

CALIFORNIA HIGH-SPEED RAIL NORTHERN CALIFORNIA REGION

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Southwest Chief and Front Range Passenger Rail
Commission

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HOW WE GOT HERE



CALIFORNIA HIGH-SPEED RAIL BACKGROUND

- **Electrified statewide high-speed rail system capable of speeds over 200mph connecting 90% of the State's population**
 - » Phase 1 (San Francisco to Los Angeles/Anaheim) – 500 miles
 - » Phase 2 (Sacramento and San Diego) – 300 miles
- **California High-Speed Rail Authority created in 1996**
 - » 9 Member Board with 2 ex-officio members of the Legislature
 - » HQ in Sacramento, Regional Offices opened in 2012
- **Funding approved in stages**
 - » Proposition 1A (\$9 billion in bonds) approved by California voters in 2008
 - » Matching federal funds approved in 2009/2010, additional State funds in 2014 and 2017
- **Groundbreaking in 2015 at the site of the Fresno Station**



1980s and 1990s: IDEA OF HIGH-SPEED RAIL

- **1980s** – Inspired by high-speed rail systems in Japan and France
- **1996** – California High-Speed Rail Authority created



EARLY 2000s: CONCEPTUAL PLANNING

- Where should high-speed rail go?
- What technology do we pursue?
 - » Steel wheel on steel rail
 - » Magnetic levitation
 - » Cars and airplanes
- What funding sources should be pursued?



CONNECTING CALIFORNIA



Increase Mobility



Needed Alternative



Better Air Quality



Job Growth

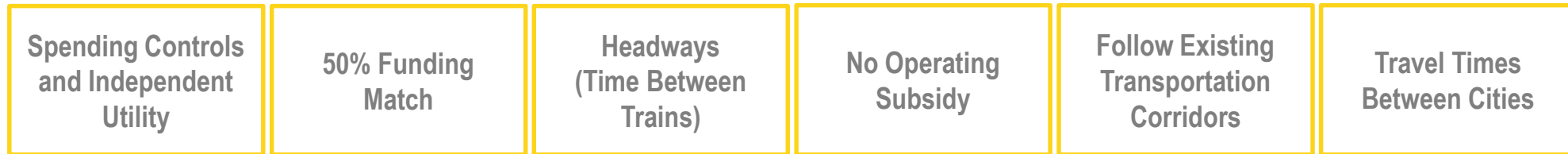


PROPOSITION 1A ELEMENTS



PROPOSITION 1A

New Constraints

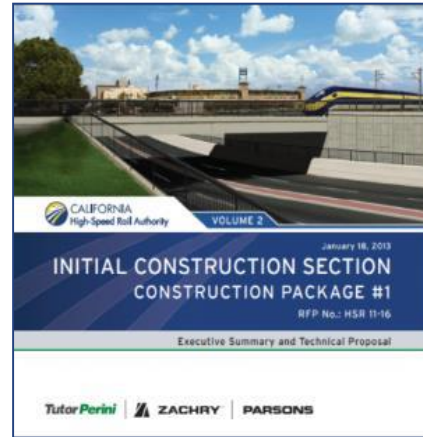


PROPOSITION 1A PASSED IN 2008: KICKSTARTING THE PROJECT

- **1980s** – Inspired by high-speed rail systems in Japan and France
- **1990s** – Creation of High-Speed Rail Authority
- **Early 2000s** – Route selection and environmental planning, exploration of funding sources
- **2008 - 2010** – Ballot measure and federal funds



GETTING TO CONSTRUCTION



Environmental Clearance

Procurement

- 3 Design-Build contracts for civil works (119 miles)
- Parallel activities with design, right-of-way, and utilities

