

FISCAL YEAR 2024 and FISCAL YEAR 2025 OPERATING AND CAPITAL BUDGETS



Peninsula Corridor Joint Powers Board

San Carlos, California

A Joint Exercise of Powers Authority among
the City and County of San Francisco
the San Mateo County Transit District
the Santa Clara Valley Transportation Authority

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**Peninsula Corridor Joint Powers Board
California**

For the Fiscal Year Beginning

July 01, 2022

Christopher P. Morill

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Peninsula Corridor Joint Powers Board, California**, for its Annual Budget for the fiscal year beginning July 01, 2022. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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PENINSULA CORRIDOR JOINT POWERS BOARD

MESSAGE FROM THE CHIEF FINANCIAL OFFICER

After more than three decades of planning and preparation, Caltrain expects to roll out electrified service in fall 2024. Electrification will modernize Caltrain's corridor, facilitate improved amenities, timely service, and demonstrate our continued commitment to fight climate change.

While the electrified service is expected to improve ridership, Caltrain is still recovering from the pandemic and resulting remote work patterns that negatively impact public transit ridership. Recovery remains, with ridership projected to be approximately 45% of pre-pandemic levels in FY24 and 50% in FY25. The decline in ridership paired with increases in operating expense presents the Agency with short- and long-term fiscal challenges.

To close an operating gap, Caltrain maintained existing service levels and fare prices; and leveraged funding from Measure RR, State Rail Assistance (SRA), and Low Carbon Transit Operations Program (LCTOP). Capital budgets were balanced by deferring needed projects, including State of Good Repair (SOGR), Operational and Safety improvements, and Planning initiatives. Caltrain will continue to advocate for external sources to fund these projects.

This is the first time Caltrain implemented a biennial budget, in line with the agency's drive to promote long term goals and financial planning that will enable Caltrain to continue provision of a safe, reliable, and accessible commuter rail service to the public.

A handwritten signature in black ink, appearing to read "Kate Jordan Steiner", with a long horizontal line extending to the right.

Kate Jordan Steiner
Chief Financial Officer
Peninsula Corridor Joint Powers Board

THE ORGANIZATION PROFILE

Entity

The Peninsula Corridor Joint Powers Board (JPB) oversees Caltrain to provide commuter rail service on the San Francisco Peninsula and south into Santa Clara County. Caltrain has been a central part of Peninsula communities for 160 years. The rail line serves 31 stations spanning 77 miles across the counties of San Francisco, San Mateo, and Santa Clara. Caltrain provides vital links to multiple transit properties in 20 cities.

The JPB is a Joint Powers Authority that is legally separate and financially independent from its three member agencies: the San Mateo County Transit District (District), the Santa Clara Valley Transportation Authority (VTA), and the City and County of San Francisco (CCSF). It is not a component unit of any other organization, and it has no component unit organization under its control.

History

The founding company of our railroad was the San Francisco and San Jose Railroad that was incorporated in 1860. The company completed the line between the two Northern California cities in 1864. The railroad is a precursor to the Transcontinental Railroad and is the oldest continuously run passenger railroad west of the Mississippi. Subsequently, Southern Pacific acquired the railroad and incorporated it into one of the largest railroads in the world.

After two years of negotiations, the California Department of Transportation (Caltrans) and the Southern Pacific Transportation Company (Southern Pacific) executed a purchase-of-service agreement for maintaining a passenger rail service between San Francisco and San Jose. Service under this agreement began in 1980 with Southern Pacific operating the trains while receiving subsidies from Caltrans and the three member agencies to cover its operating costs, with Caltrans providing contract administration, service planning, marketing, engineering, scheduling, fare management, customer support, and performance monitoring.

In 1988, the City and County of San Francisco, the San Mateo County Transit District and the Santa Clara Valley Transit Authority commissioned a study that recommended transferring responsibility for the rail service from the state to the local level. The three member agencies accomplished this objective in October 1991, executing a new joint powers agreement that formed the current JPB. Two months later, the JPB purchased the rail right of way between San Francisco and San Jose (Mainline) and perpetual track rights between San Jose and Gilroy (Gilroy Extension) from Southern Pacific.

The JPB assumed responsibility for the operation of Caltrain service from Caltrans in 1992. Amtrak served as the JPB's contract operator until May 2012. The Caltrain Board of Directors, at its September 2011 meeting, authorized the award of a new operating contract to TransitAmerica Services, Inc. (TASI). The contract carried a 5-year base term with the ability to execute 5 additional one-year options. In 2017, the JPB exercised all 5 of the option

years, extending the contract with TASI to June 2022. In January 2021, the JPB extended the contract until June 2027, to enable completion of the Federal Transit Administration (FTA) funded corridor electrification project and subsequent start-up of service in the electrified environment.

Mission, Vision, and Core Values

Mission: Caltrain is a customer-focused rail system offering safe, reliable, accessible, and sustainable transportation service that enhances quality of life for all.

Vision: To be a vital link in the statewide rail network by improving connectivity to other transit systems, contributing to the region’s economic vitality, and partnering with local communities to ensure that diverse constituencies receive a world-class travel experience.

Core Values:

- Safety: First and always.
- Excellence: In all that we do as a team.
- Resilience: Adapt to changing conditions and seize opportunities.
- Integrity: Stewards of public trust always doing what is right.
- Equity and Inclusion: Welcoming all makes a stronger Caltrain.
- Sustainability: Responsible today for the sake of tomorrow.

Governance

A joint powers agreement established the nine-person board of directors that oversee the operations, maintenance, repair, improvement, and expansion of Caltrain. The Board of Directors is comprised of representatives appointed by the three member agencies from their respective county.

The JPB also created a Citizens Advisory Committee (CAC) to represent San Francisco, San Mateo, and Santa Clara counties. The CAC is composed of nine volunteer members who serve in an advisory capacity, providing input on the needs of current and future customers.

In August 2022, member agencies accepted Caltrain’s Governance Memorandum of Understanding (MOU) to establish a permanent and separate Executive Director, as well as five Caltrain-specific direct reports. Caltrain’s Executive Director now reports directly to the Board of Directors, instead of the San Mateo County Transit District’s (“the District”) General Manager/CEO. The District has relinquished certain real property interests related to Caltrain and will continue to provide shared services.

The Rail Division operates Caltrain and provides direct oversight of the contract operator TransitAmerica Services, Inc. (TASI). Other divisions include Finance, Communications, People and Culture Group, and Information Technology who provide staff support in accounting, budget and grant administration, marketing, customer service, public and media relations, personnel recruitment, and systems and data maintenance.

BOARD OF DIRECTORS

Fiscal Year 2024

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Rico E. Medina
Ray Mueller

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Fiscal Year 2024

Executive Director Michelle Bouchard

Executive Officers:

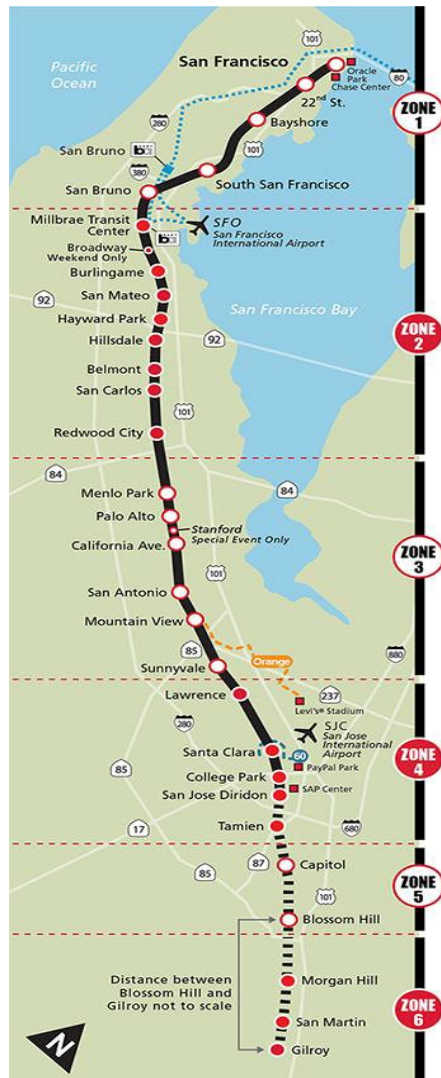
Chief Operating Officer, Rail	John Hogan
Chief Officer, CalMod	Pranaya Shrestha
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Chief Information Technology Officer	Mehul Kumar
Chief People Officer	Nathaniel Kramer
Deputy District Secretary	Margaret Tseng

General Counsel James Harrison
Olson Remcho

THE PENINSULA RAIL CORRIDOR SERVICE AREA

Caltrain provides rail service from San Francisco to San Jose, with commute service to Gilroy. The system connects downtown San Francisco to Silicon Valley and the City of San Jose with stops across San Mateo and Santa Clara counties that serve the Peninsula's suburban centers and a multitude of technology focused corporate campuses. The unique geography of the Caltrain Corridor and the booming Bay Area economy have helped the system become one of the most intensively used and productive passenger railroads in the country. Pre-pandemic ridership, Caltrain was the 8th largest commuter rail system in the country.

The Peninsular Rail Corridor spans 77 miles with 31 stations and provides connectivity to 20 local jurisdictions. The JPB owns 51 miles of the rail line and operates on the remaining 26 miles of rail tracks owned by the Union Pacific Railroad. It services the County and City of San Francisco, the County of San Mateo, and the County of Santa Clara, each having its own unique demographic and economic profile shown in Appendix E.



FINANCIAL AND LOCAL ECONOMIC OUTLOOK

The Bay Area continues its rebound from the pandemic, but high inflation and layoffs impacted the Bay Area economy in FY23. Inflation dipped in June 2023 to its lowest in over 2 years, indicating price increases are cooling amid Federal Reserve's rate-hike plan. Despite the tech industry layoffs in late 2022 and early 2023, the Bay Area job market reported robust job gains in spring 2023, partly thanks to growth in artificial intelligence; and job growth in education, health services, and construction sectors. For the remainder of 2023 and into 2024, the pace of inflation on housing, consumer goods/services and job markets growth remain key factors and can present continued challenges to Bay Area economy.

Caltrain's Service Level

Prior to the pandemic, service consisted of 92 diesel locomotive-hauled weekday trains between San Francisco and San Jose with commute service provided to the southern portion of Santa Clara County between San Jose and Gilroy. During the pandemic, service was reduced to 70 trains per weekday based on the significant reduction in demand. In FY22, as the COVID-19 pandemic receded and public health orders lifted, the service was increased to 104 trains per weekday in line with the Equity, Connectivity, Recovery, and Growth policy adopted by the Board in 2020. In FY24 and FY25, Caltrain is maintaining the same level of service of 104 trains per weekday with electrification commencing in fall 2024.

Caltrain's Role in Regional Transportation

The San Francisco metropolitan area is served by a patchwork of transportation agencies providing a variety of rail, bus, and other transportation services. Each agency operates under the purview of the Metropolitan Transportation Commission (MTC), which is responsible for regional planning, and administration of certain state and federal monies. Caltrain serves a unique role in the provision of rail service between downtown San Francisco through the Peninsula to San Jose, and to the more rural southern Santa Clara County cities that includes Gilroy.

Strong Ridership Growth Prior to Pandemic

Ridership increased more than 150% from 1995 to 2019 compared to population growth of 19% in the three-county service area over the same period. The growth reflects service enhancements as well as a growing local economy focused on the high-tech industry which has flourished in recent decades. Ridership dipped in the years following the dot-com crash (2000 to 2002) and stagnated through 2005 as the area worked through the downturn's focused localized impact. Thereafter, ridership improved with growth especially strong from 2010 to 2019. Improvements completed in 2004 added bypass rail sections accommodating express service that reduced the travel time between San Francisco and San Jose from 90 minutes to as few as 57 minutes. These improvements, together with the resurgence of the area's technology sector, paved the way for significant utilization gains.

Demand

Prior to the pandemic, Caltrain recorded a long-term trend of favorable utilization growth. A survey for 2019 indicated that 81% of riders are suburb-based medium to high income workers. The pandemic resulted in the shift to working from home for many commuters and increased the viability of driving (due to emptier roads) for those still commuting. The evolved consumer behavior led to sharp declines in ridership. During the beginning of the shelter-in-place order, ridership dropped by 97 percent, posing a unique and serious challenge to Caltrain as the service adapts to the new normal.

Caltrain's historical reliance on farebox revenues made the agency especially vulnerable to the steep decline in ridership, resulting in substantial budget deficits. Despite these challenges, Caltrain was quick to react to protect the health and safety of its riders and employees. In addition, Caltrain received federal funds to reduce the budget deficits.

With the lifting of some restrictions and increasing return to work directive from employers, ridership has shown improvement and continues to trend upward. In June 2023, weekday ridership exceeded 20,000 on average, approximately 33% of the pre-COVID level. Weekend ridership recovery was exceptionally strong, growing at a higher rate through 2022. However, in early 2023, Caltrain embarked on a series of partial weekend closures to accelerate work on the Electrification Project. This impacted ridership growth due to the need for customers to transfer to substitute bus service. Nonetheless, special events during the spring and summer of 2023 have led to a steady increase in weekend ridership.

As Caltrain focuses on ridership recovery, steps are being taken to enhance affordability. Previously approved fare increases have been delayed until December 31, 2023, a new fare structure for individual/group fares and Go Pass are underway, and new promotional fare products are being launched.

Financial Profile

Lack of a dedicated funding source and reliance on farebox revenues to support more than two-thirds of the operating budget placed JPB at a greater risk than many mass transit systems when the pandemic hit. On November 2020, JPB's financial prospects improved with the passage of Measure RR by all three counties. Measure RR provides a dedicated source of funding to JPB for 30 years.

CALTRAIN BUSINESS PLAN

The [Caltrain Business Plan](#) was an extensive planning effort the railroad undertook between 2017 and 2020. It was an integrated public planning process that assessed the optimal organizational structure, service, community interface, and business case. The Business Plan culminated in the 2019 adoption of Caltrain’s 2040 Long-Range Service Vision (Service Vision), an in-depth policy document that provides a service-focused framework on how Caltrain can grow to meet the needs of the public while integrating the regional and state transit network.

The 2040 Long-Range Service Vision provides the following directions:

- To plan for substantially expanded rail service that will address the local and regional mobility needs of the corridor while supporting local economic development activities
 - Streamlined peak, off-peak, and weekend train frequencies
 - Accommodation of freight services and other passenger rail services such as California High-Speed Rail, Capitol Corridor, Altamont Corridor Express
 - Planning and development of infrastructure projects involving high performance signal system, station modifications, storage facilities, and key regional and state projects such as San Francisco Downtown Extension, Diridon Station, improvements to allow operation of the High-Speed Rail
- To periodically reaffirm the Vision to ensure continued relevance and useful guidance

With the onset of the COVID-19 pandemic in March 2020, Business Plan resources and efforts were quickly redirected to COVID-19 response planning and to the adoption of Caltrain’s Equity, Connectivity, Recovery, and Growth Policy Framework.

Caltrain’s adopted Long-Range Service Vision has become a foundational policy for the railroad, and its core principles have been carried forward both through ongoing long-range planning as well as near-term changes and improvements to the system.

The Business Plan has been essential to advance the Downtown Extension in San Francisco, reimagine Diridon Station in San Jose, and development of an expanded grade-separated hub station in Redwood City. In addition, the Long-Rang Service Vision provided a critical level of specificity on the railroad’s future plans, enabling synergy and focus as Caltrain engages in various local, regional, and state projects.

The Business Plan and the Long-Range Service Vision were centered on how to best balance the value of expanded service against the required investment and cost. This involved the application of a modified “Business Case” methodology and the use of new models and tools to understand the complexities between service aspirations, cost implications, funding opportunities, and operating requirements. Caltrain has expanded the use of this methodology on the re-envisioning of the San Francisco Railyards and Diridon Station in San Jose. The Long-Range Service Vision also played a prominent role in efforts to advance grade separation projects and closures along the corridor, with the development of the Corridor Crossing Strategy which is developing a corridor-wide approach to grade separation and/or rail crossing closure projects to elevate their importance in infrastructure funding as a

shared regional responsibility. In addition, the Long-Range Service Vision enabled Caltrain to manage its land assets in a more sophisticated and proactive manner, through the adoption of the Rail Corridor Use Policy (RCUP) and Transit Oriented Development Policy (TODP). The RCUP in conjunction with the TODP allowed Caltrain to identify properties that can support transit-oriented development efforts across the corridor.

The need for a dedicated source of fund was part of the Long-Range Service Vision. Even prior to the Business Plan ending, actions have taken place to support this effort. Caltrain has worked toward placing the Measure RR on the ballot to provide the railroad a permanent funding source. In November 2020, Measure RR passed.

CALTRAIN'S EQUITY, CONNECTIVITY, RECOVERY, AND GROWTH POLICY FRAMEWORK

Caltrain's Equity, Connectivity, Recovery, and Growth Policy Framework was adopted in September 2020. The work of making Caltrain's service more equitable, better connected to the regional transit network, and useful to a broader range of people and trip purposes, was built directly from the Business Plan's service, equity, and access analyses.

Caltrain's Framework for Equity, Connectivity, Recovery & Growth directs the railroad to undertake both near-term recovery planning as well as the longer-term planning and implementation of its services and projects in accordance with the following guiding principles:

- Prioritize enhancing **equity**, focusing on the diverse constituency of riders who depend on transit for essential travel and addressing the historical inequities that have caused the rail service to be disproportionately underutilized by lower income riders and people of color;
- Undertake policies and actions that improve Caltrain's **connectivity** to other transit systems;
- Proceed on a path of **recovery and growth** that anticipates, advances and, where possible, accelerates the incremental delivery of the Long-Range Service Vision.

The Framework guides Caltrain toward advancing the following policies and actions, as soon as practicable and financially feasible, with the goal of increasing **equity** on the system today and in the future:

- Undertake service changes and system improvements in a manner that enhances equity and access for historically disadvantaged and underserved groups and communities;
- Take steps to ensure that the Caltrain system is affordable to all and that fare policies are equitable;
- Manage the corridor, including railroad facilities, lands and projects, in a manner that addresses equity and the historical impacts that the rail line and its operation have had on lower-income and minority communities;
- Ensure that Caltrain communicates and interacts with customers in a manner that is equitable and welcoming to all; and
- Sustain and deepen Caltrain's commitment to equity through an ongoing program of organizational development, learning and accountability.

The Framework further directs Caltrain to advance policies and actions to maximize **connectivity** to other transit providers as part of an integrated regional rail and transit system.

Finally, the Framework guides Caltrain towards planning for COVID-19 **recovery and growth** in a manner that looks toward the future and incrementally advances and implements the Long-Range Service Vision over the course of the coming decade.

CALTRAIN INITIATIVES AND PROGRAMS

Major Key Regional and/or Partner Strategic Programs

Caltrain Electrification

Caltrain Electrification, also known as the Peninsula Corridor Electrification Program (PCEP), has been under construction since 2017, building California's first electrified commuter rail and the West's first diesel to electric rail system. It will transform the way people travel along the 51-mile Caltrain-owned corridor between San Francisco and Silicon Valley. The overhead contact system will be compatible with future High-Speed Rail on the corridor, and high-performance electric trains will replace 75% of Caltrain's aging diesel fleet. The project will provide faster, safer, more frequent service while mitigating climate change and enhancing equity and access for all communities.

California High-Speed Rail

California high-speed rail will connect the mega-regions of the state, contribute to economic development and a cleaner environment, create jobs, and preserve agricultural and protected lands.

High Speed Rail will share Caltrain tracks in the San Francisco Bay Area through a blended system, through which Caltrain and High-Speed Rail use the same tracks in a coordinated schedule. The California High-Speed Rail Authority is leading the blended system planning and environmental project. Caltrain is a key stakeholder and partner in the effort.

Diridon Station

The existing historic San Jose Diridon Station is a major transit hub in downtown San Jose offering rail service by Amtrak, Altamont Commuter Express, and Caltrain; and VTA light rail and bus service. With the addition of BART and High-Speed Rail service, the future station will become one of the most connected stations in the western US. Caltrain continues to work closely with partner agencies on the Diridon Station Business Case that builds on previous community engagement efforts and refines the initial design work. The Business Case is a data-driven analysis that examines the benefits, costs, and trade-offs of revitalizing the station and will define a program for future environmental clearance and funding.

Salesforce Transit Center

The Salesforce Transit Center in San Francisco will ultimately be the northern terminus for High-Speed Rail and Caltrain service. The Transit Center sits at the heart of the Transbay District – a mixed-use area that is transforming south of Market into a new walkable and transit friendly neighborhood. The Downtown Rail Extension (DTX) project, now known as The Portal, seeks to extend Caltrain from its current terminus at 4th and King to the multimodal six-level Salesforce Transit Center.

Caltrain Station & Safety Improvement Programs

Grade Separations

The Corridor Crossing Strategy (CCS) was originally identified as part of the Business Plan to enhance the current grade separation process and develop corridor-wide consensus on a strategy to deliver grade separation projects at the regional scale. It will identify areas for enhancement in the current grade separation project delivery process and develop a corridor-wide approach to grade separation and/or rail crossing closure projects to elevate their importance in infrastructure funding as a shared regional responsibility.

Grade Crossings

Corridor crossing improvements are being implemented to discourage drivers and other users from going around crossing gates and improve safety for all modes.



Rail Safety and Suicide Prevention

Caltrain addresses safety through a comprehensive, ongoing program that focuses on the “Three E’s” of railroad safety – Education, Engineering, and Enforcement. This safety program includes measures to ensure the safety of passengers on the trains, passengers on the platforms, as well as the community living and working along the rail corridor.

Each year, Caltrain dedicates the month of September as both Railroad Safety Month and Suicide Prevention Month. This initiative aims to reduce trespasser incidents and intentional deaths on the rails. Caltrain has collaborated with suicide prevention agencies (i.e. San Mateo County Suicide Prevention Committee) and posted crisis hotline signage at points all along the corridor. The agency also participates in annual rail safety events with partners such as Operation Lifesaver.

Regional Service Coordination and Connectivity Programs

Station Connectivity

Caltrain is at the heart of the Peninsula transportation network and collaborates with other Bay Area transit agencies to provide service connections between systems in the region.

- SamTrans Bus Service Connects to most stations in San Mateo County
- Muni Light Rail Connects to the Muni light rail N-Judah and T-Third Lines across from the San Francisco Caltrain Station
- BART Transit Connects to Bay Area Rail Transit at the Millbrae Center
- VTA Light Rail Connects to VTA at stations in Mountain View and San Jose Diridon and Tamien
- VTA Bus Service Connects to VTA buses at most stations in Santa Clara County
- Amtrak’s Capitol Corridor Connects to Caltrain at the San Jose Diridon Station
- ACE Connects to Caltrain at the Santa Clara and San Jose Diridon Stations
- Dumbarton Express Connects to the DB Express at the Palo Alto Station
- Central Subway Connects to San Francisco 4th and King Station

Clipper Fare Connectivity

In addition to rail service connectivity, Caltrain brought connectivity at the passenger level by collaborating with six other Bay Area transit agencies in using the Clipper Card, which is an electronic fare payment card. The Metropolitan Transportation Commission (MTC) coordinates this program in the region. Caltrain passengers can switch transportation modes from train to bus service using only one form of payment to connect travel across the region.

Means-Based Fares

In 2021, Caltrain joined Clipper START, the Metropolitan Transportation Commission’s (MTC) means-based fares pilot program which extends 50% fare discounts to eligible low-income Caltrain riders for adult single ride fares. Originally ended on June 30, 2023, this program has been extended through June 30, 2025. Some of the participating transit agencies in the program are BART, Golden Gate Transit and Ferry, Muni, SamTrans, and San Francisco Bay Ferry. This program promotes a consistent regional standard for structuring and implementing fare discounts that are financially viable and administratively feasible.

Caltrain Bicycle Program

Bicycles are a major mode of access to the Caltrain system, providing an efficient and sustainable way for riders to arrive at their origin station or final destination. On a typical weekday, 21% of Caltrain's customers ride a bike to or from a station. With bike/scooter share's popularity and the ongoing implementation of improved bike parking and access, riders can choose a variety of ways to bike and use Caltrain.

Caltrain offers a comprehensive bicycle program that helps provide options for the last-mile connection to the train station, known to be one of the most generous programs of its kind of all U.S. commuter rail operators. This includes a range of bicycle options at stations, including more than 300 on-demand electronic bicycle lockers, bike rooms, and a staffed parking facility. Trains have onboard 72-80 bike space capacity.

CALTRAIN ELECTRIFICATION



Caltrain Electrification, scheduled for completion in fall 2024, will electrify the corridor between San Francisco to Tamien stations.

The primary purpose of Caltrain Electrification is to improve system performance and curtail long-term environmental impacts by reducing noise, improving regional air quality, and lowering greenhouse gas emissions. Electrification improvements will better address Peninsula commuters' vision of increased service and improved travel times in an environmentally friendly and reliable way. These service improvements are also expected to help accommodate increased system ridership through improved system operations.

When completed in 2024, the project will provide faster, safer, more reliable service while enhancing equity and access for underserved communities and mitigating climate change. The total project cost is \$2.44 billion.



Caltrain Electrification will modernize the Caltrain corridor and presents several benefits to the community.

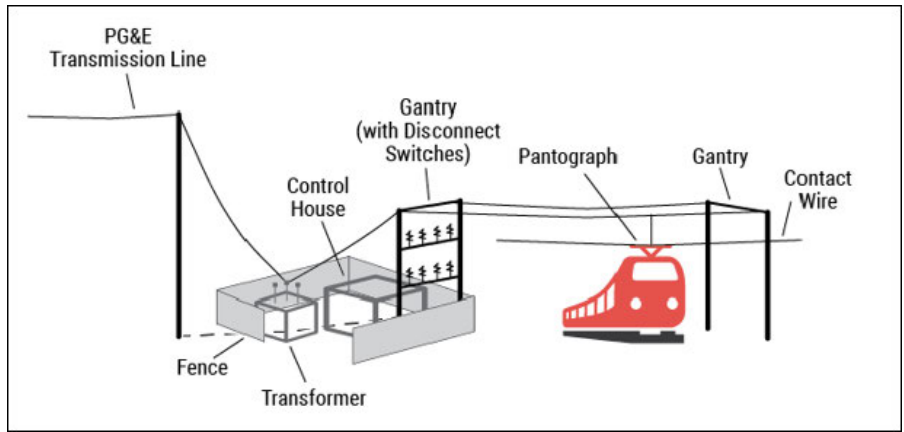
- *Improved Train Performance, Increased Ridership Capacity, and Increased Service*
Electric trains can accelerate and decelerate more quickly than diesel-powered trains,

allowing Caltrain to run more efficiently. Due to their performance advantages, electric trains will provide faster and more frequent train service to more riders.

- *Reduced Engine Noise Emanating from Trains*
Noise from electric train engines is measurably less than diesel train engines.
- *Improved Regional Air Quality and Reduced Greenhouse Gas (GHG) Emissions*
Electric trains will produce substantially less corridor air pollution compared with diesel trains. In addition, the projected increase in ridership would reduce automobile usage resulting in additional air quality benefits.
- *Creation of Jobs*
Caltrain Electrification creates jobs not just in California but across the country. Manufacturers from Florida to Texas supply parts for the new infrastructure and electric trains. In Utah, Caltrain Electrification was the driving force behind the building of a new railcar assembly plant that has created new employment opportunities for over 600 workers.
- *Foundation for Future Growth*
Electrification is the first step towards Caltrain’s revolutionary Long-Range Service Vision. When fully achieved in 2040, the Service Vision will provide electrified rail service from Downtown San Francisco to Gilroy, improve regional and statewide connectivity, reduce GHG emissions, and support tripling ridership to 180,000 Caltrain passengers every weekday — the equivalent of adding 5.5 new freeway lanes worth of capacity to U.S. 101.

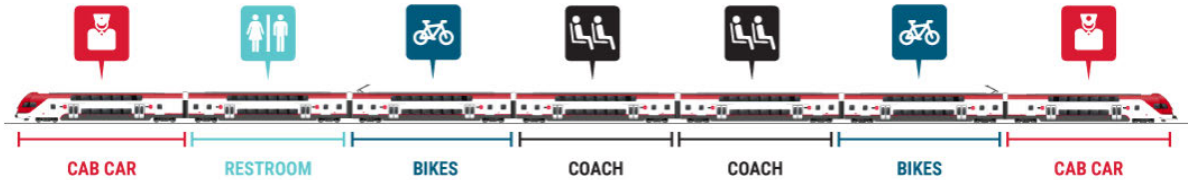
Electrification Infrastructure

Caltrain’s electrification infrastructure includes design and construction of an overhead contact system (OCS), traction power system (TPS) facilities, modification of the existing signaling and grade crossing protection system to make it compatible with the electrified railroad, substation improvements at Pacific Gas and Electric (PG&E) substations, and modifications at existing tunnels and Caltrain’s maintenance facility. It also includes the design, manufacturing, assembly, testing, and delivery of the electric trains or EMUs.

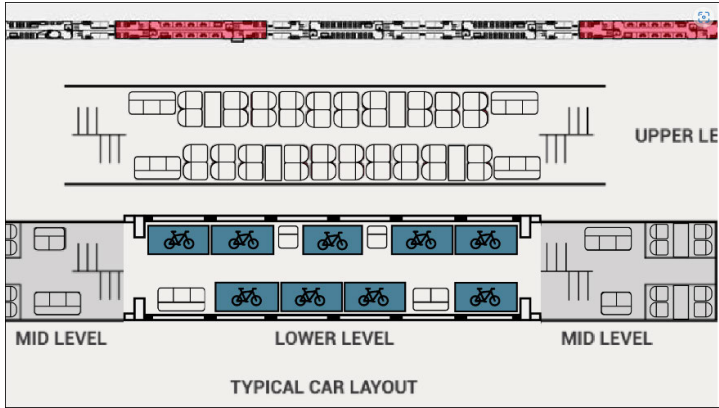


Electric Multiple Units (EMU)

With the electrification of the corridor, Caltrain is purchasing 19 new high-performance 7-car electric train sets to replace the current diesel locomotive trains.



There are two (2) dedicated bike cars per 7-car trainset which will have a lower, mid, and upper levels.





A typical passenger car layout will have two (2) main levels between 85 and 100 seats per car. There will be some flip seats, in addition to regular fixed seats. Most seats face one direction and if there are seats facing each other, there will be a table in the middle.



Full replacement of the fleet with electric trains would occur at a future time when funding is identified, and the remaining diesel trains reach the end of their service life. The new electric trains will be state-of-the-art vehicles with many enhanced amenities:

Plentiful Power Sources

The new trains will feature power sources at every fixed seat to ensure riders can stay connected and fully-charged throughout their ride.



Onboard Displays with Trip Information

Digital signage aboard the new trains will make it easier for riders to know their current location and which stations are coming up next.



Restrooms

There will be one ADA-compliant restroom per train. Each restroom will feature a baby-changing station.



Storage Spaces

The cantilevered seat design provides more space under each seat to keep belongings. The new trains will also feature overhead storage for additional space.



Electrified Service and Electric Multiple Unit (EMU) Update

As of June 30, 2023, project completion is 89%. The current program schedule projects a PCEP substantial completion date by April 2024, and revenue service by September 2024. In 2023, Caltrain began weekend area-focused bus bridges to maximize track access to allow system integration testing, signal cutovers, and proactive OCS construction productivity mitigations for the remaining PCEP work. Weekend shutdowns will continue as construction and testing take place for the anticipated electrified service in fall 2024.

EMU train cars are in production at Salt Lake City. There were 19 EMU trainsets ordered when the first Stadler contract option was exercised in 2018. Four trainsets are on property and two additional trainsets are scheduled for delivery in Fall 2023. The anticipated arrival of the 19th and final trainset from this PCEP project order is Fall 2024.

On June 5, 2023, the Electrification Project reached another major milestone with the first electric train running under 25kV for the first time. Live run tests on the main track in Segments 3 and 4 are scheduled to begin in July.

PROJECT SEGMENTS



MAJOR MILESTONES

Item	Current Forecasted Date
Completion of Signal System Work	Complete
Energization of TPS 1 (Critical Path)	August 2023
Completion of OCS Construction Work (Critical Path)	October 2023
Acceptance of 14 th Trainset	Spring 2024
Electrification Substantial Completion	April 2024
Revenue Service Date	September 2024

Stadler Contract Option for Rail Vehicle Procurement

In 2016, Caltrain executed a contract with Stadler USA, Inc. (Stadler) to procure EMU trains to serve Caltrain passengers upon completion of the PCEP, which will electrify the corridor from San Francisco to San Jose. The Stadler contract included two option periods, the first option was exercised in 2018, replacing most of the diesel locomotive fleet with zero-emission EMU trains with 28 trainsets consisting of:

- 19 EMU trainsets
- 9 diesel locomotive trains

The second option was exercised in August 2023. This option offered Caltrain the opportunity to purchase additional EMU trainsets at a substantially lower cost than would be available if Caltrain were to undertake a new procurement. This option with Stadler will procure four (4) additional 7-car EMU trains to replace three existing diesel locomotive trains and one set of railcars; and one (1) 4-car Battery-Electric Multiple Unit (BEMU) demonstration train to enable zero-emission service beyond Caltrain’s electrified corridor. With this plan, Caltrain’s fleet would expand to 30 trainsets by 2030, consisting of:

- 23 EMU trainsets
- 1 BEMU (for pilot)
- 6 diesel locomotive trains

The cost for the four (4) 7-car EMU trainsets is not-to-exceed \$220 million. This will be funded by FTA Formula Funds for a total of \$176M, representing 80% of the total cost, approved for allocation from FY2023 to FY2027. The remaining 20% amounting to \$44M will be funded by Local Funds.

The BEMU demonstration train is planned to operate between Tamien and Gilroy. California State Transportation Agency (CalSTA) awarded Caltrain \$80 million for the BEMU demonstration train which covers 100% of the cost including the trainset, battery components, station and maintenance shop modifications, testing, and training.

FINANCIAL MANAGEMENT POLICIES

Biennial Budget

On February 2, 2023, the JPB Board of Directors adopted a Biennial Budget Policy for the JPB (Resolution 2023-13), enabling focus on multi-year financial planning and long-term financial efforts. This is the first year the JPB presents to the Board a Biennial Operating and Capital Budgets for FY2024 and FY2025.

Balanced Budget

The JPB adopts balanced budgets and ensures the following:

- Each operating budget will include revenues equal to or greater than expenditures for a specified operating period.
- Each operating budget will include revenue options and planned expenditure levels consistent with the JPB's mission to provide the best possible transportation services along the Caltrain rail corridor.
- Operating budgets may include a variety of fund sources to maintain short-term stability of the JPB while serving the agency's long-term objectives.

Budgetary Control

State law requires the JPB's Board of Directors to adopt an annual balanced budget by resolution. Budgets for operations and for capital projects are based on established goals, objectives, and performance measures driven by JPB's short-and long-range plans. Budget review meetings are generally conducted on an annual basis to ensure continued relevance of financial resource allocation to the agency's goals and objectives.

In the spring preceding the start of each even fiscal year (July 1), the staff presents balanced annual budgets for two fiscal years to the Board of Directors for review and approval. Once adopted, only the Board of Directors has the authority to amend the budget. While the legal level of budgetary control is at the entity level, the JPB maintains stricter control at division, departmental, and line-item levels to monitor achievement of set goals and objectives for the year.

The Financial Section of the Board's monthly report includes a supplemental schedule that compares actual revenue and expenditures to the final adopted budgets. Cost center managers monitor budget-to-actual performance monthly. The Board has delegated the authority to transfer budget amounts between divisions and departments to the Executive Director or his designee.

The JPB employs the accrual basis principle of accounting for revenues and expenses. In addition, the JPB uses an encumbrance system to avoid over-commitment of resources. Actual proceeds from the sale of fixed assets, unrealized investment gains and losses, depreciation and amortization, and inter-fund transfers are not included in the budget.

As a special purpose organization, established pursuant to joint powers legislation, the JPB is not subject to the State of California’s Gann Act requiring adherence to an annual appropriation limit. The JPB does not have legal debt limit.

Fare Policy

The Fare Policy is a framework of high-level goals that underlie and guide fare-related decisions for the Caltrain system. Caltrain’s Codified Tariff is a separate legal document that should align with and implement the Fare Policy by setting the fare strategy (zone- vs. distance-based fares), products, and pricing. When making fare-related decisions, all goals in the Fare Policy should be considered as a whole. The Fare Policy may be reviewed and updated as needed, including for alignment with the implementation of the Caltrain Business Plan or the start of electrified train service.

Financial Sustainability

- Ensure the agency’s ongoing financial health, including the need for a balanced Operating Budget and support for State of Good Repair and capital programs.
- Achieve a farebox recovery ratio for the Operating Budget of at least 65 percent. This minimum farebox recovery ratio may be reassessed at such time as there is an independent, stable source of funding to cover a significant portion of the agency’s operating costs.
- Support achievement of other financial policy goals of the agency, such as the Caltrain Reserve Policy.
- Maintain fare products and collection methods that are cost-effective and easy for the agency to administer.

Equity

- Advocate for and participate in State and regional programs that make it more affordable for low-income customers to use transit.
- Strive for consistency across fare products in the revenue generated per passenger and per passenger mile.
- Comply, at a minimum, with federal requirements for providing fare discounts, and for minimizing disparate impacts on minority riders and disproportionate burdens on low-income riders.

Customer Experience

- Strive for a fare system, including strategy, products, and pricing, that is easy for customers to understand and use.
- Provide predictable and incremental fare changes.
- Encourage intermodal connections and consistency with the agency’s Comprehensive Access Policy.
- Seek integration with and participate in State and regional fare programs.

Ridership

- Support achievement of the agency’s goals on ridership.
- Maximize the use of the agency’s infrastructure assets.
- Consider structuring fares to incentivize rider behavior in support of the agency’s policy.

Debt

Pursuant to Section 6586.5 of the California Government Code, each of the JPB's member agencies must conduct public hearings and subsequent to conducting the public hearing, will adopt a resolution approving the proposed debt and make a finding of significant public benefit in accordance with the criteria specified in Section 6586.5 of the California Government Code.

Government Code Section 5852.1, added by Senate Bill 450 (Chapter 625 of the 2017-2018 Session of the California Legislature), requires that prior to authorization of the issuance of bonds with a term of greater than 13 months, the governing body of a public body shall obtain and disclose all the following information in a meeting open to the public: true interest cost of the bond, the finance charge of the bond, the amount of proceeds received less the finance charges, and the total payment amount.

Reserves

In FY18, the JPB approved an operating budget reserve policy that would ensure that the agency can withstand major economic disruptions or unanticipated expenditures demands or revenue shortfalls prompted by unexpected events such as natural disasters, significant commodity cost increases or insurance losses. In FY21, as directed by the Board, staff amended the policy to require a balanced budget. In FY23, JPB adopted another amendment to the reserve policy to require appropriating funds for two-year operating and capital budgets or Biennial Budgets.

The current financial reserve policy states the JPB will maintain an operating reserve of at least 10 percent of the operating budget for each fiscal year in a biennial budget, and the JPB shall aim to reserve up to 15 percent of the operating budget for each fiscal year in a biennial budget.

Operating Reserve funds remain unappropriated for any operating or capital use except to meet emergency needs that cannot be funded from any other source. The purpose of this reserve is to ensure that sufficient funds are always available in the event of either unavoidable expenditure needs or unanticipated revenue shortfalls that occur after approval of the budget. Operating Reserve funds also may be used to augment revenues to facilitate balanced operating budgets in cases of local, statewide, or nationwide emergencies. Surplus funds generated at the end of a fiscal year will automatically be included in the Operating Reserve.

Contracts and Procurement

The Contracts and Procurement Department is the centralized procurement department for SamTrans, Caltrain, and the Transportation Authority. The department is responsible for procuring all goods and services required to meet the needs of its customers by implementing the fundamental principles of procurement, as follows:

- Foster maximum open and free competition for contracts.
- Promote the greatest economy and efficiency in procurements.

- Establish and maintain professional and objective relationships with contractors, consultants, and vendors.
- Treat all prospective contractors, consultants, and vendors in an equal and equitable manner.

Sustainability

The JPB’s commitment to sustainability is reflective of the following principles:

- Streamline business practices to reduce waste and improve operational effectiveness.
- Evaluate and improve the long-term resource efficiency of our facilities and equipment, including the life cycle return on investment.
- Educate and incentivize our employees to integrate sustainability practices into their work and their personal lives.
- Encourage business partners to incorporate sustainability practices into their own operations.
- Measure the environmental impact of our activities on an ongoing basis and set and meet targets to reduce our impact.
- Deploy sustainability-themed programs that encourage the use of public transit and that support our local communities.
- Support the completion of the Electrification Program that will reduce Caltrain’s GHG emissions and increase ridership from increased capacity, resulting in air quality benefits.

Programs that feature Caltrain’s commitment to sustainability:

- Caltrain’s Electrification will convert diesel operations to an electrified system that will reduce GHG and engine noise, improve local and regional air quality, while improving service and capacity to Caltrain customers.
- Wayside power or “hotel power” allows Caltrain to plug into electricity during key maintenance activities to minimize diesel fuel consumption and idling emissions. Caltrain currently has wayside power at its Central Equipment Maintenance and Operations Facility and the San Francisco, San Jose Diridon, and Gilroy stations.
- Caltrain has the most extensive bicycle access program among passenger railroads in the U.S., accommodating approximately 6,000 bicyclists every weekday. Caltrain is committed to a new bicycle parking management plan to increase use of wayside bike parking facilities.
- Waste management and water conservation are implemented in Caltrain stations. Waste bins for recyclables, compostables/food waste, and trash are provided at all stations. Caltrain uses “smart” irrigation controllers that adjust watering schedules bases on local temperature and rainfall.
- Energy conservation is implemented at the facilities with the use of more efficient light bulbs in offices and parking structures. The use of occupancy sensors and last-out-lights-out policy is observed.

Public Accountability

Caltrain is committed to demonstrating integrity and dedication in its operations and use of financial resources to meet objectives as planned.

- Single Audit is the annual independent audit of its financial operations and financial statements. Caltrain has a record of unqualified opinion performance.
- FTA Triennial Audit demonstrates Caltrain’s sound and judicious use of funds from both federal and non-federal agencies.
- Citizens Advisory Committee (CAC) represents San Francisco, San Mateo, and Santa Clara counties. The CAC is composed of nine volunteer members who serve in an advisory capacity to the tri-county policy board, providing input on the needs of current and potential rail customers, and reviewing and commenting on staff proposals and actions as requested by the board. The committee does not have independent duties or authority to take actions that will bind the Joint Powers Board of Directors.

FINANCIAL TRENDS

These schedules contain trend information to assist readers in understanding and assessing how JPB's financial position has changed over time.

Statement of Revenue and Expense

PENINSULA CORRIDOR JOINT POWERS BOARD STATEMENT OF REVENUE AND EXPENSE

	FY2022 ACTUAL	FY2023 UNAUDITED PROJECTED ACTUAL	FY2024 ADOPTED BUDGET	FY2025 ADOPTED BUDGET	
REVENUE					
OPERATIONS:					
1	Caltrain Fares	17,899,182	27,000,000	29,936,000	35,923,200
2	Go Pass	15,337,175	17,000,000	16,764,000	18,440,400
3	Parking Revenue	1,352,869	1,797,505	1,905,015	2,217,633
4	Shuttles	1,152,152	-	-	-
5	Rental Income	1,237,117	1,235,357	1,026,489	1,057,284
6	Other Income	2,801,792	4,044,319	6,541,260	6,019,433
7	TOTAL OPERATING REVENUE	39,780,286	51,077,181	56,172,764	63,657,950
8					
9	CONTRIBUTIONS:				
10	AB434 Peninsula & TA Shuttle Funding	743,472	40,000	-	-
11	Operating Grants (STA)	10,041,955	11,288,161	12,800,936	10,687,973
12	Measure RR	97,296,566	119,292,000	118,400,000	120,100,000
13	ARPA	115,995,904	-	-	-
14	Member Agency (VTA - Gilroy)	-	-	470,000	517,000
15	LCFS, LCTOP, SRA	-	-	6,908,503	13,765,239
16	TOTAL CONTRIBUTED REVENUE	224,077,896	130,620,161	138,579,439	145,070,212
17					
18	GRAND TOTAL REVENUE	263,858,182	181,697,342	194,752,203	208,728,162
19					
20	EXPENSE				
21	OPERATING EXPENSE:				
22	Rail Operator Service	93,808,976	98,257,758	104,889,704	105,901,543
23	OCS/TPS Maintenance	-	-	-	25,000,000
24	Security Services	7,391,809	8,028,807	8,286,045	8,571,693
25	Shuttle Services	1,938,640	121,600	80,000	80,000
26	Fuel and Lubricants	13,491,343	17,539,232	15,211,316	5,069,083
27	Electricity	-	-	-	19,495,155
28	Timetables and Tickets	17,140	135,350	95,000	95,000
29	Insurance	5,513,835	9,299,730	10,229,703	11,252,673
30	Claims, Payments, and Reserves	634,024	1,336,926	1,320,000	1,320,000
31	Facilities and Equipment Maintenance	6,004,842	7,107,788	8,171,766	8,969,666
32	Utilities	2,541,458	2,617,600	2,708,900	2,708,900
33	Maint & Services-Bldg & Other	1,372,866	1,754,100	1,784,600	1,779,600
34	TOTAL OPERATING EXPENSE	132,714,933	146,198,891	152,777,034	190,243,313
35					
36	ADMINISTRATIVE EXPENSE				
37	Wages and Benefits	10,610,123	13,532,312	18,472,861	20,979,416
38	Managing Agency Admin OH Cost	3,923,397	3,565,453	3,565,453	3,565,453
39	Board of Directors	22,285	57,275	62,875	62,875
40	Professional Services	6,731,087	9,305,755	9,484,775	10,873,951
41	Communications and Marketing	437,328	403,730	442,730	442,730
42	Other Office Expenses and Services	1,989,324	2,956,896	4,220,802	4,206,957
43	TOTAL ADMINISTRATIVE EXPENSE	23,713,544	29,821,421	36,249,496	40,131,382
44					
45	Measure RR Ballot Costs	5,396,910	-	-	-
46	Governance	1,144,981	350,000	225,000	-
47					
48	Debt Service Expense	1,935,154	3,711,375	3,471,125	7,763,305
49	Write-off of Uncollectible Receivables	7,300,042	-	-	-
50					
51	GRAND TOTAL EXPENSE	172,205,564	180,081,687	192,722,655	238,138,000
52					
53	PROJECTED CONTRIBUTION TO RESERVE			2,029,548	6,812,302
54					
55	PROJECTED SURPLUS/(DEFICIT)	91,652,618	1,615,655	-	(36,222,140)
56					
57	Measure RR for Capital Reserve	(20,000,000)	-	-	-
58	Measure RR Reserve for PCEP	(60,000,000)	-	-	-
59	Draw from Measure RR Reserve for PCEP	-	-	-	36,222,140
60	ADJUSTED NET SURPLUS/(DEFICIT)	11,652,618	1,615,655	-	-

Debt Capacity – Bonded Debt
(In Thousands)

<u>Fiscal Year</u>	<u>Revenue Bonds</u>	<u>Operating Contributions / Transaction and Use Tax</u>	<u>As a Percent of Operating Contributions / Transaction and Use Tax</u>
2022	\$ 225,320	\$ 112,620	200.1%
2021	54,890	28,538	192.3%
2020	55,153	28,035	196.7%
2019	55,417	25,448	217.8%
2018	34,496	20,448	168.7%
2017	34,514	20,448	168.8%
2016	34,532	19,727	175.0%
2015	34,551	19,829	174.2%
2014	23,564	17,236	136.7%
2013	23,569	33,500	70.4%

Source: Prior years' Annual Comprehensive Financial Reports.

Note: FY2023 information is not yet available at this time.

The table above presents the capacity of the JPB to issue Revenue Bonds based on the total member contributions from the District, VTA, and CCSF prior to FY22 and the Measure RR transaction and use tax since FY22.

Pledged Revenues and Annual Debt Service Payments
(In Thousands)

2019 Series A Farebox Revenue Bonds

<u>Year Ending June 30:</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2023	\$ 1,175	\$ 2,296	\$ 3,471
2024	1,235	2,236	3,471
2025	1,300	2,173	3,473
2026	1,365	2,106	3,471
2027	1,435	2,036	3,471
2028-2032	8,365	8,998	17,363
2033-2037	10,725	6,623	17,348
2038-2042	7,450	4,189	11,639
2043-2047	7,775	2,433	10,208
2048-2050	5,690	436	6,126
Total	\$ 46,515	\$ 33,526	\$ 80,041

Source: Prior years' Annual Comprehensive Financial Reports.

This schedule shows the annual principal and interest payments for the 2019 Series A Farebox Revenue Bonds.

2022 Series A Measure RR Sales Tax Revenue Bonds

<u>Year Ending June 30:</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2023	\$ -	\$ 7,000	\$ 7,000
2024	-	7,000	7,000
2025	2,560	7,000	9,560
2026	2,690	6,872	9,562
2027	2,825	6,738	9,563
2028-2032	16,380	31,423	47,803
2033-2037	20,905	26,898	47,803
2038-2042	26,685	21,122	47,807
2043-2047	34,055	13,749	47,804
2048-2051	33,900	4,341	38,241
Total	<u>\$ 140,000</u>	<u>\$ 132,143</u>	<u>\$ 272,143</u>

Source: Prior years' Annual Comprehensive Financial Reports.

This schedule shows the annual principal and interest payments for the 2022 Series A Measure RR Sales Tax Revenue Bonds.

Net Position and Changes in Net Position
(In Thousands)

	2022	2021	2020	2019
OPERATING REVENUES:				
Passenger fares	\$ 33,236	\$ 32,440	\$ 76,094	\$ 102,668
Parking, shuttle, and pass revenues	2,778	1,547	6,045	7,894
Advertising	412	114	1,469	1,050
Other	1,268	1,108	849	1,165
Total operating revenues	37,694	35,209	84,457	112,777
OPERATING EXPENSES:				
Contract services	124,425	122,030	107,037	99,541
Insurance	6,147	8,473	4,166	4,129
Fuel	13,491	7,088	9,311	11,184
Parking, shuttle, and pass expenses	3,254	3,211	5,591	5,280
Professional services	2,969	11,061	5,535	2,068
Wages and benefits	12,582	13,068	17,355	16,765
Utilities and supplies	5,118	2,083	2,059	2,189
Maintenance services	609	503	1,391	1,643
Temporary services, rent, and other	5,793	3,330	4,579	4,528
Total operating expenses	174,388	170,847	157,024	147,327
Operating loss before depreciation and amortization	(136,694)	(135,639)	(72,567)	(34,550)
Depreciation and amortization	(65,656)	(65,112)	(66,966)	(78,890)
Operating loss	(202,350)	(200,750)	(139,533)	(113,440)
NONOPERATING REVENUES:				
Federal, state, and local operating assistance	126,118	129,634	63,044	35,070
Transaction and use tax	112,620	-	-	-
Rental income	1,237	1,125	534	1,901
Investment income	679	334	495	714
Other income	3,172	4,085	1,201	3,210
Total nonoperating revenues	243,826	135,178	65,274	40,895
NONOPERATING EXPENSES:				
Interest expense	(4,940)	(2,890)	(2,642)	(3,222)
Total nonoperating expenses	(4,940)	(2,890)	(2,642)	(3,222)
Net loss before capital contributions	36,536	(68,462)	(76,901)	(75,767)
Capital contributions	468,612	434,567	361,303	405,162
Change in net position	505,148	366,105	284,402	329,393
NET POSITION:				
Beginning of year	2,723,219	2,355,685	2,071,282	1,741,889
Prior period adjustment per GASB 87 ^[1]	-	1,429	-	-
Beginning of year, as restated	2,723,219	2,357,114	2,071,282	1,741,889
End of year	\$ 3,228,367	\$ 2,723,219	\$ 2,355,685	\$ 2,071,282
COMPONENTS OF NET POSITION:				
Net investment in capital assets	\$ 2,947,760	\$ 2,652,168	\$ 2,312,715	\$ 2,030,255
Restricted	-	-	-	-
Unrestricted	280,607	71,051	42,970	41,027
Net position, end of year	\$ 3,228,367	\$ 2,723,219	\$ 2,355,685	\$ 2,071,282

[1] Per Governmental Accounting Standards Board (GASB) Statement No. 87 effective as of fiscal year 2021, a lessee is required to recognize a lease liability and an intangible right-to-use leased asset, and a lessor is required to recognize a lease receivable and a deferred inflow of resources.

Source: Prior years' Annual Comprehensive Financial Reports.

Note: FY2023 information is not yet available at this time.

The table above presents revenues and expenses, contributions, depreciation and amortization, and net position components.

THE OPERATING AND CAPITAL BUDGETS

Caltrain develops and maintains a balanced and fiscally responsible budget as mandated by the Board. The goal of the JPB budget process is to develop a biennial budget that supports the achievement of defined goals and objectives.

The Budget Cycle is an iterative process and requires effective interaction, cooperation and coordination between and among all the team players. Team Players include the executive team, division chiefs, cost center managers, the budget team, the legal team and the community. The budget development process provides various opportunities for the communities of the three counties to comment on budget items.

As the core business of Caltrain is to provide safe rail service along the peninsula rail corridor, a significant share of resources of the organization are strategically utilized to manage the delivery of rail service, as well as to maintain all assets, infrastructure and ancillary activities required to support that delivery. The budget process for the operating budget and the capital budget are separate and both budgets are submitted to the Board in June for adoption.

Operating Budget Development Process

- The operating budget is prepared at the cost center level of each division. The cost center managers submit their respective budgets with the assumptions and justifications supporting the request.
- The Budgets Department conducts an extensive review of the requested budgets and assumptions, validates current and projected expenditures, and identifies outstanding issues for consideration during review with the Division Chief Officers.
- The completed division budgets are then reviewed with the Executive Director for appropriateness of service levels and programs to assure they meet agency goals and objectives for the concerned budget years.
- Once the operating budgets have been thoroughly reviewed and approved by the Executive Director, the Budgets Department prepares the Preliminary Operating Budget board documents (in conjunction with the Preliminary Capital Budget) which include the staff report, board resolution, operating budget statement, and presentation materials. The board documents are subject to review by the Legal team, Chief Financial Officer (CFO), and the Executive Director.
- The Preliminary Biennial Operating Budgets are presented in May to the following for feedback:
 - Citizens Advisory Committee (CAC)
 - Finance Committee
 - Board of Directors

- Adjustments are made on the budgets and board documents based on the comments received. The revised board documents are subject to review by the Legal team, CFO, and the Executive Director.
- The Proposed Biennial Operating Budgets are presented in June to the following for adoption:
 - Finance Committee
 - Board of Directors

Capital Budget Development Process

- The capital budget process starts with the executive team’s goals and objectives for the budget period, guided by the mission to provide a customer-focused rail system offering a safe, reliable, accessible, and sustainable transportation service.
- An annual call for projects is initiated where Project Managers (PMs) submit their budget requests with proper justification vis-à-vis the goals and objectives. Submissions are made using a Project Profile Sheet which states the project scope, project impact based on a set of criteria, cost estimates, and other project details critical for approval.
- The submissions are consolidated by the Budgets Department and reviewed by an Evaluation Committee comprised of representatives from key departments. The Evaluation Committee reviews each submission based on a set of criteria including legal requirement, electrification impact, safety, service quality and reliability, customer experience, community benefit, and sustainability.
- The projects are ranked and presented to the executive team for final deliberation to ensure that projects that will move forward are those that best support Caltrain’s goals. Once projects are finalized, available funding is matched to eligible projects.
- The Budgets Department prepares the Preliminary Capital Budget board documents (in conjunction with the Preliminary Operating Budget) which include the staff report, board resolution, capital budget attachment, and presentation materials. The board documents are subject to review by the Legal team, Chief Financial Officer (CFO), and the Executive Director.
- The Preliminary Biennial Capital Budgets are presented in May to the following for feedback:
 - Citizens Advisory Committee (CAC)
 - Finance Committee
 - Board of Directors
- Adjustments are made on the budgets and board documents based on the comments received. The revised board documents are subject to review by the Legal team, CFO, and the Executive Director.

- The Proposed Biennial Capital Budgets are presented in June to the following for adoption:
 - Finance Committee
 - Board of Directors

Operating and Capital Budget Amendment

- The operating and capital budgets may be amended during the fiscal year following formal adoption, when necessary.
- The Board of Directors has the sole authority to amend the operating and capital budgets. Therefore, any changes will require Board approval.
- The Budgets Department prepares the budget amendment board documents subject to review by the Legal team. The request for budget amendment is presented by the CFO, through the Executive Director, to the Finance Committee and the Board of Directors for adoption.

Budget Calendars

OPERATING BUDGET		
CY 2022	Oct-Nov	Cost Center Managers develop budget requests with corresponding assumptions and justification, in alignment with department and agency goals and objectives
	Dec	Cost Center Managers submit budget requests with corresponding assumptions and justification
CY 2023	Dec - Mar	Budget submissions are reviewed for accuracy, reasonableness and completeness; iterative discussions are held for each cost center
	Mar - Apr	Division budgets are presented to the Division Chiefs for feedback and approval Agency budget is presented to the Executive Director for feedback and approval
	Apr - May	The Preliminary Operating Budgets are presented to the following for feedback: Finance Committee (Apr) Board of Directors (May) Citizens Advisory Committee (CAC) (May)
	May - Jun	The Proposed Operating Budgets are presented to the following for adoption: Finance Committee (May) Board of Directors (Jun)
FY 2024	Jul	The Adopted Operating Budgets are communicated to the agency

CAPITAL BUDGET		
CY 2022	Nov	Call for Projects is sent out to all Project Managers (PM)
CY 2023	Nov - Jan	PM prepares and submits Project Profile Sheets with information on project scope, justification, cost estimates, and other critical details
	Jan - Feb	Evaluation Committee reviews and ranks projects submitted for consideration
	Mar - Apr	Project scoring and ranking are presented to the executive team for final deliberation on projects that will move forward Meet with Member Partners to determine allocation of partner contribution Available funding is overlaid and matched to eligible projects
	Apr - May	The Preliminary Capital Budgets are presented to the following for feedback: Finance Committee (Apr) Board of Directors (May) Citizens Advisory Committee (CAC) (May)
	May - Jun	The Proposed Capital Budgets are presented to the following for adoption: Finance Committee (May) Board of Directors (Jun)
FY2024	July	The Adopted Capital Budgets are communicated to the project teams

Operating Funds

The operating budget is funded by revenue generating programs and contributions from the state, federal agencies, member agencies, and sales tax. The Statement of Revenue and Expense shows the budget for each of these revenue sources.

Revenue Generated Funds

- Caltrain Fares are fare receipts collected directly from rail passengers. For FY24 and FY25, factors such as economic activity, return to work policy, and electrification were taken into account in determining Caltrain Fare level projections.
- Go Pass includes revenue receipts collected through the Go Pass program. The Caltrain Go Pass program allows companies, educational institutions, and residential complexes (Participants) to purchase annual unlimited ride passes for eligible employees, students, or residents (Users). It is not available for purchase by individuals and does not cover

parking at Caltrain stations or travel through other transit systems. In addition, Go Pass is sold on a calendar year basis.

- Parking revenue includes fees at parking lots located in various passenger stations, with the largest being at the SAP Center adjacent to the San Jose Diridon station. This revenue follows Caltrain Fares revenue trend projections.
- Shuttle Revenue funding comes from participating employers, the San Mateo County Transportation Authority (TA), and the Bay Area Air Quality Management District (BAAQMD). This refers to the revenue generated from participating local employers who provide rail passengers the last-mile connections between Caltrain stations and work sites. In FY23, shuttle service contracts were consolidated under the San Mateo County Transit District (SamTrans). Therefore, effective FY24, this program will no longer be a revenue source for JPB.
- Rental income is derived from contract arrangements and lease negotiations for third-party use of properties owned by the JPB along the Caltrain Right of Way (ROW).
- Other Income consists of shared track usage maintenance fees, permit fees, advertising income, interest on invested funds, and parking citation fees. Shared Track Maintenance Revenue is generated from the annual contract with Union Pacific Railroad (UPRR). Advertising Income includes income from train wraps, station ad cards, and digital displays.

Contributions

- AB434 and TA Shuttle Funding are contributions to the shuttle service coming from state and local sources. In 1991, through Assembly Bill (AB) 434, the State Legislature authorized a \$4.00 surcharge on cars and trucks to fund projects that reduce on-road motor vehicle emissions. AB434 revenues provide partial funding for the JPB shuttle program through a competitive grant process managed by BAAQMD. The TA also funds the shuttle service with revenues from the Measure A San Mateo County-wide sales tax. In FY23, shuttle service contracts were consolidated under SamTrans and grant administration is now done by commute.org. Therefore, effective FY24, this will no longer be a contribution source for JPB.
- State Transit Assistance (STA) revenue is generated from the statewide sales tax on diesel fuel allocated to the region's transit operators by formula. The formula allocates funds based on population, the amount of passenger fares, and local support revenues collected by transit operators. The State sends out projections assuming a growth rate and adjusts these throughout the year.
- Measure RR is a rail service tax measure approved in November 2020 authorizing an additional 1/8 cent sales tax for 30 years, generating an estimated \$100M per year for Caltrain rail service from San Francisco, San Mateo, and Santa Clara counties. This provides a dedicated source of funding for Caltrain and accounts for 61% of total revenue in FY24 and 58% in FY25.

- Member Agency (VTA) is a projected annual contribution from VTA for advancing a 4th train to Gilroy commencing FY24.
- Low Carbon Fuel Standard (LCFS) is a program to encourage the use of cleaner low-carbon transportation fuels in California. It is a market-based compliance measure that creates economic value from low-carbon and renewable fuel technologies. The LCFS program works as a market system where users and producers of clean energy, including electric vehicle fleets, earn credits through their emission reductions, while emitters purchase those credits to offset their carbon footprint. With electrification in FY25, the switch from diesel to electric trains will earn Caltrain LCFS credits estimated at a value of \$5.0M, with a projected increase to \$10M annually.
- Low Carbon Transit Operations Program (LCTOP) is administered by the California Department of Transportation (Caltrans), in coordination with the California Air Resources Board (CARB) and the State Controller’s Office (SCO). The LCTOP was created to provide operating and capital assistance for transit agencies to reduce greenhouse gas emissions and improve mobility.
- The State Rail Assistance (SRA) was created to provide capital and operating support for intercity and commuter rail programs. The SRA program is administered by the California State Transportation Agency, with funding managed by the Department of Tax and Fee Administration and the Department of Finance. The funding is received through the revenue obtained from 0.5% sales and use tax on diesel fuel from the State.

Capital Funds

Caltrain’s capital projects are funded by awards and allocations from federal, various state and local agencies, and member agencies.

- The Federal Transit Administration (FTA) provides financial and technical assistance to local public transit systems, including buses, subways, light rail, commuter rail, trolleys, and ferries. FTA provides annual formula grants to transit agencies nationwide as well as discretionary funding in a competitive process. Federal funds usually applied to State of Good Repair projects on the right of way.
- State Transit Assistance (STA) funds are generated by the sales tax on diesel fuel. The amount of money available for transit agencies varies from year to year based on the movement of diesel prices. These funds are often used to meet the matching requirement of federal funds.
- County and City agencies also provide funding for specific local projects. These are also generally used as a match to federal funds.
- JPB has three member agencies: the City and County of San Francisco, the San Mateo County Transit District, and the Santa Clara Valley Transportation Authority. Equal funding is obtained from each member agency to support Caltrain’s capital program.

Operating and Capital Budget Impact

It is District policy that the Board approves a balanced budget. In FY25, Caltrain faced an operating budget gap, closed by utilizing \$36.2M of the Measure RR PCEP reimbursement.

FY24 and FY25 capital budgets were balanced by continuing to defer some state of good repair work and other longer-term projects.

PENINSULA CORRIDOR JOINT POWERS BOARD
STAFF REPORT

TO: Board of Directors

THROUGH: Michelle Bouchard, Executive Director

FROM: Kate Jordan Steiner, Chief Financial Officer

SUBJECT: **FISCAL YEAR 2024 AND FISCAL YEAR 2025 PROPOSED OPERATING AND CAPITAL BUDGETS**

Finance Committee Recommendation	Work Program-Legislative- Planning Committee Recommendation	Staff Coordinating Council Reviewed	Staff Coordinating Council Recommendation
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ACTION

Staff proposes the Finance Committee recommend the following to the Board of Directors (Board):

1. Adopt the Peninsula Corridor Joint Powers Board's (JPB) Fiscal Year 2024 (FY2024) and Fiscal Year 2025 (FY2025) Operating Budgets in the amount of \$192,722,655 and \$238,138,000, a copy of which is shown as Attachment A;
2. Adopt the JPB's FY2024 and FY2025 Capital Budget in the amount of \$510,153,014 and \$74,607,815, a copy of which is shown as Attachment B;
3. Direct the Executive Director, or designee, to forward the budgets to the JPB member agencies and the Metropolitan Transportation Commission (MTC); and
4. Direct the Executive Director, or designee, to take all actions necessary to apply for and receive Senate Bill 1 (SB1) State of Good Repair funds and other grants included in the proposed FY2024 and FY2025 Capital Budgets, and take any other actions necessary to give effect to the above actions.

