

# **Caltrain Modernization Program** Peninsula Corridor Electrification Project (PCEP)



# **Executive Monthly Progress Report**

July 31, 2022

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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 re-baselined the program budget and schedule in December of 2021. Caltrain completed a thorough assessment of all aspects of the program including cost, schedule, risks and organization. Caltrain is committed to deliver PCEP and achieve revenue service in September of 2024.

# 1.2 Program Cost and Budget

On December 6, 2021, the JPB adopted a new PCEP program budget of \$2,442,690,697. As of July 2022, the project is on budget:

- The current project total cost at completion (EAC) is the same as Board adopted budget of \$2.44 billion.
- As of July 2022, a total of \$1.77M has been drawn down from the Shared Risk Pool of \$50 million.
- As of July 2022, a total of \$1.04M has been drawn from the project contingency of \$40 million.
- As of July 2022, no new awards have been made from the Project incentive pool of \$18.5 million.

# 1.3 **Program Progress and Schedule**

As of July 31, 2022, the overall project completion is 74.77%. The current program schedule is still on track with PCEP's substantial completion date of April 2024 and Revenue Service by September 2024.

# 1.4 Change Management Board (CMB)

In July 2022, the following change orders were submitted for CMB approval:

CMB approved:

- Traction Power Facility SCADA Interim Support Through Cutover in the amount of \$1,036,122.
- Amendment to B&G Transportation Group, Contract Capacity Increase and Extension in the amount of \$4,432,182.
- Amendment to AECOM Program Management Support Services Contract Capacity Increase and Extension in the amount of \$11,943,960.

#### **1.5** This Month's Accomplishments

The project team has completed the following notable activities for the month of July 2022:

- All contractors and subcontractors continue to have COVID-19 plans in place that meet federal, state and local requirements.
- Continued safety special task force working group including TASI, Rail Operations and PCEP to address communications, process and procedure improvements.
- Continued Roadway Worker Protection (RWP) Safety rule and procedural training.
- Continued to bring on experienced, qualified resources to fill key management positions for PCEP delivery. This month, the management team selected a Quality Assurance Manager and a Field TPS manager.
- Completed Single-Phase Study for TPS 2 and addressed comments.
- Completed project reforecast effort with Design Builder with a focus on OCS installation and wiring sequences; energization of Segment 3 is scheduled for next spring which will allow 24 miles of track to be electrified for additional EMU testing.
- Started previous 2SC cutover location application logic update effort.
- Started installation and pretesting activities for Segment 2 SSF cutover.
- Continued providing PCEP progress updates to funding partners, leadership, elected officials, citizens, and business community.
- Completed EMU Static Testing on the first two trains.
- Started planning for in depth 25kV OCS awareness training.
- Performed CEMOF walkthrough and CEMOF energization readiness review.

# 1.6 Upcoming work

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

- Develop and finalize Segment 4 energized rail isolation and protection procedure.
- Complete readiness review of Segment 4 with all stakeholders.
- Complete 25kV OCS awareness training for all Caltrain staff, TASI, and contractors prior to Segment 4 energization.
- Continue to hold CMB and PCEP partnering sessions and finalize procedures for the implementation of the Configuration Management Board from the Funding Partners Oversight Protocol.
- Continue to hold Executive and Project Team Partnering sessions.
- Execute transmission operating load agreement (TOLA) with PG&E.
- Finalize Program Management Plan (PMP) based on FTA/PMOC comments.
- Energize TPS 2 on August 27, 2022 and commence OCS testing under power following completion of OCS awareness training.
- Energize Segment 4 and commence System Integration Testing and EMU Trainset 3 commissioning.
- Receive two more EMU Trainsets.
- Complete EMU clearance test.
- Continue pursuing federal and local grants to close the funding gap.
- Hold Monthly CMB meeting for program status and change order approval.
- Complete 2SC application logic update for previous 2SC cutover locations.
- Commence cutover plan for last major Segment 2 cutover at Ralston and

Mayfield.

