



Caltrain Modernization Program Peninsula Corridor Electrification Project (PCEP)



Executive Monthly Progress Report

May 31, 2024

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TABLE OF CONTENTS

1.0 Executive Summary..... 1-1

 1.1 Introduction..... 1-1

 1.2 Program Cost and Budget..... 1-1

 1.3 Program Progress and Schedule 1-1

 1.4 Change Management Board (CMB)..... 1-1

 1.5 This Month’s Accomplishments..... 1-2

 1.6 Upcoming work 1-2

 1.7 Critical Items 1-3

 Table 1-1. Critical Issues and Actions..... 1-4

2.0 Safety..... 2-1

 2.1 Completed Work 2-1

 2.2 Upcoming Work 2-1

3.0 IMS Program Schedule 3-1

 3.1 Introduction..... 3-1

 3.2 Critical Path Analysis 3-1

 3.3 Schedule Contract Milestone Analysis 3-1

4.0 Cost and Budget..... 4-1

 4.1 Introduction..... 4-1

 4.2 Program Budget and Cost..... 4-1

 Table 4-1. Budget Summary by Project 4-1

 Table 4-2. Budget Summary by Major Elements..... 4-1

 4.3 Program Shared Risk Pool and Contingency 4-2

 Table 4-3. Shared Risk Pool Status as of May 2024..... 4-2

 4.4 Electrification Design Builder Contract Incentives 4-4

 Table 4-6. BBlI Incentives..... 4-4

 4.5 Program Cash Flow and Funding..... 4-5

 4.6 Issues 4-5

 Table 4-7. Cost and Funding Issues Identified, and Actions Taken for May 2024 4-5

5.0 Change Management..... 5-1

 5.1 Introduction..... 5-1

 5.2 Change Orders/Shared Risk Pool 5-1

 5.3 Issues 5-1

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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 May 2024, 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 May 2024, a total of \$17.12M has been drawn down from the Shared Risk Pool of \$50 million to-date. \$69,640.00 was drawn from the Shared Risk Pool this month.
- As of May 2024, a total of \$38.2M has been drawn from the project contingency of \$40 million. In May 2024, \$861,291.00 was drawn from project contingency.
- As of May 2024, \$4M was issued from the milestone incentive pool of \$15 million. The team has concluded evaluation of signal cutover milestone incentives and awarded \$4M in December 2023 to the design-build contractor.

1.3 Program Progress and Schedule

As of May 31, 2024, the overall project completion is 92.77%. Staff has completed 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. Due to the February 3rd weekend windstorm, OCS wires located at Burlingame and San Antonio were damaged caused by fallen trees on the right of way. The PCEP team assessed the damage and its impact to the project. The storm repair and recovery plan has been completed. The PCEP has reached substantial completion on May 3rd, 2024. The current program schedule was projecting a PCEP Revenue Service by September 2024.

1.4 Change Management Board (CMB)

In May 2024, the following item was brought to the CMB approval for contingency drawdown:

- TASI - 4th and King Updates for EMU's

1.5 This Month's Accomplishments

The project team has completed the following notable activities for the month of May 2024:

- Completed all Construction and end to end live runs for the entire corridor with the EMU.
- Completed all joint Punch List walks.
- Electrification reached a substantial completion milestone on May 3rd, 2024.
- Finalized Substantial Completion Exception In-complete list
- Continued to connect LV permanent power and coordinate remaining low voltage power drop applications with PG&E and utilized generators to support project testing.
- Continued to address impedance bonds cable theft issue and performed cable replacement to keep project testing schedule.
- Held Monthly CMB meeting for overall program status and provided schedule, budget, risks, and changes updates.
- Received certification of compliance for the full corridor.
- Continued providing PCEP progress updates to funding partners, leadership, elected officials, citizens, and business community.
- Continued with project close out efforts and tracked all punch list items in a centralized database.
- There is a total of 12 EMU trainsets delivered; 11 EMUs are on Caltrain property.
- Continued EMU burn-in and, Caltrain completed seven EMU burn-in acceptance tests on mainline.
- Continued broadband equipment on board installation, and revised EMU delivery schedule that incorporated broadband equipment installation work. A total of 14 EMU trainsets will be delivered to Caltrain by August 2024.
- Continued Rail Activation effort and finalized Pre-Revenue Service Plan.
- Continued to finalize spare parts and warranty items list.
- Continued to finalize TPS training materials and courses.
- Continued OP54 reviews with FTA/PMOC.
- Continued to close out NCRs and DVRs prior to Substantial Completion.

