficiently and effectively plan and implement projects. They serve as laboratories of innovation in service and project delivery, and the principles defined here can further empower states to play that role. Thank you again for your ongoing support of passenger rail and strengthening the national network. We look forward to continued collaboration throughout the surface transportation reauthorization process to improve and modernize the U.S. national rail system.

Sincerely,

Jeremy Latimer
Chairman
States for Passenger Rail Coalition
Email: jeremy.latimer@vpra.virginia.gov

Item V.6

Date: **June 13, 2025**

From: **Robert Padgette, Managing Director**

To: **CCJPA Board of Directors**

Subject: **Managing Director's Report – June 2025**

The CCJPA Board will be provided with an update on year-to-date service performance and other service and program updates.

The following is a summary of recently completed work and on work efforts currently underway:

a. **Marketing and Communications Activities** - Our new advertising agency recently completed a photo/video shoot to support the development of new creative to advertise current programs, including the Short-Distance Fares, Pets On Board, and the upcoming Schedule Change. We are in the final selection steps for a Capitol Corridor Website Redesign vendor. A comprehensive outreach program to gather customer feedback on future schedules is slated to launch later this summer, and we will conduct our Annual On Board Customer Satisfaction survey in June. We are also preparing for various events scheduled at Levi's Stadium, including the upcoming 49ers season and select summer concerts.

b. **Davis Crossover and Signal Replacement** - The design team has continued working with the UPRR to refine the track design for this project. Following a lengthy delay, the design team was recently able to complete the subsurface utility investigation. This is being used to finalize the protection or relocation of underground utilities as needed to support the project plans. The UPRR has completed the signal design and is prepared to construct the project as soon as the remaining design elements are approved. Amtrak has increased its contribution to the construction of this project. When complete, this project will provide a gateway to the future replacement of the Davis boarding platforms with a safer, ADA-compliant arrangement utilizing a center island platform with grade-separated pedestrian access. Managed by Amtrak, the boarding platform project is well underway, with design concepts presented to the City of Davis. Capitol Corridor staff will continue to coordinate the interests of the stakeholders to ensure a successful project. Amtrak has developed a draft 30% design and has entered into a Memorandum of Understanding with the City of Davis to guide the remaining design and construction of the project.

c. **Agnew Siding** - On the single-track section between Newark and San Jose, the Agnew Siding project will provide a new location to meet and pass trains near the Santa Clara Great America station. This new siding will significantly reduce delays, which sometimes happen when trains need to meet or pass in this area. The CCJPA design team is working on the design of the necessary utility relocations on behalf of the City of Santa Clara, as well as necessary safety upgrades to the adjacent Agnew Road grade crossing. At the completion of the design and after the utility relocations are complete, the UPRR will construct the siding.

d. **Right-of-Way Safety & Security** - The Union Pacific Railroad (UPRR) Right-Of-Ways project has been funded through June 30, 2026, through the State Rail Assistance Program. This project established a permanent Rights-of-Ways Program with UPRR for abatement of shelters, trees, weeds, and illegal dumping. The program also installs and repairs security fencing and constructs access deterrents to help reduce trespassing and related incidents. Additionally, the program funds two Union Pacific Special Agents who patrol the Right-of-Way to mitigate safety incidents along the Capitol Corridor route. One agent has been patrolling the Capitol Corridor route for about a year, and the second agent has been hired and is completing their onboarding. CCJPA staff will be working to coordinate specific areas that the UPRR agents should prioritize. This work is expected to improve safety and security for individuals along the Capitol Corridor route as well as improve Capitol Corridor's On-Time Performance (OTP). CCJPA staff are also working with the Federal Railroad Administration and Union Pacific Railroad to advance the Right-of-Way Safety Improvement Program that was awarded a $20 million CRISI grant to install new high-security fencing at priority locations along the route. Staff are working to execute agreements with UPRR, complete environmental clearances, and secure matching state dollars which are all necessary to get the federal grant obligated.

e. **South Bay Connect** - CCJPA's South Bay Connect CEQA Final EIR was approved by the CCJPA Board in November 2024. 10% of preliminary designs have been submitted to UPRR, and the Project team is preparing responses to UPRR comments/questions. Staff is exploring changes in the project scope that would reduce the expectations of the required cost of construction. Any such change would require support and approval from UPRR. There is also a pending lawsuit regarding the SBC Final EIR. At this time, it seems that the first federal funding for this project will arrive via the Corridor ID project, and via the Near-Term Service Development Plan (NTSDP) process. Once approved as part of the NTSDP then this project and others in the NTSDP will be eligible to move to Step 3 of Corridor ID, which will trigger the National Environmental Policy Act (NEPA) evaluation process. A parallel funded effort to SBC but functionally separate is the Ardenwood SR-84 Intermodal Bus Facility. This is in the Project Approval & Environmental Documentation (PA&ED) phase in coordination with Caltrans District 4, during which the facility design will be refined, and further public outreach conducted with key stakeholders and the general public, along with necessary environmental analyses conducted for CEQA and NEPA.

f. **CalPIDS Modernization** - New California Passenger Information Display System (CalPIDS) equipment cabinets have been installed at majority of Capitol Corridor stations, with three (3) pending permits or additional approvals at Fremont and both shared Caltrain stations (Santa Clara University and San Jose Diridon) required by local authorities before all stations on the Capitol Corridor route can be populated with the necessary electrical wiring to allow the AT&T hardware network that will control PIDS at stations. These remaining cabinet installations and electric installations are to be completed by July 2025. CalPIDS software is undergoing testing and validation. The next steps before system turn-up and final testing are power connection to new cabinets, AT&T equipment installs, and CalPIDS equipment installs. System turn-up and final testing is expected in Fall/Winter 2025.

RECOMMENDATION

For information only.

Supplemental Materials

Capitol Corridor Joint Powers Authority
Board of Directors Meeting

June 18, 2025

Item V.4a

LINK21

CONNECT NORTHERN CALIFORNIA

STAGE GATE 2 SUMMARY REPORT

DRAFT FINAL

May 2025

DRAFT - DELIBERATIVE

Prepared By:
Link21 Program Management Team

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Acronyms and Abbreviations

ACRONYM/ABBREVIATION	DEFINITION
BART	San Francisco Bay Area Rapid Transit District
CCJPA	Capitol Corridor Joint Powers Authority
Caltrans	California Department of Transportation
Corridor ID Program	Corridor Identification and Development Program
DBE	Disadvantaged Business Enterprise
SBE	Small Business Entity

Link21 Program Team Names

TEAM NAME	TEAM MEMBERS
Program Management Consultants (PMC)	Consultants providing strategic advising and program management support
Program Management Team (PMT)	BART/CCJPA + PMC
Consultants	Consultants conducting technical analysis to support program identification and project selection
Link21 Team	PMT + Consultants

Glossary of Terms

A Glossary of Terms is provided in Appendix A.

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Foreword

The history of passenger rail service in the Bay Area goes back to the 1860s. In 1863, commuter rail service was introduced to the Peninsula, where Caltrain operates today, and the Transcontinental Railroad, part of the national rail network which uses standard-gauge track, was completed to Oakland from the south in 1869. Long-distance or intercity passenger train services were introduced over the decades that followed, and eventually more local transit and commuter services were introduced, including the Key System streetcars that used to operate on the lower deck of the San Francisco-Oakland Bay Bridge from 1939 to 1958.

The San Francisco Bay Area Rapid Transit District (BART)was approved by voters in 1962, opened in 1972, and has steadily expanded ever since. BART is the product of bold and visionary planning to support the San Francisco Bay Area's (Bay Area) residents and businesses with fast, reliable, and sustainable rail transit service. A closed system due to its unique track gauge, the BART network includes the only rail crossing in the Transbay Corridor between Oakland and San Francisco, the most congested transportation corridor in Northern California,

The need for and value of another transbay passenger rail crossing has been identified in various state and regional plans over the years and has twice received support from San Francisco Bay Area voters. This is fueled in part by the reality that the nine-county Bay Area is evolving and increasingly becoming part of a larger Northern California Megaregion. Serving this Megaregion will require new infrastructure and new and improved transportation services to tie together its people, jobs, and communities. BART and the Capitol Corridor Joint Powers Authority (CCJPA) have jointly led the development of this new crossing through the Link21 Program (Link21), bringing it to this important decision point or stage gate.

To maintain and enhance quality of life within the Megaregion and to bolster our economic competitiveness with other areas across the country and around the

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world, we need to continue looking to the future while addressing today's challenges. Other world-class cities and regions, like Paris, New York, Tokyo, Toronto, Hong Kong, and London, continue to develop and implement major rail programs to better serve their people and economies.

Recent major federal and state investments in key Regional Rail projects reinforce the merits of the recommended path forward and the importance of continuing to develop long-range improvements. Rail projects such as the Caltrain Modernization Program, The Portal (formerly referred to as the Downtown Rail Extension), and the Sacramento Valley Station projects have been decades in the making. Because of the region's steadfast focus on the long-term importance of these projects and the commitment to invest in their development, these landmark programs are currently being realized. Like the BART system and other major programs, they will help shape the region for decades to come, and Link21 will tie to and build on them, expanding their benefits.

By including $102 billion in rail funding as part of the Bipartisan Infrastructure Law, the federal government has signified the importance of investing in rail infrastructure and improving or launching new passenger rail service across the country. The Bipartisan Infrastructure Law created the Corridor Identification and Development (Corridor ID) Program to establish a new planning framework for future intercity passenger rail investments. California has six corridors in the program with Link21 anchoring the Capitol Corridor in Northern California.

To advance through Stage Gate 2, the BART and CCJPA Boards will consider staff’s recommendation. The recommendation to advance a standard-gauge Regional Rail crossing, as summarized in this report, is a key strategic decision that is critical to advancing this long-term improvement for the Northern California Megaregion.

It advances the new crossing’s development under the State’s leadership as part of the federal Corridor

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Identification and Development (Corridor ID) Program. This ensures a new standard-gauge crossing and associated improvements will be developed as an integral part of the *California State Rail Plan* for long-term mobility across the state.

This and future strategic decisions are locked in by stage gates to ensure steady forward progress. This report details the rationale for the recommendation and the opportunity made possible by this transformational project.

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1. Executive Summary

1.1. Introduction

The Link21 Program (Link21 or the program) is a generational initiative that is called for in two separate regional measures (Regional Measure 3 and BART[1] Measure RR), and the San Francisco Bay Area (Bay Area)[2] long-term transportation plan (*Plan Bay Area 2050*). The aim of Link21 is to create a faster, more connected, and more accessible rail network that focuses on passengers and improves the environment and quality of life for generations to come.

At the core of Link21 is a new transbay passenger rail crossing between Oakland and San Francisco that would revolutionize travel options throughout the Northern California Megaregion (Megaregion).[3] The program is jointly sponsored by BART and the Capitol Corridor Joint Powers Authority (CCJPA) in fulfillment of BART Measure RR (2016) and Regional Measure 3 (2018), with support from the California State Transportation Agency and other partners.

Link21 is planning within a broad megaregional vision of partners and stakeholders' rail proposals, including consistency with the California State Rail Plan and Plan Bay Area 2050 (refer to the following quotes of support), to deliver a new transbay passenger rail crossing that is integrated with the wider rail transportation system.

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[1] San Francisco Bay Area Rapid Transit District

[2] The 9-county Bay Area that surrounds the San Francisco Bay comprises Alameda, Contra Costa, Marin, Napa, San Mateo, Santa Clara, Solano, Sonoma, and San Francisco counties.

[3] The 21-county Megaregion comprises Alameda, Contra Costa, El Dorado, Marin, Merced, Monterey, Napa, Placer, Sacramento, San Benito, San Francisco, San Joaquin, San Mateo, Santa Clara, Santa Cruz, Solano, Sonoma, Stanislaus, Sutter, Yolo, and Yuba counties.

Support for Link21

"The anchor of a plan for rail in the Bay Area, looking out over the next three decades, is Link21, a new program to transform Northern California's passenger rail network with a new transbay crossing between Oakland and San Francisco at its core."

Metropolitan Transportation Commission (MTC) *Plan Bay Area 2050* (2021)

"One critical priority for the State in Northern California is a second transbay crossing that supports an electrified, standard-gauge rail crossing, available for all rail service types."

California Department of Transportation (Caltrans) *California State Rail Plan* (2024)

1.2. Purpose of this Report

This *Stage Gate 2 Report* supports a recommendation for Link21's ongoing development by providing evidence through an overview of work conducted to date. The recommendation is to:

> **Advance a standard-gauge rail crossing between Oakland and San Francisco and associated improvements for continued project development within the Link21 Program; and,**
>
> **Transfer Link21 to be led by the State of California with program management responsibilities assigned to the Capitol Corridor Joint Powers Authority (CCJPA), and continued staff support and involvement from BART.**

The Link21 Team identified a Preliminary Project based on a rail technology for the new crossing. This was a choice between either standard-gauge (the rail technology used by Caltrain, Capitol Corridor, and most rail systems globally, otherwise referred to as Regional Rail) or broad-gauge rail (the technology used across most of BART's current network). The two technologies are not interoperable, and a recommendation to advance one technology will focus the program on developing a Proposed Project for environmental review. Note that this recommendation does not preclude a future BART crossing. It merely focuses near-term resources on advancing a standard-gauge preliminary project.

1.3. Stage Gate Process

Stage gates are key points in the development and delivery of Link21 that provide fundamental strategic definition to Link21's progress. They memorialize the actions

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made at board levels of authority based upon BART and CCJPA staff recommendations.

Stage gates progress through a hierarchy of reviews before reaching approval, including senior leaders from the Program Management Consultants and Consultant teams, BART and CCJPA agency staff, and BART and CCJPA executive staff reviews to progressively refine presented material, identify and reduce risks, and secure broad endorsement to advance with program development.

In spring 2022 at Stage Gate 1, the Boards approved Link21's vision statement, goals, and objectives. This provided a clear strategic framework that guided planning work and informed the recommendation outlined in this report.

1.4. Stage Gate 2 Recommendation

The recommendation at Stage Gate 2 is to advance a standard-gauge crossing between Oakland and San Francisco as a Preliminary Project to be developed further by CCJPA under State leadership.

Transformational benefits for the Megaregion

For the first time, direct rail service would be possible between Sacramento, the Central Valley, the East Bay, and the San Francisco Peninsula (Peninsula), thereby better connecting the Northern California Megaregion.

A standard-gauge crossing is a strategic solution based on its ability to deliver the Link21 vision, goals, and objectives, and to align the desires for transformational connectivity outlined in stakeholder and public feedback.

Providing multiple train service opportunities with one new crossing

A standard-gauge crossing would connect to the existing standard-gauge rail network on the Peninsula and the East Bay to allow train services to run beyond the crossing and access destinations beyond the Bay Area in Northern California (**Figure 1-1**).

Trains in a new crossing would provide frequent Urban | Metro[4] services for the Bay Area (complementing the existing BART system) alongside Intercity | Express[5] services in Northern California. An overview of these two services is provided in **Table 1-1**.

[4] A type of service that operates within metro regions at higher frequencies and medium average speeds. BART currently provides this service. Caltrain currently provides this type of service with its modern, electrified trains starting in 2024.

[5] A type of service for medium to long trips that connects regions and urban and rural communities at lower frequencies and higher average speeds compared with Urban | Metro rail services. Operators like Capitol Corridor, San Joaquins, Altamont Corridor Express, and others provide this service on shared standard-gauge Regional Rail tracks that are sometimes owned by private freight rail operators.

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Table 1-1. Service Opportunities Achievable with Standard-gauge Rail

URBAN | METRO SERVICE	INTERCITY | EXPRESS SERVICE
• More frequent trains (every 2 to 20 minutes or a frequency of at least 3 trains per hour) • Serves local and major stations • Medium average speeds	• Less frequent trains (every 30 minutes to 1 hour plus or a frequency of up to 2 trains per hour) • Serves major stations only • Higher average speeds

Delivering a foundational link for future rail network investments

A new standard-gauge crossing would be an integral part of the Northern California passenger rail network as noted in the *California State Rail Plan*, facilitating the state's long-term vision for a fully integrated, zero-emission, modern passenger rail system.

Benefits from a new rail crossing would continue to grow with other planned and visionary rail investments, such as the potential western San Francisco extension, replacement of the Suisun Bay rail bridge across the Carquinez Strait, and proposed extensions of service to Reno, Truckee-Tahoe, Napa, and Chico. A standard-gauge crossing allows trains to access and adapt to opportunities from other investments in California's rail network.

Development within a broad and integrated program

In December 2023, the Federal Railroad Administration announced the selection of corridors across the United States for inclusion in the Corridor Identification and Development (Corridor ID) Program. A new standard-gauge crossing was included in that selection as part of the Capitol Corridor, making Link21 eligible for future federal funding for continued project development.

Moving forward after Stage Gate 2, Link21 will be advanced by CCJPA under State leadership as part of an integrated corridor development program. This will ensure the development of a Proposed Project that embodies the *California State Rail Plan's* vision and is integrated with other rail services in the state, including BART, Caltrain, the San Joaquins and California High-Speed Rail.

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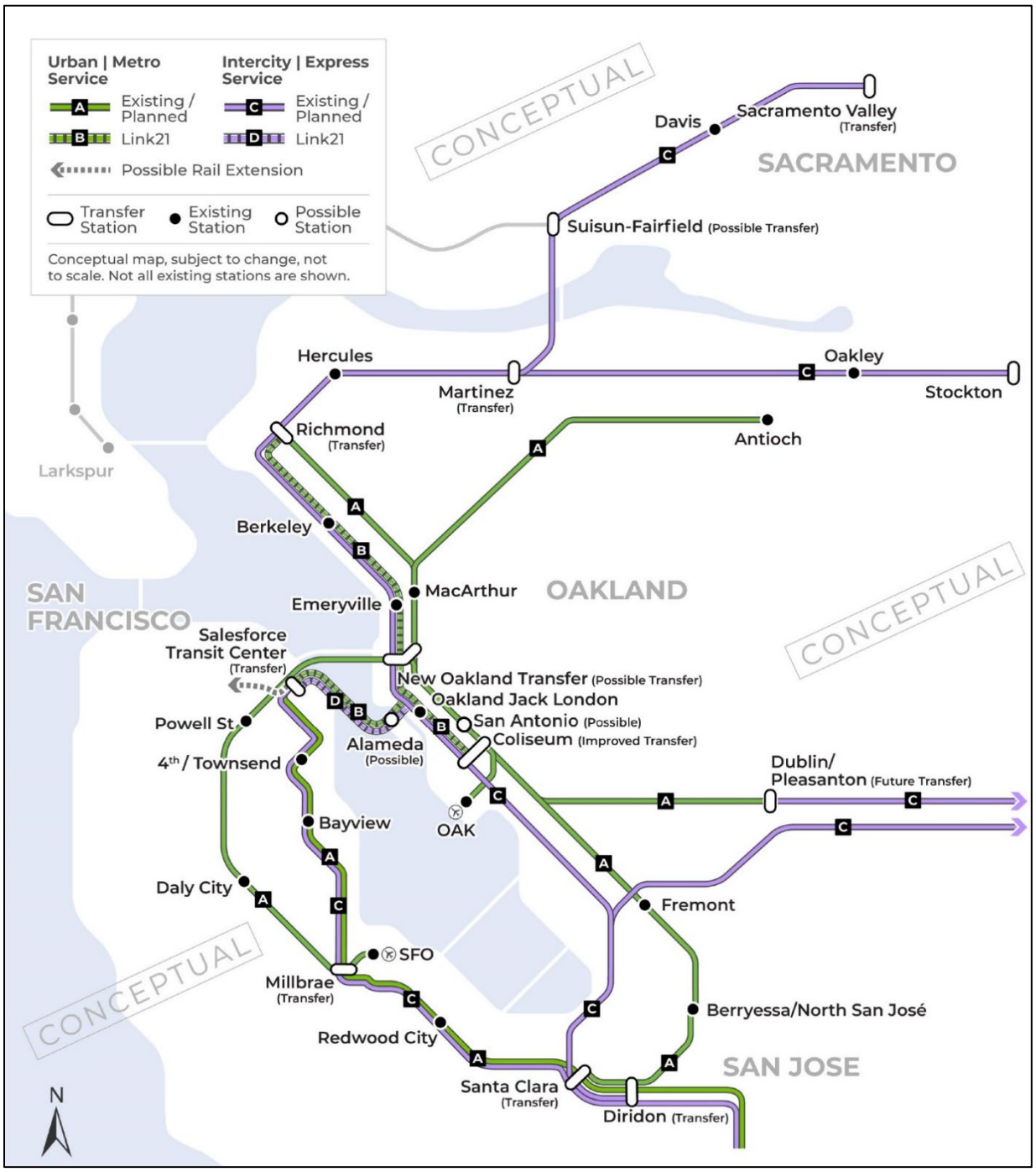
Figure 1-1. Indicative Map of Service Provided Through a New Standard-gauge Crossing



OAK = Oakland International Airport

SFO = San Francisco International Airport

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1.5. Summary of Link21's Rationale

The Link21 Team[6] undertook extensive planning, development, engagement, evaluation, and analysis to inform the recommendation for a standard-gauge crossing. The strategic rationale for why a standard-gauge crossing should be advanced can be summarized by the following difference:

- **Benefits of a standard-gauge crossing are more transformational.** It would create the opportunity for new and strategic Intercity | Express service in the Megaregion, as well as frequent Urban | Metro service in the Bay Area that complements the BART system and would reach new and currently underserved markets. A standard-gauge crossing provides benefits to the Bay Area and parts of the Megaregion, and by comparison a broad-gauge crossing provides benefits only within the BART system and Bay Area core.

This emphasizes why Stage Gate 2 is a predominantly strategic decision. A broad-gauge crossing would provide benefits, but mainly to Bay Area BART ridership; however, a standard-gauge crossing can fully realize Link21's vision, goals, and objectives to create connectivity opportunities for people in the Bay Area and other parts of the Megaregion.

1.5.1. Key Findings

Key findings emerged to distinguish clear differentiators (illustrating how a standard-gauge crossing would deliver different outcomes from a broad-gauge crossing), and to demonstrate how the recommendation delivers Link21's commitments to advancing fairness and shaping the development process with regular stakeholder and public engagement. These are summarized in the following sections.

Transformational Service

A standard-gauge crossing creates new connections in the Bay Area and Megaregion, providing travelers with transformational service opportunities and integrated journeys with other transit modes, including BART.

Key findings for a standard-gauge crossing include:

- Significant journey time savings, such as 22 minutes saved between Sacramento and San Francisco, or 45 minutes saved between Emeryville and Redwood City.
- Large increases in direct rail connectivity with 370 new one-seat rides possible, without the need for a transfer, between stations across Northern California and the Bay Area.

[6] BART, CCJPA, Program Management Consultants, and Consultants supporting program identification/project selection (Consultants)

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- Expanded access for communities, with an estimated increase of 64,000 people who would have a station with new Urban | Metro service within 1 mile of their homes.
- Enhanced access to jobs, where the average resident in the Bay Area would have an estimated 44,000 more jobs accessible by rail within 60 minutes.
- Shared and integrated benefits with the existing BART system, offering an alternative crossing route and the potential to reduce long-term crowding.

Leveraging Value

A new rail crossing adds significant value to ongoing local, state, and federal investments in the megaregional rail network by connecting to new opportunities and advancing a key link in a megaregional vision of stakeholder proposals, including the *California State Rail Plan*.

Key findings for a standard-gauge crossing include:

- Significant ridership potential, with early modeling estimating 90,000 or 115,000 new daily rail riders across the rail network depending on conceptual network configurations.
- Strong sensitivity to stations, where just one additional station[7] accounts for 25,000 more riders. This presents clear opportunities for further refinement and growth.
- Mutual benefits for partner rail projects, such as an estimated 60 to 70% increase in ridership Link21 would generate for The Portal.[8]
- Valuable opportunities for long-term growth, as ridership would continue to grow with visionary projects, including the Western San Francisco extension, and service improvements outlined in the *California State Rail Plan, Capitol Corridor Vision Plan,* and *Caltrain Business Plan*.

Funding Options

A standard-gauge crossing is eligible for expanded federal and state funds, broadening opportunities from multiple sources. By facilitating Intercity | Express and Urban | Metro service, Link21 could apply for state and federal rail and transit funds.

Key findings for a standard-gauge crossing include:

- Opportunity to access up to 90% of costs to develop projects and up to 80% of costs to complete federal environmental clearance through inclusion in the federal Corridor ID Program.

[7] The one additional station was an assumed Bayview station on the Caltrain Peninsula line.

[8] The Portal was previously known as the Downtown Rail Extension or DTX project. It will connect Caltrain and future California High-Speed Rail services to downtown San Francisco.

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- Continued coordination with the state, building on an $11.3 million award from the California Transit and Intercity Rail Capital Program.
- Up to $50 million identified in the voter-approved Regional Measure 3, available as match funding to secure future state and federal grant applications.
- Long-term access to federal rail and transit funds to develop, design, and deliver a rail crossing that provides Urban | Metro and Intercity | Express services, like other transformational projects, such as the Gateway Program.[9]
- A standard-gauge crossing would be eligible for Corridor ID Program funds or other federal heavy rail investment programs, such as the Federal-State Partnership, as it not only facilitates Urban | Metro (transit) service, but also intercity passenger rail.

Shaped by Stakeholder and Public Input

A standard-gauge crossing is aligned to key themes of public feedback, and public opinion research suggests strong support for service outcomes specific to a standard-gauge crossing.

Key findings for a standard-gauge crossing include:

- Alignment to key themes of feedback received in public engagement, such as the need for megaregional connections and improved rail service.
- Strong support, as indicated by public opinion research, with over 70% of participants supporting the goals of Link21 and a 32-point lead for outcomes associated with standard-gauge over broad-gauge rail.

1.6. Strategic Background to the Stage Gate Recommendation

Link21's strategic background was an important factor that led to the recommendation, noting the context of prior studies, funded mandates, and Stage Gate 1. Three key elements of context are summarized as follows:

1. Link21 was established with a regionally funded objective to address crowding and service quality.

With the passage of the voter-approved BART Measure RR in 2016 and Regional Measure 3 in 2018, funding was provided to progress planning and development for a new transbay passenger rail crossing. The need for, and importance of, a new crossing was further reinforced by its inclusion as a key element in two important long-range planning documents, *Plan Bay Area 2050* and the *California State Rail Plan*.

[9] The Gateway Program is a rail investment program in critical rail infrastructure on the Northeast Corridor between New Jersey and New York, including new rail tunnels under the Hudson River.

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Link21 was established in 2019 to carry out the mandates of Measure RR and Regional Measure 3 to identify, plan, and ultimately deliver a new crossing and associated improvements within the context of the larger rail network. Led jointly by BART and CCJPA, Link21 had two broad objectives for the crossing: address the then-growing issue of crowding on the BART system that was projected to exceed capacity in the near future, and improve access to frequent, reliable, and time-competitive rail service in the Megaregion.

2. Link21's problem and vision statements and goals and objectives were approved at Stage Gate 1 to guide development and evaluation.

At Stage Gate 1 in 2022, the Boards approved Link21's Problem and Vision Statement & Goals and Objectives that provide a guiding framework for ongoing development and evaluation. This framework provided strategic direction that supports the recommendation for Stage Gate 2 outlined in this report.

The Link21 Team has conducted a thorough planning approach that explored the different outcomes and trade-offs associated with a standard-gauge or broad-gauge crossing through an iterative process of conceptual development and evaluation. Ultimately, this recommendation was identified through a comparative evaluation of performance against the framework of the problem and vision statement and goals and objectives, and it was shaped by a rolling activity of engagement and outreach.

3. Stakeholder feedback and changing travel patterns indicate a need to prioritize megaregional service quality alongside the needs of traditional commutes.

While rail and transit ridership in many metropolitan areas is rebounding since the COVID pandemic, travel patterns have clearly changed. Traditional weekday commuter ridership in the Bay Area has not rebounded as strongly as weekend and off-peak ridership. With the decreased share of transit ridership from commuter travel and a growing increase in the prominence of leisure and social travel, the Link21 Team recognizes the need to transform megaregional service quality alongside the needs of the traditional Bay Area commute. This additionally builds on longer-term trends whereby the Bay Area has seen a strong growth in travel to and from outer areas.

This emphasis on transforming megaregional service quality is reflective of feedback from stakeholder and public engagement, which has shaped the prioritization of needs and outcomes for Link21. Coordination with stakeholders has included extensive work to understand how a new transbay passenger rail crossing would fit into and leverage benefits beyond existing, planned, and visionary megaregional rail network investments.

1.7. How to Read this Report

This report is designed to support a focused review. It includes a chapter on the recommendation and on readiness, as well as a set of supporting appendices.

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Chapter 2. Stage Gate 2 Recommendation

This chapter introduces the identified Preliminary Project and summarizes the key rationale for advancement that is based on the project's ability to meet the Board-approved problem and vision statements and goals and objectives.

It describes the Preliminary Project, explains the key differentiators identified in evaluation and through engagement, outlines how it will meet Link21's commitment to engagement, and provides the vision for how it will support other megaregional projects.

Chapter 3. Readiness

This chapter provides the fourth focused summary of evidence regarding readiness. It provides evidence that the Link21 Team has:

> **The resources and organizational structure in place to position Link21 for federal and state funding to advance to Stage Gate 3.**

While the previous focused summaries of evidence look back at the work performed, this chapter presents the plan to deliver the following phase of work to Stage Gate 3.

Stage Gate Review Meetings

This report also memorializes the review meetings that were facilitated as part of the Stage Gate Process.

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2. Stage Gate 2

Stage Gate 2 is one of several milestones within Phase 1 of Link21's development. Since Stage Gate 1, the Link21 Team has developed and evaluated, with valuable input from stakeholders and the public, different concepts for a new rail crossing across the San Francisco Bay. This is either a standard-gauge crossing (using the same technology as Caltrain, Capitol Corridor, and most urban and intercity rail systems globally) or a broad-gauge crossing (using the rail technology used by BART today, uniquely in North America).

At Stage Gate 2, BART and CCJPA staff recommend advancing a standard-gauge crossing, which is consistent with the strategic findings of the Preliminary Business Case analysis, the service vision outlined in the *California State Rail Plan*, and feedback from stakeholders and the public. As part of the Stage Gate 2 recommendation, ongoing Link21 program management will be the responsibility of CCJPA with State leadership, as the author of the State Rail Plan and sponsor of the federal Corridor ID Program.

2.1. Need for a Decision

This technical decision has considerable impacts on Link21's scope and service for future riders. Choosing between a standard-gauge or broad-gauge crossing is driven in large part by the markets and types of service that can feasibly be delivered. By choosing now, it focuses the Link21 Team's upcoming development of service improvements along specific corridors and at key transfer stations. Consequently, the recommendation is based primarily on the outcomes (e.g., services provided and markets served) that the crossing technology would enable.

Through the extensive work conducted by the Link21 Team, in consultation with key stakeholders and the public, it has become clear that a standard-gauge crossing best meets Link21's vision, goals, and objectives and meets State and regional goals.

There are three key reasons to make this decision at this stage of the program:

1. The Link21 Team and its partners can focus limited time and resources on the development of the standard-gauge crossing and associated improvements.
2. The *California State Rail Plan* outlines a standard-gauge crossing within its long-term service vision for Northern California. This decision aligns to state and regional goals, and establishes a standard-gauge crossing to integrate with broader rail network investments.
3. With its inclusion in the Corridor ID Program through CCJPA, Link21 has a higher probability of securing federal funds — up to 90% for project development and up to 80% for federal environmental clearance — with a standard-gauge crossing that improves intercity passenger rail service between key destinations across the

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Megaregion. **Clarity about the crossing technology is critical to advancing Link21 in the Corridor ID Program**.

2.2. Advancing a Standard-gauge Crossing

The Stage Gate 2 recommendation is to advance a Preliminary Project that includes a new standard-gauge crossing and associated improvements (**Figure 2-1**).

A standard-gauge crossing is transformational.

The Link21 Team's evaluation demonstrates that either a standard-gauge or broad-gauge crossing can provide long-term benefits for travelers. However, the **benefits of a standard-gauge crossing are more transformational,** creating new and improved Intercity | Express connections in the Megaregion and providing frequent Urban | Metro service in the Bay Area to complement the BART system to reach currently underserved markets. For the first time, direct rail service would be available between Sacramento, the East Bay, and the Peninsula, uniting the Megaregion.

In summary, a standard-gauge crossing provides benefits to the Bay Area and parts of the Megaregion while a broad-gauge crossing provides benefits only within the BART system and Bay Area core. This significant difference was fundamental to the Stage Gate 2 recommendation, demonstrating why a standard-gauge crossing best meets the Boards-approved vision statement.

Link21 Vision Statement

The Link21 Program and its partners **will transform** the BART and Regional Rail (including commuter, intercity, and high-speed rail) network in the Northern California Megaregion into a **faster**, more **integrated** system that provides a **safe**, **efficient**, **equitable**, and **affordable** means of travel for all types of trips.

This program, including a new transbay passenger rail crossing between Oakland and San Francisco, will enhance environmental quality, livability, and economic opportunity while protecting against community instability and displacement in the Megaregion as it improves the travel experience.

With key investments that leverage the existing rail network and increase capacity and system reliability, rail and transit will better meet the travel needs of residents throughout the Megaregion.

A standard-gauge crossing provides multiple service opportunities.

Link21 is advancing a standard-gauge crossing that would enable a modern, mixed Regional Rail system similar to global locations, such as the Réseau Express Régional (RER) in Paris, Tokyo's rail network, and New York's Gateway Program. These systems

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offer multiple service opportunities as part of an integrated transit network, connecting national, regional, and urban destinations and key facilities and amenities like airports, hospitals, and recreational facilities.

A standard-gauge crossing, with a direct connection into existing megaregional rail networks, will provide two types of service, as illustrated in **Table 2-1**. Intercity | Express service provides higher speed, semi-frequent trains serving major stations across multiple destinations (like the service provided by Capitol Corridor across Northern California and Amtrak to the wider United States). Urban | Metro service has high frequencies (like BART and electrified Caltrain service), medium speeds, and serves stations near each another.

Table 2-1. Service Opportunities Achievable with Standard-gauge rail

URBAN | METRO SERVICE	INTERCITY | EXPRESS SERVICE
• More frequent trains (every 2 to 20 minutes or a frequency of at least 3 trains per hour) • Serves local and major stations • Medium average speeds	• Less frequent trains (every 30 minutes to 1 hour plus or a frequency of up to 2 trains per hour) • Serves major stations only • Higher average speeds

Refer to Link21's service improvements web page for additional information.

A standard-gauge crossing would connect existing rail networks.

A standard-gauge crossing is portrayed conceptually in **Figure 2-1**. It would include a new rail crossing under the San Francisco Bay that connects to the Salesforce Transit Center and the Caltrain corridor on the Peninsula and to the Capitol Corridor and other routes in the East Bay.

Along the alignment, potential new stations could be delivered in San Francisco, Alameda, and Oakland, including new/improved transfers to BART at a few key BART stations. The conceptual graphic represents a high-level Preliminary Project that will be further defined following Stage Gate 2 and will identify, for example, more precise station locations and alignments.

