



JPB Board of Directors Meeting
Meeting of February 6, 2025

Supplemental Reading File

- | <u>#</u> | <u>Subject</u> |
|----------|---|
| 1. | Receive Update Regarding 2024 Customer Satisfaction Survey and Key Findings |
| 2. | Receive Update on Guadalupe Bridge Replacement Project |
| 3. | Receive Update on Diridon Station Governance and Funding for Project Delivery |
| 4. | Supplemental Document regarding Diridon Station Governance and Funding for Project Delivery |
| 5. | Receive Update on Battery Electric Multiple Unit (BEMU) Project – December 2024 |
| 6. | Receive Update on Crossing Optimization Project through December 2024 |
| 7. | Receive Update Regarding Peninsula Corridor Electrification Project (PCEP) Closeout Status |

**Peninsula Corridor Joint Powers Board
Staff Report**

To: JPB Board of Directors
Through: Michelle Bouchard, Executive Director
From: Emily Beach, Chief Communications Officer
For: February 2025 Board of Directors Meeting
Subject: **Receive Update Regarding 2024 Customer Satisfaction Survey and Key Findings**

Finance Committee Recommendation

Technology, Operations, Planning, and Safety Committee Recommendation

Advocacy and Major Projects Committee Recommendation

Purpose and Recommended Action

The annual Customer Satisfaction Survey gathers customer feedback on Caltrain services, with a focus on the rider experience both onboard the train and at the station. The results are used to guide planning decisions aimed at enhancing the customer experience.

This presentation is for informational purposes only, and no Board recommendation/action is required.

Discussion

This update provides the Committee with key insights into how effectively Caltrain is addressing rider priorities and its performance relative to those priorities. The discussion will also highlight projects aimed at addressing rider concerns.

Overall rider satisfaction is high, 4.02 out of 5.00, with year-over-year improvements both onboard the train (4.0 in 2023, 4.07 in 2024) and at the station (4.05 in 2023 and 4.08 in 2024). High ratings were given by customers for conductors (4.35) and onboard safety (4.33). Key areas for improvement include communication and delay information, which are essential to enhancing the customer experience and ensuring riders stay informed when using Caltrain.

Notably, this is the final survey to poll participants using the all-diesel fleet, providing a baseline for comparison with future surveys on the majority electric fleet.

Budget Impact

No impact on the budget.

Prepared By: Julian Jest

Manager, Market Research

01/22/2025

**Peninsula Corridor Joint Powers Board
Staff Report**

To: JPB Board of Directors
Through: Michelle Bouchard, Executive Director
From: Robert Barnard, Chief, Rail Design and Construction
For: February 2025 Board of Directors Meeting
Subject: **Receive Update on Guadalupe River Bridge Replacement Project**

Finance Committee
Recommendation

Technology, Operations, Planning,
and Safety Committee
Recommendation

Advocacy and Major Projects
Committee Recommendation

Purpose and Recommended Action

Staff recommends the Board receive an update on the Guadalupe River Bridge Replacement Project. It is being presented to the Board for informational purposes and is intended to better inform the Board of the project's status.

Discussion

Staff has encountered challenges related to discrepancies between resource agency permits, the construction contract, and the construction approach used in 2023. Staff will work with relevant permitting agencies to amend affected permits and the construction contract to achieve alignment and proceed with the project.

Changes to permits and the construction contract are anticipated to affect the schedule and cost of the project. Staff will provide an update to the Board outlining progress with permitting agencies, the status of the project, and improvements to the organization and procedures.

Budget Impact

Staff anticipates returning to the Board in Spring 2025 to provide an update on the anticipated schedule and cost of the project.

Prepared By: Robert Barnard

Chief, Rail Design and
Construction

01/20/2025

**Peninsula Corridor Joint Powers Board
Staff Report**

To: JPB Board of Directors
Through: Michelle Bouchard, Executive Director
From: Marian Lee, Diridon Station Project Director Kim Walesh, VTA Governance Lead
For: February 2025 Board of Directors Meeting
Subject: **Receive Update on Diridon Station Governance and Funding for Project Delivery**

Finance Committee Recommendation

Technology, Operations, Planning, and Safety Committee Recommendation

Advocacy and Major Projects Committee Recommendation

Purpose and Recommended Action

The purpose of this informational report and accompanying presentations is to share progress on the Diridon Station Business Case since the previous update at the October AMP meeting. Since October, the Diridon Joint Policy Advisory Committee (JPAB) met in December and the following topics were presented:

- Governance and Funding for Project Delivery – presented by VTA
- Interim Integrated Project Team Organization – presented by Caltrain
- Update on Community Engagement – presented by the City of San Jose

All three items are informational updates that will go to the reading file and are not itemized on the agenda. See below for descriptions of each.

Discussion

Background

The Partner Agencies are working together on the Diridon Station Business Case to plan for the transformation of San Jose’s downtown transit hub. Diridon Station is integral to California’s transportation network. It currently serves Caltrain, Capitol Corridor, Altamont Corridor Express (ACE), and Amtrak passenger rail, as well as VTA light rail transit (LRT) and bus services. Diridon must also accommodate planned and expanded services in the region, including new California High-Speed Rail (CAHSR) and Bay Area Rapid Transit (BART) service, as well as expanded service for Caltrain, Capitol Corridor, and ACE. To effectively accommodate planned activity and future service needs, the station must be reconfigured, expanded, and upgraded to provide adequate capacity, functionality, and interconnectivity for passengers.

Governance and Funding for Project Delivery

VTA covered long-term governing structures and possible funding sources. It included the recommendation from the consultant team to pursue the creation of a Diridon Delivery Authority as a focused, time-limited entity to deliver the Diridon Station Redevelopment project. JPAB members also received new information about how a revenue stream from an EIFD (Enhanced Infrastructure Financing District) could be used to access long-term, low-interest federal government loan(s) for the project (i.e., TIFIA).

The Interim Integrated Project Team Organization

Caltrain addressed the creation of a voting Diridon Steering Committee made up of the Partner Agencies while Caltrain is the lead agency responsible for coordinating project development and hiring a Project Director prior to the establishment of a Diridon Delivery Authority. The presentation also covered specific roles and responsibilities for each Partner Agency.

Community Engagement

The City of San Jose update summarized outreach to date and includes feedback from over 600 participants on the At-Grade and Elevated Alternatives.

For additional information, please review the attachments.

Next Steps

Per the Cooperative Agreement Signed in January 2025, the project JPAB will be replaced by the Steering Committee. The first Steering Committee meeting is scheduled to be held on March 13, 2025. This is a rescheduled date from the originally scheduled February meeting due to timing of election results and appointments. The project team will present to the AMP in March following the Steering Committee meeting.

Budget Impact

[If project has a budget impact, indicate the amount and funding source/availability. Otherwise, state that the project has no impact on the budget.]

Prepared By:	Marian Lee	Diridon Station Project Director	1/21/2025
	Melissa Reggiardo	Planning Manager	1/21/2025
	Baltazar Lopez	Government Affairs Officer	1/21/2025



Memorandum

TO: Diridon Station Joint Policy Advisory Board

FROM: Kim Welsh, VTA Governance Lead

DATE: November 8, 2024

SUBJECT: Governance and Funding for Project Delivery

FOR INFORMATION ONLY

INTRODUCTION

The November 13 Joint Policy Advisory Board (JPAB) meeting will continue discussion on governance and funding for the delivery stage of the Diridon Station project.

At their August 14 meeting, JPAB members received a recommendation from the consultant team to explore creation of a Diridon Delivery Authority as a focused, time-limited entity to deliver the Diridon Station Redevelopment project. The JPAB members expressed interest in pursuing this model as the best alternative, following 18 months of studying a range of models and lessons learned.

At the November 13 meeting, additional information about the Authority model will be presented by the consultant team, based on issues identified by JPAB members and Partner Agencies. JPAB members will also receive a preview of the draft Governance Workplan for 2025.

At their August 14 meeting, JPAB members received information about an inventory of federal, state, regional, and local-match funding/financing sources potentially applicable to the project. Created by the consultant team, this inventory serves as the basis for a specific Funding Implementation Plan that VTA is creating to seek capital for the project.

At the November 13 meeting, the consultants will share new information about how a revenue stream from an EIFD (Enhanced Infrastructure Financing District) could be used to access long-term, low-interest federal government loan for the project (i.e., TIFIA).

DISCUSSION

Enabling Legislation

Pursuing state legislation to form the Diridon Delivery Authority would clearly confirm the new



authority's mission, authorities, leadership structure, and funding/financing abilities. Additional contractual agreements would be required between the Partner Agencies to ensure their needs are met, allow for utilization of agencies' assets, and provide oversight. The consultant team has compiled and distilled the enabling documentation used to create the three precedent construction authorities in southern California: Metro Expo Line, Metro Gold Line, and Alameda Corridor-East (San Gabriel Valley). These models can be used to inform drafting of the enabling legislation for the Diridon Delivery Authority.

It is anticipated that planning, creating, and starting-up of the Delivery Authority could take two years.

Board Composition

The enabling legislation would affirm the Authority's proposed board composition. This legislation would include the number of board members, their appointment process, their term length, as well as any other qualifications that the Partner Agencies seek. At the November 13 meeting, the consultants will share potential factors that could inform the Authority's board composition: asset control, transit service provision, resources contribution, and legal/political authority.

2025 Governance Workplan

The consultant team recommends that the future Diridon Steering Committee (restructured JPAB) take action early in 2025 to approve the Workplan for the Diridon Delivery Authority.

The Workplan for 2025 is anticipated to include the following elements:

- a. Draft the enabling legislation, following deliberation and decisions on the key elements that need to be included, such as mission, board composition, needed authorities and agreements
- b. Initiate agreements that will define the relationship between each partner agency and the Authority
- c. Creating the operational plan for the Authority—including staffing structure, budget, funding sources, start-up steps and timing
- d. Continue best practice work on how to ensure continuous, safe system operations during the construction period through procurement and contract specifications, including penalties and incentives.
- e. Continue strategic thought about how to develop capacity through the Diridon Authority that could potentially support other mega-project delivery in the Bay Area.



Use of Enhanced Infrastructure Financing District (EIFD) Revenues to Access TIFIA Loan

Significant local funding will be required to meet match requirements that can unlock state and federal grant funding. Previous analysis shows that formation of an EIFD with participation by both Santa Clara County and the City of San Jose could generate a meaningful stream of revenue from accelerated new development within a one-mile radius of the station.

At the November 13 meeting, the consultants will share new data showing how an EIFD revenue stream could be leveraged to create 40% more capital for station construction when used to pay back a long-term, low-interest Transportation Infrastructure Finance and Innovation Act (TIFIA) loan, as compared with public bond issuance.

NEXT STEPS

The team will refine the draft 2025 Governance Workplan, identifying milestones and schedule, for approval by the Steering Committee at their anticipated February meeting. After completion of this Workplan, the Partner Agencies would be prepared to seek legislative approval in 2026 and to establish the Authority in 2027.



Governance

Diridon Delivery

Authority



Overarching Goal: Redevelop Diridon Station

- Advance project from concept to delivery

Need: Effective Governance

- Improve current project team organization
- Plan for new delivery organization

Need: Raise Funds

- Environmental phase
- Delivery phase

Milestones: Governance for Project Delivery

2024

May

- Five governance models
- Case study lessons learned
- High-priority governance features

August

- Recommended model
- Inventory funding\financing sources
- EIFD bond yield

November

- Additional information
- Draft 2025 workplan
- EIFD federal loan yield



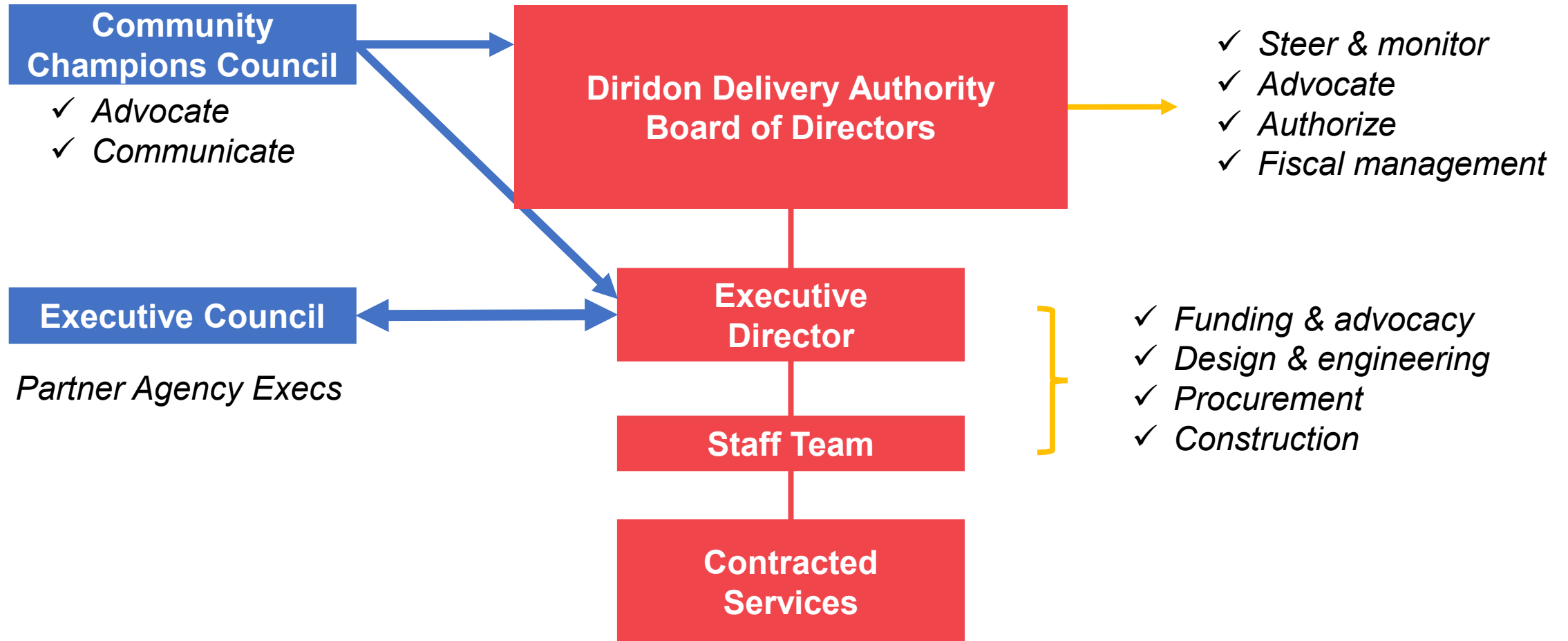
**Construction
Authority
(Transportation
Commission)**

Entity Type: Construction Authority

Strengths:

- Singular mission, focused leadership
- Finite duration
- Proven model in So. California
- State legislation can tailor key features
- Agreements will specify relationship with each Partner Agency

Proposed Diridon "Delivery" Authority



Milestones: Governance for Project Delivery

2024

May

- Five governance models
- Case study lessons learned
- High-priority governance features

August

- Recommended model
- Inventory funding\financing sources
- EIFD bond yield

November

- Additional information
- Draft 2025 workplan
- EIFD federal loan yield

2025

February

- Approve workplan with Steering Committee

March-October

- Continue Authority planning

November

- Finalize enabling legislation

Milestones: Governance for Project Delivery

2024

May

- Five governance models
- Case study lessons learned
- High-priority governance features