Right of Way

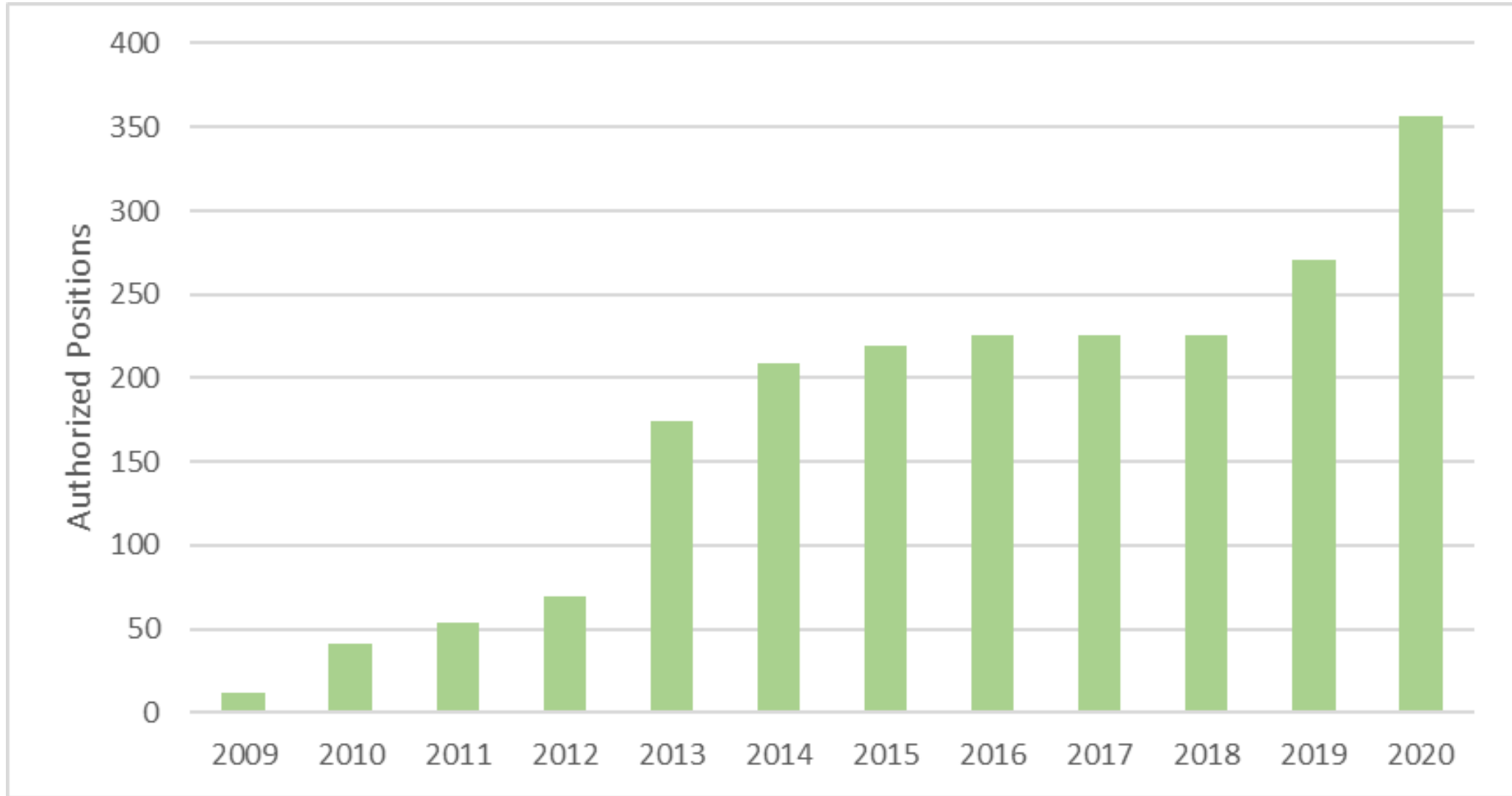
- Must acquire over 2,000 parcels of land
- Strict rules and processes

Utility Relocation

- Have to move utilities out of the way of construction
- Often even the utilities don't know exactly what they have where