SIGNIFICANCE

Staff presented the FY2024 and FY2025 Preliminary Operating and Capital budgets at the May 4, 2023 Board meeting. The Proposed Budgets reflect the following changes made since that time:

Operating Budget

Proposed Operating Budgets Summary (in millions)	FY2024 Prelim Operating Budget	FY2024 Proposed Operating Budget	Change	FY2025 Prelim Operating Budget	FY2025 Proposed Operating Budget	Change
Total Revenue	\$194.6	\$194.7	\$0.1	\$207.8	\$208.7	\$0.9
Total Expense	\$192.6	\$192.7	\$0.1	\$239.0	\$238.1	(\$0.9)
Contribution to Reserve	\$2.0	\$2.0	\$0.0	\$6.9	\$6.8	(\$0.1)
Projected Surplus/(Deficit)	\$0.0	\$0.0	\$0.0	(\$38.1)	(\$36.2)	\$1.9
Reimbursement of Measure RR Funds	\$0.0	\$0.0	\$0.0	\$38.1	\$36.2	(\$1.9)
Adjusted Net Surplus/(Deficit)	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0

Total Revenue increased by \$0.1 million in FY2024 and \$0.9 million in FY2025 due to the following:

- Member Agency (VTA-Gilroy) - new revenue was added to cover the marginal cost for the 4th train to Gilroy (fuel and maintenance of equipment); and
- State Rail Assistance (SRA) - allocation was shifted from FY2024 to FY2025 given the reduced amount needed to help balance the FY2024 Operating Budget.

Total Expense increased by \$0.1 million in FY2024 and decreased by \$0.9 million in FY2025 due to the following:

- Wages and Benefits - staff confirmed the annual needs including final review of new FTEs and current frozen positions; and
- Consultants
 - Staff reevaluated consultant services which resulted in a reduced budget
 - Added the Strategic Policy and Programming Project of \$0.4 million per fiscal year, which was previously included in the Capital Budget
 - Added the Caltrain Access Policy and Planning Project of \$0.3 million per fiscal year, which was previously included in the Capital Budget

Contribution to Reserve decreased in FY2025 by \$0.1 million due to decreased expenses.

Reimbursement of Measure RR Funds for FY2025 decreased by \$1.9 million due to the higher revenue and lower expenses for FY2025.

Revenue	FY2024 in '000	FY2025 in '000
Member Agency (VTA- Gilroy)	\$470	\$517
	VTA's contribution for the 4th train to Gilroy	VTA's contribution for the 4th train to Gilroy
LCFS, LCTOP, SRA	(\$364)	\$364
	decreased SRA from \$4.8M to \$4.5M, allocation moved from FY2024 to FY2025 due to reduced amount needed to balance the budget	increased SRA from \$7.4M to \$7.7M, allocation moved from FY2024 due to reduced amount needed to help balance the FY2024 budget
Total Revenue	\$106	\$881

Expense	FY2024 in '000	FY2025 in '000
Wages & Benefits	\$68	(\$272)
	refinements in FTEs	refinements in FTEs
Professional Services	\$24	(\$598)
	refinements in consultants; added 2 projects from capital to operating	refinements in consultants; added 2 projects from capital to operating
Total Expense	\$92	(\$870)

Contribution to Reserve	\$14	(\$144)
	due to increase in expenses	due to decrease in expenses
Projected Surplus / (Deficit)	\$0	\$1,896

During the May Board discussion, there were questions and clarifications posed by the Board to staff. Please see staff responses in Attachment C.

Capital Budget

The Proposed Capital Budget Requests total \$510.2 million for FY2024 and \$74.6 million for FY2025, and the budgets are now balanced to match existing revenues, but only by deferring many much-needed projects.

The Proposed Capital Requests include \$355 million in 2024 for the Stadler cars (discussed in more detail later in the report), and \$107.2 million in 2024 and \$32.3 million in 2025 for Externally-Funded Grade Separation Projects. Other District capital requests are constrained to match the available revenues of \$48.0 million in FY2024 and \$42.3 million in FY2025. In order to constrain requests to the available funding, however, \$16.0 million in projects will have to be deferred in 2024, and in 2025, that total grows to \$48.3 million. The deferred projects include State of Good Repair, Planning, and Operational Improvements—projects that directly affect the customer experience. Staff will continue to advocate for funding from external sources to undertake these projects, and, when successful, will seek Board authority to amend the budget. Additionally, staff is developing a Capital Reserve Policy in conjunction with a proposal for a Capital Endowment Fund and will present recommendations to the Board later this year. At that time, staff may also recommend a Budget Amendment to fund additional capital projects, especially for FY 2025.

The Proposed Funding Sources assume that all three partner agencies contribute \$5 million annually. As of release of this report, though, VTA staff have not confirmed a strategy to ensure that the full \$5 million is available. Caltrain staff will update the Board at the June 1 meeting on

further discussions.

The tables below summarize Funded and Deferred Capital Projects by category, and Projected Funding Sources for the Funded Projects.

Capital Budget Requests (in millions)	FY2024 Funded Capital Projects	FY2024 Deferred Capital Projects	FY2025 Funded Capital Projects*	FY2025 Deferred Capital Projects
SOGR	\$33.1	\$7.6	\$25.8	\$29.6
Legal Mandate	\$0.2	\$0.0	\$0.5	\$0.0
Planning	\$6.1	\$2.0	\$7.5	\$2.5
Operational Improvements	\$6.4	\$6.4	\$4.2	\$16.3
VTA-Funded Capital Projects	\$2.2	\$0.0	\$3.0	\$0.0
Capital Contingency Fund	\$0.0	\$0.0	\$1.3	\$0.0
Net Capital Budget Requests (excl Stadler)	\$48.0	\$16.0	\$42.3	\$48.3
Stadler Cars	\$355.0	\$0.0	\$0.0	\$0.0
Externally-Funded Grade Sep Projects	\$107.2	\$0.0	\$32.3	\$0.0
Total Capital Budget Requests	\$510.2	\$16.0	\$74.6	\$48.3

*Funded Capital Projects include 3 Partially Funded Projects (EMU Rail Vehicle SOGR, SOGR MOW Track, and San Francisquito Creek Conceptual Design and Community Engagement)

FY2024 and FY2025 Funding Sources by Funding Category

Funding Sources (in millions)	FY2024 Projections	FY2025 Projections
Federal SOGR	\$16.8	\$16.1
STA SOGR	\$1.6	\$1.3
Local Funds (LPP, AB664, LCTOP)	\$14.6	\$9.9
External Funding *	\$462.2	\$32.3
Member Agency Capital Obligation	\$15.0	\$15.0
Total Funding Sources	\$510.2	\$74.6
Less: Funding for Stadler Cars	\$355.0	\$0.0
Less: Funding for Externally-Funded Projects	\$115.2	\$32.3
Net Funding Sources	\$48.0	\$42.3

*Assumes External Federal, State, and TJPA funding of \$311.0M plus a Local Match of \$44.0M (fully funded)

FY2024 AND FY2025 PROPOSED OPERATING BUDGETS - DETAILS

Please refer to Attachment A – JPB FY2024 and FY2025 Proposed Operating Budgets for a comparative schedule of the FY2022 Actual, FY2023 March Forecast, FY2024 Proposed Operating Budget, and the FY2025 Proposed Operating Budget. The line numbers for each revenue and expense item detailed below refer to the corresponding line numbers on Attachment A.

Revenue Projections

Total revenues for FY2024 are projected at \$194.7 million, an increase of \$13.1 million or 7.2% higher than the FY2023 Forecast:

- Revenue from Operations for FY2024 is projected at \$56.2 million, an increase of \$5.1 million or 10.0% over the FY2023 Forecast.
- Revenue from Contributions for FY2024 is projected at \$138.6 million, an increase of \$8.0 million or 6.1% higher than the FY2023 Forecast.

Total revenues for FY2025 are projected at \$208.7 million, an increase of \$14.0 million or 7.2% more than the FY2024 Proposed Budget:

- Revenue from Operations for FY2025 is projected at \$63.7 million, an increase of \$7.5 million or 13.3% higher than the FY2024 Proposed Budget.
- Revenue from Contributions for FY2025 is projected at \$145.1 million, an increase of \$6.5 million or 4.7% higher than the FY2024 Proposed Budget.

OPERATING REVENUE

Line 1 **Caltrain Fares**: \$29.9 million in FY2024, an increase of \$2.9 million or 10.9% higher than the FY2023 forecast; and \$35.9 million in FY2025, an increase of \$6.0 million or 20.0% higher than the FY2024 Proposed Budget.

Caltrain Fares include fare receipts collected directly from rail passengers.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change		% Change		FY25	
				Proposed to FY23 Forecast	Proposed to FY23 Forecast	Proposed to FY24 Proposed	Proposed to FY24 Proposed		
Caltrain Fares	17,899,182	27,000,000	29,936,000	2,936,000	10.9%	35,923,200	5,987,201	20.0%	

Caltrain Fares for FY2024 are based on a 44% recovery of pre-COVID levels for Total Farebox, taking into account service interruptions to support the Peninsula Corridor Electrification Project (PCEP) work. In FY2025, a 20% growth over FY2024 was applied.

Line 2 **Go Pass:** \$16.8 million in FY2024, a decrease of \$0.2 million or 1.4% lower than the FY2023 forecast; and \$18.4 million in FY2025, an increase of \$1.7 million or 10% higher than the FY2024 Proposed Budget.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	FY2024		FY2025 PROPOSED BUDGET	FY2025	
				Proposed to FY23 Forecast	Proposed to FY23 Forecast		Proposed to FY24 Proposed	Proposed to FY24 Proposed
Go Pass	15,337,175	17,000,000	16,764,000	(236,000)	-1.4%	18,440,400	1,676,400	10.0%

Go Pass includes revenue receipts collected through the Go Pass program. The Caltrain Go Pass program allows companies, educational institutions, and residential complexes (Participants) to purchase annual unlimited ride passes for eligible employees, students, or residents (Users). It is not available for purchase by individuals and does not cover parking at Caltrain stations or travel through other transit systems. In addition, Go Pass is sold on a calendar year basis.

Go Pass for FY2024 reflects a 5% growth over customer sign-ups for calendar year 2023. With continued sign ups and renewals, FY2025 assumes a 10% growth over FY2024.

Line 3 **Parking Revenue:** \$1.9 million in FY2024, an increase of \$0.1 million or 6.0% higher than the FY2023 forecast; and \$2.2 million in FY2025, an increase of \$0.3 million or 16.4% higher than the FY2024 Proposed Budget.

Parking revenue includes fees at parking lots located in various passenger stations, with the largest being at the SAP Center adjacent to the San Jose Diridon station.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	FY2024		FY2025 PROPOSED BUDGET	FY2025	
				Proposed to FY23 Forecast	Proposed to FY23 Forecast		Proposed to FY24 Proposed	Proposed to FY24 Proposed
Parking Revenue	1,352,869	1,797,505	1,905,015	107,510	6.0%	2,217,633	312,618	16.4%

Parking revenue estimates follow total fare revenue trend projections. It is assumed at 4% of total Caltrain Fares and Go Pass revenues.

Line 4 **Shuttle Revenue:** \$0 in FY2024 and FY2025, no change from the FY2023 forecast.

Shuttle Program funding comes from participating employers, the San Mateo County Transportation Authority (TA), and the Bay Area Air Quality Management District (BAAQMD). This line item refers only to the revenue generated from participating local employers who provide rail passengers the last-mile connections between Caltrain stations and work sites.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change		% Change		FY2025 PROPOSED BUDGET	\$ Change		% Change	
				Proposed to FY23 Forecast	FY24 Forecast	Proposed to FY23 Forecast	FY24 Forecast		Proposed to FY24 Proposed	FY25 Proposed	Proposed to FY24 Proposed	FY25 Proposed
Employer Share- SAMTR/JPB Shuttle Programs	1,152,152	-	-	-	-	0.0%	-	-	-	-	0.0%	-

In FY2023, shuttle service contracts were consolidated under the San Mateo County Transit District (SamTrans). Therefore, there is no employer revenue for JPB as it will no longer provide contracted shuttle services.

Line 5 **Rental Income:** \$1.0 million in FY2024, a decrease of \$0.2 million or 16.9% lower than the FY2023 forecast; and \$1.1 million in FY2025, an increase of \$0.03 million or 3.0% higher than the FY2024 Proposed Budget.

Rental income is derived from contract arrangements and lease negotiations for third-party use of properties owned by the JPB along the Caltrain Right of Way (ROW).

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change		% Change		FY2025 PROPOSED BUDGET	\$ Change		% Change	
				Proposed to FY23 Forecast	FY24 Forecast	Proposed to FY23 Forecast	FY24 Forecast		Proposed to FY24 Proposed	FY25 Proposed	Proposed to FY24 Proposed	FY25 Proposed
Rental Income	1,237,117	1,235,357	1,026,489	(208,868)	-16.9%	1,057,284	30,795	3.0%				

Rental revenues are decreasing in FY2024 due to expired contracts and increasing in FY2025 due to inflation.

Line 6 **Other Income:** \$6.5 million in FY2024, an increase of \$2.5 million or 61.7% higher than the FY2023 forecast; and \$6.0 million in FY2025, a decrease of \$0.5 million or 8.0% lower than the FY2024 Proposed Budget.

Other Income consists of shared track usage maintenance fees, permit fees, advertising income, interest on invested funds, and parking citation fees. Shared Track Maintenance Revenue is generated from the annual contract with Union Pacific Railroad (UPRR). Advertising Income includes income from train wraps, station ad cards, and digital displays. Construction permit fees from 3rd party contractors belong to the Other Non-Transit Revenue.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change	% Change	FY2025 PROPOSED BUDGET	\$ Change	% Change
				FY24 Proposed to FY23 Forecast	FY24 Proposed to FY23 Forecast		FY25 Proposed to FY24 Proposed	FY25 Proposed to FY24 Proposed
Advertising Income	412,430	842,000	541,845	(300,155)	-35.6%	-	(541,845)	-100.0%
Insurance Reimbursements	218,878	20,365	-	(20,365)	-100.0%	-	-	0.0%
Interest Income	53,217	2,157,415	4,825,816	2,668,401	123.7%	4,825,816	-	0.0%
Misc. Operating Revenue	604,431	211,356	218,217	6,861	3.2%	218,217	-	0.0%
Other Non-Transit Revenues	786,837	236,249	288,131	51,882	22.0%	288,131	-	0.0%
Parking Citation Program Revenue	273,447	240,424	287,484	47,060	19.6%	296,109	8,625	3.0%
Shared Track Maintenance Revenue	452,553	336,510	379,767	43,257	12.9%	391,160	11,393	3.0%
Other Income	2,801,792	4,044,319	6,541,260	2,496,941	61.7%	6,019,433	(521,827)	-8.0%

The increase in FY2024 is driven by the Interest Income which is 123.7% over the FY23 forecast. This is due to the \$367.0 million Transit and Intercity Rail Capital Program (TIRCP) grant funds anticipated to be received throughout FY2024. It must be noted, however, that the exact timing and duration of the receipt of said grant funds may differ which may therefore create variations in actuals. The decrease in FY2025 is brought about by reduced Advertising Income due to expired contract.

CONTRIBUTIONS

Line 10 **AB434 & TA Shuttle Funding**: \$0 in FY2024, a decrease of \$0.04 million or 100.0% lower than the FY2023 forecast; \$0 in FY2025, no change from FY2024 Proposed Budget

Contributions to the service come from state and local sources. In 1991, through Assembly Bill (AB) 434, the State Legislature authorized a \$4.00 surcharge on cars and trucks to fund projects that reduce on-road motor vehicle emissions. AB434 revenues provide partial funding for the JPB shuttle program through a competitive grant process managed by BAAQMD. The TA also funds shuttle services with revenues from the Measure A San Mateo County-wide sales tax.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change	% Change	FY2025 PROPOSED BUDGET	\$ Change	% Change
				FY24 Proposed to FY23 Forecast	FY24 Proposed to FY23 Forecast		FY25 Proposed to FY24 Proposed	FY25 Proposed to FY24 Proposed
AB434 Peninsula & TA Shuttle Funding	743,472	40,000	-	(40,000)	-100%	-	-	0%

In FY2023, shuttle service contracts were consolidated under SamTrans and grant administration is now done by commute.org.

Line 11 **Operating Grants (STA)**: \$12.8 million in FY2024, an increase of \$1.5 million or 13.4% higher than the FY2023 forecast; and \$10.7 million in FY2025, a decrease of \$2.1 million or \$16.5% lower than the FY2024 Proposed Budget

State Transit Assistance (STA) revenue generated from the statewide sales tax on diesel fuel is allocated to the region's transit operators by formula. The formula allocates funds based on population, the amount of passenger fares, and local support revenues collected by transit

operators. The State sends out projections assuming a growth rate and adjusts these throughout the year.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change		FY2025 PROPOSED BUDGET	% Change	
				Proposed to FY23 Forecast	Proposed to FY23 Forecast		Proposed to FY24	Proposed to FY24
Operating Grants	10,041,955	11,288,161	12,800,936	1,512,775	13.4%	10,687,973	(2,112,963)	-16.5%

The FY2024 budget is based on MTC estimates as of February 2023 which includes a carryforward from prior years in the amount of \$2.1 million. The FY2025 budget estimate does not include any carryforward.

Line 12 **Measure RR**: \$118.4 million in FY2024, a decrease of \$0.9 million or 0.7% lower than the FY2023 forecast; and \$120.1 million in FY2025, an increase of \$1.7 million or 1.4% higher than the FY2024 Proposed Budget.

Measure RR is a 1/8 cent sales tax approved in November 2020 that provides Caltrain’s first source of dedicated non-fare revenues.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change		FY2025 PROPOSED BUDGET	% Change	
				Proposed to FY23 Forecast	Proposed to FY23 Forecast		Proposed to FY24	Proposed to FY24
Measure RR	97,296,566	119,292,000	118,400,000	(892,000)	-0.7%	120,100,000	1,700,000	1.4%

Measure RR is projected to have a minor decrease in FY2024 and a modest increase in FY2025. Projections are based on HDL estimates reflective of continued consumer spending that is more conservative due to inflation.

Measure RR is collected in the counties of San Mateo, Santa Clara, and San Francisco. Average percentage of Measure RR sales tax collected from the three (3) counties are as follows: San Mateo (24%), Santa Clara (54%), and San Francisco (22%).

Line 13 **ARPA**: \$0 in FY2024 and FY2025, no change from the FY2023 forecast.

American Rescue Plan Act (ARPA) funding was provided by the federal government to transit agencies to help mitigate the impact of the Covid-19 pandemic and aid in recovery.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change		% Change		FY2025 PROPOSED BUDGET	\$ Change FY25 Proposed to FY24 Proposed	% Change FY25 Proposed to FY24 Proposed
				Proposed to FY23 Forecast	Proposed to FY24 Forecast	Proposed to FY23 Forecast	Proposed to FY24 Forecast			
ARPA	115,995,904	-	-	-	-	0%	-	-	-	0%

The total amount of ARPA funds reflected in FY2022 was \$116.0 million, received as two separate awards: \$77.2 million and \$38.8 million. No ARPA funds are anticipated for FY2024 and FY2025, hence projected at \$0.

Line 14 **Member Agency (VTA – Gilroy)**: \$0.47 million in FY2024, an increase of 100% over the FY2023 forecast; and \$0.52 million in FY2025, an increase of \$47 thousand or 10% higher than the FY2024 Proposed Budget.

With the plan of advancing a 4th train to Gilroy commencing FY2024, JPB is projecting an annual revenue source from VTA for this effort.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change		% Change		FY2025 PROPOSED BUDGET	\$ Change FY25 Proposed to FY24 Proposed	% Change FY25 Proposed to FY24 Proposed
				Proposed to FY23 Forecast	Proposed to FY24 Forecast	Proposed to FY23 Forecast	Proposed to FY24 Forecast			
Member Agency (VTA - Gilroy)	-	-	470,000	470,000	100%	517,000	47,000	10%		

Line 15 **LCFS, LCTOP, SRA**: \$6.9 million in FY2024, an increase of 100% over the FY2023 forecast; and \$13.8 million in FY2025, an increase of \$6.8 million or 99.3% higher than the FY2024 Proposed Budget.

This line item is comprised of grant funding from the following programs: Low Carbon Fuel Standard (LCFS), Low Carbon Transit Operations Program (LCTOP), and State Rail Assistance (SRA).

LCFS is a program to encourage the use of cleaner low-carbon transportation fuels in California. LCFS is a market-based compliance measure that creates economic value from low-carbon and renewable fuel technologies. The LCFS program works as a market system where users and producers of clean energy, including electric vehicle fleets, earn credits through their emission reductions, while emitters purchase those credits to offset their carbon footprint. With electrification in FY2025, the switch from diesel to electric trains will earn Caltrain LCFS credits estimated at a value of \$5.0 million.

LCTOP is administered by the California Department of Transportation (Caltrans), in coordination with the California Air Resources Board (CARB) and the State Controller’s Office (SCO). The LCTOP was created to provide operating and capital assistance for transit agencies to reduce greenhouse gas emissions and improve mobility. Staff recommends allocation of LCTOP for operating needs in FY2024 for \$2.4 million, and in FY2025 for \$1.0 million.

The State Rail Assistance (SRA) was created to provide capital and operating support for intercity and commuter rail programs. The SRA program is administered by the California State Transportation Agency, with funding managed by the Department of Tax and Fee Administration and the Department of Finance. The funding is received through the revenue obtained from 0.5% sales and use tax on diesel fuel from the State. Caltrain is currently projecting a total of \$12.2 million of SRA funding available in FY2024 and FY2025. Staff recommends utilizing \$4.5 million of SRA allocation for operating needs in FY2024 and \$7.7 million of SRA allocation for operating needs in FY2025.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change		% Change		FY2025 PROPOSED BUDGET	\$ Change		% Change	
				Proposed to FY23 Forecast	Proposed to FY24 Forecast	Proposed to FY23 Forecast	Proposed to FY24 Forecast		Proposed to FY24 Forecast	Proposed to FY25 Forecast		
LCFS	-	-	-	-	0.0%	5,000,000	5,000,000	100.0%				
LCTOP	-	-	2,442,976	2,442,976	100.0%	1,030,766	(1,412,210)	-57.8%				
SRA	-	-	4,465,527	4,465,527	100.0%	7,734,473	3,268,946	73.2%				
LCFS, LCTOP, SRA	-	-	6,908,503	6,908,503	100.0%	13,765,239	6,856,736	99.3%				

Expense Projections

Grand Total Expense for FY2024 projected at \$192.7 million, an increase of \$12.6 million or 7.0% over the FY2023 Forecast:

- Operating Expense for FY2024 projected at \$152.8 million, an increase of \$6.6 million or 4.5% over the FY2023 Forecast.
- Administrative Expense for FY2024 projected at \$36.2 million, an increase of \$6.4 million or 21.6% over the FY2023 Forecast.
- Long-term Debt Expense for FY2024 projected at \$3.5 million.

Grand Total Expense for FY2025 projected at \$238.1 million, an increase of \$45.4 million or 23.6% over the FY2024 Proposed Budget:

- Operating Expense for FY2025 projected at \$190.2 million, an increase of \$37.5 million or 24.5% over the FY2024 Proposed Budget.
- Administrative Expense for FY2025 projected at \$40.1 million, an increase of \$3.9 million or 10.7% over the FY2024 Proposed Budget.
- Long-term Debt Expense for FY2025 projected at \$7.8 million.

OPERATING EXPENSE

Line 22 **Rail Operator Service**: \$104.9 million in FY2024, an increase of \$6.6 million or 6.7% higher

than the FY2023 forecast; and \$105.9 million in FY2025, an increase of \$1.0 million or 1.0% higher than the FY2024 Proposed Budget.

The JPB contracts out for rail operation service with TransitAmerica Services, Inc. (TASI). TASI provides all the operations, maintenance, and support services in the following areas: Administration/Safety, Operations and Dispatch, Maintenance of Equipment, Maintenance of Track, Communications, Signals and Stations, Capital Construction Support and State of Good Repair (SOGR) maintenance. TASI is paid on a cost-plus-performance-fee contract structure.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change		% Change		FY2025 PROPOSED BUDGET	\$ Change		% Change	
				Proposed to FY23 Forecast	FY24 Proposed to FY23 Forecast	Proposed to FY24 Proposed to FY23 Forecast	FY24 Proposed to FY23 Forecast		Proposed to FY24 Proposed to FY23 Forecast	FY25 Proposed to FY24 Proposed to FY23 Forecast	FY25 Proposed to FY24 Proposed to FY23 Forecast	
Rail Operator Service	93,808,976	98,257,758	104,889,704	6,631,946	6.7%	105,901,543	1,011,839	1.0%				

FY2024 budget assumes a service level of 104 trains per weekday. There have been increases in labor costs, fixed and variable overhead costs, and management costs.

FY2025 budget assumes a service level aligned with Caltrain’s electrification, with 104 trains per weekday (92 electric and 12 diesel). The increase in FY2025 is due to the higher variable performance and overhead costs resulting from the \$25.0 million OCS/TPS maintenance component.

Line 23 OCS/TPS Maintenance: \$0 in FY2024; and \$25.0 million in FY2025, an increase of \$25.0 million or 100% higher than the FY2024 Proposed Budget.

The Overhead Contact System (OCS) and Traction Power System (TPS) Maintenance is a new line item related to the electrification of Caltrain’s service in FY2025. This item covers the maintenance of the overhead wires that supply electricity to the trains and the network that serves as an electricity grid for the supply of electrified rail networks. This also includes the personnel that control the power provision in the central control facility.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change		% Change		FY2025 PROPOSED BUDGET	\$ Change		% Change	
				Proposed to FY23 Forecast	FY24 Proposed to FY23 Forecast	Proposed to FY24 Proposed to FY23 Forecast	FY24 Proposed to FY23 Forecast		Proposed to FY24 Proposed to FY23 Forecast	FY25 Proposed to FY24 Proposed to FY23 Forecast	FY25 Proposed to FY24 Proposed to FY23 Forecast	
OCS/TPS Maintenance	-	-	-	-	0%	25,000,000	25,000,000	100%				

Line 24 Security Services: \$8.3 million in FY2024, an increase of \$0.3 million or 3.2% higher than the FY2023 forecast; and \$8.6 million in FY2025, an increase of \$0.3 million or 3.4% higher than the FY2024 Proposed Budget.

Security services are provided through a law enforcement contract, a communications services contract with the San Mateo County Sheriff’s Office (SMCSO), and a building security guard contract. The SMCSO contract supports Rail operations.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change		% Change		FY2025 PROPOSED BUDGET	\$ Change		% Change	
				Proposed to FY23 Forecast	FY24 Forecast	Proposed to FY23 Forecast	FY24 Forecast		Proposed to FY24 Proposed	FY25 Proposed	Proposed to FY24 Proposed	FY25 Proposed
Security Service	7,391,809	8,028,807	8,286,045	257,238		3.2%		8,571,693	285,648		3.4%	

FY2024 and FY2025 Security Services budgets reflect the projected annual contractual increases and overtime estimates.

Line 25 **Shuttle Services**: \$0.1 million in FY2024, a decrease of \$0.04 million or 34.2% lower than the FY2023 forecast; and \$0.1 million in FY2025, no change from the FY2024 Proposed Budget.

The Shuttle program provides last-mile connections for Caltrain passengers.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change		% Change		FY2025 PROPOSED BUDGET	\$ Change		% Change	
				Proposed to FY23 Forecast	FY24 Forecast	Proposed to FY23 Forecast	FY24 Forecast		Proposed to FY24 Proposed	FY25 Proposed	Proposed to FY24 Proposed	FY25 Proposed
Shuttle Service	1,938,640	121,600	80,000	(41,600)		-34.2%		80,000	-		0.0%	

This budget reduction reflects the consolidation of shuttle contracts under SamTrans. It represents Caltrain’s 25% share of the operating and marketing expenses, administrative fee, and fuel surcharges associated with the remaining shuttle grant commitments for Bayshore/Brisbane and Millbrae/Broadway routes.

Line 26 **Fuel and Lubricants**: \$15.2 million in FY2024, a decrease of \$2.3 million or 13.3% lower than the FY2023 forecast; and \$5.1 million in FY2025, a decrease of \$10.1 million or 66.7% lower than the FY2024 Proposed Budget.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change		% Change		FY2025 PROPOSED BUDGET	\$ Change		% Change	
				Proposed to FY23 Forecast	FY24 Forecast	Proposed to FY23 Forecast	FY24 Forecast		Proposed to FY24 Proposed	FY25 Proposed	Proposed to FY24 Proposed	FY25 Proposed
Fuel and Lubricants	13,491,343	17,539,232	15,211,316	(2,327,916)		-13.3%		5,069,083	(10,142,233)		-66.7%	

	FY23	FY24	FY25
	Adopted Budget	Proposed Budget	Proposed Budget
Hedged %	65%	89%	0%
Price Per Gallon	\$2.96	\$2.70	N/A
Unhedged %	35%	11%	100%
Price Per Gallon	\$3.41	\$2.59	\$2.51
Fuel Consumption (No. of Gallons)	4,551,803	4,490,072	1,588,595
Fuel Cost	14,183,476	12,078,293	3,987,375
Taxes	3,855,756	3,133,023	1,081,708
Fuel Hedge Realized Savings	(500,000)	-	-
Total	17,539,232	15,211,316	5,069,083

This line item covers the cost of diesel fuel for JPB locomotive operations, including the associated taxes and fees. The FY2024 fuel budget assumes 104-diesel train service per weekday with a fuel consumption of 4.5 million gallons at \$2.69 per gallon. It also assumes that 89% of the fuel portfolio is hedged at \$2.70 per gallon and 11% is unhedged at \$2.59 per gallon. In FY2025, with Caltrain’s electrified service, the budget assumes 12-diesel train service per weekday with a fuel consumption of 1.6 million gallons at \$2.51 per gallon. No hedges are assumed in FY2025.

Line 27 **Electricity**: \$0.0 in FY2024; and \$19.5 million in FY2025, an increase of \$19.5 million or 100.0% higher than the FY2024 Proposed Budget.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change		% Change		FY2025 PROPOSED BUDGET	\$ Change		% Change	
				Proposed to FY23	Forecast	Proposed to FY23	Forecast		Proposed to FY24	Proposed	Proposed to FY24	Proposed
Electricity	-	-	-	-	-	0.0%	19,495,155	19,495,155	100.0%			

In FY2025, with Caltrain’s electrified service, the budget assumes 92-electric train service per weekday with a projected electricity consumption of 90,268,417 kWh at \$0.2160 per kWh. This consumption includes revenue and non-revenue mileage, and static testing.

Line 28 **Timetables and Tickets**: \$0.1 million in FY2024, a decrease of \$0.04 million or 29.8% lower than the FY2023 forecast; and \$0.1 million in FY2025, no change from the FY2024 Proposed Budget.

Timetables and Tickets includes the cost of designing, updating, and printing of timetables, schedules, maps, and Caltrain tickets.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change		% Change		\$ Change		% Change	
				FY24		FY24		FY25		FY25	
				Proposed to FY23 Forecast	Proposed to FY23 Forecast	Proposed to FY24	Proposed to FY24	Proposed to FY24	Proposed to FY24	Proposed to FY24	Proposed to FY24
Timetables and Tickets	17,140	135,350	95,000	(40,350)	-29.8%	95,000	-	0.0%			

The reduction in FY2024 reflects a repurpose of \$0.04 million in funding to Professional Services to analyze tickets and passes.

Line 29 **Insurance:** \$10.2 million in FY2024, an increase of \$0.9 million or 10.0% higher than the FY2023 forecast; and \$11.3 million in FY2025, an increase of \$1.0 million or 10.0% higher than the FY2024 Proposed Budget.

The Insurance budget includes premiums, deductibles, adjuster fees, broker fees, and other insurance costs. Rates reflect costs for property, casualty, and liability insurance.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change		% Change		\$ Change		% Change	
				FY24		FY24		FY25		FY25	
				Proposed to FY23 Forecast	Proposed to FY23 Forecast	Proposed to FY24	Proposed to FY24	Proposed to FY24	Proposed to FY24	Proposed to FY24	Proposed to FY24
Insurance	5,513,835	9,299,730	10,229,703	929,973	10.0%	11,252,673	1,022,970	10.0%			

FY2024 and FY2025 budgets reflect a 10% historical increase in premiums.

Line 30 **Claims, Payments, and Reserves:** \$1.3 million in FY2024, a decrease of \$0.02 million or 1.3% lower than FY2023 forecast; and \$1.3 million in FY2025, no change from the FY2024 Proposed Budget.

This budget item covers the cost of claims, reserves and payments, and the associated legal fees.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change		% Change		\$ Change		% Change	
				FY24		FY24		FY25		FY25	
				Proposed to FY23 Forecast	Proposed to FY23 Forecast	Proposed to FY24	Proposed to FY24	Proposed to FY24	Proposed to FY24	Proposed to FY24	Proposed to FY24
Claims Reserves & Payment	634,024	1,336,926	1,320,000	(16,926)	-1.3%	1,320,000	-	0.0%			

FY2023 forecast was adjusted to reflect potential claims based on incidents that transpired in said fiscal year. FY2024 and FY2025 budget retained the usual level of reserves.

Line 31 **Facilities and Equipment Maintenance:** \$8.2 million in FY2024, an increase of \$1.1 million or 15.0% higher than the FY2023 forecast; and \$9.0 million in FY2025, an increase of \$0.8 million or 9.8% higher than the FY2024 Proposed Budget.

This budget item covers expenses related to Clipper Operator charges, revenue collection services, ticket vending machines, data line services and other contract services.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change		% Change		FY2025 PROPOSED BUDGET	Proposed to FY24 Proposed	Proposed to FY24 Proposed
				Proposed to FY23	Proposed to FY23	Proposed to FY23	Proposed to FY23			
				Forecast	Forecast	Forecast	Forecast			
Facilities and Equipment Maintenance	6,004,843	7,107,788	8,171,766	1,063,978	15.0%	8,969,666	797,900	9.8%		

The increase in FY2024 is driven by higher Clipper Operator charges, new contract with Brinks, Bike Station costs, and increased cost for contracted services related to public relations, sales tax consultants, citation/fine enforcement, and train management system. The increase in FY2025 is due to contracted services related to wireless internet maintenance.

Line 32 **Utilities:** \$2.7 million in FY2024, an increase of \$0.1 million or 3.5% higher than the FY2023 forecast; and \$2.7 million in FY2025, no change from the FY2024 Proposed Budget.

This item covers the cost of gas & electricity, telephone, water & sewer, and trash. It also includes utility costs of Positive Train Control (PTC) maintenance such as data circuits, radio license fees, and spectrum lease.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change		% Change		FY2025 PROPOSED BUDGET	Proposed to FY24 Proposed	Proposed to FY24 Proposed
				Proposed to FY23	Proposed to FY23	Proposed to FY23	Proposed to FY23			
				Forecast	Forecast	Forecast	Forecast			
Utilities	2,541,458	2,617,600	2,708,900	91,300	3.5%	2,708,900	-	0.0%		

The increase is due to higher gas, electricity, and water & sewer utility costs.

Line 33 **Maintenance & Services – Building & Other:** \$1.8 million in FY2024, an increase of \$0.03 million or 1.7% higher than the FY2023 forecast; and \$1.8 million in FY2025, a decrease of \$5.0 thousand or 0.3% lower than the FY2024 Proposed Budget

This item covers the cost of building maintenance services, printing and information services, and repair and maintenance of computers and office equipment.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change		% Change		FY2025 PROPOSED BUDGET	Proposed to FY24 Proposed	Proposed to FY24 Proposed
				Proposed to FY23	Proposed to FY23	Proposed to FY23	Proposed to FY23			
				Forecast	Forecast	Forecast	Forecast			
Maintenance & Services - Bldg & Oth	1,372,866	1,754,100	1,784,600	30,500	1.7%	1,779,600	(5,000)	-0.3%		

The increase in FY2024 is driven by higher building maintenance service costs related to the BART agreement, and printing and information services due to the implementation of a new safety program.

ADMINISTRATIVE EXPENSE

Line 37 **Wages & Benefits:** \$18.5 million in FY2024, an increase of \$4.9 million or 36.5% higher than the FY2023 forecast; and \$21.0 million in FY2025, an increase of \$2.5 million or 13.6% from the FY2024 Proposed Budget

The San Mateo County Transit District serves as the managing agency for the JPB. FY2024 Wages & Benefits reflects staffing costs for an anticipated 93.7 FTEs for the operating budget which includes 84.1 existing FTEs and 9.6 new FTEs. FY2025 Wages & Benefits reflects staffing costs for an anticipated 106.8 FTEs for the operating budget which includes 106.0 existing FTEs and 0.8 new FTEs. The projected new FTEs are related to Planning, Electrification, and Safety and System Engineering Support functions.

Divisions	FY2024		FY2025	
	Existing FTE	New FTE	Existing FTE	New FTE
Bus	1.2	-	1.2	-
CalMod	-	-	-	-
Comm	24.5	-	24.5	-
Exec	0.9	-	0.9	-
Finance	9.4	1.1	10.5	-
IT	-	-	-	-
People & Culture Group	0.5	1.4	2.5	-
Planning	2.3	-	2.3	-
Rail	40.9	6.3	57.9	0.8
Safety	4.5	0.9	6.3	-
Total Operating	84.1	9.6	106.0	0.8

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change		% Change		
				Proposed to FY23 Forecast	Proposed to FY24	Proposed to FY24	Proposed to FY25	
Wages & Benefits	10,610,123	13,532,312	18,472,861	4,940,549	36.5%	20,979,416	2,506,555	13.6%

The FY2024 budget assumes a universal wage increase for represented and non-represented employees and an increase in fringe benefits. However, no increase was applied for FY2025 as the current SamTrans collective bargaining agreements expire in June and September 2024, respectively. Vacancy savings have been assumed based on hiring dates and projected attrition. The budget also reflects JPB’s share of the total CalPERS ER Funded Cost and the Total Retiree Medical.

Line 38 **Managing Agency Admin OH Cost:** \$3.6 million in FY2024 and FY2025, no change from the FY2023 forecast.

Managing Agency Administrative Overhead (OH) Cost reflects the cost of District personnel dedicated to the Caltrain business (as opposed to Caltrain operations).

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change		% Change		FY2025 PROPOSED BUDGET	\$ Change FY25 Proposed to FY24 Proposed	% Change FY25 Proposed to FY24 Proposed
				Proposed to FY23 Forecast	FY24 Forecast	Proposed to FY23 Forecast	FY24 Forecast			
Managing Agency Admin OH Cos	3,923,397	3,565,453	3,565,453	-	0.0%	-	0.0%	3,565,453	-	0.0%

The Indirect Cost Allocation Plan (ICAP) calculates the indirect cost rate used to recover overhead costs related to agency indirect administrative overhead and capital projects. The District procured the assistance of an outside consulting firm to develop a methodology that equitably allocates the costs incurred by the District for services and functions shared by the different agencies administered by District staff. The consultant team is selected for its experience and knowledge in developing allocation methodologies for governmental and public entities.

The ICAP is prepared in accordance with the principles and guidelines set forth in the Office of Management and Budget (OMB) Circular A-87 “Cost Principles for State, Local and Indian Tribal Governments” and ASMB C-10 “Cost Principles and Procedures for Developing Cost Allocation Plans and Indirect Cost Rates for Agreements with the Federal Government.”

The ICAP calculates two components:

- Agency Indirect Administration (AIA) – a pool of costs that cannot be directly attributed to a specific agency.

This consists of labor and non-labor support functions that benefit each of the four agencies managed or supported by the District. Examples include the time charged by the Payroll Department to process the biweekly payroll or the time charged by the Human Resource Department to post recruitments on industry websites. Based on specific statistics, these costs are distributed to each department. For example, the payroll department costs are distributed to each department based on the number of FTEs. The District incurs all of the AIA costs and then recovers appropriate shares of the costs from the District’s Operating and Capital budgets, the JPB Operating and Capital budgets, the TA budget and the SMCELJPA budget.

- Capital Overhead – a pool of project support costs that cannot be directly attributed to a specific capital project.

A capital overhead rate is calculated for each agency. An example of a capital overhead cost would be the time charged by an administrative assistant who supports multiple capital project engineers. The capital overhead costs are tracked and included in the ICAP rate and is charged to each capital project.

In mid-FY2021, the ICAP methodology was changed to more appropriately allocate these costs across the range of projects served – staff anticipates that this approach will continue. In prior years, the ICAP rate was applied to pre-defined labor costs. The new methodology applies the ICAP

rate to all labor and non-labor costs. The methodology does not change how much ICAP in total is paid, but rather how the total ICAP is allocated to different projects.

Line 39 **Board of Directors:** \$62.9 thousand, an increase of \$5.6 thousand or 9.8% higher than the FY2023 forecast; and \$62.9 thousand, no change from the FY2024 Proposed Budget.

This covers director compensation, seminars and training, and meetings for the Board of Directors.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change	% Change	FY2025 PROPOSED BUDGET	\$ Change	% Change
				FY24 Proposed to FY23 Forecast	FY24 Proposed to FY23 Forecast		FY25 Proposed to FY24 Proposed	FY25 Proposed to FY24 Proposed
Board of Directors	22,285	57,275	62,875	5,600	9.8%	62,875	-	0.0%

Line 40 **Professional Services:** \$9.5 million in FY2024, an increase of \$0.2 million or 1.9% higher than the FY2023 forecast; and \$10.9 million in FY2025, an increase of \$1.4 million or 14.6% higher than the FY2024 Proposed Budget.

This covers the cost of legal services, audit services, legislative advocacy, and consultant services.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change	% Change	FY2025 PROPOSED BUDGET	\$ Change	% Change
				FY24 Proposed to FY23 Forecast	FY24 Proposed to FY23 Forecast		FY25 Proposed to FY24 Proposed	FY25 Proposed to FY24 Proposed
Legal Services	2,039,639	2,600,000	1,869,000	(731,000)	-28.1%	1,869,000	-	0.0%
Annual Audit Services	65,000	68,000	74,250	6,250	9.2%	74,250	-	0.0%
Legislative Advocates	161,238	175,200	189,600	14,400	8.2%	189,600	-	0.0%
Consultants	4,465,211	6,462,555	7,351,925	889,370	13.8%	8,741,101	1,389,176	18.9%
Total	6,731,087	9,305,755	9,484,775	179,020	1.9%	10,873,951	1,389,176	14.6%

Increases in FY2024 and FY2025 are driven by consultant services. In FY2024, the increase in consultant services is due the following efforts: Caltrain Sustainability Strategic Planning, Safety and Security, Financial Strategic Planning, Ridership Recovery, Strategic Policy and Programming, and Caltrain Access Policy and Planning. In FY2025, the increase is primarily due to rail engineering consultant services to support electrification.

Line 41 **Communications and Marketing:** \$0.4 million, an increase of \$0.04 million or 9.7% higher than the FY2023 forecast; and \$0.4 million in FY2025, no change from the FY2024 Proposed Budget.

This covers the cost of promotional advertising for fares, schedule changes, and the mobile app.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change	% Change	FY2025 PROPOSED BUDGET	\$ Change	% Change
				FY24 Proposed to FY23 Forecast	FY24 Proposed to FY23 Forecast		FY25 Proposed to FY24 Proposed	FY25 Proposed to FY24 Proposed
Communications and Marketing	437,328	403,730	442,730	39,000	9.7%	442,730	-	0.0%

FY2024 budget reflects an increase in marketing support for electrification, branding projects, and ongoing special events such as the rail safety month and the Martin Luther King Jr. celebration train.

Line 42 **Other Office Expenses and Services:** \$4.2 million in FY2024, an increase of \$1.3 million or 42.7% higher than the FY2023 forecast; and \$4.2 million in FY2025, a decrease of \$13.8 thousand or 0.3% lower than the FY2024 Proposed Budget.

This line item covers bank and transaction fees, software maintenance and licenses, recruitment costs, seminar and training, business travel, dues and subscriptions, and leases on properties along Caltrain’s Right of Way (ROW) in support of commuter services. The ROW leases include facilities for radio transmission antennas and real estate for storage of train equipment and spare parts.

The increase in FY2024 budget is driven by IT software maintenance and hardware requirements, bank fees on working capital, and professional recruitment costs.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change		FY2025 PROPOSED BUDGET	% Change	
				FY24 Proposed to FY23 Forecast	FY24 Proposed to FY23 Forecast		FY25 Proposed to FY24 Proposed	FY25 Proposed to FY24 Proposed
Business Travel, Training & Devt	196,266	398,875	384,250	(14,625)	-3.7%	384,250	-	0.0%
Computer & Software Maintenance	371,637	554,900	1,356,700	801,800	144.5%	1,351,700	(5,000)	-0.4%
Other Office Expense	308,327	620,100	737,320	117,220	18.9%	728,475	(8,845)	-1.2%
Property Taxes and Bank Fees	940,087	1,112,621	1,354,132	241,511	21.7%	1,354,132	-	0.0%
Recruitment	173,007	270,400	388,400	118,000	43.6%	388,400	-	0.0%
Total	1,989,324	2,956,896	4,220,802	1,263,906	42.7%	4,206,957	(13,845)	-0.3%

Line 45 **Measure RR Ballot Costs:** \$0 in FY2024 and FY2025, no change from the FY2023 budget.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change		FY2025 PROPOSED BUDGET	% Change	
				FY24 Proposed to FY23 Forecast	FY24 Proposed to FY23 Forecast		FY25 Proposed to FY24 Proposed	FY25 Proposed to FY24 Proposed
Measure RR Ballot Costs	5,396,910	-	-	-	-	-	-	-

The Measure RR Ballot Costs was a one-time activity in FY2022 to cover costs incurred by the counties of San Francisco, San Mateo, and Santa Clara to put the Measure RR ballot up for a vote in FY2021 election. Since this activity is completed, no budget is expected for FY2024 and FY2025.

Line 46 **Governance:** \$0.2 million in FY2024, a decrease of \$0.1 million or 35.7% lower than the FY2023 forecast; and \$0 in FY2025.

This budget covers Governance related items that include staff costs, consultant support, legal consultation, and specialized financial analysis. In FY2024, a \$0.2 million one-time budget was added for policy, strategy, and communications consultant support, as well as legal services.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change		% Change		FY2025 PROPOSED BUDGET	\$ Change		% Change	
				Proposed to FY23 Forecast	FY24 FY24	Proposed to FY23 Forecast	FY24 FY24		Proposed to FY24 Proposed	FY25 Proposed to	Proposed to FY24 Proposed	FY25 Proposed to
Governance	1,144,981	350,000	225,000	(125,000)	-35.7%	-	(225,000)	-100.0%				

Line 48 **Debt Service Expense:** \$3.5 million, a decrease of \$0.2 million or 6.5% lower than the FY2023 forecast; and \$7.8 million in FY2025, an increase of \$4.3 million or 123.7% higher than the FY2024 Proposed Budget.

This covers the cost and principal retirement of debt incurred for the acquisition and rehabilitation of passenger rail cars, the acquisition of real property, and the maintenance of a revolving line of credit.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change		% Change		FY2025 PROPOSED BUDGET	\$ Change		% Change	
				Proposed to FY23 Forecast	FY24 FY24	Proposed to FY23 Forecast	FY24 FY24		Proposed to FY24 Proposed	FY25 Proposed to	Proposed to FY24 Proposed	FY25 Proposed to
Long-term Debt Expense	1,935,154	3,711,375	3,471,125	(240,250)	-6.5%	7,763,305	4,292,180	123.7%				

FY2024 budget includes the principal and interest payment for the 2019 Farebox Revenue Bond. The increase in FY2025 is due to the principal payment for the 2022 Measure RR Revenue Bond.

Line 53 **Projected Contribution to Reserve:** \$2.0 million in FY2024; \$6.8 million in FY2025, an increase of 4.8 million or 235.7% higher than the FY2024 Proposed Budget.

The financial reserve policy adopted by the board effective September 1, 2017, states *“the JPB will maintain an operating reserve of at least 10 percent of the annual operating budget, and that the JPB shall strive to reserve up to 15 percent of the annual operating budget when possible”*.

In FY2024, the projected opening balance of the Operating Reserve is \$26.9 million. A projected contribution of \$2.0 million will result in an ending balance of \$28.9 million which is 15% of the FY2024 annual operating budget. In FY2025, to maintain the 15% operating reserve level, a contribution of \$6.8 million is required.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change		% Change		FY2025 PROPOSED BUDGET	\$ Change		% Change	
				Proposed to FY23 Forecast	FY24 FY24	Proposed to FY23 Forecast	FY24 FY24		Proposed to FY24 Proposed	FY25 Proposed to	Proposed to FY24 Proposed	FY25 Proposed to
Projected Contribution to Reserve	16,115,624	10,763,226	2,029,548	(8,733,678)	-81.1%	6,812,302	4,782,754	235.7%				

Line 59 Draw from Measure RR Reserve for PCEP: \$36.2 million in FY2025

Caltrain has recently been awarded the full \$410.0 million funding required to finish the Peninsula Corridor Electrification Project (PCEP). This grant releases \$60.0 million of Measure RR funds originally allocated for PCEP. With this, Caltrain anticipates a total of \$60.0 million Measure RR PCEP reimbursement that can be used for operating needs.

To address the remaining operating requirements in FY2025, staff recommend utilizing \$36.2 million of the Measure RR PCEP reimbursement. After this allocation, the Measure RR PCEP reimbursement balance will be \$23.8 million.

Description	FY2022 ACTUAL	FY2023 FORECAST	FY2024 PROPOSED BUDGET	\$ Change		% Change		FY2025 PROPOSED BUDGET	\$ Change		% Change	
				Proposed to FY23 Forecast	Proposed to FY24 Forecast	Proposed to FY23 Forecast	Proposed to FY24 Forecast		Proposed to FY25 Proposed	Proposed to FY24 Forecast	Proposed to FY25 Proposed	Proposed to FY24 Forecast
Measure RR Reserve for PCEP	-	-	-	-	0.0%	36,222,140	36,222,140	100.0%				

FY2024 AND FY2025 PROPOSED CAPITAL BUDGETS - DETAILS

The Proposed Capital Budget Requests total \$510.2 million for FY2024 and \$74.6 million for FY2025, and the budgets are now balanced to match existing revenues, but only by deferring many much-needed projects.

The Proposed Capital Requests include \$355 million in 2024 for the Stadler cars (discussed in more detail later in the report), and \$107.2 million in 2024 and \$32.3 million in 2025 for Externally-Funded Grade Separation Projects. Other District capital requests are constrained to match the available revenues of \$48.0 million in FY2024 and \$42.3 million in FY2025. In order to constrain requests to the available funding, however, \$16.0 million in projects will have to be deferred in 2024, and in 2025, that total grows to \$48.3 million. The deferred projects include State of Good Repair, Planning, and Operational Improvements—projects that directly affect the customer experience. Staff will continue to advocate for funding from external sources to undertake these projects, and, when successful, will seek Board authority to amend the budget. Additionally, staff is developing a Capital Reserve Policy in conjunction with a proposal for a Capital Endowment Fund and will present recommendations to the Board later this year. At that time, staff may also recommend a Budget Amendment to fund additional capital projects, especially for FY 2025.

The Proposed Funding Sources assume that all three partner agencies contribute \$5 million annually. As of release of this report, though, VTA staff have not confirmed a strategy to ensure that the full \$5 million is available. Caltrain staff will update the Board at the June 1 meeting on further discussions.

The tables below summarize Funded and Deferred Capital Projects by category, and Projected Funding Sources for the Funded Projects.

Capital Budget Requests (in millions)	FY2024 Funded Capital Projects	FY2024 Deferred Capital Projects	FY2025 Funded Capital Projects*	FY2025 Deferred Capital Projects
SOGR	\$33.1	\$7.6	\$25.8	\$29.6
Legal Mandate	\$0.2	\$0.0	\$0.5	\$0.0
Planning	\$6.1	\$2.0	\$7.5	\$2.5
Operational Improvements	\$6.4	\$6.4	\$4.2	\$16.3
VTA-Funded Capital Projects	\$2.2	\$0.0	\$3.0	\$0.0
Capital Contingency Fund	\$0.0	\$0.0	\$1.3	\$0.0
Net Capital Budget Requests (excl Stadler)	\$48.0	\$16.0	\$42.3	\$48.3
Stadler Cars	\$355.0	\$0.0	\$0.0	\$0.0
Externally-Funded Grade Sep Projects	\$107.2	\$0.0	\$32.3	\$0.0
Total Capital Budget Requests	\$510.2	\$16.0	\$74.6	\$48.3

*Funded Capital Projects include 3 Partially Funded Projects (EMU Rail Vehicle SOGR, SOGR MOW Track, and San Francisquito Creek Conceptual Design and Community Engagement)

FY2024 and FY2025 Funding Sources by Funding Category

Funding Sources (in millions)	FY2024 Projections	FY2025 Projections
Federal SOGR	\$16.8	\$16.1
STA SOGR	\$1.6	\$1.3
Local Funds (LPP, AB664, LCTOP)	\$14.6	\$9.9
External Funding *	\$462.2	\$32.3
Member Agency Capital Obligation	\$15.0	\$15.0
Total Funding Sources	\$510.2	\$74.6
Less: Funding for Stadler Cars	\$355.0	\$0.0
Less: Funding for Externally-Funded Projects	\$115.2	\$32.3
Net Funding Sources	\$48.0	\$42.3

*Assumes External Federal, State, and TJPA funding of \$311.0M plus a Local Match of \$44.0M (fully funded)

Descriptions of the projects that are funded in the FY 2024 and 2025 capital budgets are shown below:

FUNDED PROJECTS

1. Guadalupe Bridge Replacement - \$17,364,622 (FY2024) & \$18,921,222 (FY2025)
The purpose of the project is to address the structural vulnerability of two existing bridges,

MT1 and MT2, spanning the Guadalupe River in San Jose. Activities include widening and stabilizing the underlying river channel and upgrading and extending the bridge structures to ensure long-term public safety and service reliability.

2. San Francisquito Creek Conceptual Design and Community Engagement

- FY2024: \$0

- FY2025: \$1,273,312 (Funded) \$799,133 (Deferred)

The purpose of this project is to replace the San Francisquito Creek Bridge that carries double mainline tracks. The Bridge is approaching the end of its useful service life due to the age of the structure, a low rating capacity of its main members, and an unstable slope at the north abutment. It is located 330 feet from the Palo Alto Avenue at-grade crossing. In 2021, Caltrain initiated a due diligence effort for the Bridge. No cracks were found during the detailed inspections conducted in Fall 2021. However, the Bridge currently rates below American Railway Engineering and Maintenance-of-Way Association's (AREMA) Normal Freight Live Loading requirements. These findings have led to a new direction for the project in terms of scope, budget, and timeline.

3. San Francisquito Bridge Acoustic Monitoring System - \$2,028,704 (FY2024) & \$0 (FY2025)

San Francisquito Creek Bridge, that carries double mainline tracks, is approaching the end of its useful service life. The recent in-depth inspection and analysis revealed that the bridge is rated below AREMA's normal freight live loading requirements and restrictions. The analysis also revealed that some members have a "negative remaining fatigue life" with an increased risk for cracking. Funds will be used to prepare an Invitation for Bid package to procure and install an Acoustic Monitoring System to provide more timely notice of potential cracks or damage to key structural elements.

4. San Francisquito Creek Bridge Emergency North Channel Restoration - \$3,994,649 (FY2024) & \$0 (FY2025)

The purpose of this project is to restore and protect the northern embankment of the San Francisquito Creek to prevent erosion from undermining an abutment of Caltrain's San Francisquito Creek Bridge. The funds will be used for engineering design, coordination of cost sharing agreements with external stakeholders, acquisition of access agreements, permitting, procurement of construction services, construction, construction management, and other supporting services such as legal, project controls, and civil rights.

5. SOGR MOW Track

- FY2024: \$4,100,543

- FY2025: \$3,800,593 (Funded) \$4,199,407 (Deferred)

The System Wide Track Rehabilitation Program covers the work required to keep the Caltrain railroad in a SOGR. The type and scope of work scheduled for each year is based upon the condition of the railroad, which is determined through inspections and tests performed throughout the previous year. The project includes many different work activities that remain consistent from year to year. These activities include replacement of rail and crossties, replacement of special track components, installation of thermite welds, maintenance welding and grinding at special track locations, track surfacing throughout the corridor, purchased services including inspections and weed abatement, and vegetation removal and the purchase of small tools.

6. SOGR MOW Track - Track Equipment - \$2,556,828 (FY2024) & \$0 (FY2025)
The purpose of this project is to support the purchase of track Maintenance-of-Way equipment to keep the track in a SOGR. It includes the purchase of a section truck, a dump truck, a Cat Skid Steer with Mower, a 1200 Reach Lift forklift, a Pup Hydraulic Switch Tamper, a Freightliner Welders truck, a Tie Handler, a Tie Inserter, and a Hydrail Excavator.
7. ROW Fencing - \$1,835,951 (FY2024) & \$0 (FY2025)
The ROW Fencing project will continue to install vandal-resistant fencing at key locations along the PCJPB main line rail corridor to deter trespassing. Installation of fencing will provide a barrier on at least one side of the property between San Francisco MP 0 to Lick MP 50.94, in order to reduce trespassing on the PCJPB ROW. This work plan is intended to span two years.
8. Next Generation Visual Messaging Sign (VMS) - \$1,200,000 (FY2024) & \$2,400,000 (FY2025)
This project will install 122 (VMS) and passenger information system for the Caltrain stations. The current VMS signs are no longer supported by the manufacturer and the Predictive Arrival and Departure System (PADS) is obsolete. Research will be done to determine whether it is best to replace the signs that will work with the current PADS or replace signs for the next generation passenger information system.
9. Station SOGR Project - \$1,226,519 (FY2024) & \$0 (FY2025)
This project will perform capital maintenance at various Caltrain stations which may include, but not limited to, corrosion mitigation, rain shelter replacements, schedule and sign casing replacement, concrete repairs, repair and replace station building roofs, bathroom repairs, and other capitalized maintenance items. These repairs are intended to keep these assets in a state of good repair and to provide consistent service to Caltrain patrons.
10. EMU Rail Vehicle SOGR
- FY2024: \$0
- FY2025: \$1,821,223 (Funded) \$2,700,593 (Deferred)
The purpose of this project is for the COTS-inspections (Cleaned, Oiled, Tested, and Stenciled) of the air brakes on the EMU. Caltrain must begin the purchase of this equipment within a few months before the new EMUs go into service so that Caltrain can stagger these inspections between its 19 EMU sets.
11. MS4 Trash Capture - \$200,000 (FY2024) & \$494,465 (FY2025)
The MS4 Project will design and implement a full trash capture system required to maintain the Municipal Separate Storm Sewer System (MS4) National Pollutant Discharge Elimination System (NPDES) permit. Implementation and certification must be completed by 2030. The funds will be used to design, procure, and install the storm drain filtering system.
12. Caltrain Planning (CIP) - \$359,000 (FY2024) & \$790,000 (FY2025)
The Caltrain 10-year Capital Improvement Plan will provide the roadmap for Caltrain's involvement and leadership in the programming and development of capital projects across the corridor. The CIP Development Project will also include the development of a prioritization framework that will provide a structured, evidence-based, and equitable decision-making framework to prioritize investments in capital projects across the railroads. The CIP

development process and products will allow Caltrain to build up adequate staff capacity, focus its resources on delivering its desired outcomes, and seek additional funding strategically.

13. Battery EMU R/D - \$1,352,000 (FY2024) & \$2,392,000 (FY2025)

This project will fund the next generation of post-PCEP investments in Caltrain. It will fund and procure an EMU from Stadler with batteries to allow the train to run outside of electrified territory, for Gilroy and extended service.

14. Level Boarding Roadmap - \$520,000 (FY2024) & \$520,000 (FY2025)

This project provides a plan for vehicle and platform modifications to accommodate systemwide level boarding. This includes technical, regulatory, freight, and operational interface evaluation. It will also conduct research on best practices, document constraints and challenges, and develop a long-term plan and path to completion.

15. Rail Network and Operations Planning - \$1,248,000 (FY2024) & \$1,248,000 (FY2025)

This project will provide modelling and analysis, presentations, timetable development and testing of new electric and battery electric trains that will be integrated into the Caltrain operations. The project will optimize service with performance, ridership, events, and other variables that require detailed modelling and analysis.

16. Corridor Crossing Strategy - \$0 (FY2024) & \$520,000 (FY2025)

The Corridor Crossings Strategy (CCS) will provide a cohesive approach to grade separations or closures that are needed to unlock regional mobility and safety benefits. The Caltrain Business Plan acknowledges that grade separation projects are costly, complex, and challenging. The CCS strives to identify areas for enhancement in the current process and develop a potential strategic approach to deliver corridor-wide consensus on delivery of grade separation projects. The strategy work that is currently ongoing and anticipated to be complete by the end of calendar year 2023 is a first phase and is identifying technical work required to streamline and expedite delivery of a variety of grade crossing solutions, such as fully separated crossings, partial closures with bike/ped crossings, and full closures. This work may include more in-depth review of 4-track segments identified in the Business Plan, design standards and construction techniques, coordinated funding and political strategies, standardized materials including RFPs that may be valuable to jurisdictions, and other items identified through the community-driven phase currently under way.

17. DTX Funding - \$250,000 (FY2024) & \$1,250,000 (FY2025)

This is a funding contribution requested from Caltrain as part of the local match for federal FTA funding toward the DTX project. Caltrain's contribution will be matched with contributions from other DTX partners, including the San Francisco County Transportation Authority, Metropolitan Transportation Commission, and California High Speed Rail Authority.

18. Diridon Integrated Station Concept (DISC)/Diridon Business Case - \$1,560,000 (FY2024) & \$780,000 (FY2025)

This project will support initial planning and conceptual engineering related to Diridon Station and the south terminal area of the railroad. It is anticipated that other sources of funding will be required to advance the project into environmental and advanced design. JPB and other

partner agencies mutually accepted a Concept Layout in 2020 to establish the vision for the future Diridon Station. As part of the Concept Layout, the DISC program will affect several elements at and around Diridon Station including the historic train Depot, PG&E substation, VTA light rail station and alignment, and will require the relocation of the Caltrain maintenance facility, and elevation of the rail station platforms and tracks. Consequently, a set of projects (known as the Program of Projects) have been identified to realize the Concept Layout vision. To inform decision-making and therefore DISC implementation, JPB is leading the Partner Agencies in a Business Case. The Business Case will identify the status of the contingent and adjacent projects in the Program of Projects to define the scale of DISC relative to cost and schedule, priority actions, tradeoff considerations, and agreement on a DISC project for implementation. The Business Case will investigate implementing DISC compared to base case project investments with the objective of presenting an accurate assessment of the costs of infrastructure elements, quantifying measurable benefits, and establishing a value proposition for investment. The Business Case will also recommend a project description that can be advanced to environmental study while also suggesting an organizational and governance structure to support project planning, design/development, and eventual implementation.

19. San Francisco Railyards TOD - \$806,000 (FY2024) & \$0 (FY2025)

The PCJPB received a \$650,000 TOD Planning Grant that will assist in advancing public-private development at the San Francisco Railyards in conjunction with neighborhood planning efforts. This project will provide \$156,000 in matching funds from Caltrain required under the grant (note that the City and County of San Francisco will provide an additional \$250,000 in matching funds).

20. 22nd Street ADA Access Improvements - \$447,198 (FY2024) & \$0 (FY2025)

Caltrain, with funding from SFCTA and consultant support from HNTB, conducted a feasibility study to determine if and how street to platform wheelchair access could be achieved within the existing footprint of 22nd Street Station. While the study's analysis did not exceed 15% design, it found potential ramp and elevator alternatives for both platforms to be feasible at the conceptual level. After evaluating each alternative based on user experience, agency impacts, and construction factors, the study recommended that a ramp alternative for each platform be advanced to 35% design.

21. Mini-High Platforms - \$460,000 (FY2024) & \$1,762,000 (FY2025)

This project will install mini-high platforms at thirteen stations. The work will include installation of precast platforms and modifications to existing infrastructure, as needed, to accommodate the installation. Grounding and bonding will be required at all the stations within the areas that will be electrified.

22. San Mateo Replacement Parking Track - \$3,773,000 (FY2024) & \$0 (FY2025)

This project involves the preparation of an amendment to the previously obtained environmental clearance report and final design of a "set out track" to replace the track that was removed in the Bay Meadows area to facilitate the construction of the 25th Avenue Grade Separation Project. The track, which will be located between 10th and 14th Avenues, will be accessed from 9th Avenue. It will be approximately 1,000 feet in length and will have a single switch. Electrification is not part of the base funding plan. Supplemental funding will be needed to electrify the replacement parking track.

23. Support for Property Mapping - \$520,000 (FY2024) & \$0 (FY2025)

This project intends to provide the consultant land surveying services necessary to produce accurate mapping of PCJPB's properties. The scope will include field surveys, property boundary resolutions, obtaining title reports, performing research, setting property corners, providing exhibits, and filing Record of Surveys.

24. VTA-Funded Capital Projects - \$2,192,000 (FY2024) & \$2,972,000 (FY2025)

This includes VTA funded capital projects that still need to be identified.

STADLER CARS

25. Stadler Cars - \$355,000,000 (FY2024) & \$0 (FY2025)

Caltrain’s continued transition from a diesel to electric railroad requires additional vehicle replacements, beyond those included as part of the Caltrain Electrification project. The purchase of five Stadler KISS Electric Multiple Unit (EMU) trainsets, plus one Battery Electric Multiple Unit (BEMU) vehicle, will allow Caltrain to be a 90-percent zero emission fleet. The purchase is programmed for FY2024 to ensure that the order is placed before a Stadler contract option expires on August 15, 2023, saving \$120 million in avoided costs. The budget authority is being requested but no funding will occur unless/until the Board takes action to execute the options on the cars, and that includes certifying that the external funding is in place. Execution of the options must occur before August 15, 2023. If the project is approved by the Board, the proposed funding source for the \$44 million Local Match is a portion of the \$150 million TIRCP (Transit and Intercity Rail Capital Program) Repayment for the PCEP project.

Funding Source (in millions)	Replacement EMUs (4)	Portal/DTX EMU (1)	BEMU (1)
External Funds*	\$176.0	\$55.0	\$80.0
Local Match	\$44.0	\$0.0	\$0.0
Total	\$220.0	\$55.0	\$80.0

*External Funds are as follows: Federal Formula funds for the Replacement EMUs, San Francisco TJPA for the Portal/DTX EMU, and State Funds for the BEMU

Stadler Cars Project	FY2024	FY2025
Budget Request	\$355.0	\$0.0
External Funds*	\$311.0	\$0.0
Local Match	\$44.0	\$0.0
Budget Deficit	\$0.0	\$0.0

*External Funds are as follows: Federal Formula, San Francisco TJPA, and State funds

Descriptions of capital projects agreed to be fully funded by third parties in the FY2024 and FY2025 capital budgets are shown below.