August

- Recommended model
- Inventory funding\financing sources
- EIFD bond yield

November

- Additional information
- Draft 2025 workplan
- EIFD federal loan yield

2025

February

- Approve workplan with Steering Committee

March-October

- Continue Authority planning

November

- Finalize enabling legislation

2026

Pass enabling legislation

Staffing

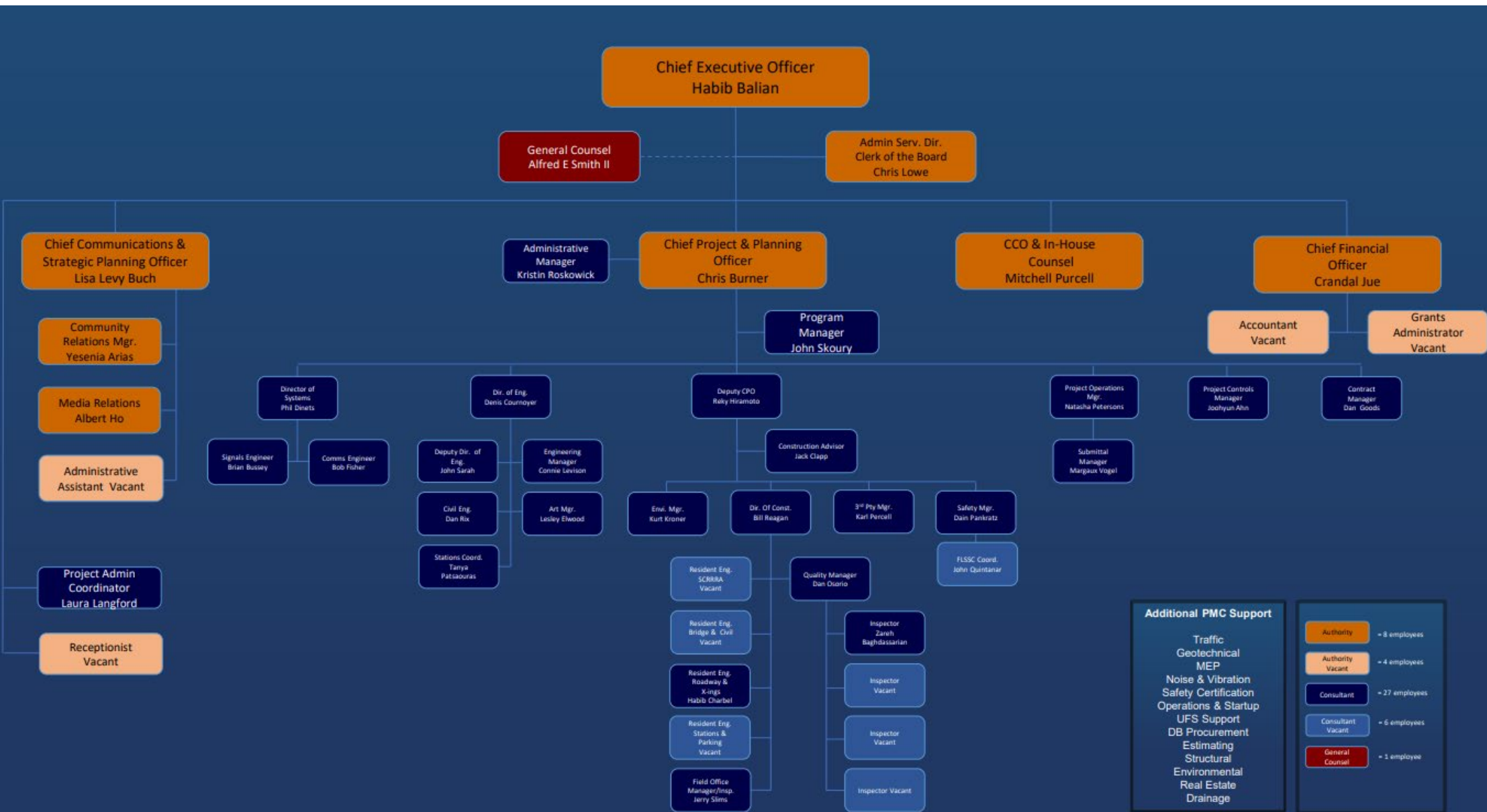


Staffing Examples



Category	Expo Line	Gold Line	Alameda Corridor-East	TJPA
Staff	10 (2007)	7 (2023)	25 (2016)	25 (2023)
Staffing Budget	\$4.2 million (2007)	\$5.5 million (2023)	\$4.1 million (2016)	\$2.6 million (2023)
Duration	2003 - 2016	1998 - Current	1998 - 2017	2001 - Current
Capital Program	Phase 1: \$900M Phase 2: \$1.5B	Phase 1: \$735M Phase 2A: \$1.5B Phase 2B: \$896M (est.)	\$2.04B	Phase 1: \$2.2B
Status	Dissolved	Ongoing	Transitioned (into SGVCOG)	Ongoing

Org Chart: Gold Line (2020)



Additional PMC Support

- Traffic
- Geotechnical
- MEP
- Noise & Vibration
- Safety Certification
- Operations & Startup
- UFS Support
- DB Procurement
- Estimating
- Structural
- Environmental
- Real Estate
- Drainage

Authority	= 8 employees
Authority Vacant	= 4 employees
Consultant	= 27 employees
Consultant Vacant	= 6 employees
General Counsel	= 1 employee

Source: Gold Line Construction Authority, Board Report, April 2020



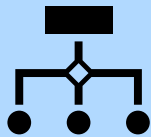
Enabling Legislation

Enabling Legislation: Introduction



Enabling legislation should formalize the Diridon Delivery Authority's mission, authorities, leadership structure, and possibly, its foundational funding sources.

Precedent enabling legislation included the following elements:



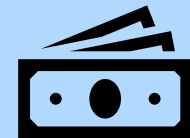
**Organizational
Leadership**



Authorities



**Staffing &
Consultants**



**Budget &
Funding**

Common Elements of Enabling Legislation

Leadership Structure

Number of board members

Board member appointment

Board leadership

Quorum

Meeting frequency

Board member term limits & length

Compensation

Dissolution

Potential Authorities

Produce studies and plans

Implement plans

Execute contracts*

Joint real estate development

Taxing authority

Bonding authority

Eminent domain

Relocation of highways/utilities

Adoption of an administrative code

Staffing & Consultants

Appointment of an Executive Director

Appointment of additional staff

Ability to execute contracts with consultants

Budget & Funding

Debt issuance & incurrence

Ability to accept grants

Dedicated funding

*Contracting includes contracts with public & private entities for planning, design, construction, and/or operation

Push for State Support in Legislation



California
Transportation
Commission

TJPA is a precedent for **state support of a local station project**:

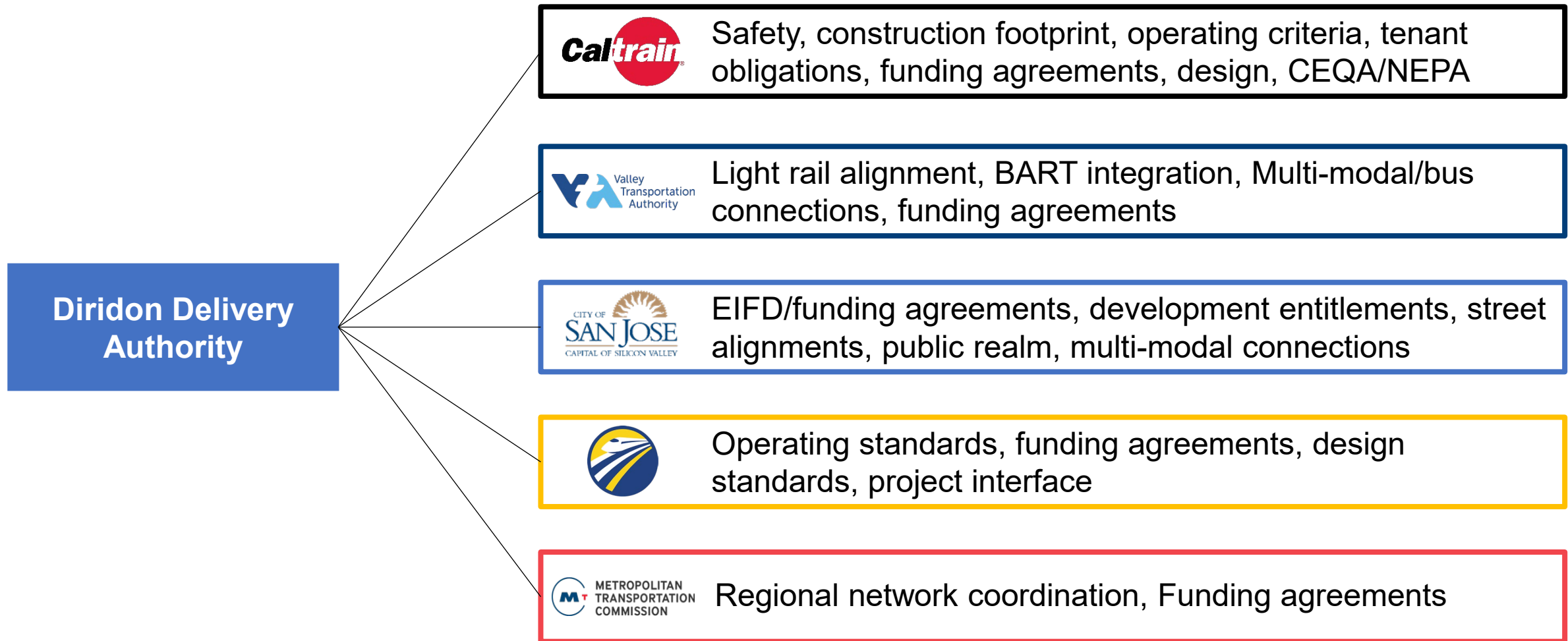
In 2007, California Transportation Commission **transferred state land parcels** to TJPA, the City of San Francisco, and the SF Redevelopment Agency, **valued at \$515 million (~23% of Phase 1 cost)**.

However, this was not a part of the enabling legislation.

There are several State funding programs that could potentially support the Diridon project including:

- Cap-and-Trade programs
- Direct State appropriation
- Other grant and loan programs

Agreements to Advance Delivery/Sustain Operations



Board Composition



Leadership Structure of Precedents



Category	Expo Line	Gold Line	Alameda Corridor-East**
Board Size	7	5 (+4 non-voting)*	7
Composition	LA City Council (2), Santa Monica CC (1), Culver City CC (1) LA County Board (2), Metro (1)	Pasadena (1), South Pasadena (1), LA (1), SGVCOG (1), Metro (1)	SGVCOG Member, LA County Supervisor, Regional reps from SGV (5)
Non-elected appointees allowed?	Yes	Yes	No
Honorarium	\$150 (per day) \$600 (monthly max)	\$150 (per day) \$600 (monthly max)	N/A
Meeting Frequency***	Monthly	Monthly	Monthly

*One non-voting member is required by legislation. Other non-voting members were added as board composition has shifted to accommodate later project phases.

**Authorities established as an extension of a joint powers agreement.

***Not set forth in enabling legislation.

Board of Directors Responsibilities

Board of Directors

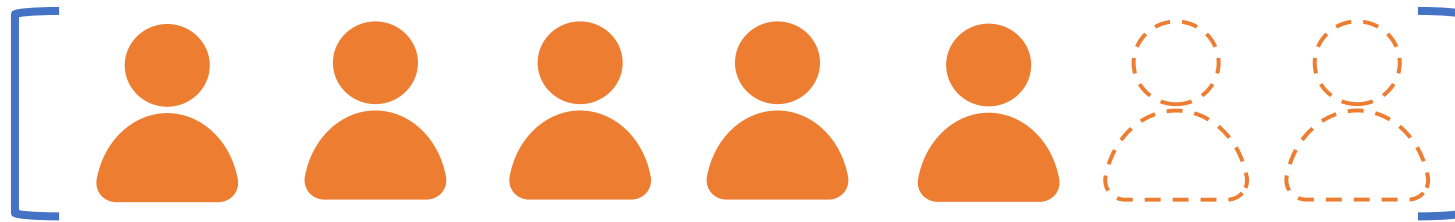
Key approvals & decision-making

- Consultant/vendor selection and associated contracts
- Budget & funding strategy, including approach to incurring debt
- Annual workplan, schedule, and changes with major budget implications
- Project component leadership & allocation of responsibility between partners
- Approve hiring of significant staff

Individual Member Value- Add

- Bring individual expertise to inform project through regular attention & attendance
- Participate on and lead specialized committees
- Oversee and hold executive director & staff accountable
- Review & understand inter-agency agreements; resolve project-specific conflicts among partners
- Provide direction on risk management

Diridon Delivery Authority Board of Directors



5-7 Seats

Potential Factors Informing Board Composition

Board composition can be informed by specific **agency commitments, unique powers and authorities and need to exert or cede control** on behalf of the project:



**Asset
control**



**Transit
service
provision**



**Resource
contribution**



**Legal/
political
authority**



**Other
factors/
interests**

2025 Governance Workplan



2025 Governance Workplan (draft)

- 1 **Draft enabling legislation**, following deliberation and decision on **key elements** (e.g., purpose, board composition, needed authorities, foundational funding ask of State)
- 2 Initiate **agreements defining the relationship** between each Partner Agency and the Authority
- 3 Create **operational plan** for the Authority: staffing structure, budget, funding sources, start-up steps and timing
- 4 Continue best practice work on how to **ensure continuous, safe system operation** during construction through procurement and contract specifications, other tools
- 5 Explore relationship between a dedicated Diridon Delivery Authority and **regional capacity-building**

Federal Loan – Backed By EIFD

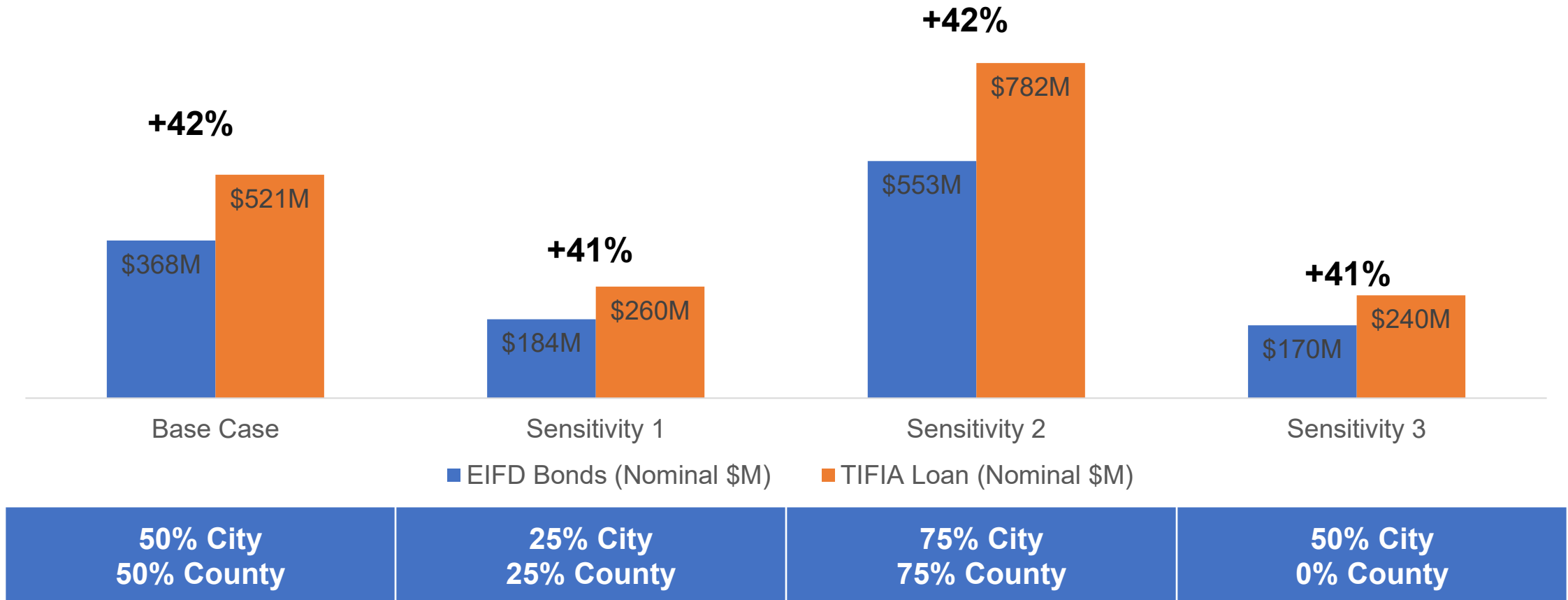


TIFIA as a Debt Capacity Tool

Feature	Transportation Infrastructure Finance & Innovation Act (TIFIA)
<i>Eligible Borrowers</i>	State & local governments, state infrastructure banks, private firms, special authorities, and transportation improvement districts
<i>Award Range</i>	\$20M - \$1.8B
<i>Station Development Eligible?</i>	Yes
<i>Eligible Costs</i>	Planning, construction, acquisition, and rehab all eligible
<i>Max % of Project Costs</i>	49%
<i>Interest Rate</i>	State and Local Government Series (SLGS) rate + 1 bps
<i>Term</i>	35 years (up to 75 years in certain cases)
<i>Credit Requirements</i>	Investment-grade credit rating(s) from rating agency**
<i>CA Project Examples</i>	<ul style="list-style-type: none"> • BART: \$545M – for new passenger rail cars • Presidio Parkway: \$151M • Salesforce Transit Center: \$171M

TIFIA Use Significantly Enhances EIFD Capacity

With beneficial terms from federal TIFIA financing, each scenario receives a **boost of over 40% in bonding capacity.**



Source: Sperry Capital

Assumes sum of bond issuance capacity in 2030 & 2038.