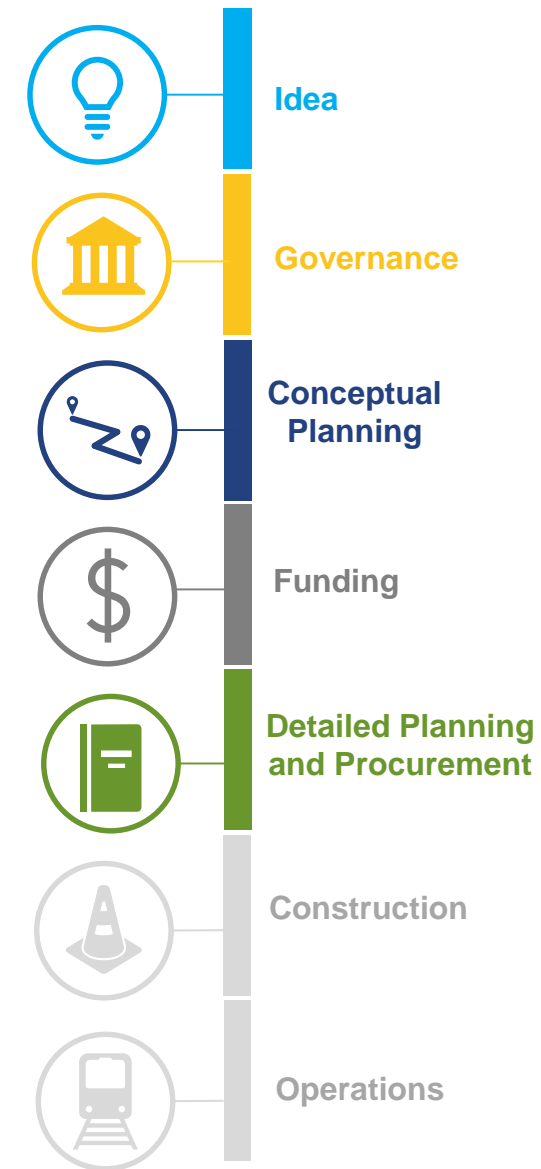
AGENCY STAFFING LEVELS

Authorized Positions by Fiscal Year



PROPOSITION 1A PASSED IN 2008: KICKSTARTING THE PROJECT

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- **2008 - 2010** – Ballot measure and federal funds
- **2012 - 2014** – Detailed planning, environmental clearance, procurement