EXTERNALLY-FUNDED GRADE SEPARATION PROJECTS

- 26. Burlingame Broadway Grade Separation - \$0 (FY2024) & \$25,635,000 (FY2025)**
This project will separate the Broadway railroad crossing in the City of Burlingame by partially elevating the rail and partially depressing the roadway. The elevated rail alignment will require the reconstruction of the Broadway Caltrain Station. The reconstruction of the Broadway Caltrain Station will remove the operational requirement of the hold-out rule. Currently the project is funded up to Final Design phase.
- 27. Mountain View Transit Center Grade Separation - \$107,000,000 (FY2024) & \$0 (FY2025)**
In May 2017, City of Mountain View City Council adopted the Transit Center Master Plan as the first step in a multi-year process to plan, design, and construct the new station area and improve Castro Street. The master planning process considered interrelated options for station access, expressway crossing, grade separation, platform extension, bus/shuttle circulation, and vehicle parking, supporting future downtown vitality. The conceptual plan adopted by the Council includes redirection of Castro Street at West Evelyn Avenue, construction of a new ramp from West Evelyn Avenue to Shoreline Boulevard, installation of pedestrian and bicycle undercrossing across the expressway and Caltrain tracks, changes to Moffett/Central intersection, and platform widening and extension to the west. The co-op agreement between VTA, JPB, and Mountain View has been signed, where JPB is the lead implementing agency to deliver final design and construction, VTA is the funding sponsor, and Mountain View is a vital partner in reviewing final design deliverables and coordinating activities within its right of way.
- 28. San Mateo Grade Separation - \$158,000 (FY2024) & \$174,000 (FY2025)**
This project is anticipated to include grade separations at six Caltrain-owned crossings in downtown San Mateo: 1st, 2nd, E. 3rd, E. 4th, E. 5th, and 9th Avenues. The funds are requested to support the City of San Mateo with a planning level analysis consisting of a project study report, preliminary engineering plans, and environmental planning documents.
- 29. South Linden Ave. and Scott St. Grade Separation - \$0 (FY2024) & \$6,529,000 (FY2025)**
The South Linden Avenue and Scott Street Grade Separation Project is proposed to improve safety and decrease expected future traffic delays due to growth in vehicle traffic, greater frequency of Caltrain service, and the eventual addition of high-speed rail. South Linden Avenue is in South San Francisco while Scott Street is in San Bruno. Although located in different cities, the two grade separations are proposed to be undertaken as a combined effort since locations are only 1,850 feet apart, such that the grade separation of one crossing could affect the other.

CAPITAL CONTINGENCY FUNDS

- 30. Capital Contingency Funds - Engineering - \$0 (FY2024) & \$330,000 (FY2025)**
This contingency supports unforeseen capital expenditure related to the delivery of capital projects/programs.
- 31. Capital Contingency Funds - Rail - \$0 (FY2024) & \$660,000 (FY2025)**
This contingency supports unforeseen capital expenditure related to rail operations.

32. Capital Project Development - \$0 (FY2024) & \$335,000 (FY2025)
This contingency supports planning and engineering study activities.

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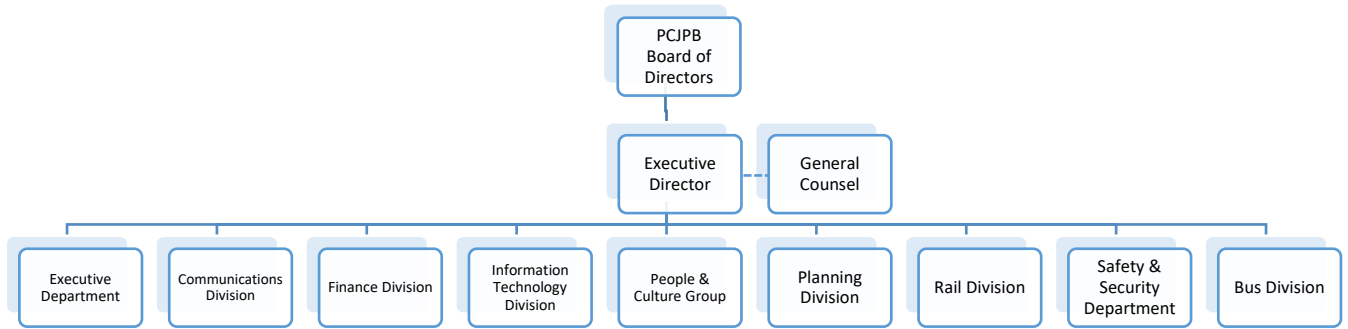
**PENINSULA CORRIDOR JOINT POWERS BOARD
STATEMENT OF REVENUE AND EXPENSE
ADOPTED OPERATING BUDGETS
FISCAL YEARS 2024 & 2025**

	FY2022 ACTUAL	FY2023 MARCH FORECAST	FY2024 ADOPTED BUDGET	FY2024 Budget to FY2023 Forecast \$ variance	FY2024 Budget to FY2023 Forecast % variance	FY2025 ADOPTED BUDGET	FY2025 Budget to FY2024 Budget \$ variance	FY2025 Budget to FY2024 Budget % variance
	A	B	C	D = C - B	E = D / B	F	G = F - C	H = G / C
REVENUE								
OPERATIONS:								
1 Caltrain Fares	17,899,182	27,000,000	29,936,000	2,936,000	10.9%	35,923,200	5,987,200	20.0%
2 Go Pass	15,337,175	17,000,000	16,764,000	(236,000)	-1.4%	18,440,400	1,676,400	10.0%
3 Parking Revenue	1,352,869	1,797,505	1,905,015	107,510	6.0%	2,217,633	312,618	16.4%
4 Shuttles	1,152,152	-	-	-	0.0%	-	-	0.0%
5 Rental Income	1,237,117	1,235,357	1,026,489	(208,868)	-16.9%	1,057,284	30,795	3.0%
6 Other Income	2,801,792	4,044,319	6,541,260	2,496,941	61.7%	6,019,433	(521,827)	-8.0%
7 TOTAL OPERATING REVENUE	39,780,286	51,077,181	56,172,764	5,095,583	10.0%	63,657,950	7,485,186	13.3%
CONTRIBUTIONS:								
10 AB434 Peninsula & TA Shuttle Funding	743,472	40,000	-	(40,000)	-100.0%	-	-	0.0%
11 Operating Grants (STA)	10,041,955	11,288,161	12,800,936	1,512,775	13.4%	10,687,973	(2,112,963)	-16.5%
12 Measure RR	97,296,566	119,292,000	118,400,000	(892,000)	-0.7%	120,100,000	1,700,000	1.4%
13 ARPA	115,995,904	-	-	-	0.0%	-	-	0.0%
14 Member Agency (VTA - Gilroy)	-	-	470,000	470,000	100.0%	517,000	47,000	10.0%
15 LCFS, LCTOP, SRA	-	-	6,908,503	6,908,503	100.0%	13,765,239	6,856,736	99.3%
16 TOTAL CONTRIBUTED REVENUE	224,077,896	130,620,161	138,579,439	7,959,278	6.1%	145,070,212	6,490,773	4.7%
17 GRAND TOTAL REVENUE	263,858,182	181,697,342	194,752,203	13,054,861	7.2%	208,728,162	13,975,959	7.2%
EXPENSE								
OPERATING EXPENSE:								
22 Rail Operator Service	93,808,976	98,257,758	104,889,704	6,631,946	6.7%	105,901,543	1,011,839	1.0%
23 OCS/TPS Maintenance	-	-	-	-	0.0%	25,000,000	25,000,000	100.0%
24 Security Services	7,391,809	8,028,807	8,286,045	257,238	3.2%	8,571,693	285,648	3.4%
25 Shuttle Services	1,938,640	121,600	80,000	(41,600)	-34.2%	80,000	-	0.0%
26 Fuel and Lubricants	13,491,343	17,539,232	15,211,316	(2,327,916)	-13.3%	5,069,083	(10,142,233)	-66.7%
27 Electricity	-	-	-	-	0.0%	19,495,155	19,495,155	100.0%
28 Timetables and Tickets	17,140	135,350	95,000	(40,350)	-29.8%	95,000	-	0.0%
29 Insurance	5,513,835	9,299,730	10,229,703	929,973	10.0%	11,252,673	1,022,970	10.0%
30 Claims, Payments, and Reserves	634,024	1,336,926	1,320,000	(16,926)	-1.3%	1,320,000	-	0.0%
31 Facilities and Equipment Maintenance	6,004,842	7,107,788	8,171,766	1,063,978	15.0%	8,969,666	797,900	9.8%
32 Utilities	2,541,458	2,617,600	2,708,900	91,300	3.5%	2,708,900	-	0.0%
33 Maint & Services-Bldg & Other	1,372,866	1,754,100	1,784,600	30,500	1.7%	1,779,600	(5,000)	-0.3%
34 TOTAL OPERATING EXPENSE	132,714,933	146,198,891	152,777,034	6,578,143	4.5%	190,243,313	37,466,279	24.5%
ADMINISTRATIVE EXPENSE								
37 Wages and Benefits	10,610,123	13,532,312	18,472,861	4,940,549	36.5%	20,979,416	2,506,555	13.6%
38 Managing Agency Admin OH Cost	3,923,397	3,565,453	3,565,453	-	0.0%	3,565,453	-	0.0%
39 Board of Directors	22,285	57,275	62,875	5,600	9.8%	62,875	-	0.0%
40 Professional Services	6,731,087	9,305,755	9,484,775	179,020	1.9%	10,873,951	1,389,176	14.6%
41 Communications and Marketing	437,328	403,730	442,730	39,000	9.7%	442,730	-	0.0%
42 Other Office Expenses and Services	1,989,324	2,956,896	4,220,802	1,263,906	42.7%	4,206,957	(13,845)	-0.3%
43 TOTAL ADMINISTRATIVE EXPENSE	23,713,544	29,821,421	36,249,496	6,428,075	21.6%	40,131,382	3,881,886	10.7%
45 Measure RR Ballot Costs	5,396,910	-	-	-	0.0%	-	-	0.0%
46 Governance	1,144,981	350,000	225,000	(125,000)	-35.7%	-	(225,000)	-100.0%
47 Debt Service Expense	1,935,154	3,711,375	3,471,125	(240,250)	-6.5%	7,763,305	4,292,180	123.7%
49 Write-off of Uncollectible Receivables	7,300,042	-	-	-	0.0%	-	-	0.0%
50 GRAND TOTAL EXPENSE	172,205,564	180,081,687	192,722,655	12,640,968	7.0%	238,138,000	45,415,345	23.6%
PROJECTED CONTRIBUTION TO RESERVE			2,029,548			6,812,302		
PROJECTED SURPLUS/(DEFICIT)	91,652,618	1,615,655	-			(36,222,140)		
57 Measure RR for Capital Reserve	(20,000,000)	-	-			-		
58 Measure RR Reserve for PCEP	(60,000,000)	-	-			-		
59 Draw from Measure RR Reserve for PCEP	-	-	-			36,222,140		
60 ADJUSTED NET SURPLUS/(DEFICIT)	11,652,618	1,615,655	-			-		
63 Reserve, Beginning Balance			26,878,850			28,908,398		
64 Projected Contribution to Reserve			2,029,548			6,812,302		
65 Reserve, Ending Balance			28,908,398			35,720,700		

Caltrain FY2024 and FY2025 Adopted Capital Budget

Main Category	Project Description	FY2024	FY2025
SOGR	Guadalupe Bridges Replacement	\$ 17,364,622	\$ 18,921,222
SOGR	SOGR MOW Track	\$ 4,100,543	\$ -
SOGR	San Francisquito Creek Bridge Emergency North Channel Restoratio	\$ 3,994,649	\$ -
SOGR	San Francisquito Bridge Acoustic Monitoring System	\$ 2,028,704	\$ -
SOGR	SOGR MOW Track - Track Equipment	\$ 2,556,828	\$ -
SOGR	ROW Fencing	\$ 1,835,951	\$ -
SOGR	Station SOGR Project	\$ 1,226,519	\$ -
SOGR	EMU Rail Vehicle SOGR	\$ -	\$ 1,821,223
SOGR	SOGR MOW Track	\$ -	\$ 3,800,593
SOGR	San Francisquito Creek Conceptual Design and Community Engager	\$ -	\$ 1,273,312
	SOGR Subtotal	\$ 33,107,816	\$ 25,816,350
Legal Mandate	MS4 Trash Management	\$ 200,000	\$ 494,465
	Legal Mandate Subtotal	\$ 200,000	\$ 494,465
Operational Improvements	Next Generation Visual Messaging Sign (VMS)	\$ 1,200,000	\$ 2,400,000
Operational Improvements	22nd Street ADA Access Improvements	\$ 447,198	
Operational Improvements	Mini-High Platforms	\$ 460,000	\$ 1,762,000
Operational Improvements	San Mateo Replacement Parking Track	\$ 3,773,000	
Operational Improvements	Support for Property Mapping	\$ 520,000	
	Operational Improvements Subtotal	\$ 6,400,198	\$ 4,162,000
Planning	Capital Planning (CIP)	\$ 359,000	\$ 790,000
Planning	San Francisco Railyards TOD	\$ 806,000	
Planning	Level Boarding Roadmap	\$ 520,000	\$ 520,000
Planning	Battery EMU R/D	\$ 1,352,000	\$ 2,392,000
Planning	DISC/Diridon Business Case	\$ 1,560,000	\$ 780,000
Planning	Rail Network and Operations Planning	\$ 1,248,000	\$ 1,248,000
Planning	Corridor Crossing Strategy	\$ -	\$ 520,000
Planning	DTX Funding	\$ 250,000	\$ 1,250,000
	Planning Subtotal	\$ 6,095,000	\$ 7,500,000
VTA-Funded Capital Project	VTA-Funded Capital Projects	\$ 2,192,000	\$ 2,972,000
Stadler Cars	Stadler Cars	\$355,000,000	\$ -
Externally-Funded Grade Se	Burlingame Broadway Grade Separation	\$ -	\$ 25,635,000
Externally-Funded Grade Se	Mountain View Transit Center Grade Separation	\$107,000,000	\$ -
Externally-Funded Grade Se	San Mateo Grade Separation	\$ 158,000	\$ 174,000
Externally-Funded Grade Se	South Linden Ave & Scott St Grade Separation	\$ -	\$ 6,529,000
	Externally-Funded Grade Sep Subtotal	\$107,158,000	\$32,338,000
Capital Contingency Funds	Capital Contingency Funds - Engineering	\$ -	\$ 330,000
Capital Contingency Funds	Capital Contingency Funds - Rail	\$ -	\$ 660,000
Capital Contingency Funds	Capital Project Development	\$ -	\$ 335,000
	Capital Contingency Funds Subtotal	\$ -	\$ 1,325,000
	Total Capital Projects:	\$510,153,014	\$74,607,815

THE ORGANIZATION STRUCTURE



For each division the following are presented:

- Organization charts
- Summary of roles and responsibilities
- Goals, objectives and performance measures
- Staffing
- Operating budget by cost center and account

Staffing

The San Mateo County Transit District consists of four agencies, namely: the Peninsula Corridor Joint Powers Board, SamTrans, San Mateo County Transportation Authority, and the Express Lanes Joint Powers Authority. There are positions from the different divisions that are shared across the four agencies. The time and labor distribution of these shared positions vary each year across agencies.

It is important to note that there are positions that support only Caltrain and positions that support all the four agencies. The division staffing details shown below relate only to the Peninsula Corridor Joint Powers Board. The changes in the labor distribution accounts for most of the division Full Time Equivalent (FTE) changes. The agency-wide FTE allocation summary table includes positions funded by operating and capital funds.

Peninsula Corridor Joint Powers Board	FY22	FY23	FY24	FY25
Operating - FTE	72.66	74.32	93.70	106.75
Capital - FTE	83.56	122.05	123.15	143.37
Total	156.22	196.36	216.85	250.12

Peninsula Corridor Joint Powers Board				
Operating - FTE	FY22	FY23	FY24	FY25
Administration*	1.00	-	-	-
Bus	2.90	1.05	1.20	1.20
CalMod	-	-	-	-
Communications	16.52	19.49	24.50	24.50
Executive	0.45	2.13	4.93	5.80
Finance	6.90	8.48	10.46	10.48
Information Technology (IT)	-	0.90	-	-
People & Culture Group	1.35	1.10	1.88	2.50
Planning	2.90	3.14	2.25	2.25
Rail	36.09	34.52	43.12	53.77
Safety and Security	4.55	3.51	5.38	6.25
Total Operating FTE	72.66	74.32	93.70	106.75

*In FY2024, Administration Division was broken out to IT, Safety and Security, and People & Culture Group

Peninsula Corridor Joint Powers Board				
Capital - FTE	FY22	FY23	FY24	FY25
Administration*	-	-	-	-
Bus	-	-	-	-
CalMod	9.00	8.00	6.50	8.00
Communications	1.68	1.63	2.35	2.35
Executive	0.45	2.48	4.18	4.80
Finance	11.97	11.64	13.03	13.15
Information Technology (IT)	-	0.30	-	-
People & Culture Group	1.74	1.74	3.00	3.00
Planning	2.12	2.17	1.73	1.73
Rail	56.60	93.34	91.49	108.59
Safety and Security	-	0.75	0.88	1.75
Total Capital FTE	83.56	122.05	123.15	143.37

*In FY2024, Administration Division was broken out to IT, Safety and Security, and People & Culture Group

Operating Budget

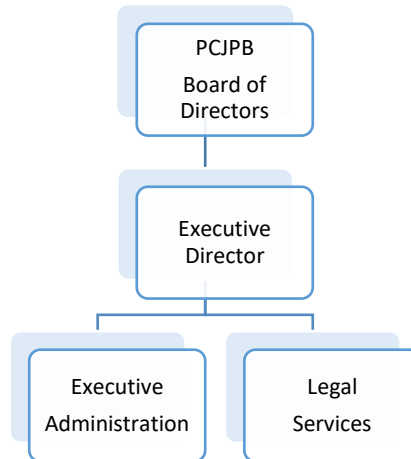
The budget details presented are at the account level and at the cost center level. The [Staff Report](#) details the account changes.

Budget Assumptions

Caltrain Fares	FY2024: based on ridership recovery of 45% of Pre-COVID levels for Total Farebox, less provision for service interruptions due to PCEP work FY2025: 20% growth over FY2024
Go Pass	FY2024: 5% growth from CY2023 customer sign-ups FY2025: 10% growth over FY2024
Measure RR	Measure RR will be fully utilized to fund the operating budget, accounting for 61% of total revenue in FY2024 and 58% in FY2025
LCFS	FY2025: assumes credit of \$5.0M due to electrification
LCTOP / SRA	FY2024: one-time allocation to operations FY2025: one-time allocation to operations
Measure RR Reimbursement	FY2025: used \$36.2M to balance the budget
FTE	FY2024: includes 9.6 new FTEs FY2025: includes 0.8 new FTEs
Diesel fuel	FY2024: 104-diesel train service per weekday 89% hedged at \$2.69 11% unhedged at \$2.59 per gallon FY2025: 12-diesel train service per weekday no hedges at \$2.51 per gallon
Electricity	FY2025: 92-electric train service per weekday electricity consumption of 90,268,417 kWh electricity cost at \$0.2160 per kWh

Executive Department

The Executive Department is responsible for directing and overseeing policy and decision-making activities. It also serves as a channel of communication between the Board of Directors (BOD), staff, the general public, and local, state and federal governments.



Division Responsibilities

- Agenda setting for all Board of Directors and committee meetings
- Support record retention of Board Proceedings and Statements of Economic Interests under the Conflict-of-Interest Code
- Oversee legal services and policy setting
- Communicate and direct strategic focus
- Develop relationship with third parties

Objectives and Performance Measures

Objective	Performance Measure	FY22 Actual	FY23 Target	FY23 Actual	FY24 Target	FY25 Target
Provide efficient agenda management of staff reports	Implement OnBase agenda management system	70%	100%	100%	n/a	n/a

Staffing

Rail Executive - Administration (070100)

Position Description - Operating	FY22	FY23	FY24	FY25
Assistant District Secretary	0.45	0.45	0.45	0.45
Deputy District Secretary	-	0.40	0.40	0.40
Business Operations Project Manager	-	-	0.75	0.75
Director, Budgets and Financial Analysis	-	0.38	0.50	0.50
Director, Government and Community Affairs	-	0.38	0.38	0.75
Director, Grants and Fund Management	-	0.38	0.25	0.25
Director, Real Estate Development	-	0.15	0.25	0.50
Director, Strategy and Policy	-	-	0.20	0.20
Executive Assistant II	-	-	1.00	1.00
Executive Director, Caltrain	-	-	0.50	0.50
Manager Business Partnerships	-	-	0.25	0.50
Total	0.45	2.13	4.93	5.80

Position Description - Capital	FY22	FY23	FY24	FY25
Assistant District Secretary	0.45	0.45	0.45	0.45
Deputy District Secretary	-	0.30	0.30	0.30
Business Operations Project Manager	-	-	0.25	0.25
Director, Budgets and Financial Analysis	-	0.38	0.50	0.50
Director, Government and Community Affairs	-	0.38	0.13	0.25
Director, Grants and Fund Management	-	0.38	0.75	0.75
Director, Real Estate Development	-	0.60	0.25	0.50
Director, Strategy and Policy	-	-	0.80	0.80
Executive Director, Caltrain	-	-	0.50	0.50
Manager, Business Partnerships	-	-	0.25	0.50
Total	0.45	2.48	4.18	4.80

Budget

EXECUTIVE DEPARTMENT				
Cost Center	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
Rail Executive - Administration (070100)	\$1,096,954	\$853,649	\$2,163,092	\$2,015,813
Rail Executive - Board of Directors (070300)	\$22,285	\$57,275	\$62,875	\$62,875
Rail Executive - Legal Services (070400)	\$7,347,123	\$2,800,000	\$1,800,000	\$1,700,000
Total	\$8,466,362	\$3,710,924	\$4,025,967	\$3,778,688

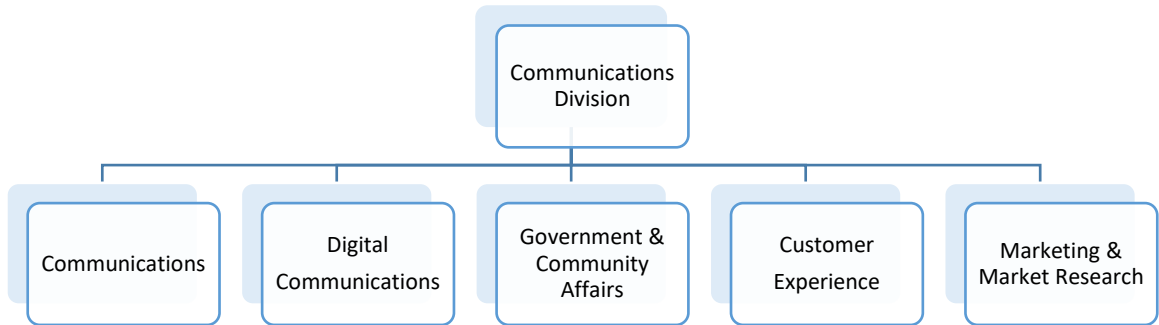
Rail Executive - Administration (070100)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$57,253	\$376,027	\$817,872	\$908,850
511130	Regular Wage Special Progm	\$0	-\$3,065	\$0	\$0
511140	Regular Wages-Annuitant/Others	\$8,124	\$0	\$41,003	\$41,003
511199	Regular Wage Accrual	\$991	\$0	\$0	\$0
511210	Over Time Wages	\$541	\$0	\$0	\$0
512000	Fringe Benefits	\$25,322	\$136,287	\$423,367	\$470,110
512099	Fringe Benefits Accrual	\$111	\$0	\$0	\$0
521010	Dues and Subscriptions	\$7,000	\$40,000	\$60,850	\$60,850
522030	Business Travel	\$0	\$4,000	\$4,000	\$4,000
523090	Legal Advertising	\$80	\$0	\$0	\$0
525010	Legal Services	\$455,580	\$0	\$0	\$0
523010	Office Supplies	\$0	\$0	\$5,600	\$5,600
525050	Consultant-Offsite	\$541,953	\$300,000	\$810,000	\$525,000
530090	Miscellaneous	\$0	\$400	\$400	\$400
Total		\$1,096,954	\$853,649	\$2,163,092	\$2,015,813

Rail Executive - Board of Directors (070300)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511500	Board of Directors Compensation	\$22,226	\$27,000	\$27,000	\$27,000
522010	Seminar and Training	\$0	\$10,000	\$10,000	\$10,000
522030	Business Travel	\$0	\$150	\$150	\$150
525050	Consultant-Offsite	\$0	\$10,000	\$10,000	\$10,000
525090	Other Contract Services	\$0	\$10,000	\$15,600	\$15,600
530090	Miscellaneous	\$59	\$125	\$125	\$125
Total		\$22,285	\$57,275	\$62,875	\$62,875

Rail Executive - Legal Services (070400)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
525010	Legal Services	\$7,201,147	\$2,800,000	\$1,800,000	\$1,700,000
530124	ICAP Expense Non-Labor	\$145,976	\$0	\$0	\$0
Total		\$7,347,123	\$2,800,000	\$1,800,000	\$1,700,000

Communications Division

The Communications Division is responsible for public information, government relations, community outreach, customer service, distribution, and market research and marketing functions.



Division Responsibilities

- Communications is responsible for public relations functions including media relations, producing printed and electronic materials, social media buys, and project management of special events, such as news conferences, ground breakings, ribbon cuttings, and large-scale community events.
- Digital Communications supports design and distribution of information materials on digital platforms, including social media.
- Government and Community Affairs oversees communication efforts to federal, state, regional and local elected officials, outreach efforts to get communities engaged, and to communities that are interested or impacted by agency's projects and programs.
- Customer Experience and Distribution Services create materials and messages to notify customers of service changes, manage and maintain postage, printing, and delivery contracts.
- Marketing and Market Research is responsible for determining impact of social media on fare changes, and community relations in project implementations.

Objectives and Performance Measures

Objective	Performance Measure	FY22 Actual	FY23 Target	FY23 Actual	FY24 Target	FY25 Target
Develop and execute government affairs strategy in support of electrification and the 2040 Long-Range Service Vision	Conduct education and advocacy meetings with State and Federal officials	n/a	At least 50/year	1	At least 50/year	At least 50/year
Secure funding from Federal, State, Regional or Local Sources	Obtain general letters of support or statements from state, federal, and key stakeholders when applying for funding	n/a	1 letter of support/ grant application/ year	1	2 letters of support/ grant application/ year	2 letters of support/ grant application/ year
Increase Caltrain ridership and revenue through a variety of methods, including generating excitement about the transformational benefits of the Caltrain Electrification project	Active marketing campaigns (brand activation, partnerships for Go Pass)	n/a	n/a	n/a	80% of dept goal	100% of dept goal
Promote, educate, and engage the public and community members on key Caltrain priorities, capital projects, plans and programs	Conduct public meetings; broad outreach campaigns	n/a	n/a	n/a	80% of dept goal	100% of dept goal
Improve the rider experience and sustain and deepen actions that will foster an inclusive, equitable and safe transit and transportation system	Customer survey data improvements; project execution.	n/a	n/a	n/a	80% of dept goal	100% of dept goal

Staffing

Communications (012030)

Position Description - Operating	FY22	FY23	FY24	FY25
Internal Communications and Employee Engagement Administrator	-	-	0.40	0.40
Internal Comm Specialist	0.30	0.40	-	-
Manager, Communications	0.40	0.30	0.40	0.40
Manager, External Affairs	-	-	0.50	0.50
Public Affairs Specialist	0.80	0.60	1.10	1.10
Public Information Officer	-	-	0.80	0.80
Total	1.50	1.30	3.20	3.20

Position Description - Capital	FY22	FY23	FY24	FY25
Manager, Communications	-	0.10	-	-
Manager, External Affairs	-	-	0.50	0.50
Public Affairs Specialist	-	0.20	0.20	0.20
Public Information Officer	-	-	-	-
Total	-	0.30	0.70	0.70

Communications Admin (090100)

Position Description - Operating	FY22	FY23	FY24	FY25
Project Coordinator	-	-	0.25	0.25
Chief Communications Officer	-	0.07	-	-
Manager, Market Research and Development	-	0.35	-	-
Total	-	0.42	0.25	0.25

Position Description - Capital	FY22	FY23	FY24	FY25
Project Coordinator	-	-	0.10	0.10
Chief Communications Officer	-	-	-	-
Manager, Market Research and Development	-	0.05	-	-
Total	-	0.05	0.10	0.10

Customer Experience and Distribution Services (090500)

Position Description - Operating	FY22	FY23	FY24	FY25
Customer Experience Coordination	-	0.40	0.50	0.50
Customer Experience Information Specialist	0.30	0.40	0.50	0.50
Customer Experience Specialist	1.00	0.50	0.75	0.75
Distribution Clerk	0.70	0.80	0.90	0.90
Distribution Coordinator	-	0.50	0.50	0.50
Ambassador Program Coordinator	0.25	-	-	-
Total	2.25	2.60	3.15	3.15

Customer Service (090200)

Position Description - Operating	FY22	FY23	FY24	FY25
Customer Service Representative 1 (full-time)	2.80	2.00	3.20	3.20
Customer Service Representative 1 (part-time)	1.20	0.75	1.60	1.60
Customer Service Representative 2	1.00	1.00	1.00	1.00
Director, Customer Experience	0.45	0.40	0.50	0.50
Receptionist	-	0.50	0.40	0.40
Supervisor, Customer Service	0.40	0.40	0.40	0.40
Manager, Customer Service	0.30	0.20	-	-
Public Affairs Specialist	-	0.30	-	-
Total	6.15	5.55	7.10	7.10

Position Description - Capital	FY22	FY23	FY24	FY25
Public Affairs Specialist	-	0.10	-	-
Total	-	0.10	-	-

Digital Communications (012040)

Position Description - Operating	FY22	FY23	FY24	FY25
Digital Communications Specialist	-	1.10	0.50	0.50
Manager, Digital Communications	-	0.50	0.40	0.40
Social Media Specialist	-	0.50	1.00	1.00
Web Developer	-	0.40	0.40	0.40
Web Developer III	-	-	0.40	0.40
Total	-	2.50	2.70	2.70

Position Description - Capital	FY22	FY23	FY24	FY25
Manager, Digital Communication	0.40	-	-	-
Multi-Media Specialist	0.48	-	-	-
Social Media Specialist	0.45	-	-	-
Web Developer	0.35	-	-	-
Total	1.68	-	-	-

Government & Community Affairs (012020)

Position Description - Operating	FY22	FY23	FY24	FY25
Director, Government and Community Affairs	0.40	-	0.05	0.05
Government and Community Affairs Officers	1.07	2.27	2.40	2.40
Manager, Government and Community Affairs	0.40	0.95	0.70	0.70
Public Affairs Specialist	0.80	0.50	0.35	0.35
Total	2.67	3.72	3.50	3.50

Position Description – Capital	FY22	FY23	FY24	FY25
Government and Community Affairs Officers	-	0.63	0.60	0.60
Manager, Government and Community Affairs	-	0.05	0.30	0.30
Public Affairs Specialist	-	0.50	0.65	0.65
Total	-	1.18	1.55	1.55

Marketing & Market Research (012010)

Position Description - Operating	FY22	FY23	FY24	FY25
Designer	0.45	0.23	0.45	0.45
Contract Administrator (Market Development)	0.50	0.50	-	-
Deputy Chief, Communications	-	0.50	-	-
Director, Marketing and Market Research	0.45	0.45	0.45	0.45
Graphic Specialist	0.40	0.45	0.85	0.85
Manager, Ad Revenue	-	-	0.50	0.50
Manager, Creative Services	-	0.05	0.50	0.50
Manager, Market Research and Development	0.50	-	0.50	0.50
Manager, Marketing Outreach	0.45	0.23	0.50	0.50
Market Research & Dev Analyst	0.50	0.50	0.40	0.40
Marketing Promotions Specialist	0.50	0.50	0.45	0.45
Marketing Outreach Coordinator	0.20	-	-	-
Total	3.95	3.40	4.60	4.60

Budget

COMMUNICATIONS DIVISION				
Cost Center	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
Communications (012030)	\$232,700	\$470,269	\$822,798	\$884,769
Communications Admin (090100)	\$38,419	\$138,379	\$47,808	\$47,808
Customer Experience and Distribution Services (090500)	\$309,623	\$485,546	\$579,878	\$579,878
Customer Service (090200)	\$415,519	\$587,558	\$853,672	\$758,864
Digital Communications (012040)	\$12,673	\$317,562	\$376,215	\$376,215
Government & Community Affairs (012020)	\$629,904	\$957,897	\$936,894	\$936,894
Marketing & Market Research (012010)	\$893,737	\$1,249,143	\$1,227,466	\$1,322,274
Total	\$2,532,575	\$4,206,354	\$4,844,731	\$4,906,702

Communications (012030)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$103,542	\$118,983	\$279,724	\$320,661
511130	Regular Wage Special Progm	\$0	-\$9,629	\$0	\$0
511199	Regular Wage Accrual	\$442	\$0	\$0	\$0
511210	Over Time Wages	\$2,727	\$0	\$0	\$0
512000	Fringe Benefits	\$45,936	\$43,215	\$143,724	\$164,758
512099	Fringe Benefits Accrual	\$89	\$0	\$0	\$0
521010	Dues and Subscriptions	\$5,000	\$5,300	\$5,300	\$5,300
522030	Business Travel	\$1,427	\$3,000	\$6,000	\$6,000
523030	Books and Reference Materials	\$0	\$0	\$150	\$150
523050	Printing and Information Svcs	\$0	\$1,000	\$2,000	\$2,000
523100	Promotional Advertising	\$5,000	\$0	\$5,000	\$5,000
523120	Promotional Events	\$2,193	\$47,500	\$70,000	\$70,000
525090	Other Contract Services	\$66,345	\$260,500	\$310,500	\$310,500
530090	Miscellaneous	\$0	\$400	\$400	\$400
Total		\$232,700	\$470,269	\$822,798	\$884,769

Communication Administration (090100)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$318	\$95,696	\$25,586	\$25,586
511130	Regular Wage Special Progm	\$0	-\$1,149	\$0	\$0
512000	Fringe Benefits	\$140	\$34,757	\$13,147	\$13,147
521010	Dues and Subscriptions	\$7,166	\$1,575	\$1,575	\$1,575
522030	Business Travel	\$3,295	\$7,500	\$7,500	\$7,500
525090	Other Contract Services	\$27,500	\$0	\$0	\$0
Total		\$38,419	\$138,379	\$47,808	\$47,808

Customer Experience and Distribution Services (090500)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$123,662	\$198,745	\$217,780	\$217,780
511130	Regular Wage Special Progrm	\$0	-\$16,083	\$0	\$0
511199	Regular Wage Accrual	\$2,316	\$0	\$0	\$0
512000	Fringe Benefits	\$54,604	\$72,184	\$111,898	\$111,898
512099	Fringe Benefits Accrual	\$938	\$0	\$0	\$0
523020	Postage	\$2,549	\$4,000	\$8,000	\$8,000
523021	Postage Overnight	\$0	\$2,500	\$2,500	\$2,500
523050	Printing and Information Svcs	\$7,383	\$13,700	\$15,700	\$15,700
523060	Software Maintenance and Licen	\$0	\$1,500	\$1,500	\$1,500
523100	Promotional Advertising	\$56,102	\$63,500	\$75,000	\$75,000
523120	Promotional Events	\$33,440	\$100,000	\$100,000	\$100,000
525090	Other Contract Services	\$28,630	\$45,500	\$47,500	\$47,500
Total		\$309,623	\$485,546	\$579,878	\$579,878

Customer Service (090200)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$272,176	\$424,931	\$545,337	\$482,708
511130	Regular Wage Special Progrm	\$0	-\$34,387	\$0	\$0
511140	Regular Wages-Annuitant/Others	\$20,562	\$41,682	\$27,134	\$27,134
511199	Regular Wage Accrual	\$789	\$0	\$0	\$0
511210	Over Time Wages	\$1,607	\$0	\$0	\$0
512000	Fringe Benefits	\$120,308	\$154,332	\$280,201	\$248,022
512099	Fringe Benefits Accrual	\$76	\$0	\$0	\$0
522010	Seminar and Training	\$0	\$1,000	\$1,000	\$1,000
Total		\$415,519	\$587,558	\$853,672	\$758,864

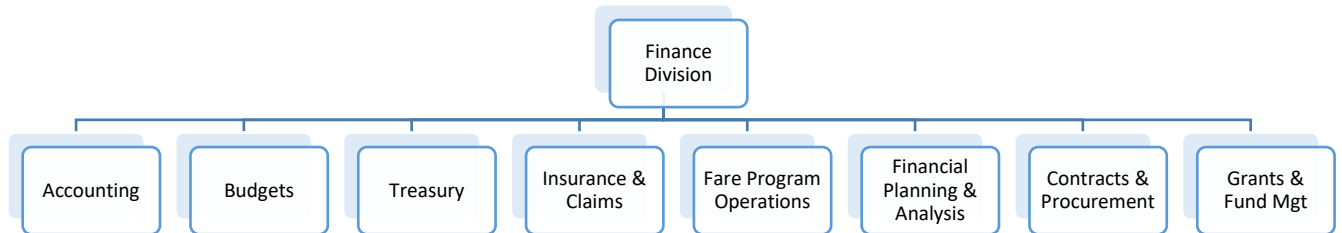
Digital Communications (012040)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$784	\$232,058	\$235,310	\$235,310
511130	Regular Wage Special Progrm	\$0	-\$18,780	\$0	\$0
511199	Regular Wage Accrual	-\$4,096	\$0	\$0	\$0
511210	Over Time Wages	\$128	\$0	\$0	\$0
511299	Overtime Wage Accrual	-\$424	\$0	\$0	\$0
512000	Fringe Benefits	\$358	\$84,284	\$120,905	\$120,905
512099	Fringe Benefits Accrual	-\$1,961	\$0	\$0	\$0
522010	Seminar and Training	\$331	\$2,500	\$2,500	\$2,500
523060	Software Maintenance and Licen	\$6,015	\$10,000	\$10,000	\$10,000
523100	Promotional Advertising	\$3,243	\$7,500	\$7,500	\$7,500
523120	Promotional Events	\$836		\$0	\$0
590010	Office Furniture & Equipment	\$7,461	\$0	\$0	\$0
Total		\$12,673	\$317,562	\$376,215	\$376,215

Government and Community Affairs (012020)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$271,463	\$506,665	\$384,193	\$384,193
511130	Regular Wage Special Progrm	\$0	-\$36,810	\$0	\$0
511140	Regular Wages-Annuitant/Others	\$42,799	\$68,107	\$66,136	\$66,136
511199	Regular Wage Accrual	\$11,537	\$0	\$0	\$0
512000	Fringe Benefits	\$119,852	\$183,735	\$202,465	\$202,465
512099	Fringe Benefits Accrual	\$4,021	\$0	\$0	\$0
521010	Dues and Subscriptions	\$34,043	\$32,000	\$32,000	\$32,000
522010	Seminar and Training	\$2,350	\$5,000	\$5,000	\$5,000
522030	Business Travel	\$656	\$12,000	\$21,000	\$21,000
523050	Printing and Information Svcs	\$1,296	\$12,000	\$17,500	\$17,500
525010	Legal Services	-\$19,350	\$0	\$19,000	\$19,000
525030	Legislative Advocate	\$161,238	\$175,200	\$189,600	\$189,600
Total		\$629,904	\$957,897	\$936,894	\$936,894

Marketing & Market Research (012010)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$220,715	\$363,508	\$425,573	\$488,202
511130	Regular Wage Special Progrm	\$0	-\$29,336	\$0	\$0
511140	Regular Wages-Annuitant/Others	\$24,132	\$0	\$0	\$0
511199	Regular Wage Accrual	-\$357	\$0	\$0	\$0
511210	Over Time Wages	\$4,726	\$0	\$0	\$0
512000	Fringe Benefits	\$97,851	\$131,741	\$218,663	\$250,842
512099	Fringe Benefits Accrual	-\$1,245	\$0	\$0	\$0
513000	Temporary Staff	\$45,458	\$50,000	\$0	\$0
522010	Seminar and Training	\$0	\$2,000	\$2,000	\$2,000
522030	Business Travel	\$0	\$2,000	\$2,000	\$2,000
523050	Printing and Information Svcs	\$12,822	\$98,000	\$98,000	\$98,000
523052	Desktops & Comp - CalMod	\$181	\$0	\$0	\$0
523071	Time Tables, Schedules, and Maps	\$17,140	\$55,000	\$55,000	\$55,000
523100	Promotional Advertising	\$336,515	\$185,230	\$185,230	\$185,230
525090	Other Contract Services	\$135,163	\$391,000	\$241,000	\$241,000
528050	Freight Expense	\$637	\$0	\$0	\$0
Total		\$893,737	\$1,249,143	\$1,227,466	\$1,322,274

Finance Division

The Finance Division is responsible for investment, cash and risk management, financial planning and analysis, capital and operational budgeting, financial accounting and reporting, payroll and vendor disbursements, and purchasing and contract administration for all four agencies.



Division Responsibilities

- Accounting produces the Annual Comprehensive Financial Report, the Annual State Controllers Report, and the Annual National Transit Database Report. This department oversees the general ledger, accounts payable, capital grants accounting, and fixed assets and financial reporting. It also participates in the annual audit for all four agencies.
- Budgets is responsible for leading and overseeing the development, implementation, and management of the biennial capital and operating budgets. It consolidates, analyzes, and presents the annual capital and operating budgets to the Executive Team, the Finance Committee, the Board, and the Citizens Advisory Committee (CAC). Budgets supports cost centers and project managers in day-to-day budget issues and tracking.
- Treasury is responsible for short-term liquidity and revenue recognition, debt service management, banking and investments, sales tax, and operating accounts receivables.
- Insurance and Claims manages insurance coverage needs, claims, reporting, and litigation.
- Fare Program Operations executes the fare strategy and provides Business-to-Business services such as administering the Go Pass for Caltrain.
- Financial Planning and Analysis performs forecasting and analysis supporting major executive decisions that drive strategic initiatives.
- Contracts & Procurement obtains goods, services, materials, and equipment in a transparent manner. The department's mission is to provide professional procurement and contract management services using efficient and innovative processes that result in continuous improvement and customer satisfaction while maintaining public trust.

- Grants and Fund Management helps develop, secure, and manage grant funds to support the District’s and JPB’s operating and capital budgets, as well as TA capital projects. Funds include state, federal, and regional formulaic and discretionary grant programs.

Objectives and Performance Measures

Objective	Performance Measure	FY22 Actual	FY23 Target	FY23 Actual	FY24 Target	FY25 Target
Provide more transparency of District's operations and financial information, and offer strategies for performance improvements	Assess Enterprise Performance Management System	n/a	100%	100%	n/a	n/a
	Add new data sources/ key performance indicators to BI software to increase metrics available for reporting	1	3	16	10	10
	Implement new cash management software	n/a	100%	n/a	n/a	n/a
	Improve procurement cycle time	n/a	10% reduction	n/a	5% reduction	10% reduction
	Develop a Strategic Procurement Plan	n/a	100%	0%	start	100%
Research and secure grant funds and complete reporting	Develop and execute a grants strategy for electrification and the 2040 Long-Range Service Vision	n/a	100%	n/a	n/a	n/a
	Complete quarterly grants status reporting for the Federal Transit Administration and the San Francisco County Transportation Authority	n/a	100%	n/a	n/a	n/a
Modernize Financial Systems	Select and procure an Enterprise Performance Management system	n/a	n/a	n/a	100%	n/a
	Implement an Enterprise Performance Management system	n/a	n/a	n/a	25%	100%

Staffing

Budgets (042100)

Position Description - Operating	FY22	FY23	FY24	FY25
Budget Analyst II	0.25	-	-	-
Budget Analyst III	1.47	1.00	0.90	0.90
Manager, Budgets	0.47	0.50	0.40	0.40
Total	2.19	1.50	1.30	1.30

Position Description - Capital	FY22	FY23	FY24	FY25
Budget Analyst II	0.25	-	-	-
Budget Analyst III	0.48	1.00	0.90	0.90
Manager, Budgets	0.48	0.50	0.40	0.40
Total	1.21	1.50	1.30	1.30

Contracts & Procurement (060400)

Position Description - Operating	FY22	FY23	FY24	FY25
Contract Administrator	-	-	0.75	0.75
Procurement Administrator I	-	0.20	0.25	0.25
Procurement Administrator II	1.15	0.95	0.75	0.75
Procurement Administrator III	0.30	0.50	0.25	0.25
Manager, Financial Planning and Analysis	-	0.15	-	-
Total	1.45	1.80	2.00	2.00

Position Description - Capital	FY22	FY23	FY24	FY25
Contract Administrator	0.95	0.95	1.20	1.20
Contract Administrator (3-yr limited term, FY24 to FY26)	-	-	1.00	1.00
Procurement Administrator I	-	0.25	0.25	0.25
Procurement Administrator II	1.25	0.95	1.55	1.55
Procurement Administrator III	1.25	1.25	1.15	1.15
Manager, Financial Planning and Analysis	-	0.30	-	-
Total	3.45	3.70	5.15	5.15

Finance Administration (040100)

Position Description - Operating	FY22	FY23	FY24	FY25
Budget Analyst III	0.50	-	-	-
Claims Specialist	0.48	0.40	-	-
Insurance and Claims Administr	0.48	0.48	-	-
Operations Cost Analyst	0.50	-	-	-
Business Intelligence Analyst III	-	0.50	-	-
Business to Business (B2B) Development Analyst	-	0.50	-	-
Data Analyst - Fare Programs	-	0.60	-	-
Director, Financial Planning and Analysis	-	0.50	-	-
Total	1.96	2.98	-	-

Financial Planning & Analysis (042106)

Position Description - Operating	FY22	FY23	FY24	FY25
Business Intelligence Analyst III	-	-	0.50	0.50
Business to Business (B2B) Development Specialist	-	-	1.40	1.40
Claims Specialist	-	-	0.40	0.40
Data Analyst III	-	-	0.60	0.60
Insurance and Claims Administrator	-	-	0.48	0.48
Manager, Fare Program Operations	-	-	0.60	0.60
Supervisor, Fare Program Ops	-	-	0.70	0.70
Total	-	-	4.68	4.68

Financial Reporting (040706)

Position Description - Operating	FY22	FY23	FY24	FY25
Accountant II	1.00	1.00	-	-
Accountant III	0.30	0.70	-	-
Total	1.30	1.70	-	-

Position Description - Capital	FY22	FY23	FY24	FY25
Accountant II	1.00	1.00	-	-
Accountant III	0.50	0.30	-	-
Total	1.50	1.30	-	-

Grants (042102)

Position Description - Operating	FY22	FY23	FY24	FY25
Administrative Analyst III	-	-	0.04	0.05
Director, Grants and Fund Management	-	-	0.05	0.05
Manager, Grants and Fund Programming	-	-	0.05	0.05
Principal Grants Analyst	-	0.45	0.04	0.05
Total	-	0.45	0.18	0.20

Position Description - Capital	FY22	FY23	FY24	FY25
Administrative Analyst III	0.80	0.80	0.23	0.30
Director, Grants and Fund Management	0.30	0.30	0.55	0.55
Manager, Grants and Fund Programming	-	0.20	0.20	0.20
Principal Grants Analyst	-	0.55	0.15	0.20
Grants Analyst	0.20	-	-	-
Total	1.30	1.85	1.13	1.25

Grants & Capital Accounting (040705)

Position Description - Operating	FY22	FY23	FY24	FY25
Accountant II	-	-	0.50	0.50
Accountant III	-	-	0.80	0.80
Financial Reporting Accountant	-	-	1.00	1.00
Total	-	-	2.30	2.30

Position Description - Capital	FY22	FY23	FY24	FY25
Accountant II	2.60	1.60	1.00	1.00
Accountant III	-	0.38	0.20	0.20
Manager, Grants and Capital Accounting	0.50	0.50	0.70	0.70
Accounting Specialist	0.81	0.81	-	-
Senior Accountant	0.60	-	-	-
Total	4.51	3.29	1.90	1.90

Treasury (040802)

Position Description - Operating	FY22	FY23	FY24	FY25
Accountant II	-	0.05	-	-
Total	-	0.05	-	-

Position Description - Capital	FY22	FY23	FY24	FY25
Accountant II	-	-	1.50	1.50
Accountant III	-	-	0.70	0.70
Accounting Specialist	-	-	0.55	0.55
Billing Supervisor	-	-	0.80	0.80
Total	-	-	3.55	3.55

Budget

FINANCE DIVISION				
Cost Center	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
Accounting Administration (040800)	\$1,505	\$0	\$0	\$0
Budgets (042100)	\$160,092	\$224,136	\$636,131	\$231,341
Contracts & Procurement (060400)	\$183,178	\$245,304	\$275,864	\$344,423
Finance Administration (040100)	\$1,488,272	\$2,207,842	\$1,646,715	\$1,646,715
Financial Planning & Analysis (042106)	\$0	\$0	\$1,629,820	\$1,623,703
Financial Reporting (040706)	\$281,017	\$299,785	\$100,430	\$100,430
Grants & Capital Accounting (040705)	\$0	\$0	\$366,238	\$366,238
Grants (042102)	\$9,353	\$86,195	\$37,774	\$42,287
ICAP/OH Accounting (040900)	\$3,947,907	\$3,565,453	\$3,565,453	\$3,565,453
Insurance-General/Motor Bus (082100)	\$6,147,859	\$10,619,730	\$11,549,703	\$12,572,673
Treasury (040802)	\$4,107,809	\$4,733,292	\$5,930,664	\$10,222,844
Total	\$16,326,992	\$21,981,737	\$25,738,792	\$30,716,107

Accounting Administration (040800)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
521010	Dues and Subscriptions	\$250	\$0	\$0	\$0
530043	ADP Fees	\$1,255	\$0	\$0	\$0
Total		\$1,505	\$0	\$0	\$0

Budgets (042100)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$100,797	\$172,074	\$150,029	\$150,029
511130	Regular Wage Special Progm	\$0	-\$13,763	\$404,790	\$0
511199	Regular Wage Accrual	-\$180	\$0	\$0	\$0
512000	Fringe Benefits	\$44,516	\$61,925	\$77,087	\$77,087
512099	Fringe Benefits Accrual	-\$157	\$0	\$0	\$0
513000	Temporary Staff	\$13,855	\$0	\$0	\$0
521010	Dues and Subscriptions	\$725	\$400	\$725	\$725
522010	Seminar and Training	\$536	\$3,500	\$3,500	\$3,500
Total		\$160,092	\$224,136	\$636,131	\$231,341

Contracts & Procurement (060400)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$115,104	\$190,450	\$164,960	\$210,249
511130	Regular Wage Special Progm	\$0	-\$15,332	\$0	\$0
511140	Regular Wages- Annuitant/Others	\$14,890		\$23,078	\$23,078
511199	Regular Wage Accrual	\$2,284	\$0	\$0	\$0
512000	Fringe Benefits	\$50,806	\$68,886	\$86,526	\$109,796
512099	Fringe Benefits Accrual	\$77	\$0	\$0	\$0
522030	Business Travel	\$17		\$0	\$0
523073	Letterhead Items	\$0	\$300	\$300	\$300
523090	Legal Advertising	\$0	\$1,000	\$1,000	\$1,000
Total		\$183,178	\$245,304	\$275,864	\$344,423

Finance Administration (040100)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$140,947	\$317,604	\$0	\$0
511130	Regular Wage Special Progrm	\$0	-\$25,702	\$0	\$0
511199	Regular Wage Accrual	-\$1,233	\$0	\$0	\$0
512000	Fringe Benefits	\$62,237	\$115,354	\$0	\$0
512099	Fringe Benefits Accrual	-\$717	\$0	\$0	\$0
512210	Retiree Medical Cost-Funded	\$396,000	\$456,000	\$456,000	\$456,000
512240	CalPERS ER Funded Cost	\$726,926	\$1,090,336	\$976,465	\$976,465
513000	Temporary Staff	\$30,880		\$0	\$0
521010	Dues and Subscriptions	\$0	\$300	\$300	\$300
522010	Seminar and Training	\$0	\$15,000	\$15,000	\$15,000
522020	Training Travel	\$0	\$0	\$0	\$0
522030	Business Travel	\$0	\$8,600	\$8,600	\$8,600
523072	Tickets and Passes	\$0	\$80,350	\$0	\$0
525010	Legal Services	\$3,189	\$0	\$0	\$0
525050	Consultant-Offsite	\$130,043	\$150,000	\$190,350	\$190,350
Total		\$1,488,272	\$2,207,842	\$1,646,715	\$1,646,715

Financial Planning & Analysis (042106)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$0	\$0	\$453,043	\$449,002
512000	Fringe Benefits	\$0	\$0	\$232,777	\$230,701
523072	Tickets and Passes	\$0	\$0	\$40,000	\$40,000
525311	Clipper Operator Charges			\$904,000	\$904,000
Total		\$0	\$0	\$1,629,820	\$1,623,703

Financial Reporting (040706)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$134,514	\$160,664	\$0	\$0
511130	Regular Wage Special Progrm	\$0	-\$12,840	\$0	\$0
511199	Regular Wage Accrual	\$2,246	\$0	\$0	\$0
512000	Fringe Benefits	\$59,379	\$57,781	\$0	\$0
512099	Fringe Benefits Accrual	\$919	\$0	\$0	\$0
521010	Dues and Subscriptions	\$460		\$0	\$0
525021	Annual Audit Services	\$65,000	\$68,000	\$74,250	\$74,250
525090	Other Contract Services	\$18,500	\$26,180	\$26,180	\$26,180
Total		\$281,017	\$299,785	\$100,430	\$100,430

Grants & Capital Accounting (040705)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$0	\$0	\$241,932	\$241,932
512000	Fringe Benefits	\$0	\$0	\$124,306	\$124,306
Total		\$0	\$0	\$366,238	\$366,238

Grants (042102)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$6,193	\$63,230	\$24,952	\$27,933
511199	Regular Wage Accrual	\$296	\$0	\$0	\$0
512000	Fringe Benefits	\$2,734	\$22,965	\$12,822	\$14,354
512099	Fringe Benefits Accrual	\$130	\$0	\$0	\$0
Total		\$9,353	\$86,195	\$37,774	\$42,287

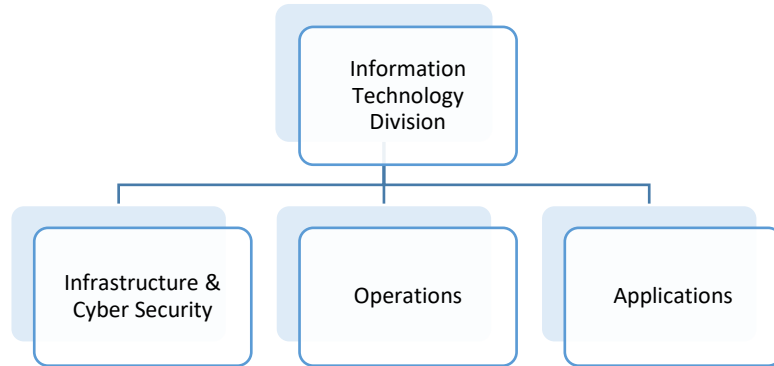
ICAP/OH Accounting (040900)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
530120	Inter-Agency Overhead Expenses	\$262,367	\$267,765	\$267,765	\$267,765
530124	ICAP Expense Non-Labor	\$3,690,688	\$3,297,688	\$3,297,688	\$3,297,688
530129	Inter-Agency Overhead Exp Accr	-\$5,147	\$0	\$0	\$0
Total		\$3,947,907	\$3,565,453	\$3,565,453	\$3,565,453

Insurance-General/Motor Bus (082100)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
527014	Premium - Physical Damage-Gen.	\$1,687,589	\$1,909,462	\$2,100,408	\$2,310,449
527034	Premium-PL & PD Insurance-Gen.	\$3,821,496	\$7,390,268	\$4,829,295	\$5,312,225
527054	Insurance Adjustor Fee-Gen.	\$58,130	\$60,000	\$60,000	\$60,000
527064	Insurance Claim-Legal Fees-Gen	\$0	\$200,000	\$200,000	\$200,000
527074	Insurance Broker Fees-Gen.	\$162,836	\$60,000	\$60,000	\$60,000
527084	Claims Expense-Gen.	\$413,058	\$1,000,000	\$1,000,000	\$1,000,000
527094	Premium - Other Insurance-Gen.	\$4,750	\$0	\$0	\$0
527095	Premium-FELA	\$0	\$0	\$3,300,000	\$3,630,000
Total		\$6,147,859	\$10,619,730	\$11,549,703	\$12,572,673

Treasury (040802)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$10,540	\$4,597	\$0	\$0
511130	Regular Wage Special Progrm	\$0	-\$372	\$0	\$0
511199	Regular Wage Accrual	-\$1,985	\$0	\$0	\$0
512000	Fringe Benefits	\$4,664	\$1,670	\$0	\$0
512099	Fringe Benefits Accrual	-\$940	\$0	\$0	\$0
523020	Postage	\$39	\$750	\$750	\$750
523021	Postage Overnight	\$61	\$250	\$250	\$250
523060	Software Maintenance and Licen	\$50,299	\$50,000	\$69,000	\$69,000
523090	Legal Advertising	\$2,039		\$0	\$0
525010	Legal Services	\$148,000		\$150,000	\$150,000
525090	Other Contract Services	\$50,798	\$50,000	\$167,450	\$167,450
525211	Rev Coll-TVM's/Parking Machine	\$463,884	\$467,524	\$759,457	\$759,457
525311	Clipper Operator Charges	\$574,131	\$500,000	\$0	\$0
530010	Interest Expense	\$2,200,519	\$2,581,752	\$3,471,125	\$7,763,305
530040	Bank Fees	\$186,423	\$776,621	\$763,121	\$763,121
530041	Transaction Fees	\$323,615	\$289,000	\$302,500	\$302,500
530045	Fiscal Agent Fees	\$13,965	\$11,500	\$11,500	\$11,500
530047	Debt Fees	\$117,836		\$235,511	\$235,511
530090	Miscellaneous	-\$36,078	\$0	\$0	\$0
Total		\$4,107,809	\$4,733,292	\$5,930,664	\$10,222,844

Information Technology Division

The Information Technology (IT) Division provides technology support, maintains existing software and hardware equipment, and manages systems infrastructure.



Division Responsibilities

- Safeguards data and ensures data security and integrity
- Manages software and hardware maintenance, upgrades, and replacements
- Provides user support and training on various applications used by the District

Objectives and Performance Measures

Objective	Performance Measure	FY22 Actual	FY23 Target	FY23 Actual	FY24 Target	FY25 Target
Maintain and upgrade IT applications, infrastructure and cybersecurity programs	Rollout new SharePoint System	20%	60%	60%	100%	100%
	Retire all legacy servers and move to cloud	15%	55%	45%	75%	100%
	Update cyber-security monitoring tools to industry standards	30%	70%	50%	75%	100%
	Implement a new Caltrain scheduling and planning system	5%	65%	On Hold	On Hold	n/a
	Implement New PMIS system	n/a	60%	60%	100%	n/a
	Conduct a Technology Infrastructure Assessment	n/a	n/a	n/a	25%	75%

Staffing

IT & Telecommunications (060300)

Position Description - Operating	FY22	FY23	FY24	FY25
Business Systems Analyst II	-	0.10	-	-
Information Technology (IT) Application Architect/Project Manager	-	0.20	-	-
Senior Network Engineer	-	0.20	-	-
Senior Systems Engineer - MSAzu	-	0.20	-	-
Senior Systems Software Analyst	-	0.20	-	-
Total	-	0.90	-	-

Position Description - Capital	FY22	FY23	FY24	FY25
Network Administrator II	-	0.30	-	-
Total	-	0.30	-	-

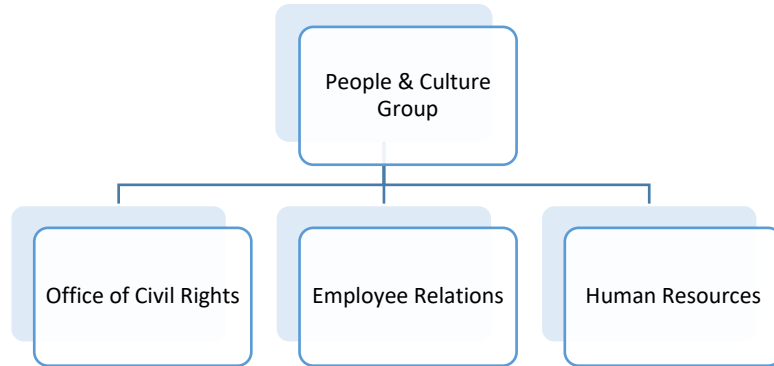
Budget

INFORMATION TECHNOLOGY (IT) DIVISION				
Cost Center	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
IT & Telecommunications (060300)	\$321,589	\$664,016	\$1,187,400	\$1,187,400
Total	\$321,589	\$664,016	\$1,187,400	\$1,187,400

IT & Telecommunications (060300)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$0	\$125,774	\$0	\$0
511130	Regular Wage Special Progrm	\$0	-\$840	\$0	\$0
512000	Fringe Benefits	\$0	\$45,682	\$0	\$0
522030	Business Travel	\$28	\$0	\$0	\$0
523040	Office Equipment Repair and Ma	\$0	\$20,000	\$10,000	\$10,000
523045	Desktops & Comp - Rail Op	\$0	\$48,000	\$20,000	\$20,000
523055	Printers - Rail Op	\$0	\$2,400	\$2,400	\$2,400
523060	Software Maintenance and Licen	\$45,200	\$100,000	\$750,000	\$750,000
524011	Telephone Service	\$43,456	\$45,000	\$45,000	\$45,000
524012	Data Circuits	\$177,646	\$200,000	\$200,000	\$200,000
524014	Cellular Telephone Service	\$3,535	\$0	\$5,000	\$5,000
524025	Cellphone - Rail Op	\$43,164	\$28,000	\$45,000	\$45,000
525090	Other Contract Services	\$0	\$50,000	\$0	\$0
590020	Computer Equipment	\$8,560	\$0	\$110,000	\$110,000
Total		\$321,589	\$664,016	\$1,187,400	\$1,187,400

People and Culture Group

The People and Culture Group is responsible for all aspects of staffing, employee development, and training.



Division Responsibilities

- Recruitment and hiring of new talent
- New hire on-boarding
- Employee training and development
- Employee events, awards, and recognition
- Collective bargaining agreement, mandated grievance and arbitration hearings, and workers compensation administration

Objectives and Performance Measures

Objective	Performance Measure	FY22 Actual	FY23 Target	FY23 Actual	FY24 Target	FY25 Target
Strengthen recruitment process and employee retention	Conduct compensation study	n/a	100%	25%	100%	n/a
	Develop and implement new probationary system for admin staff	n/a	100%	0%	100%	n/a

Staffing

Civil Rights (060500)

Position Description - Operating	FY22	FY23	FY24	FY25
Administrative Data Specialist	0.50	-	-	-
Civil Rights Analyst	0.85	0.75	-	-
Civil Rights Administrator/Investigator	-	0.15	-	-
Data Support Administrative Analyst	-	-	0.38	0.50
Title VI Social Equity Administrator	-	0.20	0.50	0.50
Total	1.35	1.10	0.88	1.00

Position Description - Capital	FY22	FY23	FY24	FY25
Civil Rights Analyst	-	-	0.50	0.50
DBE Administrator	0.84	0.84	0.50	0.50
Labor Compliance Administrator	0.90	0.90	0.50	0.50
Total	1.74	1.74	1.50	1.50

Human Resources (060100)

Position Description - Operating	FY22	FY23	FY24	FY25
Management Analyst, Rail (2-yr term FY24 & FY25)	-	-	0.50	1.00
Rail Human Resource Analyst	-	-	0.50	0.50
Total	-	-	1.00	1.50

Position Description - Capital	FY22	FY23	FY24	FY25
Human Resources Business Partner (Rail)	-	-	1.00	1.00
Rail Human Resource Analyst	-	-	0.50	0.50
Total	-	-	1.50	1.50

Budget

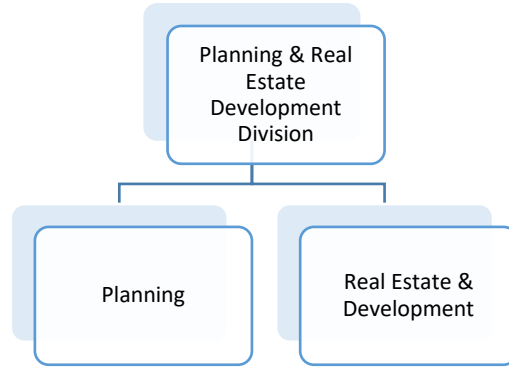
PEOPLE & CULTURE GROUP				
Cost Center	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
Civil Rights (060500)	-\$1,531	\$129,733	\$124,817	\$136,054
Human Resources (060100)	\$18,141	\$192,000	\$482,027	\$437,242
Total	\$16,610	\$321,733	\$606,844	\$573,296

Civil Rights (060500)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$0	\$97,035	\$80,173	\$87,596
511130	Regular Wage Special Progrm	\$0	-\$5,994	\$0	\$0
511199	Regular Wage Accrual	-\$1,041	\$0	\$0	\$0
512000	Fringe Benefits	\$0	\$35,242	\$41,194	\$45,008
512099	Fringe Benefits Accrual	-\$490	\$0	\$0	\$0
521010	Dues and Subscriptions	\$0	\$250	\$250	\$250
525050	Consultant-Offsite	\$0	\$3,200	\$3,200	\$3,200
Total		-\$1,531	\$129,733	\$124,817	\$136,054

Human Resources (060100)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$0	\$0	\$85,894	\$103,872
511130	Regular Wage Special Progrm		\$0	\$72,000	\$0
512000	Fringe Benefits	\$0	\$0	\$44,133	\$53,370
521040	Recruitment Costs	\$18,141	\$192,000	\$280,000	\$280,000
Total		\$18,141	\$192,000	\$482,027	\$437,242

Planning Division

The Planning Division is responsible for short-range and long-range planning, real estate and facilities management, service delivery studies and planning, and administration of voter-approved sales tax expenditure plan for all four agencies.