Memorandum

TO: Diridon Station Joint Policy Advisory Board

FROM: Marian Lee, Diridon Business Case Director
Kim Welsh, Governance Consultant

DATE: November 13, 2024

SUBJECT: Diridon Station Redevelopment Project Interim Cooperative Agreement

FOR INFORMATION ONLY

INTRODUCTION:

In parallel with advancing station design, business case analysis and community outreach, the Partner Agencies have been discussing the need to form a different governance structure and organization that will better set the Diridon Station Redevelopment Project on course to delivery. The Partners have acknowledged that for a project of this magnitude, ultimately, a dedicated entity is needed. A recommendation has been developed to pursue a Transit District/Transit Commission governance model, in the form of a “construction authority.” In the immediate timeframe, the Partners have identified a need to improve the current project organization to advance the project faster.

The Partner Agencies recommended an Interim Integrated Project Team organization structure, and it is defined in the attached Cooperative Agreement, which is the subject of this agenda item. The Cooperative Agreement reflects discussion and direction from the JPAB and Partner Agencies since February 2024.

DISCUSSION:

Background

Caltrain, Santa Clara Valley Transportation Authority (VTA), the City of San José, the Metropolitan Transportation Commission (MTC), and the California High-Speed Rail Authority (CHSRA) are working together on the Diridon Station Business Case to plan for the transformation of San José’s downtown transit hub. It currently serves Caltrain, Capitol Corridor, Altamont Corridor Express (ACE), and Amtrak passenger rail, as well as VTA LRT and bus services. Diridon must also accommodate planned and expanded services in the region, including new California High-Speed Rail and Bay Area Rapid Transit (BART) service, as well as expanded service for Caltrain, Capitol Corridor, and ACE. To effectively accommodate planned activity and future service needs, the station must be reconfigured, expanded, and upgraded to provide adequate capacity, functionality, and interconnectivity for passengers.



Cooperative Agreement Terms

The Partners have been coordinating and cooperating to advance the project. The Partners have achieved key milestones, but progress is slower than desired and the JPAB has agreed to the need to formalize an accountability structure. The purpose of the proposed new Cooperative Agreement is to create some level of accountability to assist with more aggressively advancing the ongoing planning and upcoming environmental efforts. This agreement would be replaced once a dedicated new governance organization is established.

The agreement will formalize the following key commitments and actions to set up the Diridon Station Interim Integrated Project Team:

- Evolve the advisory JPAB into a voting Steering Committee
- Grant the Steering Committee final decision-making authority over critical project matters, including the selection of Project Director
- Designate Caltrain as the Lead Agency for the Project Director
- Define a comprehensive escalating dispute resolution process
- Identify areas of responsibility for each Partner Agency
- Structure the team with appropriate levels of staff and subject matter consultants to enable thorough deliberation, quality work products, and efficient resolution
- Set up San José downtown integrated team project office

This agreement will cover up to four years, which will focus on completing the pre-environmental and environmental phases of the project. During the pre-environmental phase, there will be community outreach and additional technical work to select a proposed station design for environmental review. During the environmental phase, the selected station design will be evaluated through the state and federal environmental processes.

NEXT STEPS:

Authority to sign the agreement has been approved by the City of San José. By the time of the JPAB meeting, approvals by Caltrain and VTA should have been obtained on Nov 7, 2024. MTC and CHSRA are targeting approvals post JPAB before year end. Following approvals and signatures, the project team will focus on:

- Activating the Steering Committee (restructured JPAB) in the new year which would allow for the transitioning in newly elected officials and Partner Agency appointments
- Funding identification and recruitment of the Project Director
- Implementation of tasks based on each Partners' roles and responsibilities

**Cooperative Agreement
Between Peninsula Corridor Joint Powers Board,
City of San José, Metropolitan Transportation Commission,
California High Speed Rail Authority, and Santa Clara Valley Transportation Authority
On the Pre-Environmental and Environmental Phases
of the Diridon Station Redevelopment Project**

This Cooperative Agreement (Agreement) is between the Peninsula Corridor Joint Powers Board, a California joint powers authority (Caltrain), the City of San José (San José), a municipal corporation of California, Metropolitan Transportation Commission (MTC), a regional transportation planning agency established pursuant to California Government Code, California High-Speed Rail Authority (CHSRA), a transportation agency established pursuant to California Public Utilities Code, and Santa Clara Valley Transportation Authority (VTA), a public agency organized as a special district under California law, each a Party and collectively the Parties.

The Agreement is effective as of the last date on the signature lines (Effective Date).

1. Purpose

a. The Agreement sets forth the general provisions governing the Parties' interaction, consultation, and cooperation in advancing the Diridon Station Redevelopment Project (Project) during the term of the Agreement.

b. The Parties commit to mutually cooperate in good faith to carry out the terms of the Agreement and accomplish the following: (1) define the Project's scope; (2) complete a project-level environmental review for the Project under the National Environmental Policy Act (NEPA) and the California Environmental Quality Act (CEQA); (3) agree on the long-term governance organization for the Project; (4) advocate and obtain necessary funding to advance the Project; (5) assign staff and consultants to the Project; and (6) agree on a schedule for meetings about the Project, as appropriate to advance relevant work.

2. Term

The term of the Agreement begins on the Effective Date and ends on August 31, 2028, unless (1) the Parties agree in writing to extend the term; (2) the Agreement is terminated in accordance with the terms herein; or (3) the parties agree to adopt a successor agreement.

3. Scope

a. The Scope of Work has two phases: (1) the Pre-Environmental Phase, which is anticipated to take place from approximately 2024-2025, and (2) the Environmental Phase, which is anticipated to take place approximately from 2025-2028.

b. During the Pre-Environmental Phase, the Parties will work on the following:

- Complete the business case analysis (benefit cost assessment) for the Project;
- Conduct community outreach on two station design alternatives;

- Advance a minimum of two station design alternatives to 10% design;
 - Complete and publicly circulate an alternatives analysis;
 - Develop an environmental strategy and prepare for a project-level environmental review of the Project;
 - Decide on a viable long-term governance structure for the Project;
 - Prepare a funding plan with a strategy of obtaining federal, state, regional, and local funding as well as the feasibility of private participation and seek funding in accordance therewith; and
 - Prepare and implement advocacy plans.
- c. During the Environmental Phase, the Parties will work on the following:
- Initiate, develop, and complete for the Project any necessary environmental review process under NEPA and CEQA;
 - Evaluate, approve, and implement a long-term governance structure/organization plan; and
 - Continue community outreach, advocacy, and funding pursuits.

For the purposes of this section, necessary environmental review shall mean any environmental reviews and approvals required to be completed before the Project may be adopted or advanced to final design/construction, under CEQA, NEPA, or any reasonably potential federal funding requirements.

4. Budget and Funding

- a. The Parties shall work efficiently, minimize duplication of effort, and abide by budget constraints.
- b. The budget for the Pre-Environmental Phase shall not exceed \$7.8 million. San José shall contribute Five Hundred Thousand dollars (\$500,000). VTA shall contribute One Million dollars (\$1,000,000) of Measure B funds. MTC shall contribute Six Million Three Hundred Thousand dollars (\$6,300,000) of RM3 funds.
- c. The Parties shall prepare an estimated budget for the Environmental Phase before the completion of the Pre-Environmental Phase and present the proposed budget to the Steering Committee for approval and to the Parties as necessary pursuant to section 5(e). Budget modifications and revisions, if such modifications are determined to be necessary during the environmental review process, will also be subject to approval by the Steering Committee and by the Parties as necessary pursuant to section 5(e). The Parties shall consider a variety of funding sources, including state and federal sources, such as the Federal Railroad Administration's Corridor Identification and Development Program.
- d. Each Party's funding of the Agreement is subject to annual appropriations. Because the Parties are precluded by the California State Constitution and other laws from entering into

obligations that financially bind future governing bodies, nothing in the Agreement shall constitute an obligation of future legislative bodies of the Parties to appropriate funds for purposes of the Agreement.

5. Steering Committee

a. The Parties agree that VTA's existing Diridon Station Joint Policy Advisory Board shall be restructured into the Diridon Station Steering Committee (Steering Committee).

b. The Steering Committee shall advance the Project and manage the Parties' collective efforts to implement the terms of the Agreement. The Steering Committee shall work on the scope and budget; prepare progress reports; select station design alternatives; decide on a recommendation for a long-term governance structure; and draft plans for community outreach, funding, and advocacy.

c. The Steering Committee shall have eight appointed members: two appointed by Caltrain; two appointed by San José; two appointed by VTA; one appointed by MTC; and one appointed by CHSRA. The Steering Committee shall have two additional members serving ex-officio: an official from BART and Rod Diridon, Sr.

d. The Steering Committee shall have a Chair and Vice Chair. These positions shall rotate every calendar year between Caltrain, San José, and VTA. The Chair and Vice Chair shall not be held by members from the same Party, unless there is unanimous agreement between Caltrain, San José, and VTA. Caltrain, San José, and VTA shall not be left out of the rotation of these offices, unless the Party chooses otherwise.

e. The Steering Committee shall not supersede the authority of each Party. As required by law or the Agreement or as requested by a Party, the Steering Committee shall secure from the appropriate Parties approval for its actions. Actions by the Steering Committee not subject to requested or required approval by the Parties shall be deemed final.

f. Steering Committee meetings shall be public and held quarterly. Members of the Steering Committee are expected to attend all meetings, with the exception of one excused absence per calendar year. The Steering Committee may call for additional meetings.

g. The Steering Committee shall be administered by VTA staff.

6. Lead Agency and Project Director

a. The Steering Committee, with input and support from the Parties, will recruit and select a Project Director, who will be hired by Caltrain, which will serve as Lead Agency. The Steering Committee may direct Caltrain to change the person designated as the Project Director. The Project Director is responsible for advancing the Project and managing the Project's activities, including but not limited to, meeting deadlines, producing deliverables, managing budgets, and negotiating any agreement terms with partner agencies.

b. The Project Director will report directly to the Steering Committee and to Caltrain as the Lead Agency, free from influence or hindrance by any single Party. Caltrain shall be

responsible on a day-to-day basis for directing and overseeing the Project Director's work and holding the Project Director accountable for meeting the Project's goals, particularly in delivering the Project according to budget and schedule; provided, however, if the Parties approve a long-term governance structure for the Project during the term of this Agreement, the Steering Committee shall, as part of its consideration of the long-term governance structure, review and recommend whether Caltrain should continue to serve as the Lead Agency responsible for day-to-day supervision of the Project Director. If the Parties do not approve a long-term governance structure during the term of this Agreement, the Steering Committee shall, within four years of the Effective Date of this Agreement, review and may modify including remove, the designation of Caltrain as Lead Agency.

c. The Project Director is responsible for proposing an organizational structure for the Project, subject to approval by the Steering Committee and by the Parties as necessary pursuant to section 5(e).

7. Principals

a. Each Party shall assign a Principal for the Project, who shall be a senior-level staff member or consultant functioning as a staff member. Principals shall serve as the primary contact person for all matters related to the Agreement. Principals are accountable to the leadership of their respective agencies.

b. Principals shall deliver on the following responsibilities:

- The Principal for Caltrain, as the rail station and right-of-way owner, shall lead the station planning, including design and engineering, and the environmental review of the Project.
- The Principal for San José, as the local agency, shall lead community partnership and outreach, implement the Diridon Station area plan, and make land use development decisions.
- The Principal for VTA, as the transportation authority of Santa Clara County, shall lead the long-term governance and funding strategies, the legislative advocacy plan, and project coordination in the station area.
- The Principal for MTC, as the regional metropolitan planning organization, shall lead regional legislative advocacy, funding, and network coordination.
- The Principal for CHSRA, as a rail partner, shall lead the high-speed rail project interface and efforts to secure the Federal Railroad Administration's support.

8. Working Groups

The Steering Committee may be supported by working groups, as established at the discretion of staff for the Parties.

9. Project Office

The Project office, which may be co-located with a Party or located separately from the Parties, will house key staff for the Project. The office will serve as a meeting space for in-person convenings and Project coordination.

10. Project Advancement by the Parties

a. The Parties shall collaborate to advance two alternative station designs from 5% to 10% of the design completed. The Parties are not precluded from and may also mutually agree to advance more than one design alternative for the Project to the Environmental Phase. The Parties agree that design(s) shall be further advanced, during the Environmental Phase, to a sufficient level of detail to permit an assessment of impacts that is compliant with CEQA/NEPA requirements. Each Party shall have the opportunity to review and comment upon the designs as they progress through the design process. Each Party shall approve any design element that is necessary to the Party's operations before it is recommended to the Steering Committee. If disputes arise among the Parties during the design review phase, they shall be resolved pursuant to section 11.

b. The Parties shall recommend at least one design for the Project (10% of the design completed) to the Steering Committee.

c. The Steering Committee shall select and advance one of the designs to the Environmental Phase. Before Steering Committee consideration, a Party may require that its governing body review and approve those design elements of the selected alternative, including, but not limited to, specifications, responsibilities, design standards and practices, that are necessary to ensure compliance with that Party's applicable standards. VTA will review and may approve such elements with BART through its partnership in delivering BART to Silicon Valley.

d. The design approved by the Steering Committee in section 10(c) shall be provided to the Caltrain Board of Directors, as the lead agency for the Environmental Phase of the Project, to consider authorizing the initiation of the Environmental Phase.

e. Specific operating tenants of Diridon Station (Altamont Corridor Express, Capitol Corridor, Amtrak, and Union Pacific) may review and comment on the design approved by the Steering Committee, but the design shall not be subject to their approval.