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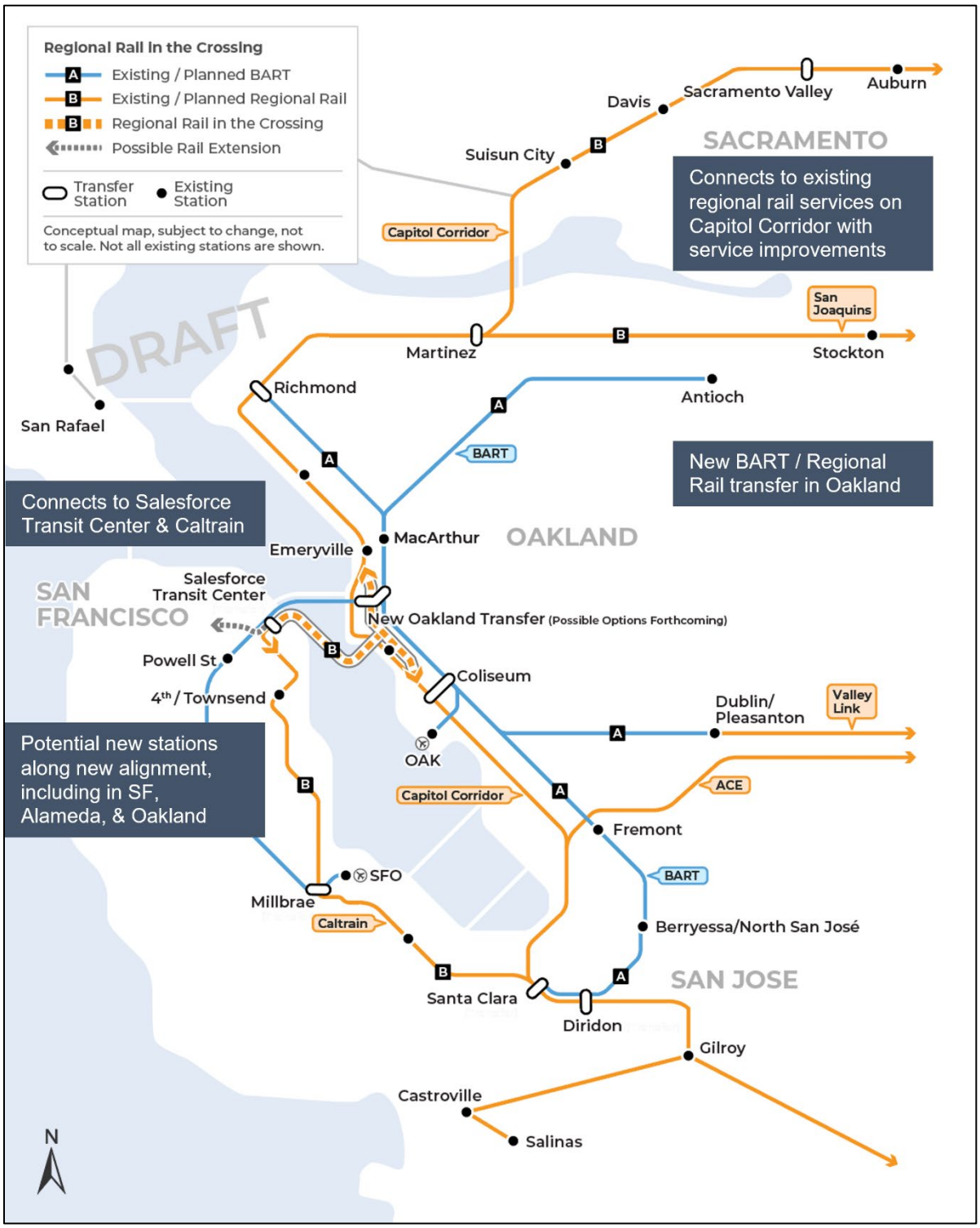
Figure 2-1. Stage Gate 2 Standard-gauge Conceptual Crossing



ACE = Altamont Corridor Express
OAK = Oakland International Airport
SF = San Francisco
SFO = San Francisco International Airport

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2.3. Rationale for a Standard-gauge Crossing

2.3.1. Defining Key Differentiators

The Link21 Team undertook extensive planning, development, engagement, evaluation, and analysis to inform this recommendation. The following three key differentiators distinguish why standard-gauge technology is being advanced. They are further described in Section 2.3.3.

Transformational Service

Creates new connections in the Bay Area and Megaregion, providing travelers with transformational service opportunities and integrated journeys with other transit modes, including BART.

Leveraging Value

Adds significant value to ongoing local, state, and federal investments in the megaregional rail network by connecting to new opportunities and advancing a key link in a megaregional vision of stakeholder proposals, including the *California State Rail Plan*.

Funding Options

Is eligible for expanded federal and state funds, broadening opportunities from multiple sources. By serving Intercity | Express and Urban | Metro trains, Link21 could apply for state and federal funds for intercity passenger rail and transit.

2.3.2. Addressing Key Commitments

Link21 made an important commitment: to shape the development process with regular stakeholder and public engagement. These key commitments are described in Section 2.3.4.

Advancing Fair Outcomes

Both a standard-gauge and broad-gauge crossing would expand access and opportunity fairly for communities across the Northern California Megaregion.

Shaped by Stakeholder and Public Input

A standard-gauge crossing is aligned with key themes of public feedback, and public opinion research suggests strong support for service outcomes specific to a standard-gauge crossing.

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2.3.3. Key Differentiators

Differentiator 1: Transformational Service

The first key differentiator is that a standard-gauge crossing delivers Link21's foundational goal to *Transform the Passenger Experience*, which is fundamental to delivering the Link21 vision and realizing the benefits of a new transbay passenger rail crossing for users across the Bay Area and Northern California.

Journey Time Savings

A standard-gauge crossing would provide faster in-train journeys for interregional trips (between the Bay Area and Central Valley regions in Northern California) with direct Intercity | Express service. It also would save time with frequent Urban | Metro service to currently underserved Bay Area markets like Emeryville. Refer to **Table 2-2** for a comparison of time savings for example trips using a new crossing in relation to how long it would take to complete the same journey without a new crossing.

Table 2-2. Comparison of Example Trips in a New Crossing

EXAMPLE TRIPS		STANDARD GAUGE RAIL	BROAD GAUGE RAIL
	Sacramento to downtown San Francisco	22 minutes faster than today	6 minutes faster than today
	Emeryville to Redwood City	45 minutes faster than today	15 minutes faster than today
	Davis to San Francisco International Airport	34 minutes faster than today	Same as today
	West Berkeley to downtown San Francisco	32 minutes faster than today	Same as today

Service Opportunities with a Standard-gauge Crossing

A standard-gauge crossing would support frequent Urban | Metro trains (with a frequency of at least three trains per hour) for the Bay Area (complementing the existing BART system and serving some communities that don't have access to frequent train service today) and Intercity | Express services between the Bay Area and across Northern California (**Figure 2-2**).

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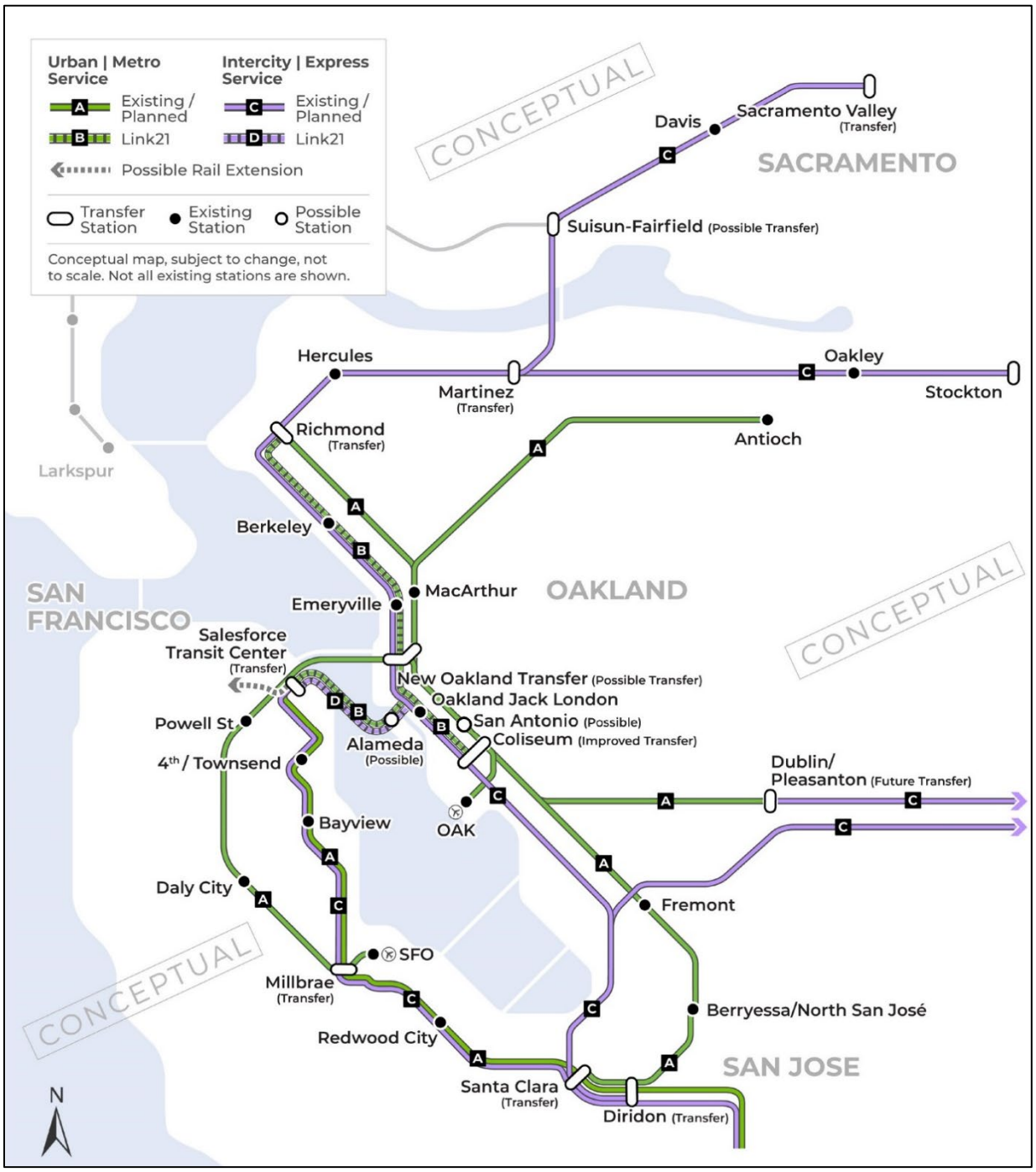
Figure 2-2. Indicative Map of Rail Service Provided by a Standard-gauge Crossing



OAK = Oakland International Airport

SFO = San Francisco International Airport

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Direct Connectivity Benefits

A standard-gauge crossing better connects existing rail networks across Northern California and the Bay Area, enabling more 'one-seat rides.' **Table 2-3** provides a comparison of the total increase in the number of station pairs[10] that are accessible with a one-seat ride, or with one transfer, across the entire megaregional network. Where transfers are needed with local transit (such as existing BART, Muni, VTA, or SacRT networks),[11] Link21 aims to facilitate broader regional and state objectives for an interconnected rail and transit network.

Table 2-3. Increase in Station Pairs Across the Megaregion

TOTAL NETWORK CONNECTIVITY		STANDARD GAUGE STATION PAIRS	BROAD GAUGE STATION PAIRS
	Total new direct one-seat rides	+370	+290
	Total new journeys with one transfer	+1,120	+720

Explaining One-seat Rides and Transfers

A one-seat ride is a trip where riders travel from their starting station to their destination station on the same train and refers to riders having 'one-seat' for the entire journey. A journey with a transfer needs riders to get off a train at a transfer station and board another service to reach their destination.

For riders on Intercity | Express trains, feedback and research indicates preferences for one-seat rides and a sense of value for the time saved without transfers. For riders accessing markets on Urban | Metro train routes (such as the BART network today), there may be benefits in overall travel time savings where riders transfer between high frequency transit lines. Link21 aims to enable more one-seat rides and offer more journeys with faster transfers with local transit networks.

[10] Station-pairs refer to the beginning and end stations of a rider's journey (e.g., Davis and Palo Alto).

[11] San Francisco Municipal Railway (Muni), Santa Clara Valley Transportation Authority (VTA), and Sacramento Regional Transit District (SacRT)

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Distributing Connectivity Benefits at Key Stations

A standard-gauge crossing better distributes connectivity benefits by providing passengers at key stations across Northern California with an increased number of stations they could access with a one-seat ride. **Table 2-4** provides a comparison of the increase in the number of stations that are accessible with a one-seat ride from key stations across Northern California.

Table 2-4. Number of Stations Accessible with a One-seat Ride

KEY STATION CONNECTIVITY	STANDARD GAUGE RAIL	BROAD GAUGE RAIL
Sacramento	+5	0
Richmond	+26	+9
Emeryville	+28	+5
Downtown Oakland	+28	+9
Alameda	+29	+38
Downtown San Francisco	+14	+4
Millbrae (for SFO)	+15	0
Walnut Creek	0	+4
Coliseum	+19	+4

SFO = San Francisco International Airport

Expanding Rail Access for Communities

A standard-gauge crossing would expand rail access to communities, increasing the number of people with access to a train station[12] that provides frequent rail service within 0.5 and 1 mile of their residences. **Table 2-5** provides a comparison of the improvements in people's accessibility to stations within 1 mile of their place of residence.

Table 2-5. Accessibility to Stations within 1 mile of Residences

SELECT METRICS		STANDARD GAUGE RAIL	BROAD GAUGE RAIL
	Estimated increase in people who now have a station **within 0.5 miles** of their residence.	+37,000	+28,000
	Estimated increase in people who now have a station **within 1 mile** of their residence.	+64,000	+22,000

[12] Defined as stations with newly provided Urban | Metro service that provide significant increases in frequency.

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Expanding Rail Access for Job Centers

A standard-gauge crossing would expand rail access to job centers, increasing the number of jobs with access to a train station[13] within 0.5 and 1 mile of workplaces, as demonstrated in **Table 2-6**.

Table 2-6. Accessibility to Jobs within 0.5 and 1 mile of Stations

SELECT METRICS		STANDARD GAUGE RAIL	BROAD GAUGE RAIL
	Estimated increase in jobs that now have a station **within 0.5 miles** of the workplace.	+26,000	+37,000
	Estimated increase in jobs that now have a station **within 1 mile** of the workplace.	+51,000	+10,000[14]

Improving Access to Jobs for People

Both crossings would comparably improve rail access to jobs for people across the Megaregion, as demonstrated in **Table 2-7**.

Table 2-7. Accessibility to Jobs by Rail within 60 minutes

SELECT METRIC		STANDARD GAUGE RAIL	BROAD GAUGE RAIL
	Average increase in the number of jobs accessible by rail in 60 minutes.	+44,000	+44,500

Integrated Journeys: Benefiting BART Riders

Link21 has continued to plan for an integrated system where improved service outcomes are provided for riders on BART and Regional Rail. Riders on BART will be able to transfer easily to other rail services at a few key stations, as outlined in **Table 2-8**.

Although the recommended crossing technology is standard-gauge rail, it, and associated improvements, would provide significant benefits to the existing broad-gauge BART network. With a few new stations and improved transfers, BART riders would have access to broader Bay Area and megaregional destinations. Also, services through the new crossing would offer an alternative route for transbay rail travel when the existing BART Transbay Tube is closed for maintenance or faces unplanned

[13] Defined as stations with newly provided Urban | Metro service that provide significant frequency increases.

[14] The estimated increase in jobs that now have a station within 1 mile for broad-gauge rail is lower than within 0.5 miles because the baseline estimates and geographical distribution of jobs are different. More jobs within 1 mile of conceptually located new broad-gauge stations are already within 1 mile of existing baseline stations.

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disruption. As a result of providing new and attractive transbay journeys, a standard-gauge crossing would reduce potential future crowding on the existing BART system.

Table 2-8. Key Benefits of a Standard-gauge Crossing for BART Riders

KEY BENEFIT TO BART RIDERS	EXPLANATION
Larger, more integrated train system	Link21 would deliver a new integrated transfer station in Oakland that provides BART riders with an easy and convenient way to access megaregional destinations with standard-gauge Regional Rail.
Long-term transbay capacity	Modeled evaluation of crossing usage in 2050 indicates standard-gauge rail would reduce BART's long-term, transbay, AM peak period crowding by 11%, providing opportunities for the potential optimization of capacity on the existing BART system.
Alternative crossing route	Link21 provides an alternate way for passengers to continue their journeys if BART faces disruption or planned maintenance in its current crossing.
Unlocking potential for expanded service hours	Necessary maintenance on BART's Transbay Tube is a limitation to expanded hours on BART. Link21 would provide an alternate crossing to support potential opportunities for expanded service hours across the Bay.

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Differentiator 2: Leveraging Value

The second key differentiator is that a standard-gauge crossing offers a foundational link in a megaregional vision for rail, and it leverages substantial value to broad rail investments in the network. Standard-gauge rail is the same technology most rail networks across Northern California and the United States use. It enables, alongside planned improvements by Link21's partners, long-distance rail journeys as far as Napa, Chico, Truckee-Tahoe, Reno, or Monterey.

California State Rail Plan

The *2024 California State Rail Plan* is the State's strategy for rail investments and the needed steps to increase California's economic growth and quality of life.

A standard-gauge crossing is a key part of the State's vision to deliver long-term improvements to train services across the Bay Area and Northern California.

"One critical priority for the State in Northern California is a second transbay crossing that supports an electrified, standard-gauge rail crossing, available for all rail service types."

-Caltrans, *California State Rail Plan* (2024)

Amplifying Benefits for Current Partner Projects

A standard-gauge crossing would connect, and further improve, current investments by many of Link21's partners (Figure 2-3). A standard-gauge crossing would achieve this by serving new and existing stations more frequently, extending new train services to reach more destinations, and running more trains that will use infrastructure that is currently being built.

A key example is The Portal project that will connect Caltrain and future California High-Speed Rail services to downtown San Francisco. **Table 2-9** demonstrates how Link21 would significantly increase projected ridership using The Portal. With a standard-gauge crossing, the passenger rail system would be continuous from the Peninsula through San Francisco to the East Bay and beyond, enabling new service opportunities for

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riders. In 2024, The Portal was identified to receive federal funding for the first time, with a recommended award of $500 million.[15]

Table 2-9. Change in Projected Ridership with The Portal

ESTIMATED DAILY RIDERS ON THE PORTAL		STANDARD GAUGE RAIL	BROAD GAUGE RAIL
	Projected ridership (with Link21)	**+60% to +70% increase** in estimated ridership using The Portal	**-30% to -40% decrease** in estimated ridership using The Portal[16]

Enabling Visionary Journeys with Partners

A standard-gauge crossing would place Link21 at the heart of visionary proposals for rail service, such as Intercity | Express rail extensions within the *California State Rail Plan* as far as Reno, or high-frequency Urban | Metro services to western San Francisco that are being studied by the San Francisco County Transportation Authority, and the *Caltrain Business Plan*.

Link21 has worked with partner agencies to plan within the context of a megaregional vision for rail, building on stakeholder projects, plans, and proposals to advance an interconnected Northern California network.

Figure 2-3 illustrates a standard-gauge crossing with key improvements from partner projects, including:

- **The Portal.** A new transbay passenger rail crossing would amplify the benefits of current investments, including the Salesforce Transit Center and The Portal. Extending rail east would transform the Salesforce Transit Center from a stub end to a through-track station, increasing the use of the station by enabling more trains with more destinations at this station.
- **Peninsula Rail.** The implementation of Caltrain's Electrification project and longer-term vision has resulted in increased speed, reliability, and frequency. A standard-gauge crossing would connect these services to markets in Oakland and the East Bay and to megaregional markets, such as Sacramento and Stockton, providing Peninsula communities with significantly expanded rail access to multiple destinations across the Megaregion.
- **Station Improvements.** A new standard-gauge crossing would further improve service at several stations in the Megaregion with recent or planned improvements,

[15] The $500 million funding would come from the Federal Transit Administration's Capital Investment Grants Program. Details on the announcement can be found at: Biden-Harris Administration Announces Nearly $4 Billion in Support for 14 Major Transit Construction Projects Across the U.S.

[16] A broad-gauge crossing with potential stations south of Market is projected to decrease ridership for The Portal due to overlapping service that would compete for riders.

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including San Jose Diridon Station, San Francisco's Bayview station (planned), Hercules (planned), Oakley (planned), Sacramento Valley Station, and Suisun-Fairfield Station.

- **Capitol Corridor.** The implementation of the *Capitol Corridor Vision Plan*, including the replacement of the Suisun Bay bridge, the rail bridge that crosses the Carquinez Strait, will improve service and reliability. A standard-gauge crossing would further improve service and reliability in the corridor and provide communities with direct access to the Peninsula and, through a short BART connection from Millbrae, the San Francisco International Airport.
- **Western San Francisco Rail.** San Francisco agencies are proposing new rail service beneath Geary Boulevard and 19th Avenue. A standard-gauge crossing could provide direct connections to western San Francisco and provide communities with expanded access to destinations in the East Bay and Megaregion while also improving residents' access to San Francisco's centers for employment, healthcare, and education.
- **Other Future Rail Services.** Several additional service improvements are planned in the Megaregion. Train services using the new transbay passenger rail crossing would provide connections to these services, providing new or improved rail access to Chico, Marysville/Yuba City, Reno, Napa, Sonoma, Watsonville, Santa Cruz, Monterey, Salinas, and San Luis Obispo.

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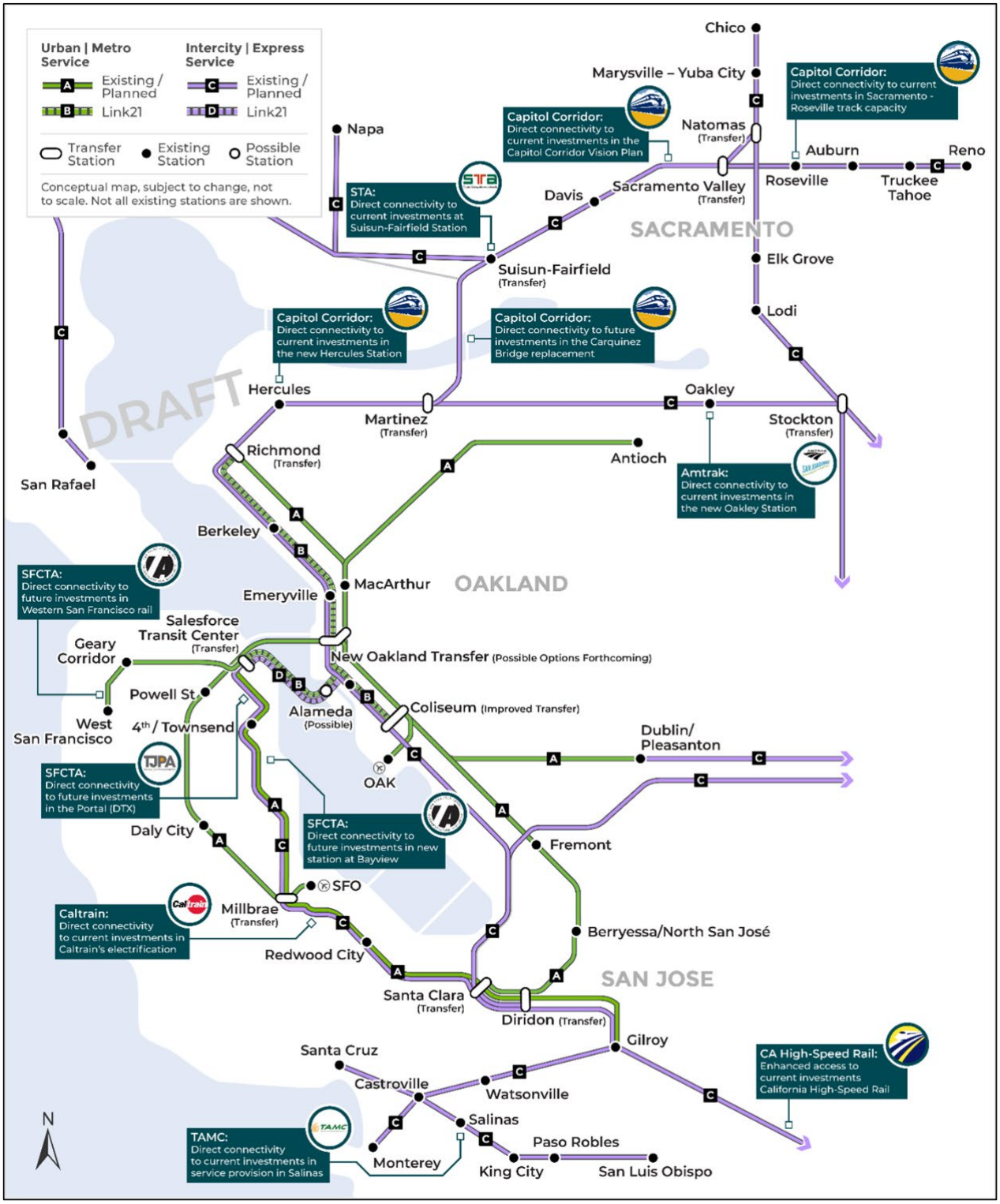
Figure 2-3. Standard-gauge Crossing with Key Partner Rail Projects



OAK = Oakland International Airport

SFO = San Francisco International Airport

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Differentiator 3: Funding Options

The third key differentiator is that a standard-gauge crossing has access to multiple sources of state and federal funding opportunities and aligns with key state and federal investment decisions. The crossing supports local, state, and federal strategic transport objectives, is a key part of *Plan Bay Area 2050* and the *California State Rail Plan*, and it is included in the Corridor ID Program.

A National Pipeline: The Federal Corridor ID Program

The Corridor ID Program is a federal intercity passenger rail planning and development program that aims to create a pipeline of intercity passenger rail projects that are ready for implementation. Corridors and projects included in the Corridor ID Program are prioritized for future federal funding awards from sources like the Federal-State Partnership Program.

In late 2023, it was announced that the Capitol Corridor had been selected for the Corridor ID Program with a scope that includes a new standard-gauge extension to San Francisco.

The Link21 Team will work with CCJPA and Caltrans to coordinate on further development of a standard-gauge crossing and position it for long-term funding awards.

Funding Opportunities

Through the Bipartisan Infrastructure Law, the federal government put into place a long-term, multi-year program to develop and fund intercity passenger rail programs. As a central element of this investment program, the Bipartisan Infrastructure Law established the Corridor ID Program under the Federal Railroad Administration as the basis for federally funding rail projects, setting up a defined process to prioritize, advance, and fund projects that add to the national rail network. In December 2023, Link21, as part of the Capitol Corridor, was selected for inclusion in the Corridor ID Program, positioning the program for federal support and funding.

For corridors included in the Corridor ID Program, the federal government will support up to 90% of costs to develop projects as part of a comprehensive corridor plan and up to 80% of costs to complete federal environmental clearance. Nationally, $1.8 billion is

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currently available for this work. Once through that process, projects become eligible for capital funding under the Federal-State Partnership Program.

CCJPA is working with Caltrans to complete the requirements of the Corridor ID Program and secure funding. This coordination with Caltrans builds upon the inclusion of Link21 as an important element in the *California State Rail Plan*, which establishes priorities for State investment in rail and will also shape the priorities for California corridors in the Corridor ID Program. Link21 has already been awarded $11.3 million from the California Transit and Intercity Rail Capital Program, and it is a candidate for future funding because of inclusion in the plan.

With its ability to provide Intercity | Express and Urban | Metro services, a standard-gauge crossing also would be eligible for funding through the Federal Transit Administration. Notably, in March 2024, The Portal, to which a standard-gauge crossing would connect, secured entry into the Federal Transit Administration's Capital Investment Grant Program. This builds on federal and state funding for the modernization of the Caltrain corridor and recent federal and state funding for improvements on the Capitol Corridor, positioning a Link21 standard-gauge crossing at the center of a package of rail investments throughout the Megaregion.

Funding Strategy

The Link21 Team maintains an active and evolving funding strategy to advance the program and position a standard-gauge crossing to secure future funding sources. Ongoing and planned work is being funded through a combination of BART Measure RR and State funding, including the California Transit and Intercity Rail Capital Program. Regional Measure 3 funding for a new transbay passenger rail crossing is voter approved and being reserved to match future federal and state funding.

The Link21 funding strategy recognizes that megaprojects, like a new standard-gauge crossing across the Bay, typically draw from multiple sources. Therefore, additional sources beyond the Corridor ID Program, Federal Railroad Administration and Federal Transit Administration programs are continually identified and pursued throughout the project’s life cycle. The Bipartisan Infrastructure Law also funds several competitive grant programs for which Link21 is eligible, such as the Rebuilding American Infrastructure with Sustainability and Equity (RAISE) and National Infrastructure Project Assistance (Mega) programs.

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2.3.4. Key Commitments

Commitment 1: Advancing Fair Outcomes

Link21 is dedicated to expanding access and opportunity fairly for communities across the Northern California Megaregion.

Share of New Riders from Low-income Households

Both standard-gauge and broad-gauge crossings were estimated to deliver a similarly significant proportion of benefits to low-income households (**Table 2-11**). Low-income households are defined as earning less than $60,000 a year and represent roughly one-third of all households in Northern California.

Table 2-10. Estimated Percentage Share of New Rail Trips from Low-income Households

KEY BENEFIT		STANDARD GAUGE RAIL	BROAD GAUGE RAIL
	Percentage of new rail trips from low-income households	56%	57%

Commitment 2: Engagement and Outreach

Recognizing that early, consistent, and transparent public engagement is key to the success of megaprojects, Link21 has committed to a broad and impactful stakeholder and public engagement and outreach program. Input has been regularly gathered to shape program development, and feedback indicates strong support for the outcomes a standard-gauge crossing would deliver.

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Best Practice: Early, Transparent, Effective Participation

Link21 recognizes the importance of engagement and outreach with stakeholders and the public. The need for effective engagement ensures communities provide input on project development, and it helps save money in the long-term.

Research by the Eno Center for Transportation indicates that early engagement and outreach activities can help mitigate the costs and delays associated with problems and issues that arise later in a project. Although this might lead to higher costs of community engagement in a project's planning and development phases, it is much lower than the costs of significant changes later in design and delivery or the costs of litigation due to unresolved grievances.

Link21's approach of a broad public engagement and outreach program is aligned to the Eno Center's recommendation that projects dedicate more staff and resources to work directly with communities in the early planning processes.

Advancing Priorities Regularly Raised in Feedback

Direct public feedback was collected through surveys, online comments, phone calls, emails, and in-person events to inform Link21's development. **Table 2-12** presents a summary of the key themes that were identified from the feedback the team received and an explanation of how Link21 and a standard-gauge crossing could either advance or address it.

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Table 2-11. Summary of Key Themes Identified Through Public Feedback

KEY THEME IDENTIFIED	SUMMARY OF FEEDBACK RECEIVED
Access and Connection	Need for improved megaregional connections that create seamless connections between local and regional transit (especially standard-gauge Regional Rail and broad-gauge BART). **Link21: A standard-gauge crossing offers transformational accessibility by providing megaregional connectivity and local rail transit opportunities.**
Service	Need for more frequency, greater reliability, faster trips, better integration between operators, and improved safety. **Link21: Service through a standard-gauge crossing aims to deliver these outcomes and will be further optimized with public feedback during project definition.**
Stations	Desire for potential new stations, such as in Alameda and Bayview, improving existing transfers and integrating first- and last-mile services. **Link21: Several new stations are proposed for study as part of the definition for a standard-gauge crossing and will be designed with these needs in mind.**
Disruption and Accessibility	Have concerns around displacement, desire to provide accessible stations and fares, and reduce disruption from construction. **Link21: A standard-gauge crossing will be developed to provide an accessible system, and Link21 plans to work with communities and jurisdictions on anti-displacement policy and strategies.**
Infrastructure and Design	Desire for a seamless connection to other rail projects and a regional one-network approach that minimizes impacts and develops community benefits. **Link21: A standard-gauge crossing will be developed as part of an integrated and convenient rail system.**

A map of feedback received from March 2022 (Stage Gate 1) to December 2023 (Pre-Stage Gate 2) is provided in **Figure 2-4**. Feedback is clustered around the Bay Area, along the Capitol Corridor route to the Sacramento Region, and in the North Bay. There were smaller areas of response from the outer areas of the Megaregion, including Stockton, Salinas, and the Central Valley.

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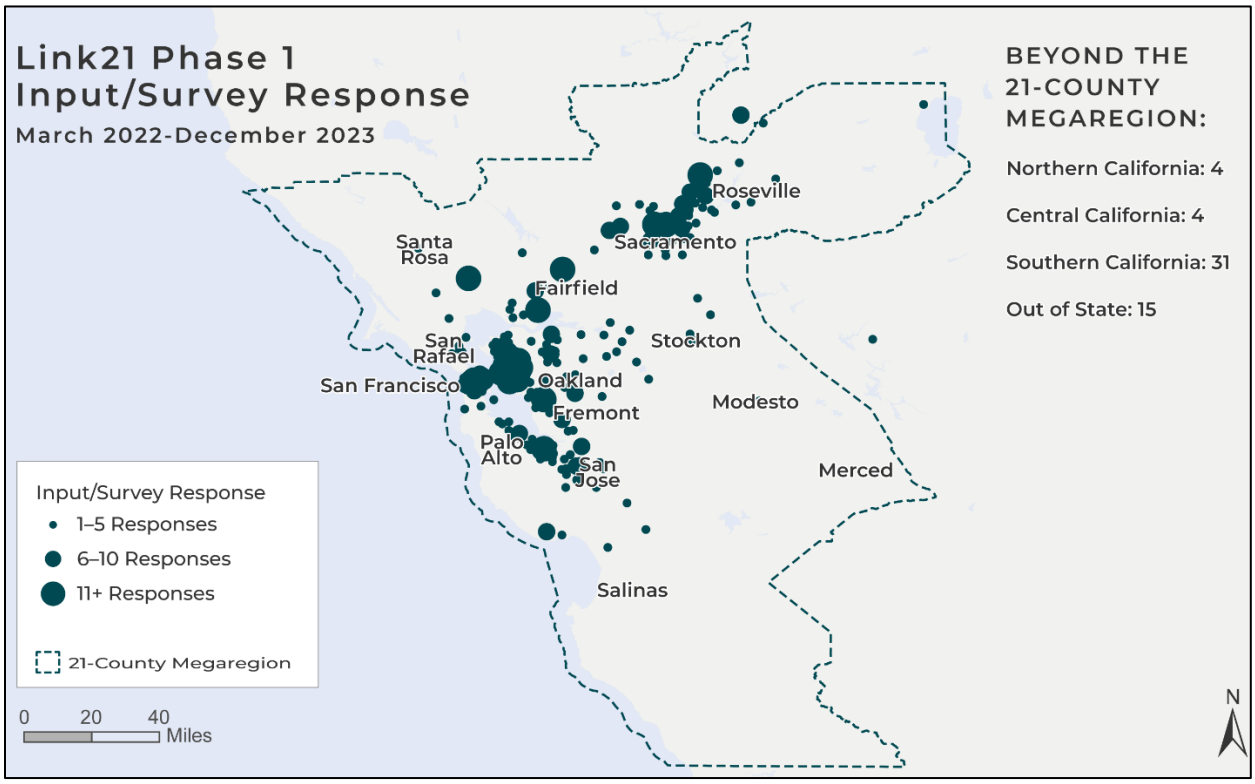
Figure 2-4. Map of Feedback Received from March 2022 (Stage Gate 1) to December 2023 (Pre-Stage Gate 2)



Public Opinion Research Suggests Strong Support

To inform Stage Gate 2, the Link21 Team undertook public opinion research with participants across Northern California. This research was undertaken to secure feedback that is broadly representative of Northern California's communities and further insights on the support and opinions of Link21 by social groups (such as demographics and rental status).

In addition to strong support for Link21, opinion research suggested a standard-gauge crossing would align with desired service outcomes. **Table 2-13** provides these select findings. For example, when asked to rank key features, 71% of participants ranked "creating a broader, more-connected passenger rail network in Northern California by directly linking systems together" as very/extremely important.

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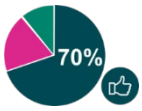
Table 2-12. Key Points from Link21's 2023 Public Opinion Research

KEY FINDINGS	EXPLANATION
 **70% of participants support the goals of Link21**	Link21 has strong support. When analyzed by age, gender, race, and geography, total support remains consistently high and does not decline below 63%, indicating a broad base.
Service outcomes associated with a standard-gauge crossing have a 32-point margin over a broad-gauge crossing	When participants were asked to choose, outcomes associated with standard-gauge in a new crossing (direct megaregional connections) were highly preferred, indicating specific support for Stage Gate 2.
Transit expansion and road decongestion are the reasons for support	When asked their reasons for support, respondents overwhelmingly mentioned either less cars and traffic (42%) and more transit (38%).

2.4. Link21's Concept Development Process

The Link21 Team developed, evaluated, and sought engagement input to shape a series of conceptual rail crossings (crossing concepts) to understand outcomes and trade-offs for a standard-gauge or broad-gauge crossing.

2.4.1. Developing Concepts as Analytical Tools

Concepts are not projects. They are a developed idea consisting of a new transbay passenger rail crossing, a defined crossing technology (standard-gauge or broad-gauge rail), markets accessed through existing or potential new stations, a service plan, and conceptual infrastructure. They represent one possible arrangement that is used to understand and learn about the potential outcomes that inform Stage Gate 2.