Division Responsibilities

- Manages short-range and long-range planning efforts, including the preparation of strategic plans for District-wide initiatives, service delivery studies and planning, and data analysis
- Provides support for projects, including environmental and right-of-way reviews and permits
- Manages environmental compliance required by the California Environmental Quality Act (CEQA) and assist in environmental planning to support organizational initiatives
- Property management and development, including acquisition of property and right of way to support capital projects delivery

Staffing

Planning & Development Administration (032010)

Position Description - Operating	FY22	FY23	FY24	FY25
Executive Assistant II	0.05	0.05	0.05	0.05
Chief Officer, Planning/Grants/TA	0.05	0.05	-	-
Total	0.10	0.10	0.05	0.05

Position Description - Capital	FY22	FY23	FY24	FY25
Contract Administrator	0.33	0.33	0.33	0.33
Executive Assistant II	0.35	0.35	0.35	0.35
Chief Officer, Planning/Grants/TA	0.15	0.15	-	-
Total	0.83	0.83	0.68	0.68

Planning (032011)

Position Description - Operating	FY22	FY23	FY24	FY25
Manager, Environmental Compliance	-	0.19	0.40	0.40
Planning Administrator	0.40	0.80	0.05	0.05
Planning Analyst III	0.05	0.05	-	-
Total	0.45	1.04	0.45	0.45

Position Description - Capital	FY22	FY23	FY24	FY25
Director, Planning	0.05	0.05	0.05	0.05
Manager, Environmental Compliance	-	0.04	0.05	0.05
Planning Administrator	0.10	0.20	-	-
Planning Analyst III	0.10	0.10	-	-
Total	0.25	0.39	0.10	0.10

Real Estate and Development (032012)

Position Description - Operating	FY22	FY23	FY24	FY25
Deputy Director, Real Estate Management & Development	-	-	0.10	0.10
Director, Real Estate and Development	0.25	0.15	0.15	0.15
Manager, Real Estate Management and Capital Project Support	0.30	0.30	0.30	0.30
Real Estate Administrator	0.45	0.90	0.90	0.90
Real Estate Specialist	0.70	0.35	-	-
Surveyor	0.25	0.30	0.30	0.30
Manager, Transit Oriented Development	0.40	-	-	-
Total	2.35	2.00	1.75	1.75

Position Description - Capital	FY22	FY23	FY24	FY25
Director, Real Estate and Development	0.25	0.30	0.30	0.30
Manager, Real Estate Management and Capital Project Support	0.20	0.20	0.20	0.20
Real Estate Administrator	0.05	0.10	0.10	0.10
Real Estate Specialist	-	-	-	-
Surveyor	0.29	0.35	0.35	0.35
Manager, Transit Oriented Development	0.25	-	-	-
Total	1.04	0.95	0.95	0.95

Budget

PLANNING DIVISION				
Cost Center	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
Planning & Development Administration (032010)	\$28,014	\$30,396	\$16,085	\$16,085
Planning (032011)	\$105,924	\$227,025	\$423,838	\$433,838
Real Estate and Development (032012)	\$293,110	\$412,145	\$444,288	\$417,453
Total	\$427,049	\$669,566	\$884,211	\$867,376

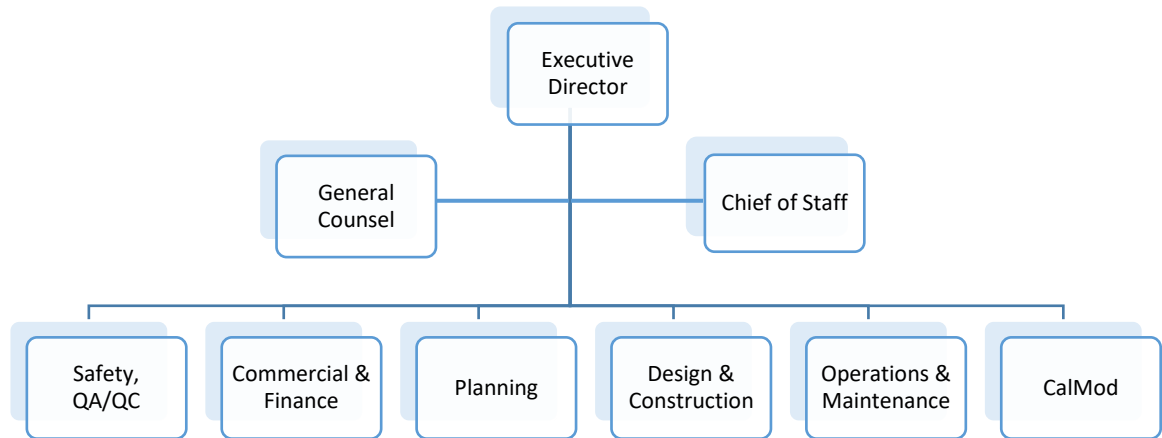
Planning & Development Administration (032010)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$19,321	\$15,711	\$3,854	\$3,854
511130	Regular Wage Special Progrm	\$0	-\$1,271	\$0	\$0
511199	Regular Wage Accrual	-\$487	\$0	\$0	\$0
512000	Fringe Benefits	\$8,533	\$5,706	\$1,981	\$1,981
512099	Fringe Benefits Accrual	-\$240	\$0	\$0	\$0
521040	Recruitment Costs	\$0	\$8,400	\$8,400	\$8,400
522010	Seminar and Training	\$0	\$1,000	\$1,000	\$1,000
522030	Business Travel	\$67	\$250	\$250	\$250
523010	Office Supplies	\$821	\$600	\$600	\$600
Total		\$28,014	\$30,396	\$16,085	\$16,085

Planning (032011)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$34,303	\$135,241	\$54,556	\$54,556
511130	Regular Wage Special Progrm	\$0	-\$8,586	\$0	\$0
511199	Regular Wage Accrual	-\$315	\$0	\$0	\$0
512000	Fringe Benefits	\$15,154	\$49,120	\$28,032	\$28,032
512099	Fringe Benefits Accrual	-\$182	\$0	\$0	\$0
522010	Seminar and Training	\$0	\$1,250	\$1,250	\$1,250
525050	Consultant-Offsite	\$56,965	\$50,000	\$340,000	\$350,000
Total		\$105,924	\$227,025	\$423,838	\$433,838

Real Estate and Development (032012)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$157,299	\$257,370	\$236,243	\$236,243
511130	Regular Wage Special Progrm	\$0	-\$21,594	\$0	\$0
511140	Regular Wages-Annuitant/Others	\$18,513	\$0	\$24,928	\$0
511199	Regular Wage Accrual	\$3,651	\$0	\$0	\$0
512000	Fringe Benefits	\$69,453	\$92,619	\$123,292	\$121,385
512099	Fringe Benefits Accrual	\$1,197	\$0	\$0	\$0
522030	Business Travel	\$23	\$500	\$550	\$550
523010	Office Supplies	\$0	\$250	\$275	\$275
525050	Consultant-Offsite	\$13,570	\$50,000	\$20,000	\$20,000
526010	Gas and Electric Utilities	\$10	\$0	\$0	\$0
530110	Property Taxes	\$29,394	\$33,000	\$39,000	\$39,000
Total		\$293,110	\$412,145	\$444,288	\$417,453

Rail Division

The Rail Division is responsible for the oversight of Caltrain rail operations, maintenance, and capital project engineering and construction throughout the JPB rail corridor.



Division Responsibilities

- Safety, QA/QC is responsible for the development and implementation of a Safety System Program Plan and a Safety Culture. This department oversees safety certification and compliance, and performs safety data analysis that support related initiatives and decision-making.
- Commercial and Finance manages and administers on-call contracts, rail operator agreement with TASI, and other operations and maintenance contracts for the division. This department is responsible for the development and monitoring of the division's operating and capital budgets, and provides financial analysis support to the division.
- Caltrain Planning is responsible for the long-range and system-wide planning initiatives that guide Caltrain investments and support key railroad policy decisions. This includes, but not limited to, long-range policy and programming activities, and capital planning projects such as grade separations, station access, and multimodal planning. This department engages with external partners, regional funding and transit entities, and local jurisdictions, as well as internal stakeholders, to help inform long-term planning initiatives and policy decisions.
- Rail Design and Construction is comprised of Engineering, Capital Program Delivery, and Program Management. The department manages the maintenance of structures (i.e., bridges and facilities). The department also handles environmental requirements, transit asset management, and third-party requests for work near, under or over Caltrain's property along the corridor.

- Rail Operations and Maintenance provides oversight of Caltrain operations which includes the day-to-day activities of the commuter rail service and stations planning. The department also ensures the proper maintenance of the track, right-of-way, stations, and vehicles which are critical to running a safe and efficient railroad. They coordinate with special event services to provide additional public transportation options to the public during concerts and sporting events at local stadiums.
- CalMod oversees projects pertaining to the Caltrain Modernization initiatives which includes the Peninsula Corridor Electrification Program and the Positive Train Control.

Objectives and Performance Measures

Objective	Performance Measure	FY22 Actual	FY23 Target	FY23 Actual	FY24 Target	FY25 Target
Keep railroad operations efficient and effective	Maintain on-time performance	91%	95%	88%	95%	95%
Support timely completion of electrification project	Complete electrification of the Overhead Contact System (OCS)	n/a	100%	92%	100%	n/a
Implement governance that supports Caltrain's role in the region, state, and nation	Finalize Caltrain's Governance Memorandum of Understanding	67%	100%	100%	n/a	n/a
Reduce the number of vehicles turning on the tracks at grade crossings, through additional signage, solar markers and painting the dynamic envelope	TASI Daily Operations Report	n/a	n/a	30%	30% reduction	n/a
Effective delivery of capital projects	Safely - Number of Type I Incidents: incident requiring written report based on contract requirements	n/a	n/a	0	5 or fewer	5 or fewer
	Safely - Number of Type II Incidents: incident requiring written report to FRA	n/a	n/a	0	0	0
	On Budget - Percentage of projects with a Cost Performance Index of .98 or higher and an Estimate at Complete within budget.	n/a	n/a	93%	90%	90%

On Time - Percentage of projects with a Schedule Performance Index of .98 or higher and no major milestones delayed over 30 days	n/a	n/a	63%	75%	75%
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Staffing

Caltrain Modernization (072010)

Position Description - Capital	FY22	FY23	FY24	FY25
Chief Officer, Caltrain Modernization Program	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

CalMod Program Management (072030)

Position Description - Capital	FY22	FY23	FY24	FY25
Budget Analyst III	1.00	1.00	1.00	1.00
Deputy Chief, CalMod Capital Program Delivery	1.00	-	-	-
Deputy Director, Program Management and Environmental Compliance	1.00	1.00	1.00	1.00
Director, System Integration CalMod	-	-	0.50	1.00
Manager, Budgets	1.00	1.00	0.50	1.00
Program Management Administrator, CalMod	1.00	1.00	0.50	1.00
Senior Project Manager, CalMod	1.00	1.00	-	-
Total	6.00	5.00	3.50	5.00

CalMod Project Delivery (072040)

Position Description - Capital	FY22	FY23	FY24	FY25
Construction Liaison Manager	1.00	1.00	1.00	1.00
Deputy Director, Project Delivery	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Caltrain Capital Planning (713000)

Position Description - Operating	FY22	FY23	FY24	FY25
Deputy Director, Caltrain Policy Development	0.25	0.25	0.50	0.50
Planning Administrator	0.25	0.25	0.25	0.50
Total	0.50	0.50	0.75	1.00

Position Description - Capital	FY22	FY23	FY24	FY25
Deputy Director, Caltrain Policy Development	0.75	0.75	0.50	0.50
Planning Administrator	0.75	0.75	0.25	0.50
Total	1.50	1.50	0.75	1.00

Caltrain Planning (710000)

Position Description - Operating	FY22	FY23	FY24	FY25
Administrative Support Specialist	-	1.00	0.50	0.50
Deputy Chief, Caltrain Planning	0.50	0.50	0.75	1.00
Deputy Director, Transit Oriented Development (TOD) & Real Estate	-	0.50	0.50	0.50
Director of Major Planning Projects	-	-	-	0.50
Director, Special Projects and Initiatives	-	0.50	-	-
Total	0.50	2.50	1.75	2.50

Position Description - Capital	FY22	FY23	FY24	FY25
Administrative Support Specialist	-	-	0.50	0.50
Deputy Chief, Caltrain Planning	0.50	0.50	0.75	1.00
Deputy Director, Transit Oriented Development (TOD) & Real Estate	-	0.50	0.50	0.50
Director, Special Projects and Initiatives	-	0.50	-	-
Total	0.50	1.50	1.75	2.00

Caltrain Program Integration (750000)

Position Description - Operating	FY22	FY23	FY24	FY25
Director, Rail Program Integration	0.20	-	-	-
Director, Strategy and Policy	-	0.20	-	-
Total	0.20	0.20	-	-

Position Description - Capital	FY22	FY23	FY24	FY25
Director, Rail Program Integration	0.80	-	-	-
Director, Strategy and Policy	-	0.80	-	-
Deputy Director, OCS	-	-	0.50	1.00
Deputy Director, Traction Power	-	-	0.50	1.00
Total	0.80	0.80	1.00	2.00

Caltrain Systemwide Planning & Policy (712000)

Position Description - Operating	FY22	FY23	FY24	FY25
Deputy Director, Capital Program Planning	-	0.25	0.10	0.10
Director, Systemwide Planning and Policy	0.50	0.50	0.25	0.50
Manager, Caltrain Planning	0.50	0.50	0.50	0.50
Assistant Planner	0.50	-	-	-
Planner	-	-	0.25	0.50
Planning Administrator	1.75	2.50	2.00	2.25
Planning Analyst II	-	0.50	0.25	0.50
Principal Planner, Program Policy	-	-	0.25	0.50
Long Range Systemwide County Principal Planner	-	-	-	0.25
Total	3.25	4.25	3.60	5.10

Position Description - Capital	FY22	FY23	FY24	FY25
4th and King Sitework Program Deputy Director	-	-	0.50	1.00
Deputy Director, Capital Program Planning	-	0.75	0.90	0.90
Director, Systemwide Planning and Policy	0.50	0.50	0.25	0.50
DTX (Downtown Extension) Program Director	-	-	0.50	1.00
Railyards Development Project Program Director	-	-	0.50	1.00
Manager, Caltrain Planning	0.50	0.50	0.50	0.50
Assistant Planner	0.50	-	-	-
Planner	-	-	0.25	0.50
Planning Administrator	2.25	3.50	2.50	2.75
Planning Analyst II	-	0.50	0.25	0.50
Principal Planner, Program Policy	-	-	0.25	0.50
Long Range Systemwide County Principal Planner	-	-	-	0.25
Senior Policy Advisor	1.00	-	-	-
Total	4.75	5.75	6.40	9.40

Capital Program Delivery (741000)

Position Description - Operating	FY22	FY23	FY24	FY25
Administrative Support Specialist	-	-	0.05	0.05
Director, Capital Program Delivery	0.01	-	-	-
Project Manager	-	-	-	0.01
Total	0.01	-	0.05	0.06

Position Description - Capital	FY22	FY23	FY24	FY25
Administrative Support Specialist	-	1.00	0.95	0.95
Deputy Director, Capital Program Delivery	-	1.00	0.50	1.00
Director, Capital Program Delivery	0.94	0.95	1.00	1.00
Manager, Utility	-	1.00	-	-
Office Assistant	1.00	-	-	-
Project Manager	-	2.00	-	0.99
Total	1.94	5.95	2.45	3.94

Capital Project Environmental Planning (032015)

Position Description - Operating	FY22	FY23	FY24	FY25
Manager Capital Project & Env Planning	0.20	-	-	-
Principal Planner, Env Plan	0.17	-	-	-
Total	0.37	-	-	-

Position Description - Capital	FY22	FY23	FY24	FY25
Manager Capital Project & Env Planning	0.60	-	-	-
Principal Planner, Env Plan	0.50	-	-	-
Total	1.10	-	-	-

Construction Services (741100)

Position Description - Operating	FY22	FY23	FY24	FY25
Utility Coordinator	0.20	-	0.01	0.01
Total	0.20	-	0.01	0.01

Position Description - Capital	FY22	FY23	FY24	FY25
Deputy Director, Construction Services	-	-	0.50	1.00
Manager, Construction Services	1.00	1.00	1.00	1.00
Utility Coordinator	0.80	1.00	0.99	0.99
Total	1.80	2.00	2.49	2.99

Engineering (742000)

Position Description - Operating	FY22	FY23	FY24	FY25
Administrative Support Specialist	1.00	0.26	0.11	0.11
Deputy Director, Asset Management	-	-	0.14	0.27
Director, Engineering	-	0.32	0.11	0.11
Engineer III, GIS Manager	-	-	0.01	0.02
Manager, Facility Engineering	0.35	0.05	0.25	0.25
Manager, Rail Network Engineering	-	0.05	-	-
Total	1.35	0.68	0.62	0.76

Position Description - Capital	FY22	FY23	FY24	FY25
Administrative Support Specialist	-	0.74	0.89	0.89
Deputy Director, Asset Management	-	-	0.37	0.73
Director, Engineering	-	0.68	0.89	0.89
Engineer III, GIS Manager	-	-	0.49	0.98
Manager, Facility Engineering	0.56	0.95	0.75	0.75
Manager, Rail Network Engineering	-	0.95	-	-
Total	0.56	3.32	3.39	4.24

Infrastructure Engineering (742100)

Position Description - Operating	FY22	FY23	FY24	FY25
Deputy Director, Rail Infrastructure Engineering	0.20	0.08	0.20	0.20
DTX Coordinator	-	0.01	0.02	0.02
Electrical & Mechanical Engineer	0.17	-	-	-
Engineer II	-	0.02	0.28	0.28
Engineer II, Infrastructure	-	-	0.12	0.23
Engineer II, Infrastructure - Facilities & Stations	-	-	0.04	0.08
Engineer III	1.35	0.13	0.84	0.84
Engineer III, Track	0.45	-	-	-
Field Inspector/TAM	-	0.01	0.51	0.51
Manager, Engineering	0.20	0.08	0.14	0.27
Manager, Third Party Projects	-	0.08	0.07	0.07
Total	2.37	0.40	2.21	2.50

Position Description - Capital	FY22	FY23	FY24	FY25
DTX Coordinator	-	0.50	0.98	0.98
Deputy Director, Rail Infrastructure Engineering	0.75	0.92	0.80	0.80
Electrical & Mechanical Engineer	0.67	-	-	-
Engineer II	-	0.99	1.72	1.72
Engineer II, Infrastructure	-	-	0.39	0.77
Engineer II, Infrastructure - Facilities & Stations	-	-	0.46	0.92
Engineer III	2.10	9.37	10.16	10.16
Engineer III, Track	1.55	-	-	-
Field Inspector/TAM	-	0.49	0.49	0.49
Manager, Engineering	0.75	0.92	0.37	0.73
Manager, Engineering Track & Structure	-	-	0.50	1.00
Manager, Third Party Projects	-	0.92	0.93	0.93
Total	5.82	14.10	16.79	18.50

Capital Program Management (741300)

Position Description - Operating	FY22	FY23	FY24	FY25
Deputy Director, Program Management and Environmental Compliance	-	-	0.01	0.01
Deputy Director, Project Controls	-	0.06	0.04	0.04
Director, Capital Program Management	-	0.17	0.11	0.11
Document Controls Specialist	-	-	0.02	0.02
Manager, Capital Projects and Environmental Planning	-	0.20	0.01	0.01
Manager, Cost Control	-	0.02	0.05	0.05

Manager, Project Controls	0.01	0.06	-	-
Manager, Project Estimates	-	0.02	0.02	0.02
Manager, Project Schedules	-	0.02	-	-
Manager, Rail Manuals & Training	-	-	0.05	0.05
Planning Administrator	-	0.25	-	-
Project Controls Administrator	0.01	0.01	-	-
Project Controls Analyst II	-	-	0.05	0.05
Project Controls Analyst/Scheduler	-	-	0.03	0.05
Senior Project Specialist	-	-	0.03	0.03
Total	0.02	0.81	0.41	0.44

Position Description - Capital	FY22	FY23	FY24	FY25
Cost Estimator	1.00	1.00	-	-
Deputy Director, Program Management and Environmental Compliance	-	1.00	0.90	0.90
Deputy Director, Project Controls	-	0.94	0.96	0.96
Director, Capital Program Management	-	0.83	0.89	0.89
Document Controls Specialist	-	0.50	0.98	0.98
Manager, Capital Projects and Environmental Planning	-	0.60	0.50	0.99
Manager, Cost Control	-	0.98	0.95	0.95
Manager, Project Controls	0.99	0.94	-	-
Manager, Project Estimates	-	0.98	0.98	0.98
Manager, Project Schedules	-	0.98	-	-
Manager, Rail Contracts and Budget	-	1.00	-	-
Manager, Rail Manuals & Training	-	-	0.95	0.95
Planning Administrator	-	1.25	1.00	1.00
Planning Administrator TOD&RE	-	-	1.00	1.00
Program Management Support	1.00	-	-	-
Project Controls Administrator	0.82	0.82	1.00	1.00
Project Controls Analyst II	0.95	1.95	1.95	1.95
Project Controls Analyst/Scheduler	-	-	0.48	0.95
Project Controls Specialist	1.00	-	-	-
Senior Project Specialist	1.00	1.00	0.97	0.97
Total	6.76	14.77	13.50	14.47

Project Managers (741400, 741500, 741600)

Position Description - Operating	FY22	FY23	FY24	FY25
Senior Project Manager	0.01	-	0.02	0.02
Senior Project Manager	0.01	-	0.03	0.02
Senior Project Manager	0.01	-	0.01	0.01
Total	0.03	-	0.06	0.05

Position Description - Capital	FY22	FY23	FY24	FY25
Senior Project Manager	0.99	1.00	0.98	0.98
Manager, Utilities	-	-	1.00	1.00
Senior Project Manager	2.99	2.00	2.97	1.98
Director, Rail Program Integration	-	1.00	-	-
Senior Project Manager	0.99	1.00	0.99	0.99
Total	4.97	5.00	5.94	4.95

QA, QC & Standards (742300)

Position Description - Operating	FY22	FY23	FY24	FY25
CAD Technician	0.30	0.06	0.51	0.51
Deputy Director, Quality Assurance & Standards	0.35	0.01	0.24	0.24
Document Controls Specialist	0.10	-	0.03	0.03
GIS Administrator Analyst	0.25	-	-	-
Manager, Quality Control/Auditor	-	0.09	0.06	0.12
Manager, Records Management	-	0.02	0.03	0.03
Manager, Standards and Procedures	0.20	-	0.05	0.05
QA/QC Auditor	0.33	-	-	0.04
Total	1.53	0.18	0.92	1.02

Position Description - Capital	FY22	FY23	FY24	FY25
CAD Technician	0.55	0.94	0.49	0.49
Deputy Director, Quality Assurance & Standards	0.57	0.93	0.76	0.76
Document Controls Specialist	0.90	1.00	0.97	0.97
GIS Administrator Analyst	0.58	-	-	-
Manager, Quality Control/Auditor	-	0.91	0.44	0.88
Manager, Records Management	1.00	0.98	0.97	0.97
Manager, Standards and Procedures	0.75	1.00	0.95	0.95
Process Coordinator, Standards and Procedure	-	1.00	1.00	1.00
QA/QC Auditor	0.50	-	-	0.46
Total	4.85	6.76	5.58	6.48

Rail Administration (700000)

Position Description - Operating	FY22	FY23	FY24	FY25
Administrative Analyst III	1.00	-	-	-
Business Operations Project Manager	-	0.75	-	-
Chief of Staff	0.45	0.50	0.50	0.50
Chief Operating Officer, Rail	0.45	0.35	0.18	0.35
Deputy Chief, Rail Business	-	0.70	0.35	0.70
Executive Assistant II	1.00	1.00	-	-
Human Resources Business Partner (Rail)	-	0.50	-	-
Manager of Energy	-	-	0.25	0.33
Project Manager	1.00	0.50	0.25	0.50
Senior Energy Analyst	-	-	0.25	0.50
Senior OCS Manager Engineering	-	-	0.13	0.25
Total	3.90	4.30	1.90	3.13

Position Description - Capital	FY22	FY23	FY24	FY25
Business Operations Project Manager	-	0.25	-	-
Chief of Staff	0.55	0.50	0.50	0.50
Chief Operating Officer, Rail	0.55	0.65	0.33	0.65
Deputy Chief, Rail Business	-	0.30	0.15	0.30
Director, Rail Activation and Transition (3-yr limited term, FY24 to FY26)	-	-	1.00	1.00
Director, Signal Comms and Transmission Power (3-yr limited term, FY24 to FY26)	-	-	1.00	1.00
Diridon Program Director	-	-	0.50	1.00
Human Resources Business Partner (Rail)	-	0.50	-	-
Manager of Energy	-	-	0.50	0.67
Project Manager	1.00	0.50	0.25	0.50
Senior Energy Analyst	-	-	0.25	0.50
Senior OCS Manager Engineering	-	-	0.38	0.75
Total	2.10	2.70	4.85	6.87

Rail Compliance (731000)

Position Description - Operating	FY22	FY23	FY24	FY25
Manager, Rail Compliance	0.30	-	-	-
Manager, Rail Operations	-	0.70	0.70	0.70
Rail Customer Experience Coordinator	-	-	0.40	0.80
Rail Operations Analyst III	-	0.35	-	-
Total	0.30	1.05	1.10	1.50

Position Description - Capital	FY22	FY23	FY24	FY25
Manager, Rail Compliance	0.70	-	-	-
Manager, Rail Operations	-	0.30	0.30	0.30
Rail Customer Experience Coordinator	-	-	0.10	0.20
Rail Operations Analyst III	-	0.15	-	-
Total	0.70	0.45	0.40	0.50

Rail Contracts & Budgets (720000)

Position Description - Operating	FY22	FY23	FY24	FY25
Administrative Analyst II	-	0.70	0.70	0.70
Administrative Analyst III	0.50	0.50	1.00	1.00
Budget Analyst III	0.25	0.50	0.50	0.50
Contract Administrator	0.15	0.65	0.85	0.85
Document Control	-	-	0.40	0.80
Operations Contract Analyst	1.45	0.10	0.10	0.10
Director, Rail Contracts and Budget	0.64	0.65	0.65	0.65
Manager, Rail Contracts and Budget	1.20	1.20	1.20	1.20
Total	4.19	4.30	5.40	5.80

Position Description - Capital	FY22	FY23	FY24	FY25
Business Operations Project Manager	-	0.30	0.30	0.30
Director, Budgets and Financial Analysis	0.50	0.50	1.00	1.00
Director, Government and Community Affairs	0.75	0.50	0.50	0.50
Director, Grants and Fund Management	0.75	1.30	1.10	1.10
Director, Real Estate Development	0.34	0.35	0.35	0.35
Director, Strategy and Policy	-	-	0.10	0.20
Executive Assistant II	0.78	0.80	0.80	0.80
Executive Assistant III	1.55	0.90	0.90	0.90
Executive Director, Caltrain	-	-	0.50	1.00
Total	4.67	4.65	5.55	6.15

Rail Design & Construction (740000)

Position Description - Operating	FY22	FY23	FY24	FY25
Deputy Chief, Rail Design & Construction	0.60	-	0.05	0.05
Total	0.60	-	0.05	0.05

Position Description - Capital	FY22	FY23	FY24	FY25
Deputy Chief, Rail Design & Construction	0.40	1.00	0.95	0.95
Total	0.40	1.00	0.95	0.95

Rail Maintenance (734000)

Position Description - Operating	FY22	FY23	FY24	FY25
Deputy Director, Rail Infrastructure Maintenance	0.70	-	-	-
Director, Rail Maintenance	-	-	0.70	0.70
Assistant Manager, System Comm	-	-	0.60	0.60
Manager, Stations and Communications Maintenance	0.80	0.80	0.80	0.80
Stations Manager	-	-	0.40	0.80
Manager, Engineering	0.60	1.40	1.40	1.40
Engineer II, Maintenance of Way (MOW)	-	-	0.40	0.80
Engineer III	0.30	0.70	0.70	0.70
Total	2.40	2.90	5.00	5.80

Position Description - Capital	FY22	FY23	FY24	FY25
Deputy Director, Rail Infrastructure Maintenance	0.30	-	-	-
Director, Rail Maintenance	-	-	0.30	0.30
Assistant Manager, System Communications	-	-	0.40	0.40
Manager, Stations and Communications Maintenance	0.20	0.20	0.20	0.20
Stations Manager	-	-	0.10	0.20
Manager, Engineering	1.40	0.60	0.60	0.60
Engineer II, Maintenance of Way (MOW)	-	-	0.10	0.20
Engineer III	0.70	0.30	0.30	0.30
Total	2.60	1.10	2.00	2.20

Rail Network Operations Planning (711000)

Position Description - Operating	FY22	FY23	FY24	FY25
Director, Rail Network and Operations Planning	0.50	0.50	0.50	0.50
Manager of Fleet Planning	-	-	0.38	0.75
Manager, Rail Operations Planning	-	0.95	0.95	0.95
Planning Administrator	0.95	0.13	-	-
Planning Analyst III	0.95	1.00	1.00	1.00
Total	2.40	2.58	2.83	3.20

Position Description - Capital	FY22	FY23	FY24	FY25
Director, Rail Network and Operations Planning	0.50	0.50	0.50	0.50
Manager of Fleet Planning	-	-	0.13	0.25
Manager, Rail Operations Planning	-	0.05	0.05	0.05
Planning Administrator	0.05	0.38	-	-
Planning Analyst III	0.05	-	-	-
Total	0.60	0.93	0.68	0.80

Rail Operations (732000)

Position Description - Operating	FY22	FY23	FY24	FY25
Director, Rail Maintenance	-	0.70	-	-
Director, Rail Operations	0.10	0.80	0.70	0.70
Manager, Rail Compliance	-	0.80	0.35	0.70
Manager, Rail Operations	1.05	0.70	0.70	0.70
Rail Liaison	-	0.20	0.40	0.80
Total	1.15	3.20	2.15	2.90

Position Description - Capital	FY22	FY23	FY24	FY25
Director, Rail Maintenance	-	0.30	-	-
Director, Rail Operations	0.90	0.20	0.30	0.30
Manager, Rail Compliance	-	0.20	0.15	0.30
Manager, Rail Operations	0.70	0.30	0.30	0.30
Rail Liaison	1.00	0.80	0.10	0.20
Total	2.60	1.80	0.85	1.10

Rail Operations and Maintenance (730000)

Position Description - Operating	FY22	FY23	FY24	FY25
Administrative Analyst II	1.00	-	1.00	1.00
Administrative Support Specialist	-	1.00	-	-
Deputy Chief, Rail Operations	0.50	0.50	-	-
Director, Overhead Contact Systems	-	-	0.25	0.50
Total	1.50	1.50	1.25	1.50

Position Description - Capital	FY22	FY23	FY24	FY25
Deputy Chief, Rail Operations	0.50	0.50	-	-
Director, Overhead Contact Sys	-	-	0.25	0.50
Total	0.50	0.50	0.25	0.50

Rail Vehicle Maintenance (733000)

Position Description - Operating	FY22	FY23	FY24	FY25
Deputy Director, Rail Vehicle Maintenance	0.70	0.60	0.60	0.60
Manager, Maintenance Rail Equipment	0.35	0.80	0.25	0.50
Rail Vehicle Maintenance Program Administrator	0.60	0.60	-	-
Total	1.65	2.00	0.85	1.10

Position Description - Capital	FY22	FY23	FY24	FY25
Deputy Director, Rail Vehicle Maintenance	0.30	0.40	0.40	0.40
Manager, Maintenance Rail Equipment	0.15	0.20	0.25	0.50
Rail Vehicle Maintenance Program Administrator	0.40	0.40	-	-
Total	0.85	1.00	0.65	0.90

Railroad Systems Engineering (742200)

Position Description - Operating	FY22	FY23	FY24	FY25
Administrative Support Specialist	-	-	1.09	1.09
Analyst III, Project Controls	-	-	0.27	0.54
Cyber Security Analyst	-	0.25	0.78	0.78
Document Controls Specialist	-	-	-	0.10
Network Administrator II, Rail	0.25	0.30	0.73	0.73
Deputy Director, Railroad Systems Engineering	0.85	0.27	0.47	0.47
Engineer II	0.50	0.38	0.56	0.56
Engineer II, RF Engineer	-	-	0.28	0.56
Engineer III	-	0.76	1.58	1.74
Engineer III, Principal Engineer	-	-	0.39	0.78
Engineer III, PTC/OCS-System Electrical	3.13	-	0.26	0.52
Engineer III, Signal Engineer	-	-	0.25	0.49
Engineer III, TPC	-	-	0.26	0.52
Engineer III, Track DB Engineer	-	-	0.39	0.77
Manager, Engineering Trans Comm	-	-	0.25	0.50
Manager, Engineering, Traction and Power	0.85	0.12	0.52	0.52
Manager, PTC	-	0.26	0.73	0.73
Manager, Rail Network Engineering	-	-	0.73	0.73
Manager, Signal and Crossing	-	0.08	0.59	0.59
Manager, Train Control Systems	0.85	0.15	0.55	0.55
Manager, Transportation Communications (Rail)	0.75	0.18	0.50	0.50
Manager, Vehicle Engineering	-	-	0.25	0.49
Senior Manager, Rail Systems	-	-	0.27	0.54
Total	7.18	2.75	11.68	14.80

Position Description - Capital	FY22	FY23	FY24	FY25
Administrative Support Specialist	-	1.00	0.91	0.91
Analyst III, Project Controls	-	-	0.23	0.46
Cyber Security Analyst	-	0.75	0.22	0.22
Network Administrator II, Rail	0.75	0.70	0.27	0.27
Deputy Director, Railroad Systems Engineering	0.15	0.73	0.53	0.53
Document Controls Specialist	-	0.50	-	0.90
Engineer II	-	1.12	1.44	1.44
Engineer II, RF Engineer	-	-	0.22	0.44
Engineer III	-	2.74	1.93	2.26
Engineer III, Principal Engineer	-	-	0.11	0.22
Engineer III, PTC/OCS-System Electrical	0.38	-	0.24	0.48
Engineer III, Signal Engineer	-	-	0.26	0.51
Engineer III, TPC	-	-	0.24	0.48
Engineer III, Track DB Engineer	-	-	0.12	0.23
Manager, Engineering Trans Comm	-	-	0.25	0.50
Manager, Engineering, Traction and Power	0.15	0.88	0.48	0.48
Manager, PTC	-	0.74	0.27	0.27
Manager, Rail Network Engineering	-	-	0.27	0.27
Manager, Signal and Crossing	-	0.92	0.41	0.41
Manager, Train Control Systems	0.15	0.85	0.45	0.45
Manager, Transportation Communications (Rail)	0.25	0.82	0.50	0.50
Manager, Vehicle Engineering	-	-	0.26	0.51
Senior Manager, Rail Systems	-	-	0.23	0.46
Total	1.83	11.75	9.82	13.20

Technology Research and Development (741200)

Position Description - Operating	FY22	FY23	FY24	FY25
Manager, WAF Technology Research & Development	-	-	0.01	0.01
Total	-	-	0.01	0.01

Position Description - Capital	FY22	FY23	FY24	FY25
Manager, WAF Technology Research & Development	0.90	0.95	0.99	0.99
Project Manager	2.00	2.00	1.50	1.00
Total	2.90	2.95	2.49	1.99

Transit Asset Management (TAM) (742400)

Position Description - Operating	FY22	FY23	FY24	FY25
Engineer II	-	0.03	-	-
Engineer III	0.25	0.06	0.26	0.26
GIS Administrator/Analyst	-	0.06	0.02	0.02
GIS Analyst II	-	-	0.01	0.02
Manager, Configuration Management	0.25	0.28	0.24	0.24
Total	0.50	0.43	0.53	0.54

Position Description - Capital	FY22	FY23	FY24	FY25
Administrative Support Specialist	-	0.47	-	-
Chief of Rail Planning	0.75	0.94	0.74	0.74
Deputy Chief, Caltrain Planning	-	0.94	0.98	0.98
Deputy Director, Transit Oriented Development (TOD) & Real Estate	-	-	0.49	0.98
Director of Major Planning Projects	0.75	0.72	0.76	0.76
Total	1.50	3.07	2.97	3.46

Budget

RAIL DIVISION				
Cost Center	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
Caltrain Modernization (072010)	\$291,517	\$0	\$0	\$0
Caltrain Capital Planning (713000)	\$42,496	\$96,708	\$162,604	\$210,007
Caltrain Planning (710000)	\$550,945	\$856,636	\$1,549,854	\$1,798,016
Caltrain Program Integration (750000)	\$32,925	\$53,978	\$0	\$0
Caltrain Systemwide Planning & Policy (712000)	\$453,231	\$762,016	\$688,117	\$972,288
Capital Program Delivery (741000)	\$0	\$0	\$518,864	\$63,761
Capital Project Planning (032015)	\$52,378	\$100,000	\$0	\$0
Construction Services (741100)	\$60,620	\$0	\$1,716	\$1,716
Engineering (742000)	\$155,256	\$158,873	\$184,568	\$221,628
Infrastructure Engineering (742100)	\$252,338	\$193,117	\$791,028	\$1,136,569
Capital Program Management (741300)	\$131	\$524,649	\$184,965	\$191,532
Project Managers (741400, 741500, 741600)	\$457	\$0	\$13,036	\$10,937
QA, QC & Standards (742300)	\$306,302	\$231,215	\$193,850	\$253,732
Rail Administration (700000)	\$1,276,503	\$1,078,591	\$980,837	\$26,265,218
Rail Compliance (731000)	\$153,115	\$185,816	\$214,723	\$278,120
Rail Contracts & Budgets (720000)	\$635,261	\$729,784	\$1,245,651	\$1,068,877

Rail Development (740000)	\$0	\$11,500	\$16,752	\$16,752
Rail Maintenance (734000)	\$601,765	\$1,054,595	\$1,603,890	\$1,744,880
Rail Network Operations Planning (711000)	\$530,632	\$542,191	\$753,928	\$839,404
Rail Operations (732000)	\$206,654	\$710,016	\$482,164	\$624,142
Rail Operations & Maintenance (730000)	\$4,506,598	\$4,671,894	\$4,481,372	\$4,940,380
Rail Vehicle Maintenance (733000)	\$14,341,613	\$18,544,342	\$16,025,530	\$25,818,894
Railroad Systems Engineering (742200)	\$8,263,021	\$9,659,048	\$10,037,932	\$12,677,582
TASI - General Admin (074010)	\$9,054,842	\$8,818,826	\$3,053,620	\$3,083,077
TASI - Safety (074020)	\$0	\$0	\$2,083,873	\$2,103,975
TASI - Finance (074070)	\$0	\$0	\$3,641,513	\$3,676,642
TASI - MoE (074040)	\$24,178,103	\$25,534,111	\$25,013,981	\$25,255,283
TASI - MoW (074050)	\$12,472,747	\$15,280,354	\$17,274,125	\$17,440,763
TASI - Operations (074030)	\$39,181,910	\$38,231,875	\$43,609,439	\$44,030,126
TASI - PFR (074080)	\$3,452,000	\$4,340,000	\$4,298,000	\$4,339,461
TASI - Stations (074060)	\$5,495,821	\$6,052,592	\$5,915,153	\$5,972,215
Technology Research & Development (741200)	\$60,436	\$0	\$2,064	\$2,064
Transit Asset Management (TAM) (742400)	\$153,307	\$240,634	\$240,140	\$288,660
Total	\$126,762,920	\$138,663,361	\$145,263,289	\$185,326,702

Caltrain Modernization (072010)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$203,135	\$0	\$0	\$0
511199	Regular Wage Accrual	-\$827	\$0	\$0	\$0
512000	Fringe Benefits	\$89,598	\$0	\$0	\$0
512099	Fringe Benefits Accrual	-\$390	\$0	\$0	\$0
Total		\$291,517	\$0	\$0	\$0

Caltrain Capital Planning (713000)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$29,490	\$75,579	\$107,414	\$138,728
511130	Regular Wage Special Progm	\$0	-\$6,035	\$0	\$0
512000	Fringe Benefits	\$13,005	\$27,164	\$55,190	\$71,279
Total		\$42,496	\$96,708	\$162,604	\$210,007

Caltrain Planning (710000)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$203,363	\$364,948	\$271,966	\$424,735
511130	Regular Wage Special Progm	\$0	-\$29,291	\$0	\$0
511140	Regular Wages-Annuitant/Others	\$52,829	\$0	\$0	\$0
511199	Regular Wage Accrual	\$10,451	\$0	\$0	\$0
511210	Over Time Wages	\$315	\$0	\$0	\$0
512000	Fringe Benefits	\$91,793	\$131,691	\$139,738	\$218,231
512099	Fringe Benefits Accrual	\$5,191	\$0	\$0	\$0
521010	Dues and Subscriptions	\$0	\$1,500	\$5,000	\$5,000
522010	Seminar and Training	\$0	\$27,000	\$27,000	\$27,000
522030	Business Travel	\$2,325	\$22,000	\$22,000	\$22,000
523010	Office Supplies	\$684	\$250	\$250	\$250
525050	Consultant-Offsite	\$91,558	\$200,000	\$76,500	\$76,500
525051	Consultant-Onsite	\$0	\$0	\$728,000	\$728,000
526051	Bike Station Costs	\$79,603	\$88,038	\$223,900	\$245,800
526052	E Lockers Costs	\$12,834	\$50,000	\$50,000	\$50,000
530090	Miscellaneous	\$0	\$500	\$500	\$500
590020	Computer Equipment	\$0	\$0	\$5,000	\$0
Total		\$550,945	\$856,636	\$1,549,854	\$1,798,016

Caltrain Program Integration (750000)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$0	\$42,096	\$0	\$0
511130	Regular Wage Special Progm	\$0	-\$3,407	\$0	\$0
512000	Fringe Benefits	\$0	\$15,289	\$0	\$0
525051	Consultant-Onsite	\$32,925	\$0	\$0	\$0
Total		\$32,925	\$53,978	\$0	\$0

Caltrain Systemwide Capital Planning & Policy (712000)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$315,172	\$567,561	\$454,559	\$642,280
511130	Regular Wage Special Progm	\$0	-\$47,752	\$0	\$0
511199	Regular Wage Accrual	-\$857	\$0	\$0	\$0
512000	Fringe Benefits	\$139,206	\$204,707	\$233,558	\$330,008
512099	Fringe Benefits Accrual	-\$661	\$0	\$0	\$0
513000	Temporary Staff	\$0	\$37,500	\$0	\$0
522010	Seminar and Training	\$184	\$0	\$0	\$0
522030	Business Travel	\$187	\$0	\$0	\$0
Total		\$453,231	\$762,016	\$688,117	\$972,288

Capital Program Delivery (741000)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$0	\$0	\$3,213	\$4,466
512000	Fringe Benefits	\$0	\$0	\$1,651	\$2,295
525050	Consultant-Offsite	\$0	\$0	\$514,000	\$57,000
Total		\$0	\$0	\$518,864	\$63,761

Capital Project Planning (032015)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$36,359	\$0	\$0	\$0
511199	Regular Wage Accrual	-\$7	\$0	\$0	\$0
512000	Fringe Benefits	\$16,052	\$0	\$0	\$0
512099	Fringe Benefits Accrual	-\$26	\$0	\$0	\$0
525050	Consultant-Offsite	\$0	\$100,000	\$0	\$0
Total		\$52,378	\$100,000	\$0	\$0

Construction Services (741100)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$41,760	\$0	\$1,133	\$1,133
511199	Regular Wage Accrual	\$316	\$0	\$0	\$0
512000	Fringe Benefits	\$18,441	\$0	\$583	\$583
512099	Fringe Benefits Accrual	\$103	\$0	\$0	\$0
Total		\$60,620	\$0	\$1,716	\$1,716

Engineering (742000)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$104,148	\$102,933	\$90,821	\$113,152
511130	Regular Wage Special Progrm	\$0	-\$8,087	\$0	\$0
511199	Regular Wage Accrual	\$1,183	\$0	\$0	\$0
512000	Fringe Benefits	\$49,453	\$36,527	\$46,667	\$58,140
512099	Fringe Benefits Accrual	\$471	\$0	\$0	\$0
522010	Seminar and Training	\$0	\$16,500	\$16,500	\$16,500
522030	Business Travel	\$0	\$11,000	\$11,000	\$11,000
525051	Consultant-Onsite	\$0	\$0	\$16,280	\$19,536
590010	Office Furniture & Equipment	\$0	\$0	\$3,300	\$3,300
Total		\$155,256	\$158,873	\$184,568	\$221,628

Infrastructure Engineering (742100)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$135,993	\$66,451	\$264,296	\$301,221
511130	Regular Wage Special Progrm	\$0	-\$4,324	\$0	\$0
511199	Regular Wage Accrual	-\$1,196	\$0	\$0	\$0
512000	Fringe Benefits	\$72,369	\$22,990	\$135,803	\$154,776
512099	Fringe Benefits Accrual	-\$615	\$0	\$0	\$0
521060	Employee Safety and Health Pro	\$97	\$0	\$0	\$0
522010	Seminar and Training	\$2,435	\$0	\$0	\$0
522030	Business Travel	\$1,144	\$0	\$0	\$0
523060	Software Maintenance and Licen	\$0	\$8,000	\$0	\$0
525050	Consultant-Offsite	\$42,111	\$100,000	\$200,000	\$200,000
525051	Consultant-Onsite			\$190,929	\$480,572
Total		\$252,338	\$193,117	\$791,028	\$1,136,569

Capital Program Management (741300)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$91	\$129,065	\$56,123	\$60,461
511130	Regular Wage Special Progrm	\$0	-\$7,602	\$0	\$0
512000	Fringe Benefits	\$40	\$46,876	\$28,842	\$31,071
525050	Consultant-Offsite			\$100,000	\$100,000
525051	Consultant-Onsite	\$0	\$356,310	\$0	\$0
Total		\$131	\$524,649	\$184,965	\$191,532

Project Managers (741400)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$0	\$0	\$2,988	\$2,988
512000	Fringe Benefits	\$0	\$0	\$1,536	\$1,536
Total		\$0	\$0	\$4,524	\$4,524

Project Managers (741500)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$317	\$0	\$4,158	\$2,772
512000	Fringe Benefits	\$140	\$0	\$2,139	\$1,426
Total		\$457	\$0	\$6,297	\$4,198

Project Managers (741600)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$0	\$0	\$1,463	\$1,463
512000	Fringe Benefits	\$0	\$0	\$752	\$752
Total		\$0	\$0	\$2,215	\$2,215

QA, QC & Standards (742300)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$82,481	\$24,504	\$99,599	\$112,783
511130	Regular Wage Special Progrm	\$0	-\$1,902	\$0	\$0
511199	Regular Wage Accrual	-\$34	\$0	\$0	\$0
511210	Over Time Wages	\$2,717	\$0	\$0	\$0
512000	Fringe Benefits	\$36,637	\$8,613	\$51,178	\$57,952
512099	Fringe Benefits Accrual	-\$74	\$0	\$0	\$0
521010	Dues and Subscriptions	\$180	\$0	\$0	\$0
521060	Employee Safety and Health Pro	\$20	\$0	\$0	\$0
523010	Office Supplies	\$1,974	\$0	\$0	\$0
523074	Business Forms	\$54	\$0	\$0	\$0
525050	Consultant-Offsite	\$175,142	\$200,000	\$0	\$0
525051	Consultant-Onsite	\$0	\$0	\$43,073	\$82,997
525052	Consultant-Onsite-ODC	\$7,205	\$0	\$0	\$0
Total		\$306,302	\$231,215	\$193,850	\$253,732

Rail Administration (700000)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$513,356	\$701,029	\$366,138	\$553,998
511130	Regular Wage Special Progrm	\$0	-\$56,407	\$0	\$0
511199	Regular Wage Accrual	\$17,988	\$0	\$0	\$0
512000	Fringe Benefits	\$226,524	\$253,469	\$188,126	\$284,647
512099	Fringe Benefits Accrual	\$7,777	\$0	\$0	\$0
521010	Dues and Subscriptions	\$20,200	\$20,000	\$0	\$0
521020	Employee Program	\$26,004	\$0	\$0	\$0
521040	Recruitment Costs	\$154,866	\$70,000	\$100,000	\$100,000
522010	Seminar and Training	\$0	\$9,000	\$9,000	\$9,000
522030	Business Travel	\$33,320	\$15,000	\$15,000	\$15,000
523010	Office Supplies	\$13,277	\$1,000	\$1,000	\$1,000
523020	Postage	\$125	\$500	\$500	\$500
523021	Postage Overnight	\$124	\$0	\$0	\$0
523074	Business Forms	\$339	\$0	\$0	\$0
525050	Consultant-Offsite	\$259,371	\$50,000	\$50,000	\$50,000

New	OCS/TPS Maintenance	\$0	\$0	\$0	\$25,000,000
525051	Consultant-Onsite	\$0	\$0	\$251,073	\$251,073
530090	Miscellaneous	\$110	\$0	\$0	\$0
590010	Office Furniture & Equipment	\$0	\$5,000	\$0	\$0
590020	Computer Equipment	\$3,123	\$10,000	\$0	\$0
Total		\$1,276,503	\$1,078,591	\$980,837	\$26,265,218

Rail Compliance (731000)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$102,614	\$140,316	\$140,191	\$182,071
511130	Regular Wage Special Progrm	\$0	-\$7,677	\$0	\$0
511199	Regular Wage Accrual	\$3,599	\$0	\$0	\$0
512000	Fringe Benefits	\$45,315	\$50,677	\$72,032	\$93,549
512099	Fringe Benefits Accrual	\$1,587	\$0	\$0	\$0
522010	Seminar and Training	\$0	\$1,500	\$1,500	\$1,500
522030	Business Travel	\$0	\$1,000	\$1,000	\$1,000
Total		\$153,115	\$185,816	\$214,723	\$278,120

Rail Contracts & Budgets (720000)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$435,520	\$550,825	\$648,021	\$689,901
511130	Regular Wage Special Progrm	\$0	-\$44,171	\$0	\$0
511199	Regular Wage Accrual	\$4,174	\$0	\$0	\$0
512000	Fringe Benefits	\$192,272	\$198,630	\$332,959	\$354,476
512099	Fringe Benefits Accrual	\$1,524	\$0	\$0	\$0
521010	Dues and Subscriptions	\$570	\$0	\$0	\$0
522010	Seminar and Training	\$0	\$13,500	\$13,500	\$13,500
522030	Business Travel	\$0	\$9,000	\$9,000	\$9,000
523010	Office Supplies	\$1,201	\$875	\$5,000	\$875
525051	Consultant-Onsite	\$0	\$0	\$236,046	\$0
590010	Office Furniture & Equipment	\$0	\$1,125	\$1,125	\$1,125
Total		\$635,261	\$729,784	\$1,245,651	\$1,068,877

Cost Center: Rail Development (740000)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$0	\$0	\$11,066	\$11,066
512000	Fringe Benefits	\$0	\$0	\$5,686	\$5,686
522010	Seminar and Training	\$0	\$1,500	\$0	\$0
522030	Business Travel	\$0	\$5,000	\$0	\$0
528015	District Vehicle Mileage Exp	\$0	\$5,000	\$0	\$0
Total		\$0	\$11,500	\$16,752	\$16,752

Rail Maintenance (734000)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$156,618	\$422,070	\$719,967	\$813,104
511130	Regular Wage Special Progrm	\$0	-\$33,913	\$0	\$0
511199	Regular Wage Accrual	\$608	\$0	\$0	\$0
512000	Fringe Benefits	\$69,149	\$152,438	\$369,923	\$417,776
512099	Fringe Benefits Accrual	\$157	\$0	\$0	\$0
521010	Dues and Subscriptions	\$1,040	\$0	\$0	\$0
521060	Employee Safety and Health Pro	\$0	\$500	\$500	\$500
522010	Seminar and Training	\$5,249	\$7,500	\$7,500	\$7,500
522030	Business Travel	\$2,341	\$5,000	\$5,000	\$5,000
525050	Consultant-Offsite	\$393,722	\$501,000	\$501,000	\$501,000
525131	Rail Operator Services	-\$27,120	\$0	\$0	\$0
Total		\$601,765	\$1,054,595	\$1,603,890	\$1,744,880

Rail Network Operations Planning (711000)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$331,932	\$375,415	\$397,178	\$450,340
511130	Regular Wage Special Progrm	\$0	-\$28,716	\$0	\$0
511140	Regular Wages-Annuitant/Others	\$46,846	\$0	\$67,513	\$67,513
511199	Regular Wage Accrual	\$4,842	\$0	\$0	\$0
512000	Fringe Benefits	\$146,582	\$135,492	\$209,237	\$236,551
512099	Fringe Benefits Accrual	\$376	\$0	\$0	\$0
523050	Printing and Information Svcs	\$54	\$0	\$0	\$0
525050	Consultant-Offsite	\$0	\$60,000	\$80,000	\$85,000
Total		\$530,632	\$542,191	\$753,928	\$839,404

Rail Operations (732000)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$140,510	\$548,027	\$313,557	\$407,346
511130	Regular Wage Special Progrm	\$0	-\$44,268	\$0	\$0
511199	Regular Wage Accrual	\$2,891	\$0	\$0	\$0
512000	Fringe Benefits	\$62,046	\$198,757	\$161,107	\$209,296
512099	Fringe Benefits Accrual	\$1,207	\$0	\$0	\$0
522010	Seminar and Training	\$0	\$4,500	\$4,500	\$4,500
522030	Business Travel	\$0	\$3,000	\$3,000	\$3,000
Total		\$206,654	\$710,016	\$482,164	\$624,142

Rail Operations and Maintenance (730000)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$220,417	\$206,259	\$137,278	\$184,185
511130	Regular Wage Special Progrm	\$0	-\$16,530	\$0	\$0
511199	Regular Wage Accrual	-\$3,495	\$0	\$0	\$0
512000	Fringe Benefits	\$97,334	\$74,341	\$70,535	\$94,636
512099	Fringe Benefits Accrual	-\$1,747	\$0	\$0	\$0
521010	Dues and Subscriptions	\$195	\$0	\$0	\$0
522010	Seminar and Training	\$4,366	\$3,000	\$3,000	\$3,000
522030	Business Travel	\$8,651	\$7,000	\$7,000	\$7,000
523010	Office Supplies	\$2,185	\$2,500	\$2,500	\$2,500
523020	Postage	\$394	\$500	\$500	\$500
523050	Printing and Information Svcs	\$2,122	\$5,000	\$5,000	\$5,000
524010	Telephone Services	\$1,160	\$0	\$0	\$0
524011	Telephone Service	\$606	\$4,800	\$4,800	\$4,800
525050	Consultant-Offsite	\$190,837	\$52,000	\$50,000	\$50,000
525051	Consultant-Onsite	\$596,776	\$754,874	\$223,176	\$223,176
525070	Custodial Services	\$0	\$6,000	\$6,000	\$6,000
525090	Other Contract Services	\$490,540	\$412,650	\$424,383	\$812,383
525140	Track Maintenance	\$34,289	\$40,000	\$40,000	\$40,000
525200	Building Maintenance Service	\$1,315,111	\$1,471,000	\$1,521,000	\$1,521,000
526010	Gas and Electric Utilities	\$1,031,115	\$1,068,000	\$1,121,400	\$1,121,400
526020	Water and Sewer	\$385,854	\$342,000	\$359,100	\$359,100
526040	Rent Expense	\$82,785	\$195,000	\$462,200	\$462,200
528015	District Vehicle Mileage Exp	\$33,827	\$35,000	\$35,000	\$35,000
528150	Support Serv Vehicle License	\$2,944	\$2,000	\$2,000	\$2,000
530090	Miscellaneous	\$8,737	\$3,500	\$3,500	\$3,500
590010	Office Furniture & Equipment	\$1,596	\$3,000	\$3,000	\$3,000
Total		\$4,506,598	\$4,671,894	\$4,481,372	\$4,940,380

Rail Vehicle Maintenance (733000)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
405246	Realized Fuel Hedge Gain	-\$2,738,698	-\$500,000	\$0	\$0
511110	Regular Wages	\$281,387	\$297,504	\$125,626	\$160,269
511130	Regular Wage Special Progm	\$0	-\$23,914	\$0	\$0
511199	Regular Wage Accrual	-\$922	\$0	\$0	\$0
512000	Fringe Benefits	\$124,254	\$107,480	\$64,548	\$82,347
512099	Fringe Benefits Accrual	-\$603	\$0	\$0	\$0
521010	Dues and Subscriptions	\$3,444	\$3,500	\$3,500	\$3,500
522010	Seminar and Training	\$0	\$4,500	\$4,500	\$4,500
522030	Business Travel	\$0	\$3,000	\$3,000	\$3,000
525090	Other Contract Services	\$40,418	\$50,240	\$50,240	\$438,240
526010	Gas and Electric Utilities	\$399,181	\$520,000	\$520,000	\$520,000
526020	Water and Sewer	\$876	\$37,800	\$37,800	\$37,800
528011	Diesel Fuel	\$12,869,673	\$14,183,476	\$12,078,293	\$3,987,375
528014	Fuel and Lubricants Taxes	\$1,397,954	\$1,575,303	\$1,332,504	\$444,681
528015	District Vehicle Mileage Exp	\$0	\$2,500	\$2,500	\$2,500
528016	LUST Tax-Diesel Fuel	\$4,170	\$4,552	\$4,490	\$1,589
528018	GHG/CAR Compliance Assessment	\$1,958,244	\$2,275,901	\$1,796,029	\$635,438
530040	Bank Fees	\$2,235	\$2,500	\$2,500	\$2,500
New	Electricity	\$0	\$0	\$0	\$19,495,155
Total		\$14,341,613	\$18,544,342	\$16,025,530	\$25,818,894

Railroad Systems Engineering (742200)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$723,117	\$399,490	\$1,385,272	\$1,875,576
511130	Regular Wage Special Progm	\$0	-\$29,033	\$0	\$0
511199	Regular Wage Accrual	\$31,349	\$0	\$0	\$0
511210	Over Time Wages	\$7,860	\$0	\$0	\$0
512000	Fringe Benefits	\$321,125	\$143,091	\$711,764	\$963,683
512099	Fringe Benefits Accrual	\$13,770	\$0	\$0	\$0
513000	Temporary Staff	\$24,275	\$0	\$0	\$0
521060	Employee Safety and Health Pro	\$511	\$0	\$0	\$0
522010	Seminar and Training	\$2,520	\$13,500	\$0	\$0
522030	Business Travel	\$14,377	\$9,000	\$0	\$0
523010	Office Supplies	\$2,184	\$6,000	\$6,000	\$6,000
523040	Office Equipment Repair and Ma	\$16,137	\$75,000	\$75,000	\$75,000
523060	Software Maintenance and Licen	\$258,441	\$360,000	\$370,800	\$370,800
524011	Telephone Service	\$46	\$0	\$0	\$0
524012	Data Circuits	\$363,257	\$360,000	\$370,800	\$370,800
525050	Consultant-Offsite	\$1,941,113	\$2,850,000	\$0	\$0
525051	Consultant-Onsite	\$459,757	\$660,000	\$2,218,296	\$4,115,723

525070	Custodial Services	\$913	\$0	\$0	\$0
525090	Other Contract Services	\$3,981,295	\$4,800,000	\$4,900,000	\$4,900,000
525135	Positive Train Control	\$674	\$0	\$0	\$0
526010	Gas and Electric Utilities	\$88,118	\$12,000	\$0	\$0
526020	Water and Sewer	\$3,435	\$0	\$0	\$0
528130	Support Serv Veh Mnt. - Parts	\$98	\$0	\$0	\$0
528150	Support Serv Vehicle License	\$692	\$0	\$0	\$0
530090	Miscellaneous	\$7,958	\$0	\$0	\$0
Total		\$8,263,021	\$9,659,048	\$10,037,932	\$12,677,582

TASI - General Admin (074010)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
525131	Rail Operator Services	\$9,054,842	\$8,818,826	\$3,053,620	\$3,083,077
Total		\$9,054,842	\$8,818,826	\$3,053,620	\$3,083,077

TASI - Safety (074020)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
525131	Rail Operator Services	\$0	\$0	\$2,083,873	\$2,103,975
Total		\$0	\$0	\$2,083,873	\$2,103,975

TASI - Finance (074070)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
525131	Rail Operator Services	\$0	\$0	\$3,641,513	\$3,676,642
Total		\$0	\$0	\$3,641,513	\$3,676,642

TASI - MOE (074040)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
525131	Rail Operator Services	\$24,164,708	\$25,534,111	\$25,013,981	\$25,255,283
525132	Rail Oper Supplemental Work	\$13,395	\$0	\$0	\$0
Total		\$24,178,103	\$25,534,111	\$25,013,981	\$25,255,283

TASI - MOW (074050)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
525131	Rail Operator Services	\$12,460,410	\$15,280,354	\$17,274,125	\$17,440,763
525132	Rail Oper Supplemental Work	\$12,337	\$0	\$0	\$0
Total		\$12,472,747	\$15,280,354	\$17,274,125	\$17,440,763

TASI - Operations (074030)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
525131	Rail Operator Services	\$39,181,910	\$38,231,875	\$43,609,439	\$44,030,126
Total		\$39,181,910	\$38,231,875	\$43,609,439	\$44,030,126

TASI - Performance Fees (074080)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
525131	Rail Operator Services	\$3,452,000	\$4,340,000	\$4,298,000	\$4,339,461
Total		\$3,452,000	\$4,340,000	\$4,298,000	\$4,339,461

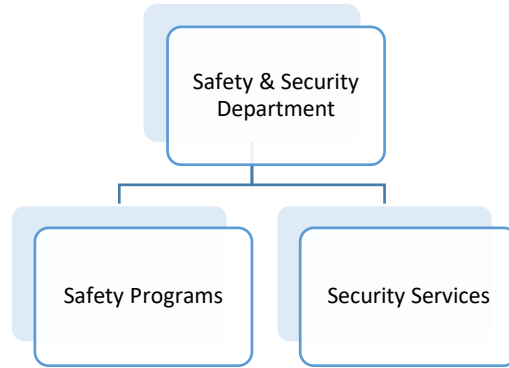
TASI - Stations (074060)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
525131	Rail Operator Services	\$5,495,821	\$6,052,592	\$5,915,153	\$5,972,215
Total		\$5,495,821	\$6,052,592	\$5,915,153	\$5,972,215

Technology Research and Development (741200)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$39,946	\$0	\$1,363	\$1,363
511199	Regular Wage Accrual	\$1,993	\$0	\$0	\$0
512000	Fringe Benefits	\$17,617	\$0	\$701	\$701
512099	Fringe Benefits Accrual	\$879	\$0	\$0	\$0
Total		\$60,436	\$0	\$2,064	\$2,064

Transit Asset Management (TAM) (742400)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$85,537	\$58,744	\$69,451	\$70,474
511130	Regular Wage Special Progrm	\$0	-\$4,446	\$0	\$0
511199	Regular Wage Accrual	\$1,407	\$0	\$0	\$0
512000	Fringe Benefits	\$37,760	\$21,336	\$35,687	\$36,212
512099	Fringe Benefits Accrual	\$579	\$0	\$0	\$0
521060	Employee Safety and Health Pro	\$5	\$0	\$0	\$0
522010	Seminar and Training	\$900	\$0	\$0	\$0
522030	Business Travel	\$165	\$0	\$0	\$0
522040	Professional Development	\$285	\$0	\$0	\$0
525051	Consultant-Onsite	\$26,670	\$165,000	\$135,002	\$181,974
Total		\$153,307	\$240,634	\$240,140	\$288,660

Safety and Security Department

The Safety and Security Department is responsible for the agency’s safety, security, and risk management.