11. Conflict Resolution

a. The Parties agree that, as a general principle and if feasible, the Parties shall identify and engage in measures to prevent and resolve potential sources of conflict before they escalate into disputes.

b. If a dispute arises, the following escalating dispute resolution process shall apply. Each Party shall diligently, and in good faith, attempt to resolve a dispute before that dispute is elevated to the next level. First, the Principals of the Parties shall immediately meet to resolve the conflict; the Project Director shall convene and facilitate this meeting which shall occur

within fifteen days. If the dispute is not resolved by Principals, the issue(s) shall be presented in writing by the Project Director to the Executive Director/General Manager/Chief Executive of the agencies who shall meet and attempt to resolve the matter within fifteen days. If the dispute is not resolved by the Executive Director/General Manager/Chief Executive, the Agency Chairs (or their designees) and Steering Committee Chair shall meet and attempt to resolve the matter within fifteen days. If the dispute is not resolved by the Chairperson meeting, the Parties (either individually or collectively) may move to terminate the Agreement, renegotiate a new one, or pursue mediation, as appropriate. Although the Parties are committed to working together diligently to avoid litigation as a method of dispute resolution, nothing herein forecloses or limits the ability of a Party to pursue any available remedies.

12. Indemnification

a. Each Party shall indemnify, defend, and hold harmless the other Parties, their governing bodies, representatives, agents, consultants, or employees from and against all claims, injury, suits, demands, liability, losses, and damages, whether direct or indirect (including any and all costs and expenses in connection therewith), incurred by reason of any negligent act or, negligent failure to act, recklessness, or willful misconduct of the Party, its officers, employees, consultants, or agents, arising out of or relating to the Party's performance or failure to perform under the Agreement, except those arising by reason of the negligence, recklessness, or willful misconduct of the other Parties, its officers, employees and agents.

b. The Parties agree that the indemnifying Party will bear all expenses and costs and will pay all settlements or final judgments arising out of any claim, action or proceeding involving the injury to or death of any person or damages to or any loss of any property arising from any indemnification obligation of the indemnifying Party, including the costs of defense. Should a claim, action or proceeding of any nature be brought at any time against a Party entitled to indemnification for injury, death, damage or loss, the Party entitled to indemnification will promptly provide notice to the indemnifying Party of such claim, and will tender the defense of such claim to the indemnifying Party, who will thereafter provide all such defense, indemnity, and protections as are necessary under the provisions of the Agreement. The Party entitled to indemnification will provide additional information or assistance as is reasonably requested by the indemnifying Party to assist in the defense, prosecution, or settlement of any such claim. The indemnified Party may engage counsel of its choice for its defense, with the consent of the indemnifying Party, which shall not to be unreasonably withheld.

c. The foregoing provisions regarding indemnification are included pursuant to the provisions of section 895.4 of the Government Code and are intended by the Parties to modify and supersede the otherwise applicable provisions of Chapter 21, Part 2, Division 3.6, Title I of the Government Code.

d. The indemnification obligations shall survive termination or expiration of the Agreement.

13. Cooperation with Third Parties

The Parties agree to cooperate on communications and submittals to funding and regulatory agencies related to the subject matter of the Agreement. The Parties also agree to coordinate to review and approve agreements with third parties that impact the Agreement.

14. Records

a. Each Party shall hold all administrative drafts and administrative final reports, studies, materials, and documentation relied upon, produced, created, or used for the activities under the Agreement in confidence to the extent permitted by law. Where applicable, the provisions of Government Code section 7920.00 et seq. shall protect the confidentiality of such documents if they are shared between the Parties. The Parties will not distribute, release, or share such documents with anyone other than employees, agents, and consultants who require access to complete the activities under the Agreement without the written consent of the Party authorized to release them, unless required by law.

b. If a Party receives a public records request pertaining to activities under the Agreement, the Party will notify the other Parties within ten working days of receipt and make the other Parties aware of any potential obligation to disclose public documents. The Parties will consult with each other before the release of any public documents related to the activities under the Agreement. Nothing in the Agreement constitutes a waiver of any privilege or exemption otherwise available to a Party.

15. Notices

a. All notices required in the Agreement must be given in writing, addressed to the Parties as set forth below, and delivered by (a) certified mail, return receipt required, (b) courier service, or (c) hand (including messenger or recognized delivery, courier, or air express service).

b. Notices will be effective upon receipt at the following addresses:

To Caltrain: Michelle Bouchard
 Executive Director, Caltrain
 1250 San Carlos Ave
 San Carlos, CA, 94070
 Phone: (650) 508-6420
 Email: bouchardm@caltrain.com

With a copy to:
 James C. Harrison, General Counsel
 1901 Harrison Street, Suite 1550
 Oakland, CA 94612
 Phone: (510) 346-6203
 Email: jharrison@olsonremcho.com

To San José: Leland Wilcox
Assistant City Manager, City of San José
200 East Santa Clara Street, 17th Floor
San José, CA 95113
Phone: (408) 535-4873
Email: Leland.Wilcox@sanjoseca.gov

With a copy to:

Jessica Zenk
Deputy Director, City of San José
200 East Santa Clara Street, 8th Floor
San José, CA 95113
Phone: (408) 535-3543
Email: Jessica.Zenk@sanjoseca.gov

To MTC: Andrew B. Fremier
Executive Director, MTC
375 Beale Street
San Francisco, CA 94105
Phone: (415) 778-5240
Email: afremier@bayareametro.gov

With a copy to:

Alix Bockelman,
Chief Deputy Executive Director, MTC
375 Beale Street
San Francisco, CA 94105
Phone: (415) 778-5250
Email: abockelman@bayareametro.gov

To CHSRA: California High-Speed Rail Authority
Attention: Chief Executive Officer
770 L Street, Suite 1160
Sacramento, CA 95814

With a copy to:

California High-Speed Rail Authority
Attention: Chief Counsel
770 L Street, Suite 620 MS 1
Sacramento, CA 95814
Telephone: (916) 324-1541
Email: legal@hsr.ca.gov

With a copy to:
 California High-Speed Rail Authority
 Attention: Regional Director
 160 W Santa Clara St, Suite 450
 San Jose, CA 95113
 Telephone: (408) 877-3182
 Email: northern.california@hsr.ca.gov

To VTA: Carolyn Gonot
 General Manager/CEO, VTA
 3331 North First Street
 San Jose, CA, 95134
 Phone:
 Email: Carolyn.Gonot@vta.org

c. A Party may specify a different or additional recipient and address during the term of the Agreement as long as the Party provides five days' written notice to all other Parties.

d. For convenience, copies of notices may be given by electronic mail, to the addresses listed above; however, a Party shall not give official notice by electronic mail.

16. Amendments

The Parties may amend the Agreement only in a writing executed by all Parties.

17. Termination

The Parties may terminate the Agreement upon mutual written consent. Additionally, a Party may terminate its participation in the Agreement after 60 days' written notice to all other parties. Upon notice of termination of the Agreement, the contracting Parties shall invoice the terminating Party of its share of all contractor costs for services rendered up to the date of termination pursuant to any existing funding agreements between the Parties. The remaining Parties may amend the Agreement to continue or may terminate the Agreement.

18. Severability

If any portion of the Agreement is held by a court of competent jurisdiction to be invalid, void, or unenforceable, the Parties shall negotiate an equitable adjustment in the provisions the Agreement with a view toward effecting the purpose of the Agreement, and all remaining portions of the Agreement will remain in full force and effect.

19. Miscellaneous Provisions

a. Entire Agreement: The Agreement, including any of its attachments and exhibits, constitutes the entire agreement between all Parties pertaining to its subject matter and

supersedes all prior or contemporaneous agreements, representations, and understandings of the Parties about the subject matter.

- b. Binding on Successors: The Agreement is binding upon each Party, their legal representatives, and successors for the duration of the Agreement.
- c. Interpretation: The Agreement and each of its provisions, terms, and conditions has been reached as a result of negotiations between the Parties. Each Party expressly acknowledges and agrees that (a) the Agreement will not be deemed to have been authored, prepared, or drafted by any particular Party and b) the rule of construction to the effect that ambiguities are to be resolved against the drafting Party will not be employed in the interpretation of the Agreement or in the resolution of disputes.
- d. No Implied Waiver: The failure of each Party to insist upon the strict performance of any of the terms, covenant, and conditions of the Agreement will not be deemed a waiver of any right or remedy that a Party may have and will not be deemed a waiver of a Party's right to require strict performance of all the Agreement's terms, covenants, and conditions.
- e. No Assignments: No Party is permitted to assign, transfer, or otherwise substitute its interests or obligations under the Agreement without the written consent of the other Parties.
- f. Applicable Law: The Agreement, as well as any claims that might arise between any of the Parties, will be governed by the laws of the State of California, without regard to conflict of law provisions.
- g. Forum Selection: Any lawsuit or legal action arising from the Agreement will be commenced and prosecuted in the courts of Santa Clara County, California. Caltrain agrees to submit to the personal jurisdiction of the courts located in Santa Clara County, California for the purpose of litigating all such claims.
- h. Compliance with All Applicable Laws: In the performance under the Agreement, all Parties and their agents shall comply with all applicable requirements of state, federal, and local laws and regulations.
- i. Relationship Between the Parties: The Agreement does not create the relationship of agent, servant, employee, partnership, joint venture or association, or any other relationship other than that of independent parties.
- j. No Third-Party Rights: The Agreement is intended solely for the benefit of the Parties and is not intended to confer any benefits on, or create any rights in favor of, any person other than the Parties.
- k. Counterparts: The Agreement may be executed in any number of counterparts and by each Party in separate counterparts, each of which when so executed and delivered shall be deemed to be an original, and all of which taken together shall constitute one and the same instrument. The Parties agree that an electronic copy of this signed contract or an electronically

signed contract has the same force and legal effect as a contract executed with an original ink signature.

1. Warranty of Authority to Execute Agreement: Each Party represents and warrants that the person whose signature appears in the Agreement on the Party's signature line is authorized and has the full authority to execute the Agreement on the Party's behalf.

[SIGNATURES ON THE FOLLOWING PAGES]

DRAFT

IN WITNESS WHEREOF, the parties have executed the Agreement as of the Effective Date by their duly authorized representatives.

**Santa Clara Valley
Transportation Authority**

Peninsula Corridor Joint Powers Board

Carolyn M. Gonot
General Manager/CEO

Michelle Bouchard
Executive Director

Date

Date

City of San José

**Metropolitan Transportation
Commission**

Leland Wilcox
Assistant City Manager

Andrew B. Fremier
Executive Director

Date

Date

California High Speed Rail Authority

Ian Choudri
Chief Executive Officer

Date

Nov 20, 2024

Joint Policy Advisory Board Meeting

Interim Cooperative Agreement



Background



- Overarching Goal
 - Redevelop Diridon Station
 - Advance project from concept to delivery
- Improve Governance / Organization
- Concurrent Efforts
 - Set up new delivery organization
 - **Improve current project team organization**

Cooperative Agreement Terms



Summer 2024 - Summer 2025

Pre-Environmental Phase

- Community Outreach
- Advance design and recommend alternative
- Recommend long-term governance option
- Prepare Funding Plan and seek funding
- Prepare Advocacy Plan and advocate

2025 – 2028

Environmental Phase

- NEPA and CEQA environmental clearance
- Set up long-term governance organization
- Advocacy and funding pursuits

Steering Committee

- Existing Diridon JPAB restructured as Steering Committee
- 10 members (Vote Allocation)

SJ (2)

Caltrain (2)

VTA (2)

MTC (1)

CHSRA (1)

Ex Officio BART

Ex Officio Rod Diridon

- Chair and Vice-Chair between San Jose, Caltrain and VTA (rotation)
- Quarterly public meetings (minimum)

Partner Agency Roles and Responsibilities

Integrated Project Team

Caltrain

Station Planning
Environmental
Planning
Design and
Engineering

San Jose

Station Area Plan
Development
Stakeholder /
Community
Outreach

VTA

Governance
Planning / Funding
Strategy
Legislative
Advocacy Plan
Projects
Coordination

MTC

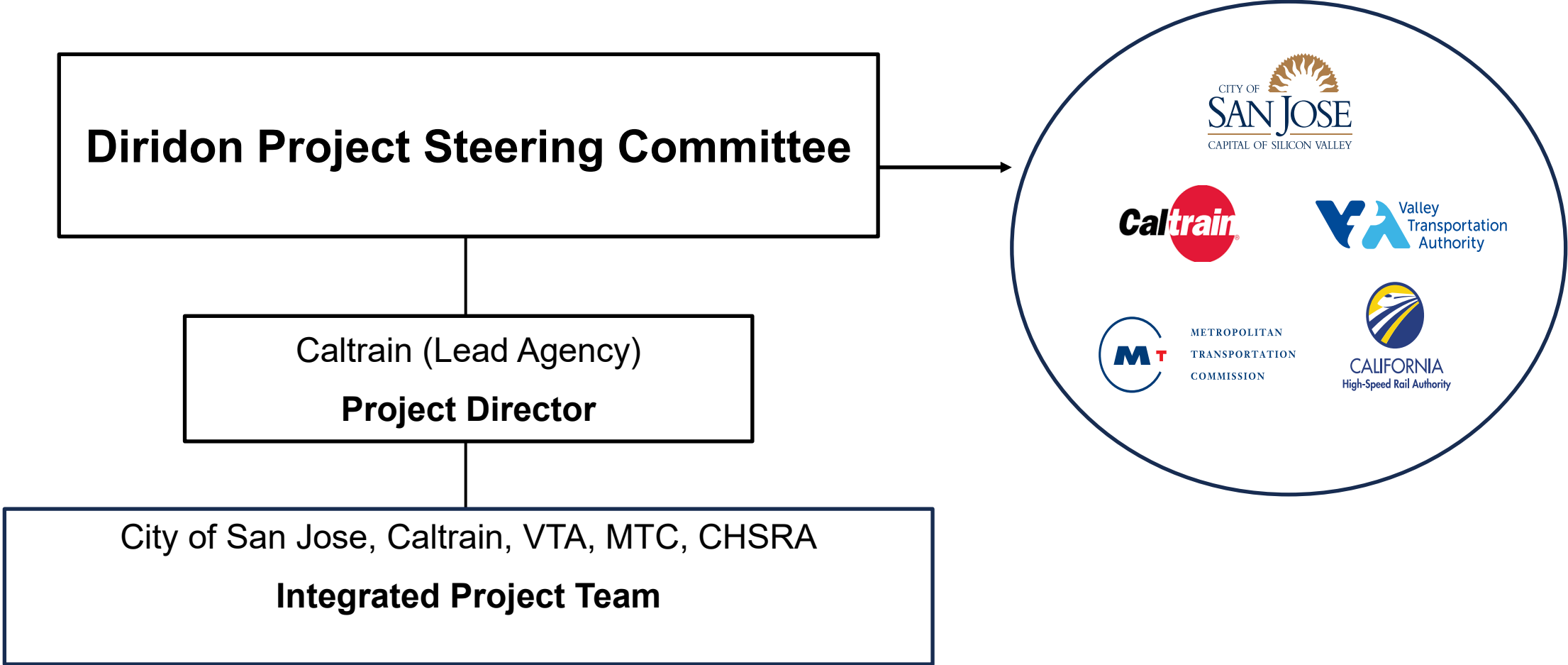
Regional Legislative
Advocacy
Regional Funding
Strategy
Regional Network

CHSRA

HSR Project
Interface
FRA Partnership
Support

- Grant Steering Committee final decision-making authority over critical project matters, including the selection of Project Director
 - Project Director report directly to Steering Committee and Caltrain
 - Project Director responsible for managing project activities
 - Lead Agency accountable for Project Director performance on managing project activities
- Designate Caltrain as Lead Agency for Project Director
 - Up to 4 years
 - Steering Committee review designation within 4 years or upon establishing a new governance structure
- Establish a comprehensive escalating dispute resolution process
 - Include meetings with Steering Committee Chair, agency Chairs and Executive Directors
 - Allow for opting out of the agreement / potential creation of a new agreement

Interim Organization



Project Director



Project Director Role

- Lead the “Integrated” Project Team to achieve key milestones
- Develop and manage project schedule, workplan, and budget
- Ensure efficient use of consultant and staff resources
- Coordinate partner agency scopes of work
- Set up long-term governance entity, advance enabling legislation, and coordinate transition from planning/environmental to delivery
- Develop agreements between new Authority and existing partners
- Manage risks that threaten project advancement

Hiring Process



Identify funding / Multi-year commitment

Staff or Consultant

Caltrain recruitment and hiring process

Partner Agencies review and screening

Steering Committee selection

Next Steps





Cooperative Agreement

- Obtain approvals and signatures



Steering Committee / Project Director

- Appointments
- Recruit and Hire



Restructure Project Team

- Operationalize agency roles and responsibilities
- Activate project office

Discussion / Comments





Memorandum

TO: Diridon Station Joint Policy Advisory Board

FROM: Jessica Zenk, City of San José Department of Transportation Deputy Director /
City Project Director

DATE: November 13, 2024

SUBJECT: Update on community engagement for the Diridon Business Case

FOR INFORMATION ONLY

INTRODUCTION:

The purpose of this report is to provide a summary of community engagement activities conducted for the Diridon Business Case.