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

#### 1.7 Critical Items

As of July 2022, the top critical items and related actions are highlighted below.

Table 1-1. Critical Issues and Actions						
Critical Issues	Actions					
Overhead Contact System (OCS) installation delay due to low productivity Note: The project OCS work was on hold from March 10, 2022, to March 28, 2022 during the safety stand down.	<ul> <li>Additional BBII OCS crew training for regulation and variance in the OCS design / installation due to redesign &amp; accommodations to resolve foundation Differing Site Conditions (DSC) issues.</li> <li>Hiring additional BBII OCS staff members to prevent schedule slippage and help in future installation planning.</li> <li>Hold OCS construction scheduling recovery workshop for remaining OCS installation and testing.</li> </ul>					
Timely completion of Segment 2 Signal/2SC cutover	<ul> <li>Perform comprehensive cutover planning; develop and track dashboard for each cutover, including design submittal, duct bank completion, flagger needs.</li> <li>Work closely with Rail Operations to maximize track access, including weekend bus bridge.</li> <li>Advance notification to the public on train schedule service changes for weekend shutdown.</li> </ul>					
Funding of \$410 million program gap	<ul> <li>Special task force is in place to identify federal and state grant opportunities to pursue.</li> <li>Targeted advocacy is ongoing.</li> <li>Prepare earmarks grant scope and application.</li> </ul>					
Lack of field railway worker in charge (RWIC) for increased work crews	<ul> <li>Design-builder brought in more watchmen for off- track work.</li> <li>TASI to expedite RWIC hiring and training.</li> <li>Explore third party field resource procurement path.</li> <li>Assess operational impact for expanding work limits with track and time.</li> </ul>					

Table 1-1. Critical Issues and Actions

# 2.0 SAFETY

There were zero reportable injuries for July, but we have not received the monthly hours for the month. The Reportable Injury Rate (RIR) for 2022 through June is at 2.08, which is below the national average of 2.50.

There was one notable near miss incident that occurred on July 8, 2022 when a Balfour Beatty crew was moving a 44-foot-long mobile lift to the worksite across the 16<sup>th</sup> Street grade crossing. As the equipment was traversing across 16<sup>th</sup> Street, the crossing gates activated for an approaching northbound train. The mobile lift was travelling at 3 MPH and did not have sufficient time to clear the crossing. The Balfour Beatty equipment operator was able to raise the lift in time to clear the equipment of the northbound passing train. There were no injuries or equipment damage. Balfour Beatty and TASI conducted safety stand downs for all crews and RWIC's and initiated immediate restrictions involving the movement of equipment over grade crossings.



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

# 2.1.1 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.

2.1.2 Upcoming Work

The Fire/Life Safety Committee continues to work with the San Jose and Santa Clara Fire Departments on Emergency Preparedness in preparation for the energization of Segment 4. The safety team is coordinating with Operations and the EMU team to develop an emergency responder safety familiarization EMU presentation. Once completed, the presentation will be shared with emergency responder jurisdictions through the project Fire/Life Safety Committee. In addition, the project safety team has initiated discussions with Segment 3 fire department jurisdictions to schedule project safety awareness training. Training sessions have been scheduled for September 2022 and January 2023. In addition, a full-scale emergency exercise that will include an electrification incident response component is scheduled for November 2022. Monthly Progress Report – July 2022

# 3.0 PROGRAM SCHEDULE

#### 3.1 Introduction

PCEP has an Integrated Master Schedule (IMS) which illustrates the timeline of major elements of the PCEP program depicted in **Figure 3-1**.

The Electrification Substantial Completion Date is forecast by April 1, 2024 based on design-builder July 2022 progress schedule update. The Revenue Service Date (RSD) date remains on September 26, 2024, with 6 months schedule contingency.



# Figure 3-1. Master Program Summary Schedule

#### 3.2 Critical Path

The current critical path for PCEP continues to run through the OCS system in Segment 3, Segment 1, then Segment 2, followed by Testing and Start-up and then Revenue Service.