Division Responsibilities

- Manages fire, life, and safety monitoring
- Safety equipment maintenance and safety training
- Responsible for the agency’s security, sheriff, and dispatch services
- Manages security access to District-owned properties

Objectives and Performance Measures

Objective	Performance Measure	FY22 Actual	FY23 Target	FY23 Actual	FY24 Target	FY25 Target
Improve incident response and reduce overall injury, accident and safety event rates	Revise pandemic response plan, integrate COVID-19 elements into employee safety plan, and update continuity of operations plan	n/a	100%	100%	n/a	n/a

Staffing

Safety and Security (060600)

Position Description - Operating	FY22	FY23	FY24	FY25
Administrative Analyst II	-	-	0.20	0.20
Chief Safety Officer	-	-	0.25	0.50
Director, Safety and Security	0.50	0.25		
Deputy Director, Safety and Security	1.00	1.00	1.00	1.00
Manager, Safety and Security	0.50	0.38		
Rail Safety Coordinator	1.05	1.28	1.15	1.40
Safety and Security Data Analyst	0.50	0.10	0.75	1.00
Safety and Security Assistant	0.20	0.20		
Safety Coordinator	0.30	0.30	0.20	0.20
Safety Engineer	0.50	-	0.90	0.90
Senior Rail Safety Officer	-	-	0.80	0.80
System Safety Officer	-	-	0.13	0.25
Total	4.55	3.51	5.38	6.25

Position Description - Capital	FY22	FY23	FY24	FY25
Chief Safety Officer	-	-	0.25	0.50
Rail Safety Coordinator	-	-	0.25	0.50
Safety and Security Data Analyst	-	-	0.25	0.50
Safety Engineer	-	0.75	-	-
System Safety Officer	-	-	0.13	0.25
Total	-	0.75	0.88	1.75

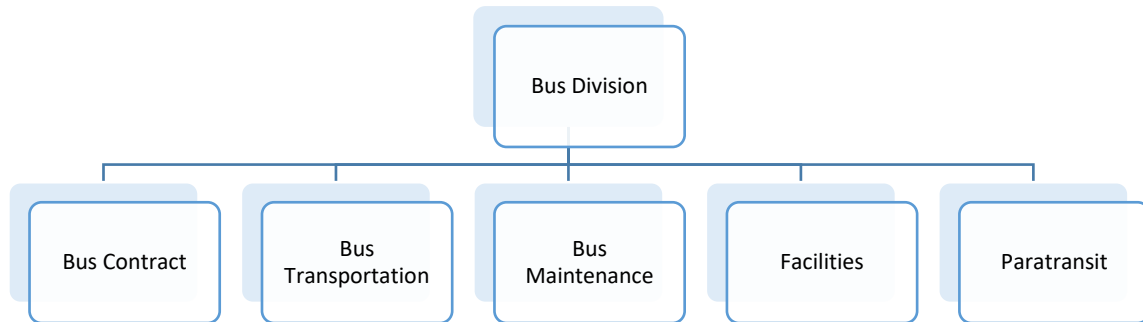
Budget

SAFETY AND SECURITY DEPARTMENT				
Cost Center	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
Safety and Security (060600)	\$7,840,915	\$8,705,084	\$9,902,928	\$10,513,236
Total	\$7,840,915	\$8,705,084	\$9,902,928	\$10,513,236

Safety and Security (060600)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$223,074	\$471,651	\$541,025	\$794,941
511130	Regular Wage Special Progm	\$0	-\$38,007	\$0	\$0
511140	Regular Wages- Annuitant/Others	\$22,724	\$0	\$0	\$0
511199	Regular Wage Accrual	\$6,595	\$0	\$0	\$0
511210	Over Time Wages	\$318	\$0	\$0	\$0
512000	Fringe Benefits	\$98,502	\$170,732	\$277,982	\$408,446
512099	Fringe Benefits Accrual	\$2,738	\$0	\$0	\$0
513000	Temporary Staff	\$0	\$6,000	\$6,000	\$6,000
521010	Dues and Subscriptions	\$0	\$22,600	\$22,600	\$22,600
521060	Employee Safety and Health Pro	\$39,966	\$0	\$0	\$0
521061	Safety Culture Implementation	\$0	\$0	\$100,000	\$100,000
522010	Seminar and Training	\$2,800	\$7,000	\$7,000	\$7,000
522030	Business Travel	\$0	\$1,000	\$1,000	\$1,000
523010	Office Supplies	\$0	\$1,000	\$1,000	\$1,000
523030	Books and Reference Materials	\$149	\$500	\$500	\$500
523050	Printing and Information Svcs	\$0	\$6,000	\$16,000	\$11,000
523060	Software Maintenance and Licen	\$0	\$15,400	\$40,400	\$40,400
525010	Legal Services	\$116		\$0	\$0
525051	Consultant-Onsite	\$34,355	\$27,171	\$500,000	\$450,000
525062	County Dispatch	\$182,512	\$199,986	\$207,985	\$216,304
525063	Security Guard Contract	\$915,311	\$1,041,332	\$1,117,334	\$1,117,334
525065	Security Access Control & Keys	\$5,082	\$10,000	\$10,000	\$10,000
525066	Printer & HID, Holder & Reels	\$0	\$7,500	\$7,500	\$7,500
525067	FRA Mandated Exercise	\$0	\$10,000	\$10,000	\$10,000
525068	Law Enforcement	\$6,288,904	\$6,666,563	\$6,933,226	\$7,210,555
525090	Other Contract Services	\$0	\$10,656	\$10,656	\$10,656
526060	Building & Grounds Maintenance	\$0	\$10,500	\$10,500	\$10,500
528050	Freight Expense	\$0	\$500	\$500	\$500
530090	Miscellaneous	\$17,768	\$55,000	\$75,000	\$75,000
590010	Office Furniture & Equipment	\$0	\$2,000	\$6,720	\$2,000
Total		\$7,840,915	\$8,705,084	\$9,902,928	\$10,513,236

Bus Division

The Bus Division is responsible for SamTrans bus service, employer and other shuttles, paratransit service pursuant to the requirements of the Americans with Disabilities Act (ADA), quality assurance, and service planning.



The Bus Division supports the JPB by providing services related to the significant last mile connection for Rail passengers. The Bus Contracts oversees the administration and management of the JPB Shuttle Subsidy Program, oversees the direct service provider contract, and provides reimbursement subsidies for designated Employer Operated shuttle services. In FY2023, shuttle service contracts were consolidated under SamTrans and grant administration is done by commute.org. As such, administrative support by the Bus Division is tapering down as remaining grant funds are expended.

Bus Division also provides maintenance and repairs for TVM/Colma BART Parking machines and supports ADA compliance for Caltrain.

Staffing

ADA Program - Administration (050100)

Position Description - Operating	FY22	FY23	FY24	FY25
Accessibility Coordinator	0.05	-	0.05	0.05
Accessibility Specialist	0.30	0.30	0.30	0.30
Customer Relations Specialist	0.05	-	-	-
Manager, Accessible Transit Services	0.05	-	0.05	0.05
Total	0.45	0.30	0.40	0.40

Facilities Maintenance Admin (020505)

Position Description - Operating	FY22	FY23	FY24	FY25
ADA Coordinator	0.50	0.50	0.50	0.50
Total	0.50	0.50	0.50	0.50

Quality Assurance (020150)

Position Description - Operating	FY22	FY23	FY24	FY25
Senior Operations Financial Analyst	0.05	0.05	0.05	0.05
Total	0.05	0.05	0.05	0.05

Shuttles (080301)

Position Description - Operating	FY22	FY23	FY24	FY25
Operations Contract Analyst	0.75	0.20	0.25	0.25
Bus Contracts Inspector	0.50	-	-	-
Data Specialist	0.60	-	-	-
Manager, Bus Contracts	0.05	-	-	-
Total	1.90	0.20	0.25	0.25

Budget

BUS DIVISION				
Cost Center	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
ADA Program - Administration (050100)	\$7,047	\$31,781	\$55,226	\$55,226
Facilities Maintenance Admin (020505)	\$32,822	\$77,700	\$87,247	\$87,247
Quality Assurance (020150)	\$8,337	\$8,190	\$9,327	\$9,327
Shuttles (080301)	\$2,157,008	\$149,534	\$116,693	\$116,693
TVM Maintenance (020803)	\$5,297	\$0	\$0	\$0
Total	\$2,210,511	\$267,205	\$268,493	\$268,493

ADA Program - Administration (050100)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$4,557	\$24,784	\$36,481	\$36,481
511130	Regular Wage Special Progrm	\$0	-\$2,005	\$0	\$0
511199	Regular Wage Accrual	\$333	\$0	\$0	\$0
512000	Fringe Benefits	\$2,010	\$9,002	\$18,745	\$18,745
512099	Fringe Benefits Accrual	\$147	\$0	\$0	\$0
Total		\$7,047	\$31,781	\$55,226	\$55,226

Bus Facilities Maintenance Admin (020505)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$21,706	\$60,756	\$57,634	\$57,634
511130	Regular Wage Special Progrm	\$0	-\$4,836	\$0	\$0
511199	Regular Wage Accrual	\$1,072	\$0	\$0	\$0
512000	Fringe Benefits	\$9,572	\$21,780	\$29,613	\$29,613
512099	Fringe Benefits Accrual	\$473	\$0	\$0	\$0
Total		\$32,822	\$77,700	\$87,247	\$87,247

Quality Assurance (020150)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$5,771	\$6,387	\$6,161	\$6,161
511130	Regular Wage Special Progrm	\$0	-\$517	\$0	\$0
511199	Regular Wage Accrual	\$18	\$0	\$0	\$0
512000	Fringe Benefits	\$2,547	\$2,320	\$3,166	\$3,166
Total		\$8,337	\$8,190	\$9,327	\$9,327

Shuttles (080301)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511110	Regular Wages	\$133,618	\$22,105	\$24,239	\$24,239
511130	Regular Wage Special Progrm	\$0	-\$1,627	\$0	\$0
511199	Regular Wage Accrual	\$734	\$0	\$0	\$0
511210	Over Time Wages	\$1,280	\$0	\$0	\$0
511299	Overtime Wage Accrual	-\$236	\$0	\$0	\$0
512000	Fringe Benefits	\$59,105	\$7,456	\$12,454	\$12,454
512099	Fringe Benefits Accrual	\$206	\$0	\$0	\$0
522030	Business Travel	\$12	\$0	\$0	\$0
523050	Printing and Information Svcs	\$653	\$0	\$0	\$0
525010	Legal Services	\$9,440		\$0	\$0
525041	Survey Services	\$13,556	\$0	\$0	\$0
525183	Caltrain Shuttle	\$1,938,640	\$121,600	\$80,000	\$80,000
Total		\$2,157,008	\$149,534	\$116,693	\$116,693

TVM Maintenance (020803)					
Account	Account Description	FY2022 Actuals	FY2023 Adopted Budget	FY2024 Adopted Budget	FY2025 Adopted Budget
511120	Regular Wage Union BusOp/Maint	\$17,788	\$0	\$0	\$0
511199	Regular Wage Accrual	-\$13,820	\$0	\$0	\$0
511220	OvertimeWage Union BusOp/Maint	\$1,397	\$0	\$0	\$0
511299	Overtime Wage Accrual	-\$1,452	\$0	\$0	\$0
512000	Fringe Benefits	\$8,005	\$0	\$0	\$0
512099	Fringe Benefits Accrual	-\$6,620	\$0	\$0	\$0
Total		\$5,297	\$0	\$0	\$0

APPENDIX A
CAPITAL PROGRAM STATUS REPORT



Peninsula Corridor Joint Powers Board

Capital Programs

Monthly Status Report



June 2023

Capital Program Management, Project Controls

Distribution

Executive Team and Directors

April Chan	David Olmeda	David Santoro
Michelle Bouchard	Anthony Simmons	Dahlia Chazan
Robert Barnard	Pranaya Shrestha	Sam Sargent
Jonathan Tillman	Sherry Bullock	Kate Jordan
Andy Robbins	Liria Larano	Mike Meader
Zouheir Farah	Connie Mobley-Ritter	
Ladi Millard-Olmeda	Danielle Stewart	

Capital Delivery Program/Project/Program Managers

Alexander Acenas	Andy Kleiber	Dennis Kearney
Mike Chan	Robert Tam	Nicole Soultanov
Alfred Darmousseh	Randy Bales	Mike Boomsma
Uhila Makoni	Stephen Chao	Troy Alvarez
Melissa Reggiardo	Michael Bartfeld	Angie Myrechuck
Clayton Statham	Alvin Piano	
Arul Edwin	Letitia Yeung	
Lyne-Marie Bouvet	Jin Jiang	

Project Controls and Program Planning




Robert Cheung	Neela Logan	Sher Ali
Sowmya Karipe	Asadullah Ziaei	Terra Duan

Others

Lisha Mai	Tom Athens	Mary Knuckles
Stacy Cocke	Ailyn De Guzman	Juanita Vigil
Leslie Fong	Gregory Killam	Brian Fitzpatrick
Hilda Lafebre	Grace Martinez	Danny Susantin
Scott Peters	Bin Zhang	Mehdi Tavakolizadeh
Susan Woon	Tasha Bartholomew	
Priyanka Jandial	Dapri Hong	

Performance Summary

Table S1. Projects in each status light by performance category

Status Light	Safety	Schedule	Budget	Funding
 Green	100.0%	62.5%	92.5%	95.0%
 Yellow	0.0%	12.5%	0.0%	2.5%
 Red	0.0%	25.0%	7.5%	2.5%

(Percentage of projects in each status light by performance category)

Table S2. Summary project changes from previous month

Status Changes	Projects	Pct. Projects
All green	24	60.0%
Improved	1	2.5%
Got worse	4	10.0%
Stayed the same (except all green)	11	27.5%
Total Projects	40	

Table S3. Individual Projects

Project Number	Title	Safety		Schedule		Budget		Funding		Page
		May	Jun	May	Jun	May	Jun	May	Jun	
CONSTRUCTION/IMPLEMENTATION										
ROW Bridges										
002113	Guadalupe River Bridges Replacement and Extension	●	●	●	●	●	●	●	●	10
100439	Bayshore Station Overpass Pedestrian Bridge Rehab	●	●	●	●	●	●	●	●	18
Stations										
100761	Level Boarding Roadmap (Study)	●	●	●	●	●	●	●	●	25
ROW Grade Crossings										
100426	Churchill Avenue Grade Crossing	●	●	●	●	●	●	●	●	31
100522	Watkins Ave Grade Crossing Safety Improvements	●	●	●	●	●	●	●	●	36
100566	San Mateo Grade Crossing Improvements	●	●	●	●	●	●	●	●	42
ROW Communications & Signals										
100403	Broadband Wireless Communications System	●	●	●	●	●	●	●	●	48
100432	Migration to Digital Voice Radio System	●	●	●	●	●	●	●	●	53
100449	Next Generation Visual Messaging Sign (VMS)	●	●	●	●	●	●	●	●	58
100572	Communication System SOGR	●	●	●	●	●	●	●	●	63
Fare Collection										
100240	Ticket Vending Machines (TVM) Rehab	●	●	●	●	●	●	●	●	69
Miscellaneous										
100233	MP-36 Locomotive Mid-Life Overhaul Project	●	●	●	●	●	●	●	●	76
100430	CCF BCCF Virtualization	●	●	●	●	●	●	●	●	81
100445	Automatic Passenger Counters at San Francisco 4th & King Station	●	●	●	●	●	●	●	●	86
100565	Update and Upgrade GIS System	●	●	●	●	●	●	●	●	91
100673	CCTV Study-Assessment	●	●	●	●	●	●	●	●	96
DESIGN (includes Preliminary and Final Design, and Procurement)										
Grade Separations										
002152	South Linden & Scott Grade Separation	●	●	●	●	●	●	●	●	102
100244	Broadway Burlingame Grade Separation	●	●	●	●	●	●	●	●	107
100482	Rengstorff Grade Separation	●	●	●	●	●	●	●	●	113
100617	Mountain View Transit Center Grade Separation & Access Project	●	●	●	●	●	●	●	●	119
Stations										
100459	22nd Street ADA Improvement	●	●	●	●	●	●	●	●	127
ROW Bridges										
100427	San Francisquito Creek Bridge Conceptual Design & Community Engagement	●	●	●	●	●	●	●	●	133
100759	San Francisquito Creek Bridge Acoustic Monitoring System	●	●	●	●	●	●	●	●	140
100762	San Francisquito Creek North Bank Restoration	●	●	●	●	●	●	●	●	145
ROW Grade Crossings										
100563	FY21-22 Grade Crossing Improvements	●	●	●	●	●	●	●	●	152

Table S3. Individual Projects (Continued)

Project Number	Title	Safety		Schedule		Budget		Funding		Page
		May	Jun	May	Jun	May	Jun	May	Jun	
ROW Communications & Signals										
100614	Predictive Arrival/Departure System (PADS) Replacement	●	●	●	●	●	●	●	●	158
Miscellaneous										
100676	San Mateo Replacement Parking Track	●	●	●	●	●	●	●	●	163
100684	Mini-High Platforms	●	●	●	●	●	●	●	●	168
100780	MS4 Trash Management	●	●	●	●	●	●	●	●	172
PLANNING (includes Initiation and Design to 15%)										
Grade Separations										
100410	Whipple Avenue Grade Separation Study	●	●	●	●	●	●	●	●	178
100667	Bernardo Avenue Undercrossing	●	●	●	●	●	●	●	●	182
100668	Sunnyvale Grade Separation	●	●	●	●	●	●	●	●	187
100686	Middle Avenue Undercrossing	●	●	●	●	●	●	●	●	191
100733	North Fair Oaks Bike and Pedestrian Crossing	●	●	●	●	●	●	●	●	196
Miscellaneous										
100564	Enterprise Asset Management (EAM) Software System	●	●	●	●	●	●	●	●	202
100685	Verizon Sink Hole Repair San Jose	●	●	●	●	●	●	●	●	207
100687	Downtown Rail Extension (DTX)	●	●	●	●	●	●	●	●	212
CLOSEOUT (includes Start-up/Turnover and Closeout)										
Grade Separations										
002088	25th Avenue Grade Separation	●	●	●	●	●	●	●	●	218
Stations										
002146	South San Francisco Station Improvement	●	●	●	●	●	●	●	●	225
Fare Collection										
100574	Clipper Next Generation Validators Site Preparations	●	●	●	●	●	●	●	●	231

Note: The Total EAC (Estimated at Completion) for the projects shown above is \$208,0211,000.

Upcoming Board Actions, City Council Meetings and Reports

Due Date	Audience Project Manager	Title (action, meeting or report) Project No. Project Title	
08/03/23	JPB Angie Myrechuck	Combined IFB - Award Construction Contract 100426 &100566	Churchill Avenue Grade Crossing & San Mateo County Grade Crossings
08/03/23	JPB Mike Boomsma	Renew Emergency Findings for San Francisquito Creek North Bank TBD	San Francisquito Creek North Bank Restoration
08/03/23	JPB Jin Jiang	Award Contract for Replacement of Visual Message Signs at Stations 100449	Next Gen Visual Message Signs & Pads
09/07/23	JPB Mike Boomsma	Renew Emergency Findings for San Francisquito Creek North Bank TBD	San Francisquito Creek North Bank Restoration
09/07/23	JPB Alex Acenas	Authorize to receive funding for CMGC Pre-Construction Phase; Amend FY24 Budget 100244	Burlingame Broadway Grade Separation
10/05/23	JPB Mike Boomsma	Renew Emergency Findings for San Francisquito Creek North Bank TBD	San Francisquito Creek North Bank Restoration
10/05/23	JPB Zouheir Farah	Award Contract for Geographical Information System (GIS) Software 100565	Update & Upgrade GIS System
11/02/23	JPB Mike Boomsma	Renew Emergency Findings for San Francisquito Creek North Bank TBD	San Francisquito Creek North Bank Restoration
12/07/23	JPB Mike Boomsma	Renew Emergency Findings for San Francisquito Creek North Bank TBD	San Francisquito Creek North Bank Restoration
12/07/23	JPB Alvin Piano	Award CMGC Construction Management Support Services 100617	Mountain View Transit Center Grade Separation & Access Project
12/07/23	JPB Arul Edwin	Award of Final Design Contract 100482	Rengstorff Avenue Grade Separation
12/07/23	JPB Multiple	Award contract for On-call Design Multiple	Multiple Projects
12/07/23	JPB Multiple	Award contract for supplemental staff augmentation Multiple	Multiple Projects
12/07/23	JPB Alex Acenas	Award Construction Contract 100676	San Mateo Parking Track
12/07/23	JPB Alvin Piano	Execute Operations and Maintenance Agreement 100617	Mountain View Transit Center Grade Separation & Access Project
12/07/23	JPB Alvin Piano	Award Early Works Utility Relocation Amendment 100617	Mountain View Transit Center Grade Separation & Access Project

Due Date	Audience Project Manager	Title (action, meeting or report)	
		Project No.	Project Title
12/07/23	JPB Alvin Piano		Execute Utility and Construction Phase Cooperative Agreement 100617 Mountain View Transit Center Grade Separation & Access Project
01/04/24	JPB Mike Boomsma		Renew Emergency Findings for San Francisquito Creek North Bank TBD San Francisquito Creek North Bank Restoration
01/04/24	JPB Alex Acenas		Award Contract for CMGC Services 100244 Burlingame Broadway Grade Separation
01/04/24	JPB Robert Tam		Award construction Contract 100563 FY21 Grade Crossing Improvements
03/07/24	JPB Multiple		Award contract for On-call PMO Multiple Multiple Projects
03/07/24	JPB Multiple		On-Call Construction Management Services Multiple Multiple Projects
01/04/24	JPB Jin Jiang		Award Contract for Replacement of Predictive Arrival & Departure System (PADS) 100614 Predictive Arrival & Departure System (PADS)
07/07/24	JPB Zouheir Farah		Award Contract for Enterprise Asset Management Software 100564 Enterprise Asset Management Software

Table 1. Status Summary and Total Project Performance

Project Phase: 6 – Construction/Implementation

Month	Safety	Schedule	Budget	Funding
Current	G	Y	G	Y
Previous	G	Y	G	Y

Progress (%)		Δ Prev	SPI	CPI	EAC/Budget
Earned Value	40.34%	4.77%	0.99	1.36	100%
Planned Value	40.76%	4.85%			

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

The JPB Board approved the funding plan for the project which relies on additional funding from the FY2024 and FY2025 SOGR Federal funding. Funds will be activated as needed to support the timely completion of the project. As jointly agreed with the construction contractor, the issuance of the LNTP was postponed for 7 days relative to the target date in the Baseline Schedule.

SCOPE Summary

The purpose of the project is to address the structural vulnerability of two existing bridges, MT1 and MT2, spanning the Guadalupe River in San Jose by widening and stabilizing the underlying river channel and upgrading and extending the bridge structures to ensure long-term public safety and service reliability. The work consists of:

- Full replacement of the existing 187-foot wooden pile MT1 bridge with a modern 265-foot bridge.
- Partial replacement, upgrade, and extension of the existing MT2 bridge to achieve a modern 250-foot bridge.
- Relocation of communications and fiber optic lines and extensive channel grading and stabilization.

Project Manager: Mike Boomsma
 PC Specialist: Neela Logan
 Principal Designer: HDR Engineering, Inc.
 Const. Contractor: Walsh Construction

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Completion (A = Actual)	Variation (days)	Δ Prev Month
	{A}	{B}	{C=A-B}	{D}
Project Start	08/21/17	08/21/17	0	0
Preliminary Design (35%)	04/30/20	04/30/20	0	0
65% Design	11/30/20	11/30/20	0	0
Environmental Clearance NEPA	04/27/21	04/27/21	0	0
95% Design	11/01/21	11/01/21	0	0
100% Design	11/20/21	11/20/21	0	0
Completion of Arbitration with UPRR	04/07/22	04/07/22	0	0
Gate 5 – 100/IFB	06/15/22	06/15/22	0	0
All Permits Received	11/30/22	04/27/23	-148	0
Completion of IFB & Board Award	10/06/22	10/06/22	0	0
Executing Contract & LNTP	11/14/22	11/21/22	-7	0
PCEP Completes Removal of MT2 OCS	01/02/23	02/08/23	-37	0
Return of MT2 to PCEP for OCS Reinstallation	08/30/23	10/30/23	-61	-30
Gate 6 – Substantial Completion	01/10/25	01/17/25	-7	0
Gate 7 – Start-up/Turnover	02/09/25	02/16/25	-7	0
Gate 8 – Closeout	05/09/25	05/16/25	-7	0

Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion	Variation	
Title	Code	Original	Changes	Current		Amount	Percentage
		(A)	(B)	(C = A+B)	(D)	(E = C-D)	(F = E/C)
Planning & Engineering	1100	1,800	3,211	5,011	5,011	0	0.0%
Environmental	1200		1,915	1,915	1,915	0	0.0%
Real Estate	2100		106	106	106	0	0.0%
Utilities Relocations	2200		1	1	1	0	0.0%
Const./Impl. Contracts	3100		30,955	30,955	30,955	0	0.0%
Construction Management	4100		5,084	5,084	5,084	0	0.0%
Design Support During Const.	4200		1,269	1,269	1,269	0	0.0%
Testing & Commissioning	4300		0	0	0	0	
Agency/ODCs	5000		1,131	1,131	1,131	0	0.0%
Project Management	5100	500	3,265	3,765	3,765	0	0.0%
Project & Document Control	5200		748	748	748	0	0.0%
Finance/Accounting	5300		46	46	46	0	0.0%
Contracts & Procurement	5400		28	28	28	0	0.0%
Legal	5500		2,000	2,000	2,000	0	0.0%
Information Technology	5600		0	0	0	0	
Communications/P. Relations	5700		49	49	49	0	0.0%
Human Resources	5800		0	0	0	0	
Safety/Security & Risk Mgmt.	5900		270	270	270	0	0.0%
Equip./Material Purchases	6100		104	104	104	0	0.0%
CBOSS / PTC TOW	7000		52	52	52	0	0.0%
CalMod Program	7100		1,352	1,352	1,352	0	0.0%
Stations, Stops, Terminals, In	7300		0	0	0	0	
ROW, Land, Existing Improvement	7600		1,275	1,275	1,275	0	0.0%
Professional Services	7800		0	0	0	0	
Oper. Support	8100		2,211	2,211	2,211	0	0.0%
Subtotals	NA	2,300	55,073	57,373	57,373	0	0.0%
Risks (known & unknown)	NA	NA	NA	NA	6,326	0	0.0%
Contingency	9900		6,326	6,326	NA		
Grand Totals	NA	2,300	61,399	63,699	63,699	0	0.0%

{*} ICAP already included in totals above

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: 6 – Construction/Implementation

Month	Safety	Schedule	Budget	Funding
Current	G	R	G	G
Previous	G	R	G	G

Progress (%)	Δ Prev	SPI	CPI	EAC/Budget	
Earned Value	69.03%	6.34%	0.97	0.98	100%
Planned Value	71.03%	0.00%			

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

The pedestrian bridge work is complete, and now the project is delayed due to obtaining approval to close the East and West Towers for the Contractor to conduct painting operations through continuous days. Approval of the closing the East and West Towers required numerous coordination meetings with Safety, Rail Operations, Rail Maintenance, Operations Planning, Customer Access, Government Affairs, Communications, and Customer access to obtain a final consensus for a path moving forward. Contractor is working to add multiple shifts to further mitigate the schedule delays.

SCOPE Summary

The Project scope consists of the removal and replacement of existing paint coatings on the steel surfaces of the pedestrian bridge and stairs at the Caltrain Bayshore Station in San Francisco.

Project Manager: Alvin Piano
 PC Specialist: Neela Logan
 Principal Designer: TranSystems
 Const. Contractor: Top Line Engineers

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Act. Completion	Variation (days)	Δ Prev Month
	(A)	(B)	(C -A-B)	(D)
Project Start	01/01/20	01/01/20	0	0
100% IFB Package	07/01/21	07/01/21	0	0
IFB Advertising	12/01/21	12/01/21	0	0
Award	04/07/22	04/07/22	0	0
LNTP	05/01/22	05/01/22	0	0
NTP	06/30/22	06/30/22	0	0
Gate 6 – Substantial Completion	11/30/22	07/31/23	-243	0
Gate 7 – Start-up/Turnover	12/31/22	09/29/23	-272	0
Gate 8 – Closeout	03/31/23	10/31/23	-214	0

Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion	Variation	
Title	Code	Original	Changes	Current		Amount	Percentage
		(A)	(B)	(C =A+B)	(D)	(E =C-D)	(F =E/C)
Planning & Engineering	1100	293	-76	216	216	0	0.0%
Environmental	1200	0	0	0	0	0	
Real Estate	2100	206	141	347	347	0	0.0%
Construction ODCs	2300	0	515	515	515	0	0.0%
Const./Impl. Contracts	3100	2,067	612	2,679	2,679	0	0.0%
Construction Management	4100	1,162	621	1,783	1,783	0	0.0%
Design Support During Const.	4200	0		0	0	0	
Testing & Commissioning	4300	0		0	0	0	
Agency/ODCs	5000	27	242	269	269	0	0.0%
Project Management	5100	77	399	475	475	0	0.0%
Project & Document Control	5200	356	-231	125	125	0	0.0%
Finance/Accounting	5300	107	-71	35	35	0	0.0%
Contracts & Procurement	5400	71	-17	55	55	0	0.0%
Legal	5500	47	21	67	67	0	0.0%
Information Technology	5600	0	0	0	0	0	
Communications/P. Relations	5700	55	-39	16	16	0	0.0%
Human Resources	5800			0	0	0	
Safety/Security & Risk Mgmt.	5900			0	0	0	
Equip./Material Purchases	6100			0	0	0	
CalMod Program	7100			0	0	0	
Stations, Stops, Terminals, In	7300			0	0	0	
Professional Services	7800			0	0	0	
Oper. Support	8100	414	-126	288	288	0	0.0%
Subtotals	NA	4,880	1,990	6,870	6,870	0	0.0%
Risks (known & unknown)	NA	NA	NA	NA	0	0	
Contingency	9900	1,990	-1,990	0	NA		
Grand Totals	NA	6,870	0	6,870	6,870	0	0.0%
(*) ICAP already included in totals above		277		277	277	0	

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: 6 - Construction/Implementation

Month	Safety	Schedule	Budget	Funding
Current	G	G	G	G
Previous	G	G	G	G

Progress (%)		Δ Prev	SPI	CPI	EAC/Budget
Earned Value	NA	NA	NA	NA	100%
Planned Value	NA	NA			

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

SCOPE Summary

This study will look at the optimal design for level boarding at all Caltrain stations. Currently, Caltrain has two passenger car types with different height doors. Passengers are required to use steps to ascend from 8" high platforms. Once the railroad is electrified and new trains are in service there will be an automatic step that deploys for boarding, and mini-high platforms will be used to bridge to the train for passengers who queue at the mini-high. The study will look at all factors including boarding interface and how it interreacts with various rolling stock (Caltrain EMU, freight and possibly high speed rail). It will also look at platforms individually in some cases, due to large variations in platform configuration such as the very short (College Park) and those that use the "hold-out rule". It will also examine construction methods at a very high level, for example examining whether catenary poles must be lifted and re-cabled, or whether this as well as other major cost elements can be mitigated. There may be improvements to the station environment that are efficiently carried out as part of a major construction project, for example improved signage, that may be studied. The end product of this study will be design criteria, a rough cost estimate and an examination of the paths forward to fund and implement system-wide level boarding.

Project Manager: Lisa Cobb
 PC Specialist: Sher Ali
 Capital Development and Delivery Project Manager: TBD
 Principal Designer: TBD
 Const. Contractor: TBD

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Actual Completion	Variation (days)	Δ Prev Month
	{A}	{B}	{C=A-B}	{D}
Gate 1 - Project Initiation	03/23/23	03/23/23	0	0
Gate 8 - Project Closeout Complete	06/30/25	06/30/25	0	0

Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion	Variation	
Title	Code	Original (A)	Changes (B)	Current (C = A+B)		Amount (E = C-D)	Percentage (F = E/C)
Planning & Engineering	1100	768	0	768	768	0	0.0%
Environmental	1200	0	0	0	0	0	
Real Estate	2100	0	0	0	0	0	
Utilities Relocations	2200	0	0	0	0	0	
Construction ODCs	2300	0	0	0	0	0	
Const./Impl. Contracts	3100	5	0	5	5	0	0.0%
Construction Management	4100	0	0	0	0	0	
Design Support During Const.	4200	0	0	0	0	0	
Testing & Commissioning	4300	0	0	0	0	0	
Agency/ODCs	5000	0	0	0	0	0	
Project Management	5100	0	0	0	0	0	
Project & Document Control	5200	20	0	20	20	0	0.0%
Finance/Accounting	5300	4	0	4	4	0	0.0%
Contracts & Procurement	5400	0	0	0	0	0	
Legal	5500	0	0	0	0	0	
Information Technology	5600	0	0	0	0	0	
Communications/P. Relations	5700	0	0	0	0	0	
Human Resources	5800	0	0	0	0	0	
Safety/Security & Risk Mgmt.	5900	0	0	0	0	0	
Equip./Material Purchases	6100	0	0	0	0	0	
CalMod Program	7100	0	0	0	0	0	
Oper. Support	8100	0	0	0	0	0	
Undefined and others		3	0	3	3		
Subtotals	NA	801	0	801	801	0	0.0%
Risks (known & unknown)	NA	NA	NA	NA	240		
Contingency	9900	240	0	240	NA	0	0.0%
Grand Totals	NA	1,041	0	1,041	1,041	0	0.0%
(*) ICAP already included in totals above		40	0	40	40	0	0.0%

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: 6 - Construction/Implementation

Month	Safety	Schedule	Budget	Funding
Current	G	R	G	G
Previous	G	R	G	G

Progress (%)	Δ Prev	SPI	CPI	EAC/Budget
Earned Value	28.47%	0.93%	0.78	1.16
Planned Value	36.41%	5.66%		

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

The schedule has been delayed as reference checks and meetings with contractor did not prove that they have required experience. Board approved rejection and re-bid of project. New IFB package (combined with San Mateo Grade Crossing project) was re-advertised in May 2023 with bids due in early June. Project Manager to seek approval from Management Committee for re-baselining the schedule at July 2023 meeting. Will request board approval for Construction Contract award in August 2023.

SCOPE Summary

The scope includes the widening of the sidewalk to accommodate heavy bike and pedestrian traffic from local schools; relocate the pedestrian crossing gates due to the widened sidewalk; install new pavement marking and markers for vehicular traffic at the Churchill Avenue grade crossing in Palo Alto. Implement a total of 17 seconds of advance signal preemption time.

Project Manager: Angela Myrechuck
 PC Specialist: Sowmya Karipe
 Principal Designer: RSE
 Const. Contractor: NA

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Act. Completion	Variation (days)	Δ Prev Month
	(A)	(B)	(C = A - B)	(D)
35% Design	03/02/20	03/02/20	0	0
65% Design	07/01/21	07/01/21	0	0
Gate 5 - 100% Development/IFB	05/26/22	05/26/22	0	0
IFB	08/01/22	08/01/22	0	0
Main Contract Award	04/06/23	08/11/23	-127	0
LNTP	05/06/23	09/11/23	-128	0
Gate 6 - Substantial Completion	03/31/24	06/30/24	-91	0
Gate 7 - Startup/Turnover Complete	07/31/24	10/30/24	-91	0
Gate 8 - Project Closeout Complete	09/30/24	12/31/24	-92	0

Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion	Variation	
Title	Code	Original	Changes	Current		Amount	Percentage
		(A)	(B)	(C = A+B)	(D)	(E = C - D)	(F = E/C)
Planning & Engineering	1100	150	150	300	300	0	0.0%
Environmental	1200	0	0	0	0	0	
Real Estate	2100	0	0	0	0	0	
Utilities Relocations	2200	0	0	0	0	0	
Construction ODCs	2300	0	0	0	0	0	
Const./Impl. Contracts	3100	1,500	-700	800	800	0	0.0%
Construction Management	4100	200	208	408	408	0	0.0%
Design Support During Const.	4200	30	10	40	40	0	0.0%
Testing & Commissioning	4300	0	0	0	0	0	
Agency/ODCs	5000	0	31	31	31	0	0.0%
Project Management	5100	400	-108	292	292	0	0.0%
Project & Document Control	5200	40	58	98	98	0	0.0%
Finance/Accounting	5300	0	5	5	5	0	0.0%
Contracts & Procurement	5400	0	10	10	10	0	0.0%
Legal	5500	15	0	15	15	0	0.0%
Information Technology	5600	0	0	0	0	0	
Communications/P. Relations	5700	0	5	5	5	0	0.0%
Human Resources	5800	0	0	0	0	0	
Safety/Security & Risk Mgmt.	5900	0	50	50	50	0	0.0%
Equip./Material Purchases	6100	0	0	0	0	0	
CalMod Program	7100	0	0	0	0	0	
Oper. Support	8100	80	86	166	166	0	0.0%
Subtotals	NA	2,415	-194	2,221	2,221	0	0.0%
Risks (known & unknown)	NA	NA	NA	NA	299	0	0.0%
Contingency	9900	105	194	299	NA		
Grand Totals	NA	2,520	0	2,520	2,520	0	0.0%
(*) ICAP already included in totals above		127	0	127	127	0	0.0%

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: 6 - Construction/Implementation

Month	Safety	Schedule	Budget	Funding
Current	G	G	G	G
Previous	G	G	G	G

Progress (%)	Δ Prev	SPI	CPI	EAC/Budget	
Earned Value	56.53%	6.90%	1.00	1.41	95%
Planned Value	56.50%	7.24%			

{SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral}

SCOPE Summary

The scope intended for this Project would include safety improvements at Watkins Ave include the following:

1. Installation of quad or exit gates
2. Installation of new pedestrian gates
3. Pavement markers and markings
4. Sidewalk improvements including guard railing and fencing
5. Installation of new sidewalk lighting
6. Contribute to the Atherton station site improvements done by the Town of Atherton

Project Manager: Robert Tam
 PC Specialist: Sowmya Karipe
 Principal Designer: HNTB
 Const. Contractor: Granite Rock

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Act. Completion	Variation (days)	Δ Prev Month
	(A)	(B)	(C = A-B)	(D)
Project Initiation	07/01/21	07/01/21	0	0
Preliminary (35%) Design Complete	09/30/21	09/30/21	0	0
65% Design Complete	02/01/22	01/21/22	11	0
100% Design Complete	06/30/22	06/30/22	0	0
Gate 5 - 100% Development/IFB Complete	07/31/22	07/31/22	0	0
IFB	09/30/22	09/30/22	0	0
All Permits Received	12/07/22	12/07/22	0	0
Award Construction Contract	01/05/23	12/01/22	35	0
LNTP	01/03/23	01/03/23	0	0
Gate 6 - Substantial Completion	12/01/23	12/01/23	0	0
Gate 7 - Start-up/Turnover Complete	01/31/24	01/31/24	0	0
Gate 8 - Project Closeout Complete	03/01/24	03/01/24	0	0

Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion	Variation	
Title	Code	Original	Changes	Current		Amount	Percentage
		(A)	(B)	(C=A+B)	(D)	(E=C-D)	(F=E/C)
Planning & Engineering	1100	600	-41	559	559	0	0%
Environmental	1200	30	0	30	30	0	0%
Real Estate	2100	30	0	30	30	0	0%
Utilities Relocations	2200	0	0	0	0	0	
Construction ODCs	2300	0	416	416	416	0	0%
Const./Impl. Contracts	3100	2,000	-1,327	673	900	-227	-34%
Construction Management	4100	350	0	350	350	0	0%
Design Support During Const.	4200	100	0	100	100	0	0%
Testing & Commissioning	4300	0	0	0	0	0	
Agency/ODCs	5000	0	80	80	80	0	0%
Project Management	5100	250	0	250	250	0	0%
Project & Document Control	5200	50	70	120	120	0	0%
Finance/Accounting	5300	30	0	30	30	0	0%
Contracts & Procurement	5400	25	0	25	25	0	0%
Legal	5500	25	0	25	25	0	0%
Information Technology	5600	0	0	0	0	0	
Communications/P. Relations	5700	0	10	10	10	0	0%
Human Resources	5800	0	0	0	0	0	
Safety/Security & Risk Mgmt.	5900	0	25	25	25	0	0%
Equip./Material Purchases	6100	25	-25	0	0	0	
CalMod Program	7100	0	0	0	0	0	
Oper. Support	8100	100	400	500	500	0	0%
Subtotals	NA	3,615	-392	3,223	3,450	-227	-7%
Risks (known & unknown)	NA	NA	NA	NA	938	0	0%
Contingency	9900	560	378	938	NA		
Grand Totals	NA	4,175	-14	4,161	4,388	-227	-5%
(*) ICAP already included in totals above		135	0	135	135	0	0.0%

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: 6 - Construction/Implementation

Month	Safety	Schedule	Budget	Funding
Current	G	R	G	G
Previous	G	Y	G	G

Progress (%)	Δ Prev	SPI	CPI	EAC/Budget
Earned Value	8.58%	0.11%	0.90	1.25
Planned Value	9.57%	0.93%		

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

The schedule has been delayed as no bids received on advertisement. A new IFB package (combined with Churchill Grade Crossing project) that was advertised in May 2023 with bids due in early June. Project Manager to seek approval from Management Committee for re-baselining the schedule at July 2023 meeting. Will request board approval for Construction Contract award in August 2023.

SCOPE Summary

This project will design and implement safety improvements including quad gates or exit gates at the 4th and 5th Ave grade crossings in San Mateo. This project will make the two grade crossings safer for the train, motorist and pedestrians.

Project Manager: Angela Myrechuck
 PC Specialist: Sowmya Karipe
 Principal Designer: RSE
 Const. Contractor: TBD

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Act. Completion	Variation (days)	Δ Prev Month
	(A)	(B)	(C=A-B)	(D)
Project Start	02/26/21	02/26/21	0	0
Issue Design Work Directive	03/22/21	03/22/21	0	0
35% Design	06/30/21	06/30/21	0	0
65% Design	09/30/21	09/30/21	0	0
100% Design	01/10/22	01/10/22	0	0
IFB	07/01/22	07/01/22	0	0
Gate 5 - 100% Development/IFB Complete	07/28/22	07/28/22	0	0
Main Contract Award Board Approval	06/01/23	08/11/23	-71	0
NTP	07/01/23	09/11/23	-72	0
Gate 6 - Substantial Completion	06/30/24	07/30/24	-30	0
Gate 7 - Start Up/Turnover Complete	09/01/24	10/01/24	-30	0
Gate 8 - Project Closeout Complete	12/31/24	12/31/24	0	0

Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion	Variation	
Title	Code	Original	Changes	Current		Amount	Percentage
		(A)	(B)	(C = A+B)	(D)	(E = C-D)	(F = E/C)
Planning & Engineering	1100	880	-590	290	290	0	0.0%
Environmental	1200	20	0	20	20	0	0.0%
Real Estate	2100	0	0	0	0	0	
Utilities Relocations	2200	0	0	0	0	0	
Construction ODCs	2300	0	0	0	0	0	
Const./Impl. Contracts	3100	3,000	-1,400	1,600	1,600	0	0.0%
Construction Management	4100	200	300	500	500	0	0.0%
Design Support During Const.	4200	20	30	50	50	0	0.0%
Testing & Commissioning	4300	0	0	0	0	0	
Agency/ODCs	5000	800	-600	200	200	0	0.0%
Project Management	5100	200	400	600	600	0	0.0%
Project & Document Control	5200	0	50	50	50	0	0.0%
Finance/Accounting	5300	20	0	20	20	0	0.0%
Contracts & Procurement	5400	40	-15	25	25	0	0.0%
Legal	5500	30	-15	15	15	0	0.0%
Information Technology	5600	0	0	0	0	0	
Communications/P. Relations	5700	0	10	10	10	0	0.0%
Human Resources	5800	0	0	0	0	0	
Safety/Security & Risk Mgmt.	5900	0	20	20	20	0	0.0%
Equip./Material Purchases	6100	0	0	0	0	0	
CalMod Program	7100	0	0	0	0	0	
Oper. Support	8100	50	1,350	1,400	1,400	0	0.0%
Subtotals	NA	5,260	-460	4,800	4,800	0	0.0%
Risks (known & unknown)	NA	NA	NA	NA	672	0	0.0%
Contingency	9900	212	460	672	NA		
Grand Totals	NA	5,471	0	5,471	5,471	0	0.0%
(*) ICAP already included in totals above		221	0	221	221	0	0.0%

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: 6 - Construction/Implementation

Month	Safety	Schedule	Budget	Funding
Current	G	G	G	G
Previous	G	G	G	G

Progress (%)	Δ Prev	SPI	CPI	EAC/Budget
Earned Value	37.61%	3.32%	0.98	1.24
Planned Value	38.48%	4.03%		

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

SCOPE Summary

The project will design a broadband wireless communications system along the Caltrain corridor for the wayside train maintenance diagnostics and passenger Wi-Fi service. The project will investigate leveraging the existing infrastructure such as the Overhead Contact System (OCS) poles and JPB fiber network to communicate with passing trains. Wayside antennas may be mounted on the OCS poles at a constant interval to communicate with moving trains that will be equipped with radios and antennas.

Project Manager: Robert Tam
 PC Specialist: Sowmya Karipe
 Principal Designer: Xentrans
 Const. Contractor: Nomad Digital

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Act. Completion	Variation (days)	Δ Prev Month
	(A)	(B)	(C = A - B)	(D)
Project Start	11/11/19	11/11/19	0	0
Notice to Proceed	11/11/19	11/11/19	0	0
Requirements Gathering	02/13/20	02/13/20	0	0
RF Study	08/10/20	08/10/20	0	0
Rough Cost Estimate	08/21/20	08/21/20	0	0
Conceptual Design	11/19/20	11/19/20	0	0
IFB	10/08/21	10/08/21	0	0
Live Demonstration	05/20/22	05/20/22	0	0
Project Update to the Board	08/04/22	08/04/22	0	0
Award Construction Contract	12/01/22	12/01/22	0	0
NTP	01/03/23	01/03/23	0	0
Gate 6 - Substantial Completion Complete	06/30/24	06/30/24	0	0
Gate 7 - Start Up/Turnover Complete	09/30/24	09/30/24	0	0
Gate 8 - Project Closeout Complete	12/31/24	12/31/24	0	0

Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion {D}	Variation	
Title	Code	Original {A}	Changes {B}	Current {C = A+B}		Amount {E = C-D}	Percentage {F = E/C}
Planning & Engineering	1100	560	-370	190		190	0
Environmental	1200	20	-20	0	0	0	
Real Estate	2100	10	-10	0	0	0	
Utilities Relocations	2200	0	0	0	0	0	
Construction ODCs	2300	0	0	0	0	0	
Const./Impl. Contracts	3100	10,000	11,779	21,779	21,779	0	0.0%
Construction Management	4100	700	1,276	1,976	1,976	0	0.0%
Design Support During Const.	4200	100	-100	0	0	0	
Testing & Commissioning	4300		0	0	0	0	
Agency/ODCs	5000		133	133	133	0	0.0%
Project Management	5100	700	-80	620	620	0	0.0%
Project & Document Control	5200	200	-1	199	199	0	0.0%
Finance/Accounting	5300	20	14	34	34	0	0.0%
Contracts & Procurement	5400	15	-10	5	5	0	0.0%
Legal	5500	15	81	96	96	0	0.0%
Information Technology	5600		217	217	217	0	0.0%
Communications/P. Relations	5700		31	31	31	0	0.0%
Human Resources	5800		0	0	0	0	
Safety/Security & Risk Mgmt.	5900		62	62	62	0	0.0%
Equip./Material Purchases	6100		0	0	0	0	
CalMod Program	7100		0	0	0	0	
Oper. Support	8100	500	434	934	934	0	0.0%
Undefined Type of Work	0000	0	17	17	17	0	0.0%
Subtotals	NA	12,840	13,453	26,293	26,293	0	0.0%
Risks (known & unknown)	NA	NA	NA	NA	2,527	0	0.0%
Contingency	9900	1,160	1,367	2,527	NA		
Grand Totals	NA	14,000	14,820	28,820	28,820	0	0.0%
(*) ICAP already included in totals above		538	570	1,108	1,108	0	0.0%

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: 6 – Construction/Implementation

Month	Safety	Schedule	Budget	Funding
Current	G	G	G	G
Previous	G	G	G	G

Progress (%)	Δ Prev	SPI	CPI	EAC/Budget	
Earned Value	26.75%	4.66%	1.00	1.24	100%
Planned Value	26.81%	4.64%			

{SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral}

SCOPE Summary

This project is part of the continual effort of Caltrain to migrate toward a digital voice radio system. The project includes procurement and installation of new Digital VHF voice Base station radios, repair of Microwave dish covers, procurement of digital communications test equipment, and inspecting and repairing associated antennas and cables. This is in-kind replacement of no longer supported equipment.

Project Manager: Jin Jiang
 PC Specialist: Asad Ziaei
 Principal Designer: TBD
 Const. Contractor: TBD

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Act. Completion	Variation (days)	Δ Prev Month
	(A)	(B)	(C=A-B)	(D)
Gate 1 - Project Initiation	01/06/21	01/06/21	0	0
Gate 5 - 100% Development Complete / IFB	06/12/23	06/12/23	0	0
IFB	08/11/23	08/11/23	0	0
Main Contract Award Board Approval	09/07/23	09/07/23	0	0
NTP	10/01/23	10/01/23	0	0
Gate 6 - Substantial Completion	10/01/24	10/01/24	0	0
Gate 7 - Start-Up / Turnover Complete	12/01/24	12/01/24	0	0
Gate 8 - Project Closeout Complete	01/30/25	01/30/25	0	0









Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at	Variation	
Title	Code	Original	Changes	Current	Completion	Amount	Percentage
		(A)	(B)	(C =A+B)	(D)	(E =C-D)	(F =E/C)
Planning & Engineering	1100		150	150	150	0	0.0%
Environmental	1200			0	0	0	
Real Estate	2100			0	0	0	
Utilities Relocations	2200			0	0	0	
Const./Impl. Contracts	3100		455	455	455	0	0.0%
Construction Management	4100	30	-30	0	0	0	
Design Support During Const.	4200			0	0	0	
Testing & Commissioning	4300			0	0	0	
Agency/ODCs	5000		142	142	142	0	0.0%
Project Management	5100	92	236	328	328	0	0.0%
Project & Document Control	5200	25	42	66	66	0	0.0%
Finance/Accounting	5300		21	21	21	0	0.0%
Contracts & Procurement	5400	5	15	20	20	0	0.0%
Legal	5500	5	19	24	24	0	0.0%
Information Technology	5600		12	12	12	0	0.0%
Communications/P. Relations	5700		7	7	7	0	0.0%
Human Resources	5800			0	0	0	
Safety/Security & Risk Mgmt.	5900		10	10	10	0	0.0%
Equip./Material Purchases	6100	243	-44	199	199	0	0.0%
CalMod Program	7100		68	68	68	0	0.0%
Oper. Support	8100	270	-131	139	139	0	0.0%
Subtotals	NA	670	969	1,639	1,639	0	0.0%
Risks (known & unknown)	NA	NA	NA	NA	395	0	0.0%
Contingency	9900	30	365	395	NA		
Grand Totals	NA	700	1,334	2,034	2,034	0	0.0%
(*) ICAP already included in totals above		26	51	77	77	0	0.0%

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: 6 – Construction/Implementation

Month	Safety	Schedule	Budget	Funding
Current	G 	G 	G 	G 
Previous	G 	G 	G 	G 

Progress (%)	Δ Prev	SPI	CPI	EAC/Budget
Earned Value	11.26%	1.14%	1.00	1.02
Planned Value	11.22%	1.13%		100%

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

SCOPE Summary

This project will determine the new visual message signs (VMS) and passenger information system for the Caltrain stations. The current VMS signs are no longer supported by the manufacturer and the predictive arrival and departure system (PADS) is becoming obsolete. Research will be done to determine whether it's best to replace the signs that will work with the current predictive arrival and departure system (PADS) or replace signs for the next generation passenger information system.

Project Manager: Jin Jiang
 PC Specialist: Asad Ziaei
 Principal Designer: Stantec
 Const. Contractor: TBD

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Act. Completion	Variation (days)	Δ Prev Month
	(A)	(B)	(C=A-B)	(D)
Gate 1 - Project Initiation	05/01/20	05/01/20	0	0
Gate 3 - 35% Development Complete	02/15/22	02/15/22	0	0
Gate 5 - 100% Development Complete / IFB	03/09/23	03/09/23	0	0
Main Contract Award	08/03/23	08/03/23	0	0
LNTP	09/15/23	09/15/23	0	0
Gate 6 - Substantial Completion	03/15/25	03/15/25	0	0
Gate 7 - Start-Up / Turnover Complete	06/15/25	06/15/25	0	0
Gate 8 - Project Closeout Complete	09/15/25	09/15/25	0	0









Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion	Variation	
Title	Code	Original	Changes	Current		Amount	Percentage
		(A)	(B)	(C =A+B)	(D)	(E =C-D)	(F =E/C)
Planning & Engineering	1100	500		500	500	0	0.0%
Environmental	1200			0		0	
Real Estate	2100			0		0	
Utilities Relocations	2200			0		0	
Const./Impl. Contracts	3100	3,000	1,333	4,333	4,333	0	0.0%
Construction Management	4100	300		300	300	0	0.0%
Design Support During Const.	4200	100		100	100	0	0.0%
Testing & Commissioning	4300			0		0	
Agency/ODCs	5000		173	173	173	0	0.0%
Project Management	5100	300	-20	280	280	0	0.0%
Project & Document Control	5200	50		50	50	0	0.0%
Finance/Accounting	5300	50	-33	17	17	0	0.0%
Contracts & Procurement	5400	50		50	50	0	0.0%
Legal	5500	30		30	30	0	0.0%
Information Technology	5600		20	20	20	0	0.0%
Communications/P. Relations	5700	10		10	10	0	0.0%
Human Resources	5800			0		0	
Safety/Security & Risk Mgmt.	5900	10		10	10	0	0.0%
Equip./Material Purchases	6100			0		0	
CalMod Program	7100			0		0	
Oper. Support	8100	100		100	100	0	0.0%
Subtotals	NA	4,500	1,473	5,973	5,973	0	0.0%
Risks (known & unknown)	NA	NA	NA	NA	850	0	0.0%
Contingency	9900	850		850	NA		
Grand Totals	NA	5,350	1,473	6,823	6,823	0	0.0%
(*) ICAP already included in totals above		206	57	262	262	0	0.0%

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: **6 – Construction/Implementation**

Month	Safety	Schedule	Budget	Funding
Current	G 	G 	G 	G 
Previous	G 	G 	G 	G 

Progress (%)	Δ Prev	SPI	CPI	EAC/Budget
Earned Value	13.12%	-0.1%	1.00	1.00
Planned Value	13.12%	-0.1%		

{SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral}

SCOPE Summary

This project is the annual state of good repair (SOGR) program for Caltrain’s communication systems. The project includes design and installation of networking/telecommunication equipment to interface with upgraded Digital Backhaul by the Caltrain Telecom System Vendor. The intention of the upgrades is to transition from Analog Backhaul using many 1.5 MB/s circuits to GB/s throughput circuits and IP Based system.

Project Manager: Jin Jiang
 PC Specialist: Asad Ziaei
 Principal Designer: TBD
 Const. Contractor: TBD

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Act. Completion	Variation (days)	Δ Prev Month
	(A)	(B)	(C = A-B)	(D)
Gate 1 - Project Initiation	07/31/21	07/31/21	0	0
Gate 5 - 100% Development/IFB Complete	06/12/23	06/22/23	-10	-10
Gate 6 - Substantial Completion	10/01/24	10/01/24	0	0
Gate 7 - Start-Up / Turnover Complete	12/01/24	12/01/24	0	0
Gate 8 - Project Closeout Complete	03/30/25	03/30/25	0	0

Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion	Variation	
Title	Code	Original	Changes	Current		Amount	Percentage
		(A)	(B)	(C=A+B)	(D)	(E=C-D)	(F=E/C)
Planning & Engineering	1100	440	-290	150	150	0	0.0%
Environmental	1200			0	0	0	
Real Estate	2100	5	-5	0	0	0	
Utilities Relocations	2200			0	0	0	
Const./Impl. Contracts	3100	540	-181	360	360	0	0.0%
Construction Management	4100			0	0	0	
Design Support During Const.	4200			0	0	0	
Testing & Commissioning	4300			0	0	0	
Agency/ODCs	5000		154	154	154	0	0.0%
Project Management	5100	200	5	205	205	0	0.0%
Project & Document Control	5200	30	20	50	50	0	0.0%
Finance/Accounting	5300	5	-0	5	5	0	0.0%
Contracts & Procurement	5400	10	-2	8	8	0	0.0%
Legal	5500	10	-10	0	0	0	
Information Technology	5600		7	7	7	0	0.0%
Communications/P. Relations	5700	0	0	0	0	0	
Human Resources	5800			0	0	0	
Safety/Security & Risk Mgmt.	5900		0	0	0	0	
Equip./Material Purchases	6100		100	100	100	0	0.0%
CalMod Program	7100		0	0	0	0	
Oper. Support	8100	10	40	50	50	0	0.0%
Subtotals	NA	1,250	-161	1,089	1,089	0	0.0%
Risks (known & unknown)	NA		NA	NA	125	0	0.0%
Contingency	9900	50	75	125	NA		
Grand Totals	NA	1,300	-86	1,214	1,214	0	0.0%
(*) ICAP already included in totals above		49	-3	46	46	0	0.0%

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: 6 - Construction/Implementation

Month	Safety	Schedule	Budget	Funding
Current	G	Y	G	G
Previous	G	Y	G	G

Progress (%)	Δ Prev	SPI	CPI	EAC/Budget
Earned Value	93.38%	0.95%	0.95	1.22
Planned Value	98.53%	2.15%		

{SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral}

Phase 5 completion date has been extended due to contemplating a change order to reduce the number of TVMs to be upgraded in order to replace the chips in the TVMs that were upgraded in Phase 2 & 3. The Management Committee decided not to do the change order and keep the scope for Phase 5 as is.

SCOPE Summary

The project will develop the central back-office software necessary to upgrade the TVMs to have Clipper functionality and upgrade components which are obsolete. Additional scope to replace the credit card readers in all existing TVMs has been added to a separate construction contract and is being funded by the IT Department.

The current scope of this project is through 5 phases:

Phase 1 - Two prototype TVM's will be refurbished with Clipper functionality and upgraded components. The prototypes will be installed at Central for testing and development work "Complete".

Phase 2 - Based on the final upgraded prototype, 12 existing TVM's will upgraded at the stations "Complete".

Phase 3 will upgrade an additional 21 TVMs at the stations "Complete".

Phase 4 will upgrade an additional 27 TVMs at the stations.

Phase 5 will upgrade an additional 27 TVMs at the stations to complete all the TVM upgrades.

Project Manager: Robert Tam
 PC Specialist: Sowmya Karipe
 Principal Designer: NA
 Const. Contractor: Ventek

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Act. Completion	Variation (days)	Δ Prev Month
	(A)	(B)	(C = A - B)	(D)
Project Start	01/01/18	01/01/18	0	0
Bid Opening	09/21/18	09/21/18	0	0
LNTP	12/06/18	12/06/18	0	0
Phase 1 NTP	05/01/19	05/01/19	0	0
Contract Award	04/30/19	04/30/19	0	0
Phase 2 NTP	02/25/20	02/25/20	0	0
Phase 1 Complete	10/31/20	10/31/20	0	0
Phase 2 Complete	03/18/21	03/18/21	0	0
Phase 3 NTP	09/14/21	09/14/21	0	0
Phase 3 Complete	05/24/22	05/24/22	0	0
Phase 4 NTP	03/01/22	03/01/22	0	0
Phase 4 Complete	03/31/23	05/12/23	-42	0
Phase 5 NTP	10/01/22	10/01/22	0	0
Phase 5 Complete	06/30/23	09/30/23	-92	0
Gate 6 - Substantial Completion	06/30/23	09/30/23	-92	0
Gate 7 - Start-Up/Turnover Complete	09/30/23	10/31/23	-31	0
Gate 8 - Project Closeout Complete	12/30/23	12/30/23	0	0

Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion	Variation	
Title	Code	Original	Changes	Current		Amount	Percentage
		(A)	(B)	(C = A+B)	(D)	(E = C-D)	(F = E/C)
Planning & Engineering	1100	0	-40	-40	-40	0	0%
Environmental	1200	0		0	0	0	
Real Estate	2100	0		0	0	0	
Utilities Relocations	2200	0		0	0	0	
Construction ODCs	2300	0		0		0	
Const./Impl. Contracts	3100	3,288		3,288	3,288	0	0%
Construction Management	4100	0		0	0	0	
Design Support During Const.	4200	0		0	0	0	
Testing & Commissioning	4300	0		0	0	0	
Agency/ODCs	5000	0	39	39	39	0	0%
Project Management	5100	270	-5	265	265	0	0%
Project & Document Control	5200	160	0	160	160	0	0%
Finance/Accounting	5300	20	0	20	20	0	0%
Contracts & Procurement	5400	47	7	54	54	0	0%
Legal	5500	11		11	11	0	0%
Information Technology	5600	0		0	0	0	
Communications/P. Relations	5700	0		0	0	0	
Human Resources	5800	0		0	0	0	
Safety/Security & Risk Mgmt.	5900	0		0	0	0	
Equip./Material Purchases	6100	0		0	0	0	
CalMod Program	7100	0		0	0	0	
Oper. Support	8100	40	0	40	40	0	0%
Subtotals	NA	3,836	0	3,836	3,836	0	0%
Risks (known & unknown)	NA	NA	NA	NA	56	0	0%
Contingency	9900	56		56	NA		
Grand Totals	NA	3,892	0	3,892	3,892	0	0
(*) ICAP already included in totals above		226	0	226	226	0	0.0%

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: 6 – Construction/Implementation

Month	Safety	Schedule	Budget	Funding
Current	G	R	G	G
Previous	G	R	G	G

Progress (%)	Δ Prev	SPI	CPI	EAC/Budget
Earned Value	67.05%	0.00%	0.92	1.32
Planned Value	72.34%	3.59%		

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

1. While lifting locomotive 925 - 2 jacks failed which caused some damage to lifting pad, ladders, and paint. Alstom is obtaining new jacks to lift locomotive and inspect for further damage.

SCOPE Summary

This project involves performing mid-life overhaul of six MP-36-3C Locomotives. The mid-life overhaul includes complete disassembly of the main diesel engine, overhauling by reconditioning re-usable main frame components and re-assembly with new engine components and replacement of Separate Head-End Power (SEP-HEP) unit and all electrical components of the SEP-HEP compartment. All areas of the locomotive car body, trucks, wheels and electrical components shall be reconditioned to like-new condition or replaced with new material. The project work is occurring off-site at the contractor’s facility location. The 6 locomotives to be overhauled are Locomotive #'s 923, 924, 925, 926, 927 & 928. In order to maintain daily service, only 1 to 2 of these locomotives are released at a time for overhaul work that is expected to take approximately 8 months per locomotive.

Project Manager: Troy Alvarez
 PC Specialist: Asad Ziaei
 Principal Designer: TBD
 Const. Contractor: Alstom

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Act. Completion	Variation (days)	Δ Prev Month
	{A}	{B}	{C =A-B}	{D}
Project Initiation	04/01/17	04/01/17	0	0
Main Contract Award Board Approval	04/02/20	04/02/20	0	0
NTP	06/16/20	06/16/20	0	0
Unit 924 Conditional Acceptance	11/23/22	04/20/23	-148	-148
Unit 925 Conditional Acceptance	02/17/23	08/01/23	-165	-165
Unit 926 Conditional Acceptance	06/26/23	09/12/23	-78	-78
Unit 928 Conditional Acceptance	09/28/23	02/28/24	-153	-153
Unit 923 Conditional Acceptance	02/06/24	06/30/24	-145	-145
Gate 6 - Substantial Completion	02/21/24	08/31/24	-192	-192
Gate 7 - Start-Up / Turnover Complete	05/31/24	10/30/24	-152	-152
Gate 8 - Project Closeout Complete	08/30/24	12/30/24	-122	-122

Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget *			Estimate at Completion	Variation	
Title	Code	Original	Changes	Current		Amount	Percentage
		(A)	(B)	(C =A+B)	(D)	(E =C-D)	(F =E/C)
Planning & Engineering	1100			0		0	
Environmental	1200			0		0	
Real Estate	2100			0		0	
Utilities Relocations	2200			0		0	
Construction ODCs	2300			0		0	
Const./Impl. Contracts	3100	13,942	336	14,278	14,278	0	0.0%
Construction Management	4100			0		0	
Design Support During Const.	4200			0		0	
Testing & Commissioning	4300			0		0	
Agency/ODCs	5000			0		0	
Project Management	5100		19	19	19	0	0.0%
Project & Document Control	5200		10	10	10	0	0.0%
Finance/Accounting	5300			0		0	
Contracts & Procurement	5400			0		0	
Legal	5500			0		0	
Information Technology	5600			0		0	
Communications/P. Relations	5700			0		0	
Human Resources	5800			0		0	
Safety/Security & Risk Mgmt.	5900			0		0	
Equip./Material Purchases	6100			0		0	
ICAP Paid to date	0		63	63	63	0	0.0%
Oper. Support	8100			0		0	
Subtotals	NA	13,942	428	14,370	14,370	0	0.0%
Risks (known & unknown)	NA	NA	NA	NA	463	-0	-0.0%
Contingency	9900	268	195	462	NA		
Grand Totals	NA	14,210	623	14,833	14,833	-0	-0.0%

Administrative Cost to be covered by Cap Operating

Agency/ODCs	5000				250
Project Management	5100				735
Project & Document Control	5200				50
Legal	5500				50
Grand Totals					1,085

Table 1. Status Summary and Total Project Performance

Project Phase: **6 – Construction/Implementation**

Month	Safety	Schedule	Budget	Funding
Current	G	G	G	G
Previous	G	G	G	G

Progress (%)		Δ Prev	SPI	CPI	EAC/Budget
Earned Value	86.45%	2.61%	1.00	1.31	100%
Planned Value	86.48%	2.33%			

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

SCOPE Summary

The scope of the Caltrain Virtualization Project is to migrate the datacenters supporting rail operations to a single virtual platform. This effort will include the primary and secondary data centers. Caltrain has two main datacenters located at San Jose (SJCC) and Menlo Park (MPCC). This project will design and build a virtualized private cloud infrastructure and server farm to support Caltrain operational systems and provide an efficient, scalable, architecture with enhanced redundant capabilities.