INTRODUCTION:

Background

The City, which is leading engagement efforts on behalf of the Diridon Partner Agencies, previously provided updates to the JPAB in the May 15, 2024 and the August 14, 2024 meetings. In those updates, the City described a proposed approach for engagement with a particular focus on intended target audiences as well as recommended strategies for reaching each group.

As explained by the City in those prior JPAB meetings, the goals of the current round of outreach include the following:

- Build on prior outreach efforts and input on top concerns/priorities for the station and adjoining public spaces.
- Inform the community and seek feedback on station alternatives.
- Build excitement, awareness and ownership.
- Inform the recommended project to progress into the environmental review phase of work.

The City also explained that the focus of engagement activities in late-spring and summer 2024 was to focus on the community partners and stakeholders who stand to be most directly impacted by the project. This included:

1. Neighborhood Groups
2. Economic development & workforce groups
3. Regional transit advocacy groups
4. Local interest groups (e.g., the Guadalupe River Park Conservancy)
5. Downtown/station area landholders/leasers
6. A Historic Station Working Group



Engagement Activities Summer and Fall 2024

In preparation for launching a broader community engagement effort in late summer 2024, the City established a Partner Agency Engagement Working Group (EWG) in June. This group is comprised of a mix of public affairs and technical staff from each of the five partner agencies. The EWG has met weekly or biweekly since June and has served as a forum for the City and consultant team to receive input on public engagement activities. Another important role of the EWG is to ensure that the Partner Agencies carefully coordinate and mutually support each other's engagement activities on Diridon Station and related projects.

Between September and November of 2024, the Partner Agencies hosted a variety of public meetings and events, including a large public open house, smaller community meetings, various pop-ups in public places, a station exhibit, and an online open house. A full list of events is provided in the table below. These events were promoted in a variety of manners, including flyers distributed at businesses and in public areas in the station vicinity, direct mailers sent to residents and businesses within the same area, promotion at the pop-up events listed below, e-mail blasts sent to previous project participants, as well as through social media posts promoted by all of the Partner Agencies.

Event Type	Event Location	Event Date and Time
Viva Calle	Santa Clara St. @ Roosevelt Community Center	September 8, 2024
Caltrain Electrification San Jose Launch Party	Diridon Station	September 21, 2024
Pop Ups	Diridon Station commute hour	October 23, 4 pm- 6 pm
	Whole Foods near station	October 26, 12 pm- 2 pm
	SAP Center area before Sharks game	October 29, 6 pm- 8 pm
	Eastridge Transit Center	October 30, 4 pm- 6 pm
	Berryessa BART Station	November 2, 10 am- 1 pm
Neighborhood Association Meetings	Delmas Park Association; ongoing scheduling	October 23, 6 pm; ongoing
Individual and Group Stakeholder Meetings	Ongoing	Ongoing
In-field Walking Tour	Gardner Community Center, West Virginia Crossing, Auzerais Crossing	November 9, 9 am- 1 pm
Online Open House	Hosted on www.diridonsj.org	11/8/2024 to at least 12/15/2024



Primary Feedback Received

- The project will bring big regional mobility benefits. It could also bring big local benefits (station as destination in its own right) if it is well-designed and has the right amenities within it.
- Sense that blend of historic and modern is successful in both alternatives.
- Arrival experience at station, both by train and from downtown, is improved over status quo in both alternatives.
- Broad support for prioritization of modes at station (which is in line with City's adopted access hierarchy in the [Diridon Station Area Plan](#), p. 129).
- Appreciation that spaces closest to rail concourses are devoted to pedestrians.
- Acknowledgement that this is a big project that will cost a lot of money, and will take a long time, and that has big inherent impacts. Appreciation about the Partner Agencies' transparency on this.
- Appreciation for the broad and thoughtful public engagement process conducted to date.

At-Grade Alternative-Specific Comments

- Arrival experience slightly better with historic building more prominent.
- Interesting reuse of historic hall with floor cut out & creation of gallery.
- Better from the standpoint of reducing costs and construction disruptions.
- Concern about greater property impacts, especially at Auzerais, West Virginia, Stockton.
- Concerns about maintaining adequate access across tracks.

Elevated Alternative-Specific Comments

- Better local street connections with better visibility across tracks, improved neighborhood connections.
- Superior for people on foot, bike, as well as for emergency response.
- "Flat streets are better."
- Some concerns about the visual impacts of elevated tracks.
- Concerns about the future maintenance and programming of spaces under elevated tracks.

What Respondents Wanted to Know More About

- What local benefits will station area residents see?
- Need to adequately reach ALL community members, including property owners and businesses.
- How will the project improve pedestrian crossings across the tracks and streets?
- Maintenance concerns for future station (esp. re. proposed roof).
- Need to minimize connection distances between modes. How will project do this?
- More information about BART / heavy rail connection, bus connections.
- Need to minimize ramping for bikes & people with limited mobility.
- Do we really need to accommodate freight in station?



NEXT STEPS:

Feedback from the community on the two station alternatives will be gathered through at least mid-December. The primary vehicle for receiving this feedback will be the online open house, which is hosted on the project website at www.diridonsj.org. This community feedback, along with information from the cost/benefit analysis that is being prepared for the Diridon Business Case, will inform the selection of a single preferred station option in spring 2025. Additional community engagement will be planned in early 2025 as the single preferred option begins to take shape.



DIRIDON STATION PROJECT FALL 2024 ENGAGEMENT UPDATE





Engagement 2024

1

Engagement Goals and Strategies

2

Promotion of Engagement Activities

3

What We've Heard

4

Summary of Completed Activities and Next Steps

Engagement Goals and Strategies



Engagement Goals and Strategies

Goals

- Build on prior engagement
- Build awareness and momentum
- Seek feedback on station alternatives
- Inform the preferred alternative for environmental review



Community members and project staff at the September 12 open house.

Meeting Types & Strategies

- Public meetings
- Online open house
- Station exhibit
- Pop-up events
- Smaller meetings with
 - Community and business groups
 - Station area landowners
 - Developers
 - Non-profits
 - Individual stakeholders
 - Historic Station Working Group

Pop-Ups

- Introduced community members to the project and promoted other upcoming engagement opportunities
- Presented and collected feedback on design alternatives
- Interacted with over 750 community members (through November 2024)



Gardner Community Center Open House

- Interactive, informative stations and partner agency tables
- Opportunities to learn about and provide input on both station alternatives, possible modifications to the historic station, and potential retail in the station
- Format with different stations and robust staffing from partner agencies allowed for in-depth conversations with attendees
- Received feedback from over 120 participants



Images of community members attending September 12 open house.

Community and Stakeholder Meetings



Perspectives of Both Alternatives

View looking **north** toward the main entrance of Diridon Station from San Fernando Street

Station Today

Alternative A

Alternative B

Logos: Caltrain, California High-Speed Rail Authority, City of San José, M, and The Future of Diridon Station.

Screenshot of presentation included in online open house.

Launch Date	November 6, 2024
End Date	Mid-December (or later)

- **Purpose:** Create an online avenue for the community to learn about the Diridon Station planning process, history, and current decision points
- **Approach:** Adapted the materials used for the in-person open house, added short videos with questionnaires available in English, Spanish, and Vietnamese
- **Promotion Strategy:** Promote at pop ups, community groups, email blasts, partner agencies

In-Field Walking Tours

Purpose:

Provide comprehensive information on potential impacts to the track crossings and opportunities for community members to provide informed, in-depth input

Format:

Presentation and Q&A followed by walking tours of the West Virginia and Auzerais crossings



DIRIDON STATION WALKING TOUR
RECORRIDO DE LA ESTACIÓN | CHUYỂN ĐI BỘ

Saturday, November 9th | Sábado 9 de noviembre | Thứ bảy, ngày 9 tháng 11
Gardner Community Center | Centro Comunitario Gardner | Trung tâm cộng đồng Gardner

Schedule (Refreshments begin at 9 am):

- Presentation and Q&A: 9:15 am - 10:30 am
- Walking tour of **West Virginia Crossing** (5-minute walk from Gardner Community Center): 10:30 am - 11:15 am
- Walking tour of **Auzerais Crossing** (11-minute walk from West Virginia Crossing): 11:15 am - 12:00 pm
- Optional lunch: 12:00 pm - 1:00 pm

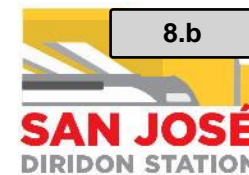
We ask that you register on Eventbrite so that we can get enough food and refreshments for everyone throughout the day. Spanish and Vietnamese interpretation will be available for those who request it on Eventbrite.

Te pedimos que te registres en Eventbrite para que podamos conseguir suficiente

Screenshot of half of flyer created to promote walking tour.

Exhibit at Diridon Station

8.b

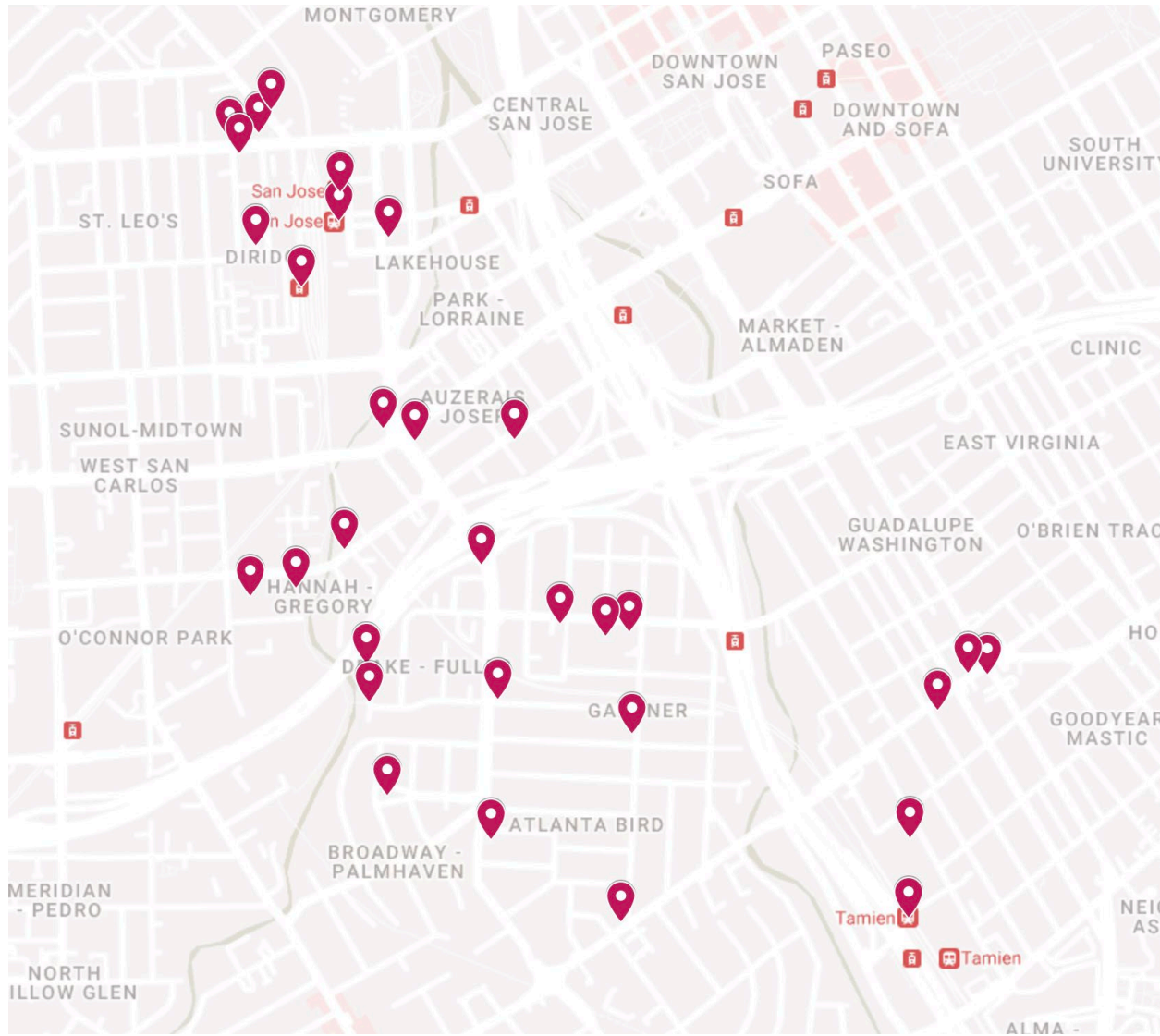


Purpose:

To provide community members the opportunity to view information and learn about the project and two alternatives on their own time



Promotion of Engagement Activities



Map of locations flyered for September 12 open house.