2.4.2. Three Rounds of Analysis and Refinement

The Link21 Team progressed development through three iterative rounds of comparative analysis and refinement (**Figure 2-4**): 1) data collection/exploration identified early concepts, 2) analysis/refinement explored service improvements and assessed and refined concept benefits, and 3) further analysis/refinement explored service and train technology and assessed and refined concept benefits. For each round, each concept's performance was further optimized by incorporating findings from the prior round alongside stakeholder and public feedback. The final round, used to primarily inform this Stage Gate 2 recommendation, prepared a detailed analysis of two

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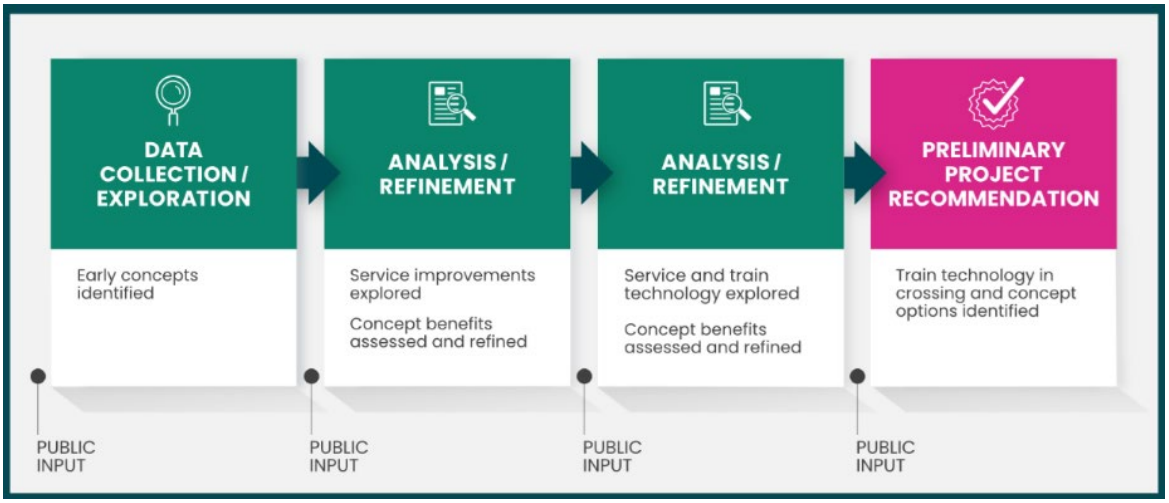
high-performing Representative Concepts — one each for a standard-gauge and broad-gauge crossing.

Figure 2-5. Process to Identify a Standard-gauge Crossing as a Preliminary Project



2.4.3. Informing Future Development

As concepts are not fully defined projects, there remains significant opportunity to further optimize the recommended standard-gauge crossing concept based on findings from the analysis, (e.g., station locations, alignments, and service plans could be optimized further to enhance benefits).

2.5. Meeting the Strategic Framework

At Stage Gate 1, the BART and CCJPA Boards approved Link21's vision and problem statements and goals and objectives. This provided a strategic framework to guide the Link21 Team's evaluation and inform this recommendation for Stage Gate 2.

2.5.1. Problem Statement

A project that includes a standard-gauge crossing can resolve all three key elements of Link21's problem statement, as demonstrated in **Table 2-15.** 'Better' indicates the concept performed better overall for the identified key element. 'Equivalent' indicates both concepts performed in a broadly comparable way.

Table 2-1314. Comparison of the Link21 Problem Statement's Key Elements

KEY ELEMENT	STANDARD GAUGE RAIL		BROAD GAUGE RAIL	
Megaregional Access	✓✓	**Better**	✓	Good
Fair Outcomes	=	**Equivalent**	=	Equivalent

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KEY ELEMENT	STANDARD GAUGE RAIL		BROAD GAUGE RAIL	
Transbay Capacity	=	**Equivalent**	=	Equivalent

2.5.2. Goals and Objectives

A project with a standard-gauge crossing delivers the goals and objectives as approved by the BART and CCJPA Boards at Stage Gate 1. **Table 2-16, Table 2-17, Table 2-18,** and **Table 2-19** present the four goals and compare them against select metrics.[17] 'Better' indicates the concept performed better overall for the identified select metrics. 'Equivalent' indicates both concepts performed in a broadly comparable way.

Table 2-15. Comparison of Select Metrics for the Transform the Passenger Rail Experience Goal

SELECT METRICS	STANDARD GAUGE RAIL		BROAD GAUGE RAIL	
One-seat ride connectivity	✓✓	**Better**	✓	Good
Interregional journey time savings	✓✓	**Better**	✓	Good
Access to stations for residents	✓✓	**Better**	✓	Good
Ridership after assumed opening[18]	✓	**Good**	✓✓	Better

Table 2-16. Comparison of Select Metrics for the Support Economic Opportunity and Global Competitiveness Goal

SELECT METRIC	STANDARD GAUGE RAIL		BROAD GAUGE RAIL	
Bringing stations to job centers	=	**Equivalent**	=	Equivalent
Improving job access for people	=	**Equivalent**	=	Equivalent

Table 2-17. Comparison of Select Metrics for the Livability Goal

SELECT METRIC	STANDARD GAUGE RAIL		BROAD GAUGE RAIL	
Proportion of low-income riders	=	**Equivalent**	=	Equivalent

[17] This tables summarize select metrics from Link21's evaluation process. It is not a full summary of the Preliminary Business Case evaluation findings. More details can be found in Section 3.3.

[18] This includes all projects included in adopted regional transportation plans, such as *Plan Bay Area 2050*.

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Table 2-18. Comparison of Select Metrics for the Advance Environmental Stewardship and Protection Goal

SELECT METRIC	STANDARD GAUGE RAIL		BROAD GAUGE RAIL	
Zero-emission train services	=	**Equivalent**	=	Equivalent

2.6. Key Considerations in Comparison

The recommendation for a standard-gauge crossing is predominantly based on strategic factors that show a clear differentiation between the two options, as summarized in Section 2.3.

However, as Link21 advances beyond Stage Gate 2, additional factors, such as ridership and cost, will become increasingly important in considering alternatives and defining a Proposed Project. These and other factors were assessed at preliminary levels, which is consistent with this conceptual stage of planning.

2.6.1. Considering Ridership

Ridership projections were developed for a 2050 operating year that were impacted by numerous modeled factors and assumptions. For example, key assumptions were drawn from *Plan Bay Area 2050,* which includes scenarios of demographic and economic change and assumed transportation investments, such as The Portal, Valley Link, and BART's Core Capacity Program. As a result, the Baseline (a modeled future without Link21) already includes considerable ridership growth compared to today.

Three key findings from the Link21 Team's analyses are important to note when considering ridership.

1. Both crossing technologies have the potential to generate significant ridership.

At this stage of the program, ridership forecasts can only be indicative. Forecasts are highly dependent on key factors, including alignment, station locations, and service levels, none of which have been decided. Comparisons between the two Representative Concepts in these areas is further limited by different assumptions in the concepts. For example, the broad-gauge BART concept has 50% more train crossings per hour than the standard-gauge concept.

Two configurations analyzed for a standard-gauge crossing generated 90,000 and 115,000 new rail trips. Two analyzed for a broad-gauge crossing generated 110,000 and 130,000 new rail trips. For a standard-gauge crossing, this ridership resulted in a 45% growth in Regional Rail boardings. For a broad-gauge crossing, this ridership resulted in an 18% growth in BART boardings. Findings from each of these four ridership analyses will be used to help refine the Proposed Project after Stage Gate 2, including further analysis into long-term ridership gains.

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2. Alignments, stations, and service are not set and can account for significant additional gains in ridership.

Both modeled concepts included new stations along the alignments tied to either a standard-gauge or broad-gauge crossing. These stations were conceptually located and could be optimized to better capture ridership. For example, over 50% of new riders on the broad-gauge crossing were generated by two new markets in Alameda and Mission Bay. Future development of a standard-gauge crossing could build on this key finding, exploring design optimization and service changes to potentially capture these markets.

Additionally, a sensitivity analysis was undertaken on a standard-gauge crossing with a potential new station in Bayview.[19] This new station produced a significant bump in ridership with a standard-gauge crossing concept, adding approximately 25,000 more rides above the 90,000 increase. A significant ridership increase from one potential market underscores the opportunities that could be secured by providing service to these currently underserved areas. Furthermore, analysis indicates sensitivity to service planning with ridership affected by frequencies and stopping pattern. **This is a prime example of how preliminary assessments can guide future work** and will factor strongly into the development of the alignment and station locations going forward.

3. A standard-gauge crossing is a keystone link in the implementation of the vision set forth in the *California State Rail Plan.*

Ridership through a standard-gauge crossing has the potential to grow further with the long-term delivery of proposed rail projects in the *California State Rail Plan*, such as frequency increases on Capitol Corridor that are enabled by projects like the Suisun Bay rail bridge replacement, and from other partners, such as a rail extension to western San Francisco.

2.6.2. Considering Costs

As with ridership, cost estimates are highly variable due to the early conceptual definition of core features, such as alignment, stations, and service levels. Accordingly, while early cost estimates can provide valuable information that will help shape project definition, at this early stage in the project, cost estimates are indicative and will be revised with further project development. Costs are subject to significant further development and should not be referenced without appropriate context. Cost estimates are based on 1-2% designs that will be subject to considerable further development and potential variation.

Two key findings from the Link21 Team's analysis are important to consider.

1. The costs for the crossing infrastructure are broadly comparable.

[19] The San Francisco County Transportation Authority is studying a new Caltrain station at Bayview. Details can be found at the authority's Bayview Caltrain Station Location Study webpage.

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Analysis of cost estimates for standard-gauge and broad-gauge crossings indicated the costs of the crossing infrastructure (e.g., tunneling, portals, and track systems) would be broadly comparable with an estimated range of $18 to $30 billion in 2023 dollars.

2. The costs associated with a standard-gauge crossing are higher when you extend development beyond the crossing due to the limitations of the existing standard-gauge network.

The Link21 Team developed a cost estimate concepts that included a new crossing and a major program of investments to connect the crossing with the wider rail network and support ridership in the crossing. Additional network investments for a conceptual broad-gauge program ranged in estimated cost from $5 to $10 billion, whereas a conceptual standard-gauge program ranged from $15 to $25 billion in 2023 dollars. This difference in cost is due to the limitations of the existing standard-gauge network which is not equipped for high-frequency passenger rail service and generally has a history of low investment. The standard-gauge estimate included various elements, such as additional right-of-way and the assumed cost of delivery of projects from Link21's partners (e.g., elements of the *Caltrain Business Plan*). As a result, some of the elements included in this initial cost estimates may be delivered (and funded) separately from Link21.

2.7. Next Steps: Develop a Proposed Project for Environmental Review

After Stage Gate 2, Link21 will focus on:

- Work with the State to transition program management of Link21 to CCJPA, and develop a governance structure that includes other standard-gauge operators who may operate in Link21.
- Prioritize advancement of Link21 in the Corridor ID Program, supporting the development of a service development plan for Capitol Corridor with a new standard-gauge rail crossing between San Francisco and Oakland at its core.
- Define a Proposed Project for the new crossing to the level needed to begin the environmental review, including identifying any alternatives.
- Identify a funding plan for Phase 2 of the program that is consistent with the Corridor ID Program.

These next steps are provided to structure Link21's work planning, but they are subject to change in response to the funding and strategic context.

2.7.1. Corridor ID Program

Further definition of a Proposed Project for the crossing will be integrated within a broader program of development and planning through the Corridor ID Program and

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aligned with the *California State Rail Plan*. Beyond Link21's Proposed Project, a wider program of network investments will be identified that will bring mutual benefits alongside a new standard-gauge crossing. This includes engaging host railroads to identify improvements that accommodate both passenger rail expansion and the long-term benefits of goods movement by rail.

The Link21 Team will work with CCJPA, the State, and with host railroads to deliver a service development plan that stretches from Salinas and San Jose in the south to Sacramento and Reno in the north and outlines a series of visionary network investments that are aligned with the *California State Rail Plan*. This will guide the long-term development and integration of a Proposed Project for a standard-gauge crossing.

2.7.2. Defining a Proposed Project

A Proposed Project is a definition of a new transbay passenger rail crossing's alignment and the stations it will serve. It will include:

- **Logical Termini:** The rational end points for a project's infrastructure. The Link21 Team will identify a reasonable and affordable integration with existing rail networks.
- **Independent Utility**: A complete project that independently fulfills its purpose regardless of other projects or future improvements.
- **Reasonable Range of Alternatives:** Different, feasible ways of technically and economically delivering a project's Purpose and Need.[20]

Project definition will occur alongside progressive planning efforts for a wider Link21 program and megaregional vision. Beyond an initial standard-gauge Proposed Project, a wider program of network investments could be identified to build on the initial benefits the crossing would bring.

Both of these efforts would be done within the strategic context of a megaregional vision for passenger rail in Northern California. It would consist of projects and proposals from stakeholders that are aligned with the *California State Rail Plan* to ensure the alignment and integration of service outcomes for an enhanced passenger experience.

2.7.3. Developing Options and Alternatives

Link21's work to define a Proposed Project will focus on developing and evaluating options for the crossing through close engagement with key stakeholders and local communities.

[20] A Purpose and Need document is an important element of a project's environmental review. A 'need' is a clearly articulated deficiency or problem, and a 'purpose' is a set of clear objectives that need to be met to address the deficiency. The Link21 Team has developed a Preliminary Purpose and Need statement, as described in Section 3.3.2.

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Options are clear choices for project definition and could include, for example, where and how a new station is located within a local community. Building on the broad engagement and outreach already undertaken, the Link21 Team will use stakeholder and community feedback to shape the development and evaluation of options. Following further evaluation and engagement, favorable options could be retained as alternatives for the Proposed Project definition ahead of environmental review.

2.7.4. Priorities for Success at Stage Gate 3

Based on insights and findings from Stage Gate 2's evaluation and engagement, Link21 has identified six priorities for success at Stage Gate 3. These will guide project definition toward readiness for environmental review. These are outlined in **Table 2-20**.

Table 2-19. Priorities for Success at Stage Gate 3

KEY PRIORITY		EXPLANATION
	Balancing Costs and Benefits	A successful project will need to be cost-effective (i.e., demonstrate sufficient balance between the benefits and estimated capital costs).
	Building Stakeholder and Community Buy-in	Building stakeholder and community buy-in to project definition and ahead of environmental review will be vital to ensuring efficient delivery of the California Environmental Quality Act and National Environmental Policy Act's requirements.
	Advancing Fair Outcomes and Anti-displacement	The Link21 Team will continue to focus on reducing displacement risk through options, design, and engagement with local jurisdictions.
	Reducing Delivery and Environmental Risk	Understanding and managing key risks in development will be more efficient and will reduce delivery impacts later. A key focus area will be to engage freight railroads on options for infrastructure and service delivery in the East Bay.
	Securing Long-term Funding	The Link21 Team will continue its active funding strategy, aiming to take advantage of state and federal funding for future opportunities.
	Establishing Long-term Governance and Integration	A standard-gauge crossing will unlock local and megaregional rail connectivity that will require proactive engagement with partner agencies and jurisdictions.

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3. Readiness

This chapter provides the final set of evidence for Stage Gate 2. It aims to demonstrate that Link21 has:

> **The people and plans in place to position Link21 for federal and state funding to advance to Stage Gate 3.**

3.1. Key Takeaways from this Chapter

- Under the federal Corridor ID Program, the Link21 Team is ready to begin work toward Stage Gate 3 and will focus on defining a Proposed Project for entry into environmental review and supporting the creation of a service development plan as part of the Corridor ID Program.
- Link21, through CCJPA, has been included in the Corridor ID Program, which has a defined process for advancing and securing federal funding.
- Project definition will be informed by a process of developing and evaluating various options. This will be shaped by vital stakeholder and community engagement and environmental analysis.
- Project definition will occur within a structured planning context of a wider network of investments and a megaregional vision of service upgrades that are shared with partner projects and aligned to the *California State Rail Plan*.
- The Link21 Team's approach to project definition will be guided by six clear success factors that are identified from current and recent evaluation and engagement activities.
- The Link21 Team will continue to develop a strategy to secure sufficient funds to deliver Stage Gate 3 and funds for long-term development and delivery.
- Link21 has a mature organizational structure and sufficient skills and tools to deliver a project definition that supports Stage Gate 3.

3.2. Next Milestone

3.2.1. Stage Gate 3 Goals

Stage Gate 3 is Link21's next planned milestone, marking the transition to Phase 2: Project Selection (**Figure 3-1**).

The Link21 Team's anticipated work for Stage Gate 3 is to:

- Advance Link21 in the Corridor ID Program by supporting the development of a Service Development Plan for Capitol Corridor with a new standard-gauge rail crossing between San Francisco and Oakland at its core.

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- Identify a funding plan for Link21 that is consistent with the Corridor ID Program to fund Phase 2 of the program.
- Define a recommended Proposed Project for a new crossing to a sufficient level to begin environmental review, including identifying any alternatives.
- Complete sufficient preparatory work to initiate Phase 2 and the environmental review process (thus allowing the release of a Notice of Preparation and/or Notice of Intent).
- Continue Link21's commitment to fairness in the definition of a Proposed Project including through community outreach.

This work focuses on Link21's next stage of refining the Stage Gate 2 recommendation of a standard-gauge crossing into an identified Proposed Project (with Alternatives as necessary) that is ready for environmental review, which is consistent with state and federal law, and aligned to wider investment planning by key stakeholders and partners.

These goals are an outline to direct Link21's work planning and do not necessarily reflect the final actions of Link21 at Stage Gate 3.

3.2.2. Integration with the Corridor ID Program

Through the Bipartisan Infrastructure Law, the federal government established a long-term, multi-year program to develop and fund standard-gauge passenger rail programs. As a central element of this investment program, the Corridor ID Program was established under the Federal Railroad Administration as the basis for federally funding rail projects. It instituted a defined process to prioritize, advance, and fund projects that add to the national rail network. **In December 2023, the Capitol Corridor, which includes Link21, was selected for inclusion in the Corridor ID Program, positioning the Link21 program for future federal support and funding.**

There are six corridors identified in the state of California. For corridors included in the Corridor ID Program, the federal government will support up to 90% of the costs to develop projects as part of a comprehensive corridor plan and up to 80% of costs to complete federal environmental clearance. Nationally, $1.8 billion is currently available for this work. Once projects complete this process, the projects become eligible for capital funding under the Federal Railroad Administration's Federal-State Partnership Program.

CCJPA is working with Caltrans[21] to secure Corridor ID Program funding and advance development. This coordination with Caltrans builds on the inclusion of Link21 as an important element of the *California State Rail Plan.* This is especially important because it establishes priorities for state investment in rail, and it will be the key driver behind Corridor ID Program investments in rail projects and corridors.

[21] Caltrans is the state lead for the Corridor ID Program and author of the *California State Rail Plan*.

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The Corridor ID Program is structured around three steps:

- **Step 1** is the determination of scope, schedule, and cost estimate for preparing a service development plan.
- **Step 2** is the preparation of a service development plan. This plan includes key proposed operational changes, such as schedules, frequencies, operating speeds, stations served, and the necessary capital investments required to realize the operational changes.
- **Step 3** is project development and environmental review and preparing the project for delivery.

The Capitol Corridor, including Link21, is currently in Step 1. Once funds are awarded for Step 2 the State and CCJPA will conduct multiple planning tasks for the entire corridor in phases, eventually culminating in a service development plan. The Link21 Team's substantial planning work thus far will greatly inform Step 2. In close coordination with Link21, CCJPA, the state, and other partners, will identify and agree upon key shared operational changes with agencies and stakeholders along the whole specified route, including building on the opportunities enabled by a new transbay standard-gauge rail crossing at its core. These operational changes will be enabled by a broad program of defined capital investment projects and their potential phasing. In alignment with the *California State Rail Plan*, the Link21 Proposed Project will be a key enabling project within this broad program.

Once the service development plan is complete, the Link21 Proposed Project, as a capital investment project that is identified as part of the plan, will have access to up to 90% federal match funding to complete key development activities in support of refining the Proposed Project and advancing it into environmental review (Phase 2). It is envisaged that Step 3 will be pursued at the project level, whereby the Link21 Team will define a recommended Proposed Project and advance into environmental review.

3.2.3. Preparing for Environmental Review

The future work described in Section 3.2.1 set a clear expectation that Link21 is planning to enter environmental review after Stage Gate 3 as part of the Project Selection phase, which is a significant milestone for any major project.

A successful environmental review requires the Link21 Team to comply with the requirements of the California Environmental Quality Act and National Environmental Policy Act. This includes initiating a public scoping process through a Notice of Preparation and Notice of Intent, developing a complete project description and a reasonable range of alternatives, identifying project impacts, and preparing a Draft Environmental Impact Report/Environmental Impact Statement for Stage Gate 4. The Link21 Team plans to conclude its Project Selection phase with the approval of a project for delivery at Stage Gate 5 and certification of the Final Environmental Impact Report/Environmental Impact Statement.

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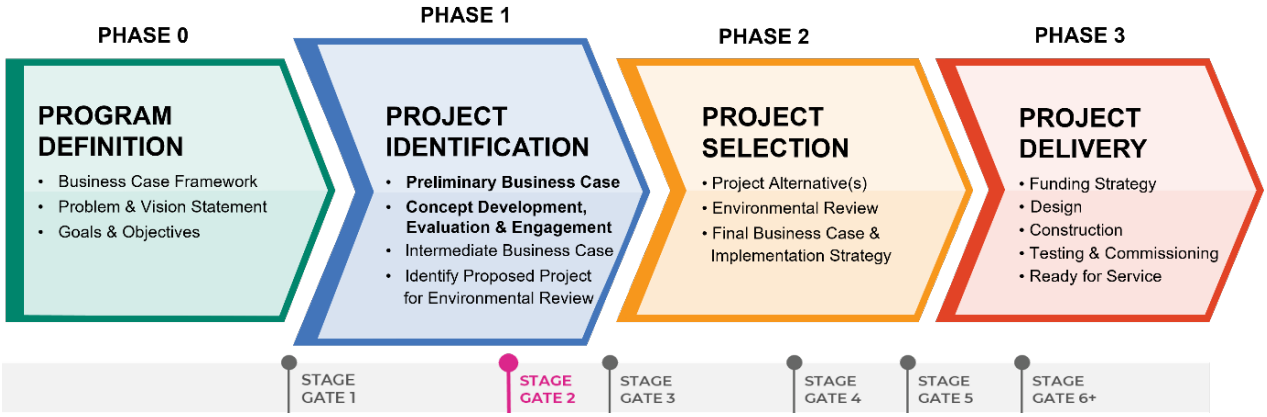
As a participant of the Corridor ID Program (Section 3.2.2), the Capitol Corridor is anticipating a partnership with the Federal Railroad Administration for compliance with the National Environmental Policy Act. Environmental review is a challenging undertaking for any megaproject to deliver. Link21's next stage of work will require diligent planning and preparation work for a Proposed Project and building strong relationships with key stakeholders and local communities.

Figure 3-1. Link21's Planned Phases and Stage Gates



3.3. Defining the Proposed Project

To deliver Stage Gate 3's goals, the Link21 Team will focus its next steps on refining the Stage Gate 2 Preliminary Project into a clearly defined Proposed Project for environmental review. This work builds on the findings from the engagement and outreach evaluation that was undertaken for Stage Gate 2.

3.3.1. Planning Context and Potential Phasing

Link21 has a fiscal duty to define a Proposed Project that affordably meets its goals and objectives, can deliver meaningful benefits upon starting revenue service, and is deliverable. To do so, the Link21 Team is considering how the Proposed Project could be planned and delivered in potential phases within a wider context.

Three geographic scales of planning will inform project definition:

1. **Link21 Project Definition**: The initial Proposed Project that provides a new standard-gauge crossing and connects to Bay Area and megaregional rail networks on the Peninsula and in the East Bay. It also will provide new Bay Area and megaregional rail service and a new BART to Regional Rail transfer in Oakland. **Defining the Proposed Project will be the focus of the Link21 Team's work after Stage Gate 2.**
2. **Link21 Program**: The long-term, overarching program of rail investments that directly builds on the benefits of an initial Proposed Project for a new standard-gauge crossing. This could include additional infrastructure in supporting corridors,

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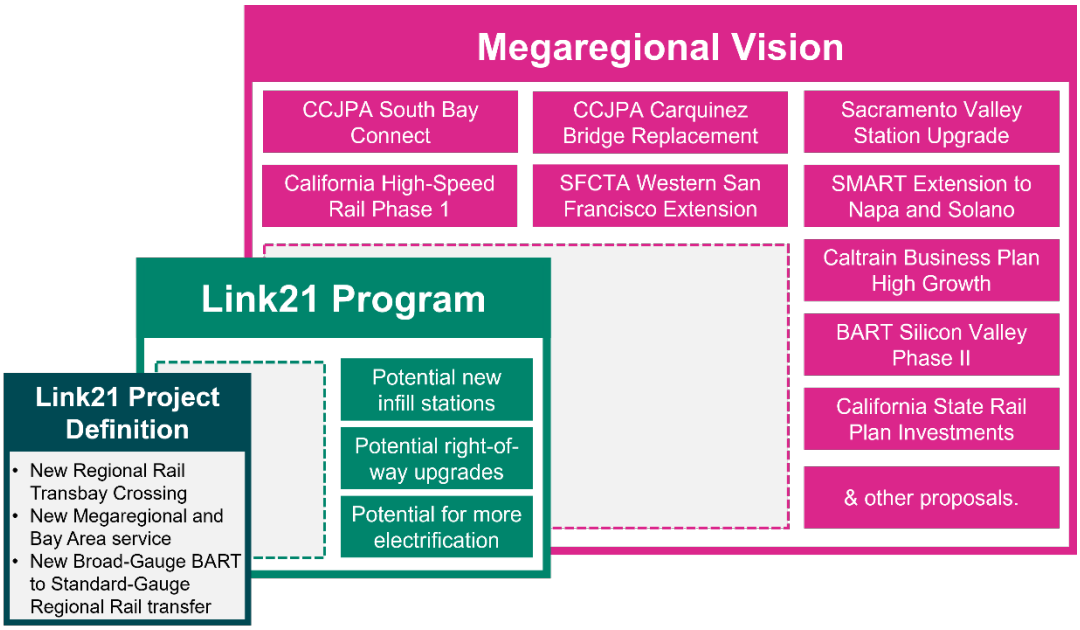
such as the current Capitol Corridor route, to facilitate enhanced frequencies of service. Potential improvements may include new infill stations, right-of-way upgrades, and more standard-gauge Regional Rail electrified service. **The program's definition will be further refined by the Link21 Team, Caltrans, and CCJPA as part of forthcoming work to create a service development plan through the Corridor ID Program.**

3. **Megaregional Vision**: An integrated vision for rail service across the Bay Area and Northern California that consists of a Proposed Project for a new standard-gauge crossing and future projects that would be delivered by partners in alignment with the *California State Rail Plan*. This includes California High-Speed Rail Phase 1, a potential San Francisco County Transportation Authority western San Francisco extension, CCJPA South Bay Connect and Suisun Bay rail bridge replacement, Sacramento Valley Station upgrade, Sonoma-Marin Area Rail Transit extension to Napa and Solano, *Caltrain Business Plan* high growth, BART Silicon Valley Phase II, and other *California State Rail Plan* proposals, like the extension of Intercity | Express services to Reno. This vision would be co-produced between all megaregional rail and transit agencies.

A schematic diagram of these three scales of planning is provided in **Figure 6-2**. It demonstrates how the three are integrated. A Proposed Project will be a core part of a broader Link21 which, in turn, is a core part of the megaregional vision for rail across the Bay Area and Northern California.

Figure 3-2. Schematic Representation of Link21's Planning Context for Stage Gate 3



SFCTA = San Francisco County Transportation Authority
SMART = Sonoma-Marin Area Rail Transit

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Defining the Boundaries of the Proposed Project

The Link21 Team will need to establish reasonable project boundaries, sometimes referred to as the extents, for the proposed improvements between the Proposed Project, the wider program, and the megaregional vision as part of a phasing strategy. Along with the boundaries and phasing strategy, the Link21 Team will continue to work with partners at the local, state, and federal level to establish what improvements can most efficiently be delivered by Link21 and which improvements and costs will be delivered by transportation partners.

Insights from the work and evaluation undertaken for Stage Gate 2 provide a foundation for this work, but it will need to be developed further through focused technical work on the key risks and considerations, engagement with key stakeholders, Link21's long-term funding strategy, and modeled evaluation, where appropriate. The following sections expand on the key planning activities.

3.3.2. Purpose and Need

One of the first activities for Stage Gate 3 will be to refine the *Preliminary Purpose and Need* with feedback from engagement with stakeholders, and to ensure alignment with forthcoming Purpose and Need statements for service corridors in the Corridor ID Program.

A clear purpose and need is one of the most important components of the future environmental review documentation, and it typically forms the first chapter of an Environmental Impact Statement for the National Environmental Policy Act. As an evolution of the goals and objectives, it will explain to Board members, stakeholders, and the public why Link21 is required and worth funding.

It will be used to drive the evaluation and refinement of options as part of the project definition up to Stage Gate 3, forming the core of the methodology of an updated Business Case. Any identified Alternatives that do not meet the purpose and need will be screened out ahead of environmental review.

For further detail on early work in this space, refer to the Preliminary Purpose and Need.

3.3.3. Developing and Refining Options

The Link21 Team plans to support project definition by developing and reviewing a series of different options that would refine and optimize alignments and stations, further clarifying the scope and cost. These options will be reviewed through a streamlined process of evaluation and engagement that focuses on considering relevant technical trade-offs and, where appropriate, local community and stakeholder input. Options that perform well during evaluation and engagement could be considered for potential inclusion in the project definition or within the broader program.

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3.3.4. Engineering and Feasibility

In support of options development and refinement, and to provide a project definition that is appropriate for Stage Gate 3, the Link21 Team will develop supporting technical studies that center on specific challenges or technical questions. For example, select advanced conceptual engineering studies will be advanced to study alternative delivery opportunities for the East Bay standard-gauge Regional Rail corridors beyond the crossing. They will be used to inform engagement with local communities, stakeholders, and freight railroad companies and discuss any viable options.

3.3.5. Engaging Stakeholders and Communities

The Link21 Team recognizes that early and effective stakeholder and community engagement is one of the critical ways to position a project for success in the environmental review. Building on the momentum and reach of the engagement program completed for Stage Gate 2, the team plans to deliver focused stakeholder, community, general public, and host railroad engagement for Stage Gate 3.

The Link21 Team will continue to prioritize public engagement and providing multiple accessible opportunities to shape Link21's development process.

Four key activities are planned:

1. **Stakeholder Engagement:** A continued program of regular engagement with key stakeholders either through the Program Development Team and Jurisdictional Working Group forums with agencies and cities or with direct meetings with key stakeholders on focus issues. Buy-in and support from stakeholders directly affected by the project definition will be a high strategic priority.
2. **Community Engagement**: The Link21 Team will increasingly focus on engagement with communities that are located near the area of Proposed Project definition to seek input and feedback on potential options, such as alignments or station configurations. Building relationships with local communities will be vital for the environmental review.
3. **Megaregional Public Engagement:** The Link21 Team plans to continue providing a regular series of megaregional public engagement events with webinars and materials to inform and secure feedback from a broad public audience across Northern California during program milestones.
4. **Host Railroad Engagement:** The Link21 Team, under the coordinating leadership of the State, plans to further engage host railroads on service development. These stakeholders are critical to advancing standard-gauge investments, often on their infrastructure, and to identify mutually beneficial outcomes for passenger and freight rail services.

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3.3.6. Advancing Fairness

The Link21 Team will continue to prioritize fair outcomes throughout the delivery of Stage Gate 3 work.

- **Anti-displacement Toolkit:** The Link21 Team has started development on an Anti-displacement Toolkit that will provide policy guidance for working with local jurisdictions and communities to mitigate indirect displacement that is associated with new transportation accessibility benefits from a future Proposed Project.
- **Reducing Direct Displacement in Design:** Technical studies informing project definition will seek to minimize the risk of direct displacement.
- **Community Benefits:** The Link21 Team will begin developing a community benefits framework with stakeholders and the community.

3.3.7. Planning and Environmental Linkages

Link21 will continue to adopt a Planning and Environmental Linkages-aligned approach to its work to define a Proposed Project for environmental review at Stage Gate 3 (Section 3.5). As Link21 prepares to enter environmental review, engagement with federal agencies will likely highlight the importance of this work to streamline future compliance with the National Environmental Policy Act.

Early Environmental Screening

The Environmental Team will continue to work closely through options development, refinement, evaluation, and engagement to implement the Planning and Environmental Linkages-aligned approach. This will include the ongoing consideration and analysis of options development against the environmental constraints and opportunities identified in Stage Gate 2 (Section 3.5).

Additionally, the Link21 Team expects to review and screen out poor performing options prior to project definition. They will capture these through the development of an Alternatives Considered But Not Advanced Report that builds on the work outlined in Section 3.7.

3.3.8. Evaluation

The Link21 Team will update its business case evaluation to inform the definition of a Proposed Project following Stage Gate 2. This evaluation approach will use an appropriate balance of qualitative and quantitative evaluation to identify tradeoffs for decision-makers.

Stage Gate 3 will be informed by a summary of the evaluation of the different options, which will provide further clarity on the scope, costs, and benefits of the Proposed Project.

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3.4. Priorities for Success at Stage Gate 3

The previous section outlined the Link21 Team's high-level approach to project definition and explained the key activities that are planned as part of the program's next steps. To successfully guide this work for future environmental review, six priorities for success have been identified from valuable insights and findings gathered from recent evaluations and engagement.

1. Balancing Costs and Benefits

A successful project will need to demonstrate a sufficient balance between benefits and estimated costs. The Link21 Team will apply insights from recent evaluations of economic considerations and conceptual development to develop and evaluate options. Costs could be refined through additional engineering feasibility, and benefits and value could be optimized through the exploration of valuable markets (such as Mission Bay) to build additional ridership.

Ultimately, trade-offs for project definition may be identified after incorporating the environmental analysis and feedback from engagement. For example, an option may be progressed with a poorer benefit-cost ratio if it has significant preference with communities and stakeholders over other options.

2. Stakeholder and Community Buy-in

Building stakeholder and community buy-in to the project definition ahead of the environmental review is vital to ensuring compliance with the California Environmental Quality Act and National Environmental Policy Act. The Link21 Team aims to build on prior engagement with stakeholders, coordinating with them as the options and designs mature to capture further feedback.

Additionally, as local options and alignments are developed, public engagement has highlighted the need for a focus on local community engagement to build relationships and help shape the project definition. By building in this involvement ahead of environmental review, the Link21 Team can reduce the risk of costly challenges later.

3. Advancing Fairness and Anti-displacement

Fairness remains a key priority, and the Link21 Team will continue to advance these outcomes throughout the program. Continued alignment with local, state, and federal policies will support the Link21 Team's efforts to secure funding for ongoing development.

A focus identified during the strategic evaluation and public engagement is the need to reduce direct and indirect displacement through option development and the deployment of the Anti-displacement Toolkit. It also identified the need to develop a community benefits program.

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4. Reducing Delivery and Environmental Risk

Megaprojects are complex and risks are expected. Identifying and planning for potential delivery risks at an early stage in the project life cycle reduces impacts considerably at a later stage. The Link21 Team has identified deliverability and operations considerations as part of the Preliminary Business Case and conducted early environmental analyses to develop valuable insights on key risks before Stage Gate 3.

Two examples of these delivery and environmental considerations are as follows:

- **Delivery risks** will guide the prioritization of engineering feasibility, technical studies, and key stakeholder engagement. For example, one key delivery risk is the freight railroad interface, which the Link21 Team plans to manage by securing grant funds to pay for freight railroad resourcing and expediting technical reviews and feedback.
- **Environmental risks** will be managed by maintaining a Planning and Environmental Linkages-aligned approach to development, including planning and identifying a project for the formal environmental review. This will be accomplished by incorporating the environmental constraints and opportunities analysis and potential environmental impacts into project identification and definition and maintaining an active strategy for the environmental review.

5. Long-term Funding

Link21 will need to secure long-term funding to continue development work beyond Stage Gate 3 to ultimately deliver the Proposed Project. A long-term funding plan should continue to be maintained, including strategically applying for grants and funding sources to ensure Stage Gate 4 and future milestones can be delivered.

Additionally, the Bay Area and Northern California have several rail and transit projects in development within the context of the megaregional vision. The Link21 Team will coordinate with agencies to minimize competition, identify mutual benefits, and secure inclusion within any future voter-approved measures for local funds.

6. Long-term Governance and Network Integration

The Proposed Project offers huge potential to transform connectivity across the Bay Area and Northern California. However, the benefits will only be realized through coordination with the many interfacing agencies and stakeholders. The Link21 Team will continue its engagement with agencies, especially metropolitan planning organizations, to ensure there is alignment with their wider objectives. Specifically for the Bay Area, the Link21 Team will engage the MTC regarding regional network management to ensure service planning is aligned to a shared vision for passenger experience and fare integration, as public engagement highlighted the need for the integration of future standard-gauge Regional Rail fares with existing transit.