The major benefits for this project:

- Improves hardware consolidation and hardware utilization
- Faster provisioning of applications and resources
- Improves backup and data protection
- Improves uptime
- Increased Security
- Disaster Recovery

Project Manager: Michael Bartfeld
 PC Specialist: Neela Logan
 Principal Designer: N/A
 Impl. Contractor: CDW Government, LLC

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I Incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Actual Completion	Variation (days)	Δ Prev Month
	(A)	(B)	(C=A-B)	(D)
Preliminary Engineering	07/06/21	07/06/21	0	0
Bid and award	12/15/21	12/15/21	0	0
Gate 6 – Substantial Completion	09/30/23	09/30/23	0	0
Gate 7 – Start-up/Turnover	12/31/23	12/31/23	0	0
Gate 8 – Closeout	03/31/24	03/31/24	0	0









Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion	Variation	
Title	Code	Original	Changes	Current		Amount	Percentage
		(A)	(B)	(C =A+B)	(D)	(E =C-D)	(F =E/C)
Planning & Engineering	1100	88		88	88	0	0.0%
Environmental	1200			0	0	0	
Real Estate	2100			0	0	0	
Utilities Relocations	2200			0	0	0	
Const./Impl. Contracts	3100	1,324		1,324	1,324	0	0.0%
Construction Management	4100			0	0	0	
Design Support During Const.	4200			0	0	0	
Testing & Commissioning	4300			0	0	0	
Agency/ODCs	5000	193	295	488	488	0	0.0%
Project Management	5100	365	629	994	994	0	0.0%
Project & Document Control	5200	30	83	113	113	0	0.0%
Finance/Accounting	5300			0	0	0	
Contracts & Procurement	5400			0	0	0	
Legal	5500			0	0	0	
Information Technology	5600			0	0	0	
Communications/P. Relations	5700			0	0	0	
Human Resources	5800			0	0	0	
Safety/Security & Risk Mgmt.	5900			0	0	0	
Equip./Material Purchases	6100			0	0	0	
CalMod Program	7100			0	0	0	
Oper. Support	8100			0	0	0	
Subtotals	NA	2,000	1,007	3,007	3,007	0	0.0%
Risks (known & unknown)	NA	NA	NA	NA	193	0	0.0%
Contingency	9900		193	193	NA		
Grand Totals	NA	2,000	1,200	3,200	3,200	0	0.0%

(*) ICAP already included in totals above

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project PerformanceProject Phase: **6 – Construction/Implementation**

Month	Safety	Schedule	Budget	Funding
Current	G 	G 	G 	G 
Previous	G 	G 	G 	G 

Progress (%)	Δ Prev	SPI	CPI	EAC/Budget
Earned Value	93.41%	3.35%	1.00	1.01
Planned Value	93.21%	3.27%		

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

SCOPE Summary

This project will be for the design and installation of Automatic Passenger Counters (APC) at the platform doors at the Caltrain 4th & King station. Included will be the design of the hardware installation of the APC at 4th & King and the software implementation to retrieve the APC data and analyze it remotely. A contractor will be selected through an IFB process to install the APC equipment at 4th & King.

Project Manager: Robert Tam

PC Specialist: Asad Ziaei

Principal Designer: NA

Const. Contractor: Centum Adetel Transportation

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Act. Completion	Variation (days)	Δ Prev Month
	(A)	(B)	(C=A-B)	(D)
Project Start	12/01/19	12/01/19	0	0
Issue RFP	05/01/20	05/01/20	0	0
Main Contract Award	02/03/21	02/03/21	0	0
Gate 6 - Substantial Completion	09/30/23	09/30/23	0	0
Gate 7 - Start-Up / Turnover Complete	10/31/23	10/31/23	0	0
Gate 8 - Project Closeout Complete	12/31/23	12/31/23	0	0









Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion	Variation	
Title	Code	Original	Changes	Current		Amount	Percentage
		(A)	(B)	(C=A+B)	(D)	(E=C-D)	(F=E/C)
Planning & Engineering	1100		13	13	13	0	0.0%
Environmental	1200			0	0	0	
Real Estate	2100			0	0	0	
Utilities Relocations	2200			0	0	0	
Const./Impl. Contracts	3100	100	9	109	109	0	0.0%
Construction Management	4100	25	-25	0	0	0	
Design Support During Const.	4200			0	0	0	
Testing & Commissioning	4300			0	0	0	
Agency/ODCs	5000			0	0	0	
Project Management	5100	100	-5	95	95	0	0.0%
Project & Document Control	5200	30	10	40	40	0	0.0%
Finance/Accounting	5300			0	0	0	
Contracts & Procurement	5400	10	-10	0	0	0	
Legal	5500	10	-10	0	0	0	
Information Technology	5600			0	0	0	
Communications/P. Relations	5700			0	0	0	
Human Resources	5800			0	0	0	
Safety/Security & Risk Mgmt.	5900			0	0	0	
Equip./Material Purchases	6100			0	0	0	
CalMod Program	7100			0	0	0	
Oper. Support	8100	75	39	114	114	0	0.0%
Subtotals	NA	350	21	371	371	0	0.0%
Risks (known & unknown)	NA	NA	NA	NA	29	0	0.0%
Contingency	9900	50	-21	29	NA		
Grand Totals	NA	400	0	400	400	0	0.0%
(*) ICAP already included in totals above		16		16	16	0	0.0%

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: 6 – Construction/Implementation

Month	Safety	Schedule	Budget	Funding
Current	G 	G 	G 	G 
Previous	G 	G 	G 	G 

Progress (%)		Δ Prev	SPI	CPI	EAC/Budget
Earned Value	25.22%	1.66%	1.01	1.01	100%
Planned Value	25.09%	1.53%			

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

SCOPE Summary

The Geographic Information Software (GIS) project will consist of four phases to build up the organization, process, and technology to support successful implementation as follows:

1. Project Planning – Identify required datasets, and implementation priority; Provide recommendations for Agency approval and develop detailed implementation plan.
2. GIS Requirements Gathering and System Deployment – Provide the information necessary for making decisions regarding GIS system infrastructure and software; this activity can be performed in parallel with the and Gap analysis.
3. Data Collection – Collect and verify data of physical railroad characteristics and process into GIS baseline.
4. Implementation – Establish standards and processes for data management activities, create layers used for foundational base maps, and integrate with additional databases as needed.

Project Manager: Zouheir Farah
 PC Specialist: Neela Logan
 Principal Designer: N/A
 Impl. Contractor: N/A

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I Incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Actual Completion	Variation (days)	Δ Prev Month
	{A}	{B}	{C=A-B}	{D}
Gate 1 – Project Initiation	02/10/22	02/10/22	0	0
Gate 6 – Substantial Completion	08/28/25	08/28/25	0	0
Gate 7 – Startup/Turnover Complete	11/28/25	11/28/25	0	0
Gate 8 – Closeout	02/28/26	02/28/26	0	0

Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion	Variation	
Title	Code	Original	Changes	Current		Amount	Percentage
		{A}	{B}	{C =A+B}	{D}	{E =C-D}	{F =E/C}
Planning & Engineering	1100	149	-149	0	0	0	
Environmental	1200	0	0	0	0	0	
Real Estate	2100	0	0	0	0	0	
Utilities Relocations	2200	0	0	0	0	0	
Const./Impl. Contracts	3100	2,659	-1,733	925	925	0	0.0%
Construction Management	4100			0	0	0	
Design Support During Const.	4200			0	0	0	
Testing & Commissioning	4300			0	0	0	
Agency/ODCs	5000		2,134	2,134	2,134	0	0.0%
Project Management	5100	310	129	439	439	0	0.0%
Project & Document Control	5200	70	40	110	110	0	0.0%
Finance/Accounting	5300	0	0	0	0	0	
Contracts & Procurement	5400	21	-1	20	20	0	0.0%
Legal	5500		36	36	36	0	0.0%
Information Technology	5600		76	76	76	0	0.0%
Communications/P. Relations	5700		0	0	0	0	
Human Resources	5800		0	0	0	0	
Safety/Security & Risk Mgmt.	5900		0	0	0	0	
Equip./Material Purchases	6100		80	80	80	0	0.0%
CalMod Program	7100			0	0	0	
Oper. Support	8100	96	54	150	150	0	0.0%
Subtotals	NA	3,305	665	3,970	3,970	0	0.0%
Risks (known & unknown)	NA	NA	NA	NA	530	0	0.0%
Contingency	9900	696	-165	530	NA		
Grand Totals	NA	4,000	500	4,500	4,500	0	0.0%

(*) ICAP already included in totals above	154	19	173	173	0
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Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: 6 – Construction/Implementation

Month	Safety	Schedule	Budget	Funding
Current	G	G	G	G
Previous	G	G	G	G

Progress (%)	Δ Prev	SPI	CPI	EAC/Budget
Earned Value	86.00%	6.0%	1.03	1.14
Planned Value	83.88%	11.9%		

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

SCOPE Summary

This project will conduct a study to recommend a comprehensive enhanced CCTV system including cameras, data links and monitoring software for Caltrain that will meet all the needs and requirements of the railroad. The project tasks will include:

1. Document the existing CCTV system and all existing CCTV cameras and data links for Caltrain.
2. Interview stakeholders to understand the needs and requirements for Caltrain for both currently and for the future.
3. Develop a requirements document and a network infrastructure diagram for the enhanced CCTV system. The requirements will include system performance and coverage.
4. Recommend a road map to implement the enhanced CCTV system and any technology refresh or upgrades in the future to avoid obsolescence.
5. Develop a cost estimate to implement the enhanced CCTV system.
6. Write a final report.

Project Manager: Robert Tam
 PC Specialist: Terra Duan
 Consultant: Hatch LTK
 Const. Contractor: NA

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Act. Completion	Variation (days)	Δ Prev Month
	(A)	(B)	(C =A-B)	(D)
Gate 1 - Project Initiation	10/01/22	10/01/22	0	
Review of the CCTV system requirements	01/30/23	01/20/23	10	
Gate 6 - Approval of the final report of the study	06/30/23	06/30/23	0	
Gate 8 - Project Closeout Complete	09/30/23	09/30/23	0	

Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion	Variation	
Title	Code	Original	Changes	Current		Amount	Percentage
		{A}	{B}	{C=A+B}	{D}	{E=C-D}	{F=E/C}
Undefined	0000	0	3	3	3	0	0.0%
Planning & Engineering	1100	50	1	51	51	0	0.0%
Environmental	1200	0	0	0	0	0	
Real Estate	2100	0	0	0	0	0	
Utilities Relocations	2200	0	0	0	0	0	
Construction ODCs	2300	0	0	0	0	0	
Const./Impl. Contracts	3100	0	0	0	0	0	
Construction Management	4100	0	0	0	0	0	
Design Support During Const.	4200	0	0	0	0	0	
Testing & Commissioning	4300	0	0	0	0	0	
Agency/ODCs	5000	5	-5	0	0	0	
Project Management	5100	13	4	17	17	0	0.0%
Project & Document Control	5200	10	-2	8	8	0	0.0%
Finance/Accounting	5300	5	-4	1	1	0	0.0%
Contracts & Procurement	5400	5	0	5	5	0	0.0%
Legal	5500	0	0	0	0	0	
Information Technology	5600	0	0	0	0	0	
Communications/P. Relations	5700	2	0	2	2	0	0.0%
Human Resources	5800	0	0	0	0	0	
Safety/Security & Risk Mgmt.	5900	5	0	5	5	0	0.0%
Equip./Material Purchases	6100	0	0	0	0	0	
CalMod Program	7100	0	0	0	0	0	
Systems	7500	0	2	2.1	2.1	0	0.0%
Oper. Support	8100	0	0	0	0	0	
Subtotals	NA	95	0	95	95	0	0.0%
Risks (known or unknown)	NA	NA	NA	NA	5	0	0.0%
Contingency	9900	5	0	5	NA		
Grand Totals	NA	100	0	100	100	0	0.0%
(*) ICAP already included in totals above		4	0	4	4	0	0.0%

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: 3 - Development (35%)

Month	Safety	Schedule	Budget	Funding
Current	G	G	G	G
Previous	G	G	G	G

Progress (%)		Δ Prev	SPI	CPI	EAC/Budget
Earned Value	0.41%	0.07%	0.98	1.14	100%
Planned Value	0.42%	0.11%			

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

SCOPE Summary

The South Linden Avenue and Scott Street Grade Separation Project is proposed to improve safety and decrease expected future traffic delays due to growth in vehicle traffic, greater frequency of Caltrain service, and the eventual addition of high-speed rail. South Linden Avenue is located in South San Francisco; Scott Street is in San Bruno. Although located in different cities, the two grade separations are proposed to be undertaken as a combined effort. Since the two crossing locations are located only 1,850 feet apart, the grade separation of one crossing could affect the other.

The Cities of South San Francisco and San Bruno are co-sponsors of the Project.

Project Manager: Alexander Acenas
 PC Specialist: Sher Ali
 Principal Designer: TBD
 Const. Contractor: TBD

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I Incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Actual Completion	Variation (days)	Δ Prev Month
	{A}	{B}	{C=A-B}	{D}
Gate 1 Project Initiation	01/01/18	01/01/18	0	0
Gate 2 - 15% Development Complete	05/31/22	05/31/22	0	0
Environmental Clearance Complete	04/30/23	04/30/23	0	0
Award Preliminary Design Contract	05/04/23	05/04/23	0	0
Gate 3 - 35% Development Complete	10/31/24	10/31/24	0	0
Gate 4 - 65% Development Complete	10/31/25	10/31/25	0	0
Gate 5 - 100% Development Complete/IFB	04/30/27	04/30/27	0	0
IFB	10/01/27	10/01/27	0	0
ROW Permits Complete	03/31/28	03/31/28	0	0
Main Contract Award	04/30/28	04/30/28	0	0
NTP	05/01/28	05/01/28	0	0
Gate - 6 Substantial Completion	06/30/31	06/30/31	0	0
Gate - 7 Start-up/Turnover Complete	10/31/31	10/31/31	0	0
Gate - 8 Project Closeout Complete	01/31/32	01/31/32	0	0

Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion (D)	Variation	
Title	Code	Original (A)	Changes (B)	Current (C = A+B)		Amount (E = C-D)	Percentage (F = E/C)
Planning & Engineering	1100	15,976		15,976	15,976	0	0.0%
Environmental	1200	2,288		2,288	1,730	558	24.4%
Real Estate	2100	8,216		8,216	8,216	-0	-0.0%
Utilities Relocations	2200	7,904		7,904	7,904	-0	-0.0%
Const./Impl. Contracts	3100	230,880		230,880	230,880	-0	-0.0%
Construction Management	4100	6,240		6,240	6,240	0	0.0%
Design Support During Const.	4200	1,300		1,300	1,300	-0	-0.0%
Testing & Commissioning	4300	1,300		1,300	1,300	-0	-0.0%
Agency/ODCs	5000	78		78	314	-236	-303.1%
Project Management	5100	1,508		1,508	1,751	-243	-16.1%
Project & Document Control	5200	468		468	471	-3	-0.6%
Finance/Accounting	5300	135		135	130	5	3.6%
Contracts & Procurement	5400	187		187	176	11	5.7%
Legal	5500	62		62	70	-8	-12.7%
Information Technology	5600	0		0	5	-5	
Communications/P. Relations	5700	62		62	66	-3	-5.4%
Human Resources	5800	0		0	4	-4	
Safety/Security & Risk Mgmt.	5900	104		104	97	7	7.1%
Equip./Material Purchases	6100	0		0	0	0	
CalMod Program	7100	177		177	177	0	0.0%
Oper. Support	8100	749		749	749	0	0.0%
Subtotals	NA	277,635	0	277,635	277,556	79	0.0%
Risks (known & unknown)	NA	NA	NA	NA	27,725	0	0.0%
Contingency	9900	27,725		27,725	NA		
Grand Totals	NA	305,360	0	305,360	305,281	79	0.0%
(*) ICAP already included in totals above		11,745	0	11,745	11,742	3	0.0%

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: 4 - Development (65%)

Month	Safety	Schedule	Budget	Funding
Current	G	G	G	G
Previous	G	G	G	G

Progress (%)		Δ Prev	SPI	CPI	EAC/Budget
Earned Value	5.29%	0.21%	0.98	0.98	100%
Planned Value	5.41%	0.26%			

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

SCOPE Summary

This project will grade separate the Broadway railroad crossing in the City of Burlingame by partially elevating the rail and partially depressing the roadway. The elevated rail alignment will require the reconstruction of the Broadway Caltrain Station. Reconstruction of the Broadway Caltrain Station will remove the operational requirement of the hold-out rule. Currently the project is funded up to "Final Design" phase.

Project Manager: Alex Acenas
 PC Specialist: Sher Ali
 Principal Designer: Mark Thomas
 Const. Contractor: NA

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Actual Completion	Variation (days)	Δ Prev Month
	{A}	{B}	{C=A-B}	{D}
Project Start	12/18/17	12/18/17	0	0
Final Design Award	01/31/20	01/31/20	0	0
DCE application to FTA for NEPA clearance	11/05/20	11/05/20	0	0
Final Design NTP	01/04/21	01/04/21	0	0
Burlingame/Broadway Paralleling Station - PS-3 MOU	09/02/21	09/02/21	0	0
Gate 3 - 35% Development Complete	01/07/22	01/07/22	0	0
Finish Value Engineering Work	01/07/22	01/07/22	0	0
Gate 4 - 65% Development Complete	01/26/23	01/26/23	0	0
Authorize Funding for CMGC Pre-Construction Phase	09/07/23	09/07/23	0	0
Award Contract for CMGC Services	12/07/23	12/07/23	0	0
Environmental Clearance Complete	12/08/23	12/08/23	0	0
Gate 5 - 100% Development Complete / IFB	01/05/24	01/05/24	0	0
ROW Permits Complete	06/30/24	06/30/24	0	0
IFB	07/05/24	07/05/24	0	0
Main Contract Award	10/31/24	10/31/24	0	0
NTP	11/01/24	11/01/24	0	0
Gate 6 - Substantial Completion	04/30/28	04/30/28	0	0
Gate 7 - Start-Up/Turnover Complete	08/01/28	08/01/28	0	0
Gate 8 - Project Closeout Complete	12/01/28	12/01/28	0	0









Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion	Variation	
Title	Code	Original {A}	Changes {B}	Current {C = A+B}		{D}	Amount {E = C-D}
Planning & Engineering	1100	15,676		15,676	15,676	0	0.0%
Environmental	1200	2,156		2,156	2,156	0	0.0%
Real Estate	2100	6,449		6,449	6,449	0	0.0%
Utilities Relocations	2200	6,243		6,243	6,243	0	0.0%
Const./Impl. Contracts	3100	242,940		242,940	242,940	0	0.0%
Construction Management	4100	5,200		5,200	5,200	0	0.0%
Design Support During Const.	4200	1,040		1,040	1,040	0	0.0%
Testing & Commissioning	4300	1,040		1,040	1,040	0	0.0%
Agency/ODCs	5000	632		632	632	0	0.0%
Project Management	5100	4,750		4,750	4,750	0	0.0%
Project & Document Control	5200	464		464	464	0	0.0%
Finance/Accounting	5300	10		10	10	0	0.0%
Contracts & Procurement	5400	63		63	63	0	0.0%
Legal	5500	54		54	54	0	0.0%
Information Technology	5600	5		5	5	0	0.0%
Communications/P. Relations	5700	44		44	44	0	0.0%
Human Resources	5800	4		4	4	0	0.0%
Safety/Security & Risk Mgmt.	5900	73		73	73	0	0.0%
Equip./Material Purchases	6100	0		0	0	0	
CalMod Program	7100	142		142	142	0	0.0%
Oper. Support	8100	666		666	666	0	0.0%
Undefined and Others		89		89	89	0	0.0%
Subtotals	NA	287,740	0	287,740	287,740	0	0.0%
Risks (known & unknown)	NA	NA	NA	NA	28,663	0	0.0%
Contingency	9900	28,663		28,663	NA		
Grand Totals	NA	316,403	0	316,403	316,403	0	0.0%
(*) ICAP already included in totals above		12,169	0	12,169	12,169	0	0.0%

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: **4 – Development (65%)**

Month	Safety	Schedule	Budget	Funding
Current	G 	G 	G 	G 
Previous	G 	G 	G 	G 

Progress (%)		Δ Prev	SPI	CPI	EAC/Budget
Earned Value	2.02%	0.38%	1.00	1.25	100%
Planned Value	2.02%	0.39%			

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

SCOPE Summary

The project proposes to replace the existing at-grade train crossing at Rengstorff Avenue with a grade separated crossing in the City of Mountain View. In 2014, the City of Mountain View completed a Rengstorff Avenue Grade Separation Design Concepts – Final Report. Of the three design concepts that were presented in the Final Report, the City was in favor of the Complete Street Concept which includes a Rengstorff Avenue Underpass and the construction of a new elevated pedestrian walkway parallel to the Caltrain tracks connecting Crisanto Avenue to the commercial area east of Rengstorff Avenue. The grade separation will require the lowering of approximately 1,200 feet of Rengstorff Avenue and connecting roadways, including Central Expressway.

Project Manager: Arul Edwin
 PC Specialist: Neela Logan
 Principal Designer: AECOM
 Const. Contractor: N/A

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I Incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Actual Completion	Variation (days)	Δ Prev Month
	(A)	(B)	(C=A-B)	(D)
Gate 1 - Project Initiation	08/05/19	08/05/19	0	0
MOU/ CO-OP Agreement with City of Mountain View for Final Design	10/06/22	10/06/22	0	0
Design Contract IFB/WDPR	05/15/23	05/15/23	0	0
Award Design Contract	08/15/23	08/15/23	0	0
Gate 3 - 35% Development Complete	10/31/22	10/31/22	0	0
Gate 4 – 65% Approval	07/31/24	07/31/24	0	0
All Permits Received	04/30/25	04/30/25	0	0
Gate 5 – 100/IFB	07/30/25	07/30/25	0	0
Construction Contract Award - Board Approval	08/30/25	08/30/25	0	0
Gate 6 – Substantial Completion	12/31/27	08/30/27	123	0
Gate 7 – Start-up/Turnover	03/31/28	10/30/27	153	0
Gate 8 – Closeout	06/30/28	12/31/27	182	0









Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion	Variation	
Title	Code	Original	Changes	Current		Amount	Percentage
		(A)	(B)	(C =A+B)	(D)	(E =C-D)	(F =E/C)
Planning & Engineering	1100	12,500	5,678	18,178	18,178	0	0.0%
Environmental	1200	500	153	653	653	0	0.0%
Real Estate	2100	25,000	-24,868	132	132	-0	-0.0%
Utilities Relocations	2200	25,000	22,010	47,010	47,010	0	0.0%
Construction ODCs	2300		0	0	0	0	
Const./Impl. Contracts	3100	190,000	-82,491	107,509	107,509	0	0.0%
Construction Management	4100	5,727	6,135	11,862	11,862	0	0.0%
Design Support During Const.	4200	2,995	-808	2,187	2,187	0	0.0%
Testing & Commissioning	4300		0	0		0	
Agency/ODCs	5000	2,487	-1,556	931	931	0	0.0%
Project Management	5100		1,457	1,457	1,457	0	0.0%
Project & Document Control	5200		369	369	369	0	0.0%
Finance/Accounting	5300		7	7	7	0	0.0%
Contracts & Procurement	5400		162	162	162	0	0.0%
Legal	5500		75	75	75	0	0.0%
Information Technology	5600		0	0	0	0	
Communications/P. Relations	5700		108	108	108	0	0.0%
Human Resources	5800		0	0	0	0	
Safety/Security & Risk Mgmt.	5900		272	272	272	0	0.0%
Equip./Material Purchases	6100		0	0		0	
CalMod Program	7100		0	0		0	
Oper. Support	8100	4,000	-919	3,081	3,081	0	0.0%
Subtotals	NA	268,209	-74,216	193,993	193,993	-0	-0.0%
Risks (known & unknown)	NA	NA	NA	NA	40,002	0	0.0%
Contingency	9900	14,000	26,002	40,002	NA		
Grand Totals	NA	282,209	-48,214	233,995	233,995	-0	-0.0%
(*) ICAP already included in totals above		7,579		7,579	7,579	0	

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: **4 - Development (65%)**

Month	Safety	Schedule	Budget	Funding
Current	G 	G 	G 	G 
Previous	G 	G 	G 	G 

Progress (%)	Δ Prev	SPI	CPI	EAC/Budget	
Earned Value	4.24%	0.00%	1.65	1.02	77%
Planned Value	2.58%	0.00%			

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

SCOPE Summary

In May 2017, Mountain View City Council adopted the Transit Center Master Plan as the first step in a multi-year process to plan, design and construct the new station area and improve Castro Street. The master planning process considered interrelated options for station access, expressway crossing, grade separation, platform extension, bus/shuttle circulation, vehicle parking and joint development with a view to supporting future Downtown vitality, station access, and multimodal Circulation.

The conceptual plan adopted by Council includes redirection of Castro Street at West Evelyn Avenue; construction of a new ramp from West Evelyn Avenue to Shoreline Boulevard; installation of pedestrian and bicycle undercrossings across the expressway and Caltrain tracks; changes to Moffett/Central intersection; and platform widening and extension to the west. Update the Milestone list for the project and only include major milestones. The co-op agreement between VTA, JPB, and Mountain View has been signed, as JPB is the lead implementing agency to deliver final design, and construction. VTA is the funding sponsor, as Mountain View is a vital partner in reviewing final design deliverables and coordinating activities within its right of way.

Project Manager: Alvin Piano
 PC Specialist: Sher Ali
 Principal Designer: HNTB Corporation
 Const. Contractor: TBD

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

	Baseline Completion	Est. or Actual Completion	Variation (days)	Δ Prev Month
	(A)	(B)	(C=A-B)	(D)
Project Start	01/01/20	01/01/20	0	0
Award Design Contract	06/02/22	06/02/22	0	0
NTP for Final Design	07/22/22	07/22/22	0	0
IFB (CMGC)	08/22/22	08/22/22	0	0
Pre-Construction (CMGC) Board Award	06/01/23	06/01/23	0	0
Environment Clearance Complete	06/30/24	06/30/24	0	0
Gate 4 - 65% Development Complete	07/22/23	07/22/23	0	0
Gate 5 - 100% Development Complete/IFB	06/01/24	06/01/24	0	0
Main Construction Contract	07/01/24	06/01/24	30	30
NTP	08/01/24	07/01/24	31	31
ROW Permits Complete	01/01/25	01/01/25	0	0
Gate 6 - Substantial Completion	04/30/27	12/31/26	120	120
Gate 7 - Start-UP/Turnover Complete	08/01/27	03/31/27	123	123
Gate 8 - Project Closeout	11/01/27	04/30/27	185	185

Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion	Variation	
Title	Code	Original	Changes	Current		Amount	Percentage
		(A)	(B)	(C =A+B)	(D)	(E =C-D)	(F =E/C)
Planning & Engineering	1100	12,058		12,058	10,034	2,024	16.8%
Environmental	1200	308		308	520	-212	-68.9%
Real Estate	2100	1,184		1,184	0	1,184	100.0%
Utilities Relocations	2200	12,293		12,293	2,913	9,380	76.3%
Const./Impl. Contracts	3100	107,578		107,578	88,170	19,408	18.0%
Construction Management	4100	1,525		1,525	9,738	-8,213	-538.7%
Design Support During Const.	4200	1,040		1,040	800	240	23.0%
Testing & Commissioning	4300	1,040		1,040	0	1,040	100.0%
Agency/ODCs	5000	260		260	1,538	-1,278	-491.6%
Project Management	5100	2,219		2,219	2,490	-270	-12.2%
Project & Document Control	5200	495		495	287	208	42.0%
Finance/Accounting	5300	495		495	0	495	100.0%
Contracts & Procurement	5400	391		391	66	325	83.1%
Legal	5500	485		485	498	-13	-2.7%
Information Technology	5600	0		0	0	0	
Communications/P. Relations	5700	114		114	28	87	75.7%
Human Resources	5800	0		0	0	0	
Safety/Security & Risk Mgmt.	5900	114		114	0	114	100.0%
Equip./Material Purchases	6100	0		0	0	0	
CalMod Program	7100	166		166	0	166	100.0%
Oper. Support	8100	1,525		1,525	2,585	-1,061	-69.6%
Subtotals	NA	143,289	0	143,289	119,667	23,622	16.5%
Risks (known & unknown)	NA	NA	NA	NA	12,333	14,794	54.5%
Contingency	9900	27,128		27,128	NA		
Grand Totals	NA	170,417	0	170,417	132,000	38,417	22.5%
(*) ICAP already included in totals above		6,554	0	6,554	5,077	1,478	22.5%

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: **3 – Development (35%)**

Month	Safety	Schedule	Budget	Funding
Current	G	G	G	G
Previous	G	G	G	G

Progress (%)		Δ Prev	SPI	CPI	EAC/Budget
Earned Value	NA	NA	NA	NA	100%
Planned Value	NA	NA			

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

SCOPE Summary

Advance preliminary design of the recommended ramp alternative to provide street to platform ADA access at 22nd St Station in San Francisco. The Scope of Work (SOW) will include alternative refinement and outreach, confirmation of platform improvements and accessible parking needs, and critical technical and regulatory analysis necessary to confirm design viability and environmental impact. In addition, the SOW will include refined cost estimates and a detailed funding and implementation plan with agency roles and responsibilities. The design level will be a modified 30% which will include enough information to meet the 30% design level requirements.

Project Manager: Angela Myrechuck
 PC Specialist: Asad Ziaei
 Principal Designer: TBD
 Const. Contractor: TBD

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Act. Completion	Variation (days)	Δ Prev Month
	{A}	{B}	{C = A-B}	{D}
Gate 1 - Project Initiation	02/03/20	02/03/20	0	0
Gate 2 - 15% Development Complete	03/21/23	03/21/23	0	0
Design Contract IFB/W DPR	04/26/23	04/26/23	0	0
Gate 3 - 35% Development Complete	02/24/24	02/24/24	0	0
Gate 4 - 65% Development Complete	09/01/24	09/01/24	0	0
IFB	03/01/25	03/01/25	0	0
Gate 5 - 100% Development/IFB Complete	06/01/25	06/01/25	0	0
Main Contract Award Board Approval	07/01/25	07/01/25	0	0
NTP	08/01/25	08/01/25	0	0
Gate 6 - Substantial Completion	06/01/26	06/01/26	0	0
Gate 7 - Start-Up / Turnover Complete	07/01/26	07/01/26	0	0
Gate 8 - Project Closeout Complete	10/01/26	10/01/26	0	0

Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget *			Estimate at Completion	Variation	
Title	Code	Original	Changes	Current		Amount	Percentage
		(A)	(B)	(C =A+B)	(D)	(E =C-D)	(F =E/C)
Planning & Engineering	1100	287	695	982	982	0	0.0%
Environmental	1200		480	480	480	0	0.0%
Real Estate	2100		105	105	105	0	0.0%
Utilities Relocations	2200			0	0	0	
Construction ODCs	2300			0	0	0	
Const./Impl. Contracts	3100		4,728	4,728	4,728	0	0.0%
Construction Management	4100		809	809	809	0	0.0%
Design Support During Const.	4200		50	50	50	0	0.0%
Testing & Commissioning	4300			0	0	0	
Agency/ODCs	5000		272	272	272	0	0.0%
Project Management	5100		292	292	292	0	0.0%
Project & Document Control	5200		38	38	38	0	0.0%
Finance/Accounting	5300		20	20	20	0	0.0%
Contracts & Procurement	5400		32	32	32	0	0.0%
Legal	5500		12	12	12	0	0.0%
Information Technology	5600			0	0	0	
Communications/P. Relations	5700		30	30	30	0	0.0%
Human Resources	5800			0	0	0	
Safety/Security & Risk Mgmt.	5900		32	32	32	0	0.0%
Equip./Material Purchases	6100			0	0	0	
CalMod Program	7100			0	0	0	
Oper. Support	8100		660	660	660	0	0.0%
Subtotals	NA	287	8,253	8,540	8,540	0	0.0%
Risks (known & unknown)	NA	NA	NA	NA	2,476	0	0.0%
Contingency	9900	0	2,476	2,476	NA		
Grand Totals	NA	287	10,729	11,016	11,016	0	0.0%
(*) ICAP already included in totals above		11	413	424	424	0	0.0%

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Project Phase: 2 – Development (0-15%)

Table 1. Status Summary and Total Project Performance

Month	Safety	Schedule	Budget	Funding
Current	G	G	G	G
Previous	G	G	G	G

Progress (%)	Δ Prev	SPI	CPI	EAC/Budget	
Earned Value	1.25%	0.07%	1.02	1.30	100%
Planned Value	1.23%	0.05%			

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

SCOPE Summary

This project will begin preliminary engineering in Fiscal Year 2025 to provide an alternative analyses of the three options based on an environmental assessment whether, its suitable for bride strengthening, replacement, or no build options. Please also note, this San Francisquito Creek Bridge located in Palo Alto, California is 119 years old (built in 1902) and is approaching the end of its design life.

There are 3 options. First option is to strengthen the bridge and second option is to replace the bridge. If either of the two build alternatives are selected by senior management, then additional funding is required to complete the 35% design phase. The third option is a viable no build option to restrict train traffic to one freight train at a time. However, with this no build option, current funding would be used to support required special inspections and monitoring of the bridge. Based on the detailed inspection and load rating analysis, the bridge does not rate and based on the recommendations from the report, Rail Operations has dispatched Track Bulletin Form C as trains crossing at the same time is prohibited on the San Francisquito Creek Bridge.

In Fiscal Year 2025 Caltrain intends to use the 0-15% phase to do a more detailed alternative analysis to support environmental clearance and engage community and jurisdictional stakeholders - including the Cities of Palo Alto and Menlo Park. Alternative analysis will include no-build, strengthening, and a range of possible replacement options. Analysis will evaluate environmental considerations, initial and life cycle costs, impacts to community and operations. The capital scope will be driven by the goal to complete the Bridge replacement and grade separation by the end of 2033 to meet substantial service and ridership increases on the corridor. Caltrain staff will work jointly with the City of Palo Alto to find a design solution that does not limit or preclude the range of alternatives available for Palo Alto Avenue.

Project Manager: Alvin Piano
 PC Specialist: Neela Logan
 Principal Designer: AECOM
 Const. Contractor: TBD

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Act. Completion	Variation (days)	Δ Prev Month
	(A)	(B)	(C = A - B)	(D)
Project Start	03/02/21	03/02/21	0	0
Gate 2 - 15% Development Complete	12/31/25	12/31/25	0	0
Gate 3 - 35% Design Complete	12/31/27	12/31/27	0	0
Environmental Clearance Complete	12/31/27	12/31/27	0	0
Design Contract IFB/W DPR	03/31/28	03/31/28	0	0
Gate 4 - 65% Design Complete	12/31/29	12/31/29	0	0
Gate 5 - 100/IFB	12/31/31	12/31/31	0	0
Main Contract Award	01/01/32	01/01/32	0	0
NTP	02/01/32	02/01/32	0	0
Gate 6 - Substantial Completion	08/31/33	08/31/33	0	0
Gate 7 - Start-up/Turnover	02/28/34	02/28/34	0	0
Gate 8 - Closeout	06/30/34	06/30/34	0	0

Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion	Variation	
Title	Code	Original	Changes	Current		Amount	Percentage
		(A)	(B)	(C = A+B)	(D)	(E = C-D)	(F = E/C)
Planning & Engineering	1100	13,541	11,390	24,931	24,931	0	0.0%
Environmental	1200	5,000	-2,920	2,080	2,080	0	0.0%
Real Estate	2100	0	78	78	78	0	0.0%
Utilities Relocations	2200	0	5,200	5,200	5,200	0	0.0%
Const./Impl. Contracts	3100	70,000	-18,000	52,000	52,000	0	0.0%
Construction Management	4100	1,306	5,974	7,280	7,280	0	0.0%
Design Support During Const.	4200			0	0	0	
Testing & Commissioning	4300			0	0	0	
Agency/ODCs	5000	492	664	1,156	1,156	0	0.0%
Project Management	5100	1,360	9,902	11,262	11,262	0	0.0%
Project & Document Control	5200	54	625	679	679	0	0.0%
Finance/Accounting	5300	0	147	147	147	0	0.0%
Contracts & Procurement	5400	11	129	140	140	0	0.0%
Legal	5500	72	397	469	469	0	0.0%
Information Technology	5600		0	0	0	0	
Communications/P. Relations	5700		152	152	152	0	0.0%
Human Resources	5800		0	0	0	0	
Safety/Security & Risk Mgmt.	5900		128	128	128	0	0.0%
Equip./Material Purchases	6100			0	0	0	
CalMod Program	7100			0	0	0	
Oper. Support	8100		3,173	3,173	3,173	0	0.0%
Subtotals	NA	91,836	17,038	108,873	108,873	0	0.0%
Risks (known & unknown)	NA	NA	NA	NA	36,668	0	0.0%
Contingency	9900	425	36,243	36,668	NA	0	0.0%
Grand Totals	NA	92,261	53,281	145,541	145,541	0	0.0%

Current Budget and EAC is based on full bridge replacement option. Current Budget/EAC is based on the latest re-forecast effort. It also excludes Acoustic Monitoring System scope, which will be tracked as a separate project.

(*) ICAP already included in totals above	3,548	2,049	5,598	5,598	0	
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Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: 1 – Initiation

Month	Safety	Schedule	Budget	Funding
Current	G	G	G	G
Previous	G	G	G	G

Progress (%)	Δ Prev	SPI	CPI	EAC/Budget
Earned Value	0.00%	0.00%	1.00	1.00
Planned Value	0.00%	0.00%		100%

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

SCOPE Summary

The purpose of this project is to install an acoustic monitoring system on the San Francisquito Creek Bridge that carries double mainline tracks. The Bridge is approaching the end of its useful service life, due to the age of the structure, and has low rating capacity of the main members, and unstable slope at the north abutment. Some members have a negative remaining fatigue life and the north abutment has an unstable slope. It is located 330 feet from the Palo Alto Avenue at-grade crossing. In 2021, Caltrain initiated a due diligence effort for the Bridge. No cracks were found during the detailed inspections conducted in Fall 2021. However, the Bridge currently rates below AREMA’s Normal Freight Live Loading requirements. These findings have led to a new direction for the project in terms of scope, budget, and timeline.

The operational scope includes: 1) implementing a new rule and/or instruction to restrict train movements so that when a freight train is on the Bridge, no other trains may pass on the adjacent track; and 2) Increasing the cadence of detailed inspections in addition to the annual TASI inspections; and 3) installing continuous acoustic emissions monitoring system to enhance risk management by providing more timely notice of potential cracks or damage on the truss, chord, and main verticals. Item 1 will directly address AREMA standards and reduce loads as required. Item #3 would be provided by a competitive RFP to seek an outside vendor to set up and monitor the monitoring system.

Project Manager: Alvin Piano
 PC Specialist: Neela Logan
 Principal Designer: HNTB
 Const. Contractor: TBD

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Act. Completion	Variation (days)	Δ Prev Month
	(A)	(B)	(C =A-B)	(D)
Project Start	02/01/23	02/01/23	0	0
Gate 5 – 100/IFB	08/01/23	08/01/23	0	0
Main Contract Award	02/01/24	02/01/24	0	0
NTP	04/01/24	04/01/24	0	0
Gate 6 – Substantial Completion	11/01/24	11/01/24	0	0
Gate 7 – Start-up/Turnover	01/01/25	01/01/25	0	0
Gate 8 – Closeout	04/01/25	04/01/25	0	0

Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion	Variation	
Title	Code	Original	Changes	Current		Amount	Percentage
		(A)	(B)	(C = A+B)	(D)	(E = C-D)	(F = E/C)
Planning & Engineering	1100	42		42	42	0	0.0%
Environmental	1200			0		0	
Real Estate	2100			0		0	
Utilities Relocations	2200			0		0	
Const./Impl. Contracts	3100			0		0	
Construction Management	4100			0		0	
Design Support During Const.	4200			0		0	
Testing & Commissioning	4300			0		0	
Agency/ODCs	5000			0		0	
Project Management	5100			0		0	
Project & Document Control	5200			0		0	
Finance/Accounting	5300			0		0	
Contracts & Procurement	5400			0		0	
Legal	5500			0		0	
Information Technology	5600			0		0	
Communications/P. Relations	5700			0		0	
Human Resources	5800			0		0	
Safety/Security & Risk Mgmt.	5900			0		0	
Equip./Material Purchases	6100			0		0	
CalMod Program	7100			0		0	
Oper. Support	8100			0		0	
Subtotals	NA	42	0	42	42	0	0.0%
Risks (known & unknown)	NA	NA	NA	NA	11		
Contingency	9900	11		11	NA	0	0.0%
Grand Totals	NA	53	0	53	53	0	0.0%

(*) ICAP already included in totals above	2	0	2	2	0	
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Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: **4 – Development (65%)**

Month	Safety	Schedule	Budget	Funding
Current	G	G	G	G
Previous	G	G	G	G

Progress (%)	Δ Prev	SPI	CPI	EAC/Budget
Earned Value	NA	NA	NA	100%
Planned Value	NA	NA		

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

SCOPE Summary

Stabilize and protect the northern bank of the San Francisquito Creek to prevent erosion from undermining the northern abutment of Caltrain's existing San Francisquito Creek Bridge, the northern foundations of the Alma Street Bicycle Bridge owned by the City of Palo Alto, and an existing drainage outfall owned by the City of Menlo Park.

Project Manager: Mike Boomsma
 PC Specialist: Sher Ali
 Principal Designer: AECOM
 Const. Contractor: TBD

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Actual Completion	Variation (days)	Δ Prev Month
	(A)	(B)	(C=A-B)	(D)
Main Contract Award Board Approval	03/29/23	03/29/23	0	0
Gate 1 - Project Initiation	04/27/23	04/27/23	0	0
Gate 2 - 15% Development Complete	06/02/23	05/22/23	11	11
Gate 3 - 35% Development Complete	06/02/23	05/24/23	9	9
IFB	06/01/23	05/24/23	8	8
Gate 4 - 65% Development Complete	07/05/23	07/05/23	0	0
Gate 5 - 100% Development/IFB Complete	07/20/23	07/20/23	0	0
NTP	07/01/23	07/28/23	-27	-27
ROW Permits Complete	07/05/23	08/01/23	-27	-27
Environmental Clearance Complete	09/04/23	09/04/23	0	0
Gate 6 - Substantial Completion	11/15/23	11/15/23	0	0
Gate 7 - Start-Up / Turnover Complete	11/15/23	11/15/23	0	0
Gate 8 - Project Closeout Complete	12/31/23	12/31/23	0	0

Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at	Variation	
Title	Code	Original	Changes	Current	Completion	Amount	Percentage
		(A)	(B)	(C = A+B)	(D)	(E = C-D)	(F = E/C)
Planning & Engineering	1100	214	0	214	214	0	0.0%
Environmental	1200	259	0	259	259	0	0.0%
Real Estate	2100	5	0	5	5	0	0.0%
Utilities Relocations	2200	0	0	0	0	0	
Construction ODCs	2300	0	0		0		
Const./Impl. Contracts	3100	1,200	0	1,200	1,200	0	0.0%
Construction Management	4100	426	0	426	426	0	0.0%
Design Support During Const.	4200	0	0	0	0	0	
Testing & Commissioning	4300	0	0	0	0	0	
Agency/ODCs	5000	299	0	299	299	0	0.0%
Project Management	5100	360	0	360	360	0	0.0%
Project & Document Control	5200	104	0	104	104	0	0.0%
Finance/Accounting	5300	0	0	0	0	0	
Contracts & Procurement	5400	100	0	100	100	0	0.0%
Legal	5500	366	0	366	366	0	0.0%
Information Technology	5600	0	0	0	0	0	
Communications/P. Relations	5700	10	0	10	10	0	0.0%
Human Resources	5800	0	0	0	0	0	
Safety/Security & Risk Mgmt.	5900	90	0	90	90	0	0.0%
Equip./Material Purchases	6100	0	0	0	0	0	
CalMod Program	7100	10	0	10	10	0	0.0%
Oper. Support	8100	10	0	10	10	0	0.0%
Undefined and others		100	0	100	100		
Subtotals	NA	3,552	0	3,552	3,552	0	0.0%
Risks (known & unknown)	NA	NA	NA	NA	1,776		
Contingency	9900	1,776	0	1,776	NA	0	0.0%
Grand Totals	NA	5,329	0	5,329	5,329	0	0.0%
(*) ICAP already included in totals above		205	0	205	205	0	0.0%

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: 5 - Development (100%/IFB)

Month	Safety	Schedule	Budget	Funding
Current	G	Y	G	R
Previous	G	G	G	G

Progress (%)	Δ Prev	SPI	CPI	EAC/Budget
Earned Value	10.71%	1.07%	0.98	1.12
Planned Value	10.87%	1.36%		100%

{SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral}

The requested budget for additional funds in the FY24/25 Capital Budget was not approved by the Board. Will need to reduce the scope to fit the current budget and this delayed the project milestone for Gate 5. Project Manager will present the new scope and schedule at the August Management Committee meeting and seek for approval.

SCOPE Summary

The scope of work for this project is to implement safety improvements to selected grade crossings from the Caltrain Grade Crossing Hazard Analysis Report prioritization list. Safety improvements for each grade crossing location includes pavement markers and marking, signage, channelization and signaling. The project will develop a design for the safety improvements, develop and issue and Invitation for Bid and Award a Construction contract to complete the safety improvements.

Grade Crossing from the Grade Crossing Hazard Analysis priority list for the project includes:

- 1) 16th Street, SF
- 2) Mission Bay, SF
- 3) E Meadow, Palo Alto
- 4) Whipple, Redwood City
- 5) Ravenswood, Menlo Park and
- 6) Main St, Redwood City

Project Manager: Robert Tam
 PC Specialist: Sowmya Karipe
 Principal Designer: RSE, Inc.
 Const. Contractor: NA

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Act. Completion	Variation (days)	Δ Prev Month
	(A)	(B)	(C =A-B)	(D)
Gate 1 - Project Initiation	02/24/22	02/24/22	0	0
Gate 2 - 15% Development Complete	05/26/22	05/26/22	0	0
Gate 3 - 35% Development Complete	05/31/22	05/31/22	0	0
Gate 4 - 65% Development Complete	01/26/23	01/26/23	0	0
Gate 5 - 100% Development Complete/IFB	06/30/23	08/24/23	-55	-55
Main Contract Award Board Approval	01/04/24	01/04/24	0	0
NTP	04/01/24	04/01/24	0	0
Gate 6 - Substantial Completion	03/01/25	03/01/25	0	0
Gate 7 - Start-Up / Turnover Complete	04/01/25	04/01/25	0	0
Gate 8 - Project Closeout Complete	07/01/25	07/01/25	0	0









Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion	Variation	
Title	Code	Original (A)	Changes (B)	Current (C =A+B)	(D)	Amount (E =C-D)	Percentage (F =E/C)
Planning & Engineering	1100	300	75	375	375	0	0.0%
Environmental	1200	10	-10	0	0	0	
Real Estate	2100	10	-10	0	0	0	
Utilities Relocations	2200	0	0	0	0	0	
Construction ODCs	2300	0	0	0	0	0	
Const./Impl. Contracts	3100	599	1,454	2,053	2,053	0	0.0%
Construction Management	4100	200	362	562	562	0	0.0%
Design Support During Const.	4200	30	2	32	32	0	0.0%
Testing & Commissioning	4300	0	0	0	0	0	
Agency/ODCs	5000	0	30	30	30	0	0.0%
Project Management	5100	150	18	168	168	0	0.0%
Project & Document Control	5200	50	32	82	82	0	0.0%
Finance/Accounting	5300	5	13	18	18	0	0.0%
Contracts & Procurement	5400	10	8	18	18	0	0.0%
Legal	5500	5	0	5	5	0	0.0%
Information Technology	5600	0	0	0	0	0	
Communications/P. Relations	5700	0	5	5	5	0	0.0%
Human Resources	5800	0	0	0	0	0	
Safety/Security & Risk Mgmt.	5900	0	50	50	50	0	0.0%
Equip./Material Purchases	6100	0	0	0	0	0	
CalMod Program	7100	0	0	0	0	0	
Oper. Support	8100	40	788	828	828	0	0.0%
Subtotals	NA	1,408	2,818	4,227	4,227	0	0.0%
Risks (known & unknown)	NA	NA	NA	NA	451	0	0.0%
Contingency	9900	132	319	451	NA		
Grand Totals	NA	1,540	3,137	4,678	4,678	0	0.0%
(*) ICAP already included in totals above		59	121	180	180	0	0.0%

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: 5 – Development (100/IFB)

Month	Safety	Schedule	Budget	Funding
Current	G 	G 	G 	G 
Previous	G 	G 	G 	G 

Progress (%)	Δ Prev	SPI	CPI	EAC/Budget	
Earned Value	2.42%	0.15%	0.98	1.26	100%
Planned Value	2.48%	0.16%			

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

SCOPE Summary

Modernize the Predictive Arrival/Departure System (PADS) to include features such as:

1. Improve the prediction algorithm performance and accuracy, utilize GPS as primary data source and reduce or eliminate reliance on track circuits to improve the accuracy.
2. Improve PADS' resilience to real-world operational needs, such as single-tracking, reverse running, and unscheduled rerouting or track changes into terminal stations. Improve manual operation and control of each platform, track, independent control of audio and visual messages, etc.
3. Updated interfaces to communicate with modern station signage and provide color capability, update interfaces to Diesel and EMU GPS location data feeds.
4. More flexible reconfiguration of parameters by Caltrain. Examples include sign displays color, text size, new screens, etc., approaching train warning timers, etc.
5. Upgrade audio control to digital format, reuse existing station wiring and speakers.
6. Provide modern train tracking data feeds such as GTFS real-time: utilized by MTC511, anticipated feed to new caltrain.com

Project Manager: Jin Jiang
 PC Specialist: Asad Ziaei
 Principal Designer: WSP USA INC
 Const. Contractor: TBD

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Act. Completion	Variation (days)	Δ Prev Month
	(A)	(B)	(C =A-B)	(D)
Gate 1 - Project Initiation	03/04/22	03/04/22	0	0
IFB	10/29/23	10/29/23	0	0
Gate 5 - 100% Development Complete	04/09/24	04/09/24	0	0
Main Contract Award	05/02/24	05/02/24	0	0
NTP	06/03/24	06/03/24	0	0
Gate 6 - Substantial Completion	06/03/25	06/03/25	0	0
Gate 7 - Start-Up / Turnover Complete	09/30/25	09/30/25	0	0
Gate 8 - Project Closeout Complete	12/30/25	12/30/25	0	0

Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion	Variation	
Title	Code	Original	Changes	Current		Amount	Percentage
		(A)	(B)	(C =A+B)	(D)	(E =C-D)	(F =E/C)
Planning & Engineering	1100	400	-283	117	117	0	0.0%
Environmental	1200			0		0	
Real Estate	2100			0		0	
Utilities Relocations	2200			0		0	
Const./Impl. Contracts	3100	6,000	-250	5,750	5,750	0	0.0%
Construction Management	4100		100	100	100	0	0.0%
Design Support During Const.	4200			0		0	
Testing & Commissioning	4300	168	-168	0	0	0	
Agency/ODCs	5000		393	393	393	0	0.0%
Project Management	5100	550	-394	156	156	0	0.0%
Project & Document Control	5200	105	-28	77	77	0	0.0%
Finance/Accounting	5300	75	-75	0		0	
Contracts & Procurement	5400	75	-53	23	23	0	0.0%
Legal	5500	30	-12	18	18	0	0.0%
Information Technology	5600	40	27	67	67	0	0.0%
Communications/P. Relations	5700		2	2	2	0	0.0%
Human Resources	5800			0	0	0	
Safety/Security & Risk Mgmt.	5900		4	4	4	0	0.0%
Equip./Material Purchases	6100			0	0	0	
CalMod Program	7100			0	0	0	
Oper. Support	8100	140	-80	60	60	0	0.0%
Subtotals	NA	7,583	-817	6,766	6,766	0	0.0%
Risks (known & unknown)	NA	NA	NA	NA	969	0	0.0%
Contingency	9900	600	369	969	NA		
Grand Totals	NA	8,183	-447	7,736	7,736	0	0.0%
(*) ICAP already included in totals above		315	-17	298	298	0	0.0%

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: 5 - Development (100/IFB)

Month	Safety	Schedule	Budget	Funding
Current	G	G	G	G
Previous	G	G	G	Y

Progress (%)		Δ Prev	SPI	CPI	EAC/Budget
Earned Value	9.88%	0.00%	1.11	1.31	100%
Planned Value	8.90%	0.56%			

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

SCOPE Summary

The project involves the preparation of an amendment to the previously-obtained environmental clearance report and final design of a "set out track" to replace the one that was removed in the Bay Meadows area to facilitate the construction of the 25th Ave. Grade Separation Project. The track, which will be located between 10th and 14th Aves., will be accessed from 9th Ave., approximately 1,000 feet in length and have a single switch.

Electrification is not part of the base funding plan. Supplemental funding will be needed to electrify the replacement parking track.

Project Manager: Alexander Acenas
 PC Specialist: Sher Ali
 Principal Designer: HDR Engineering, Inc.
 Const. Contractor: TBD

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I Incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Actual Completion	Variation (days)	Δ Prev Month
	{A}	{B}	{C=A-B}	{D}
Gate 4 - 65% Development Complete	04/27/23	04/27/23	0	0
ROW Permits Complete	06/30/23	06/30/23	0	0
Environmental Clearance Complete	06/30/23	06/30/23	0	0
IFB	09/01/23	09/01/23	0	0
Gate 5 - 100% Development/IFB Complete	09/15/23	09/15/23	0	0
Main Contract Award Board Approval	12/07/23	12/07/23	0	0
NTP	12/28/23	12/28/23	0	0
Gate 6 - Substantial Completion	12/31/24	12/31/24	0	0
Gate 7 - Start-Up / Turnover Complete	03/31/25	03/31/25	0	0
Gate 8 - Project Closeout Complete	06/30/25	06/30/25	0	0

Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion (D)	Variation	
Title	Code	Original (A)	Changes (B)	Current (C = A+B)		Amount (E = C-D)	Percentage (F = E/C)
Planning & Engineering	1100	550	-7	543	543	0	0.0%
Environmental	1200	50	29	79	79	0	0.0%
Real Estate	2100	10	5	15	15	0	0.0%
Utilities Relocations	2200	207	-107	100	100	0	0.0%
Construction ODCs	2300	0	0	0	0	0	0.0%
Const./Impl. Contracts	3100	6,042	-892	5,150	5,150	0	0.0%
Construction Management	4100	676	-486	190	190	0	0.0%
Design Support During Const.	4200	134	97	231	231	0	0.0%
Testing & Commissioning	4300	0	20	20	20	0	0.0%
Agency/ODCs	5000	20	213	233	233	0	0.0%
Project Management	5100	327	-38	289	289	0	0.0%
Project & Document Control	5200	70	-1	69	69	0	0.0%
Finance/Accounting	5300	35	-9	26	26	0	0.0%
Contracts & Procurement	5400	80	-54	27	27	0	0.0%
Legal	5500	35	-24	11	11	0	0.0%
Information Technology	5600	0	10	10	10	0	0.0%
Communications/P. Relations	5700	30	-10	20	20	0	0.0%
Human Resources	5800	0	10	10	10	0	0.0%
Safety/Security & Risk Mgmt.	5900	10	0	10	10	0	0.0%
Equip./Material Purchases	6100	80	-80	0	0	0	0.0%
CalMod Program	7100	10	-1	9	9	0	0.0%
Oper. Support	8100	65	36	101	101	0	0.0%
Undefined and others		0	0	0	0	0	0.0%
Subtotals	NA	8,431	-1,289	7,142	7,142	0	0.0%
Risks (known & unknown)	NA	NA	NA	NA	1,008	0	0.0%
Contingency	9900	1,579	-571	1,008	NA	0	0.0%
Grand Totals	NA	10,010	-1,861	8,149	8,149	0	0.0%
(*) ICAP already included in totals above		385	-72	313	313	0	0.0%

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: 5 – Development (100/IFB)

Month	Safety	Schedule	Budget	Funding
Current	G	R	R	G
Previous	G	R	R	G

Progress (%)	Δ Prev	SPI	CPI	EAC/Budget
Earned Value	4.67%	0.08%	0.86	0.93
Planned Value	5.44%	0.51%		

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

Project schedule has been extended as the design phase took longer than anticipated. Project estimate is higher due to the designers construction cost estimate was more than double initial estimate which was based on recent similar installations. The current estimate from the designers is under review. Project Manager to request for approval of Gate 5 and re-baseline of schedule/budget at August 2023 Management Committee meeting.

SCOPE Summary

The project scope will include installation of the precast platforms and modifications as needed to the existing infrastructure as needed to accommodate the installation. Grounding and bonding will be required at all of the stations within the areas that will be electrified.

Project will allow for more efficient ADA access to passenger vehicles for patrons decreasing dwell time thus improving service for all passengers and reducing operating costs.

Project Manager: Andy Kleiber
 PC Specialist: Sowmya Karipe
 Principal Designer: Aecom
 Const. Contractor: NA

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Act. Completion	Variation (days)	Δ Prev Month
	(A)	(B)	(C=A-B)	(D)
Gate 1 - Project Initiation	03/24/22	03/24/22	0	0
Preliminary Engineering	03/31/22	03/31/22	0	0
Gate 5 - 100% Development/IFB Complete	06/01/23	08/24/23	-84	-28
Main Contract Award Board Approval	09/01/23	12/07/23	-97	0
Gate 6 - Substantial Completion	02/01/24	11/30/24	-303	0
Gate 7 - Start-Up / Turnover Complete	04/01/24	02/01/25	-306	0
Gate 8 - Project Closeout Complete	05/01/24	04/01/25	-335	0

Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion	Variation	
Title	Code	Original	Changes	Current		Amount	Percentage
		(A)	(B)	(C = A+B)	(D)	(E = C-D)	(F = E/C)
Planning & Engineering	1100	210	106	316	316	0	0.0%
Environmental	1200	14	0	14	14	0	0.0%
Real Estate	2100	0	0	0	0	0	
Utilities Relocations	2200	0	0	0	0	0	
Const./Impl. Contracts	3100	1,000	0	1,000	2,496	-1,496	-149.6%
Construction Management	4100	100	0	100	250	-150	-149.6%
Design Support During Const.	4200	50	0	50	125	-75	-149.6%
Testing & Commissioning	4300	0	0	0	0	0	
Agency/ODCs	5000	0	12	12	69	-57	-474.8%
Project Management	5100	80	-12	68	208	-140	-205.6%
Project & Document Control	5200	30	0	30	50	-20	-65.7%
Finance/Accounting	5300	16	0	16	0	16	100.0%
Contracts & Procurement	5400	48	0	48	11	37	76.1%
Legal	5500	15	0	15	10	5	33.3%
Information Technology	5600	5	0	5	0	5	100.0%
Communications/P. Relations	5700	5	0	5	10	-5	-96.9%
Human Resources	5800	0	0	0	0	0	
Safety/Security & Risk Mgmt.	5900	5	0	5	5	0	0.0%
Equip./Material Purchases	6100	0	0	0	0	0	
CalMod Program	7100	0	0	0	0	0	
Oper. Support	8100	25	0	25	290	-265	-1060.0%
Subtotals	NA	1,603	106	1,709	3,853	-2,144	-125.5%
Risks (known & unknown)	NA	NA	NA	NA	322	1,063	76.8%
Contingency	9900	1,491	-106	1,385	NA		
Grand Totals	NA	3,094	0	3,094	4,175	-1,081	-34.9%
(*) ICAP already included in totals above		119	0	119	161	-42	-34.9%

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: 4 – Development (65%)

Month	Safety	Schedule	Budget	Funding
Current	G	G	G	G
Previous	G	G	G	G

Progress (%)		Δ Prev	SPI	CPI	EAC/Budget
Earned Value	NA	NA	NA	NA	100%
Planned Value	NA	NA			

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

SCOPE Summary

Phase 1 scope of work will include a survey of station and parking areas that will be used to determine the final design of appropriate trash capture devices to be installed in each of the storm drains. The storm drain survey, design and subsequent cost estimates will be necessary to apply for the funds needed to implement the project systemwide. Once funding is secured, installation of trash capture devices will proceed at each of the storm drain locations. Phase 2 will include ROW drains. A full Trash capture system is required to be installed and certified by 2030 to maintain the Municipal Separate Storm Sewer System (MS4) Permit.

Project Manager: Angie Myrechuck
 PC Specialist: Sher Ali
 Principal Designer: TBD
 Const. Contractor: TBD

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Actual Completion	Variation (days)	Δ Prev Month
	{A}	{B}	{C=A-B}	{D}
Gate 1 - Project Initiation	04/27/23	04/27/23	0	0
Gate 4 - 65% Development Complete	12/27/23	12/27/23	0	0
Environmental Clearance Complete	04/27/24	04/27/24	0	0
IFB	06/01/24	06/01/24	0	0
Gate 5 - 100% Development/IFB Complete	09/01/24	09/01/24	0	0
Main Contract Award Board Approval	10/01/24	10/01/24	0	0
NTP	01/01/25	01/01/25	0	0
Gate 6 - Substantial Completion	09/01/25	09/01/25	0	0
Gate 7 - Start-Up / Turnover Complete	11/01/25	11/01/25	0	0
Gate 8 - Project Closeout Complete	11/01/26	11/01/26	0	0

Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion (D)	Variation	
Title	Code	Original (A)	Changes (B)	Current (C = A+B)		Amount (E = C-D)	Percentage (F = E/C)
Planning & Engineering	1100	452	0	452	452	0	0.0%
Environmental	1200	0	0	0	0	0	
Real Estate	2100	0	0	0	0	0	
Utilities Relocations	2200	0	0	0	0	0	
Construction ODCs	2300	0	0	0	0	0	
Const./Impl. Contracts	3100	700	0	700	700	0	0.0%
Construction Management	4100	0	0	0	0	0	
Design Support During Const.	4200	0	0	0	0	0	
Testing & Commissioning	4300	0	0	0	0	0	
Agency/ODCs	5000	126	0	126	126	0	0.0%
Project Management	5100	114	0	114	114	0	0.0%
Project & Document Control	5200	16	0	16	16	0	0.0%
Finance/Accounting	5300	21	0	21	21	0	0.0%
Contracts & Procurement	5400	19	0	19	19	0	0.0%
Legal	5500	0	0	0	0	0	
Information Technology	5600	0	0	0	0	0	
Communications/P. Relations	5700	0	0	0	0	0	
Human Resources	5800	0	0	0	0	0	
Safety/Security & Risk Mgmt.	5900	0	0	0	0	0	
Equip./Material Purchases	6100	0	0	0	0	0	
CalMod Program	7100	0	0	0	0	0	
Oper. Support	8100	0	0	0	0	0	
Undefined and others		0	0	0	0	0	
Subtotals	NA	1,449	0	1,449	1,449	0	0.0%
Risks (known & unknown)	NA	NA	NA	NA	290	0	0.0%
Contingency	9900	290	0	290	NA		
Grand Totals	NA	1,739	0	1,739	1,739	0	0.0%
(*) ICAP already included in totals above		67	0	67	67	0	0.0%

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: 2 - Development (0-15%)

Month	Safety	Schedule	Budget	Funding
Current	G	Y	G	G
Previous	G	Y	G	G

Progress (%)		Δ Prev	SPI	CPI	EAC/Budget
Earned Value	TBD		TBD	TBD	100%
Planned Value	TBD				

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

The scope of work for the next phase of the project is to be determined but will likely include additional planning work. As a result the project will temporarily pause as Caltrain and City Staff discuss next steps.

SCOPE Summary

A potential grade separation at Whipple Avenue in Redwood City is proposed to improve safety and decrease expected future traffic delays due to growth in vehicle traffic, accommodate greater frequency of Caltrain service, and the eventual addition of high-speed rail service. Whipple Avenue is not the only at-grade crossing in Redwood City, however, and thus a potential grade separation at Whipple Avenue is being studied with potential grade separations at Brewster Avenue, Broadway, Maple Street, Main Street, and Chestnut Street. There is a high likelihood that multiple streets would be integrated into one grade separation project.

Project Manager: David Pape

PC Specialist: Sher Ali

Principal Designer: TBD

Const. Contractor: TBD

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Completion {A = Actual}	Variation {days}	Δ Prev Month
	{A}	{B}	{C=A-B}	{D}
Project Coordination	08/31/20	08/31/20	0	0
Set-Up Work Directive	09/15/18	09/15/18	0	0
Project Kick-Off/Mobilization	09/30/18	09/30/18	0	0
Data Collection	01/31/19	01/31/19	0	0
Review of Previous Studies	01/31/19	01/31/19	0	0
Alternative Development and Screening Criteria	02/28/22	05/31/22	-92	0
Alternative Analysis and Recommendation	03/31/22	06/10/22	-71	0
Draft Report Production	05/31/22	07/05/22	-35	0
Final Report Production	06/30/22	09/30/22	-92	0
Gate 2 - 15% Development Complete	09/30/22	TBD	0	0









Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion	Variation	
Title	Code	Original	Changes	Current		Amount	Percentage
		{A}	{B}	{C = A+B}	{D}	{E = C-D}	{F = E/C}
Planning & Engineering	1100	1,151		1,151	1,151	0	0.0%
Environmental	1200	0		0	0	0	
Real Estate	2100	0		0	0	0	
Utilities Relocations	2200	0		0	0	0	
Const./Impl. Contracts	3100	0		0	0	0	
Construction Management	4100	0		0	0	0	
Design Support During Const.	4200	0		0	0	0	
Testing & Commissioning	4300	0		0	0	0	
Agency/ODCs	5000	0		0	0	0	
Project Management	5100	0		0	0	0	
Project & Document Control	5200	0		0	0	0	
Finance/Accounting	5300	0		0	0	0	
Contracts & Procurement	5400	0		0	0	0	
Legal	5500	0		0	0	0	
Information Technology	5600	0		0	0	0	
Communications/P. Relations	5700	0		0	0	0	
Human Resources	5800	0		0	0	0	
Safety/Security & Risk Mgmt.	5900	0		0	0	0	
Equip./Material Purchases	6100	0		0	0	0	
CalMod Program	7100	0		0	0	0	
Oper. Support	8100	0		0	0	0	
Subtotals	NA	1,151	0	1,151	1,151	0	0.0%
Risks (known & unknown)	NA	NA	NA	NA	0	0	
Contingency	9900	0		0	NA	0	
Grand Totals	NA	1,151	0	1,151	1,151	0	0.0%
(*) ICAP already included in totals above		18	0	18	18	0	0.0%

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: 2 – Development (0-15%)

Month	Safety	Schedule	Budget	Funding
Current	G 	R 	R 	G 
Previous	G 	R 	R 	G 

Progress (%)	Δ Prev	SPI	CPI	EAC/Budget
Earned Value	NA	NA	NA	144%
Planned Value	NA	NA		

{SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral}

1. The schedule has been delayed due to rigorous concepts development and public outreach by the Cities and extensive analysis and review by Caltrain to help decide the path forward. The Cities’ consultants are performing the Preliminary Design and Environmental Review. The schedule and budget will be updated after receiving the Preliminary Design and Environmental Review documents from the Cities. The Eastern Alternative Alignment has been selected by the City Council.
2. Project EAC is higher due to current estimate of Construction and Construction Management cost estimate and requires additional funding. Project Manager to seek approval from Management Committee for increasing the budget and re-baseline at a future meeting. After receiving the Preliminary Design and Environmental Review documents from the City, budget and schedule will be re-baselined.