1.6 Upcoming work

For the next six months, the PCEP team has set additional goals as described below:

- Complete power contingency test eight EMUs and service dry runs.
- Complete PTC Field Qualification testing using full corridor.
- Completed FRA requested additional brake testing
- Complete system safety certification process by issuing Certification of Compliance for full alignment.
- Continue to coordinate with Broadband Project, work with vehicle

manufacturer, and monitor EMU production schedule that includes broadband equipment installation and testing.

- Receive FTA approval of Request for amendment of industry release of new PTC onboard software which is required for EMU electrified service.
- Close out punch list items.
- Finalize spare part lists.
- Complete Remaining TPS training.
- Continue to coordinate with PG&E on low voltage power drop applications, and distribution line de-energization work.
- Hold Monthly CMB meeting for program status and change order approval.
- Complete full corridor OP54 review with FTA/PMOC prior to Revenue Service soft launch this August.
- Continue EMU acceptance testing (burn-in).
- Two more trains to be delivered in July and the remaining to be delivered by August of 2024 to support September Revenue Service. 14 EMUs is required for September full EMU service.
- Perform close out effort including all punch list items, documentation, and financial contract close out for design build contract.

The PCEP Project is currently on budget and on time for achieving Revenue Service in September of 2024.

1.7 Critical Items

As of May 2024, the top critical items and related actions are highlighted below.

Table 1-1. Critical Issues and Actions

Critical Issues	Actions
Theft of impedance bond or grounding cables may delay segment live run testing because the system (or portions of the system) cannot be energized without impedance bonds.	<ul style="list-style-type: none"> • Monitor hot spot areas in segments 1, 3 and 4. Perform just in time replacement right before the testing. • Report Theft incidents with Transit PD • Enhance security with cameras and other monitoring systems. • Work with Communications on high voltage safety messages • Distribute high voltage safety fliers to the homeless encampments. • Implement asphalt cover for impedance bonds that have been repeatedly stolen. – on-going • Purchase anti-theft cable – on-going.
Severe wind and rainy weather may cause more falling trees on the ROW and damage OCS.	<ul style="list-style-type: none"> • Established tree mitigation special work force – on going • Trimming Caltrain ROW trees per tree mitigation plan as results of 2023 winter storm • Working with local jurisdiction urgently for tree trimming especially new Burlingame where most tree falling incidents have occurred to minimize future incidents. – on -going

2.0 SAFETY

There were 0 reportable injuries in May 2024 keeping the total reportable injuries to 1 for the year. Overall, since the project’s construction started in 2017, the RIR is at 1.85, which remains below the national average of 2.5.