Finally, Link21 will maintain a forward-looking governance strategy to ensure structures of authority evolve with the program's needs. The selection of standard-gauge rail for the crossing, and the interoperability it creates, necessitates the expansion of program

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governance to include the megaregional operators of facilities and services that will be enhanced by Link21. As a next step, the Link21 Team will engage with those operational stakeholders to develop interagency agreements that are focused on optimizing the effectiveness of the crossing, advancing regional coordination of passenger rail services and facilities using the crossing, and identifying and removing barriers to that coordination. The Link21 Team is committed to formalizing the expanded governance prior to Stage Gate 3.

3.5. People, Funding, Processes, and Tools

Link21's approach to Stage Gate 3 will be implemented by a mature program delivery team, with a focused organization of professional skills, clear considerations for future governance and funding, strategic leadership and processes, and appropriate tools for analysis and development.

3.5.1. Governance and Leadership

Governance is broadly defined as the structure and authorities needed to advance and implement a project, including decision-making, which is characterized by oversight, management, and staffing.

Stage Gate 2 is an important milestone for Link21, and it has significant implications for governance. A standard-gauge Regional Rail crossing means primary federal funding and oversight is assumed to come from the Federal Railroad Administration, with CCJPA as the recipient of funding and accountable to the Federal Railroad Administration. Additionally, Link21 will move from broad planning activities to more detailed project identification and development.

Moving forward, Link21 will transition to leadership by the California State Transportation Agency, with development led by CCJPA as part of the broader Corridor ID Program. BART will continue as a partner on the project, noting the key benefits for BART riders from integrated transfers between the standard-gauge and broad-gauge systems.

Recommendations for Next Steps on Governance

For Stage Gate 2, Link21 developed an initial memorandum that considers the governance structure that would result from a standard-gauge crossing. It identified the following near-term proposals (i.e., between Stage Gates 2 and 3):

- Transition of program leadership to the California State Transportation Agency, and agency management of Link21 to CCJPA, so it is integrated with the management of Corridor ID study activities.
- Continued partnership between BART and CCJPA.
- Development of a long-term governance strategy as part of Stage Gate 3, including options for formal engagement with other standard-gauge rail partner agencies

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through interagency agreements to guide the program and achieve state and regional goals.

3.5.2. Stage Gate 3 Funding Plan

The Link21 Team has a plan to secure sufficient funds to fully deliver the Stage Gate 3 goals and beyond. Link21, as part of CCJPA and Caltrans' application for the Capitol Corridor, was included in the Corridor ID Program in December 2023. This positions the program for federal funding for project development, and, eventually capital funding, while utilizing previously awarded regional and state Transit and Intercity Rail Capital Program funds to advance near-term goals.

A combination of local, state, and federal sources is expected that leverage existing and committed, but not yet allocated funds (such as Link21's funds in the voter-approved Regional Measure 3[22]), as valuable match funding. The funding plan will continue to evolve based on available funding sources, and it includes additional state funding that reflects Link21's inclusion in the *California State Rail Plan*.

Upcoming Grant Pursuits

Link21 was included within the scope of the successful CCJPA application for Step 1 Corridor ID Program planning funds ($500,000 scoping grant). While the specifics of the Corridor ID Program have not yet been determined, the Link21 Team understands corridor planning will be phased. This includes the opportunity for a coordinated application for Corridor ID Program Step 2 funds, which provide a 90% federal match for development activities that are fully aligned with Link21's scope for Stage Gate 3 and environmental review.

At a state and local level, the Link21 Team will focus on future grant opportunities from the Transit and Intercity Rail Capital Program, so it can build on the successful 2023 award and the $50 million allocated to Link21 in the voter-approved Bay Area Regional Measure 3 that is administered by the MTC.

Long-term Funding Strategy

The Link21 Team will continue to actively work with its partners to apply for grants and secure funds for long-term development and delivery. This includes submitting future applications for a range of federal funding sources, such as the MEGA Program (National Infrastructure Project Assistance program), Federal-State Partnership Program (national), and the Corridor ID Program (through partnership with CCJPA), and state sources and local opportunities, such as any forthcoming regional measures for transportation investments.

[22] Link21 has funds allocated in Regional Measure 3, but it requires BART Board authorization to release them for expenditure.

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3.5.3. Organizational and Skills Strategy

The Link21 Team consists of an integrated organization of BART and CCJPA staff, a Program Management and Strategic Advisory Team, and four Consultant teams to deliver Stage Gate 3's goals.

The Consultant teams specialize in the following four overarching service categories:

- **Planning and Engineering** focuses on delivering specialist planning activities and engineering feasibility studies. The team has access to professional engineers, urban planners, transportation planners, rail operations advisors, architects, and cost estimators to deliver the requirements of Stage Gate 3. In the next phase of work, the team will primarily focus on leading options refinement, supporting technical studies, and developing the project definition.
- **Engagement and Outreach** focuses on delivering engagement and outreach planning expertise. The team has access to public and media affairs advisors, public engagement leads, designers, website content creators, and stakeholder managers. In the next phase of work, the team will focus on continuing Link21's proactive engagement program and expanding its focus on community engagement and co-creation to support options refinement, evaluation, and project definition.
- **Environmental** focuses on delivering specialist environmental planning and advisory services. The team has access to planning leads, environmental planners, permitting leads, and environmental review advisors. In the next phase of work, the team will focus on providing planning advisory services for preparing for environmental review, continuing Link21's Planning and Environmental Linkages approach, and supporting preparation of documentation for a prospective Notice of Intent/Notice of Preparation at Stage Gate 3.
- **Travel Demand and Land Use** focuses on providing specialist modeling expertise for demand projections and land use impacts. The team has access to economic modelers, analysts, and forecasters. In the next phase of work, the team will focus on supporting the evaluation process by providing travel demand and land use modeling impacts for the different service outcomes.

3.5.4. Program Controls and Risk Management

Link21 will continue to deliver a disciplined and controlled program development process that is supported by best practices in reporting and quality, cost, and risk management. This grows increasingly important as Link21 advances towards environmental review and needs to deliver federal- and state-mandated requirements and continue to manage public funds appropriately.

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Top Link21 Strategic Risks

The Link21 Team has maintained a risk register since Phase 0 and regularly reviews risks and their mitigations. The top five risks and their action plan are summarized in **Table** 3-1.

Table 3-1. Top Strategic Risks and Action Plans

RISK	ACTION PLAN
Securing sufficient funds for Link21's development.	• Maintain the funding strategy (in place since Phase 0) and monitor cash flow, sources, and opportunities for grants. • Continue coordination with agencies to help identify mutual benefits and strategies for funding applications.
Securing political champions to advocate for Link21 in future funding opportunities.	• Continue to engage congressional and state elected officials. • Focus upcoming engagement and outreach work on generating key champions to support future funding opportunities.
Obtaining key stakeholder and host railroad support.	• Maintain the broad stakeholder engagement plan, and continue to regularly meet with agencies, jurisdictions, and other stakeholders to share progress. • Continue to engage stakeholders on option development and seek input to shape project definition. • Aim to identify mutual benefits for freight and passenger rail investments during planning and development activities. • Coordinate with state agencies on strategic partnerships with freight railroads.

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RISK	ACTION PLAN
Community opposition to potential local impacts and land use issues.	• Use the environmental constraints and opportunities analyses, in coordination with engagement and outreach, to map key constraints and opportunities that inform the project's design. • Aim to minimize local impacts (i.e., displacement, construction disruption) during upcoming development and refinement of options. • Coordinate with host freight railroads to optimize the use of existing right-of-way and minimize risks of land-take. • Engage local jurisdictions on station planning to identify beneficial development opportunities. • Develop an Anti-displacement Toolkit to inform engagement with jurisdictions on effective policies. • Aim to deliver community and local engagement that helps shape options development and project definition during upcoming engagement and outreach work.

3.5.5. Modeling Tools

Two model tools were created to support development and evaluation, as follows:

- **Initial Tool** is a high-level strategic modeling tool that can assess the relative performance of concepts on key strategic metrics and can be run quickly to inform high-level definition. The Initial Tool was used in early work to explore and screen high-level concepts in support of the Stage Gate 2 recommendation.
- **Refined Tool** is a detailed modeling tool that includes two major components: a travel demand model and a land use model. The travel demand model is an activity-based model that is based on the MTC's regional travel demand model, Travel Model version 1.5, that simulates travel for each person in the region by using attributes, including mode, time of day, and purpose. It is considerably more detailed than the Initial Tool and allowed for a more direct comparison between evaluation results, costs and benefits, and long-term sensitivities in later work that supported the Stage Gate 2 recommendation.

Evaluation to support Stage Gate 3 will be tailored to the specific needs of different options. Where options have transportation impacts on land use and/or ridership, the Link21 Team will make use of the Refined Tool to support key evaluation metric inputs for the project definition.

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Appendix A. Glossary of Terms

TERM	DEFINITION
BART (technology/track type)[23]	The technology and track type that is used by BART within its own closed system of facilities and right-of-way. From an infrastructure perspective, BART is a single-level vehicle on broad-gauge tracks that is powered by electricity using a third rail system. BART uses this technology/track type to provide Urban | Metro rail services.
Bay Area	The 9-county area that surrounds the San Francisco Bay comprises Alameda, Contra Costa, Marin, Napa, San Mateo, Santa Clara, Solano, Sonoma, and San Francisco counties.
Broad-gauge Crossing Concept	A new transbay passenger rail crossing concept that uses broad-gauge BART technology. If the crossing uses broad-gauge technology, it should connect, at a minimum, to existing broad-gauge infrastructure in the East Bay and serve downtown San Francisco. A broad-gauge crossing concept may have improvements to the standard-gauge Regional Rail network.
Branch	A physical subdivision of railway that diverges from the rest of the network. The broad-gauge network currently has four branches in the East Bay to Richmond, Pittsburg/Bay Point, Dublin/Pleasanton, and Berryessa/North San Jose.
Crossing Project	A new transbay passenger rail crossing between San Francisco and Oakland, including connections back to the existing rail network on either side of the San Francisco Bay, and additional improvements away from the crossing to provide higher levels of train service in the crossing as needed.
East Bay	The area adjacent to the eastern shores of the San Francisco Bay and San Pablo Bay from Richmond/Hercules in the north to Fremont/Berryessa/North San Jose in the south.

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[23] Specific BART lines are referred to directly (e.g., Yellow Line) with a geographic description if there is any ambiguity (e.g., in the East Bay). Note that 'lines' refer to the specific services operated, as opposed to the physical track infrastructure.

TERM	DEFINITION
Corridor Identification and Development (Corridor ID) Program	A new intercity passenger rail planning and development program established as part of the Bipartisan Infrastructure Law. Led by the Federal Railroad Administration, it provides federal funding for planning studies to help guide intercity passenger rail development and create a pipeline of rail projects ready for implementation. The key initial focus of the planning studies is developing a phased program of projects to achieve planned service levels in a corridor, documented in a service development plan. Nine corridors in California, including Capitol Corridor, San Joaquins, and California High-Speed Rail Phase 1, were selected to enter the program in December 2023.
Gauge	The distance between the two rails of a train track. Standard-gauge rail (tracks that are 4 feet, 8.5 inches apart) is used on the Regional Rail network and broad-gauge rail (tracks that are 5 feet, 6 inches apart) is used on the BART network. The two gauges are incompatible with one another.
Intercity | Express Rail Service	A type of service for medium to long trips that connects regions and urban and rural communities at lower frequencies and higher average speeds compared with Urban | Metro rail services. Operators like Capitol Corridor, San Joaquins, Altamont Corridor Express, and others provide this service on shared standard-gauge Regional Rail tracks that are sometimes owned by private freight rail operators.
Northern California Megaregion	The 21-county area that comprises Alameda, Contra Costa, El Dorado, Marin, Merced, Monterey, Napa, Placer, Sacramento, San Benito, San Francisco, San Joaquin, San Mateo, Santa Clara, Santa Cruz, Solano, Sonoma, Stanislaus, Sutter, Yolo, and Yuba counties.
Peninsula	The areas south of San Francisco that are adjacent to the San Francisco Bay, including San Mateo County and the northwestern parts of Santa Clara County.
Preliminary Project	The improvements that will be recommended for advancement at Stage Gate 2 that consist of an identified rail technology in the crossing (standard-gauge or broad-gauge rail) for service delivery, and a set of options that will frame upcoming feasibility studies and engagement with communities, stakeholders, and the public. Once identified, it will form the basis for defining a Proposed Project (and the identification of any Alternatives) that is ready for environmental review at Stage Gate 3. Preliminary Project is used for the concept that is recommended at Stage Gate 2 and advanced for further development, but not for the sets of improvements that are evaluated before Stage Gate 2; those improvements are referred to as Concepts.
Proposed Project	A project sufficiently defined to be advanced to state and/or federal environmental review processes. It is planned that

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TERM	DEFINITION
	following the Stage Gate 2 recommendation, the Preliminary Project will be further refined and developed into the Proposed Project. The Proposed Project is planned to be approved at Stage Gate 3 for potential advancement into the state and/or federal environmental review processes.
Regional Rail (technology/track type)	The technology and track type used by multiple agencies on an interconnected rail network throughout the Megaregion. From an infrastructure perspective, standard-gauge rail is a single or bi-level vehicle on standard-gauge tracks that is sometimes powered by electricity using an overhead catenary system. Standard-gauge infrastructure is owned, in some cases, by the passenger operator (e.g., Caltrain from San Francisco to San Jose) and in other cases a freight operator (e.g., Capitol Corridor mostly operates on Union Pacific Railroad right-of-way). On this technology and track type, operators provide two types of service: Intercity | Express and Urban | Metro. Several types of train vehicles can operate on this network, but broad-gauge rail (BART) cannot.
Standard-gauge Crossing Concept	A new transbay passenger rail crossing concept that uses standard-gauge Regional Rail technology. If the crossing uses standard-gauge technology, it should connect, at a minimum, to existing Regional Rail infrastructure in San Francisco and the East Bay. A standard-gauge crossing concept may have improvements to the broad-gauge BART network.
Stage Gate	Key points in the development and delivery of the Link21 Program that provide fundamental strategic definition to the program's progress. They memorialize the actions made at the appropriate governance levels based upon staff recommendations. Among the many actions that must be made over Link21's life cycle, stage gates capture the foundational guidance that determine the program's direction, effectively closing one part of the life cycle, opening the next, and confirming support for continued investment and progress of the program to the next stage gate.
Stage Gate 2	At Stage Gate 2, the Link21 Program will reach the milestone of identifying the recommended train technology for the crossing. This will enable the identified Preliminary Project to be refined, with continued community, stakeholder, and public engagement, into a Proposed Project ready for environmental review.

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TERM	DEFINITION
The Portal	The Portal, also known as the Downtown Rail Extension project, is a planned project to extend rail services (principally Caltrain and, in the future, California High-Speed Rail) on the San Francisco Peninsula from the current northern terminus at the 4th and King Station to the Salesforce Transit Center in downtown San Francisco through a 1.3-mile-long tunnel. A standard-gauge crossing concept would connect with The Portal at the Salesforce Transit Center to enable direct transbay rail services between the Peninsula, San Francisco, and the East Bay.
Transbay	Refers to crossing the San Francisco Bay, specifically between San Francisco and Oakland.
Urban | Metro Rail Service	A type of service that operates within metro regions at higher frequencies and medium average speeds. BART currently provides this service in the Bay Area using broad-gauge. Caltrain now provides this type of service with more frequent service using its modern, electrified trains on standard-gauge starting in 2024.

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Appendix B. Stage Gate Process

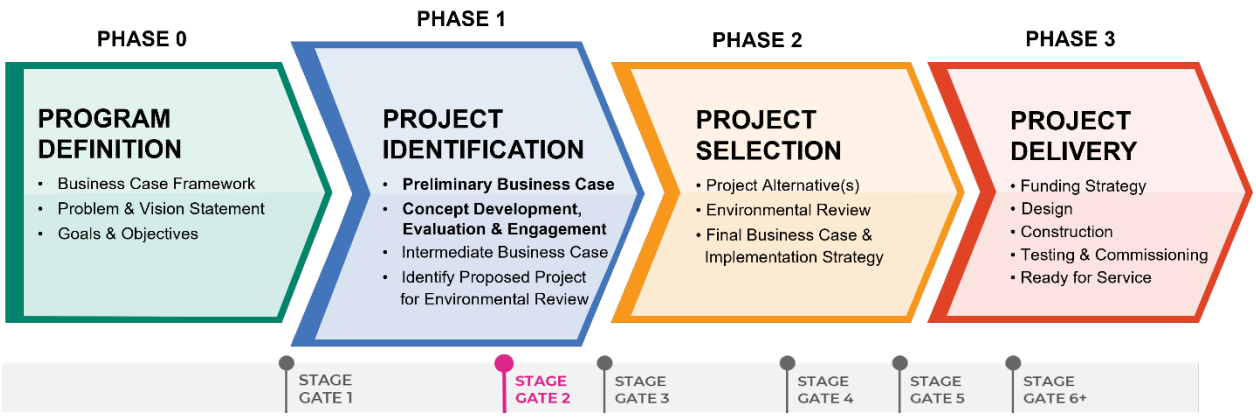
Stage gates are key points in the development and delivery of Link21 that provide fundamental strategic definition to the program's progress. They memorialize the actions made at board levels of authority based upon BART and CCJPA staff recommendations. Among the many actions that must be made over Link21's life cycle, stage gates capture the foundational guidance that determine the program's direction, effectively closing one part of the life cycle, opening the next, and confirming support for continued investment in and progress of the program to the next stage gate.

Stage gates progress through a hierarchy of reviews before reaching Boards approval. These reviews are conducted by senior leaders from the Program Management Consultants and Consultant teams, BART and CCJPA agency staff, and BART and CCJPA executive staff to progressively refine presented material, identify and reduce risks, and secure broad endorsement to advance with program development.

Future Stage Gates

Future stage gates have been identified, as illustrated in **Figure C-1.** Stage Gate 3 is the milestone which marks the identification of a Proposed Project for environmental review. Stage Gates 4 and 5 will be further defined as Link21's environmental review strategy is confirmed, but they are expected to mark major milestones, such as the issue of a Draft Environmental Impact Report/Environmental Impact Statement.

Figure C-1. Link21's Phases and Stage Gates



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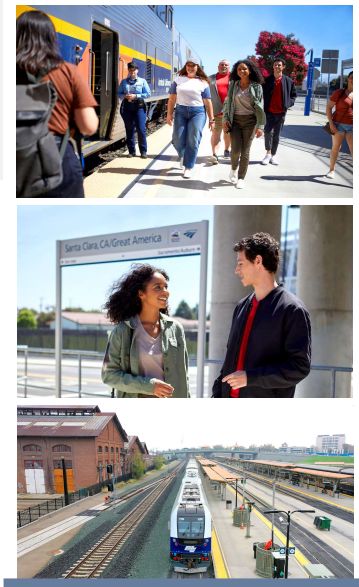
Capitol Corridor
Joint Powers Authority
Board Meeting | June 18, 2025 | 10:00 AM
CAPITOL CORRIDOR

1

Pledge of Allegiance
2 | Item II.

2



IV. Consent Calendar

1. Approve Minutes of the April 16, 2025 Meeting
2. Approve Reimbursement Agreement with City of Santa Clara for Santa Clara Utility Relocation Project
3. Authorize Diridon Station Use Agreement with Peninsula Corridor Joint Powers Board
4. Approve Xentrans Agreement Amendment for the California Integrated Travel Project (Cal-ITP)
5. Approve Amendment to CCJPA/Amtrak FY 2025 Operating Agreement
6. Approve Amendment to Agreement with Union Pacific Railroad (UPRR) for Signal System Battery Replacement Project
7. Approve Amendment to Agreement with UPRR for Santa Clara Crossover Design Review
8. Approve Agreement with UPRR for FY 2026 Capitalized Maintenance
9. Adopt Revised CCJPA Investment Policy and Authorize Resolution for Local Agency Investment Fund (LAIF)

3

3

Item V.1

Approve Rail Safety Support Program for Cities Along the Capitol Corridor – Phase 2

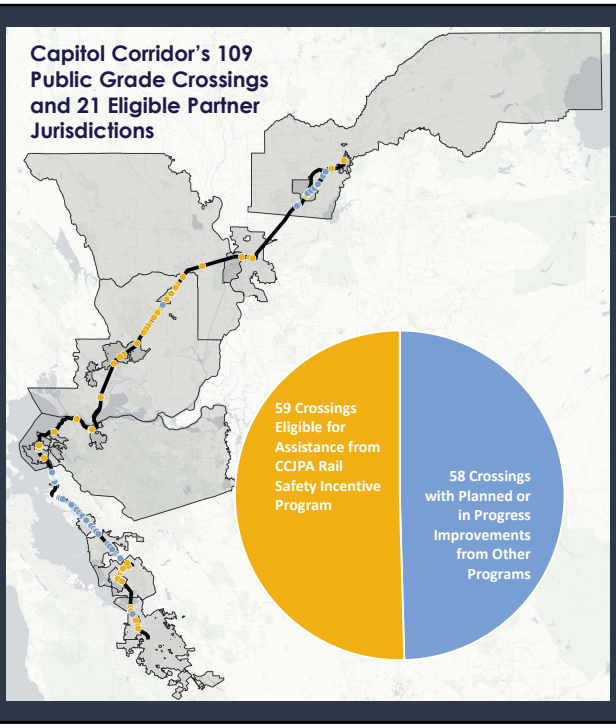
4

4

Grade Crossing Safety Incentive Program – Phase 1

Approved by Board November 2022

21 partner jurisdictions are eligible for **up to $50,000 in consultant assistance to develop improvements** at their grade crossings



5 | Item V.1

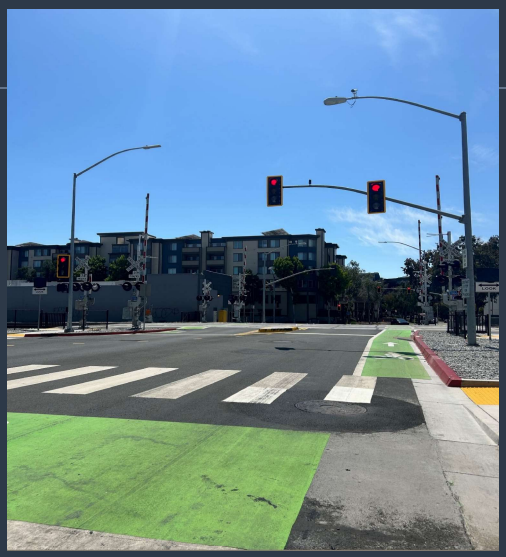
5

Phase 1 Status

Assisted 14 jurisdictions with safety improvement projects at 16 crossings.

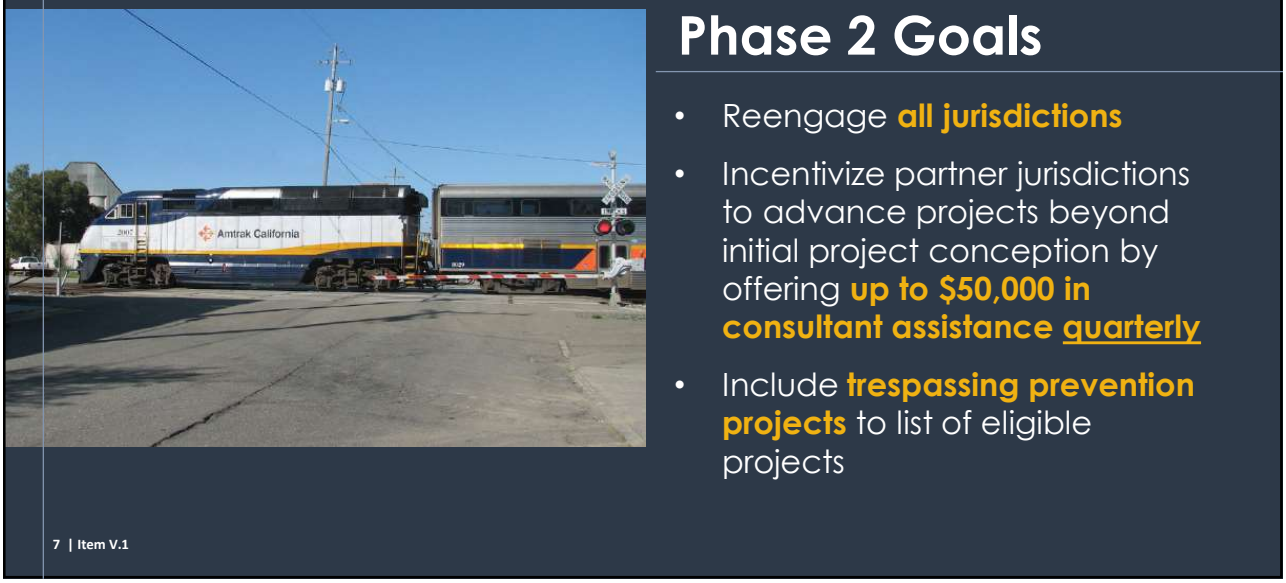
Assistance tasks include:

- Safety assessments
- Cost estimates
- Conceptual designs
- RFP development
- Plan review

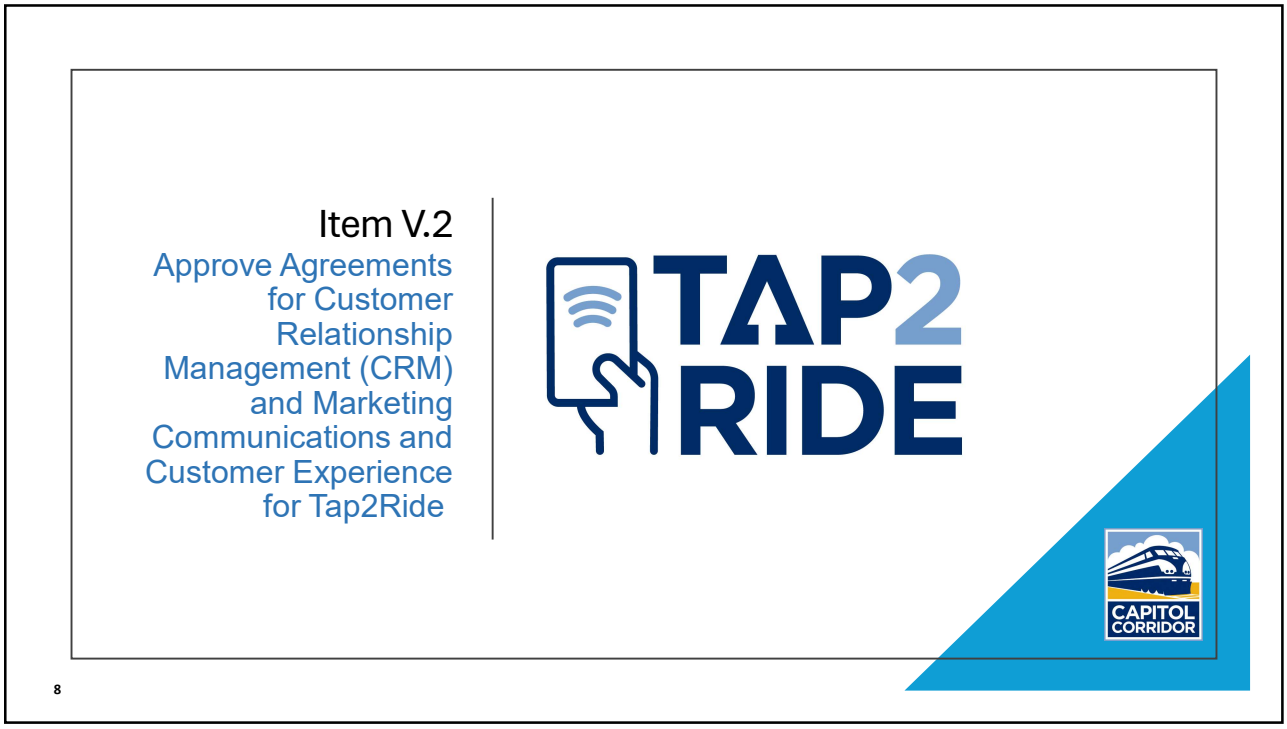


6 | Item V.1

6


Amtrak California
Phase 2 Goals
• Reengage all jurisdictions
• Incentivize partner jurisdictions to advance projects beyond initial project conception by offering up to $50,000 in consultant assistance quarterly
• Include trespassing prevention projects to list of eligible projects
7 | Item V.1

7


Item V.2
Approve Agreements for Customer Relationship Management (CRM) and Marketing Communications and Customer Experience for Tap2Ride
TAP2 RIDE
CAPITOL CORRIDOR
8

8

CRM Development and Marketing Communications Support for Tap2Ride

- Request Board approval for
- Procure and implement a Customer Relationship Management (CRM) system tailored to Tap2Ride participants
- Procure marketing and communications services to support Tap2Ride engagement and growth

9

CRM System Overview

GOAL Centralized platform and interface for Tap2Ride participant management

Functions:

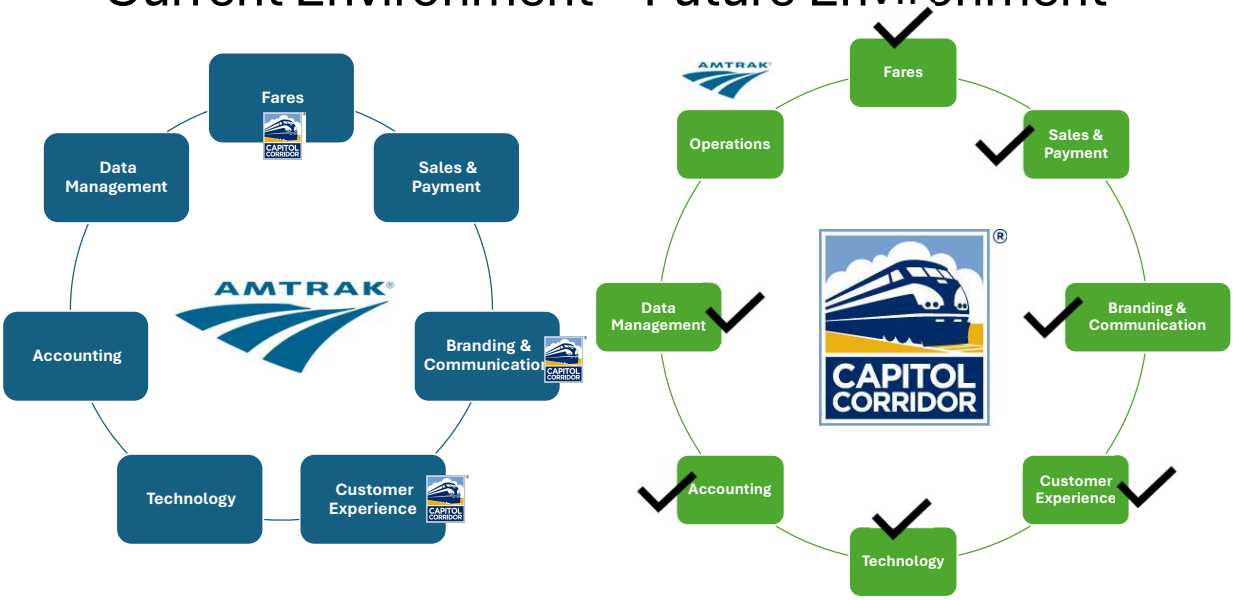
- Unified staff dashboard
- Self-service customer portal
- Secure access for support

Timeline/Budget:

- FY 2026: $350,000
- FY 2027: $150,000
- Total: $500,000

10

Current Environment – Future Environment



11 | Item V.2

11

CRM System Overview

12 | Item V.2

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Marketing & Communications Overview

Scope:

- Promotional and instructional videos
- Copywriting and design (digital/print)
- Purpose: Support Tap2Ride engagement and growth

Budget:

- FY 2026 and FY2027: $150,000

13 | Item V.2

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Procurement and Funding

- Competitive procurement for both contracts
- Each exceeds $100,000 threshold
- Included in Direct Operations budget in Annual Business Plan funding request

Staff Recommendation

- Approve CRM agreement funded by CCJPA Operating Funding
  - Total: $500,000 (FY 2026–2027)
- Approve Marketing/Communications agreement funded by CCJPA Operating Funding
  - Total: $150,000 (FY 2026–2027)
- Authorize Executive Director or designee to execute

14 | Item V.2

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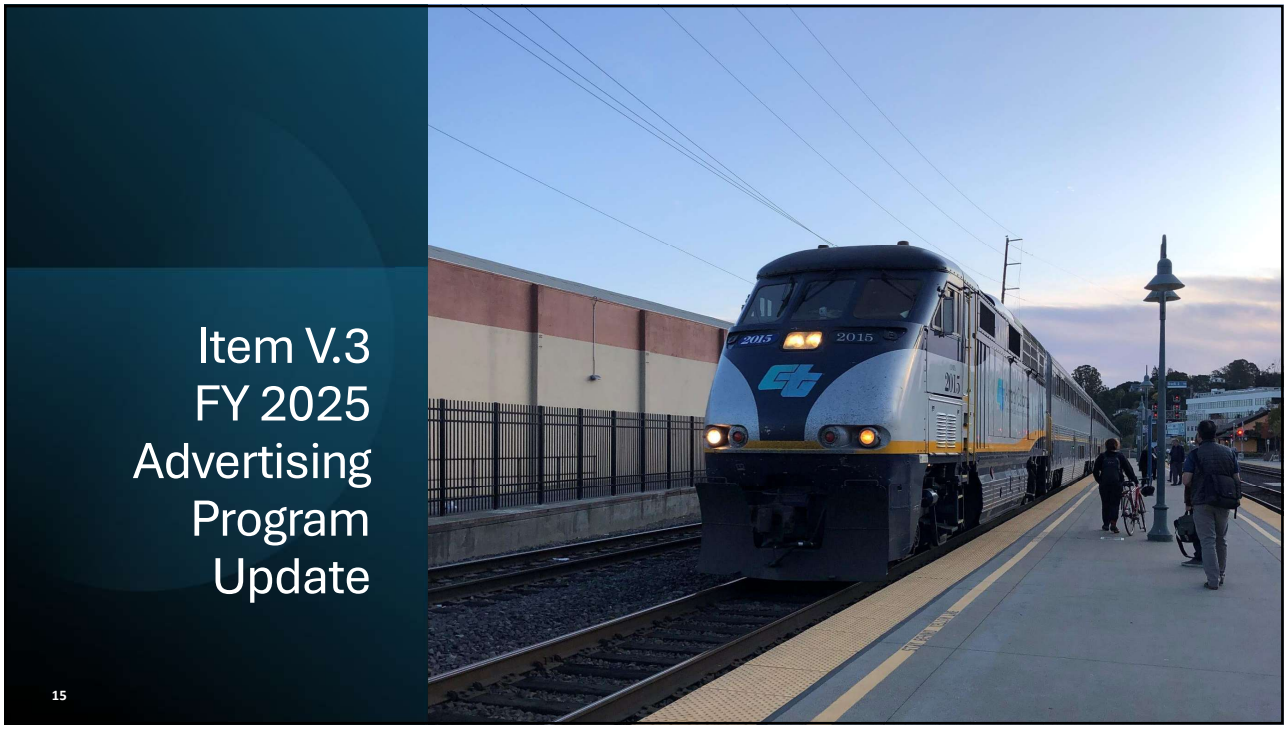
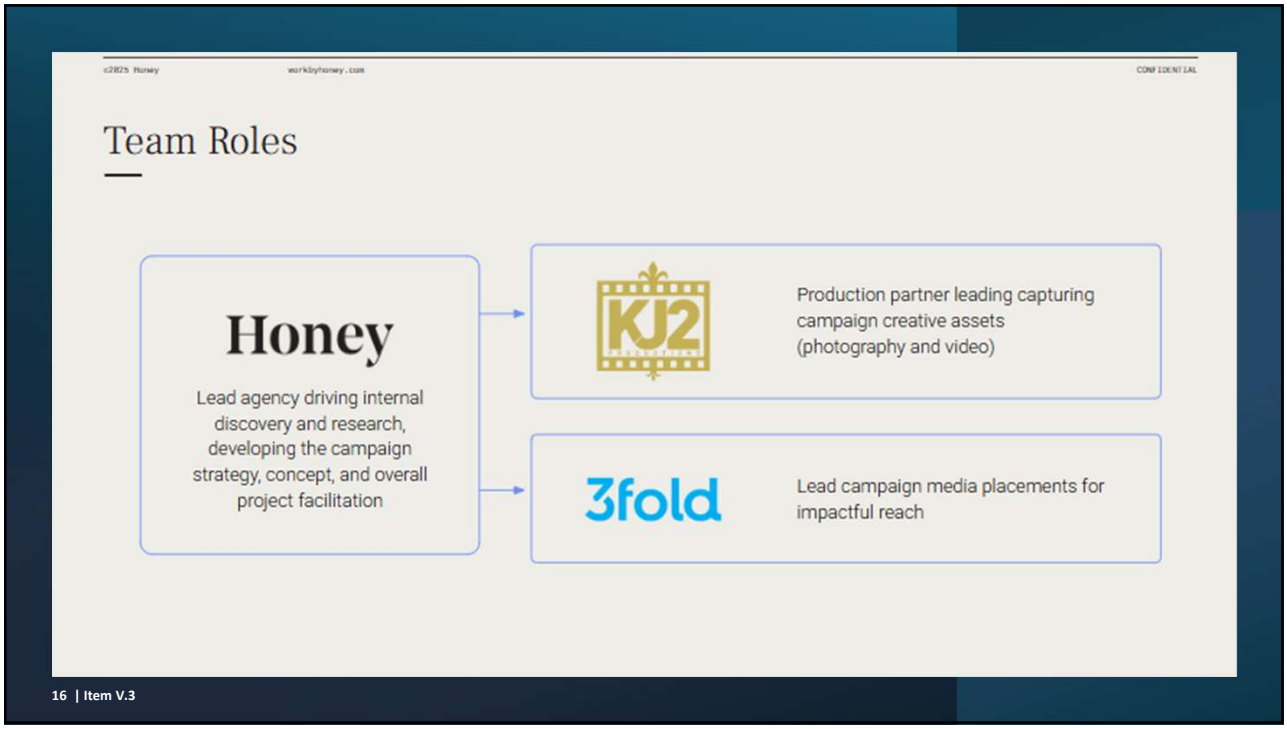

Item V.3
FY 2025
Advertising
Program
Update
15

15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Team Roles
Honey
Lead agency driving internal discovery and research, developing the campaign strategy, concept, and overall project facilitation
KJ2
Production partner leading capturing campaign creative assets (photography and video)
3fold
Lead campaign media placements for impactful reach
16 | Item V.3

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Project Milestones

- **COMPLETED / UNDERWAY:**
- Project Kick-Off
- Phase 1 “Lights On”
- Discovery Workshop
- Campaign Strategy

KEY UPCOMING MILESTONES:

- Campaign Concepts & Materials
- Hero Campaign Launch!