SCOPE Summary

The Cities of Sunnyvale and Mountain View and VTA are project sponsors for a proposed new bicycle and pedestrian undercrossing of the Caltrain right-of-way (ROW) at Bernardo Avenue (Project), on the border of the two cities. The proposed undercrossing would provide key access across/under the ROW as well as the Central Expressway.

Project Manager: Arul Edwin
 PC Specialist: Asad Ziaei
 Principal Designer: TBD
 Const. Contractor: TBD

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline	Est. or Act.	Variation	Δ Prev
	Completion	Completion	(days)	Month
	(A)	(B)	(C=A-B)	(D)
Gate 1 - Project Initiation	02/01/22	02/01/22	0	0
Gate 2 - 15% Development Complete	03/31/23	05/31/23	-61	0
Gate 3 - 35% Development Complete	05/01/22	12/31/23	-609	0
Design Contract IFB/W DPR	NA	02/15/24	0	0
Gate 4 - 65% Development Complete	03/31/23	11/30/24	-610	0
Gate 5 - 100% Development Complete / IFB	06/01/23	02/28/25	-638	0
ROW Permits Complete	06/30/23	02/28/25	-609	0
Environmental Clearance Complete	06/30/23	10/30/24	-488	0
IFB	06/30/23	03/31/25	-640	0
Main Contract Award	01/31/24	11/30/25	-669	0
NTP	02/01/24	01/07/26	-706	0
Gate 6 - Substantial Completion	02/01/27	02/28/28	-392	0
Gate 7 - Start-Up / Turnover Complete	05/01/27	05/31/28	-396	0
Gate 8 - Project Closeout Complete	06/30/27	08/30/28	-427	0

Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget *			Estimate at	Variation	
Title	Code	Original	Changes	Current	Completion	Amount	Percentage
		(A)	(B)	(C=A+B)	(D)	(E=C-D)	(F=E/C)
Planning & Engineering	1100	4,000		4,000	4,000	0	0.0%
Environmental	1200	1,243		1,243	500	743	59.8%
Real Estate	2100	500		500	275	225	45.0%
Utilities Relocations	2200	2,000		2,000	2,500	-500	-25.0%
Construction ODCs	2300			0		0	
Const./Impl. Contracts	3100	23,250		23,250	30,242	-6,992	-30.1%
Construction Management	4100	1,500		1,500	3,500	-2,000	-133.3%
Design Support During Const.	4200	1,800		1,800	750	1,050	58.3%
Testing & Commissioning	4300	3,500		3,500		3,500	100.0%
Agency/ODCs	5000	200		200	200	0	0.0%
Project Management	5100	1,000		1,000	1,150	-150	-15.0%
Project & Document Control	5200	150		150	200	-50	-33.3%
Finance/Accounting	5300	37		37	75	-38	-102.7%
Contracts & Procurement	5400	120		120	180	-60	-50.0%
Legal	5500	70		70	75	-5	-7.1%
Information Technology	5600			0		0	
Communications/P. Relations	5700	100		100	100	0	0.0%
Human Resources	5800			0		0	
Safety/Security & Risk Mgmt.	5900	30		30	40	-10	-33.3%
Equip./Material Purchases	6100			0		0	
CalMod Program	7100	1,000		1,000		1,000	100.0%
Oper. Support	8100	500		500	500	0	0.0%
Subtotals	NA	41,000	0	41,000	44,287	-3,287	-8.0%
Risks (known & unknown)	NA	NA	NA	NA	20,902	-16,502	-375.1%
Contingency	9900	4,400		4,400	NA		
Grand Totals	NA	45,400	0	45,400	65,189	-19,789	-43.6%
(*) ICAP already included in totals above		1,746	0	1,746	2,507	-761	-43.6%

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: 2 - Development (0-15%)

Month	Safety	Schedule	Budget	Funding
Current	G 	R 	G 	G 
Previous	G 	R 	G 	G 

Progress (%)		Δ Prev	SPI	CPI	EAC/Budget
Earned Value	TBD		TBD	TBD	100%
Planned Value	TBD				

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

The City of Sunnyvale has completed feasibility study for the Mary Avenue grade separation. The City will hand over the project to Caltrain once the conceptual (15% plans) study is complete and a new service agreement is in place. Caltrain will explore potential options to accelerate the project including alternative delivery methods.

SCOPE Summary

There are two at-grade crossings in the City of Sunnyvale - Mary Avenue and Sunnyvale Avenue. The City of Sunnyvale is prioritizing a potential grade separation at Mary Avenue. In August 2022, the City Council selected the Jug Handle Alternative for Mary Ave as the preferred alternative and in September 2022, the City Council selected the Bicycle and Pedestrian Undercrossing option for Sunnyvale Ave. Caltrain staff will lead the Mary Avenue grade separation into PE/Environmental, with the Sunnyvale Ave grade crossing occurring in late 2023. Caltrain has reviewed the City's 15% designs as part of the City's feasibility study and provided comments to the City. Pending resolution of Caltrain comments relate to ROW and business impacts, bicycle and pedestrian impacts, retaining walls, structures (bridge/underpass), and emergency access. These items will be resolved during the next design phase. The City's feasibility study was completed in early December 2022. Caltrain and the City will work to coordinate the handoff of the project to Caltrain to lead PE/Environmental upon execution of Service Agreement #2.

Project Manager: Dennis Kearney
 PC Specialist: Sher Ali
 Capital Development and Delivery Project Manager: Arul Edwin
 Principal Designer: TBD
 Const. Contractor: TBD

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Completion (A = Actual)	Variation (days)	Δ Prev Month
	{A}	{B}	{C=A-B}	{D}
Gate 1 - Project Initiation	02/24/22	02/24/22	0	0
Gate 2 - 15% Development Complete	10/01/22	09/30/23	-364	-92
Design Contract IFB/W DPR	08/31/23	07/15/24	-319	-319
Gate 3 - 35% Development Complete	03/31/25	06/30/26	-456	-273
Gate 4 - 65% Development Complete	09/30/26	03/31/27	-182	-182
ROW Permits Complete	06/30/27	06/30/27	0	0
Environmental Clearance Complete	12/31/25	06/30/27	-546	0
IFB	01/01/29	12/01/27	397	-91
Gate 5 - 100% Development/IFB Complete	09/30/29	03/31/28	548	0
Main Contract Award	09/30/29	04/30/28	518	0
NTP	01/01/30	06/01/28	579	0
Gate 6 - Substantial Completion	06/30/33	07/31/30	1,065	-365
Gate 7 - Start-Up / Turnover Complete	12/31/33	10/31/30	1,157	-365
Gate 8 - Project Closeout Complete	03/31/34	12/31/30	1,186	-365

Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion	Variation	
Title	Code	Original	Changes	Current	{D}	Amount	Percentage
		{A}	{B}	{C=A+B}		{E=C-D}	{F=E/C}
Planning & Engineering	1100	12,765		12,765	12,765	0	0.0%
Environmental	1200	400		400	400	0	0.0%
Real Estate	2100	31,000		31,000	31,000	0	0.0%
Utilities Relocations	2200	28,000		28,000	28,000	0	0.0%
Const./Impl. Contracts	3100	129,117		129,117	129,117	0	0.0%
Construction Management	4100	7,242		7,242	7,242	0	0.0%
Design Support During Const.	4200	3,162		3,162	3,162	0	0.0%
Testing & Commissioning	4300	500		500	500	0	0.0%
Agency/ODCs	5000	150		150	150	0	0.0%
Project Management	5100	1,036		1,036	1,036	0	0.0%
Project & Document Control	5200	285		285	285	0	0.0%
Finance/Accounting	5300	95		95	95	0	0.0%
Contracts & Procurement	5400	63		63	63	0	0.0%
Legal	5500	63		63	63	0	0.0%
Information Technology	5600	25		25	25	0	0.0%
Communications/P. Relations	5700	150		150	150	0	0.0%
Human Resources	5800	15		15	15	0	0.0%
Safety/Security & Risk Mgmt.	5900	250		250	250	0	0.0%
Equip./Material Purchases	6100	117		117	117	0	0.0%
CalMod Program	7100	117		117	117	0	0.0%
Oper. Support	8100	15,498		15,498	15,498	0	0.0%
Subtotals	NA	230,050	0	230,050	230,050	0	0.0%
Risks (known & unknown)	NA	NA	NA	NA	45,857	0	0.0%
Contingency	9900	45,857		45,857	NA	0	0.0%
Grand Totals	NA	275,907	0	275,907	275,907	0	0.0%
(*) ICAP already included in totals above		10,612	0	10,612	10,612	0	0.0%

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: **3 - Development (0-35%)**

Month	Safety	Schedule	Budget	Funding
Current	G	R	R	G
Previous	G	G	R	G

Progress (%)		Δ Prep	SPI	CPI	EAC/Budget
Earned Value	TBD		TBD	TBD	145%
Planned Value	TBD				

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

While a lot of progress has been made in this project, the City is in the process of implementing the Bernardo Avenue Undercrossing project. That may have caused some delays. Once the project moves to the preliminary engineering phase, option such as alternative project delivery will be explored to accelerate the project. Additional alternatives analysis and price escalation are factors contributing to higher costs. Caltrain will work with the City to explore cost effective solutions.

SCOPE Summary

The Middle Avenue Undercrossing (Project) is a proposed bicycle and pedestrian undercrossing that would improve safety and connectivity in the area around Middle Avenue in Menlo Park including the newly completed Stanford development, as well as middle school children in the area. The City has selected a preferred design that has been advanced to 30% design. In June/July 2022, Caltrain reviewed the City’s 30% design and provided comments to the City. Caltrain comments highlighted issues requiring resolution such as relocation of the east side undercrossing access ramp outside of Caltrain ROW, increase of the culvert depth, consideration of less-disruptive construction methods to the overall project cost estimate to account for escalation, soft costs and contingency. Caltrain comments also included recommendations for the Jack and Bore, Mining, or other construction methods. Over the past months, the City has been exploring various modified undercrossing locations. City provided Caltrain with a conceptual exhibit in July, 2023 for Caltrain staff review. A new Service Agreement (SA) was fully executed on May 21, 2023 between Caltrain and the City of Menlo Park to support development of an Alternative Contract Delivery Analysis, MOU and RFPs in accordance with Alternative Contract Delivery method recommended.

Project Manager: Dennis Kearney
 PC Specialist: Sher Ali
 Capital Development and Delivery Project Manager: Arul Edwin
 Principal Designer: TBD
 Const. Contractor: TBD

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Completion (A = Actual)	Variation (days)	Δ Prep Month
	(A)	(B)	(C=A-B)	(D)
Gate 1 - Project Initiation	02/01/22	02/01/22	0	0
Gate 2 - 15% Development Complete	06/30/23	09/30/23	-92	-92
Gate 3 - 35% Development Complete	06/30/23	09/30/23	-92	-92
Design Contract IFB/W DPR	08/31/23	06/30/24	-304	-304
Gate 4 - 65% Development Complete	06/30/24	12/31/25	-549	-549
Environmental Clearance Complete	02/28/25	02/28/26	-365	-365
ROW Permits Complete	09/30/25	08/30/26	-334	-334
IFB	02/01/27	02/01/26	365	-123
Gate 5 - 100% Development/IFB Complete	02/01/27	02/01/26	365	-1
Main Contract Award	11/01/27	12/01/26	335	-153
NTP	11/01/27	12/01/26	335	-122
Gate 6 - Substantial Completion	11/01/30	11/30/28	701	-122
Gate 7 - Start-Up / Turnover Complete	05/01/31	02/28/29	792	-120
Gate 8 - Project Closeout Complete	08/01/31	05/31/29	792	-120



Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion	Variation	
Title	Code	Original	Changes	Current		Amount	Percentage
		(A)	(B)	(C=A+B)	(D)	(E=C-D)	(F=E/C)
Planning & Engineering	1100	998		998	998	0	0.0%
Environmental	1200	215		215	214	1	0.3%
Real Estate	2100	4,093		4,093	4,093	0	0.0%
Utilities Relocations	2200	6,090		6,090	6,090	0	0.0%
Const./ImPLY. Contracts	3100	9,135		9,135	20,000	-10,865	-118.9%
Construction Management	4100	1,198		1,198	2,000	-802	-66.9%
Design Support During Const.	4200	599		599	1,000	-401	-66.9%
Testing & Commissioning	4300	998		998	250	748	75.0%
Agency/ODCs	5000	1		1	342	-341	-27140.8%
Project Management	5100	1,250		1,250	438	812	65.0%
Project & Document Control	5200	68		68	109	-41	-59.9%
Finance/Accounting	5300	210		210	80	130	61.8%
Contracts & Procurement	5400	25		25	70	-45	-180.3%
Legal	5500	37		37	45	-8	-20.2%
Information Technology	5600	0		0	0	0	
Communications/P. Relations	5700	30		30	0	30	100.0%
Human Resources	5800	0		0	0	0	
Safety/Security & Risk Mgmt.	5900	36		36	36	0	0.0%
Equip./Material Purchases	6100	0		0	0	0	
Cal MoD Program	7100	399		399	0	399	100.0%
Opera. Support	8100	2,995		2,995	1,000	1,995	66.6%
Subtotals	NA	28,380	0	28,380	36,766	-8,386	-29.5%
Risks (known & unknown)	NA	NA	NA	NA	7,353	-5,208	-242.7%
Contingency	9900	2,145		2,145	NA		
Grand Totals	NA	30,525	0	30,525	44,119	-13,594	-44.5%
(*) ICAP already included in totals above		1,174	0	1,174	1,697	-523	-44.5%

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: 2 - Development (0-15%)

Month	Safety	Schedule	Budget	Funding
Current	G 	G 	G 	G 
Previous	G 	G 	G 	G 

Progress (%)	Δ Prep	SPI	CPI	EAC/Budget
Earned Value	TBD	NA	TBD	TBD
Planned Value	TBD	NA		100%

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

SCOPE Summary

This proposed capital project is in the initial stages of conceptual design. Currently, there is three design alternatives in development and under consideration for selection of the Locally Preferred Alternative (LPA): two overcrossing and one undercrossing. To date, Caltrain staff have participated in quarterly Technical Advisory Committee meetings for the Study and provided as-needed planning and conceptual engineering assistance to the County. The County is planning to initiate Rail Corridor Use Policy (RCUP) process for Caltrain to review and approve proposed use of JPB property and to select the LPA by March 2024.

The County and Caltrain entered into a third-party Service Agreement (SA) in March 2023. Under this SA, Caltrain performs the technical review of the three conceptual alternatives currently under consideration for the project, as well as planning and coordination efforts related to this phase of the project. In light of the recently adopted Caltrain Equity Policy, it has been agreed between Caltrain and County staff that Caltrain would use its own funds to perform this task. When the LPA will be selected and contingent to funding availability, the service agreement will be amended to advance the project into Preliminary Engineering Design (16-35%) and will include the following tasks: Alternative Contract Delivery Analysis, Development of MOU, and Development of RFP for advancing the project beyond the LPA phase into design and construction. The estimated cost of these tasks will be recovered through the execution of the Service Agreement Amendment.

Project Manager: Lyne-Marie Bouvet
 PC Specialist: Sowmya Karipe
 Capital Development and Delivery Project Manager: Arul Edwin
 Principal Designer: TBD
 Const. Contractor: TBD

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline	Completion	Variation	Δ Prep
	Completion {A}	{A = Actual} {B}	{days} {C=A-B}	Month {D}
Gate 1 - Project Initiation	10/27/22	10/27/22	0	0
Gate 2 - 15% Development Complete	04/15/24	04/15/24	0	0
Gate 3 - 35% Development Complete	04/15/26	04/15/26	0	0
Gate 4 - 65% Development Complete	02/15/28	02/15/28	0	0
ROW Permits Complete	09/15/29	09/15/29	0	0
Environmental Clearance Complete	11/15/26	11/15/26	0	0
IFB	09/15/29	09/15/29	0	0
Gate 5 - 100% Development/IFB Complete	09/15/29	09/15/29	0	0
Main Contract Award	06/15/30	06/15/30	0	0
NTP	07/01/30	07/01/30	0	0
Gate 6 - Substantial Completion	TBD	TBD	0	0
Gate 7 - Start-Up / Turnover Complete	TBD	TBD	0	0
Gate 8 - Project Closeout Complete	TBD	TBD	0	0









Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion {D}	Variation	
Title	Code	Original {A}	Changes {B}	Current {C=A+B}		Amount {E=C-D}	Percentage {F=E/C}
Planning & Engineering	1100	3,810		3,810	3,810	0	0.0%
Environmental	1200	451		451	451	0	0.0%
Real Estate	2100	266		266	266	0	0.0%
Utilities Relocations	2200	2,500		2,500	2,500	0	0.0%
Const./Imply. Contracts	3100	30,242		30,242	30,242	0	0.0%
Construction Management	4100	3,500		3,500	3,500	0	0.0%
Design Support During Const.	4200	750		750	750	0	0.0%
Testing & Commissioning	4300	0		0	0	0	
Agency/ODCs	5000	183		183	183	0	0.0%
Project Management	5100	1,066		1,066	1,066	0	0.0%
Project & Document Control	5200	188		188	188	0	0.0%
Finance/Accounting	5300	69		69	69	0	0.0%
Contracts & Procurement	5400	180		180	180	0	0.0%
Legal	5500	71		71	71	0	0.0%
Information Technology	5600	0		0	0	0	
Communications/P. Relations	5700	99		99	99	0	0.0%
Human Resources	5800	0		0	0	0	
Safety/Security & Risk Mgmt.	5900	40		40	40	0	0.0%
Equip./Material Purchases	6100	0		0	0	0	
Cal MoD Program	7100	0		0	0	0	
Opera. Support	8100	500		500	500	0	0.0%
Subtotals	NA	43,915	0	43,915	43,915	0	0.0%
Risks (known & unknown)	NA	NA	NA	NA	21,957	0	0.0%
Contingency	9900	21,957		21,957	NA		
Grand Totals	NA	65,872	0	65,872	65,872	0	0.0%
(*) ICAP already included in totals above		2,534	0	2,534	2,534	0	0.0%

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: 1 – Initiation

Month	Safety	Schedule	Budget	Funding
Current	G 	G 	G 	G 
Previous	G 	G 	G 	G 

Progress (%)		Δ Prev	SPI	CPI	EAC/Budget
Earned Value	0.00%	0.00%	1.00	1.00	100%
Planned Value	0.00%	0.00%			

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

SCOPE Summary

This project will expand Geographic Information Software (GIS) functionality and provide the following asset management applications:

- (1) Review and Approval Process Modernization – Digitize the Configuration Control process and Site Specific Work Plan (SSWP) process workflows and integrate into the GIS interface to view, review, and approve submitted forms and requested changes to the railroad
- (2) Asset Management Phase 1 - State of Good Repair – Develop and digitize an Engineering inspection process, associated record inspections, and condition assessments and integrate into the GIS interface to view, review, and develop reports for prioritized maintenance considerations or for candidate capital projects.
- (3) Asset Management Phase 2 - Maintenance Management - Digitize maintenance processes associated with work orders, parts inventory, etc. to better control Caltrain asset maintenance.

Project Manager: Zouheir Farah
 PC Specialist: Neela Logan
 Principal Designer: N/A
 Impl. Contractor: TBD

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Actual Completion	Variation (days)	Δ Prev Month
	(A)	(B)	(C=A-B)	(D)
Gate 1 – Project Initiation	11/06/23	11/06/23	0	0
IFB	12/06/23	12/06/23	0	0
Gate 5 - 100% Development/IFB Complete	03/04/24	03/04/24	0	0
Main Contract Award Board Approval	10/03/24	10/03/24	0	0
NTP	10/21/24	10/21/24	0	0
Gate 6 - Substantial Completion	10/30/28	10/30/28	0	0
Gate 7 - Start-Up / Turnover Complete	01/30/29	01/30/29	0	0
Gate 8 - Project Closeout Complete	03/30/29	03/30/29	0	0

Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion	Variation	
Title	Code	Original	Changes	Current		Amount	Percentage
		(A)	(B)	(C =A+B)	(D)	(E =C-D)	(F =E/C)
Planning & Engineering	1100	1,660	-1,660	0	0	0	
Environmental	1200	0		0	0	0	
Real Estate	2100	0		0	0	0	
Utilities Relocations	2200	0		0	0	0	
Const./Impl. Contracts	3100	6,020	-6,020	0	0	0	
Construction Management	4100			0	0	0	
Design Support During Const.	4200	297	-297	0	0	0	
Testing & Commissioning	4300	0		0	0	0	
Agency/ODCs	5000	1,386	1,153	2,539	2,539	0	0.0%
Project Management	5100		266	266	266	0	0.0%
Project & Document Control	5200		75	75	75	0	0.0%
Finance/Accounting	5300		0	0	0	0	
Contracts & Procurement	5400		26	26	26	0	0.0%
Legal	5500		60	60	60	0	0.0%
Information Technology	5600		38	38	38	0	0.0%
Communications/P. Relations	5700			0	0	0	
Human Resources	5800			0	0	0	
Safety/Security & Risk Mgmt.	5900			0	0	0	
Equip./Material Purchases	6100	50	1,950	2,000	2,000	0	0.0%
CalMod Program	7100			0	0	0	
Oper. Support	8100	310	327	637	637	0	0.0%
Subtotals	NA	9,723	-4,080	5,643	5,643	0	0.0%
Risks (known & unknown)	NA	NA	NA	NA	2,357	0	0.0%
Contingency	9900	277	2,080	2,357	NA		
Grand Totals	NA	10,000	-2,000	8,000	8,000	0	0.0%

(*) ICAP already included in totals above

385

-77

308

308

0

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: 2 – Development (0-15%)

Month	Safety	Schedule	Budget	Funding
Current	G	R	G	G
Previous	G	R	G	G

Progress (%)		Δ Prev	SPI	CPI	EAC/Budget
Earned Value	TBD	NA	TBD	TBD	100%
Planned Value	TBD	NA			

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

Project Schedule is extended due to delay in agreements between the parties. Request the Management Committee to re-baseline the schedule at August Management Committee meeting.

SCOPE Summary

A third party utility company (Verizon) damaged an underground City of San Jose sanitary sewer line near PCJPB right of way in San Jose. This has resulted in a lack of stability to the railroad sub-grade and subsidence that has the potential to make the tracks impassable for trains and thus cause major disruption to the rail service. Verizon has accepted responsibility.

Verizon will replace the fiber optic line and abandon the existing line by directional drilling. Verizon will redesign and replace the existing sanitary sewer by a jack and bore method.

Project Manager: Andy Kleiber
 PC Specialist: Sowmya Karipe
 Principal Designer: TBD
 Const. Contractor: NA

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Act. Completion	Variation (days)	Δ Prev Month
	{A}	{B}	{C =A-B}	{D}
Gate 1 - Project Initiation	04/28/22	04/28/22	0	0
Gate 4 – 65% Development Complete	05/31/22	10/31/23	-518	-60
Gate 5 – 100% Development/IFB Complete	06/16/22	10/31/23	-502	-60
Gate 6 – Substantial Completion	07/01/22	02/28/24	-607	-119
Gate 7 – Start-up/Turnover Complete	07/01/22	04/28/24	-667	-149
Gate 8 – Project Closeout Complete	08/01/22	05/29/24	-667	-180

Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion	Variation	
Title	Code	Original	Changes	Current		Amount	Percentage
		{A}	{B}	{C = A+B}	{D}	{E = C-D}	{F = E/C}
Planning & Engineering	1100	8		8	0	8	100.0%
Environmental	1200	10		10	10	0	0.0%
Real Estate	2100	0		0	10	-10	
Utilities Relocations	2200	0		0	0	0	
Construction ODCs	2300			0	0	0	
Const./Impl. Contracts	3100	200		200	0	200	100.0%
Construction Management	4100	15		15	15	0	0.0%
Design Support During Const.	4200	30		30	30	0	0.0%
Testing & Commissioning	4300	0		0	0	0	
Agency/ODCs	5000	0		0	0	0	
Project Management	5100	18		18	230	-212	-1206.8%
Project & Document Control	5200	2		2	10	-8	-354.5%
Finance/Accounting	5300	0		0	0	0	
Contracts & Procurement	5400	0		0	0	0	
Legal	5500	12		12	30	-18	-150.0%
Information Technology	5600	0		0	0	0	
Communications/P. Relations	5700	0		0	0	0	
Human Resources	5800	0		0	0	0	
Safety/Security & Risk Mgmt.	5900	4		4	4	0	0.0%
Equip./Material Purchases	6100	0		0	0	0	
CalMod Program	7100	0		0	0	0	
Oper. Support	8100	20		20	30	-10	-50.0%
Subtotals	NA	319	0	319	369	-50	-15.7%
Risks (known & unknown)	NA	NA	NA	NA	200	50	20.1%
Contingency	9900	250		250	NA		
Grand Totals	NA	569	0	569	569	0	0.0%
(*) ICAP already included in totals above		22	0	22	22	0	0.0%

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: **3 – Development (35%)**

Month	Safety	Schedule	Budget	Funding
Current	G	G	G	G
Previous	G	G	G	G

Progress (%)	Δ Prev	SPI	CPI	EAC/Budget
Earned Value	0.00%	1.00	1.00	100%
Planned Value	0.00%			

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

SCOPE Summary

The DTX project is a critical element of the 2040 Service Vision, and is anticipated to provide significant uplift to Caltrain's ridership. Caltrain already serves as a vital regional link by connecting San Francisco to the Peninsula, Silicon Valley and San Jose, but it currently ends 1.3 miles from downtown San Francisco. The DTX will extend the Caltrain rail line into the Salesforce Transit Center and directly serve the Financial District. Extending Caltrain into downtown will directly save commuters almost an hour a day in travel time, and will result in less driving and more people taking the train into the City from the Peninsula.

The Downtown Rail Extension (DTX) will extend Caltrain commuter rail from its current terminus at Fourth and King streets to the new Transit Center. It will also deliver the California High-Speed Rail Authority's future high-speed rail service to the Transit Center.

The scope of this work is to capture Caltrain's costs associated with supporting its development while in the FTA pipeline, which it entered in early December 2021. This helps identify costs (which will be funded by the TJPA) and will also be documented as part of the local in-kind contribution for the project as part of the local match for FTA funding. Caltrain's contributions will be counted along with other project partners, such as the Transbay Joint Powers Authority (TJPA), the San Francisco County Transportation Authority (SFCTA), the San Francisco Planning Department (CCSF), the Metropolitan Transportation Commission (MTC), and potentially the California High Speed Rail Authority (CHSRA).

The 1.3-mile rail extension (2.4 miles of total construction length) will be constructed principally below grade using cut-and-cover and mined tunneling methods underneath Townsend and Second Streets. The project includes an underground station at Fourth and Townsend streets, six structures for emergency exit, and ventilation along the alignment, utility relocation and rail systems work. The project also includes fit out of the existing trainbox underneath Salesforce Transit Center, and may also include elements that will be confirmed during the Master Cooperative Agreement currently under development by Caltrain and the TJPA.

Project Manager: Anthony Simmons
 PC Specialist: Neela Logan
 Principal Designer: N/A
 Impl. Contractor: TBD

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Actual Completion	Variation (days)	Δ Prev Month
	(A)	(B)	(C=A-B)	(D)
Gate 1 – Project Initiation	04/28/22	04/28/22	0	0
Preliminary Engineering	11/30/24	11/30/24	0	0
Design Contract IFB/WDPR	01/01/25	01/01/25	0	0
Final Design	04/01/25	04/01/25	0	0
Construction	12/01/31	12/01/31	0	0
Gate 8 – Closeout	03/31/31	03/31/31	0	0

Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion	Variation	
Title	Code	Original	Changes	Current		Amount	Percentage
		(A)	(B)	(C =A+B)	(D)	(E =C-D)	(F =E/C)
Planning & Engineering	1100	1,162		1,162	1,162	0	0.0%
Environmental	1200	2		2	2	0	0.0%
Real Estate	2100			0	0	0	
Utilities Relocations	2200			0	0	0	
Const./Impl. Contracts	3100			0	0	0	
Construction Management	4100			0	0	0	
Design Support During Const.	4200			0	0	0	
Testing & Commissioning	4300			0	0	0	
Agency/ODCs	5000	49	1,724	1,773	1,773	0	0.0%
Project Management	5100	9	998	1,007	1,007	0	0.0%
Project & Document Control	5200	7	101	108	108	0	0.0%
Finance/Accounting	5300	23		23	23	0	0.0%
Contracts & Procurement	5400			0	0	0	
Legal	5500			0	0	0	
Information Technology	5600			0	0	0	
Communications/P. Relations	5700	7		7	7	0	0.0%
Human Resources	5800			0	0	0	
Safety/Security & Risk Mgmt.	5900		10	10	10	0	0.0%
Equip./Material Purchases	6100			0	0	0	
CalMod Program	7100			0	0	0	
Oper. Support	8100			0	0	0	
Subtotals	NA	1,259	2,833	4,091	4,091	0	0.0%
Risks (known & unknown)	NA	NA	NA	NA	40	0	0.0%
Contingency	9900	40		40	NA		
Grand Totals	NA	1,299	2,833	4,131	4,131	0	0.0%

(*) ICAP already included in totals above

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: **8 - Closeout**

Month	Safety	Schedule	Budget	Funding
Current	G	Y	G	G
Previous	G	Y	G	G

Progress (%)	Δ Prev	SPI	CPI	EAC/Budget	
Earned Value	99.88%	0.54%	1.00	1.01	100%
Planned Value	100.00%	0.23%			

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

Project Closeout has been extended due to delay in City of San Mateo's Parking lot work, on-going mitigation monitoring compliance and ROW survey. Project Manager to closeout the project at August 2023 Management Committee meeting.

SCOPE Summary

This project will raise the vertical alignment and provide grade separations between Hillside Boulevard and SR-92 in the City of San Mateo, including:

- Grade separating the 25th Avenue at-grade crossing.
- Construction of two new grade separated crossings at 28th and 31st Avenues.
- Perform relocation of the existing Hillside Caltrain station. The new station will be an elevated, center-board platform, located south of 28th Avenue.

The work included the final design/environmental (CEQA and NEPA) clearance work and construction to replace the existing 25th Avenue at-grade crossing with a two-track elevated grade separation. The elevated rail alignment will require the relocation of the existing Hillside Caltrain Station northward to a location between 28th and 31st Avenues and will allow for new street connections between El Camino Real and Delaware Street at 28th and 31st Avenues in San Mateo, California.

Project Manager: Andy Kleiber
 PC Specialist: Sowmya Karipe
 Principal Designer: HDR Engineering, Inc.
 Const. Contractor: Shimmick/Disney Joint Venture

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	16
Type II Incidents	0	2

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Act. Completion	Variation (days)	Δ Prev Month
	(A)	(B)	(C =A-B)	(D)
Preliminary 35% Design	07/20/15	07/20/15	0	0
65% Design	01/28/16	01/28/16	0	0
95% Design	07/25/16	07/25/16	0	0
100% Design	10/26/16	10/26/16	0	0
IFB	12/09/16	12/09/16	0	0
Award	07/06/17	07/06/17	0	0
LNTP	08/10/17	08/10/17	0	0
NTP	12/08/17	12/08/17	0	0
28th Ave Opening Date	03/15/21	03/15/21	0	0
Station Opening	04/26/21	04/26/21	0	0
Construction Completion	05/15/22	05/15/22	0	0
Gate 6 - Substantial Completion	08/12/22	08/12/22	0	0
Gate 7 - Startup/Turnover Complete	01/26/23	01/26/23	0	0
Gate 8 - Project Closeout Complete	05/31/23	08/24/23	-85	-28









Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion	Variation	
Title	Code	Original	Changes	Current		Amount	Percentage
		(A)	(B)	(C =A+B)	(D)	(E =C-D)	(F =E/C)
Planning & Engineering	1100	2,025	4,593	6,618	6,618	0	0.0%
Environmental	1200	385	324	709	709	0	-0.0%
Real Estate	2100		8,970	8,970	8,970	0	0.0%
Utilities Relocations	2200		24,377	24,377	24,377	0	0.0%
Construction ODCs	2300		18	18	18	0	0.0%
Const./Impl. Contracts	3100		117,140	117,140	117,140	0	0.0%
Construction Management	4100		13,399	13,399	13,399	0	0.0%
Design Support During Const.	4200		5,766	5,766	5,766	0	0.0%
Testing & Commissioning	4300		109	109	109	0	0.0%
Agency/ODCs	5000	991	1,736	2,727	2,727	0	0.0%
Project Management	5100	585	6,683	7,268	7,258	9	0.1%
Project & Document Control	5200	80	1,906	1,986	1,986	0	0.0%
Finance/Accounting	5300		24	24	24	0	0.0%
Contracts & Procurement	5400		105	105	105	0	0.0%
Legal	5500	18	796	813	822	-9	-1.1%
Information Technology	5600			0	0	0	
Communications/P. Relations	5700		86	86	86	0	0.0%
Human Resources	5800		0	0	0	0	
Safety/Security & Risk Mgmt.	5900		1,271	1,271	1,271	0	0.0%
Equip./Material Purchases	6100		134	134	134	0	0.0%
CalMod Program	7100			0	0	0	
Oper. Support	8100	45	7,949	7,994	7,994	0	0.0%
Undefined and others	0000		1,963	1,963	1,963	0	0.0%
Subtotals	NA	4,128	197,347	201,475	201,475	0	-0.0%
Risks (known or unknown)	NA	NA	NA	NA	380	0	0.0%
Contingency	9900	372	8	380	NA		
Grand Totals	NA	4,500	197,355	201,855	201,855	0	-0.0%
(*) ICAP already included in totals above			4,940	4,940	4,940	0	0.0%

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: **8 - Closeout**

Month	Safety	Schedule	Budget	Funding
Current	G 	G 	G 	G 
Previous	G 	G 	G 	G 

Progress (%)	Δ Prev	SPI	CPI	EAC/Budget
Earned Value	99.8%	0.00%	1.01	1.06
Planned Value	99.1%	0.00%		

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

Project is still addressing an obligation to Union Pacific Railroad (UPRR) to fund rebuilding of 4,200' of yard track that UPRR lost, due to construction of this project. As an alternative, UPRR will consider a monetary settlement with Caltrain to close out the obligation.

SCOPE Summary

This project will replace the existing South San Francisco Station. The scope includes track work, signal work, a new 700-foot center board platform with new amenities, new shuttle drop-off, and connectivity to a new pedestrian underpass from the platform to Grand Avenue/Executive Drive. This project will improve safety by eliminating the hold out rule; in addition, the project provides connectivity along Grand Avenue for the City of South San Francisco (CSSF).

Key elements of the project include:

1. New center Platform.
2. New at-grade pedestrian crossing at the north end of station.
3. New pedestrian underpass at the south end of the station.
4. New pedestrian plaza area at west and east end of the pedestrian underpass.
5. Inclusion of CSSF design modifications for the west and east plaza and ramps.

Project Manager: Hubert Chan
 PC Specialist: Sher Ali
 Principal Designer: RSE
 Const. Contractor: ProVen Management, Inc.

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	22
Type II Incidents	0	2

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Actual Completion	Variation (days)	Δ Prev Month
	{A}	{B}	{C=A-B}	{D}
Adv	04/12/17	04/12/17	0	0
Bid Opening	06/12/17	06/12/17	0	0
Award	08/03/17	08/03/17	0	0
LNTP	10/09/17	10/09/17	0	0
NTP	03/06/18	03/06/18	0	0
Project status update to JPB CAC	09/15/21	09/15/21	0	0
Project status update to TA CAC (Citizen Advisory Committee)	10/05/21	10/05/21	0	0
Project status update to TA Board	10/07/21	10/07/21	0	0
Substantial Completion	11/30/21	11/30/21	0	0
Station Opening	01/13/22	01/13/22	0	0
Gate 6 - Substantial Completion	12/22/22	12/22/22	0	0
Gate 7 - Start-Up/Turnover Complete	12/22/22	12/22/22	0	0
Gate 8 - Project Closeout Complete	06/30/23	09/30/23	-92	-92

Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion	Variation	
Title	Code	Original	Changes	Current		Amount	Percentage
		{A}	{B}	{C=A+B}	{D}	{E=C-D}	{F=E/C}
Planning & Engineering	1100	3,127	-1,718	1,409	1,409	0	0.0%
Environmental	1200	100	-94	6	6	0	0.0%
Real Estate	2100	0	4,819	4,819	4,819	0	0.0%
Utilities Relocations	2200	200	4,670	4,870	4,870	0	0.0%
Construction ODCs	2300	0	63	63	63	0	0.0%
Const./Impl. Contracts	3100	37,000	10,236	47,236	47,236	0	0.0%
Construction Management	4100	3,323	3,427	6,750	6,750	0	0.0%
Design Support During Const.	4200	1,109	5,764	6,872	6,872	0	0.0%
Testing & Commissioning	4300	0	2,000	2,000	2,000	0	0.0%
Agency/ODCs	5000	0	1,661	1,661	1,661	0	0.0%
Project Management	5100	2,664	2,925	5,589	5,589	0	0.0%
Project & Document Control	5200	126	1,040	1,166	1,166	0	0.0%
Finance/Accounting	5300	63	-37	26	26	0	0.0%
Contracts & Procurement	5400	116	-71	44	44	0	0.0%
Legal	5500	50	322	372	372	0	0.0%
Information Technology	5600	0	11	11	11	0	0.0%
Communications/P. Relations	5700	0	19	19	19	0	0.0%
Human Resources	5800	0	0	0	0	0	0.0%
Safety/Security & Risk Mgmt.	5900	0	547	547	547	0	0.0%
Equip./Material Purchases	6100	0	269	269	269	0	0.0%
CalMod Program	7100	0	0	0	0	0	0.0%
Oper. Support	8100	1,656	2,085	3,741	3,741	0	0.0%
Undefined and others			791	791	791		
Subtotals	NA	49,533	38,729	88,262	88,262	0	0.0%
Risks (known & unknown)	NA	NA	NA	NA	276	0	0.0%
Contingency	9900	6,767	-6,490	276	NA		
Grand Totals	NA	56,300	32,239	88,539	88,539	0	0.0%
(*) ICAP already included in totals above		2,681	1,535	4,216	4,216	0	0.0%

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

Table 1. Status Summary and Total Project Performance

Project Phase: 8 - Closeout

Month	Safety	Schedule	Budget	Funding
Current	G	G	G	G
Previous	G	G	G	G

Progress (%)	Δ Prev	SPI	CPI	EAC/Budget	
Earned Value	99.49%	0.00%	0.99	1.09	100%
Planned Value	100.00%	0.00%			

(SPI=EV/PV, CPI=EV/Cost to Date, for both higher is better, 1.0 is neutral)

SCOPE Summary

The scope of the project is to:

- Prepare all 30 Caltrain stations (not Stanford) to be ready for the installation of the next generation Clipper validators. There will be a total of 305 validators installed by MTC/Cubic.
- Provide conduits and cables for 120 VAC electrical at all the locations where the new Clipper validators will be installed by MTC/Cubic.
- Install anchor bolts in the platforms where the new Clipper validators will be mounted.
- Install ground rods or utilize existing electrical grounding for the new Clipper validators.

Project Manager: Robert Tam
 PC Specialist: Sowmya Karipe
 Principal Designer: Stantec Consulting Svcs, Inc.
 Const. Contractor: Beci Electric

Table 2. SAFETY INCIDENTS

Safety Incidents by type	This Month	Total to Date
Type I incidents	0	0
Type II Incidents	0	0

Table 3. MILESTONE SCHEDULE

Milestones	Baseline Completion	Est. or Act. Completion	Variation (days)	Δ Prev Month
	(A)	(B)	(C =A-B)	(D)
Project Start	04/01/21	04/01/21	0	0
Final Design Complete	10/30/21	10/30/21	0	0
Award Contract	02/03/22	02/03/22	0	0
NTP	04/30/22	04/30/22	0	0
Gate 6 - Substantial Completion	02/23/23	02/23/23	0	0
Gate 7 – Start-up/Turnover Complete	02/23/23	02/23/23	0	0
Gate 8 - Project Closeout Complete	06/30/23	07/27/23	-27	0

Table 4. PROJECT BUDGET / ESTIMATE AT COMPLETION (in thousands of \$)

Type of Work		Budget			Estimate at Completion	Variation	
Title	Code	Original	Changes	Current		Amount	Percentage
		(A)	(B)	(C =A+B)	(D)	(E =C-D)	(F =E/C)
Planning & Engineering	1100	400	-60	340	340	0	0.0%
Environmental	1200	0	0	0	0	0	
Real Estate	2100	0	0	0	0	0	
Utilities Relocations	2200	0	0	0	0	0	
Const./Impl. Contracts	3100	1,500	-150	1,350	1,350	0	0.0%
Construction Management	4100	400	-265	135	135	0	0.0%
Design Support During Const.	4200	50	0	50	50	0	0.0%
Testing & Commissioning	4300	0	0	0	0	0	
Agency/ODCs	5000	0	30	30	30	0	0.0%
Project Management	5100	500	-380	120	120	0	0.0%
Project & Document Control	5200	80	-30	50	50	0	0.0%
Finance/Accounting	5300	10	-10	0	0	0	
Contracts & Procurement	5400	20	0	20	20	0	0.0%
Legal	5500	10	-10	0	0	0	
Information Technology	5600	0	0	0	0	0	
Communications/P. Relations	5700	0	0	0	0	0	
Human Resources	5800	0	0	0	0	0	
Safety/Security & Risk Mgmt.	5900	0	0	0	0	0	
Equip./Material Purchases	6100	0	0	0	0	0	
CalMod Program	7100			0	0	0	
Professional Services	7800	0	315	315	315	0	0.0%
Oper. Support	8100	200	-90	110	110	0	0.0%
Subtotals	NA	3,170	-650	2,520	2,520	0	0.0%
Risks (known & unknown)	NA	NA	NA	NA	0	0	
Contingency	9900	971	-971	0	NA		
Grand Totals	NA	4,141	-1,621	2,520	2,520	0	0.0%

(*) ICAP already included in totals above 166 -62 103 103 0 0.5%

Prior to 1/1/2021 ICAP was applied only to labor charges. Currently it is applied to all project charges and 4% is used for all estimates.

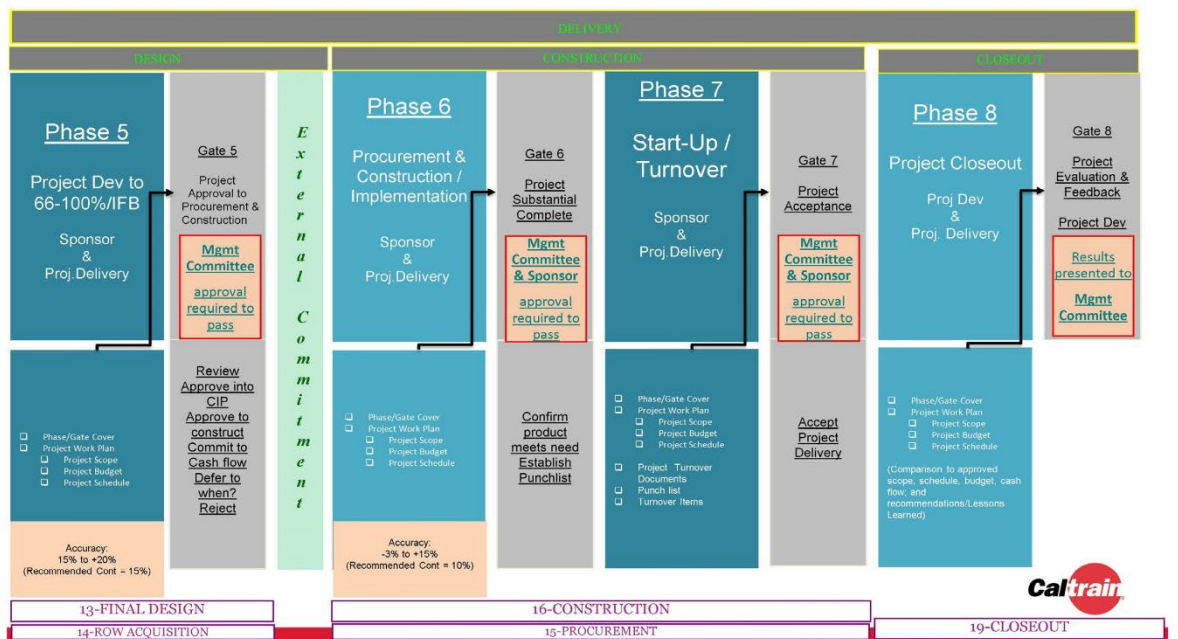
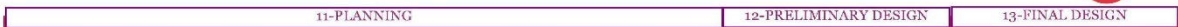
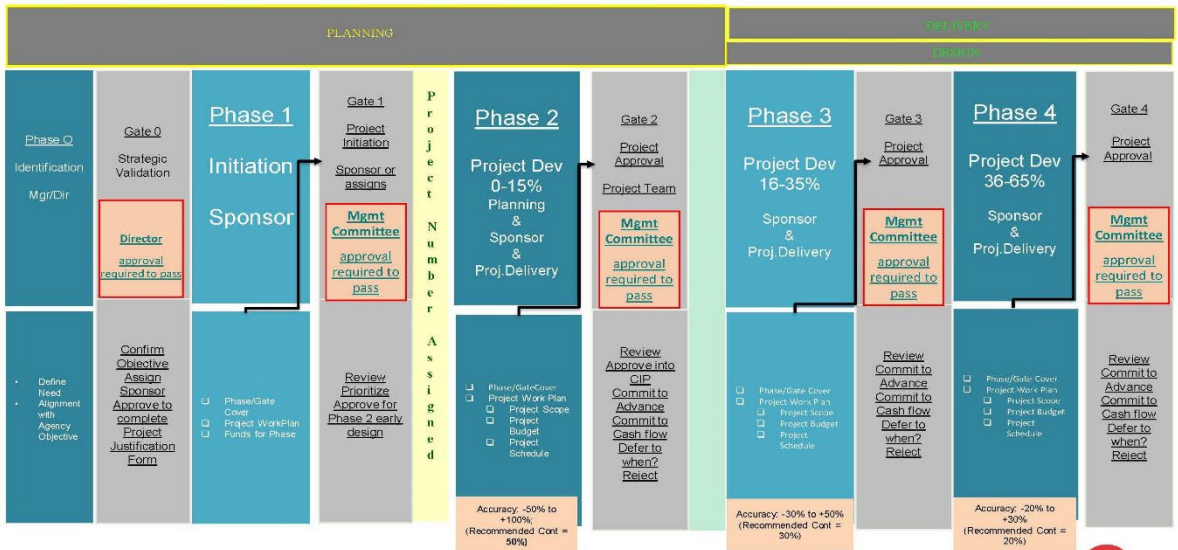
Project Performance Status Light Criteria

Status Light	Event Trigger	Range & Limits	Light
Budget ⁽¹⁾	(a) CPI (Only if Progress >5%) ⁽³⁾	CPI < 0.95	Red
		CPI >= 0.95 and < 0.98	Yellow
		CPI >= 0.98	Green
	(b) EAC greater than Approved Budget	10% or more; or \$2M or more	Red
		Up to 10% or less or up to \$2M or less	Yellow
	EAC <= budget	Green	
Schedule ⁽¹⁾	(a) SPI (Only if Progress >5%) ⁽³⁾	SPI < 0.95	Red
		SPI >= 0.95 and < 0.98	Yellow
		SPI >= 0.98	Green
	(b) Major Milestones delay (Forecasted vs. Baseline) ⁽²⁾	Delay > 6 months	Red
		Delay between 1-6 months	Yellow
	Early, on time, or delay < 1 month	Green	
Funding ⁽¹⁾	Phase EAC ⁽⁴⁾ vs. Activated Funds	Activated Funds can only cover Projected Costs 6 months or less	Red
		Activated Funds can cover Projected Costs more than 6 months	Yellow
		Phase EAC ⁽³⁾ Equal or less than Activated Funds	Green
Safety	Occurrence of one or more safety incidents during reporting period	One or more Type II incidents (injury of worker or passenger requiring a report to the Federal Railroad Administration); or two or more Type I incidents (Near Miss or incident requiring written report based on contract requirements)	Red
		One Type I incident (Near Miss or incident requiring written report based on contract requirements)	Yellow
		No incidents	Green

Notes:

1. For lights with more than one event trigger, the worst performing light will be shown.
2. Light color is based on the worst performing pending milestone (completed milestones are not considered).
3. SPI and CPI Criteria applies only after project progress exceeds 5%.
4. Phase EAC refers to the cumulative Estimate At Completion (EAC) up to the end of the current phase of the project.

Project Stages, Phases and Gates



Definition of Terms

Δ Prev

Change from previous period.

Accruals

An estimated or known cost for the work performed, equipment, or materials received, through the current reporting period that hasn't been recorded in the financial system as expended.

Activated Funding (in Funding)

The portion of the total approved project funding that is available and ready to be expended. See Un-activated Amount and Board Approved.

Allocated Contingency

Portion of the project contingency budget allocated to contracts or specific types of work for identified project risks. See Contingency and Unallocated Contingency.

Baseline

The currently approved plan that includes the project scope, budget and schedule. Performance indicators are calculated by comparing the current progress against the planned progress according to the baseline.

Baseline Completion (in Milestone Schedule)

The milestone planned date of completion in the currently assigned project baseline.

Board Approved (in Funding)

The funding approved by the Board for the completion of the project. It includes approved current and previous years capital budgets and capital budget amendments.

Board Authorized (in Major Contracts)

The budget amount approved by the Board of Directors for a particular contract. Includes contingency.

Budget Changes (in Project Budget/Estimate at Completion)

Changes to the original budget that have been approved by management through the change management process.

Budget Original (in Project Budget/Estimate at Completion)

The budget approved in the first or original project baseline.

Committed

The amount of authorized contracts, P.O.s, agreements, settlements, or other instruments that obligate the District to expend project funds.

Completion (in Milestone Schedule)

The current estimated or actual date of completion for a milestone.

Contingency

An estimated amount based on the uncertainty and risk to cover unforeseen events during the course of the project. See Unallocated and Allocated Contingency.

Contract Change Orders (CCOs)

Contract budget changes approved through the change management process.

CPI (Cost Performance Index)

A measure of the financial effectiveness and efficiency of a project. It represents the amount of completed work for every unit of cost spent. As a ratio it is calculated by dividing the budgeted cost of work completed, or Earned Value (EV), by the Actual Cost (AC) of the work performed.

Current Contract Amount

This is the original contract amount plus any approved Contract Change Orders (CCOs). The current contract amount is the approved obligation to the construction contractor. Does not include any contingency approved for the contract.

EAC (Estimate at Completion)

The estimated final cost of the project, or a particular type of work, based on actual expenses to date and estimated expenses of remaining work.

EAC/Budget (in Status Summary)

The percent of the Estimate at Completion covered by the current project budget.

Earned Value (EV)

The physical work accomplished in terms of the cost estimates for activities fully or partially completed at the end of a reporting period.

Earned Value Progress (in Status Summary)

The Earned Value of completed works expressed as a percentage of the project's current budget without contingency. See Earned Value.

Executed CCOs (Executed Contract Change Orders)

The portion of a contract's contingency budget used in executed (approved) Contract Change Orders.

Executed Changes

The portion of the project's contingency budget used in executed (approved) Change Orders. Includes Executed CCOs.

Expended + Accruals

The project or contract costs that have been recorded in the financial system plus the accrual cost for the work performed through the current period. See Accruals.

High Likelihood Risks (in Contingency)

Project risks that have a high likelihood to result in changes.

In-Process CCOs (In-Process Contract Change Orders)

Contract Change Orders pending approval.

In-Process Changes

Project Change Orders pending approval. Includes CCOs.

Interfaces

Refers to points of connection to other projects, programs, or other entities that if not managed may lead to conflicts and issues.

Issues

Events that are occurring or have already occurred that have negative consequences for a project, that are recoverable or can be mitigated in some way.

Key Activities

Lists activities performed in the current month and activities anticipated for next month.

Milestone Schedule

Lists the project's significant events or important achievements in the project lifecycle. It is considered a high level summary schedule for the project.

Notable Issues

Most important project issues that are currently affecting the objectives, scope, schedule, budget and/or the adequate funding of the project.

Notable Risks

Most important project risks that may impact the objectives, scope, schedule, budget and/or the adequate funding of the project.

Phase

Refers to the current project phase. For the Capital Program, the project phases are: Initiation, Development (0-15%), Development (16-35%), Development (36-65%), Development (66-100%)/IFB, Construction/Implementation, and Closeout.

Phase EAC

Refers to the Estimate at Completion at end of the current project phase.

Planned Value (PV)

The estimated cost of work planned to be accomplished at a given period based on the project assigned baseline.

Planned Value Progress (in Status Summary)

The Planned Value of work that is expected to be completed this period, according to the baseline, expressed as a percentage of the project's current budget without contingency. See Planned Value.

Potential and In-Process Changes

Change Orders where impacts are being evaluated or determined, or Change Orders in process for approval. Includes Contract Change Orders.

Resolution Date (in Notable Issues)

The latest date an issue needs to be resolved before it begins to affect the objectives, scope, schedule, budget and/or the adequate funding of the project.

Risks

Events or uncertain conditions that, if they occur, have a negative or positive impact in the project's objectives.

Safety Incidents

Reported safety incidents related to the execution of project work, that occurred during the reporting period.

Scope Summary

High level description of the objectives and principal deliverables of the project.

SPI (Schedule Performance Index)

A measure of the actual project progress compared to its planned progress at the closing of the current period based on the current assigned baseline. It is calculated by dividing the budgeted cost of work performed, or Earned Value (EV), by the budgeted cost of work planned, or Planned Value (PV) for the current period.

Type I Incidents (in Safety)

Near Miss or incident requiring written report based on contract requirements.

Type II Incidents (in Safety)

Injury of worker or passenger requiring a report to the Federal Railroad Administration.

Type of Work

Categories defined for classifying project costs.

Un-activated Amount (in Funding)

Portion of the Board Approved funding for the project that has not been Activated. See Activated Funding.

Unallocated Contingency

Portion of total project contingency budget to account for Unknown Risks.

Unknown Risks

Unidentified risks that have not been accounted for and are included in the Unallocated Contingency budget.



Caltrain Modernization Program Peninsula Corridor Electrification Project (PCEP)



Executive Monthly Progress Report

June 30, 2023

1.0 EXECUTIVE SUMMARY

1.1 Introduction

The Peninsula Corridor Electrification Project (PCEP) will upgrade 51 miles of diesel service to electrified service from San Francisco to San Jose (Tamien Station). The PCEP scope of work includes design and construction of an overhead contact system, traction power facilities, modification of the existing signaling and grade crossing protection system to make it compatible with the electrified railroad, substation improvements at Pacific Gas and Electric (PG&E) substations, and modifications at existing tunnels and Caltrain's maintenance facility. It also includes the design, manufacturing, assembly, testing, and delivery of the Electric Multiple Units (EMUs).

Caltrain completed a thorough assessment of all aspects of the program including cost, schedule, risks, and organization after the global settlement in 2021. Caltrain re-baselined the program budget and schedule in December of 2021. Caltrain finished a schedule reforecast in March 2023 and is committed to deliver PCEP and achieve revenue service in September of 2024.

1.2 Program Cost and Budget

On December 6, 2021, the JPB adopted a new PCEP program budget of \$2,442,690,697. On January 31, 2023 Caltrain received a \$367 million funding award from California's Transit and Intercity Rail Capital Program's (TIRCP) Cycle 6 Existing Project Reserve, representing the remaining funding needed to complete the project. The project is now fully funded in the amount of \$2,442,690,697. As of June 2023, the project is on budget:

- The current project total cost at completion (EAC) is the same as the Board adopted budget of \$2.44 billion.
- As of June 2023, a total of \$8.06M has been drawn down from the Shared Risk Pool of \$50 million. In June 2023, \$0.83M was drawn from the Shared Risk Pool.
- As of June 2023, a total of \$3.52M has been drawn from the project contingency of \$40 million. In June 2023, there was no draw from project contingency.
- As of June 2023, no new awards have been made from the Project incentive pool of \$18.5 million.
- As of June 2023, no incentive was issued from the milestone incentive pool of \$15 million.

1.3 Program Progress and Schedule

As of June 30, 2023, the overall project completion is 83.99%. The current program schedule is projecting a PCEP substantial completion date of April 2024 and Revenue Service by September 2024. Staff is implementing a 2023 path to completion with 31 weekend area focused bus bridges to maximize track access to allow system integration testing, signal cutovers, and proactive OCS construction productivity mitigations for the remaining PCEP work.

1.4 Change Management Board (CMB)

In June 2023, the following item was brought to CMB for approval:

- IRL 293 – Pedestrian Gate Separation

1.5 This Month's Accomplishments

The project team has completed the following notable activities for the month of June 2023:

- Measured monthly project schedule against the reforecast that reflects the path to completion with 31 focused area weekend closures. The reforecast schedule does not change the Project completion date. Interim milestones have been developed and measured against the reforecast schedule.
- Continued to coordinate low voltage power drop applications with PG&E and utilizing generators to support project testing and cutovers.
- Continued bi-weekly project completion road map meeting with Design-Build Contractor Executives to address OCS productivities and TPS findings. Additional third-party crews were added for OCS regulation work.
- Continued operations planning, ambassador, and rail service planning effort for weekend area closures for Segments 1 and 2 OCS construction in June and July, and Segment 1 cutover scheduled in June and August 2023.
- Continued EMU maintenance training.
- Completed Drill Track (Test Track) live runs successfully.
- Completed joint walk verification for Segment 4 Live runs and full energization.
- Commenced operators refresher training at the Drill Track.
- Held Monthly CMB meeting for program status and change order approval.
- Continued to work with FRA on Submitted Programmatic Agreement (PA) amendment review and approval.
- Continued safety special task force working group, including TASI, Rail Operations and PCEP to address communications, process, and procedure improvements. Railroad implemented 10 feet foul instead of 4 feet in mid-May.
- Continued providing PCEP progress updates to funding partners, leadership, elected officials, citizens, and business community.
- Continued Rail Activation effort on path to energization for Segments 4 and 3, including CEMOF.
- Received Caltrans Segment 3 encroachment permit.
- Completed Segment 1 first phase cutover effort without any crossings.

1.6 Upcoming work

For the next six months, the PCEP team has set additional goals as described below:

- Continue bi-weekly project completion road map meeting with Design-Build Contractor Executives to address OCS productivities and TPS findings.
- Continue operations planning, ambassador, and rail service planning effort for remaining weekend area closures for Segments 1 and 2 OCS construction and the last Segment 1 cutover scheduled in August 2023.
- Drill Track Test Track will stay energized for EMU Testing.
- Receive FRA Test request approval and complete EMU PTC testing

- mainline.
- Continue to coordinate with PG&E on low voltage power drop applications, and distribution line de-energization work.
- Complete EMU maintenance training.
- Energize TPS1 by August 20, 2023.
- Complete TPS documentation audit, field validation and test audit.
- Complete Segments 4 and 3 Live runs with the EMUs.
- Energize CEMOF for EMU commissioning.
- Complete Segments 4 and 3 joint punch list walks.
- Finalize close out process and workflows.
- Hold FTA Quarterly progress meeting.
- Hold Monthly CMB meeting for program status and change order approval.
- Develop EMU revenue service maintenance program and diesel fleet exit plan.
- Continue work with FTA and complete Programmatic Agreement (PA) amendment and finalize burial agreement and treatment plan.
- Complete newly defined Milestone 1 (Segments 3 and 4), which will provide 20 miles electrified line for EMU burn-in in fall of 2023.

The PCEP Project is currently on budget and on time for achieving Revenue Service in September of 2024.

1.7 Critical Items

As of June 2023, PCEP has completed Segment 2 signal cutover, fulfilled the \$410M funding gap, and has adequate RWIC to support field construction. The top critical items and related actions are highlighted below.

Table 1-1. Critical Issues and Actions

Critical Issues	Actions
<p>Overhead Contact System (OCS) installation delay due to low productivity</p> <p>Note: The project OCS work was on hold from March 10, 2022, to March 28, 2022 during the safety stand down.</p> <p>Segment 2 OCS was damaged during high wind and heavy rainstorms in late December 2022 and early January 2023</p>	<ul style="list-style-type: none"> • Additional BBII OCS crew training for regulation and variance in the OCS design / installation due to re-design & accommodations to resolve foundation Differing Site Conditions (DSC) issues – Completed. • Hiring additional BBII OCS staff members to prevent schedule slippage and help in future installation planning – Completed. • Hold OCS construction scheduling recovery workshop for remaining OCS installation and testing – Completed. • Increase OCS crews and OCS wiring equipment to increase productivity – Completed. • More track access including weekend area closures for remaining Segments 1 and 2 OCS construction and testing. Weekend bus bridge construction started on February 11, 2023. • OCS storm repair work for Segment 2 is planned for August/September 2023 due to rainstorm and long lead time for materials. • Bring on more regulating crews in May 2023. Mass will start regulating work in the first week of June 2023 – Completed. • Procure more equipment parts and ensure all equipment is performing well for construction – Completed.

Critical Issues	Actions
<p>Complete TPS Short Circuit Tests</p> <ul style="list-style-type: none"> TPS 2 short circuit test delays drill track and Segment 4 mainline energization. TPS 2 Short circuit test was performed in May 2023 with some follow up actions. TPS 1 Short Circuit Test is scheduled for October 21st. 	<ul style="list-style-type: none"> Bring on equipment fitters and warehouse material manager on site – Completed. Perform comprehensive root cause analysis and develop corrective action plan – Completed. Implement configuration change control process including design drawing, shop drawings, as-built version control to ensure all parties are using the same set of drawings for TPS2 testing – On-going. Perform technical working groups including all vendors and EOR – On-going. Weekly management team briefing on corrective action status – On-going. Perform independent assessment of the TPS – Completed. Develop SSWP for all work performed at TPS for Caltrain review and approval – On-going. Perform field verification and pre-testing before short circuit re-test – Completed. Perform load bank testing prior to short circuit re-test. – Completed. Developed remaining short circuit tests required for system completion.

2.0 SAFETY

There were no reportable injuries in June 2023. The Reportable Injury Rate (RIR) for 2023 YTD is currently 1.55. Overall, since the project's inception, the RIR is at 1.65, which remains below the national average. Please note that the chart below was updated for the current year. Contractor has advised the Project Team that they had not been reporting all the hours they and their subs had worked.

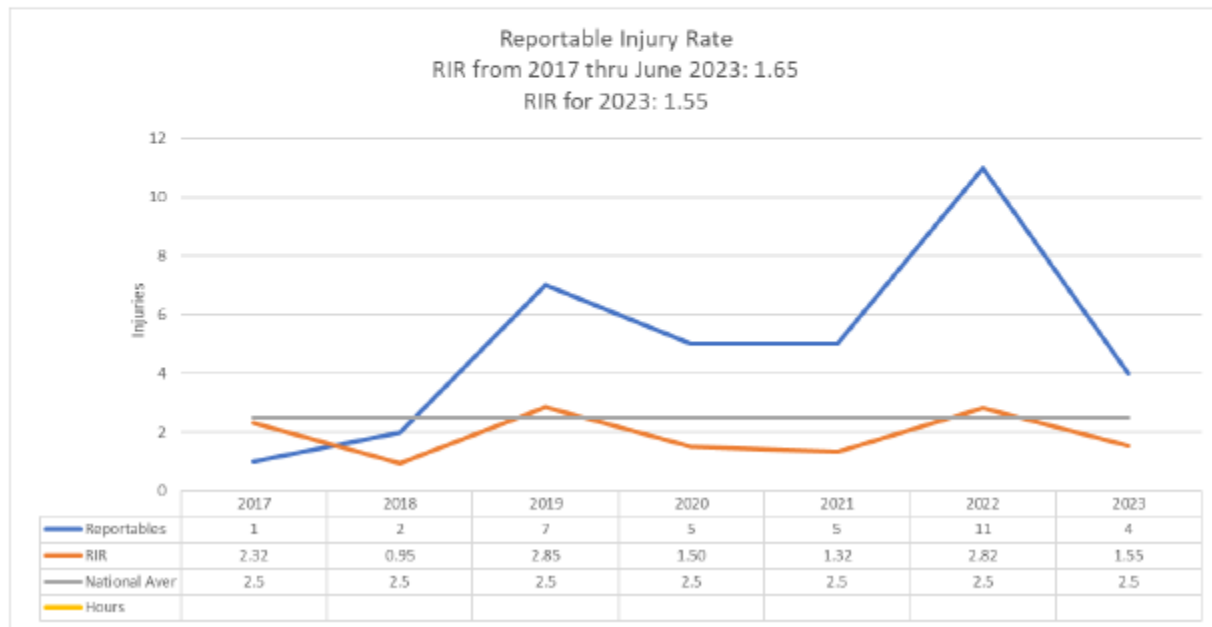


Figure 2-1. Project Reportable Injury Rate (RIR) by Year

Completed Work

Safety staff continues to coordinate with contractors to identify opportunities to improve safety performance. Organizational-wide safety briefings are being performed to ensure staff understand the application of post incident mitigation measures including rules and procedural changes designed to enhance safety. Project Safety continues to reinforce jobsite safety practices throughout the Caltrain alignment, investigate incidents, and identify mitigation measures to prevent re-occurrences. Safety project coordination meetings continue to be conducted monthly to promote a clear understanding of project safety requirements. In addition, Caltrain Safety continues weekly calls with the lead safety staff from Caltrain, PCEP, BBII, and TASI to discuss safety performance and ongoing initiatives. Caltrain initiated the 10'/10' rule: 10' from track and 10' from overhead wires.