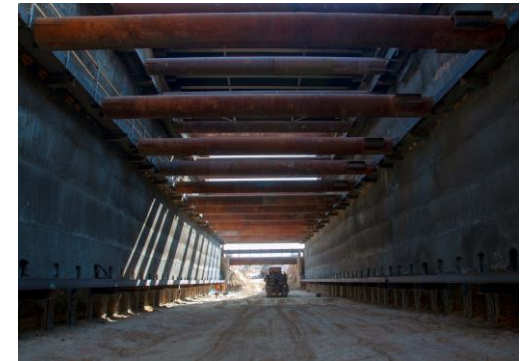
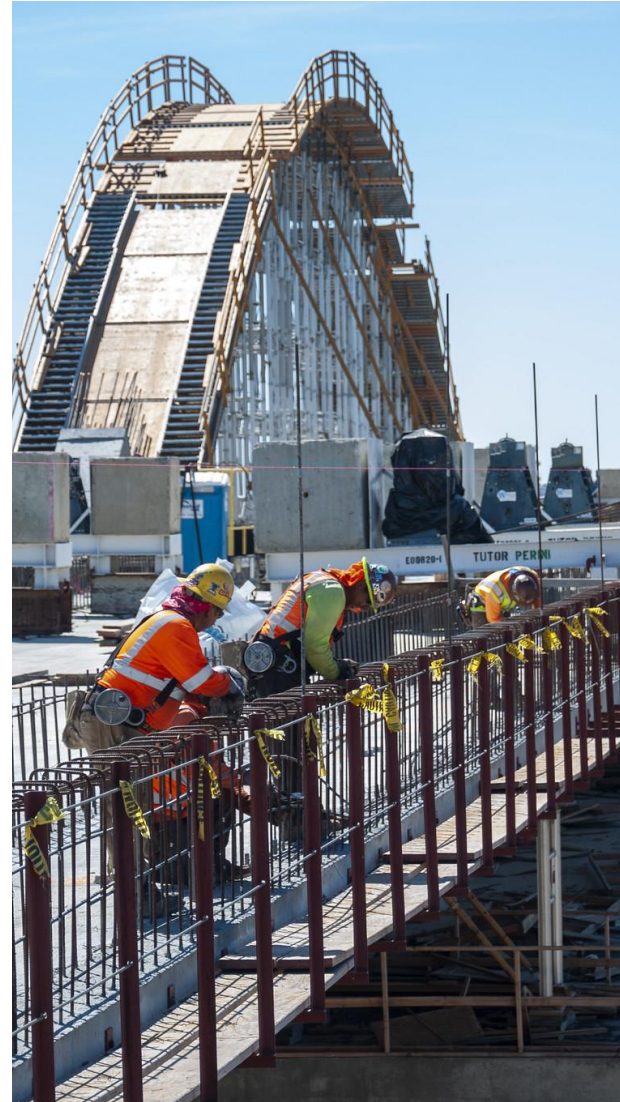
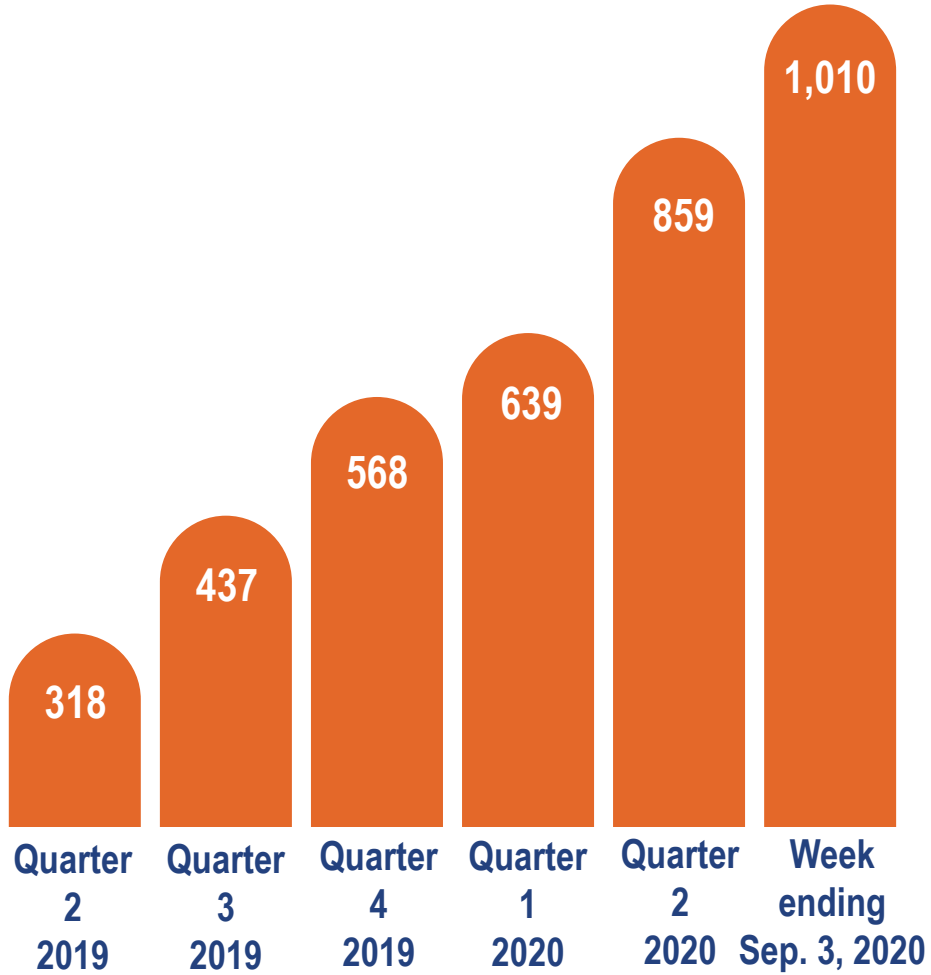


WE BROKE GROUND IN 2015 AND BEGAN CONSTRUCTION



MOMENTUM PICKING UP IN THE FIELD

WEEKLY AVERAGE WORKERS DISPATCHED



LOOKING AHEAD

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- **1990s** – Creation of High-Speed Rail Authority
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- **2015 - 2020** – Groundbreaking and construction



2020 BUSINESS PLAN

- **Principles of the Business Plan**
 - » Plan shaped and informed by public comment
 - » Presents the program's status at this point in time
 - » Summarizes our approach to implementing the system
- **Key aspects:**
 - » Initiate HSR service as soon as possible
 - » Make strategic and concurrent investments that will be linked over time and provide mobility, economic and environmental benefits
 - » Position ourselves to construct additional segments as funding becomes available