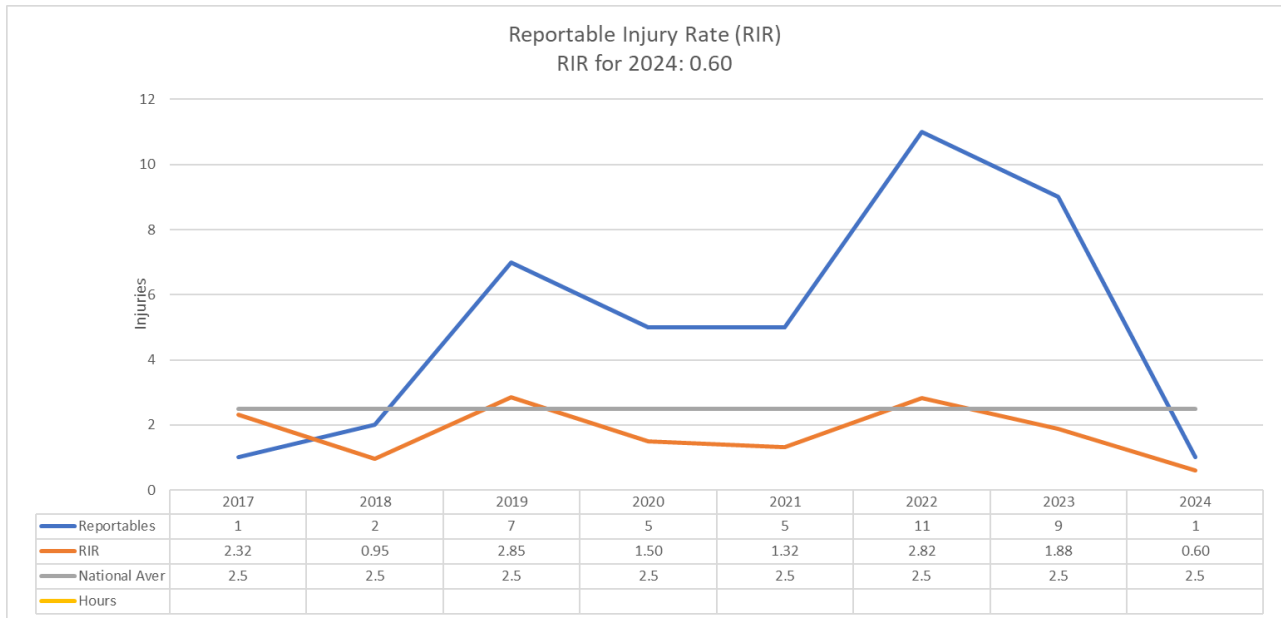


Figure 2-1. Project Reportable Injury Rate (RIR) by Year since 2017

2.1 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.

2.2 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 was completed in October. In total, 92 classes were given to emergency responders with a total number of 836 attendees.

Police Departments along the corridor are currently being scheduled by the Transit Police to receive this training also.

In addition to the 836 emergency responders trained, there were 242 third party and Tenant railroad employees trained, and 48 Burlingame Public Works for a total of 1126.

3.0 IMS PROGRAM SCHEDULE

3.1 Introduction

The Integrated Master Schedule (IMS) Program Summary Schedule depicted in Figure 3-1 Master Program Summary Schedule shows the schedule status of the major PCEP projects. The current schedule dates for this program schedule were based on BBII’s May 2024 Progress Schedule, as well as the Stadler May 2024 EMU Progress Schedule. The Revenue Service Date (RSD) is anticipated to remain as September 26, 2024, contingent upon the final four trainsets completing burn-in within one month of delivery in August 2024. The Full Funding Grant Agreement (FFGA) Revenue Completion Date (RCD) of December 31, 2024, remains unchanged.