Upcoming Work

The Fire/Life Safety Committee continues to work with emergency responders along the

Caltrain corridor on emergency preparedness in advance of energization. The safety team has updated the OCS and EMU emergency responder safety familiarization presentations to include voiceover features for use by the Fire Departments. The presentation will also be shared with other emergency responder jurisdictions through the project Fire/Life Safety Committee.

OCS and EMU First Responder training is currently scheduled for South San Francisco, Redwood City, San Carlos, Belmont and San Mateo in August, September and October.

Police Departments along the corridor are currently being scheduled by the Transit Police to receive this training also.

3.3 Schedule Contract Milestone Analysis

The current forecast for Substantial Completion of the project has moved out nine (9) days to April 10, 2024. The revised Milestone No. 1 is now forecasted to be completed on July 31, 2023. The Revenue Service Date and Revenue Completion Date remain the same as September 26, 2024 and December 31, 2024, respectively. Contractor still claims that they are being delayed by PG&E in obtaining the required designs for installing the permanent low voltage power. However, this path can be easily mitigated through the continued use of generators to provide low voltage power. The main challenge for the Contractor is to complete the requirements for Milestone No. 1 and facilitate the live run testing of the EMU trainsets.

Contractor	Milestones	Reforecast (Dec 2022) Dates	Current (June 2023) Forecast	Milestone Finish Date Variance	Remarks
BBJ	Segment 4 Completion	05-Feb-23	03-Jul-23	-148	Delayed by the failed short circuit testing which has delayed the EMU live runs within Segment 4. Note: This finish date does not include the Guadalupe Bridge scope of work.
BBJ	System Integration Testing Start (Segment 4)	21-May-23	15-Jul-23	-55	Delayed by energization delay of the Overhead Contact System (OCS)
BBJ	Completion of Milestone 1 (Segments 3 and 4)	29-May-23	31-Jul-23	-64	Delayed by the delivery and installation of the replacement batteries at Parallel Stations (PS) 6 and 7
BBJ	Traction Power Substation #1 Energization	12-Sep-23	20-Aug-23	23	Duration improvement from solving battery and other issues at Traction Power Substation #2.
BBJ	Signal Cutovers and Systems Completion	20-Aug-23	10-Sep-23	-21	Delayed by the procurement and delivery of the new 6 Head Cantilever
BBJ	OCS Construction Completion	25-Oct-23	25-Oct-23	0	
BBJ	System Integration Testing Completion	16-Dec-23	17-Dec-23	-1	Delayed by delays to the Guadalupe Bridge Replacement Project. This testing completion activity includes the End To End Pull Away and Power Scenario Tests with Contingency.
Stadler	14th Trainset Arrival at JPB Site	12-Oct-23	22-Mar-24	-162	Delayed by Stadler experiencing multiple problems obtaining parts and subassemblies from their Suppliers. They are still committed to deliver the first 14 Trainsets by 22-Mar-24.
BBJ	Scheduled Substantial Completion	01-Apr-24	10-Apr-24	-9	Delayed awaiting the receipt of the PG&E (Low Voltage) Power Design at 4th & King St.
BBJ	Scheduled Final Acceptance	30-Jul-24	08-Aug-24	-9	Delayed by the Final Acceptance Inspection
JPB	Revenue Service Date (RSD)	26-Sep-24	26-Sep-24	0	
JPB	FFGA Revenue Completion Date (RCD)	31-Dec-24	31-Dec-24	0	

Figure 3-3. Contract Milestone Analysis

4.0 COST AND BUDGET

4.1 Introduction

This section presents an update on program cost and budget. On December 6, 2021, the JPB adopted a new Program budget of \$2.44 billion. Table 4-1 depicts a summary level of program budget, costs, and estimate at completion based on the latest update of the Electrification and EMU projects as of June 30, 2023.

4.2 Program Budget and Cost

Table 4-1. Budget Summary by Project

Description of Work	Current Budget (A) ¹	Cost This Month (B) ²	Cost To Date (C) ³	Estimate To Complete (D)	Estimate At Completion (E) = (C) + (D)	Variance at Completion (F) = (A) – (E)
Electrification	\$1,749,139,439	\$15,548,856	\$1,572,896,648	\$176,242,790	\$1,749,139,439	\$0
EMU	\$693,551,258	\$902,515	\$516,346,535	\$177,204,724	\$693,551,258	\$0
PCEP TOTAL	\$2,442,690,697	\$16,451,371	\$2,089,243,183	\$353,447,514	\$2,442,690,697	\$0

¹ Column A "Current Budget" includes re-baseline and executed change orders and awarded contracts.

² Column B "Cost This Month" represents the cost of work performed this month.

³ Column C "Cost To Date" includes actuals (amount paid) and accruals (amount of work performed) to date.

Table 4-2 depicts program budget, costs, and estimate at completion summarized by major elements of work. This budget table provides additional detail for the program and is broken down by major contracts for Electrification and EMU, minor contracts, real estate, utilities, project management oversight and other indirect support costs.

Table 4-2. Budget Summary by Major Elements

Description of Work	Re-Baseline Budget	Current Budget	Cost This Month	Cost To Date	Estimate To Complete	Estimate At Completion
Electrification	\$1,097,149,881	\$1,097,149,881	\$9,733,746	\$943,909,156	\$153,124,725	\$1,097,033,881
EMU Procurement	\$556,072,601	\$556,248,486	\$0	\$426,548,413	\$138,437,858	\$564,986,271
Minor Construction Contracts (Tunnel, CEMOF, SCADA, Non-BBI OCS)	\$67,055,072	\$68,091,194	\$0	\$64,775,911	\$3,315,283	\$68,091,194
Real Estate Acquisition & Support	\$34,914,177	\$34,914,177	\$83,288	\$24,396,344	\$10,517,833	\$34,914,177
PG&E, Utilities	\$132,088,994	\$132,088,994	\$400,672	\$205,181,437	-\$76,922,043	\$128,259,394
Management Oversight & Support	\$312,699,697	\$315,007,767	\$3,275,076	\$275,910,779	\$39,096,988	\$315,007,767
TASI Support	\$114,488,767	\$114,488,767	\$2,084,004	\$101,297,321	\$28,191,446	\$129,488,767
Finance Charges	\$9,898,638	\$9,898,638	\$92,603	\$9,454,384	\$444,254	\$9,898,638
Insurance	\$6,581,851	\$6,581,851	\$172,590	\$6,291,001	\$290,850	\$6,581,851
Other Required Projects & Services	\$9,084,176	\$10,484,176	\$215,529	\$5,060,734	\$5,623,442	\$10,684,176
Environmental Mitigation	\$14,438,866	\$13,038,866	\$0	\$1,249,084	\$11,569,782	\$12,838,866
Caltrain Capital Overhead (ICAP)	\$48,217,887	\$48,217,887	\$393,864	\$25,168,618	\$23,049,270	\$48,217,887
Contingency	\$40,000,089	\$36,480,012	\$0	\$0	\$16,687,827	\$16,687,827
Total	\$2,442,690,697	\$2,442,690,697	\$16,451,371	\$2,089,243,183	\$353,447,514	\$2,442,690,697

4.3 Program Shared Risk Pool and Contingency

Caltrain and Balfour Beatty Infrastructure, Inc. (BBII) continue implementing new mechanisms to ensure a collaborative approach to Project delivery. The management team meets every week to review the issues log focusing on risk mitigation and issues resolution.

As part of global settlement, a shared risk pool of \$50 million was established to manage risks and mitigation proactively and collaboratively with the design-build contractor. Table 4-3 shows the current shared risk drawdown for the current month and to-date as well as the remaining balance of the shared Risk Pool by Risk Category. Any shared risk items (27 Risk IDs listed below in Table 4-3) that are above \$250,000 require Change Management Board (CMB) approval.

Table 4-3. Shared Risk Pool Status as of June 2023

Risk ID	Risk Description	Risk Amount	Current Month	Executed to Date	Remaining Balance
1	Permanent Power Availability	\$268,572	\$0	\$178,365	\$90,207
2	Different Site Condition for OCS Foundation	\$3,500,000	\$156,321	\$1,217,412	\$2,282,588
3	Different Site Condition for Duct bank	\$2,800,000	\$0	\$435,798	\$2,364,202
4	Condition of existing Fiber backbone infrastructure	\$3,150,000	\$97,794	\$354,244	\$2,795,756
5	Availability of TASI Resource	\$5,777,820	\$0	\$0	\$5,777,820
6	Signal Cutover access and work window	\$5,807,150	\$0	\$0	\$5,807,150
7	Condition of existing signal system	\$538,572	\$0	\$134,751	\$403,821
8	EMI Nonconformance by EMU Vendor	\$750,000	\$13,184	\$13,184	\$736,817
9	Reed Street Cutover	\$90,000	\$0	\$0	\$90,000
10	Availability of low voltage power for cutover testing	\$1,120,000	\$0	\$1,744,137	-\$624,137
11	Third party Permits	\$150,000	\$0	\$0	\$150,000
12	SCADA integration for the entire alignment	\$159,524	\$0	\$0	\$159,524
13	Tunnel OCS Compatibility	\$167,500	\$0	\$0	\$167,500
14	Supply chain issue due to COVID 19	\$300,000	\$0	\$28,923	\$271,077
15	End to end Systems integration commissioning	\$2,100,000	\$0	\$0	\$2,100,000
16	Existing Caltrain Operating systems interface and integration	\$1,400,000	\$0	\$71,920	\$1,328,080
17	Third party Approval	\$150,000	\$325,903	\$339,044	-\$189,044
18	Impact from Caltrain other capital or third-party projects	\$2,166,683	\$0	\$697,117	\$1,469,566
19	Track access delay for BBII Construction	\$1,800,000	\$153,394	\$381,931	\$1,418,069
20	Additional light Maintenance and Protection Needs	\$280,000	\$0	\$164,531	\$115,469
21	Crossing Protection	\$220,000	\$0	\$102,334	\$117,666
22	Power facilities	\$500,000	\$0	\$0	\$500,000
23	NCR's	\$0	\$0	\$0	\$0
24	Potholing	\$1,700,000	\$0	\$107,547	\$1,592,453
25	Pre-Revenue Service Operational Testing	\$250,000	\$0	\$0	\$250,000
26	TRO Contingency	\$3,000,000	\$0	\$0	\$3,000,000
27	Contingency	\$12,000,000	\$85,713	\$2,088,739	\$9,911,261
NA	Unidentified	\$54,179	\$0	\$0	\$54,179
	BBII Risk Pool Total	\$50,000,000	\$832,308	\$8,059,978	\$41,940,023

In addition to the established Risk Pool with BBII, the Re-Baseline Budget includes a program contingency of \$40 million to cover non-BBII potential changes and unknowns. Table 4-4 provides a detailed status of approved transfers from contingency due to executed Contract Change Orders and approved Budget Transfers.

Table 4-4. Program Contingency Drawdown Balance

Change Order	Description	Current Budget Contingency	EAC Contingency
Project Contingency		Previously Reported Balance	\$32,010,612
		\$36,480,012	
STA-055-CCO-042	Stadler Project Time Extension – Adjustment of value		\$3,876
STA-056-CCO-043	Passenger Convenience Outlet Current Limit (PCEP Share) – Rev0 (Replaced by Rev1)		\$390,000
STA-055-CCO-043	Passenger Convenience Outlet Current Limit (PCEP Share) – Rev1		(\$716,661)
BT-035C	TASI Support – Electrification (2023-2024)		(\$15,000,000)
PROJECT CONTINGENCY REMAINING BALANCE		\$36,480,012	\$16,687,827

Note: EAC Contingency reflects forecast contingency.

4.4 Electrification Design Builder Contract Incentives

The Global Settlement with BBII also includes incentives based on Milestone completions and remaining contract incentives. Table 4-5 provides a status of Design-Build Contractor incentives Budgeted, Awarded, and remaining Balance.

Table 4-5. BBII Incentives

Incentives	Budgeted	Awarded	Balance
Contract Incentive:			
Quality	\$1,250,000	\$1,000,000	\$250,000
Safety	\$2,500,000	\$1,000,000	\$1,500,000
Community Outreach	\$2,500,000	\$1,750,000	\$750,000
DBE	\$900,000	\$0	\$900,000
Total Contract Incentive	\$7,150,000	\$3,750,000	\$3,400,000
Milestone Incentive:			
Early Signal and Crossing Cutover	\$4,000,000	\$0	\$4,000,000
Early Project Substantial Completion (NTE)	\$8,000,000	\$0	\$8,000,000
Early Revenue Service	\$3,000,000	\$0	\$3,000,000
Total Milestone Incentive	\$15,000,000	\$0	\$15,000,000

4.5 Program Cash Flow and Funding

The remaining program expenditures are cash flowed in Figure 4-1. With the award of the full funding, the program does not expect any cash flow issues due to funding.

PCEP | Expenditure - Planned vs. Actual

JUNE 2023

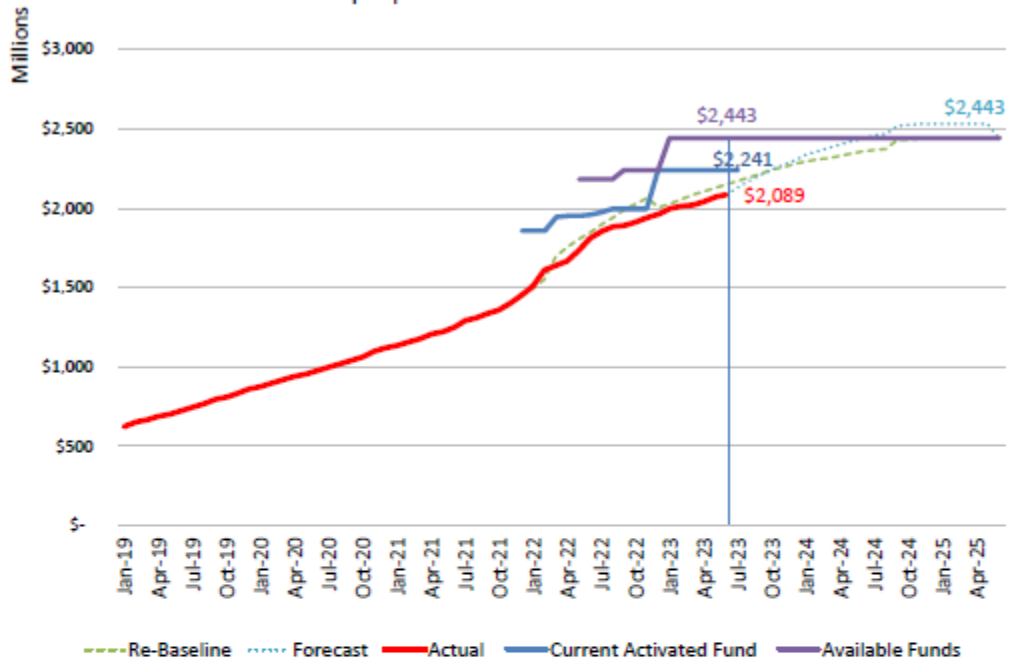


Figure 4.1. Expenditure – Funding Cash Flow

4.6 Issues

Table 4-6. Cost and Funding Issues Identified, and Actions Taken for June 2023

Issues	Actions
Late receiving of PG&E \$99 million reimbursement	<ul style="list-style-type: none"> • Work with PG&E to project reimbursement date. • May need to hold \$100 million bond until PG&E reimbursement is made to support project cash flow needs for FY25.

5.0 CHANGE MANAGEMENT

5.1 Introduction

The change management process establishes a formal administrative work process associated with the initiation, documentation, coordination, review, approval, and implementation of changes during the design, construction, or manufacturing of PCEP. The change management process accounts for the impacts of the changes and ensures prudent use of contingency.

5.2 Change Orders/Shared Risk Pool

5.2.1 Executed Shared Risk

The following Shared Risk items were executed in June 2023:

- Shared Risk Recoverable Costs for Ped Gate Separation / Articulated Gates was executed on June 20, 2023 for \$325,903.
- Storm Drain Repair at Foundation 0.1 - 01 was executed on June 27, 2023 for \$11,248.
- Track Access Delays August 2022 was executed on June 27, 2023 for \$39,184.
- 4th Street Tower Comms Equipment Relocation was executed on June 27, 2023 for \$97,794.
- Underground Boring Scope for JPB Utility Lines at MP 0.3 was executed on June 27, 2023 for \$85,713.
- DSC – Unmarked Storm Drainpipe Damage @ CMV Siding was executed on June 27, 2023 for \$57,818.
- Fiber Slack Enclosure was executed on June 27, 2023 for no cost.
- CEMOF YT-5 Grounding and Bonding and Wire Removal (Design Only) was executed on June 27, 2023 for \$58,007.

5.2.2 CMB Approved Items

- IRL 293 – Pedestrian Gate Separation

5.2.3 Upcoming Change Orders/Shared Risk Items

- Isolation and Protection for Railroad.
- Stadler Time Extension and Added Work.
- EMU Convenience Outlet Modification.
- Debris Pile Removal at FDN 46.1-19.
- September 2022 Track Access Delays.
- Contaminated Fiber Splice Enclosure @ MP 0.37.
- Contaminated Fiber Splice Enclosure @ MP 1.09 @ PS-1.
- Contaminated Fiber Splice Enclosure @ MP 1.70.
- TPS-2 Battery Enclosure and Materials.
- TPS-1 Battery Enclosure and Materials.
- Decoupling the Pre-Check Alarm.
- Relocation of Aerial Utilities at Stanford Station MP 30.5 (Construction Only).

5.3 Issues

Table 5-1. Change Management Issues Identified and Actions Taken for June 2023

Issues	Actions
Segment 4 Maintenance Option in the existing BBII Contract was never exercised. Maintenance of OCS/TPS for Milestone 1 limits (Diridon to San Antonio) will be needed once Milestone 1 is complete and once Caltrain is using it for EMU burn in under 25kV.	<ul style="list-style-type: none">• Define EMU testing and burn in work schedule – Completed.• BBII provides isolation and protection through September 2023.• Develop evaluation criteria for TASI Maintenance Service proposals.• Perform transition between BBII and TASI on isolation and protection service.

APPENDIX B
CALTRAIN 2040 SERVICE VISION



WHY PLAN A FUTURE SERVICE VISION?

Over the last 15 years, Caltrain's ridership has more than doubled, and today Caltrain is the 7th largest commuter rail system in the country. We are also the nation's most efficient commuter railroad as measured by both the percentage of our costs we recover through fares and the number of passengers and train miles we deliver per employee.

We are proud of our success, but we also want to do more. By 2040, regional growth projections show that there will be 1.2 million additional people living and working within 2 miles of our stations—a 40% increase from today. We want to make sure that our service, and our system, is ready. A future service vision provides the roadmap for the railroad to grow—showing us how we can improve the experience of our customers today and meet the needs of our region in the future.



INTRODUCING THE
CALTRAIN 2040
SERVICE VISION

FAST, FREQUENT SERVICE. ALL DAY, EVERY DAY.

MORE TRAINS, MORE OFTEN



MORE COMMUTE SERVICE

8 RUSH HOUR TRAINS PER HOUR, EACH WAY
 Plus capacity for 4 HSR trains, compared to 5 total trains today



MORE FLEXIBILITY

UP TO 6 MIDDAY & WEEKEND TRAINS
 Per hour, each way, compared to 1 train today



MORE FREQUENT SERVICE

21 STATIONS WITH TRAINS EVERY 15 MINUTES
 Compared to 6 stations today

MORE PEOPLE SERVED



TRIPLE THE PEOPLE SERVED

180,000 RIDERS ON CALTRAIN EACH DAY
 Compared to 65,000 today

IMPROVED EXPRESS SERVICE



SHOW UP AND GO

15 MINUTE EXPRESS TRAIN SERVICE ALL DAY
 Compared to no all-day express service today



FASTER TRAVEL

SAN FRANCISCO TO SAN JOSE IN LESS THAN AN HOUR
 Compared to 62–69 minutes today



MORE OPTIONS

12 STATIONS WITH EXPRESS TRAIN SERVICE
 Compared to 6–9 stations today

A MORE CONNECTED CORRIDOR



77 MILES OF ALL-DAY SERVICE

SF SALESFORCE TRANSIT CENTER TO SJ TO GILROY
 Compared to 50 miles of all-day service today

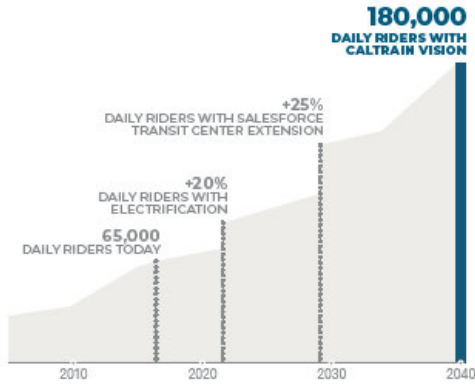


THE SERVICE VISION BENEFITS THE BAY AREA'S PEOPLE, ENVIRONMENT, AND ECONOMY

MORE TRANSPORTATION CAPACITY



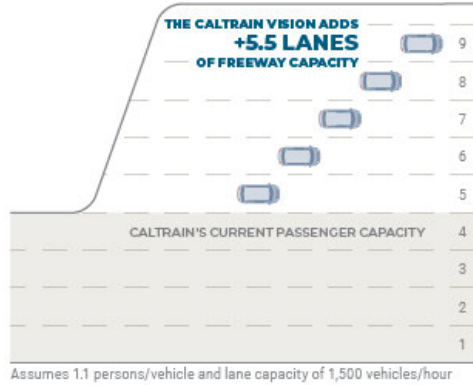
CARRYING MORE PEOPLE



Improving Caltrain lets us carry three times more people in 2040. That's equivalent to selling out the Giants' ballpark four times every day.



TRAINS VS LANES



Today, Caltrain carries 4 freeway lanes worth of people during rush hour. The service vision adds the equivalent capacity of 5.5 new freeway lanes.

IMPROVING AIR QUALITY



REDUCING DRIVING

825,000 FEWER MILES DRIVEN EACH DAY
Resulting from drivers who switch to Caltrain. That's like taking 16,000 trips between SF and SJ off the road each day



REDUCING GREENHOUSE GAS EMISSIONS

110 FEWER METRIC TONS OF CO₂ EMISSIONS EACH DAY
Resulting from full electrification of our fleet and drivers switching to Caltrain

STIMULATING THE ECONOMY



ADDING JOBS

51,000 NEW JOBS CREATED
Total full- and part-time jobs along the corridor resulting from Caltrain investment*



INCREASING ECONOMIC ACTIVITY

\$40.8 BILLION IMPACT ON THE REGION
Total impact on regional spending and economic activity resulting from Caltrain investment*

* Values are for 2018-2070 and are in present (2018) value using a discount rate of 4.0%



THE SERVICE VISION OUTLINES A PROGRAM OF INVESTMENTS TO SUPPORT EXPANDED SERVICE

CAPITAL COSTS

\$23 BILLION
TOTAL CAPITAL COSTS*

Capital costs include all projects from SF to Gilroy, knitting together a connected corridor with greatly improved service.



\$9.4B
GRADE SEPARATIONS



\$7.8B
TERMINAL IMPROVEMENTS



\$3.3B
RAIL INFRASTRUCTURE AND SYSTEMS



\$1.4B
STATION IMPROVEMENTS



\$1.1B
FLEET UPGRADES

OPERATING COSTS

\$370 MILLION
2040 ANNUAL OPERATING COSTS*

Caltrain is one of the leanest, most efficient transit services in the country. Today's annual operating and maintenance costs are \$135 million, and 73% is covered by fares. The vision would benefit from a similarly high farebox recovery ratio.

\$266M
OPERATING COSTS COVERED BY FAREBOX (72%)



\$104M
ANNUAL OPERATING INVESTMENT NEEDED (28%)

IMPLEMENTING THE VISION

ELECTRIFYING CALTRAIN

2022

OUR WORK TOWARD THE VISION IS ALREADY UNDERWAY

Thanks to the \$2 billion investment in the Caltrain Electrification Project, we are already laying the foundation for implementing the vision. We will deliver this vision in steps and will be mapping out the sequence of near term priorities in the second phase of the Caltrain Business Plan. In order to fully implement the vision, new local, regional, state, and federal resources will be required. Read more about our upcoming electrified service at calmod.org.

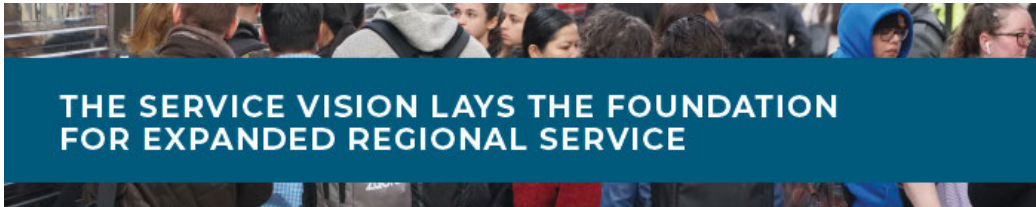
* Capital and operating costs are in present (2018) value

SERVICE VISION

2040

GETTING READY TO DELIVER THE VISION

Growing Caltrain service will also require Caltrain to grow as an agency. The organization will need to be strengthened and resourced in a way that helps deliver major capital projects and expanded operations throughout the corridor. The Caltrain Business Plan includes a detailed evaluation of organizational options that should be considered to make the vision a reality. The full organizational assessment is available at caltrain2040.org/vision.

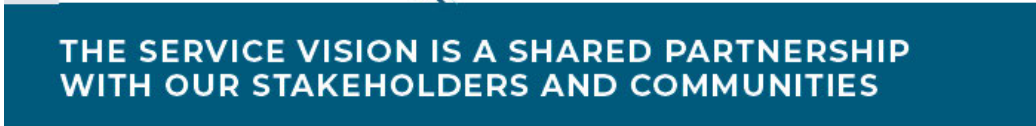


THE SERVICE VISION LAYS THE FOUNDATION FOR EXPANDED REGIONAL SERVICE



GROWING BEYOND OUR VISION

Caltrain is ready for additional investment as planning for expanded Bay Area rail continues. With additional passing tracks and infrastructure, we can expand service from 12 to 16 trains per hour, creating opportunities for even more service and enhanced connectivity to other regional rail corridors.



THE SERVICE VISION IS A SHARED PARTNERSHIP WITH OUR STAKEHOLDERS AND COMMUNITIES

ENGAGING WITH STAKEHOLDERS






The vision planning started in 2017. A collaborative effort led by Caltrain with funding from various partners, the vision is the product of hundreds of hours of meetings with cities, counties, business groups, public agency partners, advocates, and public stakeholders throughout the corridor.

The Caltrain Board adopted this service vision in October 2019, and staff will complete the Caltrain Business Plan by mid-2020.



For more information on how to participate in the process, visit: WWW.CALTRAIN2040.ORG/GET-INVOLVED

Para traducción llama al 1.800.660.4287
 如需翻譯,請電 1.800.660.4287
 Cần dịch thuật, xin gọi 1.800.660.4287

-  Caltrain2040.org
-  650.508.6499
-  BusinessPlan@Caltrain.com

APPENDIX C
CALTRAIN PRICING AND FARE STRUCTURE

Aug. 1980	End of the 30% discount program (monthly tickets)	
Nov. 1981	Joint Fare Demonstration Project	
Feb. 1982	Introduced discount excursion round-trip ticket (valid in off peak only)	
Apr. 1982	Implemented 25% fare increase across the board; lowest fare per zone went from \$0.95 to \$1.20	
Oct. 1982	Discounted 5-day pass (monthly pass good for unlimited rides Monday through Friday only); reduced monthly pass price from the then unlimited ride pass to the 5-day pass	
Nov. 1983	Discount excursion round-trip tickets became valid for peak period trip travel	
May 1984	Introduced Peninsula Pass/bus shuttle service	
Oct. 1986	Introduced \$0.50 surcharge for on-board fare payment when ticket could have been purchased at an open station	
Dec. 1989	Revised fare structure; Lowered one-way fares per zone from \$1.20 to \$1.00 and created relationship between one-way and multi-ride tickets	
Sep. 1991	Adopted new fare structure; Increased fares 9.85% overall while providing some ticket restructuring, eliminated weekly passes, increased on-board surcharge to \$1.00, and increased monthly parking fees from \$3.00 to \$4.00. Relationship between one-way and multi-ride tickets:	
	<u>OLD</u>	<u>NEW</u> <u>% INC</u>
	Discount Round Trip	1.75 x One Way 1.75%
	Monthly	23.0- 26.5 15.2%
	20-Ride	16.5- 17.0 3.0%
	Youth/Sen./Disabled	16.5 -20.0 21.2%
Jul. 1992	Adopted new codified tariff (JPB takes over); revised the zonal configuration and added Zones 7 & 8 (added 6 more weekday trains)	
Jul. 1993	Increased fares 10% across-the-board; added weekend pass and eliminated discount round-trip ticket	
Jul. 1994	Added 10-ride ticket and weekly pass; eliminated 20-ride ticket; increased Weekend Pass from \$7 to \$8.	

Jul. 1995	5% across-the-board fare increase: Added discount off-peak ticket; Eliminated weekly pass; Increased monthly parking permit and bike locker rental from \$4 to \$5.
Jul. 1996	5% across-the-board increase: only \$5 subsidy on Peninsula Pass sticker.
Jul. 1997	5% across-the-board fare increase: increased weekend pass from \$8 to \$9. (Added 10% more weekday train service.)
Jul. 1998	5% across-the-board fare increase: increased daily parking from 50¢ to \$1 and Monthly parking from \$5 to \$10.
Jul. 2002	10% across-the-board fare increase; eliminated discount off-peak ticket; Increased off-board discount (formerly on-board surcharge) from \$1 to \$3; increased weekend pass from \$9 to \$10; increased daily parking from \$1 to \$1.50 and Monthly parking from \$10 to \$15; only \$2 subsidy on Peninsula Pass (\$33); increased bike locker rental from \$5 to \$5.50.
Sep. 2003	Proof-of-Payment implemented to complete restructuring of fares; Number of zones reduced from 9 to 6; Adopted base fare of \$1.75 and zone increment of \$1.25; One-way tickets and each ride on 10-ride Ticket valid for four hours; Round-trip ticket replaced by Day Pass valid for service day; Introduced 10-ride Ticket for Senior, Disabled, and Youth; all 10-ride tickets must be validated prior to boarding; Changed pricing of all Senior, Disabled, and Youth tickets to approximately 50% of the full price; Youth discount age standardized at 5 to 17 years; Zone upgrade re-introduced; Eliminated Weekend Pass and ticket-by-mail discount; removed subsidy on Peninsula Pass (\$45).
Apr. 2004	Eliminated acceptance of Muni Fast Pass as fare in San Francisco.
Dec. 2004	Eliminated Peninsula Pass; introduced Muni Sticker (\$35).
Jul. 2005	A 17.5% across-the-board fare increase; base fare increased from \$1.75 to \$2.00, and zone increment increased from \$1.25 to \$1.50; Go Pass added to tariff and priced equivalent to a two-zone Monthly Pass.
Jan. 2006	~5.6% across-the-board fare increase; base fare increased from \$2.00 to \$2.25.
Oct. 2006	Daily parking fees increased from \$1.50 to \$2.00. Monthly parking fees increased from \$15 to \$20. Executive Director authorized to adjust parking fees at each Caltrain station in an amount not to exceed \$5 daily and \$50 monthly.
Apr. 2007	~8.3% across-the-board fare increase; zone increment increased by \$0.25 from \$1.50 to \$1.75.

Jan. 2009	Base fare increased from \$2.25 to \$2.50.
Aug. 2009	Daily parking fees increased from \$2 to \$3, and Monthly parking fees increased from \$20 to \$30.
Jan. 2011	Zone fare increased from \$1.75 to \$2.00. Go Pass increased from \$140 to \$155.
Jul. 2011	Base fare increased from \$2.50 to \$2.75. Daily parking fees increased from \$3 to \$4, and Monthly parking fees increased from \$30 to \$40.
Jul. 2012	Base fare increased for paper tickets from station ticket machines \$0.25 for One-way and \$0.50 for Day Pass (Clipper card price remains at \$2.75 base); 8-ride ticket discount lowered from 15% to 7.5% and the validity period shortened from 60 days to 30 days; Go Pass increased from \$155 to \$165.
Sep. 2013	Daily parking fees increased from \$4 to \$5, and Monthly parking fees increased from \$40 to \$50.
Jan. 2014	Implemented Group Travel Program allowing 10% discount off the paper ticket price for groups of 25 or more pre-purchasing tickets through program; Go Pass program expanded to allow option for less than full-time employees and interns; program expanded to include residential complexes.
Aug. 2014	Allows charge of up to \$25 for daily parking at impacted stations for special events held at San Mateo Event Center and professional sports venues.
Oct. 2014	Base fare increased for paper tickets from station ticket machines an additional \$0.25 for One-way and \$0.50 for Day Pass (Clipper card price remains at \$2.75 base); Go Pass increase from \$165 to \$180, with minimum participation rate of \$15,120.
Dec. 2014	Youth age expanded from 17 years to 18 years.
Jan. 2016	Go Pass increase from \$180 to \$190, with minimum participation rate of \$15,960. Caltrain plus Muni Pass on Clipper was discontinued and Caltrain customers using Clipper receive 50-cent transfer credit when transferring to Muni within 60 minutes of tagging off on Caltrain.
Feb. 2016	Base fare increased from \$3.25 to \$3.75. Clipper cardholders continue to get an approximate 15 percent discount on the base fare over paper tickets.
Jul. 2016	Daily parking fees increase from \$5 to \$5.50, and Monthly parking fees increase from \$50 to \$55.
Oct. 2017	Adult zone fare increase from \$2 to \$2.25; Monthly Pass multiplier increase from 26.5 to 28 One-way fare; monthly parking multiplier increase from 10 to 15 daily parking; 8-ride Ticket eliminated.

Jan. 2018	Go Pass increase from \$190 to \$237.50 per eligible user, with minimum participation rate of \$19,950
Jul. 2018	Monthly Pass multiplier increase from 28 to 30 One-way fare.
Jan. 2019	Go Pass increase from \$237.50 to \$285 per eligible user, with minimum participation rate of \$23,940.
Sep. 2019	<p>The Caltrain Board of Directors passed the resolution to adopt a new fare structure:</p> <ul style="list-style-type: none"> • Go Pass will increase by 20% effective January 1, 2020 with subsequent increases of 5% implemented on January 1, 2022 and January 1, 2024; • Reduce Clipper® discount on One-way Adult fares from \$0.55 to \$0.25 and corresponding Monthly Passes effective April 1, 2020; • Scheduled Increases - Base fare increase of \$0.50 effective July 1, 2020, Zone fare increase of \$0.25 effective July 1, 2022, Base fare increase of \$0.50 effective July 1, 2024.
Mar. 2020	Single-ride Adult fare will increase by \$0.30 for Clipper customers starting April 1, 2020. The Adult Monthly Pass, available only on clipper, will increase by \$9 starting on March 21, 2021. In light of economic challenges facing the Bay Area as a result of the coronavirus (COVID-19), Caltrain suspends the above planned changes to Clipper Fare products.
Jun. 2020	Discounts available to riders who qualify for the regional means-based fare pilot program are increased from 20% to 50% off of single-ride adult Clipper fares to help with the economic impacts resulting from the coronavirus (COVID-19) pandemic.
Sep. 2020	Caltrain suspends implementation of Caltrain fare increases previously approved to take effect on April 1 and July 1, 2020 until after June 2021.
Jan. 2021	Due to the coronavirus (COVID-19), 2020 Go Pass will be extended to be valid through March 2021. The 2021 Go Pass will be sold at a 25% discount to a pro-rated cost to account for the shorter duration of the 2021 Go Pass.
Mar. 2021	Caltrain reduces the price of its Monthly Pass by 20% from April to September 2021 to encourage people returning to work and provide some financial relief for those that have been riding regularly throughout the pandemic.
Jun. 2021	<p>The Caltrain Board of Directors passed the resolution to postpone any fare increases approved at the September 2019 Board:</p> <ul style="list-style-type: none"> • Monthly Pass Products - extend the temporary 20% discount through June 30, 2023; • Go Pass - postpone the 5% increases by one year from January 1, 2022 to January 1, 2023, and again from January 1, 2024 to January 1, 2025; • Clipper Discount - postpone reduction from \$0.55 to \$0.25 per One-way

adult fare with corresponding changes to all Clipper Products except the Eligible Discount One-way fare from July 1, 2021 to April 1, 2022;

- Periodic Fare Increases - Base Fare increase of \$0.50 postpone from July 1, 2021 to July 1, 2022, Zone Charge increase of \$0.25 postpone from July 1, 2022 to July 1, 2024, Base Fare increase of \$0.50 postpone from July 1, 2024 to July 1, 2026.
- Clipper START Means-Based Fare Discount extend the pilot program if, and for so long as, approved by the Metropolitan Transportation Commission (MTC) through June 2023.

Aug. 2021 In anticipation of a large number of people returning to the office and in-person classes in September, Caltrain is discounting all non-Go Pass fares by 50% during the month of September.

May 2022 The Caltrain Board of Directors passed the resolution to postpone any fare increases approved at the September 2019 Board:

- Go Pass – postpone the 5% increases by one year from January 1, 2023 to January 1, 2024, and again from January 1, 2025 to January 1, 2026
- Clipper Discount – postpone the April 1, 2022 reduction of the Clipper discount from \$0.55 to \$0.25 per one-way adult fare with corresponding changes to all Clipper Products except the Eligible Discount One-way fare to July 1, 2028
- Periodic Fare Increases - Base Fare increase of \$0.50 postpone from July 1, 2022 to July 1, 2023, Zone Charge increase of \$0.25 postpone from July 1, 2024 to July 1, 2025, Base Fare increase of \$0.50 postpone from July 1, 2026 to July 1 2027
- Go Pass will have 20% discount off of the 2023 Go Pass prices for those enrolled for the last 6 months of 2022

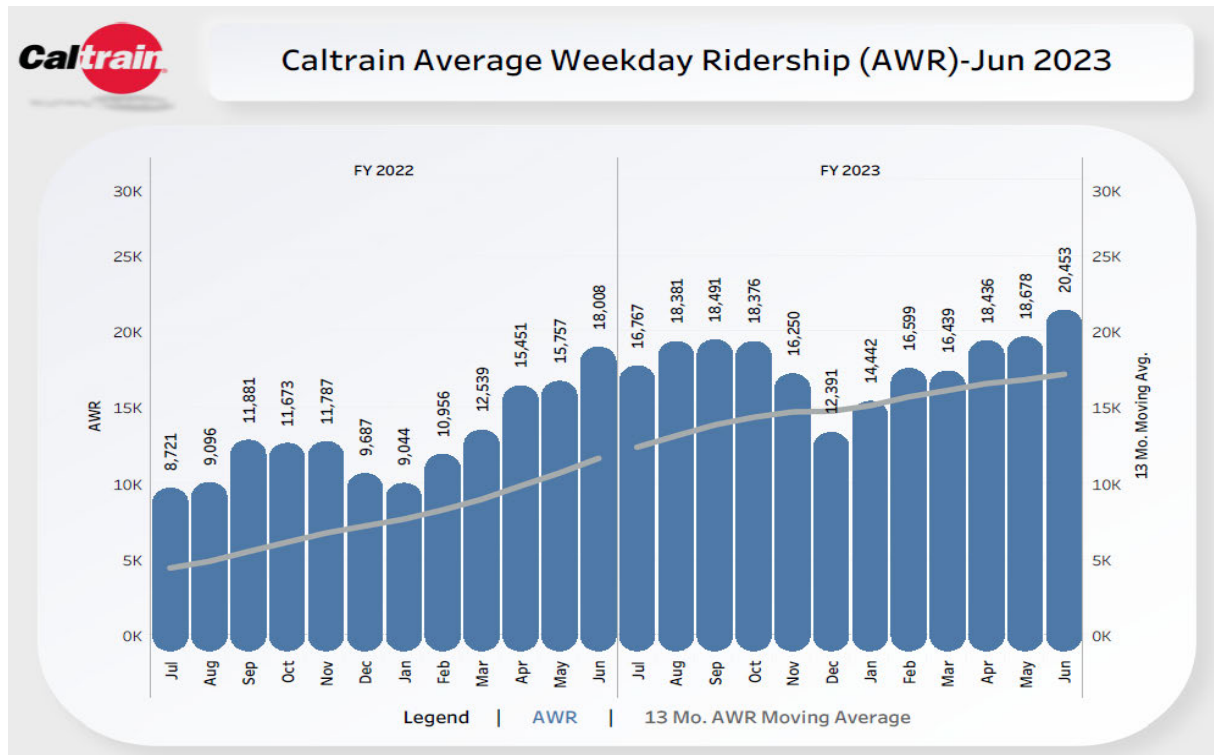
Aug. 2023 Previously adopted fare increases (May 2022 Fare Structure) have been temporarily delayed until December 31, 2023 using the Executive Director’s Authority

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APPENDIX D RIDERSHIP STATISTICS

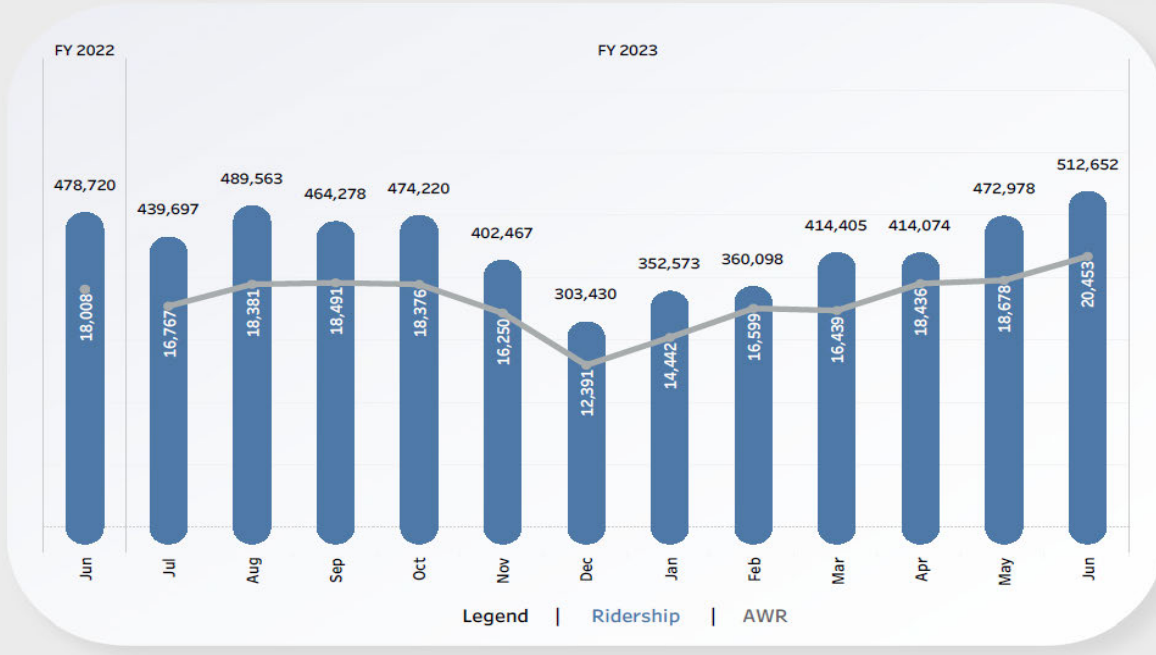
Monthly Performance	Pre-Pandemic Jun FY 2019	Last Year Jun 2022	Current Year Jun 2023	Jun 2022 to Jun 2023% ▲	Pre-Pandemic Jun FY 2019 to Jun 2023% ▲
Total Ridership	1,590,653	478,720	512,652	7.1%	-67.8%
Average Weekday Ridership	72,370	18,008	20,453	13.6%	-71.7%
On Time Performance	90.7%	85.0%	93.6%	10.1%	3.1%

Fiscal YTD Performance	Pre-Pandemic Jun FY 2019	Last Year Jun 2022	Current Year Jun 2023	Jun 2022 to Jun 2023% ▲	Pre-Pandemic Jun FY 2019 to Jun 2023% ▲
Total Ridership	18,486,473	3,798,047	5,100,435	34.3%	-72.4%
Average Weekday Ridership	63,029	12,030	17,177	42.8%	-72.7%
On Time Performance	93.1%	91.0%	88.4%	-2.9%	-5.1%

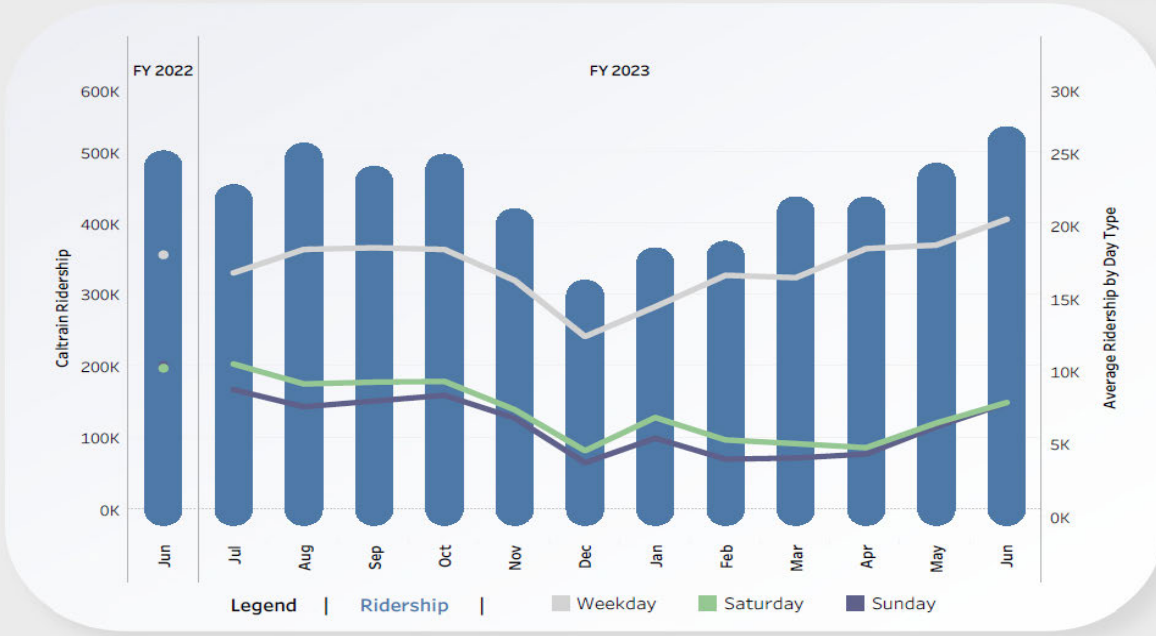




Caltrain Total Ridership & AWR -Jun 2023

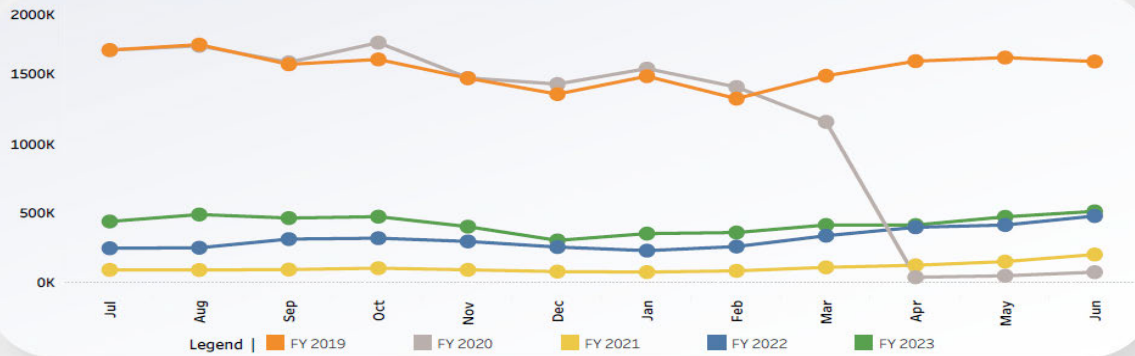


Caltrain Total Ridership & Average Ridership by Day Type -Jun 2023





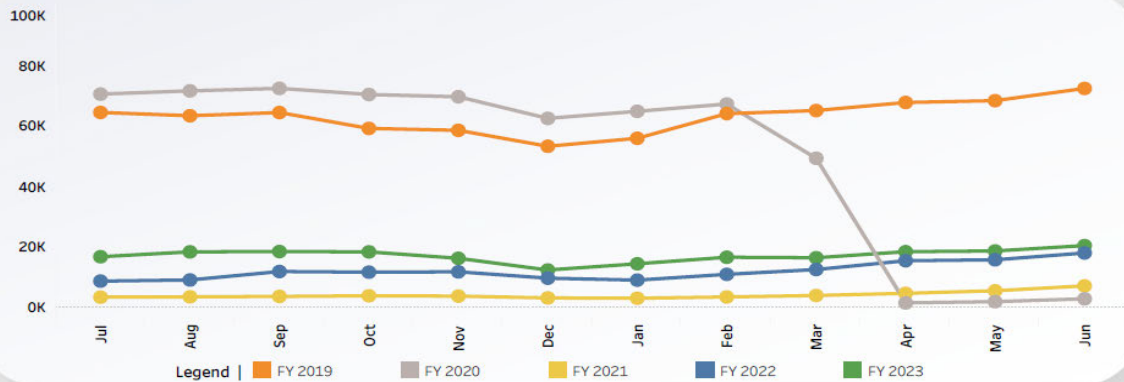
Caltrain Total Ridership-Jun 2023



	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Jul	1,673,035	1,672,672	91,703	246,902	439,697
Aug	1,712,362	1,703,334	90,538	250,434	489,563
Sep	1,570,308	1,584,833	93,486	313,026	464,278
Oct	1,605,671	1,726,436	103,686	319,258	474,220
Nov	1,470,239	1,472,693	91,699	296,065	402,467
Dec	1,356,071	1,428,363	79,078	255,679	303,430
Jan	1,484,727	1,539,666	75,485	229,746	352,573
Feb	1,323,427	1,406,951	84,365	259,190	360,098
Mar	1,487,889	1,156,388	109,519	337,078	414,405
Apr	1,593,266	38,584	124,522	397,753	414,074
May	1,618,825	48,745	150,923	414,196	472,978
Jun	1,590,653	74,908	201,872	478,720	512,652



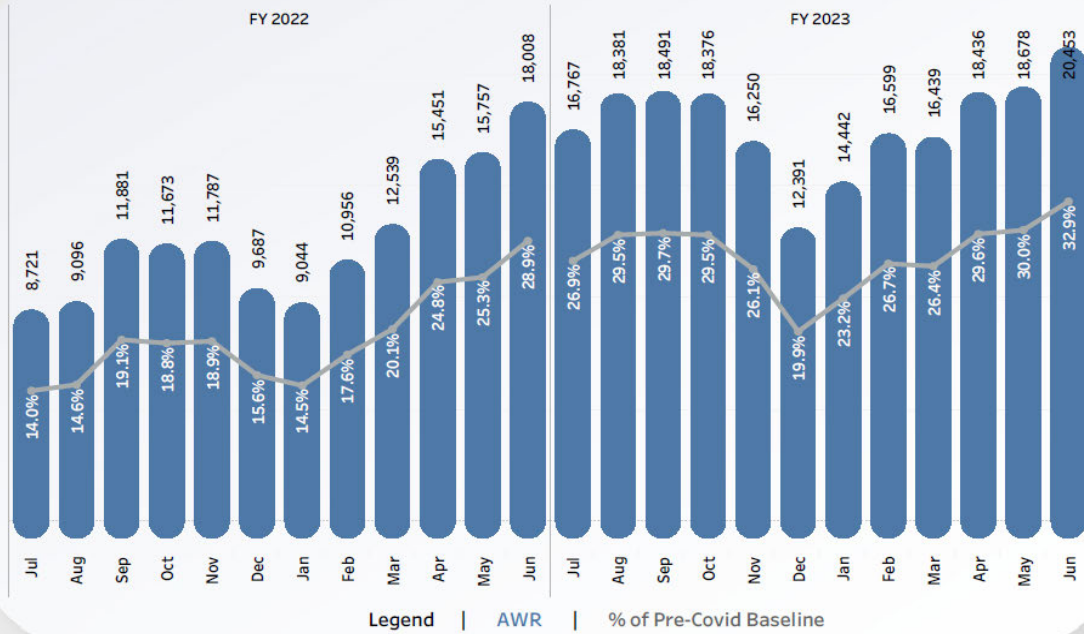
Caltrain Average Weekday Ridership (AWR) -Jun 2023



	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Jul	64,435	70,493	3,419	8,721	16,767
Aug	63,340	71,557	3,517	9,096	18,381
Sep	64,405	72,387	3,654	11,881	18,491
Oct	59,159	70,360	3,873	11,673	18,376
Nov	58,523	69,607	3,760	11,787	16,250
Dec	53,258	62,480	3,162	9,687	12,391
Jan	55,897	64,806	3,058	9,044	14,442
Feb	64,041	67,218	3,484	10,956	16,599
Mar	65,057	49,276	3,965	12,539	16,439
Apr	67,728	1,536	4,693	15,451	18,436
May	68,326	1,935	5,521	15,757	18,678
Jun	72,370	2,871	7,143	18,008	20,453



Caltrain Average Weekday Ridership (AWR) and % of Pre-Covid Baseline-Jun 2023



APPENDIX E
DEMOGRAPHIC AND ECONOMIC INFORMATION

CITY AND COUNTY OF SAN FRANCISCO

Year	Population ^[1]	Total Personal Income (in millions) ^[2]	Per Capita Personal Income ^[2]	Average Unemployment Rates ^[3]
2023	804,508 *	\$141,274 *	\$175,597 *	3.2%
2022	804,534	\$137,159	\$170,483	3.3%
2021	815,201	\$136,122	\$166,980	6.9%
2020	870,014	\$125,500	\$144,250	4.8%
2019	881,549	\$117,636	\$133,442	2.3%
2018	880,696	\$115,445	\$131,083	2.6%
2017	879,166	\$106,007	\$120,576	3.1%
2016	876,103	\$96,161	\$109,760	3.4%
2015	862,004	\$89,533	\$103,867	4.0%
2014	852,469	\$77,233	\$90,600	5.2%

[1] US Census Bureau. Fiscal years 2020 and 2021 were updated from last year's ACFR with newly available data

[2] US Bureau of Economic Analysis. Fiscal years 2019, 2020, and 2021 were updated from last year's ACFR with newly available data

[3] California Employment Development Department.

*2023 Population estimate reflects small decline from 2022

*Personal Income and Per Capital Personal Income data for 2023 is based on an estimated three percent annual increase over 2022. Source data for table is FY22 San Francisco County ACFR.

This table highlights City and County of San Francisco's total population, total personal and per capita income, and percentage of unemployed residents.

COUNTY OF SAN MATEO

Year	Population ^[1]	Total Personal Income (in millions) ^[2]	Per Capita Personal Income ^[2]	Average Unemployment Rates ^[3]
2023	738,705 *	\$117,533 *	\$154,993 *	3.1%
2022	744,662	\$114,109 *	\$150,479 *	2.1%
2021	751,596	\$110,786 *	\$146,096 *	5.0%
2020	771,061	\$107,559	\$141,841	10.8%
2019	774,231	\$101,056	\$132,133	2.2%
2018	772,372	\$96,306	\$125,332	2.5%
2017	770,256	\$89,223	\$116,077	2.9%
2016	765,895	\$81,488	\$106,115	3.3%
2015	759,155	\$78,525	\$102,639	3.3%
2014	758,581	\$71,027	\$93,802	4.2%

[1] Data include retroactive revisions by the State of California Department of Finance, Demographic Research Unit.

[2] Data include retroactive revisions by the U.S. Department of Commerce Bureau of Economic Analysis.

[3] Data include retroactive revisions by the State of California Employment Development Department. Unemployment rates are non-seasonally adjusted for June

*2023 Population estimate is base on 0.8% decline from 2022

*Personal Income and Per Capital Personal Income data for 2021, 2022, and 2023 is based on an estimated three percent annual increase over 2020. Source data for table is FY22 San Mateo County ACFR.

This table highlights San Mateo County's total population, total personal and per capita income, and percentage of unemployed residents. Source: County of San Mateo FY2022 ACFR

COUNTY OF SANTA CLARA

Year	Population	Total Personal Income (in millions)	Per Capita Personal Income	Average Unemployment Rates
2023	1,892,187 *	\$257,704	\$135,128	3.6%
2022	1,894,783	\$250,198	\$131,192	2.2%
2021	1,934,171	\$242,911	\$127,371	5.2%
2020	1,961,969	\$235,835	\$123,661	10.7%
2019	1,954,286	\$223,625	\$115,997	2.6%
2018	1,956,598	\$209,020	\$107,877	2.9%
2017	1,938,180	\$190,002	\$98,032	3.5%
2016	1,927,888	\$170,673	\$88,920	4.0%
2015	1,889,638	\$158,729	\$82,756	4.6%
2014	1,868,558	\$141,874	\$74,883	6.1%

[1] Data include retroactive revisions by the State of California Department of Finance, Demographic Research Unit.

[2] US Department of Commerce - Bureau of Economic Analysis. Actual data is available through 2020. Years 2021, 2022 and 2023 data are preliminary and assume a 3% increase over prior year.

[3] California Employment Development Department.

*2023 Population estimate is based on 0.1% decline from 2022

This table highlights Santa Clara County's total personal and per capita income, and percentage of employed residents. Source: Santa Clara County FY2022 ACFR.

APPENDIX F
CALTRAIN MISSION, VISION, AND CORE VALUES



Mission

Caltrain is a customer-focused rail system offering safe, reliable, accessible, and sustainable transportation service that enhances quality of life for all.



Vision

To be a vital link in the statewide rail network by improving connectivity to other transit systems, contributing to the region's economic vitality, and partnering with local communities to ensure that diverse constituencies receive a world-class travel experience.



Core Values



SAFETY



EXCELLENCE



RESILIENCE



INTEGRITY



EQUITY AND INCLUSION



SUSTAINABILITY

APPENDIX G
GLOSSARY

TERM	DEFINITION
ABAG	Association of Bay Area Governments -- A voluntary association of counties and cities that is the land-use planning District for the nine-county San Francisco Bay Area.
ADA	Americans with Disabilities Act -- Passed in 1990, this federal legislation calls on public transit systems to make their services more fully accessible, as well as to underwrite a parallel complementary network of paratransit service.
APTA	American Public Transportation Association -- A non-profit international lobbying and research organization for transit operators and suppliers based in Washington, D.C.
Accrual Accounting	A method of accounting that recognizes the financial effect of transactions, events, and inter-fund activities when they occur, regardless of the timing of related cash flows.
AMTRAK	A passenger railroad service that provides medium- and long-distance intercity service in the contiguous United States and to nine Canadian cities.
Appropriation	A legislative authorization for expenditures for specific purposes within a specific time frame.
Assembly Bill (AB) 434	Authorizes the Bay Area Air Quality Management District (BAAQMD) to impose a surcharge on vehicle registration fees for use on designated transportation programs that reduce emissions in the Bay Area.
BAAQMD	Bay Area Air Quality Management District -- Polices and monitors emissions to keep air pollution in check.
Baby Bullet	Express commuter train service from San Jose to San Francisco that travels at a current top speed of 79 miles per hour on Caltrain and save time by making fewer stops at 7 locations only.
BART	Bay Area Rapid Transit District -- provides heavy rail public transit service in San Francisco, San Mateo, and Alameda and Contra Costa counties.

Budget	Expression of organizational policies and operational plans in financial terms. An annual financial plan showing projected costs and revenue over a specified period for various activities.
Caltrain	Rail service that serves local cities from San Francisco in the north to San Jose and Gilroy in the south.
Caltrans	California Department of Transportation
Capital Asset	Individual assets with cost of \$5,000 or more and having useful life greater than one year. Also, significant alterations, renovations, or structural changes that increase the usefulness of a Caltrain owned asset or prolong its useful life by more than one year.
Capital Outlay	An expense that results in the acquisition of or addition to fixed assets
Capital Cost Estimate	The current estimated cost (in constant dollars) from inception to completion, as maintained at milestones by District Project Controls.
Capital Projects	Projects that construct or purchase capital assets
CARES Act	The Coronavirus Aid, Relief, and Economic Security Act
CIP	Capital Improvement Program
CAC	Citizens Advisory Committee -- An advisory committee made up of board-appointed members to advise the board on all aspects of Caltrain policy. Meetings are held monthly.
C/CAG	City/County Association of Governments -- A voluntary organization of local governments that strives for comprehensive, regional planning.
CCTV	Cameras installed aboard transit vehicles and at passenger stations for security purposes
CMA	Congestion Management District -- A countywide organization responsible for preparing and implementing the county's Congestion Management Plan.
CMAQ	Congestion Mitigation and Air Quality -- Federal funds available for either transit or highway projects which contribute significantly to reducing vehicles emissions that cause air pollution.
Contingency	A budgetary reserve set aside for unforeseen expenditures or emergencies.
COVID-19	The disease caused by the SARS-CoV2 coronavirus.

CPI	Consumer Price Index
CTA	California Transit Association
DBE	Disadvantaged Business Enterprise -- A business owned and operated by one or more socially and economically disadvantaged individuals as determined by the Small Business Administration.
DOT	Department of Transportation -- At the federal level, a cabinet District with responsibility for highways, mass transit, aviation and ports; headed by the Secretary of Transportation.
Debt Service	Funds for the retirement of bonds and notes covering payments of principal and interest.
Demand Response	Non-fixed-route service with passengers boarding and alighting at pre-arranged times at any location within the system's service area.
District	San Mateo County Transit District -- provides fixed-route bus, special service bus and paratransit service in San Mateo County. May be also referred to as SamTrans.
Division	Highest organization unit led by a Chief that reports directly to General Manager/CEO.
EEO	Equal Employment Opportunity
EIR	Environmental Impact Report -- A comprehensive analysis of the environmental impacts of a proposed project under California Environmental Quality Act.
EIS	Environmental Impact Statement -- A comprehensive analysis of the environmental impacts of a proposed project under National Environmental Protection Act.
EPA	Environmental Protection District
Encumbrances	Commitments related to unperformed (executory) contracts for goods or services.
Enterprise Fund	Proprietary fund type used to report an activity for which a fee is charged to external users for goods or services.
Expenses	Goods or services purchased directly for the running of the business. This does not include goods bought for re-sale or any items of a capital nature.
Express Service	Routes with one or more long segments in which no stops are made;

	usually in peak commute hours.
Farebox Recovery	Measure of the proportion of operating expenses covered by passenger fares.
FTA	Federal Transit Administration -- District of the United States Department of Transportation responsible for the administration of federal transit programs, including the allocation of grant funds.
FY	Fiscal Year -- Budget year beginning July 1 and ending on June 30.
Fund	An accounting entity comprised of a group of self-balancing accounts.
JPB	Peninsula Corridor Joint Powers Board -- joint powers District which operates Caltrain service and comprised of San Mateo County Transit District, City and County of San Francisco and Santa Clara Valley Transportation Authority.
Measure RR	A Rail Service Tax measure, authorizing an additional sales tax of 0.125% for 30 years generating an estimated \$100 million per year for the Caltrain rail service in San Francisco, San Mateo and Santa Clara Counties.
MPR	Monthly Progress Report
MTC	Metropolitan Transportation Commission -- The MPO for the nine Bay Area counties responsible for coordinating regional transportation planning and financing.
Muni	The San Francisco Municipal Railway (SF Muni or Muni) is the public transit system for the city and county of San Francisco, California
Operating Reserve	The financial reserve policy adopted by the JPB board effective September 1, 2017, states "the JPB will maintain an operating reserve of at least 10 percent of the annual operating budget, and that the JPB shall strive to reserve up to 15 percent of the annual operating budget when possible".
ORG	Organization is the Cost Center level with SamTrans. ORG is the acronym built into the integrated computer system.
Project Amendment	A change to an authorized project allocation to date for a previously established phase budget or baseline.
Project Basis	The Asset constructed with or owned via a Project Financing that is expected to produce cash flow at a Debt Service Cover Ratio sufficient to repay the Project Financing.

Proposed Budget	The initial annual operating and project budget submitted to the Board for approval by the Board in June.
Revenues	Sales or royalty proceeds.
Revenue Service	The operation of a transit vehicle in scheduled service for the use of passengers.
SCCTA	Santa Clara County Transportation District (Replaced by the SCVTA)
SCVTA	Santa Clara Valley Transportation Authority.
Section 3	Section of the FTA that authorizes discretionary funds for capital public transportation projects.
Section 8	Section of the FTA that authorizes funds for special studies and federally required planning studies which support and justify transit related equipment and facilities, such as the development of the S RTP.
Section 9	Section of the FTA that authorizes grants to public transportation systems in urbanized areas for both capital and operating programs based on formulas set out in the statute.
SMCTA	San Mateo County Transportation Authority. Responsible for administering Measure A funds to provide transportation improvement projects within San Mateo County.
S RTP	Short Range Transit Plan -- A 10-year comprehensive plan required of all transit operators by federal and regional transportation funding agencies.
STA	State Transit Assistance -- Provides funding for mass transit operations and capital projects.
TOD	Transit Oriented Development – The development of residential, commercial and retail uses along the railroad corridor.
TVM	Ticket Vending Machine – automated equipment located at stations that enable purchase of fare
UPRR	Union Pacific Railroad is a freight hauling railroad that operates 8300 locomotives in 23 states west of Chicago and New Orleans.
Variance	Difference between planned costs and actual costs

VTA

VTA is the public transit transportation planning and congestion management authority for Santa Clara County providing bus, light rail and paratransit services, as well as participates as a funding partner in regional rail service including Caltrain, Capital Corridor and the Altamont Corridor Express.

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