The current near critical path is the remaining 2SC Signal and Crossing cutovers for Segment 2, Segment 3 and Segment 1, followed by testing and Start-up and then Revenue Service.

As of July 31, 2022, the overall delay to substantial completion is 0 days compared to the project re-baseline schedule.

Task	Date
Start Segment 2 Cutover	12/10/2021 - Actual
Complete OCS Installing Poles	7/28/2022
Complete Traction Power Facilities	8/16/2022
TPS-2 Energization	8/27/2022
	Q3 2022
Start Intergrated Testing Segment 4	10/5/2022
Paralleling Station Facilities Completion Milestone	10/24/2022
Complete Ductbanks	11/3/2022
Complete Segment 2 Cutover	11/14/2022
Complete Intergrated Testing Segment 4	11/15/2022
Complete Segment 4	11/15/2022
	Q4 2022
Start Segment 3 Cutover	3/5/2023
Complete Segment 3 Cutover	3/25/2023
Start Intergrated Testing Segment 3	3/31/2023
Complete OCS Energization - Seg 1, 2 & 3	Q1 2023 4/11/2023
Complete Intergrated Testing Segment 3	4/30/2023
Complete Milestone #1 (Segments 3 and 4)	4/30/2023
Start Segment 1 Cutover	5/30/2023
TPSS-1 Enegization	6/5/2023
Complete Segment 1 Cutover	Q2 2023 9/16/2023
Complete Segment 1 Cutover	9/16/2023
Complete OCS (Contact & Messenger Wiring)	9/25/2023
Start Intergrated Testing Segment 2	9/30/2023 Q3 2023
Complete Intergrated Testing Segment 2	11/29/2023
Start Intergrated Testing Segment 1	11/29/2023
Complete Intergrated Testing Segment 1	12/29/2023
Start Final Systemwide Integrated Testing	12/29/2023
	Q4 2023
Complete Final Systemwide Integrated Testing	2/7/2024
BBII Substantial Completion	4/1/2024
Revenue Service	9/25/2024
FFGA RCD	12/31/2024

#### Peninsula Corridor Electrification Project June 2022 Update

# Figure 3-2. PCEP Lookahead Timeline

#### 3.3 Schedule Issues

Issues that may impact critical path or major milestones are identified in the table below as of July 2022.

Issues	Actions				
Construction work stoppage safety stand down due to the track safety incident which occurred on March 10, 2022.	• BBII developed a schedule recovery plan to mitigate the delay within Segment 2 signals cutover and avoid propagating the schedule slippage to Segments 3 and 1 signal cutovers.				
OCS installation delay due to low productivity and the project OCS work was on hold from March 10, 2022 to March 28, 2022 during the safety stand down.	<ul> <li>Additional BBII OCS crew training for regulation and variance in the OCS design / installation due to redesign &amp; accommodations to resolve foundation DSC issues.</li> <li>Hiring additional BBII OCS staff members to prevent schedule slippage and help in future installation planning.</li> </ul>				
2SC application logic defects found will require new software release and regression test and may impact Segment 2 cutover completion.	<ul> <li>Assign technical task force for defect fixes.</li> <li>Review with Rail Operations and FRA for approval.</li> <li>Roll out new application logic and perform regression test for the crossings that were cutover previously.</li> <li>Implement new allocation logic to the remaining crossings.</li> </ul>				

# 3.4 Contract Milestones

#### Table 3-2. Electrification Design-Build Contract Milestones

Milestone	Re-Baselined Dates	Current Forecast	Milestone Variance
Completion of Milestone #1- Segments 3 and 4	April 15, 2023 (Segment 4 only)	April 30, 2023 (Segment 4 and Segment 3)	0
Substantial Completion	April 1, 2024	April 1, 2024	0
Final Acceptance	July 31, 2024	July 31, 2024	0

Once TPS 2 power is turned on by PG&E on August 27, 2022, OCS field integrated testing with power will commence in September. Segment 4 will be certified for temporary use for EMU burn-in in November 2022. The project is in the process of redefining Milestone 1 to include Segment 3 for more electrified mileage. The program reforecast schedule date is still confirmed for full alignment substantial completion by April 1, 2024, and Revenue Service Date of September 2024.