- Distributed flyers at businesses and public areas throughout surrounding neighborhoods
- Promoted on social media via partner agencies
- Sent out email blast to previous project participants
- Sent mailers to affected neighborhoods
- Held various pop-ups to promote the September 12 and November 9th community meetings



Major Themes We've Heard

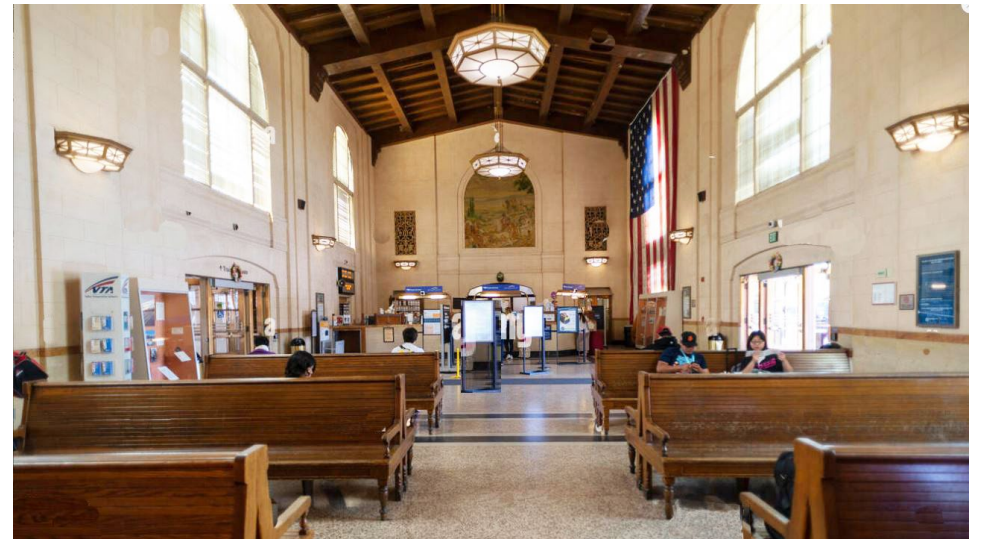
What Did People Like? (Both Alternatives)

- Improved regional mobility
- Good prioritization of modes, especially pedestrian priority
- Improved arrival experience
- Support for preservation of historic station hall
- Successful blending of historic and modern
- Support for modifications to historic assets that will improve functionality of future station
- Thoughtful public engagement process



What Were Primary Concerns? (Both Alternatives)

- Noise, vibration and visual impacts
- Property impacts due to rail expansion, including access impacts
- Encroachment onto Fuller Park, loss of mature trees
- Flooding in underpasses
- Removal of benches from historic station hall
- Need for better maintenance of existing rail corridor



Reactions to the At-Grade Alternative

- Arrival experience slightly better with historic building more prominent
- Interesting reuse of historic hall with floor cut out & creation of gallery
- Less cost and construction disruption than elevated alternative

- Concerns about property impacts, especially at Auzerais, West Virginia, Stockton
- Concerns about maintaining adequate access across tracks



Reactions to the Elevated Alternative

- Better local street connections, which is especially beneficial for people on foot and bike, as well as for emergency response
- Improved neighborhood connections

- Concerns about visual impacts of elevated tracks
- Concerns about maintenance (and need for programming) of spaces under future elevated tracks



What Did People Want to Know More About?

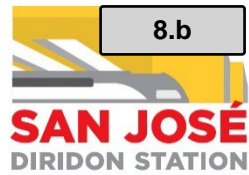
- Benefits to residents directly adjacent to station/tracks
- More details on pedestrian crossings of tracks and streets
- Maintenance (e.g. proposed roof)
- Intermodal connections, specifically to BART and bus
- Freight at station – why do we need to accommodate?



Amenities People Would Like at the Station



Fall 2024 Engagement Summary



Event Type	Event Location	Event Date and Time
Viva Calle	Santa Clara St. @ Roosevelt Community Center	September 8, 2024
Caltrain Electrification SJ Launch Party	Diridon Station	September 21, 2024
Pop Ups	Diridon Station commute hour	October 23, 4 pm- 6 pm
	Whole Foods near station	October 26, 12 pm- 2 pm
	SAP Center area before Sharks game	October 29, 6 pm- 8 pm
	Eastridge Transit Center	October 30, 4 pm- 6 pm
	Berryessa BART Station	November 2, 10 am- 1 pm
Neighborhood Association Meetings	Gardner N.A., Alameda Park N.A., Delmas Park N.A., ongoing scheduling	October 2024, various dates
Stakeholder Meetings	Ongoing	Ongoing
Future of Diridon Station Exhibit	VTA Customer Service Center Diridon Station	October 22-November 13 November 13-spring 2025
In-field Walking Tour	Gardner Community Center, West Virginia Crossing, Auzerais Crossing	November 9, 9 am- 1 pm November 19, 2pm
	Hosted on www.diridonsj.org	11/8 to 12/15/2024

Engagement Activities

|| 2025 || || FALL 2024 || || ||

September 12:
Open House

September 21:
Pop-up @ Caltrain
Electrification

Fall 2024 –
Spring 2025
Station Exhibit

November 7
Launch of Online
Open House:
www.diridonsj.org

Fall 2024:
In-Field Meetings,
Additional Pop-
Ups

December 13
Joint Policy
Advisory Board

Late January:
Potential
Community
Meeting #2

February: First
Meeting of
Steering
Committee

Public Feedback
and Cost/Benefit
Incorporated into
Final Decision

Comments & Questions



**Peninsula Corridor Joint Powers Board
Staff Report**

To: JPB Board of Directors
Through: Michelle Bouchard, Executive Director
From: Sherry Bullock, CalMod Program Director
For: February 2025 JPB Board of Directors Meeting
Subject: **Receive Update on Battery Electric Multiple Unit (BEMU) Project –
December 2024**



Finance Committee
Recommendation



Technology, Operations, Planning,
and Safety Committee
Recommendation



Advocacy and Major Projects
Committee Recommendation

Purpose and Recommended Action

This report includes an informational update that requires no action by the Board of Directors (“Board”) of the Peninsula Corridor Joint Powers Board (“JPB” or “Caltrain”).

Staff will provide monthly updates covering Battery Electric Multiple Unit (BEMU)-related activities during the reporting month and a preview of activities anticipated to take place during the current month.

Discussion

The battery electric multiple unit pilot project (BEMU Pilot) is a research and development project with the end goal of producing a BEMU qualified to run on the general railroad system, and on Caltrain’s right-of-way including the Gilroy Extension specifically under battery power.

The BEMU is a change order option train ordered from Caltrain’s EMU contract and is a shorter version of a fully capable EMU paired to a battery cab car designed to run in daily round-trip service from Gilroy to San Jose. The BEMU has four cars, three of which accommodate passengers with a total of 280 seats. The BEMU will be charged under the overhead catenary system (OCS) either stationary or in service, travel to Gilroy and have its charge “topped off” during overnight layover in Gilroy at the standard 480V train plug before returning north.

Stadler is responsible for design, procurement, manufacturing, installation, testing and commissioning of the BEMU. The BEMU will be equipped with Positive Train Control (PTC) and qualified on both the non-electrified portion of Caltrain service on Union Pacific Railroad territory as well as the Caltrain Right-of-way electrified portion. BEMU PTC will require detailed documentation and approval by the Federal Railroad Administration.

MONTHLY UPDATE

- 1. Project Schedule – Battery Electric Multiple Unit (BEMU) project baseline schedule was established on April 22, 2024. The following are the status of major Milestones as of December 31, 2024:**

<u>Key Project Activity</u>	<u>NTP + months estimated in Change Order</u>	<u>Planned Completion (Baseline)</u>	<u>Progress as of 12/31/2024</u>	<u>Progress On Track?</u>	<u>Notes</u>
Stadler Notice to Proceed	0	08/25/23	Completed	Completed	
Approval of Master Program schedule	3	04/22/24	Completed	Completed	
Conceptual Design Review (CDR)	12	11/01/24	11/12/2024	Completed	
Preliminary Design Review (PDR)	16	08/15/25	In Process	On Track	
Final Design Review (FDR)	20	12/12/25	In Planning	On Track	
Battery First Article Inspection	30	04/10/26	In Planning	On Track	
Completed Carshells	40	05/01/26	In Planning	On Track	
Authorization to Ship to Transportation Test Center	45	06/25/27	In Planning	On Track	
Completion of Testing at TTC	50	12/10/27	In Planning	On Track	
Conditional Acceptance – BEMU Ready for Revenue Service	55	2028 Q4	In Planning	On Track	
Final Acceptance	60	2028 Q4	In Planning	On Track	

2. Cost – Spend vs Budget with Actuals and Accruals through December 31, 2024

Project 100782 BEMU - Budget and Cost (As of December 31, 2024)

	(A)	(B)	(C)	(D)		(E)	(F) = (C - E)	(G) = (D / E)
Project Cost Analysis	Original Budget (US\$MM)	Approved Changes (Contractor) (US\$MM)	Project Current Budget (US\$MM)	Expended and Accruals To-Date (US\$MM)	To-Go (US\$MM)	Estimated at Completion (EAC) (US\$MM)	Variance at Completion (US\$MM)	% Expended of EAC
Contractor - STADLER	\$ 60.98		\$ 60.98	\$ 17.96	\$ 43.02	\$ 60.98	\$ -	29.45%
Other Contracts	\$ 1.31		\$ 1.31	\$ -	\$ 1.31	\$ 1.31	\$ -	0.00%
Program Mngt. & Admin Costs	\$ 9.64		\$ 9.64	\$ 0.06	\$ 9.58	\$ 9.47	\$ 0.17	0.63%
Project Contingency	\$ 7.47		\$ 7.47		\$ 7.47	\$ 7.48	\$ (0.01)	0.00%
ICAP	\$ 0.60		\$ 0.60	\$ (0.00)	\$ 0.60	\$ 0.76	\$ (0.16)	0.00%
Total BEMU Project	\$ 80.00	\$ -	\$ 80.00	\$ 18.02	\$ 61.98	\$ 80.00	\$ (0.00)	22.52%

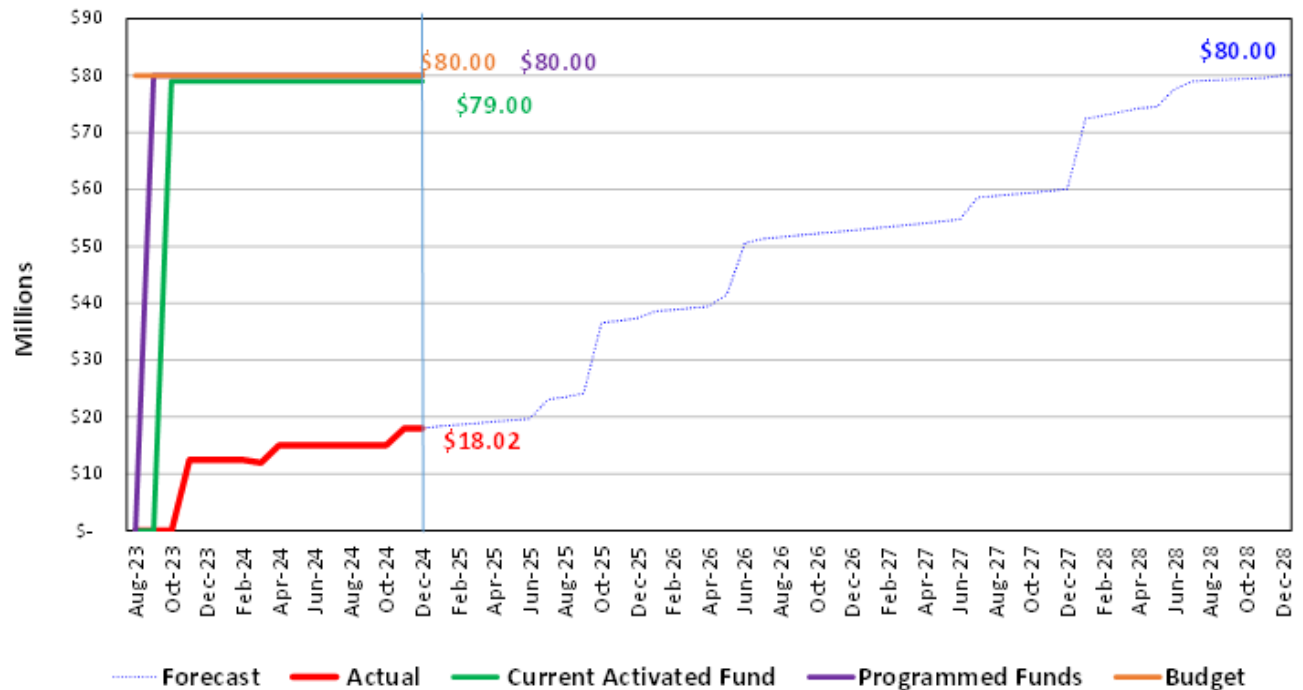
Note:

- 1). Expended and Accruals To-Date is through December 31, 2024;
- 2). Program Mngt. & Admin Costs includes JPB project oversight costs, TASI support and Other Direct Costs for BEMU trainset;
- 3). Other Contracts includes \$1M for Wayside Upgrades;

3. Cost Curve:

DECEMBER 2024

BEMU | Expenditure - Planned vs. Actual



4. Major Activities for December 2024:

- Held on-going technical coordination meetings, including biweekly technical coordination.
- Held on-going safety coordination meetings (biweekly).

5. Upcoming Key Activities:

- Continue Conceptual Design Review (CDR) items resolution as part of design process.
- Prepare for Preliminary Design Review
- Continue with safety analysis
- Review vehicle performance and the benefits of increasing battery capacity to 2.3 MWh

6. Change Management:

- In August 2023, the JPB approved change order for not to exceed \$60,976,504 to Stadler US Inc., contract No. 14-PCJPB-P-056 for an option of one four-car Battery Electric Multiple Unit (BEMU) trainset.
- A change notice was issued for BEMU convenience outlets, which were not included in the BEMU train order. There is no change to the project budget.
- A Potential change regarding increasing the traction battery capacity from the baseline 1.8 MWh requirement to the 2.3 MWh.

7. Risk Management:

The following are top risks for implementation of Battery Electric Multiple Unit (BEMU) project:

Risk Descriptions	Mitigation Actions
1. Availability of the car body engineer resources for BEMU project	Met with Stadler executives and requested the earliest possible start to design, and maximization of parallel activities. Carbody design has begun and is not impacting schedule at this time.
2. Potential supply chain issue down the road	Tracking procurement lead time and monitoring closely.

8. FRA Coordination Status:

- No action

Budget Impact

There is no impact on the budget.

Prepared By: Sherry Bullock
Greg Cameron

Program Director CalMod
BEMU Commercial Project Manager

01/28/2025
01/28/2025

**Peninsula Corridor Joint Powers Board
Staff Report**

To: JPB Board of Directors
Through: Michelle Bouchard, Executive Director
From: Sherry Bullock, CalMod Program Director
For: February 2025 JPB Board of Directors Meeting
Subject: **Receive Update on Crossing Optimization Project through December 2024**

Finance Committee
Recommendation

Technology, Operations, Planning,
and Safety Committee
Recommendation

Advocacy and Major Projects
Committee Recommendation

Purpose and Recommended Action

This report includes an informational update that requires no action by the Board of Directors (“Board”) of the Peninsula Corridor Joint Powers Board (“JPB” or “Caltrain”).

Staff will provide monthly updates covering Crossing Optimization-related activities during the previous month and a preview of activities anticipated to take place during the current month.