The Goal

Drive ridership by building brand recognition and affinity for Capitol Corridor while showcasing the unmatched ease, comfort, and amenities of train travel.

17 | Item V.3

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Strategic Direction

THE JOURNEY OF EASE

Introducing Capitol Corridor as the effortless alternative to stressful travel, we’ll hook new riders by breaking down barriers — showing how flexible, comfortable, and convenient train travel really is.

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Creative Direction

Two creative approaches:

- Aspirational, heartfelt storytelling
- Humor-driven style

Channels:

- Paid social
- Display ads
- Search ads

Visual style:

- Authentic, handheld camera work
- Natural movement
- Bright, warm lighting

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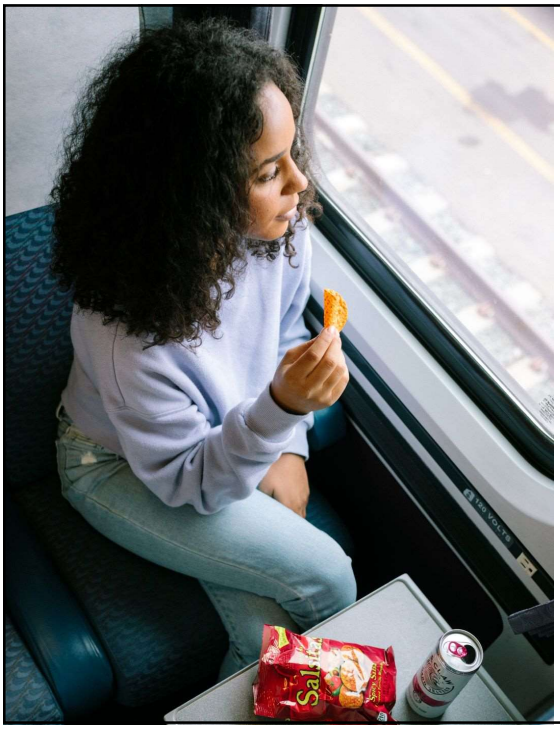
19



Core Themes

- Seamless Travel and Flexibility
- The Experience Onboard
- Promotions & Practicality

Media Mix for Phase 1

- Google Search
- Google Display
- Social Media
  - Facebook/Instagram, LinkedIn

Upcoming Hero Campaign – Phase 2

- Broader media mix, to include more high-visibility elements, such as out-of-home, television, radio, and digital advertising

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LINK21
CONNECT NORTHERN CALIFORNIA

Item V.4a
CCJPA Board of Directors

June 18, 2025

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Planning For A Better Future

Regional Rail Plan
Metropolitan Transportation Commission (MTC) identified alternatives for new transbay rail crossings

CA State Rail Plan
Caltrans identified new Transbay Rail Crossing

Horizon Initiative & Core Capacity Transit Study
Metropolitan Transportation Commission (MTC) identified investments

Plan Bay Area 2050
Metropolitan Transportation Commission (MTC) identified strategies and named transportation planning Projects including Link21

Federal Corridor Identification & Development Program
CalSTA identified corridors including Link21

CA State Rail Plan
Caltrans identified Link21 – critical to future rail vision

2007 | 2016 | 2018 | 2019 | 2021 | 2024

Measure RR
Projects: Relieve crowding, increase redundancy & reduce traffic congestion including new transbay rail crossing

Regional Measure 3
Bridge Toll Finance including Transbay Rail Crossing

State Funding to Capitol Corridor Program budgeted annually, includes Link21

Transit & Intercity Rail Program
TIRCP Grant to Capitol Corridor for Link21

22 | Item V.4a

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2024 California State Rail Plan

DECEMBER 2024

One **critical priority** for the State in Northern California is a **second transbay crossing** that supports an electrified, **standard gauge** rail crossing, available for all rail service types.

JUNE 2025 - BART/CCJPA Board of Directors

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Link21: A Multi-Generational Investment

Connecting People & Places

The Challenge (Problem Statement):

- Inadequate megaregional access by train
- Insufficient transbay rail capacity in the future
- Inequitable transportation

The Goal:

- Faster, more connected, equitable, affordable & accessible train service for the megaregion.

The Program:

- Construct new transbay rail crossing.
- Improve BART & Regional Rail service connections.
- Coordinate with partner agencies to advance rail improvements.
- Support state and regional climate and housing goals.

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Link21 Project Funding and Spending

Funding Allocations

- Current Funding: **$156.0 M**
  - Measure RR: **$150.0 M**
  - CalSTA: **$5.0 M**
  - Other BART: **$1.0 M**
- Future Funding: **$61.3 M**
  - RM3: **$50.0 M**
  - TIRCP (Caltrans): **$11.3 M**

Program Spending: 2017 - 2025

- 8+ Years
- Megaregional Context: 21 Counties
- Total Spent: **$139.5 M**
  - **$125.5 M**: Consultants (Project management, Engagement, Travel Demand, Planning/Engineering, and Environmental)
  - **$14.0 M**: BART Labor

25

Stage Gate 2: The role of the BART/CCJPA Board

Reminder: What are Stage Gates?

When a Stage Gate is passed successfully, it effectively closes one phase of a Project lifecycle and opens the next

Key Stakeholder Groups	Equity Advisory Council	Project Staff	Project Leadership	Executive Teams	BART/CCJPA Boards Action
Ongoing Consultation	**Ongoing Advisory**	**Detailed Review**	**Focused Review**	**Key Issue Review**	**Board Review and Action(s)**
Stakeholder Groups ▫ JWG Members ▫ PDT Members	**Council** ▫ EAC Members	**Chair** ▫ PMC Program Manager **Panelists** ▫ Senior Project Staff ▫ Industry Peers	**Chair** ▫ BART Program Director **Panelists** ▫ Senior BART staff ▫ Senior CCJPA staff	**Chair** ▫ BART General Manager **Panelists** ▫ Executive BART staff ▫ Executive CCJPA staff	**Board Governance** ▫ BART Board Members ▫ CCJPA Board Members

A Stage Gate 2 Summary Report will be provided to the Board to support the action by summarizing evidence provided from across this phase of technical work.

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Meeting Purpose

Board Action on Train Technology and Program Advancement

Which train technology for new bay crossing?

- **Standard-gauge** (Regional Rail) rail that connects to the Regional Rail network and High Speed Rail in the megaregion; or *Staff Recommendation*
- **Broad-gauge** (BART) rail that expands the BART network and connects to regional destinations.

Why now?

- Technical analysis is complete
- Need to determine crossing technology to further develop project for state and federal funding
- Provides clarity for other megaregional projects

Decision-Making Process

Identifying New Crossing Train Technology

Identify Problem Statement

- Improve megaregional access
- Promote equitable opportunities
- Expand Transbay capacity

Establish Goals & Objectives

- Transform passenger experience
- Promote equity & livability
- Support economic opportunity
- Advance environmental protection

Distinguish Rail Investment Options

- Develop concepts for each rail technology
  - Standard-gauge (Regional Rail)
  - Broad-gauge (BART)

Evaluate & Assess Improvements

- Do concepts advance Link21 goals & objectives?
- Are concepts solving identified challenges?

Understand Findings

- Train technologies offer different results
  - Similarities
  - Differences
  - Considerations

Staff Recommendation: Crossing Train Technology

- Which train technology best meets the Program's goals & objectives?
  - **Board Action:** Advance decision on train technology

Stage Gate 1 *Stage Gate 2*

Stakeholder & Public Input

Modern Trains & Better Service

Electrified Caltrain service in 2024

Improved Urban | Metro Service

- Provided by both broad-gauge (BART) & standard-gauge (Regional Rail)
- Frequent urban service (within urban core)
- Shorter distance between stations

Improved Intercity I Express Service

- Provided by standard-gauge (Regional Rail)
- Less frequent service (extends into Megaregion)
- Longer distance between stations

Rendering of zero-emission train, Capitol Corridor and other intercity services operate zero-emission trains in the future. Source: Caltrans

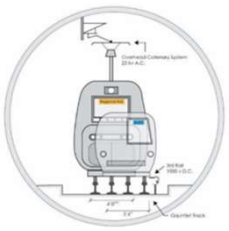
Other Options Considered but not Advanced

Four-Track Crossing (both track types side-by-side)

- No significant cost savings with one four-track crossing over two crossings
- Forecasted demand over the next 25+ years not sufficient to justify building four tracks or two tunnels

Dual-Gauge (two track types "overlap" in one crossing)

- Lower capacity (number of trains per hour) due to incompatible train crashworthiness standards.
- Costly upgrades to BART infrastructure would be required to accommodate heavier vehicles that run on standard-gauge tracks

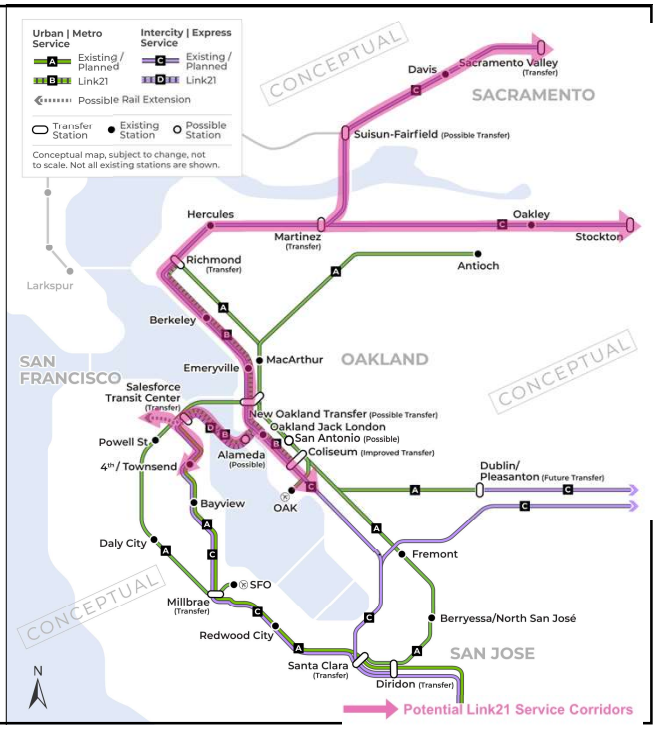


Concept: Standard-gauge (Regional Rail) Crossing

Accommodates multiple train services

Example Concepts help to understand trade offs

- New Urban | Metro service at new & existing stations
- Improved travel times & more direct megaregional trips
- Complements existing BART crossing
- Provides an alternate transbay rail crossing and alleviates crowding
- Utilizes existing rail corridors – new track alignment is mainly underground



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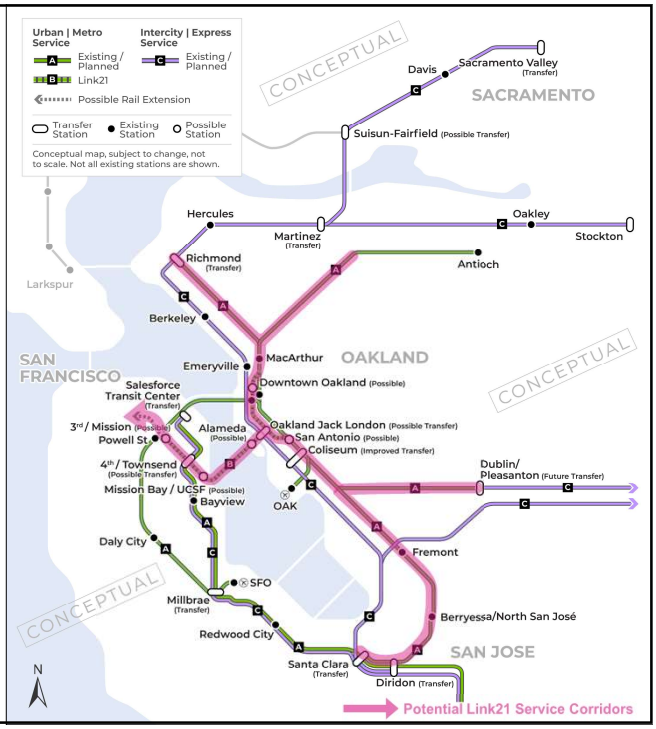
Concept: Broad-gauge (BART) Crossing

Accommodates only BART service

Example Concepts help to understand trade offs

- New Urban | Metro service at new stations & improved Urban | Metro service at existing stations
- Includes Oakland transfer between BART & Regional Rail
- Improved service on existing BART lines
- BART trains could use either crossing (provides service redundancy and reduces crowding)
- Utilizing existing rail corridors – new track alignment is underground

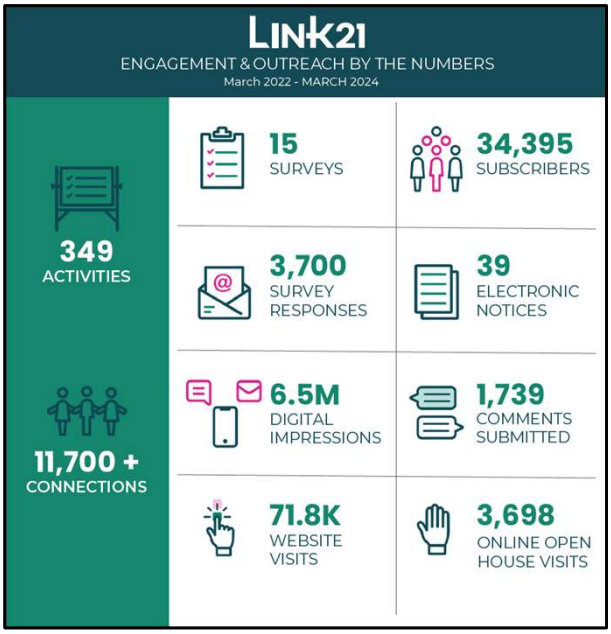


32

Broad Stakeholder & Public Outreach

185 Agency Stakeholders Briefings

164 Community Stakeholder Events



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Overview of Analysis Results

Rationale for Standard-Gauge Crossing

	Standard Gauge	Broad Gauge
Promote Livability	☑	☑
Improved access to stations & jobs	☑	☑
Added transbay capacity & redundancy	☑	☑
Ridership *Both generate significant new rail trips (~100k), highly dependent on number and location of stations*	☑	☑
Megaregional connectivity	☑	
Interoperability (multiple operator access)	☑	
Greater amplification of rail investment benefits	☑	
Funding Opportunity *More opportunity for Standard-Gauge through FRA programs*	☑	
Cost	*Similar for crossing, Standard-Gauge likely requires more for supporting infrastructure*	

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Differences: Megaregional Connectivity

How Link21 Transforms The Passenger Experience

	System wide:	Example Trip:
Standard-gauge (Regional Rail)	**370** new direct connections (station pairs) **1,120** new one-transfer station pairs	No transfer: Sacramento → San Francisco
Broad-gauge (BART)	**290** new direct connections **720** new one-transfer station pairs	One transfer: Sacramento → San Francisco

** New station pairs subject to change with future service plan*

TRADE OFF FOR PASSENGERS

Standard-gauge (Regional Rail): Connects megaregional destinations & improves local & regional travel with multiple services

Broad-gauge (BART): serves local & regional travel within BART network with more Urban | Metro service

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Differences: Rail/Transit Travel Time Savings

Giving Back Time In Your Day

	Sacramento to San Francisco	Fremont to Mission Bay	Emeryville to Redwood City
Standard-gauge (Regional Rail)	22 Minute Savings	00 Minute Savings	45 Minute Savings
Broad-gauge (BART)	06 Minute Savings	20 Minute Savings	15 Minute Savings

TRADE OFF FOR PASSENGERS

Standard-gauge (Regional Rail): Provides greater travel time savings to new megaregional destinations for fewer people

Broad-gauge (BART): Provides significantly less travel time savings to more people with shorter wait times in most East Bay stations & larger travel time savings to new stations (e.g. Mission Bay)

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Differences: Interoperability

Comparing Regional Or Megaregional Improvements

TRADE OFF

Standard-gauge (Regional Rail) opens crossing to megaregional service providers

- Caltrain (via The Portal), San Joaquins, Capitol Corridor, CA High-Speed Rail
- Greater impact on megaregional connectivity and reliability

Broad-gauge (BART) improves service for BART riders

- More service within existing BART network in the East Bay

Sample Project Enabling Interoperability

The Portal – Downtown Rail Extension

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Differences: Amplifying Benefits For Rail Investments

How Link21 Enhances The Future Rail Network

Standard-gauge projects:

- Portal (DTX)
- Carquinez Bridge Replacement
- Sacramento Valley Station
- Sacramento to Roseville 3rd Track
- Caltrain Electrification
- CA High-Speed Rail
- Valley Link
- Valley Rail
- TAMC Salinas Extension
- Bayview, Oakley, Hercules stations

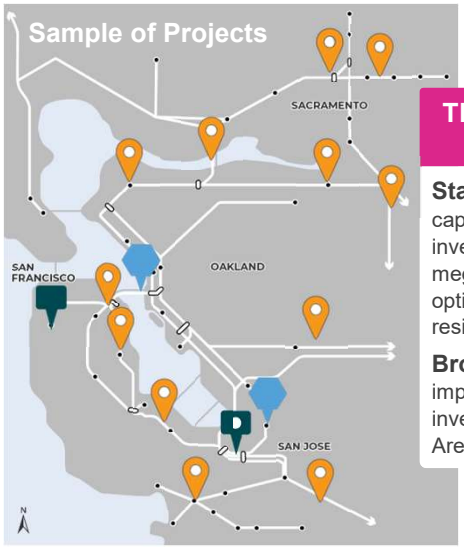
Broad-gauge projects:

- BART Core Capacity
- Silicon Valley Extension (Phase 2)

Either / both gauge projects:

- Western S.F. Rail Ext
- San Jose Diridon Station

** partial list*



TRADE OFF FOR FUTURE NETWORK

Standard-gauge (Regional Rail) capitalizes on more planned rail investments that connect the megaregional network, creating more options for Northern California residents

Broad-gauge (BART) improves service to planned rail investments within urban core of Bay Area

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Economic Development and Job Creation

- **Create thousands of jobs, including:**
  - Construction
  - Station maintenance
  - Operations and train control
  - Other support and consultants
- **Link economic hubs**
  - Economic agglomeration by improved linkages between employment centers

How the Link21 Program Advances

Program Next Steps, Pending Board Approval of Stage Gate 2:

- **Funding strategy**: Use Federal and TIRCP funds for program advancement
  - TIRCP: Standard Gauge crossing is identified within the State Rail Plan; TIRCP funds can support a standard-gauge
  - Federal Corridor ID Program: advancing for Capitol Corridor includes a standard gauge crossing; effort is being led by CalSTA with partner agencies, including CCJPA
- **Shift program leadership to the State and management and policy oversight to CCJPA:** Aligns funding program and technology decision
- **Advance program through the Federal Corridor ID Program**: Project definition and refinement; Ongoing public and stakeholder engagement
- **Reduced spending and pace to align with Corridor ID Program**

Capitol Corridor Governance Overview

Proposed Board Action

The Board approves the Link21 Program staff recommendation to:

1. Advance a standard-gauge crossing between Oakland and San Francisco and associated improvements (Stage Gate 2) for continued project development within the Link21 Program;
2. Transfer leadership of the Link21 Program to the State of California with program management responsibilities and policy oversight assigned to the Capitol Corridor Joint Powers Authority (CCJPA), with continued staff support and involvement from BART.

JUNE 2025 - BART/CCJPA Board of Directors

Item V.5
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Item V.6 - Managing Director's Report
FY 25 Service Performance
Customer Engagement
Welcome New Team Member
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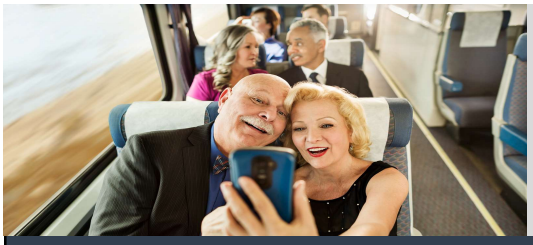

FY 2025 Capitol Corridor Performance Year-to-Date (YTD)

October 2024 – April 2025

Performance Measure	FY 25 YTD Actual	vs FY 24 Prior year	vs ABP Budget	vs FY 19 Pre-Pandemic
*Ridership	634,486	7%	9%	38%
*Revenue	$16.8M	6%	8%	24%
Farebox Recovery	46%	0%	4%	35%
End Point OTP	87%	2%	3%	2%
Passenger OTP	89%	2%	1%	2%

*The FY25 data is preliminary based on the most recent information provided by Amtrak.
*Amtrak Budget only accounts for three months of maintenance costs through Amtrak

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CCJPA Tap2Ride Performance

FY2025 YTD *(July 2024 – Mar 2025)* vs. FY2024 YTD

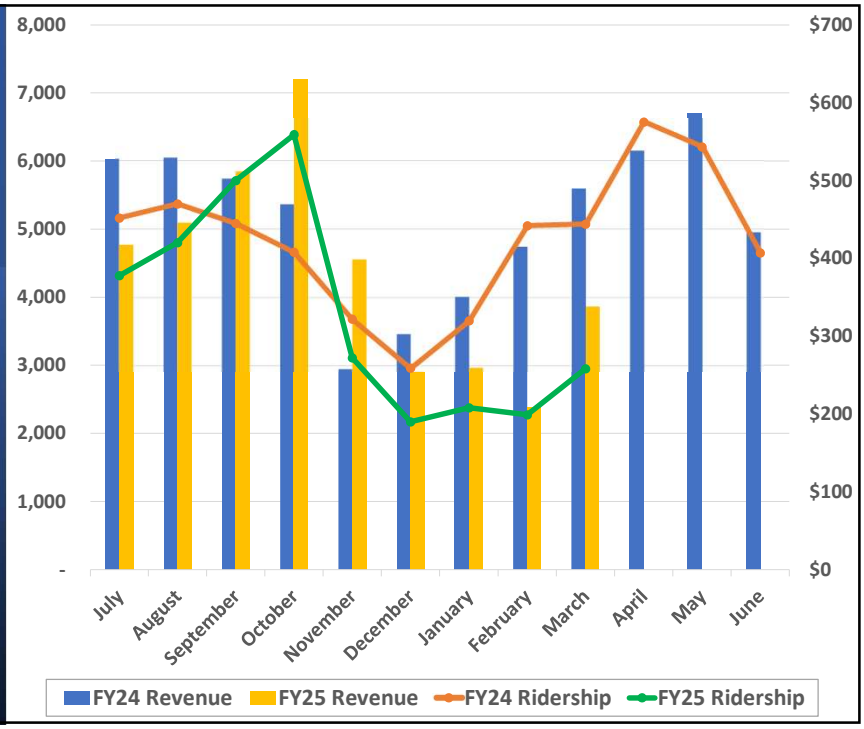
Ridership: 2,984 -16%

Revenue: $39,580.00 -10%

Fare Capping Trips: 142 +122%

Fare Capping Value: $2,021.30 +257%

Active Riders: 155 (last 2 months) +40%



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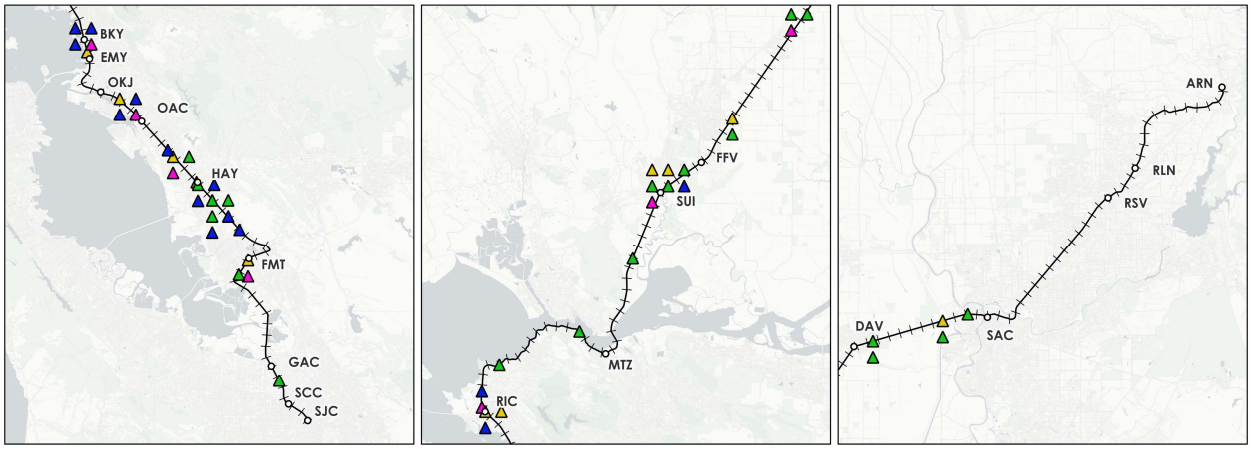
Trespasser & Vehicle Fatalities (FFY 2022 - FFY 2025)



Legend

Infrastructure
- Capitol Corridor Stations
- Capitol Corridor Route

Fatalities FFY 2022 to Present (52)
- FFY 2025 (7)
- FFY 2024 (14)
- FFY 2023 (21)
- FFY 2022 (10)

0 5 10 15 20 mi

Incident locations are approximate for visual clarity.

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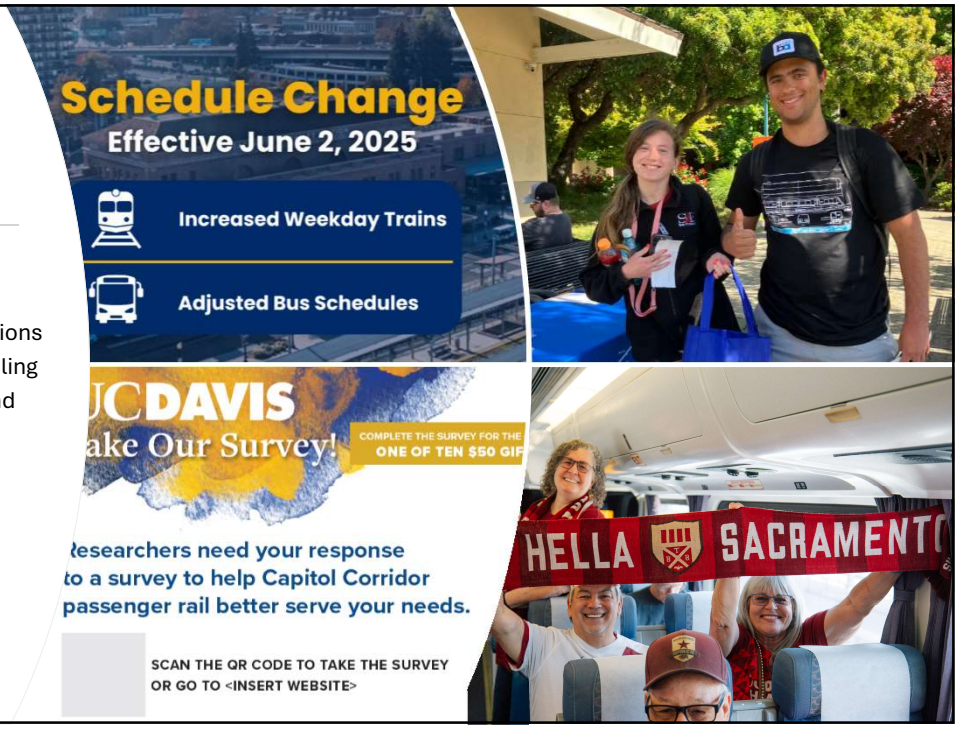
Customer Engagement

- June 2 Schedule Communications
- Bike to Work Month Tabling
- Sac Republic to Oakland Roots Group Trip
- UC Davis Survey



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Meet Our New Team Member

Charles Franz

Manager of Transportation

49

From: meeting@apta.com
To: Sudhanshu Jain
Cc: VTA Board Secretary
Subject: [EXTERNAL] 2025 Rail Conference Attendee Registration Confirmation
Date: Thursday, June 12, 2025 9:45:13 AM

You don't often get email from meeting@apta.com. Learn why this is important

CAUTION: This Message originated from outside VTA. Do not click links or open attachments unless you recognize the sender and know the content is safe!

Dear Suds,

Thank you for registering for the 2025 Rail Conference, June 29 - July 2-5 in San Francisco, CA. This email serves as your registration confirmation. Please note your registration details, service center login and cancellation and refund policy at the end of this email.

Event Location

Registration, committee meetings, sessions, and the Products and Services Showcase will all be held at the **San Francisco Marriott Marquis** at 780 Mission St. San Francisco, CA 94103.

APTA is committed to providing a safe, hospitable, and productive environment for all participants. Harassment of any kind will not be tolerated, including but not limited to offensive gestures or verbal comments related to ethnicity, religion, disability, physical appearance, gender, or sexual orientation; deliberate intimidating, stalking, following, harassing photography or recording; sustained disruption of talks or other events; inappropriate physical contact, and unwelcome attention. **As a reminder, by registering for this event, you agreed to follow APTA's Code of Conduct for Conferences**.

Cancellation and Refund Policy
All cancellations and refund request must be received by email by **May 30, 2025.** Refunds will not be issued for cancellations made after this date. Refunds will be processed 30-45 days after the workshop, and a 20% processing fee will be deducted. You can transfer your registration to another person from the same company/agency without penalty by logging into the Registration Service Center using your credentials in your confirmation email.

If you have any questions or need assistance in any way, please do not hesitate to contact us. General questions regarding registration should be directed to APTA Meetings.

Registration Details
You're registered for: 2025 Rail Conference

Sales Date	Description	Unit Price	Qty	Gross Amount

06/12/25	Registration Member	$1,275.00	1	$1,275.00
			Total Sales	**$1,275.00**
06/12/25	Payment By VISA Veronica Chak *8484			($1,275.00)
			Balance Due	**$0.00**

Click below to download your invoice to print and keep for your records:

Click to View

Registration Service Center Login Details

The Registration Service Center will allow you to:

- Update your registration
- Add a guest
- Transfer your registration to a colleague within your organization
- Make payments
- Access the registration list
- View/resend invoice

Below you will find your Login and Password

Registration Service Center

URL: Click here

Login: sjain@santaclaraca.gov

Password: MZHC7342

Thanks again for registering! If you have any questions or need assistance in any way, please do not hesitate to contact us. General questions regarding registration should be directed to ~~APTA Meetings.~~

We look forward to seeing you at the conference!

Sincerely,

The APTA Meetings Team

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From:	Mimi Kyi
To:	Mark Foley; Janice Li; Robert Raburn; Matthew Rinn; Edward Wright; Bruce Houdesheldt; Ken.Broadway@rocklin.ca.us; Suzannejones@placer.ca.gov; rdickinson@cityofsacramento.org; tschaefer@citrusheights.net; rbrewer@elkgrovecity.org; Patrick Kennedy; Melissa Lee; Sudhanshu Jain; sellcouncil@sunnyvale.ca.gov; sbird_fordixoncitycouncil@yahoo.com; sbird_dixonpd@yahoo.com; sbird@cityofdixon.us; Alma Hernandez (ahernandez@suisun.com); cmoy@fairfield.ca.gov; JChapman@cityofdavis.org; lucas.frerichs@yolocounty.gov; lucasf@yolocounty.org; mayra.vega@cityofwoodland.gov; Melissa Hernandez
Cc:	Robert Franklin; Byron Toma; David Melko; mclick@pctpa.net; aadams@sacrt.com; JDrake@sacrt.com; Gonzalez-Estay, Manolo R; Greene, Beverly; Daryl Halls; kgregana@sta.ca.gov; Robert Guerrero; Autumn Bernstein; bvaughanbechtold@sacog.org; Jennifer Halpern; Sandra Schrimsher; Mag Tatum; Jeana Zelan; Robert Powers; Monique Salas; Michael Jones; Jordi Simms; Joseph Beach; Michaela Morales; BRoberts@placer.ca.gov; SSabol@pctpa.net; tlsmith@sacrt.com; gkirbyson@sacrt.com; DValdezJones@cityofsacramento.org; avan@citrusheigts.net; afeeney@citrusheights.net; jlowe@citrusheights.net; mogaveror@saccounty.net; mlee@Santaclaraca.gov; mle@santaclaraca.gov; mcasorla@santaclaraca.gov; Baltao, Elaine; Garza, Michelle; VTA Board Secretary; Paris, Amy; jmasiclat@sta.ca.gov; lruiz@cityofdixon.us; vjaimes@cityofdavis.org; cgagnon@cityofdavis.org; Tara.Thronson@yolocounty.org; emily.ault@yolocounty.org; michaelspelis@placer.ca.gov; fudvarhely@placer.ca.gov; mlee@Santaclaraca.gov; mle@santaclaraca.gov; mcasorla@santaclaraca.gov; Tabetha L. Smith; Faoud Karim; Angie West; Arjimy Quinsay; Stephen Connell; CCJPA Staff; Ken.Hiatt@cityofwoodland.gov; Jennifer.Robinson@cityofwoodland.gov; Sarah.Lansburgh@cityofwoodland.gov
Subject:	[EXTERNAL] Revised Agenda & Notice | CCJPA Board of Directors Meeting - Wednesday, June 18, 2025 at 10:00AM
Date:	Wednesday, June 11, 2025 4:18:08 PM
Attachments:	image001.png June 18, 2025 CCJPA Board Mtg_Agenda & Notice_RevFinal2.pdf
Importance:	High

CAUTION: This Message originated from outside VTA. Do not click links or open attachments unless you recognize the sender and know the content is safe!

CCJPA Board of Directors,

Please find attached the **REVISED** agenda/notice for the **CCJPA Board of Directors Meeting** on **Wednesday, June 18, 2025, at 10:00am**. You may also download the agenda at https://www.capitolcorridor.org/ccjpa-board/.

****Important Note**: In accordance with the traditional teleconference Brown Act requirements, **Board members who will participate in the Board meeting at a teleconference location**, please print and post all pages of the **revised** Board Meeting Agenda & Notice at your remote/teleconference location **AT LEAST 72 hours (by 10:00am on Friday, June 13, 2025) in advance of the scheduled meeting**.