#### 4.0 COST AND BUDGET

#### 4.1 Introduction

This section presents current program cost and budget. On December 6, 2021, the JPB adopted a new Program budget of \$2.44 billion. Table 4-1 depicts a summary level of program budget, costs, and estimate at completion based on the latest update of the Electrification and EMU projects as of July 31, 2022.

#### 4.2 Program Budget and Cost

Description of Work	Current Budget	Cost This Month	Cost To Date	Estimate To Complete	Estimate At Completion	Variance At Completion
	(A) <sup>1</sup>	(B) <sup>2</sup>	(C) <sup>3</sup>	(D)	(E) = (C) + (D)	(F) = (A) – (E)
Electrification	\$1,749,139,438	\$25,710,968	\$1,391,519,728	\$357,619,710	\$1,749,139,438	\$0
EMU	\$693,551,258	\$22,032,152	\$464,824,081	\$228,727,177	\$693,551,258	\$0
PCEP TOTAL	\$2,442,690,697	\$47,743,120	\$1,856,343,809	\$586,346,888	\$2,442,690,697	\$0

Table 4-1.	Budaet	Summarv	b\	/ Proiect
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<sup>1.</sup> Column A "Current Budget" includes executed change orders and awarded contracts.

<sup>2.</sup> Column B "Cost This Month" represents the cost of work performed this month.

<sup>3.</sup> Column C "Cost To Date" includes actuals (amount paid) and accruals (amount of work performed) to date.

Table 4-2 depicts program budget, costs, and estimate at completion summarized by major elements of work. This budget table provides additional detail for the program and is broken down by major contracts for Electrification and EMU, minor contracts, real estate, utilities, project management oversight and other indirect support costs.

# Table 4-2. Budget Summary by Major Elements

Description of Work	Re-Baseline Budget	Current Budget	Cost This Month	Cost To Date	Estimate To Complete	Estimate At Completion
Electrification	\$1,097,149,881	\$1,097,149,881	\$18,659,855	\$817,433,692	\$279,716,189	\$1,097,149,881
EMU Procurement	\$556,072,601	\$556,204,966	\$20,143,649	\$385,417,362	\$170,787,605	\$556,204,966
Minor Construction Contracts (Tunnel, CEMOF, SCADA, Non- BBI OCS)	\$67,055,072	\$67,055,072	\$0	\$64,431,604	\$3,659,590	\$68,091,194
Real Estate Acquisition & Support	\$34,914,177	\$34,914,177	\$25,476	\$23,780,944	\$11,133,233	\$34,914,177
PG&E, Utilities	\$132,088,995	\$132,088,995	\$498,383	\$199,320,311	-\$67,231,316	\$132,088,995
Management Oversight & Support	\$312,699,697	\$312,699,697	\$2,408,169	\$244,096,387	\$68,603,310	\$312,699,697
TASI Support	\$114,488,767	\$114,488,767	\$2,774,097	\$82,808,797	\$31,679,970	\$114,488,767
Finance Charges	\$9,898,638	\$9,898,638	\$86,027	\$8,861,754	\$1,036,884	\$9,898,638
Insurance	\$6,581,851	\$6,581,851	\$0	\$4,581,851	\$2,000,000	\$6,581,851
Other Required Projects & Services	\$9,084,176	\$9,084,176	\$68,899	\$2,848,680	\$6,235,496	\$9,084,176
Environmental Mitigation	\$14,438,866	\$14,438,866	\$0	\$1,205,404	\$13,233,462	\$14,438,866
Caltrain Capital Overhead (ICAP)	\$48,217,887	\$48,217,887	\$3,078,564	\$21,557,025	\$26,660,863	\$48,217,887
Contingency	\$40,000,089	\$39,867,724	\$0	\$0	\$38,831,602	\$38,831,602
Total	\$2,442,690,697	\$2,442,690,697	\$47,743,120	\$1,856,343,809	\$586,346,888	\$2,442,690,697

# 4.3 Program Shared Risk Pool and Contingency

Caltrain and Balfour Beatty Infrastructure, Inc. (BBII) continue implementing new mechanisms to ensure a collaborative approach to Project delivery. The management team meets every week to review the issues log focusing on risk mitigation and issues resolution.