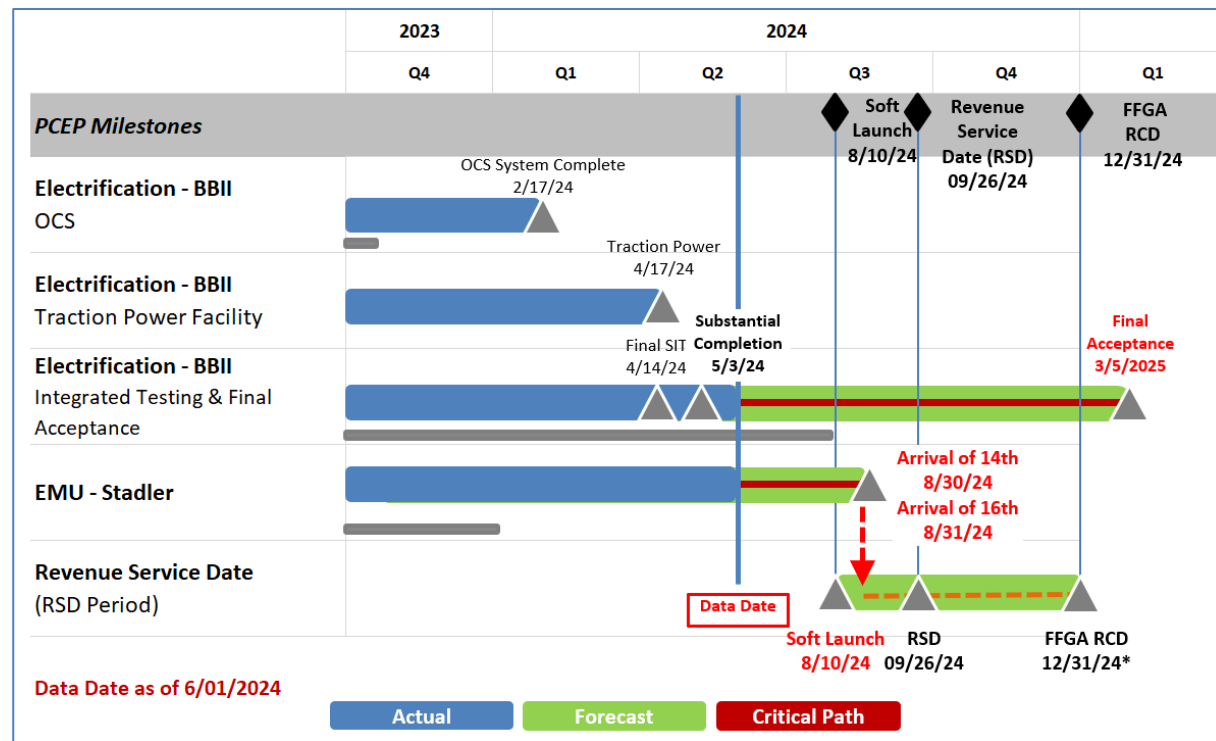


Figure 3-1. Master Program Summary Schedule

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Monthly Progress Report – May 2024

3.2 Critical Path Analysis

The current critical path now shifts to all work leading to Final Acceptance. The work documents the completion of Low Voltage work at 36.38 leading to the PG&E Power Drop followed by pulling wire, terminate and test at 35.25.