Board Members who have confirmed their attendance and location:

Director	Location *In Person - BART Board Room (Main Location) ***Teleconference*
San Francisco Bay Area Rapid Transit District (BART)	
Mark Foley	*In Person
Melissa Hernandez, *Vice Chair*	***The Scott Haggerty Heritage House*
Janice Li	*In Person
Robert Raburn	*In Person
Matthew Rinn	*In Person
Edward Wright	*In Person
Placer County Transportation Planning Agency (PCTPA)	
Bruce Houdesheldt, *Chair*	*In Person
Ken Broadway	*In Person
Sacramento Regional Transit District (SACRT)	
Roger Dickinson	***Sacramento City Hall*
Rod Brewer (alternate)	***Sacramento Regional Transit District Headquarters*
Santa Clara Valley Transportation Authority (VTA)	
Sudhanshu Jain	***Santa Clara City Hall*
Linda Sell	***VTA Offices*
Solano Transportation Authority (STA)	
Steve Bird	**Dixon City Hall*
Alma Hernandez	*In Person
Yolo County Transportation District (Yolobus)	
Josh Chapman	*In Person
Mayra Vega (alternate)	***Woodland City Hall*
Total Voting Directors Confirmed for June 18, 2025	**16**

Thank you!

Mimi Kyi | Executive Assistant

Capitol Corridor Joint Powers Authority | 2150 Webster St, 3rd Floor, Oakland, CA 94612

Mobile: (510) 506-9540 | Email: mimik@capitolcorridor.org

REVISED

CAPITOL CORRIDOR JOINT POWERS AUTHORITY
MEETING OF THE BOARD OF DIRECTORS
Wednesday, June 18, 2025 | 10:00 a.m.

This meeting will be held in person in the San Francisco Bay Area Rapid Transit Board Room with an option for participation via teleconference.

Participants may join the CCJPA Board Meeting as follows:

- **In person** in the San Francisco Bay Area Rapid Transit Board Room located at 2150 Webster St., 1st Floor, Oakland, CA 94612 *or* any of the teleconference locations listed below; *or*
- **Via telephone** by calling 1-833-548-0282 (Toll Free) and entering access code **846 1461 0513**; *or*
- **Via Zoom** by logging into Zoom.com and entering access code **846 1461 0513**; *or*
- **Via Zoom** by typing the Zoom link https://us06web.zoom.us/j/84614610513 into your web browser.

A simultaneous teleconference will take place at the following locations:

Dixon City Hall 600 East A Street, Dixon, CA 95620 Front Conference Room	City of Santa Clara City Hall 1500 Warburton Ave, Santa Clara, CA 95050 Council Conference Room – East Wing, 1st Floor
The Scott Haggerty Heritage House 4501 Pleasanton Ave, Pleasanton CA 94566 Front Conference Room	Valley Transportation Authority (VTA) Offices 3331 North First Street, San Jose, CA 95134 Room B106
Sacramento City Hall 915 I Street, Sacramento, CA 95814 Council Conference Room – CH5110	Sacramento Regional Transit District Headquarters 1102 Q Street, Sacramento, CA 95811 4th Floor, Suite 4200 – Executive Conference Room
Woodland City Hall 300 1st Street, Woodland CA 95695 2nd Floor, City Manager Conference Room	---

The full agenda packet, supplemental materials, and presentation materials can be accessed or downloaded electronically at www.capitolcorridor.org/ccjpa-board, or by scanning the QR code.

Public comments may be submitted via the following methods:

1. **Written** comments:
   - Send via email to ccjpaboard@capitolcorridor.org.
   - Indicate "Public Comment" as the subject line.

- Please submit your comments as far in advance as possible. Emailed comments received by 3:00 pm on Tuesday, June 17th will be provided to the Board in advance of the meeting and will be included as part of the permanent Meeting record. Comments received after that time will be provided to the Board following the Meeting; *or*

2. **Verbal** comments, limited to two minutes per person, per item:
   - Complete a "Request to Address the Board" form (available at the entrance to the Board Room) and hand it to the Secretary before the Item is considered by the Board.
   - Call 1-833-548-0282 (Toll Free), enter access code **846 1461 0513**, dial *9 to raise your hand when you wish to speak, and dial *6 to unmute when you are requested to speak; *or*
   - Log into Zoom.com, enter access code **846 1461 0513**, and use the raise hand feature; *or*
   - Join the Board meeting via the Zoom link https://us06web.zoom.us/j/84614610513 and use the raise hand feature.

AGENDA

I. Call to Order

II. Roll Call and Pledge of Allegiance *(Est. Time: 5 minutes)*

III. Report of the Chair (*Est. Time: 5 minutes*)

IV. Consent Calendar *(Est. Time: 5 minutes)* *Action*

1. Approve Minutes of the April 16, 2025 Meeting
2. Approve Reimbursement Agreement with City of Santa Clara for Santa Clara Utility Relocation Project
3. Authorize Diridon Station Use Agreement with Peninsula Corridor Joint Powers Board
4. Approve Xentrans Agreement Amendment for the California Integrated Travel Project (Cal-ITP)
5. Approve Amendment to CCJPA/Amtrak FY 2025 Operating Agreement
6. Approve Amendment to Agreement with Union Pacific Railroad (UPRR) for Signal System Battery Replacement Project
7. Approve Amendment to Agreement with UPRR for Santa Clara Crossover Design Review
8. Approve Agreement with UPRR for FY 2026 Capitalized Maintenance
9. Adopt Revised CCJPA Investment Policy and Authorize Resolution for Local Agency Investment Fund (LAIF)

V. Action and Discussion Items

1. Approve Rail Safety Support Program for Cities Along the Capitol Corridor – Phase 2 *(Est. Time: 10 minutes)* *Action*
2. Approve Agreements for Customer Relationship Management (CRM) and Marketing/Communications and Customer Experience for Tap2Ride *(Est. Time: 15 minutes)* *Action*
3. FY 2025 Advertising Program Update *(Est. Time: 10 minutes)* *Info*
4. CCJPA Capital Project Update *(Est. Time: 25 minutes)*
   a. Link21 Stage Gate 2 *Action*
   b. CCJPA Capital Project Portfolio *Info*
5. Legislation and Funding Update – State and Federal *(Est. Time: 10 minutes)* *Action*
6. Managing Director's Report (including Program and Project Updates) *(Est. Time: 10 minutes)* *Info*

VI. Board Director Reports *(Est. Time: 5 minutes)*

VII. Public Comments *(Est. Time: 10 minutes)*

VIII. Adjournment. Next Meeting Date: 10:00 a.m., September 17, 2025 – Solano Transportation Authority Board Room in Suisun City

The CCJPA Board reserves the right to take action on any agenda item. Consent calendar items are considered routine and will be enacted, approved, or adopted by one motion unless a request for discussion or explanation is received from a CCJPA Board Director or from a member of the audience.

The CCJPA Board provides services/accommodations upon request to persons with disabilities and individuals who are limited English proficient who wish to address CCJPA Board matters. A request must be made within one and five days in advance of Board meetings, depending on the service requested. Please contact the Secretary's Office at (510) 464-6083 for information.

From:	Humphrey, Sonia
Cc:	LAFCO
Subject:	[EXTERNAL] Notice - Adopted LAFCO Budget for Fiscal Year 2025-2026
Date:	Wednesday, June 11, 2025 3:38:39 PM
Attachments:	Notice - Adopted FY2026 LAFCO Budget..pdf

CAUTION: This Message originated from outside VTA. Do not click links or open attachments unless you recognize the sender and know the content is safe!

To: Clerk of the Board of Supervisors, City/Town Clerks, Special District Clerks:

Please see attached memo regarding Adopted LAFCO Budget for Fiscal Year 2025-2026.

Kindly distribute this notice to the members of your legislative bodies.

Thank you,

Sonia Humphrey, LAFCO Clerk
LAFCO of Santa Clara County
777 North First Street, Suite 410
San Jose, CA 95112

SANTA CLARA LAFCO

Local Agency Formation Commission of Santa Clara County
777 North First Street
Suite 410
San Jose, CA 95112
SantaClaraLAFCO.org

Commissioners
Sylvia Arenas
Jim Beall
Rosemary Kamei
Yoriko Kishimoto
Otto Lee
Terry Trumbull
Mark Turner

Alternate Commissioners
Pamela Campos
Helen Chapman
Betty Duong
Zach Hilton
Teresa O'Neill

Executive Officer
Neelima Palacherla

June 11, 2025

TO: County Executive, Santa Clara County
City Managers, Cities in Santa Clara County
District Managers, Independent Special Districts in Santa Clara County

FROM: Dunia Noel, LAFCO Assistant Executive Officer

SUBJECT: LAFCO BUDGET FOR FISCAL YEAR 2025-2026

At its public hearing on June 4, 2025, the Santa Clara Local Agency Formation Commission (LAFCO) adopted its Final Budget for Fiscal Year 2025-2026. The adopted Final Budget and the staff reports are attached for your information.

Pursuant to the apportionment method specified in Government Code §56381 and §56381.6, the County Auditor-Controller will apportion LAFCO's net operating expenses to the cities, the County and the independent special districts based on the Final Budget adopted by LAFCO. Please expect to receive an invoice from the County Controller's Office in the next few days.

Should you have any questions regarding the LAFCO budget or cost apportionment, please contact me at dunia.noel@ceo.sccgov.org.

Thank you.

Attachments: Fiscal Year 2025-2026 Budget & Revised Final Work Plan for Fiscal Year 2026 approved by LAFCO on June 4, 2025
June 4, 2025 Staff Report: Final Work Plan and Budget for FY 2025-2026
April 2, 2025 Staff Report: Proposed Work Plan and Budget for FY 2025-2026

cc: Board of Supervisors, Santa Clara County
City Council Members, Cities in Santa Clara County
Independent Special District Board Members
Santa Clara County Cities Association
Santa Clara County Special Districts Association

FINAL LAFCO BUDGET
FISCAL YEAR 2025- 2026

ITEM #	TITLE	APPROVED BUDGET FY 2025	ACTUALS Year to Date 2/25/2025	PROJECTIONS Year End FY 2025	FINAL BUDGET FY 2026
EXPENDITURES					
Object 1:	Salary and Benefits	$862,484	$580,917	$946,609	$994,427
Object 2:	Services and Supplies				
5255100	Intra-County Professional	$10,000	$0	$10,000	$12,000
5255800	Legal Counsel	$85,780	$48,125	$82,000	$88,766
5255500	Consultant Services	$150,000	$18,525	$100,000	$175,000
5285700	Meal Claims	$750	$139	$700	$1,000
5220100	Insurance	$6,737	$0	$0	$8,000
5250100	Office Expenses	$5,000	$1,887	$4,000	$5,000
5270100	Rent & Lease	$56,416	$42,102	$56,416	$58,106
5255650	Data Processing Services	$22,517	$16,832	$22,517	$24,443
5225500	Commissioners' Fee	$10,000	$3,800	$8,000	$10,000
5260100	Publications and Legal Notices	$1,000	$702	$1,000	$1,000
5245100	Membership Dues	$14,509	$14,318	$14,318	$15,000
5250750	Printing and Reproduction	$1,500	$416	$1,500	$1,500
5285800	Business Travel	$21,000	$6,078	$16,000	$21,000
5285300	Private Automobile Mileage	$1,000	$497	$800	$1,000
5285200	Transportation&Travel (County Car Usage)	$600	$0	$300	$600
5281600	Overhead	$21,119	$10,594	$21,119	$37,324
5275200	Computer Hardware	$4,000	$0	$2,000	$4,000
5250800	Computer Software	$4,000	$2,261	$4,000	$4,000
5250250	Postage	$500	$24	$300	$500
5252100	Staff/Commissioner Training Programs	$2,000	$0	$1,000	$2,000
5701000	Reserves	$0	$0	$0	$0
TOTAL EXPENDITURES		**$1,280,912**	**$747,217**	**$1,292,579**	**$1,464,666**
REVENUES					
4103400	Application Fees	$25,000	$21,074	$21,074	$25,000
4301100	Interest: Deposits and Investments	$6,000	$19,711	$20,000	$10,000
TOTAL REVENUE		**$36,000**	**$40,785**	**$41,074**	**$35,000**
3400150	**FUND BALANCE FROM PREVIOUS FY**	**$172,301**	**$237,891**	**$237,891**	**$63,997**
NET LAFCO OPERATING EXPENSES		**$1,077,611**	**$468,541**	**$1,013,614**	**$1,365,669**
3400800	**RESERVES Available**	**$200,000**	**$200,000**	**$200,000**	**$200,000**
COSTS TO AGENCIES					
5440200	County	$359,204	$359,204	$359,204	$455,223
4600100	Cities (San Jose 50% + Other Cities 50%)	$359,204	$359,204	$359,204	$455,223
4600100	Special Districts	$359,204	$359,204	$359,204	$455,223

ITEM # 6

SANTA CLARA LAFCO

Local Agency Formation Commission of Santa Clara County
777 North First Street
Suite 410
San Jose, CA 95112
SantaClaraLAFCO.org

Commissioners
Sylvia Arenas
Jim Beall
Rosemary Kamei
Yoriko Kishimoto
Otto Lee
Terry Trumbull
Mark Turner

Alternate Commissioners
Pamela Campos
Helen Chapman
Betty Duong
Zach Hilton
Teresa O'Neill

Executive Officer
Neelima Palacherla

LAFCO MEETING: June 4, 2025

TO: LAFCO

FROM: Neelima Palacherla, Executive Officer

SUBJECT: FINAL WORK PLAN AND BUDGET FOR FY 2026 AND AB 2561 DISCUSSION ON STATUS OF EMPLOYEE VACANCIES AND RECRUITMENT AND RETENTION EFFORTS

STAFF RECOMMENDATIONS

1. Adopt the Work Plan for Fiscal Year 2025-2026, as revised by the Commission at its April 2, 2025 meeting.
2. Adopt the Final Budget for Fiscal Year 2025-2026.
3. Find that the Final Budget for Fiscal Year 2026 is expected to be adequate to allow the Commission to fulfill its statutory responsibilities.
4. Authorize staff to transmit the Final Budget adopted by the Commission including the estimated agency costs to the cities, the special districts, the County, the Cities Association of Santa Clara County and the Santa Clara County Special Districts Association.
5. Direct the County Auditor-Controller to apportion LAFCO costs to the cities; to the special districts; and to the County; and to collect payment pursuant to Government Code §56381.

REVISIONS TO THE PROPOSED WORKPLAN FOR FY 2026

On April 2, 2025, the Commission directed staff to revise the proposed workplan for Fiscal Year 2025-2026 to include a work item to conduct a strategic planning workshop for the Commission to specifically discuss potential development of environmental justice policies. Staff has amended the proposed workplan to include the work item under "Applications Review / Processing and LAFCO Policy Development". See Attachment A for the amended Work Plan.

NO CHANGES TO THE DRAFT/PRELIMINARY BUDGET

On April 2, 2025, the Commission adopted its preliminary budget for Fiscal Year 2025-2026 as recommended by the Finance Committee. The preliminary budget

adopted by the Commission is available in the report for Agenda Item # 6 of the April 2, 2025 LAFCO Meeting. No further changes are recommended to the preliminary budget adopted by the commission.

AB 2561 DISCUSSION

AB 2561, which went into effect on January 1, 2025, requires a public agency to present the status of vacancies and recruitment and retention efforts at a public hearing at least once per fiscal year and prior to the adoption of the final budget. It requires the public agency, during the public hearing, to identify any necessary changes to policies, procedures, and recruitment activities that may lead to obstacles in the hiring process. It also entitles the recognized employee organization to be present at the hearing. If the number of job vacancies within a single bargaining unit meets or exceeds 20% of the total number of authorized full-time positions, the bill requires the public agency, upon request of the recognized employee organization, to include specified information during the public hearing.

Santa Clara LAFCO does not have any vacant positions currently and therefore, there are no recruitment efforts. In addition, there are no recommended changes to retention efforts. Lastly, we have not identified any necessary changes to policies, procedures and recruitment activities that may lead to obstacles in the hiring process.

LAFCO ANNUAL BUDGET PROCESS REQUIREMENTS

The Cortese Knox Hertzberg Local Government Reorganization Act of 2000 (CKH Act) which became effective on January 1, 2001, requires LAFCO, as an independent agency, to annually adopt a draft budget by May 1 and a final budget by June 15 at noticed public hearings. Both the draft and the final budgets are required to be transmitted to the cities, the special districts and the County. Government Code §56381(a) establishes that at a minimum, the budget must be equal to that of the previous year unless the Commission finds that reduced staffing or program costs will nevertheless allow it to fulfill its statutory responsibilities. Any unspent funds at the end of the year may be rolled over into the next fiscal year budget. After adoption of the final budget by LAFCO, the County Auditor is required to apportion the net operating expenses of the Commission to the agencies represented on LAFCO.

LAFCO and the County of Santa Clara entered into a Memorandum of Understanding (MOU) (effective since July 2001), under the terms of which, the County provides staffing, facilities, and services to LAFCO. The associated costs are reflected in the LAFCO budget. LAFCO is a stand-alone, separate fund within the County's accounting and budget system and the LAFCO budget information is formatted using the County's account descriptions/codes.

COST APPORTIONMENT TO CITIES, DISTRICTS AND THE COUNTY

The CKH Act requires LAFCO costs to be split in proportion to the percentage of an agency's representation (excluding the public member) on the Commission. Santa Clara LAFCO is composed of a public member, two County board members, two city council members, and since January 2013 – two special district members. Government Code §56381(b)(1)(A) provides that when independent special districts are seated on LAFCO, the county, cities and districts must each provide a one-third share of LAFCO's operational budget.

Since the City of San Jose has permanent membership on LAFCO, as required by Government Code §56381.6(b), the City of San Jose's share of LAFCO costs must be in the same proportion as its member bears to the total membership on the commission, excluding the public member. Therefore, in Santa Clara County, the City of San Jose pays one sixth and the remaining cities pay one sixth of LAFCO's operational costs. Per the CKH Act, the remaining cities' share must be apportioned in proportion to each city's total revenue, as reported in the most recent edition of the Cities Annual Report published by the Controller, as a percentage of the combined city revenues within a county. Each city's share is therefore based on the 2022/2023 Report – which is the most recent edition available.

Government Code Section 56381 provides that the independent special districts' share shall be apportioned in proportion to each district's total revenues as a percentage of the combined total district revenues within a county. The Santa Clara County Special Districts Association (SDA), at its August 13, 2012 meeting, adopted an alternative formula for distributing the independent special districts' share to individual districts. The SDA's agreement requires each district's cost to be based on a fixed percentage of the total independent special districts' share.

The estimated apportionment of LAFCO's FY 2026 costs to the individual cities and districts is included as Attachment B. The final costs will be calculated and invoiced to the individual agencies by the County Controller's Office after LAFCO adopts the final budget.

ATTACHMENTS

Attachment A:	LAFCO Workplan for FY 2026
Attachment B:	Final LAFCO Budget for Fiscal Year 2026
Attachment C:	Costs to Agencies Based on the Final Budget

REVISED FINAL WORK PLAN FOR FISCAL YEAR 2026 (June 4, 2025)

PRIORITY* H - High Priority (essential activities: state mandate, Commission directive, requirements)
M - Medium Priority (important, provided resources allow or time permits)
L - Low Priority (desirable provided resources allow or time permits, not urgent)

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY*
APPLICATIONS REVIEW / PROCESSING AND LAFCO POLICY DEVELOPMENT	Process applicant-initiated LAFCO proposals	Encourage pre-application meetings prior to application submittal Conduct pre-agenda meetings with County Depts. to obtain Assessor & Surveyor reports, as needed Process applications per CKH Act requirements: issue Notice of Application, Certificate of Filing / Sufficiency, Public Hearing Notice, staff report, conduct protest proceedings, as needed	Staff	H
	Comment on potential LAFCO applications, relevant projects & development proposals, city General Plan updates and/ or related environmental documents	Ongoing, as needed	Staff	H
	Comprehensive review and update of LAFCO policies for context, clarity and consistency with State law – Phase 2	Develop a Phase 2 workplan /timeline for commission consideration and begin implementation	Staff	H
	Prepare flowcharts for LAFCO processes and update application packets and application fee schedules for current requirements and ease of public use	Upon completion of policies update	Staff	L
	Conduct a Strategic Planning Workshop for the Commission to Consider the Development of Environmental Justice Policies and other emerging policy ideas, with the goal of advancing innovative LAFCO policies through a strategic plan	Identify a facilitator for the Workshop - Early 2026	Staff / Consultant	M

REVISED FINAL WORK PLAN FOR FISCAL YEAR 2026 (June 4, 2025)

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY*
ISLAND ANNEXATIONS	Conduct outreach to cities with islands, follow up on responses including review/research of city limits/ USA boundaries, and provide assistance with annexations or necessary USA amendments	Prepare and distribute island maps to cities	Staff	L
	Review and finalize city-conducted island annexations	Ongoing, as needed	Staff	H
OUTREACH, GOVERNMENT / COMMUNITY RELATIONS & CUSTOMER SERVICE	Conduct outreach to increase awareness of LAFCO's role	Presentations on LAFCO to cities, other agencies or organizations, as relevant Distribute LAFCO communications material to elected officials and staff of cities, special districts and the County Seek exhibit opportunities at public spaces / events Maintain website as the primary information resource on LAFCO	Staff	M M L H
	Engage and establish relationships with local (cities, districts, county), regional (ABAG/MTC), state (SGC, OPR, DoC, SWRCB) agencies, organizations such as SDA, SCCAPO, CALAFCO, other stakeholder groups	Attend regular meetings of SDA (quarterly), SCCAPO (monthly), and County Planning Dept. (quarterly) Small water systems issues / legislation Collaborate with agencies and entities with goals common to LAFCO	Staff	M M M
	Track LAFCO related legislation	Commission takes positions and submits letters on proposed legislation	Staff	M
	Respond to public inquiries re. LAFCO policies, procedures and application filing requirements	Timely response to public inquiries Update the PRA form for the website Document research on complex inquiries Report to Commission on complex inquiries	Staff	H L L H

REVISED FINAL WORK PLAN FOR FISCAL YEAR 2026 (June 4, 2025)

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY*
SERVICE REVIEWS, SPECIAL STUDIES & SPHERE OF INFLUENCE UPDATES	Countywide Fire Service Review	Work with interested agencies on implementing recommendations requiring LAFCO action (Table B Recommendations)	Staff	H
	Countywide Water and Wastewater Service Review	Develop water/wastewater service review workplan and identify method for consultant selection	Staff	M
	Continue to monitor implementation of recommendations from previous service reviews and conduct special studies, as necessary	RRRPD study – city took action to delay decision on consolidation	Staff	L
	Map Mutual Water companies	Initial maps complete, further through service review	Staff	L
	Engage in or support grant / partnership opportunities on issues related to enhancing viability of agriculture, and climate smart growth	As needed, and as opportunities arise	Staff	L
	Compile and post JPA filings on the LAFCO website	Notice provided, gather JPA information through service review process	Staff	L

REVISED FINAL WORK PLAN FOR FISCAL YEAR 2026 (June 4, 2025)

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY*
COMMISSION SUPPORT	Provide ongoing support to the 12 commissioners for regularly scheduled Commission meetings, special meetings and Committee meetings (Finance Committee, Technical Advisory Committees or Ad-Hoc Committees)	Prepare and distribute public hearing notices and agenda packets, provide staff support during the meetings, record minutes, broadcast meetings Hold pre-agenda review meeting with Chair Hold pre-meeting calls with individual commissioners to address agenda item questions and prepare meeting script for Chair Process commissioner per diems for attendance at LAFCO meetings	Staff	H
	Keep the Commission informed	EO report Off-agenda emails, as needed Provide ongoing educational opportunities/events, including presentations from local agencies	Staff	H
	Onboarding new Commissioners	Facilitate filing / completion of Form 700, commissioner pledge, ethics training Update LAFCO letterhead, directory, and website Set up vendor accounts, provide parking permits Conduct new Commissioner orientation Recognize outgoing commissioners for LAFCO service Organize Commissioner / staff Luncheon	Staff	H
	Commissioners Selection Process	Inform appointing bodies of any upcoming vacancies and provide information on appointment criteria Convene ISDSC committee meeting, as necessary Coordinate public member selection process, as necessary	Staff	H
	Commissioner participation in CALAFCO	Support commissioner participation in CALAFCO activities / or election to the CALAFCO Board	Staff	L

REVISED FINAL WORK PLAN FOR FISCAL YEAR 2026 (June 4, 2025)

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ADMINISTRATIVE PROJECTS	Prepare LAFCO annual work plan	March – June 2025	Staff/Finance Committee	H
	Prepare LAFCO annual budget	March – June 2025	Staff/Finance Committee	H
	Prepare LAFCO Annual Report	August 2025	Staff	H
	Prepare LAFCO Annual Financial Audit	October 2025 (Contract with Chavan Associates extended for FY 2024 thru FY 2027)	Consultant / Staff	H
	Office / facility management	Coordinate with Building Manager on facilities issues Coordinate with County re. computers/network, phone, printers, office security, procurement, installation & maintenance Order and manage office supplies Make travel arrangements and process expense reimbursements. Process mileage reimbursements Office space lease through April 30, 2027	Staff	H
	Records management	Organize scan of LAFCO records to Electronic Document Management System (Laserfiche) Maintain LAFCO's hard copy records Maintain and enhance the LAFCO Website Maintain LAFCO database	Staff/ Consultant Staff	H H H H
	Contracts and payments & receivables	Track consultant contracts and approve invoices Approve vendor invoices / process annual payments for various services/ memberships Coordinate with County Controller's Office and track annual collection of payments from member agencies	Staff	H
	Review and update LAFCO bylaws / administrative policies and procedures	Ongoing, as needed, and also as part of Phase 2 Policies Revision	Staff	H

REVISED FINAL WORK PLAN FOR FISCAL YEAR 2026 (June 4, 2025)

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY*
ADMINISTRATIVE PROJECTS	Staff training and development	CALAFCO workshops, conferences, relevant courses Implementation of the work plan for staff professional development Staff retreat for team bonding and staff development	Staff	H H M
	Coordinate with County on administrative issues	Attend monthly meetings with the Deputy County Executive	Staff	H
	Staff and EO performance evaluation	May – December 2025	Staff/Commission	H
	Other administrative functions mandated of a public agency (Form 806, maintaining liability/workers comp insurance, etc.)	Ongoing	Staff	H

FINAL WORK PLAN FOR FISCAL YEAR 2026

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FINAL LAFCO BUDGET
FISCAL YEAR 2025- 2026

ITEM #	TITLE	APPROVED BUDGET FY 2025	ACTUALS Year to Date 2/25/2025	PROJECTIONS Year End FY 2025	FINAL BUDGET FY 2026
EXPENDITURES					
Object 1:	Salary and Benefits	$862,484	$580,917	$946,609	$994,427
Object 2:	Services and Supplies				
5255100	Intra-County Professional	$10,000	$0	$10,000	$12,000
5255800	Legal Counsel	$85,780	$48,125	$82,000	$88,766
5255500	Consultant Services	$150,000	$18,525	$100,000	$175,000
5285700	Meal Claims	$750	$139	$700	$1,000
5220100	Insurance	$6,737	$0	$0	$8,000
5250100	Office Expenses	$5,000	$1,887	$4,000	$5,000
5270100	Rent & Lease	$56,416	$42,102	$56,416	$58,106
5255650	Data Processing Services	$22,517	$16,832	$22,517	$24,443
5225500	Commissioners' Fee	$10,000	$3,800	$8,000	$10,000
5260100	Publications and Legal Notices	$1,000	$702	$1,000	$1,000
5245100	Membership Dues	$14,509	$14,318	$14,318	$15,000
5250750	Printing and Reproduction	$1,500	$416	$1,500	$1,500
5285800	Business Travel	$21,000	$6,078	$16,000	$21,000
5285300	Private Automobile Mileage	$1,000	$497	$800	$1,000
5285200	Transportation&Travel (County Car Usage)	$600	$0	$300	$600
5281600	Overhead	$21,119	$10,594	$21,119	$37,324
5275200	Computer Hardware	$4,000	$0	$2,000	$4,000
5250800	Computer Software	$4,000	$2,261	$4,000	$4,000
5250250	Postage	$500	$24	$300	$500
5252100	Staff/Commissioner Training Programs	$2,000	$0	$1,000	$2,000
5701000	Reserves	$0	$0	$0	$0
TOTAL EXPENDITURES		**$1,280,912**	**$747,217**	**$1,292,579**	**$1,464,666**
REVENUES					
4103400	Application Fees	$25,000	$21,074	$21,074	$25,000
4301100	Interest: Deposits and Investments	$6,000	$19,711	$20,000	$10,000
TOTAL REVENUE		**$36,000**	**$40,785**	**$41,074**	**$35,000**
3400150	**FUND BALANCE FROM PREVIOUS FY**	**$172,301**	**$237,891**	**$237,891**	**$63,997**
NET LAFCO OPERATING EXPENSES		**$1,077,611**	**$468,541**	**$1,013,614**	**$1,365,669**
3400800	**RESERVES Available**	**$200,000**	**$200,000**	**$200,000**	**$200,000**
COSTS TO AGENCIES					
5440200	County	$359,204	$359,204	$359,204	$455,223
4600100	Cities (San Jose 50% + Other Cities 50%)	$359,204	$359,204	$359,204	$455,223
4600100	Special Districts	$359,204	$359,204	$359,204	$455,223

LAFCO COST APPORTIONMENT: COUNTY, CITIES, SPECIAL DISTRICTS

Estimated Costs to Agencies Based on the Final FY 2026 LAFCO Budget

			Net Operating Expenses for FY 2026	$1,365,669
JURISDICTION	**REVENUE PER 2022/2023 REPORT**	**PERCENTAGE OF TOTAL REVENUE**	**ALLOCATION PERCENTAGES**	**ALLOCATED COSTS**
County	**N/A**	**N/A**	**33.3333333%**	**$455,223.00**
Cities Total Share			**33.3333333%**	**$455,223.00**
San Jose	N/A	N/A	50.0000000%	$227,611.50
Other cities share			50.0000000%	$227,611.50
Campbell	$81,150,037	1.8865076%		$4,293.91
Cupertino	$131,485,364	3.0566608%		$6,957.31
Gilroy	$127,015,477	2.9527487%		$6,720.80
Los Altos	$72,145,869	1.6771863%		$3,817.47
Los Altos Hills	$21,047,529	0.4892952%		$1,113.69
Los Gatos	$66,269,927	1.5405874%		$3,506.55
Milpitas	$214,374,038	4.9835868%		$11,343.22
Monte Sereno	$5,142,039	0.1195378%		$272.08
Morgan Hill	$130,786,193	3.0404071%		$6,920.32
Mountain View	$449,519,762	10.4500562%		$23,785.53
Palo Alto	$834,039,393	19.3890442%		$44,131.69
Santa Clara	$1,431,529,099	33.2789808%		$75,746.78
Saratoga	$37,994,793	0.8832709%		$2,010.43
Sunnyvale	$699,101,862	16.2521303%		$36,991.72
Total Cities (excluding San Jose)	**$4,301,601,382**	**100.0000000%**		**$227,611.50**
Total Cities (including San Jose)				**$455,223.00**
Special Districts Total Share		**(Fixed %)**	**33.3333333%**	**$455,223.00**
Aldercroft Heights County Water District		0.06233%		$283.74
Burbank Sanitary District		0.15593%		$709.83
Cupertino Sanitary District		2.64110%		$12,022.89
El Camino Healthcare District		4.90738%		$22,339.52
North Santa Clara Resource Conservation District		0.04860%		$221.24
Lake Canyon Community Services District		0.02206%		$100.42
Lion's Gate Community Services District		0.22053%		$1,003.90
Loma Prieta Resource Conservation District		0.02020%		$91.96
Midpeninsula Regional Open Space District		5.76378%		$26,238.05
Purissima Hills Water District		1.35427%		$6,164.95
Rancho Rinconada Recreation and Park District		0.15988%		$727.81
San Martin County Water District		0.04431%		$201.71
Santa Clara Valley Open Space Authority		1.27051%		$5,783.65
Santa Clara Valley Water District		81.44126%		$370,739.36
Saratoga Cemetery District		0.32078%		$1,460.26
Saratoga Fire Protection District		1.52956%		$6,962.91
South Santa Clara Valley Memorial District		0.03752%		$170.80
Total Special Districts		100.00000%		**$455,223.00**
Total Allocated Costs				**$1,365,669.00**

SANTA CLARA LAFCO

Local Agency Formation Commission of Santa Clara County
777 North First Street
Suite 410
San Jose, CA 95112
SantaClaraLAFCO.org

Commissioners
Sylvia Arenas
Jim Beall
Rosemary Kamei
Yoriko Kishimoto
Otto Lee
Terry Trumbull
Mark Turner

Alternate Commissioners
Pamela Campos
Helen Chapman
Betty Duong
Zach Hilton
Teresa O'Neill

Executive Officer
Neelima Palacherla

LAFCO MEETING: **April 2, 2025**

TO: **LAFCO**

FROM: **Neelima Palacherla, Executive Officer**
Dunia Noel, Asst. Executive Officer

SUBJECT: **PROPOSED WORK PLAN AND BUDGET FOR FY 2026**

FINANCE COMMITTEE / STAFF RECOMMENDATIONS

1. Adopt the Proposed Work Plan for Fiscal Year 2025-2026.
2. Adopt the Proposed Budget for Fiscal Year 2025-2026.
3. Find that the Proposed Budget for Fiscal Year 2026 is expected to be adequate to allow the Commission to fulfill its statutory responsibilities.
4. Authorize staff to transmit the Proposed Budget adopted by the Commission including the estimated agency costs as well as the LAFCO public hearing notice for the adoption of the Fiscal Year 2026 Final Budget to the cities, the special districts, the County, the Cities Association of Santa Clara County and the Santa Clara County Special Districts Association.

ANNUAL BUDGET PROCESS REQUIREMENTS

The Cortese Knox Hertzberg Local Government Reorganization Act of 2000 (CKH Act) which became effective on January 1, 2001, requires LAFCO, as an independent agency, to annually adopt a proposed budget by May 1 and a final budget by June 15 at noticed public hearings. Both the proposed and the final budgets are required to be transmitted to the cities, the special districts and the County. Government Code §56381(a) establishes that at a minimum, the budget must be equal to that of the previous year unless the Commission finds that reduced staffing or program costs will nevertheless allow it to fulfill its statutory responsibilities. Any unspent funds at the end of the year may be rolled over into the next fiscal year budget. After adoption of the final budget by LAFCO, the County Auditor is required to apportion the net operating expenses of the Commission to the agencies represented on LAFCO.

FISCAL YEAR 2025-2026 WORKPLAN & BUDGET DEVELOPMENT TIMELINE

Dates	Staff Tasks / LAFCO Action
March 10 - April 2	Notice of this public hearing was advertised in a local newspaper, posted on the LAFCO website and distributed to local agencies. The agenda and a link to the posted agenda packet are also distributed to local agencies, interested persons and organizations. The proposed Workplan and Budget are posted on the LAFCO website and available for public review and comment.
April 2	LAFCO public hearing on adoption of Proposed Workplan and Budget
April 3	Proposed Work Plan and Budget, preliminary apportionments and LAFCO public hearing notice for Final Budget Hearing transmitted to agencies
June 4	LAFCO public hearing and adoption of Final Budget
June 4 - July 1	Final Budget transmitted to agencies; Auditor requests payment from agencies

LAFCO FINANCE COMMITTEE

At its February 5, 2025 LAFCO meeting, the Commission appointed Alternate Commissioner Campos, Alternate Commissioner Chapman and Alternate Commissioner O'Neill to serve on the Finance Committee.

At its special meeting held on March 6, 2025, the Finance Committee discussed the progress on the current year work plan and the status of the current year budget; and recommended the proposed FY 2026 work plan and budget for consideration and adoption by the full commission.

CURRENT YEAR IN REVIEW

PROGRESS REPORT ON FY 2024-2025 WORK PLAN

LAFCO's current fiscal year workplan was adopted at a noticed public hearing held on April 3, 2024. **Attachment A** depicts the current status (through the third quarter of the year) of the 2024-2025 Work Program.

A key focus of this year's work program is the comprehensive review and update of LAFCO policies. To guide Phase 1 of this process, the Commission appointed an Ad-Hoc Committee composed of three commissioners, which developed a detailed work plan and timeline. Over the course of nine meetings, the Committee along with staff carefully reviewed and refined multiple iterations of the policies under consideration, including the development of new policies related to agricultural

worker housing. Additionally, two rounds of public review and comment periods were conducted to gather valuable input from stakeholders. Following this extensive effort, the Commission adopted the Phase 1 policy updates in December 2024. Looking ahead, the Commission is expected to consider a work plan for Phase 2 of the policy update process.