Discussion

The Caltrain Crossing Optimization Project provides an advanced technology solution to improve grade crossing warning time performance. This is accomplished by reducing crossing warning system activations and the amount of gate down time at grade crossings resulting from Through Move and scheduled Station Stop trains. This solution is integrated with Caltrain Positive Train Control (PTC) system, which has been operational since September 2019. The project was implemented using a design-build approach and included the following deliverables:

- Crossing Optimization Concept of Operations
- Rail capacity, schedule management and communication studies
- Optimization crossing functional design.
- Proof of concept demonstration
- Testing and Commissioning of Optimized Crossing system

MONTHLY UPDATE

1. Project Schedule - Major Milestones for Crossing Optimization Implementation as of December 31, 2024:

<u>Key Project Activity</u>	<u>No of Crossing</u>	<u>Planned Completion</u>	<u>Progress as of 12/31/24</u>	<u>Progress On Track?</u>	<u>Note</u>
220MHZ Study and Approval	n/a	Completed	Completed	Completed	
Crossing Group #1 Pilot Cutover Auzerais, Virginia Street, Center Street, Santa Paula, Mission, 16h street	6	4/27/2022	Completed	Completed	
Crossing Group #2 Cutover Broadway, Morrell Pd and Oak Grove	3	03/09/2023	Completed	Completed	
Crossing Group #3 Cutover Howard Ave, Peninsula Ave, North Lane and Baywater Ave	4	05/14/2024	Completed	Completed	
Crossing Group #4 Cutover Bellevue, First Ave, Villa Terrace Ave, Second Ave	4	05/14/2024	Completed	Completed	
Crossing Group #5 Cutover Third Ave, Fourth Ave, Fifth Ave, Ninth Ave	4	05/14/2024	Completed	Completed	
Crossing Group #6 Cutover Alma St., Churchill Ave	2	06/17/2024	Completed	Completed	
Crossing Group #7 Cutover Whipple, Brewster, Broadway, Maple St.	4	07/02/2024	Completed	Completed	
Crossing Group #8 Cutover Rengstorff, Castro St., Mary Ave, Sunnyvale Ave	4	06/17/2024	Completed	Completed	
Crossing Group #9 Cutover Encinal, Glenwood, Oak Grove, Ravenwood Ave.	4	06/30/2024	Completed	Completed	
Crossing Group #10 Cutover South Linden, Scott Street	2	07/23/2024	Completed	Completed	
Crossing Group #11 Cutover East Meadow Drive, Charleston Rd	2	12/16/2023	Completed	Completed	
Crossing Group #12 Cutover Main St., Chestnut St. Fair Oaks Lane, Watkins Ave.	4	06/30/2024	Completed	Completed	
Crossing Group #13 Cutover Mission Bay and 16 th Street	2	07/23/2024	Completed	Completed	
Crossing Optimization Final Acceptance	Total 43 crossing	September 2024	12/18/24	Completed	

2. Cost – Spend vs Budget with Actuals and Accruals through December 31, 2024

Crossing Optimization Budget and Cost (As of December 31, 2024)

	(A)	(B)	(C)	(D)		(E)	(F) = (C - E)	(G) = (D / E)
Project Cost Analysis	Original Budget (US\$MM)	Approved Changes (Contractor) (US\$MM)	Project Current Budget (US\$MM)	Expended and Accruals To-Date (US\$MM)	To-Go (US\$MM)	Estimated at Completion (EAC) (US\$MM)	Variance at Completion (US\$MM)	% Expended of EAC
Crossing Contractor - WABTEC	\$ 8.08	\$ 1.10	\$ 9.18	\$ 8.21	\$ 0.97	\$ 9.18	\$ (0.00)	89.44%
Program Mngt. & Admin Costs	\$ 4.20	\$ (0.25)	\$ 3.95	\$ 3.62	\$ 0.17	\$ 3.80	\$ 0.16	95.51%
Project Contingency	\$ 0.72	\$ (0.70)	\$ 0.02		\$ 0.01	\$ 0.01	\$ 0.01	0.00%
ICAP	\$ 0.45		\$ 0.45	\$ 0.40	\$ 0.06	\$ 0.46	\$ (0.01)	87.65%
Potential Changes			\$ -		\$ -	\$ -	\$ -	
Total Crossing Optimization Project	\$ 13.46	\$ 0.15	\$ 13.61	\$ 12.24	\$ 1.21	\$ 13.45	\$ 0.16	91.00%

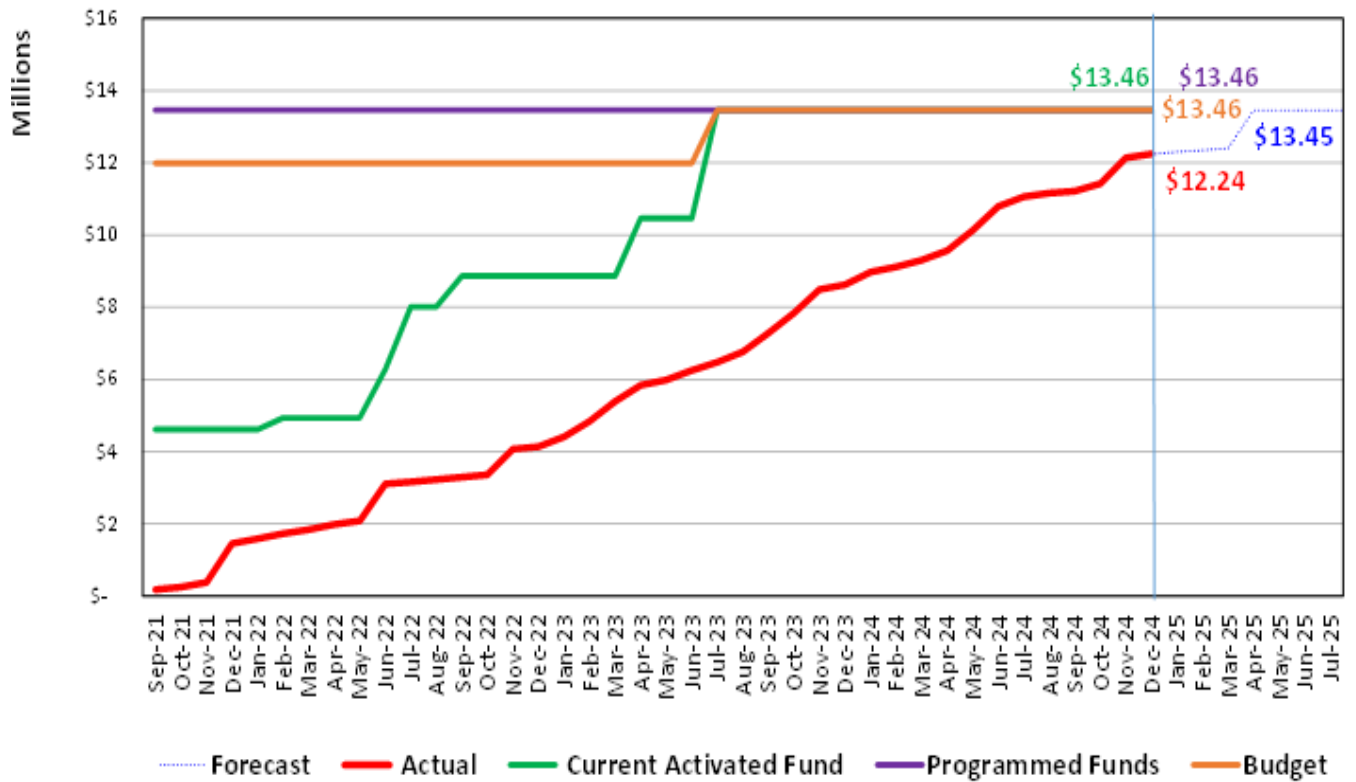
Note:

- 1). Expended and Accruals To-Date is through December 31, 2024;
- 2). Program Mngt. & Admin Costs includes JPB project oversight costs, TASI support and Other Direct Costs for Crossing project delivery;
- 3). % Expended of EAC includes the ongoing Manual Crossing Activation Button work;

3. Cost Curve:

DECEMBER 2024

Crossing Optimization | Expenditure - Planned vs. Actual



4. Major Activities for December 2024:

- Data Collection and optimization of crossing performance post cutover.
- Deployed Electric Multiple Unit ACAF Fileset.
- Submitted Form G for California Public Utilities Commission Closeout (GO-88B)
- Completed Request for Amendment (RFA)
- Final Acceptance was issued on December 18, 2024

5. Upcoming Key Activities:

- RFA Submittal to Federal Railroad Administration (FRA)
- Prepare crossing performance report following final system adjustments.
- Deploy inhibit functions in production
- Contract Closeout

6. Change Management:

- In June 2022, the JPB approved change order for not to exceed \$4,903,222 to Wabtec contract No. 18-J-T-49 for completion of the crossing optimization work. The Project executed contract Amendment 4 in September 2022.
- In November 2022, the parties executed a \$0 change order (Amendment 5) to modify the payment schedule.
- A change order in the amount \$128,045 was issued for the rework in September 2024.
- In October 2024, the project has executed contract Amendment 6 in the amount \$128,045 with an updated payment schedule.

7. Risk Management:

All project risks were mitigated; all crossings are in production.

8. FRA Coordination Status:

- As needed coordination calls with FRA Test Monitor.
- Continue development of combined Safety Case update (Crossing Optimization & PCEP 2SC), Caltrain will submit RFA for 2SC/Cross Optimization).

Budget Impact

There is no impact on the budget.

Prepared By: Sherry Bullock
Aaron Marx

CalMod Program Director
Wireless Crossing Technical Project Manager

01/28/2025
01/28/2025

**Peninsula Corridor Joint Powers Board
Staff Report**

To: JPB Board of Directors
Through: Michelle Bouchard, Executive Director
From: Sherry Bullock, Program Director
For: February 2025 JPB Board of Directors Meeting
Subject: **Receive Update Regarding Peninsula Corridor Electrification Project (PCEP)
Closeout Status**

Finance Committee
Recommendation

Technology, Operations,
Planning, and Safety
Committee Recommendation

Advocacy and Major
Projects Committee
Recommendation

Purpose and Recommended Action

Staff Coordinating Council recommends the Board receive the Peninsula Corridor Electrification Project (PCEP) December Monthly Progress Report (MPR).

This report is provided for informational purposes only.

Discussion

The December MPR is intended to provide funding partners, stakeholders, and the public a PCEP overview and an overall update on project progress. This document provides information on the scope, cost, funding, schedule, and project implementation.

Budget Impact

There is no impact on the budget.

Prepared By: Sherry Bullock

Program Director, Caltrain
Modernization Program

650.722.7768



Caltrain Modernization Program Peninsula Corridor Electrification Project (PCEP)



Executive Monthly Progress Report

December 31, 2024

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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 recovered from storm damages in early 2024. Caltrain has successfully launched Electrified Service Inaugural Ride on August 10th with government officials. Caltrain commenced full electrified revenue service on September 21, 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 December 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 December 2024, a total of **\$29.3M** has been drawn down from the Shared Risk Pool of \$50 million to-date. **\$2,145,771** was drawn from the Shared Risk Pool this month.
- As of December 2024, a total of \$38.22M has been drawn from the project contingency of \$40 million. In December 2024, \$0 was drawn from project contingency.
- In December 2024, **\$5.2M** was issued from the milestone incentive pool of \$15 million. The team has awarded \$4M signal cutover milestone incentives in December 2023 to the design-build contractor.

1.3 Program Progress and Schedule

As of December 31, 2024, the overall project completion is 97.35%. The PCEP substantial completion was reached on May 3rd, 2024. Caltrain launched electrified service with mixed fleet in August 2024 and commenced a full electrified Revenue Service on September 21, 2024. The PCEP has reached Final Acceptance on December 20, 2024, and The FTA Required Completion Date of December 31, 2024.

1.4 Change Management Board (CMB)

In December 2024, the item listed below was received the CMB approval for contingency drawdown.

- IRL 405 - Recommended Traction Power and SCADA Spare Parts, Special Tools, and Test Equipment
- CCO-264 - Damages from On-track Equipment Collision

1.5 This Month's Accomplishments

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

- Successful commenced EMU soft launch service with mixed fleet operations on August 11th.
- Successful commend full electrified service on September 21, 2024
- PCEP contractor submitted Final Acceptance package on December 20, 2024.
- Continued design build contractor commercial close out.
- Continued to coordinate with Broadband Project, work with vehicle manufacturer, and monitor EMU production schedule that includes broadband equipment installation and testing.
- Met with FTA and confirmed that PCEP has met Required Completion Date requirement.
- Received FFGA grant extension approval for future Traffic Mitigation effort which will be implemented when Caltrain service increases to 6 trains per hour per direction.
- Continued with project close out efforts and tracked all punch list items in a centralized database.
- Continued to connect LV permanent power and coordinate remaining low voltage power drop applications with PG&E and local jurisdiction and utilized generators to support project testing. There is total 3 locations remaining.
- Held Monthly CMB meeting for overall program status and provided schedule, budget, risks, and changes updates.
- Continued providing PCEP progress updates to funding partners, leadership, elected officials, citizens, and business community.
- There was a total of 17 EMU trainsets delivered; 16 EMUs are on Caltrain property and completed burn-in testing in support of full electrified service.
- Continued design-build contract commercial close out including all shared risk Items.
- Concluded surplus material and spare parts trade off with minor punchlist work which will be transferred to rail operations.
- Completed close out NCRs and DVRs for the Final Acceptance.
- Received all record drawing as-builts drawings with the exception of the Traction Power system.
- Continued to close out all project permits.

1.6 Upcoming work

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

- Complete burn in for train no. 17, two more EMUs will be delivered by May 2025 which concludes total 19 EMU procurement.
- Complete PCEP remaining TPS as-built record drawings reviews.
- Receive all spare parts delivery.

- Close out all permits.
- Complete all low voltage power connections.
- Receive CMB approval of unanticipated project escalation (aka hyperinflation) change request.
- Close out Design build contract share risk pool
- Complete design build contractor final acceptance
- Complete design build contract financial close out.
- Complete recommendation of traffic mitigation effort.
- Complete draft Lessons Learned Report by February 2025
- Obtain JPB board approval of unanticipated project escalation (aka hyperinflation) change order and final design-build contract close out.

The PCEP Project is currently on budget and on time and achieved Full Revenue Service on September 21, 2024, and FFGA Required Completion Date of December 31, 2024.

1.7 Critical Items

As of December 2024, the top critical items and related actions are completed.

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"> • Completed • Rail Operations and Maintenance is addressing any future Theft issues during electrified service.

2.0 SAFETY

There have been three (3) reportable injuries in 2024 (Jan-Dec). The current Reportable Injury Rate is estimated at 1.06 (waiting for monthly hours, estimated 20,000).

RIR) for 2024 YTD is 1.06. Overall, since the project’s construction started in 2017, the RIR is at 1.84, which remains below the national average of 2.5.

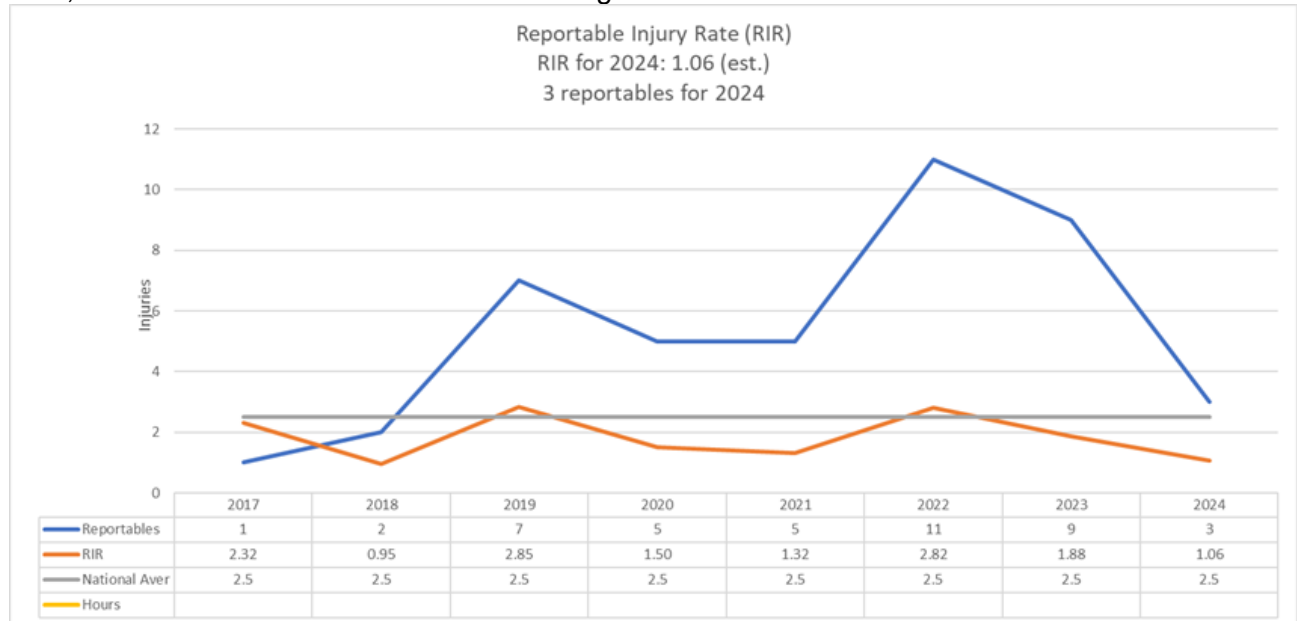


Figure 2-1. Project Reportable Injury Rate (RIR) by Year since 2017

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 Safety focus at this phase of the project includes the tracking of the remaining open items on the project Safety Open Items List (SOIL) and issuance of the project Final Safety and Security Certification Certificate. The project Safety Team continues to coordinate with Caltrain Safety and Operations on the continuing EMU hands-on training with the local Fire Departments.