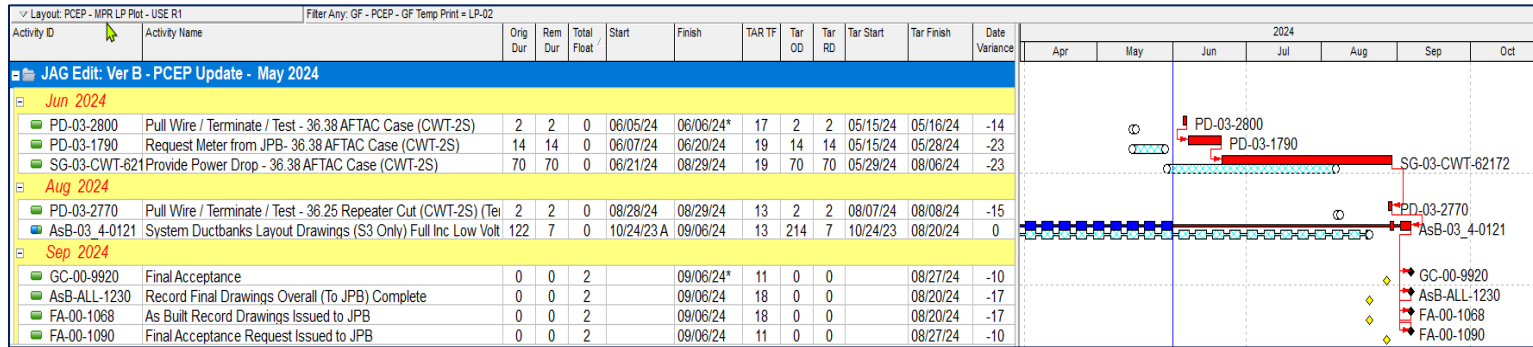


Figure 3-2. Critical Path Schedule

Peninsula Corridor Electrification Project
Monthly Progress Report – May 2024

3.3 Schedule Contract Milestone Analysis

Figure 3-3. Contract Milestone Analysis

Contractor	Milestones	Reforecast Dates (Dec 2022)	Current Dates (Feb 2024)	Milestone Finish Date Variance	Total Float	Remarks
BBII	Segment 4 Completion (Final Short Circuit Test Report Delivered to JPB)	2/5/2023	5/31/2023	-115		Completed
BBII	System Integration Testing Start (Segment 4)	4/12/2023	6/5/2023	-54		Completed
BBII	Signal Cutovers and Systems Completion	8/20/2023	8/20/2023	0		Completed
BBII	Traction Power Substation #1 Energization	9/12/2023	8/26/2023	17		Completed
BBII	Completion of Milestone 1 (Segments 3 and 4)	5/28/2023	9/15/2023	-110		Completed
BBII	OCS Construction Completion	10/2/2023	2/16/2024	-137		Completed
BBII	OCS Construction Completion (Guadalupe Bridge)	10/25/2023	2/17/2024	-115		Completed
BBII	System Integration Testing Completion	11/18/2023	4/14/2024	-148		Completed
BBII	Scheduled Substantial Completion (Without Contingency)	12/17/2023	4/30/2024	-135		Completed
BBII	Scheduled Substantial Completion	4/1/2024	5/3/2024	-32		Completed
Stadler	14th Trainset Arrival at JPB Site	10/12/2023	8/30/2024	-323	1145	Stadler is striving to deliver 16 Trainsets by the end of September 2024. Also, Trainset #311 was shipped to Salt Lake City for repairs. Its scheduled arrival date is shown as 2/14/2025 with Burn-In complete by 2/28/2024.
Stadler	16th Trainset Arrival at JPB Site	10/12/2023	8/31/2024	-324	1665	(Same as above)
BBII	Scheduled Final Acceptance	7/30/2024	9/6/2024	-38	2	Based on JPB calculations, the revised Final Acceptance Date should be equal to 9/8/2024. Thus, the as submitted April Update calculated and early completion (by 2-days).
JPB	Revenue Service Date (RSD)	9/26/2024	9/26/2024	0	N/A	Note: RSD may have to be with 15 Trainsets and one (1) spare.
JPB	FFGA Revenue Completion Date (RCD)	12/31/2024	12/31/2024	0	N/A	

Peninsula Corridor Electrification Project
Monthly Progress Report – May 2024

4.0 COST AND BUDGET

4.1 Introduction

This section presents an update on program cost and budget. On December 6th, 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 May 31, 2024.

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) ⁵ = (A) – (E)
Electrification	\$1,754,673,622	\$7,163,836	\$1,648,430,849	\$105,018,642	\$1,753,449,491	\$1,224,131
EMU	\$688,017,075	\$17,105,166	\$600,673,186	\$88,568,019	\$689,241,206	(\$1,224,131)
PCEP TOTAL	\$2,442,690,697	\$24,269,002	\$2,249,104,035	\$193,586,662	\$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.
4. Column F "Variance at Completion" includes forecasted transfer of contingency from EMU to Electrification project.