LAFCO has received and is currently processing a special district reorganization and sphere of influence amendment. Staff has conducted pre-application meetings and responded to numerous requests for assistance from local and regional agencies on matters such as city service extensions, city annexations and urban service area amendments, special district annexations, and builders remedy projects. Additionally, responding to public inquiries remains a significant and growing area of focus, with staff noting an increase in both volume and complexity.

In alignment with the Commission's directive, staff continues to engage in targeted outreach to local entities—including special districts, the County, cities, and community organizations—through informational presentations on LAFCO's role in promoting sustainable growth and good governance. These efforts are undertaken as opportunities arise and as time permits.

Changes in Commission membership due to term expirations have prompted corresponding onboarding activities. The LAFCO office is now fully staffed, with 4.0 FTE positions, including the promotion of the Associate Analyst to the Analyst position in August 2024. Additionally, the implementation of a training and professional development work plan for LAFCO staff is underway, ensuring continued growth, skill enhancement, and alignment with best practices in local government and land use planning.

Several key administrative activities and projects have been completed or are currently underway, including the annual financial audit, the annual report, and the development of a new LAFCO database to efficiently track public inquiries, manage the contacts directory, and improve overall workflow for application processing and management.

Projects that will not be completed by the end of the fiscal year will be incorporated into the proposed FY 2026 work plan to ensure their continued progress and completion in alignment with LAFCO's strategic objectives.

The LAFCO Annual Report for FY 2025 will be published at the close of the fiscal year. This report will document all applications reviewed and processed during the year and will highlight LAFCO's accomplishments, activities, and key projects undertaken or completed throughout the period.

STATUS OF FY 2024-2025 ADOPTED BUDGET

Attachment D includes the FY 2025 budget adopted by the Commission at a noticed public hearing on June 5, 2024, the status of LAFCO's expenditures and revenues as of February 25, 2025, and expenditure and revenue projections for end of FY 2025. The adopted LAFCO budget for FY 2025 is $1,077,611. It is estimated that the total year-end projected expenditures for FY 2025 would be approximately 1% higher

than the adopted budget primarily due to promotion of the Associate Analyst to Analyst position, which was unanticipated at budget adoption. Staff anticipates that overall, year-end revenue for FY 2025 will be slightly higher than the amount budgeted. LAFCO has received the respective FY 2025 funds from the County, the cities and the independent special districts. The actual fund balance rolled over at the end of FY 2024 was higher at $237,891, compared to the amount estimated ($172,301) in the FY 2025 budget. The excess fund balance will be used to cover the extra expenditures, and the remainder unspent amount will carry over into FY 2026 and will be used to reduce net operating expenses that would in turn translate to reduced FY 2026 costs for contributing agencies.

PROPOSED WORK PLAN FOR FISCAL YEAR 2026

Attachment C includes the proposed work plan for FY 2026, as recommended by the Finance Committee, for consideration and adoption by the full commission.

The proposed workplan includes ongoing as well as new projects and outlines detailed projects/activities organized under six broad areas: (1.) LAFCO application processing; (2.) island annexations; (3.) outreach, government/community relations and customer service; (4.) service reviews, special studies and sphere of influence updates; (5.) commission support; and (6.) administrative projects. The work plan assigns priority levels (high, moderate, low); and designates whether the work is to be conducted by staff or outside consultants.

The proposed work plan includes a broad spectrum of responsibilities that LAFCO, as an independent local agency and as a regulatory body of the state, is expected to fulfill in its role of promoting sustainable growth and good governance in Santa Clara County. It incorporates the Commission's legislative functions and mandates and also the Commission's proactive local initiatives and priorities such as its directives for ongoing public outreach and education and its proactive service review and implementation program.

Staff actively manages the workload in order to focus on accomplishing essential activities such as processing applications, completing projects currently underway, maintaining core administrative functions, tracking on-going projects and studies, supporting the commission and responding to local agency and public requests for assistance. Consistent with past practice, LAFCO's statutorily mandated activities take priority over administrative projects that are not statutorily required, and over proactive commission-initiated projects which are discretionary but support LAFCO's mission and statutory requirements.

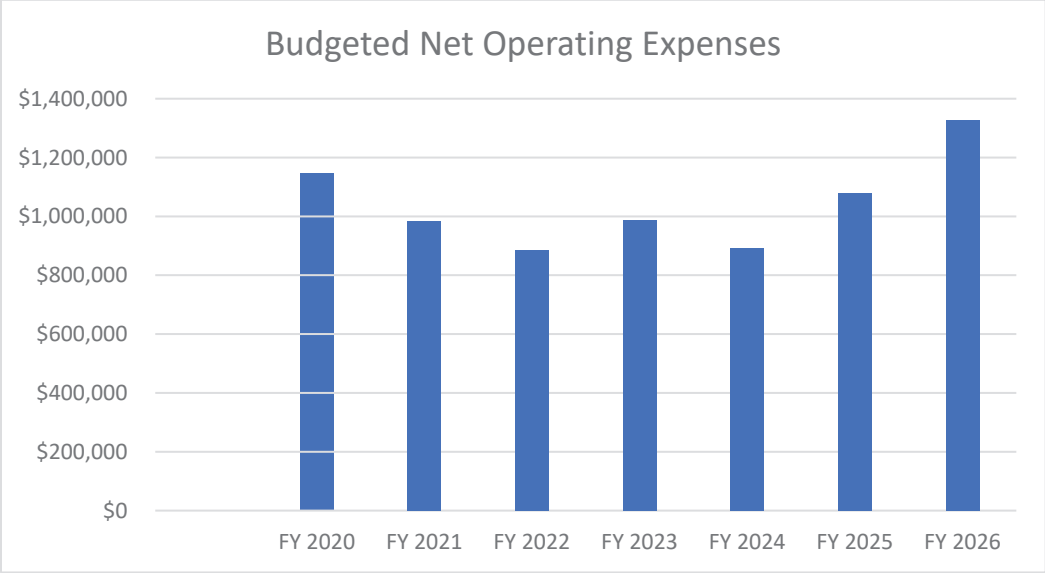
PROPOSED BUDGET FOR FISCAL YEAR 2026

Attachment D includes the proposed Budget for FY 2025-2026 as recommended by the Finance Committee, for consideration and adoption by the full commission. The Finance Committee conducted a thorough review of the work plan and budget and recognized the public benefit of LAFCO's work and the high demand for LAFCO's services from local agencies and the public. The Committee maintained its

commitment to ensure adequate resources that allow the Commission to fulfill its statutory responsibilities and accomplish its work plan while also limiting costs for LAFCO's funding agencies.

The overall projected expenditure for FY 2026 ($1,464,666) in the proposed budget is 14% higher than the current year budgeted expenses ($1,280,912). This increase is expenditures is largely due to the increase in the cost of salaries and benefits due to a position promotion that occurred in August 2024.

However, LAFCO's proposed net operating expense for FY 2026 is approximately 26% higher than the FY 2025 budgeted net operating expense. The primary reason for this is because the remaining fund balance ($63,997) at the end of this year is at its lowest level in years. Since September 2023, the LAFCO office has been fully staffed with 4.0 FTEs and has not benefited from salary savings realized in previous years. Additionally, over the past two years, we have adopted more precise budgeting practices. As a result, year-end fund balances have been significantly smaller. This translates to a trend, starting in FY 2025, of rising operating expenses. While we began the current year with a slightly higher fund balance than anticipated, it has helped offset the additional expenditures from the increase in salary and benefits due to the unanticipated promotion.



DESCRIPTION OF FY 2024-2025 BUDGET LINE ITEMS

LAFCO and the County of Santa Clara entered into a Memorandum of Understanding (MOU) (effective since July 2001), under the terms of which, the County provides staffing, facilities, and services to LAFCO. The associated costs are reflected in the proposed LAFCO budget. LAFCO is a stand-alone, separate fund within the County's accounting and budget system and the LAFCO budget information is formatted using the County's account descriptions/codes.

The following is a detailed itemization of the proposed budget.

EXPENDITURES

Expenditures are divided into two main sections: Staff Salaries and Benefits (Object 1) which comprise approximately 68% of the total expenditures; and Services and Supplies (Object 2).

OBJECT 1. SALARIES AND BENEFITS $994,427

This line item supports the salaries and benefits for the 4.0 FTE positions including the Executive Officer position, a Senior Analyst position, an Analyst position, and a Clerk position. All four positions are currently staffed. LAFCO contracts with the County of Santa Clara for staffing and services and in accordance with the MOU between the County and LAFCO, all four positions are staffed through the County Executive's Office. The proposed amount is based on the best available projections from the County at this time for salaries and benefits for the 4 positions. Any changes to the projections for the four positions that may occur within the next couple of months will be reflected in the Final LAFCO budget.

OBJECT 2. SERVICES AND SUPPLIES

5255100 Intra-County Professional $12,000

This includes the costs for services from various County agencies such as the County Surveyor's Office, the County Assessors' Office, and the Registrar of Voters. The County Surveyor assists with map review and approval for boundary change proposals. In addition, the Surveyor's Office also assists with research to resolve boundary discrepancies. The County Assessor's Office prepares reports for LAFCO and the Registrar of Voters provides data necessary for processing LAFCO applications. This item also allows LAFCO to seek GIS mapping services including support and technical assistance from the County Planning Office, as necessary. This item also includes the approximate annual cost ($7,806) associated with webcasting the regular LAFCO meetings held in the County Board of Supervisors Chambers. In February 2021, LAFCO and the County entered into an MOU regarding webcasting services and associated costs for LAFCO meetings. As a result of the pandemic and virtual meetings, webcasting of LAFCO meetings did not begin until April 2023.

5255800 Legal Counsel $85,780

This item covers the cost for general legal services.

In February 2009, the Commission retained the firm of Best Best & Krieger for legal services on a monthly retainer. The contract was amended in 2010 to reduce the number of total hours required to 240 hours per year. The contract sets the hourly rate and allows for an annual automatic adjustment to the rates based on the Consumer Price Index (CPI). In 2017, the contract was once again amended to increase the monthly retainer cost and limit the CEQA work within the retainer to 24 hours annually. Any additional CEQA work above 24 hours would be charged outside the retainer at the same hourly rate.

The monthly retainer for FY 2026 increases to $7,068, based on a 2.8% increase in the Consumer Price Index for the prior calendar year (2024). This item covers the annual retainer fees and includes additional monies to cover approximately 10 hours of work outside the retainer at the hourly rate of $395.

5255500 Consultant Services $175,000

This item is budgeted for hiring consultants to assist LAFCO with special projects such as for conducting service reviews and special studies, facilitating a strategic planning workshop, and scanning LAFCO's hardcopy records into the existing electronic document management system, among others. The Commission must take action to authorize such special projects prior to expending funds. This item also includes costs associated with ongoing contracts such as costs for the maintenance and hosting of the LAFCO website by an outside provider; for the contract with an independent financial auditor for conducting the annual financial audits of LAFCO, for a consultant to develop and implement a new LAFCO database.

5285700 Meal Claims $1,000

This item includes cost of food to support Commission events, workshops, meetings.

5220200 Insurance $8,000

This item is for the purpose of purchasing general liability insurance and workers' compensation coverage for LAFCO. In 2010, LAFCO switched from the County's coverage to the Special District Risk Management Authority (SDRMA), for the provision of general liability insurance. Additionally, LAFCO also obtains workers' compensation coverage for its commissioners from SDRMA. Workers' compensation for LAFCO staff is currently covered by the County and is part of the payroll charge.

The estimates for FY 2026 were not available from SDRMA as of writing this report. The Final budget will reflect any major revisions to these estimates.

5270100 Rent & Lease $58,106

This item includes FY 2026 monthly rent for LAFCO office space located at 777 North First Street, Suite 420, San Jose. The original lease term for the office space expired on May 5, 2022. At its February 2, 2022 meeting, the Commission authorized the extension of the lease for a five-year period through April 30, 2027.

5250100 Office Expenses $5,000

This item includes funds for purchase of books, subscriptions/publications necessary to keep current on laws and trends; and small equipment and supplies for office operations, including printer/photocopier lease.

5255650 Data Processing Services $24,443

This item includes estimated costs associated with County Technology Solutions & Services Department (TSS) providing IT services to the LAFCO program. According to TSS, the projected costs cover Telecom services for 5 phones- VOIP/Landline ($2,280), Wireless Carrier Service ($912), enterprise licensing including MS Adobe special order, Acrobat Pro and MS Visio monthly subscription ($3,416), and other services ($17,845) comprising Enterprise Content Management services and

solutions, Kronos support, Architecture and Innovation Services, Claranet services, Data Analytics and Visualizations, digital print and sccLearn. Any further revised cost estimates received from the County will be reflected in the Final LAFCO budget.

5225500 Commissioner's Fees $10,000

This item covers the $100 per diem amount for LAFCO commissioners and alternate commissioners to attend LAFCO meetings and committee meetings.

5260100 Publications and Legal Notices $1,000

This item is for costs associated with publication of hearing notices for LAFCO applications and other projects/ studies, as required by state law. This budgeted amount has been maintained at the same level as the current year.

5245100 Membership Dues $15,000

This item includes CALAFCO – the California Association of LAFCOs membership dues. At its meeting in December 2023, the CALAFCO Board voted to approve a 3.1% rate adjustment to account for the CPI increase (June 2023 to June 2024), in accordance with the CALAFCO Bylaws. The FY 2026 membership dues for Santa Clara LAFCO is $12,921.

Additionally, this item includes estimated membership dues for CSDA – the California Special Districts Association. In June 2018, CSDA informed that Santa Clara LAFCO as a customer of SDRMA, must be a member of CSDA pursuant to SDRMA bylaws.

5250750 Printing and Reproduction $1,500

This covers printing expenses for reports such as service reviews or other studies and documents.

5285800 Business Travel $21,000

This item includes funding for staff and commissioners to attend conferences and workshops. It would cover costs of air travel, accommodation, conference registration and other expenses at the conferences. CALAFCO annually holds a Staff Workshop (Location TBD, April 2026) and an Annual Conference (San Diego, October 2025) that is attended by commissioners as well as staff.

5285300 Private Automobile Mileage $1,000

This item provides for mileage reimbursement when staff travels by private car to conduct site visits and attend meetings / training sessions. This budgeted amount has been maintained at the same level as the current year.

5285200 Transportation and Travel (for use of County car) $600

This item would cover costs associated with the use of a County vehicle for travel to conferences, workshops, site visits and meetings.

5281600 Overhead $37,324

This overhead charge is established by the County Controller's Office, for service rendered by various County departments that do not directly bill LAFCO. The overhead includes LAFCO's share of the County's FY 2026 Cost Allocation Plan

which is based on actual overhead costs from FY 2024 – the most recent year for which actual costs are available. The overhead amount includes the following charges from:

County Executive's Office:	$5,998
Controller-Treasurer:	$10,157
Employee Services Agency:	$10,877
OBA:	$423
BHS-MH - Employee:	$62
TSS Intragovernmental Service:	$1,196
Technology Services & Solutions:	$1,354
Procurement:	$124
Equal Opp. (County Counsel):	$1,468
CoB – Harvey Rose Mgt Audit:	$34

Further, a "roll forward" is applied which is calculated by comparing FY 2024 Cost Plan estimates with FY 2024 actuals. The FY 2024 cost estimates were lower than the actuals by $4,746; this amount is added to the FY 2026 Cost Plan. This is a state requirement.

5275200 Computer Hardware $4,000

This item is designated for any required hardware upgrades / purchases.

5250800 Computer Software $4,000

This amount is designated for computer software purchases, including annual licenses for GIS software (ArcGIS) and records management software (Laserfiche) with 2 hours of online/onsite support.

5250250 Postage $500

This amount covers postage costs for mailing notices, agendas, agenda packets and general correspondence.

5252100 Training Programs $2,000

This item covers the costs associated with attendance at commissioner / staff professional development courses and seminars. CALAFCO conducts University Courses throughout the year on topics of relevance to LAFCO.

REVENUES

4103400 Application Fees $25,000

It is anticipated that LAFCO will receive approximately $25,000 in fees from processing applications. The actual amount earned from fees corresponds to the level of application activity.

4301100 Interest $10,000

It is estimated that LAFCO will receive an amount of approximately $10,000 from interest earned on LAFCO funds.

3400150 Fund Balance from Previous Fiscal Year (i.e., FY 2025) $63,997

It is projected that there will be a savings or fund balance of approximately $63,997 at the end of the current year, which will be carried over to reduce the proposed Fiscal Year 2026 costs for LAFCO's funding agencies (cities, independent special districts and the County).

Projected Year-End [FY 2025] Fund Balance = (Projected Year-End [FY 25] Revenue + Actual Fund Balance from Previous Fiscal Year [FY 24] + Funds Received from Local Agencies in FY 25) - (Projected Year-End [FY 25] Expenses)

= ($41,074+ $237,891 + $1,077,611) - $1,292,579

= $63,997

The fund balance excludes the reserves.

RESERVES

3400800 Reserves Available $200,000

This item includes reserves for two purposes: litigation reserve – for use if LAFCO is involved with any litigation; and contingency reserve – to be used for unexpected expenses. If used during the year, this account will be replenished in the following year. Since 2012, the reserves have been retained in a separate Reserves account, thus eliminating the need for LAFCO to budget each year for this purpose.

The Reserves amount was held at $250,000 since FY 2020 to timely implement potential recommendations from the Comprehensive Organizational Assessment, and as a tentative measure in recognition that LAFCO operates in an increasingly complex and controversial environment.

In FY 2022, LAFCO reduced the Reserves from $250,000 to $200,000, in order to further reduce costs to local agencies given the COVID -19 related economic hardships; and has maintained the reserve level at $200,000 since then. The Finance Committee recommends maintaining the current level of reserves for FY 2026. This places the proposed Reserve amount at approximately 14% of the total FY 2026 expenditures. LAFCO has not adopted a Reserves policy, however as an independent agency, LAFCO should maintain sufficient reserves for flexibility and stability in the event of unanticipated needs.

FY 2026 NET OPERATING EXPENSES

FY 2026 Net Operating Expenses = (Proposed FY 2026 Expenditures) - (Proposed FY 2026 Fee & Interest Revenues + Projected Fund Balance from FY 2025)

= ($1,464,666) – ($35,000 + $63,997)

= $1,365,669

The projected operating expense for FY 2026 is based on projected expenditures and revenues as well as on estimated fund balance for the current year. Further revisions may be needed as we get a better indication of current year expenses/revenues towards the end of this fiscal year. Additionally, a more accurate projection of costs/revenues for the upcoming fiscal year could become available, particularly for employee salary and benefits. This could result in changes to the proposed net operating expenses for FY 2026 which will be reflected in the Final budget and which could in turn impact the costs for each of LAFCO's funding agencies.

COST APPORTIONMENT TO CITIES, INDEPENDENT SPECIAL DISTRICTS AND COUNTY

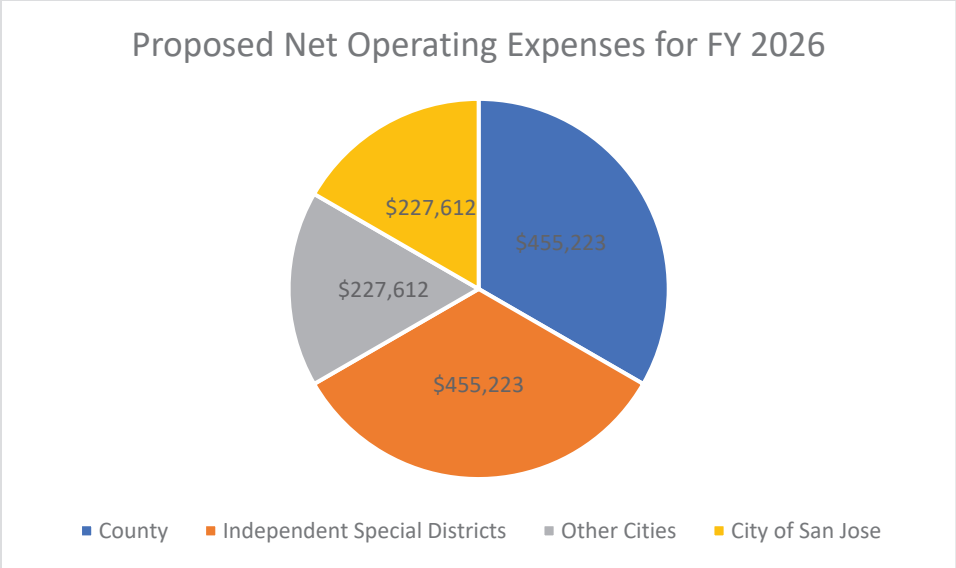
In January 2013, independent special districts were seated on LAFCO. Government Code §56381(b)(1)(A) provides that when independent special districts are represented on LAFCO, the county, cities and independent special districts must each provide a one-third share of LAFCO's operational budget.

The City of San Jose has permanent membership on LAFCO pursuant to Government Code Section 56327. As required by Government Code §56381.6(b), the City of San Jose's share of LAFCO costs must be in the same proportion as its member bears to the total membership on the commission, excluding the public member. The remaining cities' share must be apportioned in proportion to each city's total revenues, as reported in the most recent edition of the Cities Annual Report published by the Controller, as a percentage of the combined city revenues within a county.

Government Code Section §56381 provides that the independent special districts' share shall be apportioned in proportion to each district's total revenues as a percentage of the combined total district revenues within a county. The Santa Clara County Special Districts Association (SDA), at its August 13, 2012 meeting, adopted an alternative formula for distributing the independent special districts' share to individual districts. The SDA's agreement requires each district's cost to be based on a fixed percentage of the total independent special districts' share.

Therefore, in Santa Clara County, the County pays a third of LAFCO's operational costs, the independent special districts pay a third, the City of San Jose pays one sixth and the remaining cities pay one sixth. Government Code §56381(c) requires the County Auditor to request payment from the cities, independent special districts and the County no later than July 1 of each year for the amount each agency owes based on the net operating expenses of the Commission and the actual administrative costs incurred by the Auditor in apportioning costs and requesting payment.

The following is a draft apportionment to the agencies based on the proposed net operating expenses for FY 2026.



Apportionment of the costs among the 14 cities and among the 17 independent special districts will be calculated by the County Controller's Office after LAFCO adopts the final budget in June. In order to provide each of the cities and districts with a general indication of their costs in advance, **Attachment E** includes draft estimated apportionments, based on the proposed FY 2026 net operating expenses and the FY 2022-2023 Cities Annual Report from the State Controller's Office. The final apportionments will be prepared by the County Controller's Office based on the latest available Cities Annual Report.

ATTACHMENTS

Attachment A:	Status of FY 2025 Work Plan
Attachment B:	LAFCO Financials 2008-2024
Attachment C:	Proposed Work Plan for Fiscal Year 2026
Attachment D:	Proposed LAFCO Budget for Fiscal Year 2026
Attachment E:	Estimated FY 2026 Costs to Agencies

STATUS OF CURRENT YEAR WORK PLAN (FISCAL YEAR 2025)

PRIORITY* H - High Priority (essential activities: state mandate, Commission directive, requirements)
M - Medium Priority (important, provided resources allow or time permits)
L - Low Priority (desirable provided resources allow or time permits, not urgent)

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY*	STATUS
LAFCO APPLICATIONS	Process applicant-initiated LAFCO proposals	Encourage pre-application meetings prior to application submittal Conduct pre-agenda meetings with County Depts to obtain Assessor & Surveyor reports, as needed Process applications per CKH Act: issue Notice of Application, Certificate of Filing / Sufficiency, Public Hearing Notice, staff report, conduct protest proceedings, as needed	Staff	H	Several pre-application meetings held (districts reorganization, mutual water company consolidation) Processing a reorganization application
	Comment on potential LAFCO applications, relevant projects & development proposals, city General Plan updates and/ or related environmental documents	Ongoing, as needed	Staff	H	Ongoing (comment letter re. a private water company service area expansion)
	Comprehensive review and update LAFCO policies for context, clarity and consistency with State law	In progress	Staff / Ad Hoc Committee	H	Phase 1 completed in December 2024 Phase 2 will begin soon
	Develop agricultural worker housing policies	Completed as part of Phase 1		H	December 2024
	Prepare flowcharts for LAFCO processes and update application packets and application fee schedules for current requirements and ease of public use	Upon completion of policies update	Staff	L	Internal application processing checklists updated

STATUS OF CURRENT YEAR WORK PLAN (FISCAL YEAR 2025)

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY*	STATUS
ISLAND ANNEXATIONS	Conduct outreach to cities with islands, follow up on responses including review/research of city limits/ USA boundaries, provide assistance with annexations or necessary USA amendments	Prepare and distribute island maps to cities	Staff	L	As needed
	Review and finalize city-conducted island annexations	Ongoing, as needed	Staff	H	As needed
OUTREACH, GOVERNMENT / COMMUNITY RELATIONS & CUSTOMER SERVICE	Conduct outreach to increase awareness of LAFCO's role	Presentations on LAFCO to cities, other agencies or organizations, focus on South County communities, as relevant Distribute LAFCO communications material to elected officials and staff of cities, special districts and the County Seek exhibit opportunities at public spaces / events Maintain website as the primary information resource on LAFCO Increase social media presence	Staff	L M L H L	Presentations provided upon request: Leadership Sunnyvale (12/24), Leadership Morgan Hill (3/25) Ongoing Website updated
	Engage and establish relationships with local (cities, districts, county), regional (ABAG/MTC), state (SGC, OPR, DoC, SWRCB) agencies, organizations such as SDA, SCCAPO, CALAFCO, other stakeholder groups	Attend regular meetings of SDA (quarterly), SCCAPO (monthly), County Planning Dept.(quarterly) Small water systems issues / legislation Collaborate with agencies and entities with goals common to LAFCO	Staff	M M M	Ongoing Ongoing meetings
	Track LAFCO related legislation	EO attend CALAFCO Legislative Committee Meetings Commission takes positions and submit letters on proposed legislation	Staff	L M	AB 3277 SB1209

STATUS OF CURRENT YEAR WORK PLAN (FISCAL YEAR 2025)

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY*	STATUS
	Respond to public enquiries re. LAFCO policies, procedures and application filing requirements	Timely response to public inquiries Update the PRA form for the website Document research on complex inquiries Report to Commission on complex inquiries	Staff	H L L H	Ongoing
SERVICE REVIEWS, SPECIAL STUDIES & SPHERE OF INFLUENCE UPDATES	Countywide Fire Service Review	Follow up with agencies on implementation of recommendations and report back to the commission	Staff	H	First round completed, ongoing for Table B recommendations
	Countywide Water and Wastewater Service Review	Develop water/wastewater service review workplan and identify method for consultant selection	Staff	M	Upon completion of service review policies revision in Phase 2
	Continue to monitor implementation of recommendations from previous service reviews and conduct special studies, as necessary	RRRPD study – city took action to delay decision on consolidation	Staff	L	Pending city action
	Map Mutual Water companies	Initial maps complete, further work through service review	Staff	L	As needed
	Engage in or support grant/partnership opportunities on issues related to enhancing viability of agriculture, and climate smart growth	As needed, and as opportunities arise	Staff	L	As needed
	Compile and post JPA filings on the LAFCO website	Notice provided, gather JPA information through service review process	Staff	L	JPA information obtained from Fire Service Review

STATUS OF CURRENT YEAR WORK PLAN (FISCAL YEAR 2025)

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY*	STATUS
COMMISSION SUPPORT	Provide ongoing support to the 12 commissioners for regularly scheduled Commission meetings, special meetings and Committee meetings (Finance Committee, Ad Hoc Committee on Policies and the Fire Service Review TAC)	Prepare and distribute public hearing notices and agenda packets, provide staff support during the meetings, record minutes, broadcast meetings Hold pre-agenda review meeting with Chair Hold pre-meeting calls with individual commissioners to address agenda item questions Process commissioner per diems for attendance at LAFCO meetings	Staff	H	Ongoing Began webcasting LAFCO meetings in June 2023
	Keep the Commission informed	EO report, off-agenda emails, as needed Provide ongoing educational opportunities / events including presentation from local agencies	Staff	H	Ongoing
	Onboarding new Commissioners	Facilitate filing / completion of Form 700, commissioner pledge, ethics training. Update LAFCO letterhead, directory, and website Set up vendor accounts, provide parking permits Conduct new Commissioner orientation Recognize outgoing commissioners for service on LAFCO	Staff	H	Ongoing - as needed

STATUS OF CURRENT YEAR WORK PLAN (FISCAL YEAR 2025)

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY*	STATUS
	Commissioners Selection Process	Inform appointing bodies of any upcoming vacancies and provide information on appointment criteria Convene ISDSC committee meeting, as necessary Coordinate public member selection process, as necessary	Staff	H	Cities Selection Committee appointments in January 2025 ISDSC to be convened in April – May 2025
	Conduct a Strategic Planning Workshop	2018 Workshop re. LAFCO Communications and Outreach Plan	Staff / Consultant	L	TBD
	Commissioner participation in CALAFCO	Support commissioner participation in CALAFCO activities / or election to the CALAFCO Board	Staff	L	Attended CALAFCO Annual Conference Commissioner participated as moderator for a general session
ADMINISTRATIVE PROJECTS	Prepare LAFCO annual work plan	March –June 2025	Staff	H	In progress
	Prepare LAFCO annual budget	March –June 2025	Staff	H	In progress
	Prepare LAFCO Annual Report	August 2024	Staff	H	Completed in October 2024
	Prepare LAFCO Annual Financial Audit	August 2024	Consultant / Staff	H	Completed in February 2025
	Office / facility management	Coordinate with Building Manager on facilities issues Coordinate with County re. computers/network, phone, printers, office security, procurement, installation & maintenance Order and manage office supplies	Staff	H	Ongoing

STATUS OF CURRENT YEAR WORK PLAN (FISCAL YEAR 2025)

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY*	STATUS
ADMINISTRATIVE PROJECTS		Make travel arrangements and process expense reimbursements. Process mileage reimbursements Office space lease extended (lease extended through April 30, 2027)			
	Records management	Organize scan of LAFCO records to Electronic Document Management System (LaserFische) Maintain LAFCO's hard copy records Maintain and enhance the LAFCO Website Maintain LAFCO database	Staff/ Consultant Staff	H H H H	On hold Website content updates completed Service agreement with Assura to develop a database to track public inquiries, manage contacts directory, process applications
	Contracts and payments & receivables	Track consultant contracts and approve invoices Approve vendor invoices / process annual payments for various services/ memberships Coordinate with County Controller's Office and track annual collection of payments from member agencies	Staff	H	Ongoing
	Review and update LAFCO bylaws / administrative policies and procedures	Ongoing, as needed	Staff	H	Ongoing, and part of Phase 2 policies revision

STATUS OF CURRENT YEAR WORK PLAN (FISCAL YEAR 2025)

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY*	STATUS
	Staff training and development	CALAFCO workshops, conferences, relevant courses	Staff	M	Served on CALAFCO Conference Planning Committee (10/24), coordinated session on environmental justice Served on Workshop Planning Committee (4/25), coordinating session on island annexations
		Training of new LAFCO Clerk		H	Ongoing
		Implementation of the work plan for staff professional development		H	Ongoing
	Coordinate with County on administrative issues	Attend monthly meetings with the Deputy County Executive	Staff	H	Ongoing
	Staff performance evaluation	April – December 2024	Staff/ Commission	H	Completed in February 2025
	Other administrative functions mandated of a public agency (Form 700 annual filing & AB 1234 training compliance, Form 806, maintaining liability/workers comp insurance, etc.)	Ongoing	Staff	H	Ongoing

ITEM # 6
Attachment B

FY 2008 - FY 2024 LAFCO FINANCIALS

ITEM NO.	TITLE	ACTUALS FY 2008	ACTUALS FY 2009	ACTUALS FY 2010	ACTUALS FY 2011	ACTUALS FY 2012	ACTUALS FY 2013	ACTUALS FY 2014	ACTUALS FY 2015	ACTUALS FY 2016	ACTUALS FY 2017	ACTUALS FY 2018	ACTUALS FY 2019	ACTUALS FY 2020	ACTUALS FY 2021	ACTUALS FY 2022	ACTUALS FY 2023	ACTUALS FY 2024
EXPENDITURES																		
	Salary and Benefits	$356,009	$400,259	$406,650	$413,966	$393,194	$411,929	$450,751	$466,755	$484,216	$514,381	$628,534	$713,900	$744,439	$730,716	$639,099	$697,700	$823,668
Object 2:	Services and Supplies																	
5255100	Intra-County Professional	$66,085	$57,347	$13,572	$4,532	$6,118	$5,260	$5,663	$4,379	$18,523	$1,292	$703	$3,593	$346	$201	$354	$3,785	$9,107
5255800	Legal Counsel	$0	$9,158	$67,074	$52,440	$48,741	$56,791	$53,550	$52,854	$57,498	$71,131	$59,400	$72,276	$69,975	$65,791	$78,977	$78,326	$80,945
5255500	Consultant Services	$19,372	$75,000	$76,101	$58,060	$102,349	$59,563	$35,602	$37,250	$39,625	$0	$45,000	$52,650	$106,709	$41,966	$25,389	$106,867	$55,742
5285700	Meal Claims	$0	$368	$277	$288	$379	$91	$228	$209	$367	$50	$901	$257	$166	$0	$56	$1,473	$273
5220100	Insurance	$491	$559	$550	$4,582	$4,384	$4,378	$4,231	$4,338	$4,135	$4,679	$4,893	$5,296	$5,893	$10,452	$8,591	$7,042	$14,982
1151	Office Expenses	$1,056	$354	$716	$639	$1,212	$536	$850	$783	$6,266	$48,632	$15,412	$4,702	$2,544	$1,151	$1,462	$2,211	$3,878
5270100	Rent and Lease											$41,120	$39,360	$44,478	$46,254	$47,903	$53,172	$54,766
5255650	Data Processing Services	$8,361	$3,692	$3,505	$1,633	$3,384	$1,663	$3,311	$9,024	$1,519	$6,869	$877	$11,894	$15,500	$21,223	$18,125	$27,297	$24,183
5225500	Commissioners' Fee	$5,700	$5,400	$3,500	$3,400	$4,000	$4,900	$5,800	$4,900	$6,700	$5,300	$5,400	$5,000	$4,600	$6,100	$4,200	$4,500	$6,300
5260100	Publications and Legal Notices	$1,151	$563	$1,526	$363	$916	$222	$378	$2,484	$487	$191	$145	$192	$44	$90	$704	$470	$134
5245100	Membership Dues	$5,500	$7,000	$7,000	$7,000	$7,000	$14,473	$0	$7,428	$7,577	$8,107	$8,674	$9,615	$11,822	$12,144	$12,316	$12,921	$13,936
5250750	Printing and Reproduction	$5	$0	$0	$0	$0	$0	$9	$177	$703	$0	$0	$0	$799	$0	$0	$435	$202
5285800	Business Travel	$7,238	$8,415	$4,133	$8,309	$3,095	$4,777	$5,800	$4,042	$5,811	$3,877	$13,091	$4,260	$6,908	$0	$0	$4,933	$12,612
5285300	Private Automobile Mileage	$1,016	$704	$832	$1,185	$615	$424	$409	$396	$1,009	$1,264	$590	$689	$696	$61	$0	$42	$542
5285200	Transportation&Travel (County Car Usage	$894	$948	$629	$0	$384	$250	$371	$293	$559	$605	$0	$328	$256	$0	$0	$323	$0
5281600	Overhead	$42,492	$62,391	$49,077	$46,626	$60,647	$43,133	$42,192	$34,756	$49,452	$0	$28,437	$69,944	$4,505	$30,917	$49,173	$30,041	$20,346
5275200	Computer Hardware	$0	$451	$0	$83	$2,934	$1,791	$2,492	$0	$106	$0	$0	$773	$0	$0	$0	$0	$0
5250800	Computer Software	$0	$0	$626	$314	$579	$3,124	$933	$1,833	$2,079	$754	$4,505	$3,012	$1,200	$4,708	$1,753	$1,843	$1,203
5250250	Postage	$1,160	$416	$219	$568	$309	$589	$246	$597	$411	$209	$183	$117	$73	$184	$159	$42	$30
5252100	Staff Training Programs	$0	$665	$491	$250	$300	$0	$0	$1,431	$0	$0	$0	$350	$525	$70	$70	$35	$0
5701000	Reserves	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL EXPENDITURES		**$516,530**	**$633,691**	**$636,478**	**$604,238**	**$640,540**	**$613,895**	**$612,816**	**$633,929**	**$687,043**	**$667,342**	**$857,865**	**$998,208**	**$1,021,478**	**$972,028**	**$888,331**	**$1,033,458**	**$1,122,849**
REVENUES																		
4103400	Application Fees	$46,559	$41,680	$35,576	$48,697	$37,426	$45,458	$63,561	$27,386	$146,168	$20,436	$29,864	$33,049	$7,587	$34,622	$41,847	$19,637	$27,615
4301100	Interest: Deposits and Investments	$24,456	$16,230	$6,688	$4,721	$4,248	$3,416	$2,674	$2,844	$6,073	$10,830	$12,620	$12,141	$18,176	$10,488	$7,831	$25,401	$32,352
TOTAL REVENUES		**$71,015**	**$57,911**	**$42,264**	**$53,418**	**$41,674**	**$48,873**	**$66,235**	**$30,230**	**$152,241**	**$31,266**	**$42,484**	**$45,190**	**$25,763**	**$45,110**	**$49,678**	**$45,038**	**$59,967**
3400150	**AVAILABLE FUND BALANCE END OF YEAR**	**$271,033**	**$368,800**	**$334,567**	**$275,605**	**$209,987**	**$208,219**	**$160,052**	**$226,111**	**$187,310**	**$293,489**	**$331,177**	**$314,693**	**$352,123**	**$312,351**	**$410,027**	**$407,583**	**$237,891**
3400800	**RESERVES AVAILABLE**				**$100,000**	**$100,000**	**$150,000**	**$150,000**	**$150,000**	**$150,000**	**$150,000**	**$150,000**	**$150,000**	**$250,000**	**$250,000**	**$200,000**	**$200,000**	**$200,000**
BUDGETED COSTS TO AGENCIES																		
5440200	County	$271,641	$270,896	$267,657	$292,601	$298,597	$281,780	$156,002	$187,521	$220,668	$225,778	$266,298	$277,942	$381,904	$327,928	$295,443	$328,658	$297,729
4600100	Cities (San Jose 50% +other cities 50%)	$271,641	$270,896	$267,657	$292,601	$298,597	$282,625	$156,002	$187,521	$220,668	$225,778	$266,298	$277,942	$381,904	$327,928	$295,443	$328,658	$297,729
4600100	Independent Special Distrcits							$296,892	$187,521	$220,668	$225,778	$266,298	$277,942	$381,904	$327,928	$295,443	$328,658	$297,729