Peninsula Corridor Electrification Project
Monthly Progress Report – December 2024

3.0 IMS PROGRAM SCHEDULE

3.1 Introduction

Caltrain Peninsular Corridor Electrification Project has reached substantial completion on May 3, 2024, and full Electrified Revenue Service in September 2024. The Revenue Service Date (RSD) was September 21, 2024. The team is working with Design builder to close out punch list and all work required for Final Acceptance. The Full Funding Grant Agreement (FFGA) Revenue Completion Date (RCD) of December 31, 2024, remains unchanged.

3.2 Critical Path Analysis

The current critical path now includes to the submission and review of As-built documentation, Closeout Package 11, and removal of Temp Yard (Mountain View) which lead to Final Acceptance of 12/20/2024. PCEP has met RCD date of December 31, 2024.

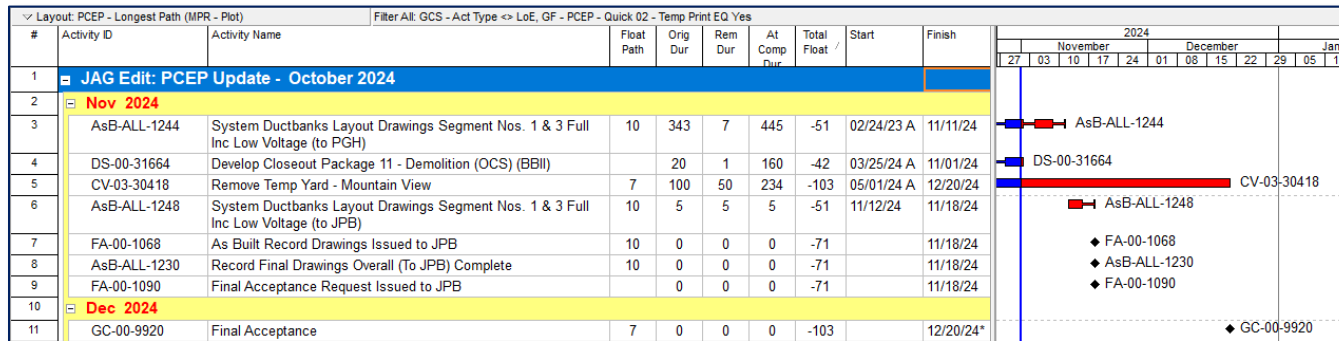


Figure 3-1. Critical Path Schedule

3.3 Schedule Contract Milestone Analysis

Figure 3-2. Contract Milestone Analysis

Contractor	Milestones	Allowed Dates	Actual Dates (December 2024)	Milestone Finish Date Variance	Remarks
BBII	Scheduled Substantial Completion	5/8/2024	5/3/2024	-5	Completed
Stadler	14th Trainset Arrival at JPB Site	10/12/2023	9/12/2024	336	Completed
Stadler	16th Trainset Arrival at JPB Site	10/12/2023	9/21/2024	345	Completed.
JPB	Revenue Service Date (RSD)	9/26/2024	9/21/2024	-5	Completed
BBII	Scheduled Final Acceptance	9/8/2024	12/20/2024	103	Completed
JPB	FFGA Revenue Completion Date (RCD)	12/31/2024	12/31/2024	0	Completed

Peninsula Corridor Electrification Project
Monthly Progress Report – December 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 December 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) = (A) – (E)
Electrification	\$1,754,468,422	\$3,108,528	\$1,700,427,180	\$61,022,312	\$1,761,449,491	(\$6,981,068)
EMU	\$688,222,275	\$1,001,866	\$665,768,323	\$15,472,883	\$681,241,207	\$6,981,068
PCEP TOTAL	\$2,442,690,697	\$4,110,394	\$2,366,195,503	\$76,495,195	\$2,442,690,698	\$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	\$1,093,369,881	\$1,125,524	\$1,060,836,311	\$31,622,570	\$1,094,649,881
EMU Procurement	\$556,072,601	\$565,284,846	\$1,401,860	\$556,325,624	\$8,959,221	\$565,284,846
Minor Construction Contracts (SSF, 25th Grade, Tunnel, CEMOF, SCADA, Non-BBI OCS)	\$67,055,072	\$64,135,067	\$4,253	\$65,440,420	\$538,105	\$63,787,525
Real Estate Acquisition & Support	\$34,914,177	\$34,914,177	\$469,438	\$25,827,847	\$10,400,895	\$36,228,742
PG&E, Utilities	\$132,088,994	\$128,868,191	\$238,060	\$135,482,451	-\$3,464,848	\$132,017,603
Management Oversight & Support	\$312,699,697	\$321,974,670	\$1,028,632	\$321,179,011	\$3,189,929	\$324,368,941
TASI Support	\$114,488,767	\$145,146,219	\$402,996	\$139,197,775	\$2,835,994	\$142,033,769
Finance Charges	\$9,898,638	\$9,898,638	\$0	\$12,946,910	\$0	\$12,946,910
Insurance	\$6,581,851	\$6,581,851	\$0	\$6,304,001	\$277,850	\$6,581,851
Other Required Projects & Services	\$9,084,176	\$10,484,176	-\$66,506	\$7,045,588	\$388,762	\$7,434,350
Environmental Mitigation	\$14,438,866	\$13,038,866	\$7,500	\$1,544,429	\$10,210,437	\$11,754,866

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Caltrain Capital Overhead (ICAP)	\$48,217,887	\$47,217,887	-\$501,361	\$34,065,136	\$11,152,751	\$45,217,887
Contingency	\$40,000,089	\$1,776,227	\$0	\$0	\$383,526	\$383,526
Total	\$2,442,690,697	\$2,442,690,697	\$4,110,394	\$2,366,195,503	\$76,495,195	\$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 December 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	\$8,295,627	-\$7,175,627
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	\$1,958,608	\$208,074
19	Track access delay for BBII Construction	\$1,800,000	\$0	\$1,450,523	\$349,477
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	\$3,474,002	-\$474,002

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Risk ID	Risk Description	Risk Amount	Current Month	Executed to Date	Remaining Balance
27	Contingency	\$12,000,000	\$2,145,771	\$9,140,839	\$2,859,161
NA	Unidentified	\$54,179	\$0	\$0	\$54,179
	BBII Risk Pool Total	\$50,000,000	\$2,145,771	\$29,329,209	\$20,670,791

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 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
BBII-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 Reimb.	(\$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)
BT-061	Outreach/Marketing Celebration Event and Media Buys	(\$540,000)
BBII-053-CCO-255	Un-Earned Milestone Incentive (Substantial Completion) - March	\$780,000
STA-056-CCO-054	Americans with Disabilities Act (ADA) Ramp Extension	(\$298,575)
Remaining Contingency		\$1,776,226
BBII-053-CCO-265	Hyper-Inflation	(\$13,500,000)
BBII-053-CCO-264	Damages from On-Track Equipment Collision	(\$2,194,732)
BBII-053-CCO-255-EAC5	BBII Contract Savings (Unspent Allowance, Unearned Incentives, Risk Pool Share)	\$2,469,788
BBII-053-RISK POOL	Risk Pool (BBII Share)	
BBII-053-RISK POOL	Risk Pool (PCEP Share) Transfer to Program Contingency	\$9,944,944
BBII-053-CCO-255-EAC4	Un-Earned Milestone Incentive (Revenue Service) - August	\$2,000,000
PG&E, Utilities	PG&E Supplemental Agreement & Utility Usage	(\$3,149,412)
BT-062	TASI GO-88 Crossing Improvements	(\$123,368)
BT-035E	TASI Support - EAC Update (2024-12)	\$3,235,818
Management Oversight &	Management Oversight - CloseOut Staffing	(\$2,394,269)

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Support		
BT-060B	ICAP Adjustment Credits 2024	\$2,000,000
EAC-SCRUB-11	EAC Scrub - Required Projects	\$1,285,554
EAC-SCRUB-05	EAC Scrub - Real Estate	(\$1,314,565)
ARINC-061-CCO-005A	Traction Power Facility SCADA T&M Adjustment	\$347,542
	Forecasted Remaining Contingency	\$383,526

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	(\$65,407,301)	(\$27,183,439)	(\$24,115,581)	(\$14,108,281)	(\$38,223,862)
Remaining Contingency	\$24,592,787	\$22,816,561	\$0	\$1,776,226	\$1,776,226
Pending Changes	(\$24,209,262)	(\$22,816,561)	\$0	(\$1,392,700)	(\$1,392,700)
Forecasted Remaining Contingency	\$383,526	\$0	\$0	\$383,526	\$383,526

4.4 Electrification Design Builder Contract Incentives

The Global Settlement included 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 as of December 2024.

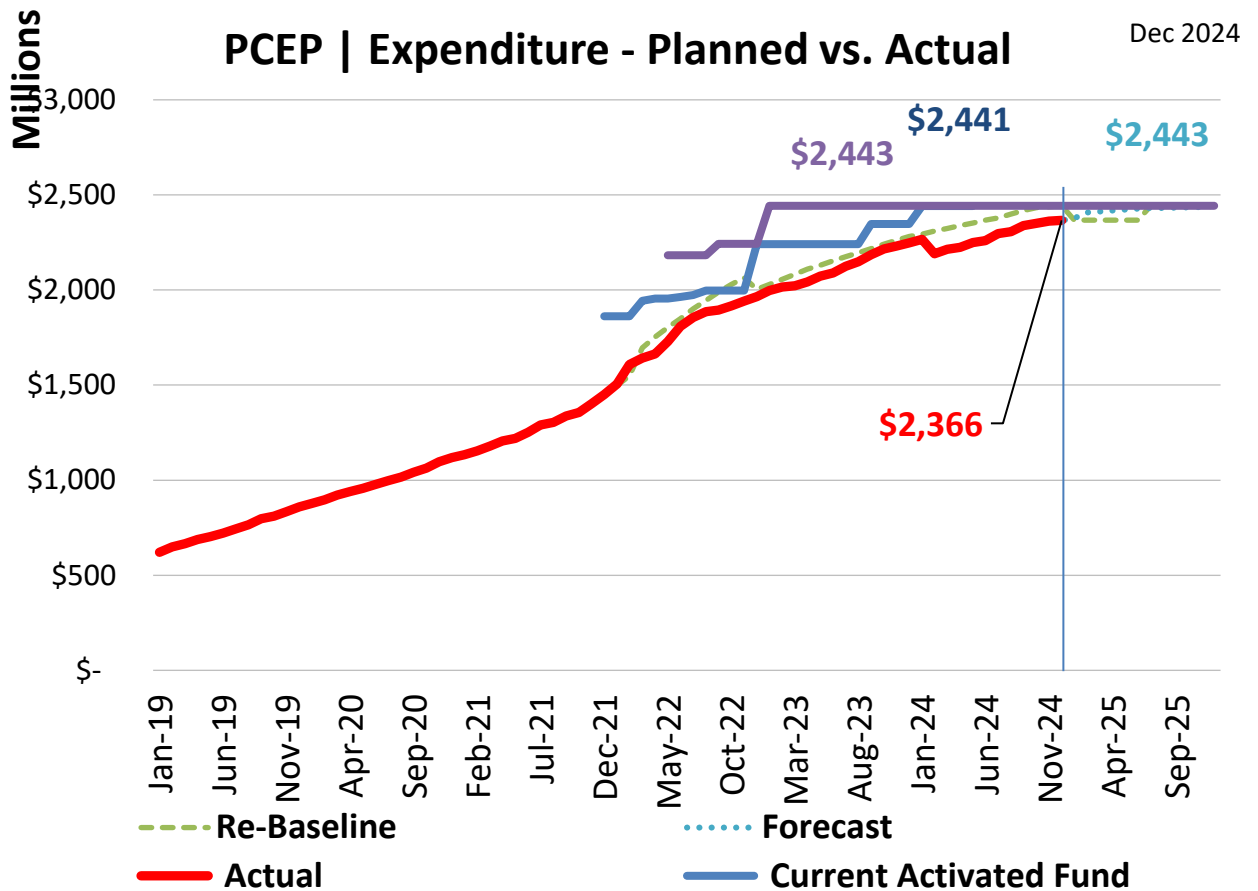
Table 4-6. BBII Incentives

Incentives	Budgeted (A)	Awarded (B)	Projected Remaining to Award (C)	Projected Balance Remaining (D)=(A)-(B)-(C)
Contract Incentive:				
Quality	\$1,250,000	\$1,083,333	\$166,667	\$0
Safety	\$2,500,000	\$1,700,000	\$468,750	\$331,250
Community Outreach	\$2,500,000	\$2,225,000	\$250,000	\$25,000
DBE	\$900,000	\$0	\$900,000	\$0
Total Contract Incentive	\$7,150,000	\$5,008,333	\$1,785,417	\$356,250
Milestone Incentive:				
Early Signal and Crossing Cutover	\$4,000,000	\$4,000,000	\$0	\$0
Early Project Substantial Completion (NTE)	\$8,000,000	\$4,220,000	\$0	\$3,780,000
Early Revenue Service	\$3,000,000	\$1,000,000	\$0	\$2,000,000
Total Milestone Incentive	\$15,000,000	\$9,220,000	\$0	\$5,780,000

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 December 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

No Shared Risk items were executed in December 2024.

5.2.2 CMB Approved Shared Risk/Change Order Items:

The following were approved in the December 2024, and Supplemental* December 2024 CMB meetings:

- IRL 405 - Recommended Traction Power and SCADA Spare Parts, Special Tools, and Test Equipment
- CCO-264 - Damages From On-track Equipment Collision

5.2.3 Upcoming Shared Risk Items or Change Orders

- CCO-265 – Unanticipated Cost Escalation (Hyper-Inflation)* (*Pending Board Approval*)

5.3 Issues

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

Issues	Actions
March 2022 Rail Incident Damage Cost change request submitted by design build contractor	<ul style="list-style-type: none"> • Submit Justification package to CMB for approval – completed • Receive CMB approval - completed • Issue Change order (CCO-264)
Unanticipated escalation Cost Increase change request submitted by design build contractor	<ul style="list-style-type: none"> • Submit Justification package to CMB for approval – Completed • Receive CMB approval – January 3, 2025 • Present to PCJPB Committee • Obtain PCJPB Board approval • Issue Change order (CCO-265)