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	\$1,091,958,881	\$2,385,626	\$1,039,234,000	\$51,944,881	\$1,091,178,881
EMU Procurement	\$556,072,601	\$564,986,271	\$16,056,064	\$496,157,227	\$68,829,044	\$564,986,271
Minor Construction Contracts (Tunnel, CEMOF, SCADA, Non-BBI OCS)	\$67,055,072	\$66,326,067	\$58,322	\$65,083,802	\$1,242,265	\$66,326,067
Real Estate Acquisition & Support	\$34,914,177	\$34,914,177	\$31,040	\$25,169,055	\$9,745,122	\$34,914,177
PG&E, Utilities**	\$132,088,994	\$128,868,191	\$262,965	\$126,436,947	\$2,877,176	\$129,314,123
Management Oversight & Support	\$312,699,697	\$321,434,670	\$2,385,657	\$306,818,202	\$15,156,468	\$321,974,670
TASI Support	\$114,488,767	\$145,146,219	\$2,458,863	\$130,795,160	\$14,351,059	\$145,146,219
Finance Charges	\$9,898,638	\$9,898,638	\$191,859	\$12,141,895	\$576,635	\$12,718,530
Insurance	\$6,581,851	\$6,581,851	\$0	\$6,291,001	\$290,850	\$6,581,851
Other Required Projects & Services	\$9,084,176	\$10,484,176	\$28,279	\$6,327,430	\$4,356,746	\$10,684,176
Environmental Mitigation	\$14,438,866	\$13,038,866	\$25,800	\$1,532,551	\$8,486,423	\$10,018,974
Caltrain Capital Overhead (ICAP)	\$48,217,887	\$47,217,887	\$384,528	\$33,116,764	\$14,101,124	\$47,217,887
Contingency	\$40,000,089	\$1,834,802	\$0	\$0	\$1,628,869	\$1,628,869
Total	\$2,442,690,697	\$2,442,690,697	\$24,269,002	\$2,249,104,035	\$193,586,662	\$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 the 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 May 2024

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	\$0	\$1,303,894	\$2,196,106
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	\$0	\$545,221	\$2,604,779
5	Availability of TASI Resource	\$5,777,820	\$0	\$0	\$5,777,820
6	Signal Cutover access and work window	\$5,607,150	\$0	\$0	\$5,607,150
7	Condition of existing signal system	\$538,572	\$0	\$507,167	\$31,405
8	EMI Nonconformance by EMU Vendor	\$750,000	\$0	\$13,184	\$736,817
9	Reed Street Cutover	\$90,000	\$0	\$111,765	-\$21,765
10	Availability of low voltage power for cutover testing	\$1,120,000	\$0	\$3,860,375	-\$2,740,375
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	\$152,418	\$15,083
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	\$0	\$353,277	-\$203,277
18	Impact from Caltrain other capital or third-party projects	\$2,166,683	\$0	\$1,933,131	\$233,552
19	Track access delay for BBII Construction	\$1,800,000	\$69,640	\$1,305,040	\$494,960
20	Additional light Maintenance and Protection Needs	\$280,000	\$0	\$180,505	\$99,495
21	Crossing Protection	\$220,000	\$0	\$102,334	\$117,666
22	Power facilities	\$500,000	\$0	\$917,293	-\$417,293
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	\$0	\$5,009,927	\$6,990,073
NA	Unidentified	\$54,179	\$0	\$0	\$54,179
	BBII Risk Pool Total	\$50,000,000	\$69,640	\$17,118,083	\$32,881,917

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.