PROPOSED WORK PLAN FOR FISCAL YEAR 2026

PRIORITY* H - High Priority (essential activities: state mandate, Commission directive, requirements)
M - Medium Priority (important, provided resources allow or time permits)
L - Low Priority (desirable provided resources allow or time permits, not urgent)

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY*
LAFCO APPLICATIONS	Process applicant-initiated LAFCO proposals	Encourage pre-application meetings prior to application submittal Conduct pre-agenda meetings with County Depts. to obtain Assessor & Surveyor reports, as needed Process applications per CKH Act requirements: issue Notice of Application, Certificate of Filing / Sufficiency, Public Hearing Notice, staff report, conduct protest proceedings, as needed	Staff	H
	Comment on potential LAFCO applications, relevant projects & development proposals, city General Plan updates and/ or related environmental documents	Ongoing, as needed	Staff	H
	Comprehensive review and update of LAFCO policies for context, clarity and consistency with State law – Phase 2	Develop a Phase 2 workplan /timeline for commission consideration	Staff	H
	Prepare flowcharts for LAFCO processes and update application packets and application fee schedules for current requirements and ease of public use	Upon completion of policies update	Staff	L
ISLAND ANNEXATIONS	Conduct outreach to cities with islands, follow up on responses including review/research of city limits/ USA boundaries, and provide assistance with annexations or necessary USA amendments	Prepare and distribute island maps to cities	Staff	L
	Review and finalize city-conducted island annexations	Ongoing, as needed	Staff	H

PROPOSED WORK PLAN FOR FISCAL YEAR 2026

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY*
OUTREACH, GOVERNMENT / COMMUNITY RELATIONS & CUSTOMER SERVICE	Conduct outreach to increase awareness of LAFCO's role	Presentations on LAFCO to cities, other agencies or organizations, as relevant	Staff	M
		Distribute LAFCO communications material to elected officials and staff of cities, special districts and the County		M
		Seek exhibit opportunities at public spaces / events		L
		Maintain website as the primary information resource on LAFCO		H
	Engage and establish relationships with local (cities, districts, county), regional (ABAG/MTC), state (SGC, OPR, DoC, SWRCB) agencies, organizations such as SDA, SCCAPO, CALAFCO, other stakeholder groups	Attend regular meetings of SDA (quarterly), SCCAPO (monthly), and County Planning Dept. (quarterly)	Staff	M
		Small water systems issues / legislation		M
		Collaborate with agencies and entities with goals common to LAFCO		M
	Track LAFCO related legislation	Commission takes positions and submits letters on proposed legislation	Staff	M
	Respond to public inquiries re. LAFCO policies, procedures and application filing requirements	Timely response to public inquiries	Staff	H
		Update the PRA form for the website		L
		Document research on complex inquiries		L
		Report to Commission on complex inquiries		H

PROPOSED WORK PLAN FOR FISCAL YEAR 2026

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY*
SERVICE REVIEWS, SPECIAL STUDIES & SPHERE OF INFLUENCE UPDATES	Countywide Fire Service Review	Work with interested agencies on implementing recommendations requiring LAFCO action (Table B Recommendations)	Staff	H
	Countywide Water and Wastewater Service Review	Develop water/wastewater service review workplan and identify method for consultant selection	Staff	M
	Continue to monitor implementation of recommendations from previous service reviews and conduct special studies, as necessary	RRRPD study – city took action to delay decision on consolidation	Staff	L
	Map Mutual Water companies	Initial maps complete, further through service review	Staff	L
	Engage in or support grant / partnership opportunities on issues related to enhancing viability of agriculture, and climate smart growth	As needed, and as opportunities arise	Staff	L
	Compile and post JPA filings on the LAFCO website	Notice provided, gather JPA information through service review process	Staff	L

PROPOSED WORK PLAN FOR FISCAL YEAR 2026

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY*
COMMISSION SUPPORT	Provide ongoing support to the 12 commissioners for regularly scheduled Commission meetings, special meetings and Committee meetings (Finance Committee, Technical Advisory Committees or Ad-Hoc Committees)	Prepare and distribute public hearing notices and agenda packets, provide staff support during the meetings, record minutes, broadcast meetings Hold pre-agenda review meeting with Chair Hold pre-meeting calls with individual commissioners to address agenda item questions and prepare meeting script for Chair Process commissioner per diems for attendance at LAFCO meetings	Staff	H
	Keep the Commission informed	EO report Off-agenda emails, as needed Provide ongoing educational opportunities/events, including presentations from local agencies	Staff	H
	Onboarding new Commissioners	Facilitate filing / completion of Form 700, commissioner pledge, ethics training Update LAFCO letterhead, directory, and website Set up vendor accounts, provide parking permits Conduct new Commissioner orientation Recognize outgoing commissioners for LAFCO service Organize Commissioner / staff Luncheon	Staff	H
	Commissioners Selection Process	Inform appointing bodies of any upcoming vacancies and provide information on appointment criteria Convene ISDSC committee meeting, as necessary Coordinate public member selection process, as necessary	Staff	H
	Commissioner participation in CALAFCO	Support commissioner participation in CALAFCO activities / or election to the CALAFCO Board	Staff	L

PROPOSED WORK PLAN FOR FISCAL YEAR 2026

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY*
ADMINISTRATIVE PROJECTS	Prepare LAFCO annual work plan	March – June 2025	Staff/Finance Committee	H
	Prepare LAFCO annual budget	March – June 2025	Staff/Finance Committee	H
	Prepare LAFCO Annual Report	August 2025	Staff	H
	Conduct a Strategic Planning Workshop	Most recent workshop in 2018 re. LAFCO Communications and Outreach Plan	Staff / Consultant	L
	Prepare LAFCO Annual Financial Audit	October 2025 (Contract with Chavan Associates extended for FY 2024 thru FY 2027)	Consultant / Staff	H
	Office / facility management	Coordinate with Building Manager on facilities issues Coordinate with County re. computers/network, phone, printers, office security, procurement, installation & maintenance Order and manage office supplies Make travel arrangements and process expense reimbursements. Process mileage reimbursements Office space lease through April 30, 2027	Staff	H
	Records management	Organize scan of LAFCO records to Electronic Document Management System (Laserfiche) Maintain LAFCO's hard copy records Maintain and enhance the LAFCO Website Maintain LAFCO database	Staff/ Consultant Staff	H H H H
	Contracts and payments & receivables	Track consultant contracts and approve invoices Approve vendor invoices / process annual payments for various services/ memberships Coordinate with County Controller's Office and track annual collection of payments from member agencies	Staff	H

PROPOSED WORK PLAN FOR FISCAL YEAR 2026

	PROJECT DESCRIPTION	ACTIVITIES / TIMELINE	RESOURCES	PRIORITY*
ADMINISTRATIVE PROJECTS	Review and update LAFCO bylaws / administrative policies and procedures	Ongoing, as needed, and as part of Phase 2 Policies Revision	Staff	H
	Staff training and development	CALAFCO workshops, conferences, relevant courses Implementation of the work plan for staff professional development Staff retreat for team bonding and staff development	Staff	H H M
	Coordinate with County on administrative issues	Attend monthly meetings with the Deputy County Executive	Staff	H
	Staff and EO performance evaluation	May – December 2025	Staff/Commission	H
	Other administrative functions mandated of a public agency (Form 806, maintaining liability/workers comp insurance, etc.)	Ongoing	Staff	H

PROPOSED LAFCO BUDGET
FISCAL YEAR 2025- 2026

ITEM #	TITLE	APPROVED BUDGET FY 2025	ACTUALS Year to Date 2/25/2025	PROJECTIONS Year End FY 2025	PROPOSED BUDGET FY 2026
EXPENDITURES					
Object 1:	Salary and Benefits	$862,484	$580,917	$946,609	$994,427
Object 2:	Services and Supplies				
5255100	Intra-County Professional	$10,000	$0	$10,000	$12,000
5255800	Legal Counsel	$85,780	$48,125	$82,000	$88,766
5255500	Consultant Services	$150,000	$18,525	$100,000	$175,000
5285700	Meal Claims	$750	$139	$700	$1,000
5220100	Insurance	$6,737	$0	$0	$8,000
5250100	Office Expenses	$5,000	$1,887	$4,000	$5,000
5270100	Rent & Lease	$56,416	$42,102	$56,416	$58,106
5255650	Data Processing Services	$22,517	$16,832	$22,517	$24,443
5225500	Commissioners' Fee	$10,000	$3,800	$8,000	$10,000
5260100	Publications and Legal Notices	$1,000	$702	$1,000	$1,000
5245100	Membership Dues	$14,509	$14,318	$14,318	$15,000
5250750	Printing and Reproduction	$1,500	$416	$1,500	$1,500
5285800	Business Travel	$21,000	$6,078	$16,000	$21,000
5285300	Private Automobile Mileage	$1,000	$497	$800	$1,000
5285200	Transportation&Travel (County Car Usage)	$600	$0	$300	$600
5281600	Overhead	$21,119	$10,594	$21,119	$37,324
5275200	Computer Hardware	$4,000	$0	$2,000	$4,000
5250800	Computer Software	$4,000	$2,261	$4,000	$4,000
5250250	Postage	$500	$24	$300	$500
5252100	Staff/Commissioner Training Programs	$2,000	$0	$1,000	$2,000
5701000	Reserves	$0	$0	$0	$0
TOTAL EXPENDITURES		**$1,280,912**	**$747,217**	**$1,292,579**	**$1,464,666**
REVENUES					
4103400	Application Fees	$25,000	$21,074	$21,074	$25,000
4301100	Interest: Deposits and Investments	$6,000	$19,711	$20,000	$10,000
TOTAL REVENUE		**$36,000**	**$40,785**	**$41,074**	**$35,000**
3400150	**FUND BALANCE FROM PREVIOUS FY**	**$172,301**	**$237,891**	**$237,891**	**$63,997**
NET LAFCO OPERATING EXPENSES		**$1,077,611**	**$468,541**	**$1,013,614**	**$1,365,669**
3400800	**RESERVES Available**	**$200,000**	**$200,000**	**$200,000**	**$200,000**
COSTS TO AGENCIES					
5440200	County	$359,204	$359,204	$359,204	$455,223
4600100	Cities (San Jose 50% + Other Cities 50%)	$359,204	$359,204	$359,204	$455,223
4600100	Special Districts	$359,204	$359,204	$359,204	$455,223

ITEM # 6
Attachment E

LAFCO COST APPORTIONMENT: COUNTY, CITIES, SPECIAL DISTRICTS

Estimated Costs to Agencies Based on the Preliminary FY 2026 LAFCO Budget

			Preliminary Net Operating Expenses for FY 2026	**$1,365,669**
JURISDICTION	**REVENUE PER 2022/2023 REPORT**	**PERCENTAGE OF TOTAL REVENUE**	**ALLOCATION PERCENTAGES**	**ALLOCATED COSTS**
County	**N/A**	**N/A**	**33.3333333%**	**$455,223.00**
Cities Total Share			**33.3333333%**	**$455,223.00**
San Jose	N/A	N/A	50.0000000%	$227,611.50
Other cities share			50.0000000%	$227,611.50
Campbell	$81,150,037	1.8865076%		$4,293.91
Cupertino	$131,485,364	3.0566608%		$6,957.31
Gilroy	$127,015,477	2.9527487%		$6,720.80
Los Altos	$72,145,869	1.6771863%		$3,817.47
Los Altos Hills	$21,047,529	0.4892952%		$1,113.69
Los Gatos	$66,269,927	1.5405874%		$3,506.55
Milpitas	$214,374,038	4.9835868%		$11,343.22
Monte Sereno	$5,142,039	0.1195378%		$272.08
Morgan Hill	$130,786,193	3.0404071%		$6,920.32
Mountain View	$449,519,762	10.4500562%		$23,785.53
Palo Alto	$834,039,393	19.3890442%		$44,131.69
Santa Clara	$1,431,529,099	33.2789808%		$75,746.78
Saratoga	$37,994,793	0.8832709%		$2,010.43
Sunnyvale	$699,101,862	16.2521303%		$36,991.72
Total Cities (excluding San Jose)	**$4,301,601,382**	**100.0000000%**		**$227,611.50**
Total Cities (including San Jose)				**$455,223.00**
Special Districts Total Share	**(Fixed %)**		**33.3333333%**	**$455,223.00**
Aldercroft Heights County Water District	0.06233%			$283.74
Burbank Sanitary District	0.15593%			$709.83
Cupertino Sanitary District	2.64110%			$12,022.89
El Camino Healthcare District	4.90738%			$22,339.52
North Santa Clara Resource Conservation District	0.04860%			$221.24
Lake Canyon Community Services District	0.02206%			$100.42
Lion's Gate Community Services District	0.22053%			$1,003.90
Loma Prieta Resource Conservation District	0.02020%			$91.96
Midpeninsula Regional Open Space District	5.76378%			$26,238.05
Purissima Hills Water District	1.35427%			$6,164.95
Rancho Rinconada Recreation and Park District	0.15988%			$727.81
San Martin County Water District	0.04431%			$201.71
Santa Clara Valley Open Space Authority	1.27051%			$5,783.65
Santa Clara Valley Water District	81.44126%			$370,739.36
Saratoga Cemetery District	0.32078%			$1,460.26
Saratoga Fire Protection District	1.52956%			$6,962.91
South Santa Clara Valley Memorial District	0.03752%			$170.80
Total Special Districts	100.00000%			**$455,223.00**
Total Allocated Costs				**$1,365,669.00**

March 13, 2025

From:	Mimi Kyi
To:	Mark Foley; Melissa Hernandez; Janice Li; Robert Raburn; Matthew Rinn; Edward Wright; Bruce Houdesheldt; Ken.Broadway@rocklin.ca.us; Suzannejones@placer.ca.gov; rdickinson@cityofsacramento.org; tschaefer@citrusheights.net; rbrewer@elkgrovecity.org; Patrick Kennedy; Melissa Lee; Sudhanshu Jain; sellcouncil@sunnyvale.ca.gov; sbird_fordixoncitycouncil@yahoo.com; sbird_dixonpd@yahoo.com; sbird@cityofdixon.us; Alma Hernandez (ahernandez@suisun.com); cmoy@fairfield.ca.gov; JChapman@cityofdavis.org; lucas.frerichs@yolocounty.gov; lucasf@yolocounty.org; mayra.vega@cityofwoodland.gov
Cc:	Robert Franklin; Byron Toma; David Melko; mclick@pctpa.net; aadams@sacrt.com; JDrake@sacrt.com; Gonzalez-Estay, Manolo R; Greene, Beverly; Daryl Halls; kgregana@sta.ca.gov; Robert Guerrero; Autumn Bernstein; bvaughanbechtold@sacog.org; Robert Franklin; Jennifer Halpern; Sandra Schrimsher; Mag Tatum; Jeana Zelan; Robert Powers; Monique Salas; Michael Jones; Jordi Simms; Joseph Beach; Michaela Morales; BRoberts@placer.ca.gov; SSabol@pctpa.net; tlsmith@sacrt.com; gkirbyson@sacrt.com; DValdezJones@cityofsacramento.org; avan@citrusheigts.net; afeeney@citrusheights.net; jlowe@citrusheights.net; mogaveror@saccounty.net; mlee@Santaclaraca.gov; mle@santaclaraca.gov; mcasorla@santaclaraca.gov; Baltao, Elaine; Garza, Michelle; VTA Board Secretary; Paris, Amy; jmasiclat@sta.ca.gov; lruiz@cityofdixon.us; vjaimes@cityofdavis.org; cgagnon@cityofdavis.org; Tara.Thronson@yolocounty.org; emily.ault@yolocounty.org; michaelspelis@placer.ca.gov; fudvarhely@placer.ca.gov; mlee@Santaclaraca.gov; mle@santaclaraca.gov; mcasorla@santaclaraca.gov; Tabetha L. Smith; Faoud Karim; Angie West; Arjimy Quinsay; Stephen Connell; CCJPA Staff
Subject:	[EXTERNAL] Agenda & Notice | CCJPA Board of Directors Meeting - Wednesday, June 18, 2025 at 10:00AM
Date:	Wednesday, June 11, 2025 1:55:48 PM
Attachments:	image003.png June 18, 2025 CCJPA Board Mtg Agenda & Notice Final.pdf
Importance:	High

CAUTION: This Message originated from outside VTA. Do not click links or open attachments unless you recognize the sender and know the content is safe!

CCJPA Board of Directors,

Please find attached the agenda/notice for the **CCJPA Board of Directors Meeting** on **Wednesday, June 18, 2025, at 10:00am**. You may also download the agenda at https://www.capitolcorridor.org/ccjpa-board/.

****Important Note**: In accordance with the traditional teleconference Brown Act requirements, **Board members who will participate in the Board meeting at a teleconference location**, please print and post all pages of the Board Meeting Agenda & Notice at your remote/teleconference location **AT LEAST 72 hours (by 10:00am on Friday, June 13, 2025) in advance of the scheduled meeting**.

Board Members who have confirmed their attendance and location:

Director	Location *In Person - BART Board Room (Main Location) **Teleconference
San Francisco Bay Area Rapid Transit District (BART)	
Mark Foley	*In Person
Melissa Hernandez, *Vice Chair*	**The Scott Haggerty Heritage House
Janice Li	*In Person
Robert Raburn	*In Person
Matthew Rinn	*In Person
Edward Wright	*In Person
Placer County Transportation Planning Agency (PCTPA)	
Bruce Houdesheldt, *Chair*	*In Person
Ken Broadway	*In Person
Sacramento Regional Transit District (SACRT)	
Roger Dickinson	**Sacramento City Hall
Rod Brewer (alternate)	**Sacramento Regional Transit District Headquarters
Santa Clara Valley Transportation Authority (VTA)	
Sudhanshu Jain	**Santa Clara City Hall
Linda Sell	**VTA Offices
Solano Transportation Authority (STA)	
Steve Bird	*Dixon City Hall
Alma Hernandez	*In Person
Yolo County Transportation District (Yolobus)	
Josh Chapman	*In Person
Total Voting Directors Confirmed for June 18, 2025	**15**

Thank you!

Mimi Kyi | Executive Assistant

Capitol Corridor Joint Powers Authority | 2150 Webster St, 3rd Floor, Oakland, CA 94612

Mobile: (510) 506-9540 | Email: mimik@capitolcorridor.org

CAPITOL CORRIDOR JOINT POWERS AUTHORITY
MEETING OF THE BOARD OF DIRECTORS
Wednesday, June 18, 2025 | 10:00 a.m.

This meeting will be held in person in the San Francisco Bay Area Rapid Transit Board Room with an option for participation via teleconference.

Participants may join the CCJPA Board Meeting as follows:

- **In person** in the San Francisco Bay Area Rapid Transit Board Room located at 2150 Webster St., 1st Floor, Oakland, CA 94612 *or* any of the teleconference locations listed below; *or*
- **Via telephone** by calling 1-833-548-0282 (Toll Free) and entering access code **846 1461 0513**; *or*
- **Via Zoom** by logging into Zoom.com and entering access code **846 1461 0513**; *or*
- **Via Zoom** by typing the Zoom link https://us06web.zoom.us/j/84614610513 into your web browser.

A simultaneous teleconference will take place at the following locations:

Dixon City Hall 600 East A Street, Dixon, CA 95620 Front Conference Room	City of Santa Clara City Hall 1500 Warburton Ave, Santa Clara, CA 95050 Council Conference Room – East Wing, 1st Floor
The Scott Haggerty Heritage House 4501 Pleasanton Ave, Pleasanton CA 94566 Front Conference Room	Valley Transportation Authority (VTA) Offices 3331 North First Street, San Jose, CA 95134 Room B106
Sacramento City Hall 915 I Street, Sacramento, CA 95814 Council Conference Room – CH5110	Sacramento Regional Transit District Headquarters 1102 Q Street, Sacramento, CA 95811 4th Floor, Suite 4200 – Executive Conference Room

The full agenda packet, supplemental materials, and presentation materials can be accessed or downloaded electronically at www.capitolcorridor.org/ccjpa-board, or by scanning the QR code.

Public comments may be submitted via the following methods:

1. **Written** comments:
   - Send via email to ccjpaboard@capitolcorridor.org.
   - Indicate "Public Comment" as the subject line.
   - Please submit your comments as far in advance as possible. Emailed comments received by 3:00 pm on Tuesday, June 17th will be provided to the Board in advance of the meeting and will be included as part of the permanent Meeting record. Comments received after that time will be provided to the Board following the Meeting; *or*

2. **Verbal** comments, limited to two minutes per person, per item:
    - Complete a "Request to Address the Board" form (available at the entrance to the Board Room) and hand it to the Secretary before the Item is considered by the Board.
    - Call 1-833-548-0282 (Toll Free), enter access code **846 1461 0513**, dial *9 to raise your hand when you wish to speak, and dial *6 to unmute when you are requested to speak; *or*
    - Log into Zoom.com, enter access code **846 1461 0513**, and use the raise hand feature; *or*
    - Join the Board meeting via the Zoom link https://us06web.zoom.us/j/84614610513 and use the raise hand feature.

AGENDA

I. Call to Order

II. Roll Call and Pledge of Allegiance *(Est. Time: 5 minutes)*

III. Report of the Chair (*Est. Time: 5 minutes*)

IV. Consent Calendar *(Est. Time: 5 minutes)* *Action*

1. Approve Minutes of the April 16, 2025 Meeting
2. Approve Reimbursement Agreement with City of Santa Clara for Santa Clara Utility Relocation Project
3. Authorize Diridon Station Use Agreement with Peninsula Corridor Joint Powers Board
4. Approve Xentrans Agreement Amendment for the California Integrated Travel Project (Cal-ITP)
5. Approve Amendment to CCJPA/Amtrak FY 2025 Operating Agreement
6. Approve Amendment to Agreement with Union Pacific Railroad (UPRR) for Signal System Battery Replacement Project
7. Approve Amendment to Agreement with UPRR for Santa Clara Crossover Design Review
8. Approve Agreement with UPRR for FY 2026 Capitalized Maintenance
9. Adopt Revised CCJPA Investment Policy and Authorize Resolution for Local Agency Investment Fund (LAIF)

V. Action and Discussion Items

1. Approve Rail Safety Support Program for Cities Along the Capitol Corridor – Phase 2 *(Est. Time: 10 minutes)* *Action*
2. Approve Agreements for Customer Relationship Management (CRM) and Marketing/Communications and Customer Experience for Tap2Ride *(Est. Time: 15 minutes)* *Action*
3. FY 2025 Advertising Program Update *(Est. Time: 10 minutes)* *Info*
4. CCJPA Capital Project Update *(Est. Time: 25 minutes)*
    a. Link21 Stage Gate 2 *Action*
    b. CCJPA Capital Project Portfolio *Info*
5. Legislation and Funding Update – State and Federal *(Est. Time: 10 minutes)* *Action*
6. Managing Director's Report (including Program and Project Updates) *(Est. Time: 10 minutes)* *Info*

VI. Board Director Reports *(Est. Time: 5 minutes)*

VII. Public Comments *(Est. Time: 10 minutes)*

VIII. Adjournment. Next Meeting Date: 10:00 a.m., September 17, 2025 – Solano Transportation Authority Board Room in Suisun City

The CCJPA Board reserves the right to take action on any agenda item. Consent calendar items are considered routine and will be enacted, approved, or adopted by one motion unless a request for discussion or explanation is received from a CCJPA Board Director or from a member of the audience.

The CCJPA Board provides services/accommodations upon request to persons with disabilities and individuals who are limited English proficient who wish to address CCJPA Board matters. A request must be made within one and five days in advance of Board meetings, depending on the service requested. Please contact the Secretary's Office at (510) 464-6083 for information.

From: VTA Board Secretary <Board.Secretary@vta.org>
Sent: Friday, June 13, 2025 12:15 PM
To: VTA Board of Directors <VTABoardofDirectors@vta.org>
Cc: Gonot, Carolyn <Carolyn.Gonot@vta.org>; Richardson, Greg <Greg.Richardson@vta.org>; Tran, Evelynn <Evelynn.Tran@vta.org>
Subject: From VTA: Enterprise Resource Planning (ERP) and Enterprise Asset Management (EAM) Project Update

VTA Board Members,

Please find attached a memo from Greg Richardson, Deputy General Manager, regarding Enterprise Resource Planning (ERP) and Enterprise Asset Management (EAM) Project.

Please respond to this email if you have any questions.

Thank you,

Office of the Board Secretary

Santa Clara Valley Transportation Authority

3331 North First Street, Building B

San Jose, CA 95134-1927

Phone **408-321-5680**

Santa Clara Valley Transportation Authority

Solutions that move you

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Santa Clara Valley Transportation Authority

MEMORANDUM

TO: VTA Board Members

CC: Carolyn Gonot
General Manager/CEO

FROM: Greg Richardson
Deputy General Manager

DATE: June 12, 2025

SUBJECT: Enterprise Resource Planning (ERP) and Enterprise Asset Management (EAM) Project History, Update and Next Steps

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The purpose of this memo is to provide each of you with the history of a critical and important project to VTA known as Project DRIVE (Data Revitalization Initiative for VTA Efficiency) and prepare you for the upcoming action at our June 27 Board Meeting (Workshop). That action will involve the following recommendations:

1. Approve the necessary capital budget for the full implementation of the ERP and EAM systems for VTA
2. Approve the contracts related to the System Integrator (SI) and all related Software as a Service (SaaS) contracts for the ERP/EAM implementation
3. Approve the amended contract of Intueor Consulting, Inc. who will continue to serve as VTA's Project Manager, assist with internal change management efforts and provide additional oversight of the SI during the implementation, testing and go-live portions of the ERP/EAM implementation

History and Background

In 1998 VTA was one of the first transit agencies to implement a single enterprise-wide ERP and EAM software solution (SAP) to meet the business needs of finance, budget, grants management, human resources, payroll, attendance & absences, materials management, and maintenance. Since then, VTA continued to invest in the SAP solution through regular upgrades. Given the time of this implementation and the expectations/demands of ERP/EAM systems with current users, there was a growing concern of the functionality and effectiveness of the current SAP implementation.

In 2022, given the concerns raised above along with SAP's announcement that our current ERP implementation would no longer be supported around 2027-2028 (they have recently revised this date to 2030-2031), we found ourselves at the crossroads of an upgrade investment choice. Since the SAP upgrade approach would effectively be a new implementation to the latest SAP S/4 HANA platform, VTA conducted a detailed assessment of its current solution to be aware of the advancements in the ERP/EAM market landscape and decide how to proceed with its next generation ERP/EAM investment. Subsequently, VTA commissioned an independent study to assess the effectiveness of its SAP solution

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and its current fitment with respect to industry leading practices and requirements in both ERP and EAM areas.

In March of 2023, with the help of Intueor Consulting, VTA kicked off the ERP Assessment project. Intueor was selected through an RFP process conducted in 2022 to identify the best partner to help VTA with this critical assessment. The primary goals of Project Drive, from assessment to implementation, were to ensure VTA achieved the following:

1. A holistic review and focused understanding of VTA needs across all ERP and EAM functions
2. The identification and implementation of leading business processes, procedures and policies
3. Increased overall user satisfaction with the business tools supporting our most critical business functions
4. Select the best solution for VTA
5. Implement and leverage a state-of-the-art solution that will meet the current and long-term needs of VTA

The three main tasks for the work performed by Intueor during this assessment phase were as follows:

1. **Needs Assessment** – based on interviews, surveys and observations with key stakeholders, Intueor worked with VTA to identify gaps existing with our current application given the overall operating and organizational needs of VTA. Intueor also conducted market research of existing alternatives and provided an overview of the current state of the ERP and EAM system(s) market.
2. **Business Process Improvement** – as part of the evaluation and needs assessment, and to ensure processes align with any potential new platform, the team evaluated current business processes and provided recommendations to enhance the utilization of a new ERP platform with a focus on increasing efficiency and productivity.
3. **Assist with ERP System Integrator (SI) RFP** – the team utilized the information and assessment results, and along with the VTA Project Team an RFP was developed to identify the best combination of System Integrator and ERP/EAM solutions to ensure a successful implementation. This selection process will be guided by on-site demonstrations coordinated by Intueor for those selected System Integrators and applications for users to evaluate.

With the work performed by Intueor, the VTA Project Team and the over 100 employees engaged in the assessment project, VTA developed the RFP to release to the public. Prior to this release, VTA conducted an Industry Day in February 2024 to introduce Project DRIVE to potential proposers. The Industry Day was attended by nearly 100 individuals representing scores of SI firms and ERP/EAM providers. Coming out of this Industry Day, the RFP was finalized and released to the street on June 28, 2024.

Procurement Process

With the issuance of the RFP on June 28, 2024 the proposers were given the choice to propose the best-fit software (single software or best-of-the-breed software packages) that aligns and meets the VTA business needs. The market response to the RFP was more than expected. VTA received ten (10) proposals from System Integrators (SI) with a range of ERP/EAM solutions. VTA Procurement advanced eight (8) proposals to the source Selection Committee comprising of members from Finance, Human Resources, Operations, and Information Technology. The Selection Committee was also supported by more than 70 subject matter experts (SMEs), who represented several business areas and comprised the Technical Advisory Group (TAG).

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Four (4) proposals were advanced to the software demonstrations and orals stage. VTA facilitated the detailed software demonstrations and orals from all four (4) proposers, each scheduled for one week to complete their demonstrations and orals.

Following the completion of software demonstrations and orals, the Selection Committee recommended to pursue request for clarification (RFC) discussions, including costs, with the top two selected proposers.

VTA Procurement conducted detailed due diligence with the top two proposers on all RFC topics and secured responses in writing. Collectively, the VTA Procurement and Selection Committee reviewed the RFC responses and finalized the ranking for the most preferred proposer.

As mentioned previously, VTA retained the services of Intueor Consulting, Inc. (contract# S22118), an ERP/EAM advisory expert within the transit industry. VTA is looking to have Intueor continue to assist in contract negotiations and Project Management Office (PMO) readiness for both ERP and EAM implementation initiatives.

Where We Are Today

The preferred proposer's (for purposes of this memo I will refer to the selected vendor as "XXX") solutions will meet, on average, 94% of VTA's requirements across all functional categories. The proposed solutions will provide VTA with one of the most contemporary ERP and EAM solutions, meeting the following goals:

- Provide VTA with new, modern and fully integrated ERP and EAM solutions that meet VTA's business needs and requirements.
- Serve the entire VTA organization, departments, employees, locations, shifts, and other VTA affiliated stakeholders.
- The implementation approach considers a strong case for changing VTA's business processes with industry leading practices and standards, thereby enabling VTA with higher levels of operational and capital productivity. XXX's approach will provide enterprise-wide alignment on business/workflow automation, data/information integrity, enforcement of business rules, and transparency.
- XXX will implement world-class cloud platforms (one for ERP and one for EAM, to be identified during upcoming briefings) that are secure, sound, flexible, and expandable – while maintaining high levels of system availability greater than 99.5%.
- XXX will coordinate with Software as a Service (SaaS) providers to provision production & other environments, which are supported by strong Information Technology Infrastructure Library (ITIL), IT Service management (ITSM), and mobile solution standards that maximize IT operational productivity and cost efficiencies. This includes the incorporation of robust Cyber Security practices, along with a secondary data center in a geographically separate region (within the US) for effective disaster recovery and business continuity.
- XXX will implement a comprehensive organizational change management (OCM) program that successfully transitions employees to the new ERP/EAM solution(s) and associated business changes. XXX proposed a strong knowledge transfer and training program designed to enhance staff skills.
- The proposed solutions shall be designed to provide real-time reporting, analytics, and key performance indicators (KPI) dashboards, which will enable VTA to monitor and manage business performance through data-driven decision making.

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- The proposed EAM solution shall be designed to provide predictive maintenance, comprehensive asset tracking, mobile solutions for field personnel, & electronic parts catalog, among others. This will allow VTA to improve maintenance processes, increase data analytics, and produce reliable State of Good Repair reporting.
- The proposed solutions shall be designed and deployed to enforce strong discipline in data entry standards and rules to minimize free text/data entry. This ensures high quality data transactions.

Contract Negotiations

VTA Procurement initiated negotiations with XXX in April of 2025 as the best value provider for VTA. VTA is expected to complete successful negotiations within the early-June timeline and will seek VTA Board approval to execute a contract with XXX and other implementation support contracts at the June 27, 2025 Board meeting.

The implementation and supporting contracts are being negotiated in the following manner:

- VTA will enter into several Software as a Service (SaaS) contracts for all best-of-breed solutions proposed by "XXX". VTA is negotiating a long-term ten (10)-year contract to lock-in rates and be cost-effective. The first two years will be capitalized while the remaining eight (8) years of SaaS contract costs will be treated as annualized operating costs. The anticipated eight (8)-year total subscription cost for all proposed ERP/EAM and supporting software products are estimated at $23.55 million (compared to second ranked proposer of $22.7 million).
- The implementation contract value, including the first two years of the SaaS subscription fees, will be approximately $26.75 million (compared to second ranked proposer's $21.7 million).
- Intueor was selected by VTA to provide ERP and EAM advisory and PMO support during the Project Drive implementation. VTA has the right to exercise the PMO support task under the existing contract with Intueor. VTA desires to exercise the Project Drive PMO support option for an approximate value of $5 million. This contract extension for Intueor will be included in the submission for VTA Board approval.

Budget Process

As the RFP for the System Integrator and the corresponding ERP/EAM software was being developed a strategic decision was made to not publicly state the budget for this project. The main driver in this decision was to retain as much control in the negotiation of the overall price of the project, and to not allow a pre-determined budget to impact bids from proponents. Early in the process staff earmarked $37 million in the Transit Capital Fund as the estimated capital cost for Project DRIVE. Although not formally budgeted, it was an amount being held in anticipation of this decision. As stated in the opening of the memo, the action requested at the June 27, 2025 Board meeting will be to approve the budget amount for Project DRIVE which will then fund the corresponding contracts. Although some of the capital costs may be allocated to other Funds in VTA, the majority of the cost will come from the Transit Capital Fund.

Next Steps

Over the next two weeks leading up to the June 27 Board meeting, Joonie Tolosa (Technology Manager) and I intend to have briefings with each Board member to review information in this memo and cover more details about the selected vendor and the ERP/EAM applications chosen. You will also receive a standard Board memo in anticipation of the Board meeting fairly soon. This memo was intended to provide more detail than what may be included in the "standard" memo.