As part of global settlement, a shared risk pool of \$50 million was established to manage risks and mitigation proactively and collaboratively with the design-build contractor. Table 4-3 shows the current shared risk drawdown for the current month and to-date as well as the remaining balance of the shared Risk Pool by Risk Category. Any shared risk items that are above \$250,000 require Change Management Board (CMB) approval.

Risk ID	Risk Description	Risk Amount	Current Month	Executed to Date	Remaining Balance
1	Permanent Power Availability	\$268,572	\$0	\$114,495	\$154,077
2	Different Site Condition for OCS Foundation	\$3,500,000	\$868,102	\$1,012,272	\$2,487,728
3	Different Site Condition for Duct bank	\$2,800,000	\$0	\$20,966	\$2,779,034
4	Condition of existing Fiber backbone infrastructure	\$3,150,000	\$0	\$42,175	\$3,107,825
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	\$0	\$538,572
8	EMI Nonconformance by EMU Vendor	\$750,000	\$0	\$144,500	\$605,500
9	Reed Street Cutover	\$90,000	\$0	\$0	\$90,000
10	Availability of low voltage power for cutover testing	\$1,120,000	\$0	\$0	\$1,120,000
11	Third party Permits	\$150,000	\$0	\$0	\$150,000
12	SCADA integration for the entire alignment	\$159,524	\$0	\$0	\$159,524
13	Tunnel OCS Compatibility	\$167,500	\$0	\$0	\$167,500
14	Supply chain issue due to COVID 19	\$300,000	\$0	\$28,923	\$271,077
15	End to end Systems integration commissioning	\$2,100,000	\$0	\$0	\$2,100,000
16	Existing Caltrain Operating systems interface and integration	\$1,400,000	\$0	\$0	\$1,400,000
17	Third party Approval	\$150,000	\$0	\$0	\$150,000
18	Impact from Caltrain other capital or third-party projects	\$2,166,683	\$29,541	\$159,342	\$2,007,340
19	Track access delay for BBII Construction	\$1,800,000	\$0	\$0	\$1,800,000
20	Additional light Maintenance and Protection Needs	\$280,000	\$0	\$0	\$280,000
21	Crossing Protection	\$220,000	\$0	\$60,418	\$159,582
22	Power facilities	\$500,000	\$0	\$0	\$500,000
23	NCR's	\$0	\$0	\$0	\$0
24	Potholing	\$1,700,000	\$0	\$71,012	\$1,628,988
25	Pre-Revenue Service Operational Testing	\$250,000	\$0	\$0	\$250,000
26	TRO Contingency	\$3,000,000	\$0	\$0	\$3,000,000
27	Contingency	\$12,000,000	\$900,000	\$900,000	\$11,100,000
NA	Unidentified	\$54,179	\$0	\$0	\$54,179
	BBII Risk Pool Total	\$50,000,000	\$1,797,643	\$2,554,104	\$47,445,897

# Table 4-3. Shared Risk Pool Status as of July 2022

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 unknown costs. Table 4-4 provides a detailed status of approved transfers from contingency due to executed Contract Change Orders and approved Budget Transfers.

Change Order	Description	Current Budget Contingency	EAC Contingency
Project Contingency	Previously Reported Balance	\$39,867,724	\$38,831,602
		\$0	\$0
	PROJECT CONTINGENCY REMAINING BALANCE	\$39,867,724	\$38,831,602

# Table 4-4. Program Contingency Drawdown Balance

Note: EAC Contingency reflects forecast contingency including \$1,036,122 in funds approved for Traction Power Facility SCADA Database Changes Support.