Peninsula Corridor Electrification Project
Monthly Progress Report – May 2024

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 ID	Description	Contingency
PCEP Contingency Budget		\$40,000,088
STA-056-CCO-038	Allowance for Electric Power Cost at TTCI	(\$132,365)
STA-056-CCO-041	Manual Phase Break	(\$43,520)
STA-056-CCO-042	Stadler Project Time Extension	(\$8,021,124)
ARINC-061-CCO-005	Traction Power Facility SCADA Database Changes	(\$1,036,122)
PROV-070-CCO-056	Proven Tunnels Final Settlement	\$1,000,000
PROV-071-CCO-069	Proven CEMOF Final Settlement	(\$1,000,000)
BT-027D	Legal Support FY23 - PG&E Counsel	(\$200,000)
BT-029D	GFI Electrification FY23-24 Additional Staff	(\$2,108,070)
STA-056-CCO-053	Stadler – Passenger Convenience Outlets	(\$716,661)
BT-035C	TASI Support – Electrification (2023-2024) rev1	(\$22,039,703)
BBII 053-BT-CNPA	Non-PCEP Actuals-BBII Hist. Change Inc. PCEP Re-Baseline	\$2,191,000
BBI-053-CCO-255	Un-Earned Milestone Incentive (Substantial Completion) - January	\$1,630,000
PG&E-042-BT-006	PG&E Equiv. One-Time Payment (EOTP) - First Reimbursement	(\$391,068)
BT-057	TASI – TASI EMU Maintenance & Material (Pre-Revenue)	(\$4,348,854)
BT-058	Tunnel Leak Remediation (TASI Construction)	(\$562,851)
PROV-070-CLOSE	Proven Tunnels – Close out of Final Actuals	\$184,910
PROV-071-CLOSE	Proven CEMOF – Close out of Final Actuals	\$580,217
PG&E-042-BT-007A	PG&E Supplemental Agreement No. 4 – PCEP Share	\$1,600,000
PG&E-042-BT-007B	PG&E Supplemental Agreement No. 2 – EAC Variance	\$501,962
PG&E-042-BT-007C	PG&E Supplemental Agreement No. 2A – EAC Variance	\$1,509,909
PROV-063-CLOSE	South San Francisco Station Project OCS - Close Out	\$1,000,000
BT-035	TASI Support-Electrification (2023-2024)-Field Support to Sept 2024	(\$2,844,754)
MGMT-2024-02	Management Oversight – Update EAC	(\$6,426,903)
BT-060A	ICAP Adjustment Credits – 2023	\$1,000,000
BBII-053-CCO-255	Un-Earned Milestone Incentive (Substantial Completion) - February	\$1,370,000
BT-059	TASI - 4 th and King Updates for EMUs	\$(861,291)
Remaining Contingency		\$1,834,801
PG&E-042 BT-006A	PG&E Equiv. One Time Payment (EOTP) - Final Reimbursement	(\$445,932)
BT-061	Outreach/Marketing Celebration Event and Media Buys	(\$540,000)
BBI-053-CCO-255	Un-Earned Milestone Incentive (Substantial Completion) - March	\$700,000
Forecasted Remaining Contingency		\$1,628,869

Note: EAC Contingency reflects forecast contingency.

The total Program Contingency as of the December 2021 Re-Baseline Budget totaled \$90M including Allocated and Unallocated Contingency, and BBII Risk Pool. Table 4-5 summarizes the current remaining and forecasted contingency balance as of the monthly update.

Table 4-5. Overall Program Contingency

	Total E = (A+D)	Shared Risk Pool with BBII	Program Contingency		
		BBII Risk Pool (A)	Allocated (B)	Unallocated (C)	Subtotal D = (B+C)
PCEP Contingency	\$90,000,088	\$50,000,000	\$24,115,581	\$15,884,507	\$40,000,088
Drawn Contingency	(\$55,283,371)	(\$17,118,083)	(\$24,115,581)	(\$14,049,706)	(\$38,165,287)
Remaining Contingency	\$34,716,718	\$32,881,917	\$0	\$1,834,801	\$1,834,801
Pending Changes	(\$205,932)	\$0	\$0	(\$205,932)	(\$205,932)
Forecasted Remaining Contingency	\$34,510,785	\$32,881,917	\$0	\$1,628,869	\$1,628,869

4.4 Electrification Design Builder Contract Incentives

The Global Settlement with BBII also includes incentives based on Milestone completions and remaining contract incentives. Table 4-6 provides a status of Design-Build Contractor incentives Budgeted, Awarded, and remaining balance.