WHERE WE ARE IN 2020

- **350 miles of electrified high-speed rail on the way to or under construction**
 - » 171 miles between Merced and Bakersfield
 - » 51 miles of the Caltrain Corridor being electrified
 - » 130 miles connecting Las Vegas to Southern California
- **Remainder of Phase 1 (San Francisco to Los Angeles/Anaheim) environmental clearance underway**
 - » 2 Final EIR/EIS sections completed in last year
 - » 4 Draft EIR/EIS documents released in 2020



LESSONS LEARNED



LESSON 1: MANAGE THE BRAND

- **Committed political champions are essential**
- **The brand will be strongest at the vision stage**
 - » Consider long-term implications and promises
 - » Set realistic expectations and be transparent
 - » Admit what you know and don't know
- **Engagement needs to be two-way, local, and consistent**
- **Risk management is an ethos and continuous process**



Pete Wilson (R)



Arnold Schwarzenegger (R)



Gray Davis (D)



Jerry Brown (D)



Gavin Newsom (D)

LESSON 2: ENVIRONMENTAL ≠ PLANNING

- **Environmental clearance is not how you plan projects**
- **Develop a business case**
 - » What are the goals/benefits you are aiming to provide?
 - » What will be the “product”?
 - » What is the strategy for program development and delivery?
 - » What are the costs and funding options?
 - » What are the risks?
- **Clearly articulate the process, where you will seek input, and from whom**
- **Consider how the business case gets updated and at what interval**
 - » Every two years is too short!

LESSON 3: “ORGANISATION VOR ELEKTRONIK VOR BETON”

Organization before electronics before concrete

- **Getting the governance and organization right is critically important**
 - » Governance, decision-making structures, oversight, and “superpowers” come early
 - » Management and processes must be set up before key project development phases
 - » Building the organization is a dedicated function that requires attention
- **Consider solutions short of civil construction (e.g. signaling upgrades)**
 - » Example: Caltrain Electrification
- **Megaprojects require specialized resources**



LESSON 4: CONSIDER PROJECT SEGMENTS AND PHASING

(At the right time)

- **175 miles is a big corridor**
- **Consider breaking the project apart for:**
 - » Environmental – Can you have two or more “project sections”?
 - » Pre-construction – Must be completed properly in order to not delay construction
 - » Project Delivery (construction) – How do you break construction into deliverable chunks?
- **Consider phasing to fit within available funding/resources**
 - » Balance of construction funding for one phase vs. project development funding for another phase

PROJECT DEVELOPMENT STAGES

Planning



Environmental



Pre-Construction



Construction

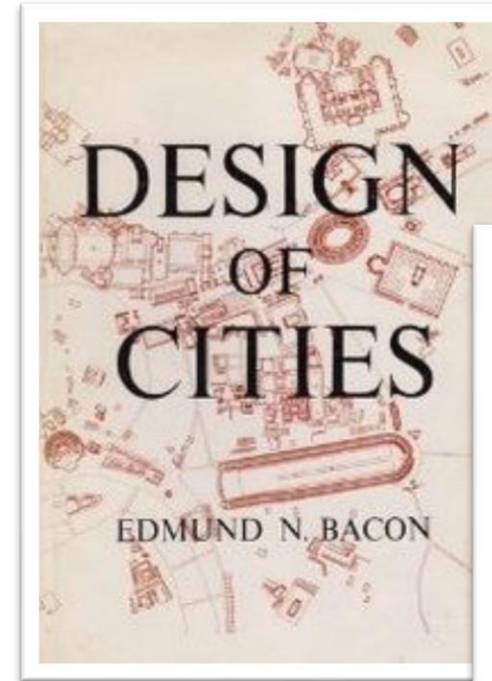


Operations



LESSON 5: BALLOT MEASURES SET IDENTITY

- **Ballot measures enshrine commitments into law**
 - » Can create discipline and identity for the long-term
 - » Might include unanticipated side effects or unknown tradeoffs
- **Must balance the short-term project pressures with long-term project interests**
- **Consider the “Principle of the Second Man” (Edmund Bacon, *The Design of Cities*)**



THANK YOU



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