#### 4.4 Electrification Design Builder Contract Incentives

The Global Settlement with BBII also includes incentives based on Milestone completions and remaining contract incentives. Table 4-5 provides a status of Design-Build Contractor incentives Budgeted, Awarded, and remaining Balance.

Incentives	Budgeted	Awarded	Balance			
Contract Incentive:						
Quality	\$1,250,000	\$1,000,000	\$250,000			
Safety	\$2,500,000	\$875,000	\$1,625,000			
Community Outreach	\$2,500,000	\$1,750,000	\$750,000			
DBE	\$900,000	\$0	\$900,000			
Total Contract Incentive	\$7,150,000	\$3,625,000	\$3,525,000			
Milestone Incentive:						
Early Signal and Crossing Cutover	\$4,000,000	\$0	\$4,000,000			
Early Project Substantial Completion (NTE)	\$8,000,000	\$0	\$8,000,000			
Early Revenue Service	\$3,000,000	\$0	\$3,000,000			
Total Milestone Incentive	\$15,000,000		\$15,000,000			

# 4.5 Program Cash Flow and Funding

The remaining program expenditures are cash flowed in Figure 4-1 to illustrate by April 2023 additional funding will be needed to complete the program.



JULY 2022



PCEP | Expenditure - Planned vs. Actual

#### 4.6 Issues

Issues	Actions
Additional funding setup for \$410M Funding Gap.	<ul> <li>Actively pursuing additional State and Federal funding sources.</li> <li>Dedicated task force has been established at the executive level.</li> <li>Prepare earmarks grant scope and application for April submission.</li> </ul>

# 5.0 CHANGE MANAGEMENT

# 5.1 Introduction

The change management process establishes a formal administrative work process associated with the initiation, documentation, coordination, review, approval, and implementation of changes during the design, construction, or manufacturing of PCEP. The change management process accounts for the impacts of the changes and ensures prudent use of contingency.

#### 5.2 Change Orders/Shared Risk Pool

5.2.1 Executed Shared Risk

The following Shared Risk items were executed in July 2022:

- Drill Tech Foundation Issue Resolution Log Settlement for \$868,000 was approved by CMB on June 22, 2022 and was executed on July 8, 2022.
- Tree Trimming and Removal Allowance Adjustment and Conversion to Lump Sum for \$900,000 was approved by CMB on June 22, 2022 and was executed on July 8, 2022.
- Removal of Electric Lock Switch on MT-1 South of San Carlos Station for \$29,541 was executed on July 28, 2022.
- 5.2.2 Approved Change Orders
  - Traction Power Facility SCADA Interim Support Through Cutover in the amount of \$1,036,122.
  - Amendment to B&G Transportation Group, Contract Capacity Increase and Extension in the amount of \$4,432,182.
  - Amendment to AECOM Program Management Support Services Contract Capacity Increase and Extension in the amount of \$11,943,960.
- 5.2.3 Upcoming Change Orders
  - Stadler Change Order 039 for "Multiple No Cost / No Schedule Impacts Group 9" to modify Inductive Emissions Limits per RFC-079 and Payment Schedule per RFC-079 is pending signatures in Aconex.

#### 5.3 Issues

Issues	Actions
ARINC Contract Time Extension	CMB has approved ARINC change order No.5 and will require August JPB board approval.
Segment 4 Maintenance Option in the existing BBII Contract was never exercised. Maintenance of OCS/TPS for Segment 4 will be needed post Segment 4 substantial completion once Caltrain is using it for EMU testing under 25kV.	<ul> <li>Define EMU testing and burn in work schedule.</li> <li>BBII will provide isolation and protection once Segment 4 is powered up.</li> <li>BBII will provide maintenance lite during EMU testing and burn in.</li> <li>Prepare Request for Proposal for OCS/TPS Maintenance Service for public procurement.</li> <li>Develop evaluation criteria for Maintenance Service proposals.</li> <li>Recommend for award and obtain JPB board approval.</li> </ul>

Table 5-1. Change Management Issues Identified and Actions Taken for July	2022
Table 5-1. Change Management issues identified and Actions Taken for July	ZUZZ