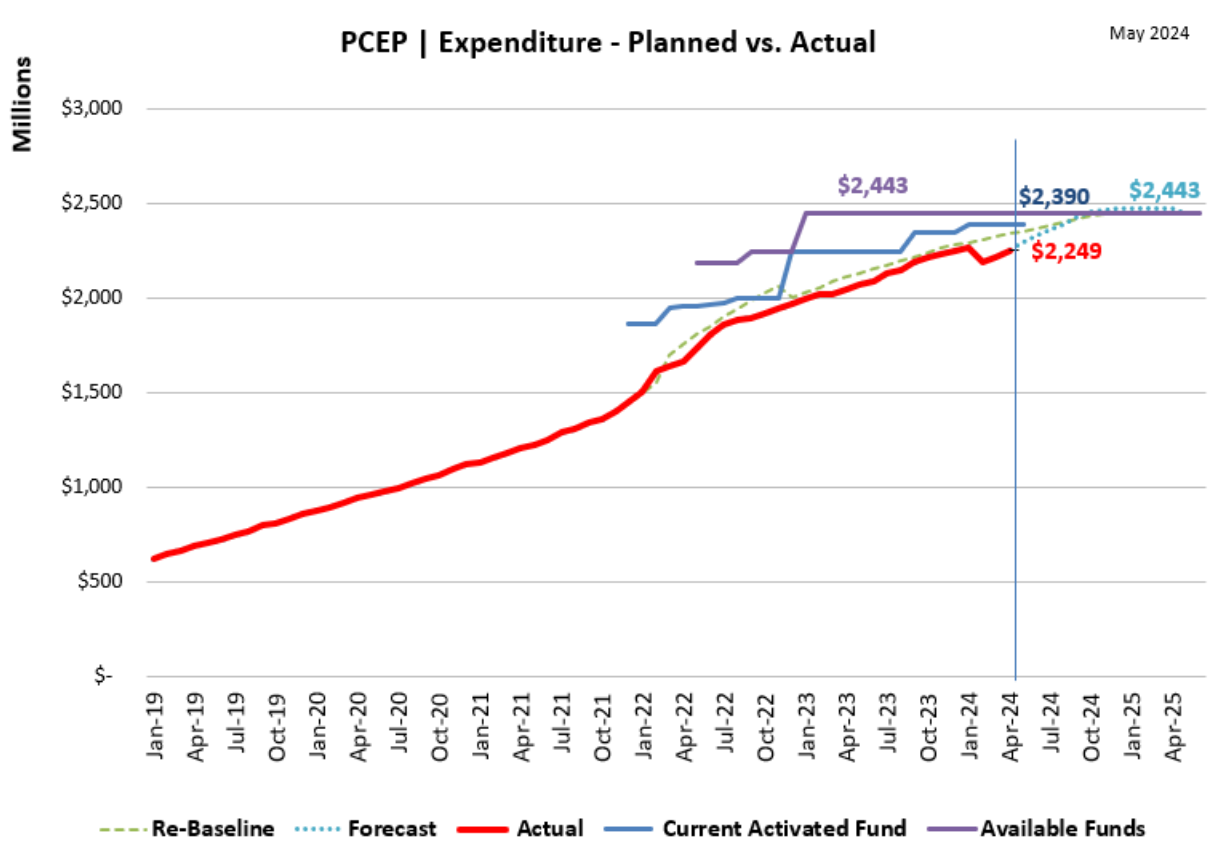
Table 4-6. BBII Incentives

Incentives	Budgeted	Awarded	Balance
Contract Incentive:			
Quality	\$1,250,000	\$1,083,333	\$166,667
Safety	\$2,500,000	\$1,700,000	\$800,000
Community Outreach	\$2,500,000	\$2,225,000	\$275,000
DBE	\$900,000	\$0	\$900,000
Total Contract Incentive	\$7,150,000	\$5,008,333	\$2,141,667
Milestone Incentive:			
Early Signal and Crossing Cutover	\$4,000,000	\$4,000,000	\$0
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	\$4,000,000	\$11,000,000

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.

Figure 4.1. Expenditure – Funding Cash Flow



4.6 Issues

Table 4-7. Cost and Funding Issues Identified, and Actions Taken for May 2024

Issues	Actions
None	• n/a

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/CCO

The following Shared Risk items were executed in May 2024:

- IRL 369 – Track Access Delay (TAD) – February 2024
- IRL 371 – Track Access Delay (TAD) – March 2024

5.2.2 The following item was brought to the CMB for contingency drawdown approval in May 2024:

- TASI - 4th and King Updates for EMU's

5.2.3 Upcoming Change Orders or Shared Risk Items

- Watkins Crossing Grounding Replacement

5.3 Issues

Table 5-1. Change Management Issues Identified and Actions Taken for May 2024

Issues	Actions
None	<ul style="list-style-type: none">• n/a